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Report on Exploitation

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Report on Exploitation

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Executive Summary

For this first delivery on Exploitation we have set up a draft version of the total plan. We aim to mainstream the planned process of transferring the successful results of REDUCTION and initiatives to appropriate decision makers in regulated local, regional, national and/or European systems. We plan the process of convincing (individual) end-users to adopt and/or apply the results of REDUCTION.

The outputs and results we expect to deliver and the users it expects to attract are appointed. In the overview table the different target groups and the organizations in the different EU countries for the different target groups are listed.

This will help to mainstream to process of exploitation.

The rest of the delivery will be finetuned and filled during the next two years.

In the next, second phase we will also start fine-tuning current information and extend the report with a SWOT, a confrontation analysis, making strategic choices and start making an operational communication and activity plan.



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**Report on Exploitation****1. Introduction****1.1 Project Overview**

The main goal of the REDUCTION project is to reduce CO₂ emission. The overall target is to reduce 10% CO₂ emission by three different means; eco-routing, multi-modality and optimal driving behavior. The results of these means need to be exploited.

The goal of this REDUCTION Exploitation Plan is to activate all partners in seeking opportunities for the exploitation of the project results and to execute and communicate its value proposition. The REDUCTION consortium has a goal to promote the results of this project to many diverse target groups—including businesses, industries, government and the general public. Aspects of this marketing plan also address the need to enhance REDUCTION's "image" or reputation in the eyes of those same target groups.

The success of any marketing/exploitation plan depends upon several factors, including effective advertising, public relations (dissemination), and market research. Flexibility and innovation are also key factors. These and other marketing activities make up the whole of the marketing plan and no individual factor is necessarily more important than any other. However, all aspects of the marketing plan should complement one another and in no case should one activity conflict with or adversely effect another activity.

1.2 Work Package Objectives and Tasks

The results of REDUCTION are made publicly available through peer-reviewed publications, conference presentations, press releases, web pages and brochures. Generated intellectual property is carefully protected, e.g. patent filling. An exploitation plan and dissemination plan is specified to maximize the outcome and benefit of the project for individual partners. Partners will search for and use existing fleet-management standards used in the EU. Important contributions to these standards are made where applicable.

1.3 Objective of this Deliverable

The exploitation plan will especially cover activities related to work packages 1,2 and 3 and its final prototype system as delivered by WP5.

To activate all partners in seeking opportunities for the exploitation of the project results and to execute and communicate its value proposition we started to write this marketing plan for a good and structured way to the market.

In the technical review report is written that there is a need to improve the Exploitation deliverable. Main problem in the first phase was the lack of input of the individual partners. In this report we have to include the following:



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- REDUCTIONS position with respect to freight
- A clear distinction between dissemination (informing) and exploitation (selling).

For the revision of the report we need to add the following input:

- 1)- appoint the outputs REDUCTION expects to deliver
- 2)- appoint the users it expects to attract
- 3)- Overview table of:
 - 3.1) all possible target groups
 - 3.2) groups used (only organisations)
 - 3.3) potential future groups (only organisations)
- 4)- Overview table showing how exploitation differs between target groups according to project outputs.
- 5)- Market situation should include differences & similarities between transport modes



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2. Outputs & target groups

2.1 The outputs of REDUCTION

In the table below the exploitable results REDUCTION expect to deliver are set out. Including the target group it expects to reach and the impact it expects.

Exploitable results:			
Project output	Target group	Results	Expected impact
Fleet management system - software product especially designed for companies in fleet - key achievements of REDUCTION will be implemented as an integral part of a V-2-V product.	Fleet owners (freight & passenger)	Advanced management services to fleets: - Advise, information & awareness in eco routing - driver education - Speed advise by taking current traffic situation.	Reduction of CO2 emissions & fuel economy
Open architecture of REDUCTION	Companies that own / develop Traffic Management Systems	- Extensibility to groups of fleets ("social" fleets) - Information & awareness about potential improvements of adaptive and decentralized fleet management on returns/running costs	Increase of synergies (& cooperation) between different fleet management solutions
On-board communication and computation devices	(incar) Fleet owners, (passenger & freight), Public transport companies, etc.	Additional services for fleet management	- Increasing safety, and reducing accidents
Distributed predictive analytics algorithms	Companies that own / develop Traffic Management Systems (also for incar suppliers)	Predictive travel time and predictive CO2 emission of the ECO routing	- The predictive travel time and CO2 emission can be shown on DRIP or send to users via App, bluetooth or internet



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Eco-routing methodologies	Companies that own / develop Traffic Management Systems (also for incar suppliers)	<ul style="list-style-type: none"> - Advise in eco routes to road user by means of internet or via bluetooth, smart phone or by traditional roadside equipment like VMS - The schedule of public transportation via VMS or smart phone 	More precise eco-routing for the type of a car which users are using by means of smart phone, such as a Iphone app.
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2.2 Target Group

Reduction has mainly Business-2-Business focus. Potentially all automobile industry partners are potential partners. But also ministeries, public organizations and public agencies are target groups, because they can encourage a multiplier effect on national policy. In the table below you will find an overview of the target groups.

Overview target groups		
All possible target groups	Groups Used (companies)	Potential future groups (companies)
Private Urban Fleets (such as taxi fleets, shuttles (e.g. schoolbusses) of all modes and their combinations, etc.	X: Appendix 1.	X: Partly added names of organizations
Automotive rental <ul style="list-style-type: none"> - Long term lease: Companies who opt for this service outsource their vehicle fleet needs to a leasing company. - Short term lease: Cars, vans and trucks can be rented to private or professional clients for a relatively short period of time in order to meet their respective transport needs 		X: Appendix 1.
International rail/ship/airline companies		X: Partly added names of organizations -> Appendix
Logistics & cargo/freight-transport companies with multi-model fleets	X: Appendix 1.	
Public transport organizations	X: Partly	X: Partly added names of organizations Appendix 1.
Ministries & public organization that want to deploy pilot studies based on fleets comprised by individual drivers.		X: Partly added names of organizations Appendix 1.



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Public agencies: environmental agencies, public health departments, departments of transport		X: Partly added names of organizations
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2.2.1 Private Urban fleets

There are different types of Private Urban fleets and various types of taxis.

- Regular cash taxi, partially known as street taxi
- Contract Transportation
 - o Seated patient transport
 - o “AWBZ” transport
 - o The transport in the framework of the Social Support Act (WMO)
 - o the shared taxi and demand responsive transport
 - o Upper Regional transport disabled - Valys
 - o Pupil Transportation
 - o WIA transport (where disabled are carried / transported to work or education)
 - o the various (possibly private) 'Business Services'
 - o Train-taxi
 - o the Shuttle or Schiphol Taxi Services [8]

Slowly the industry is increasingly investing in alternative fuels. On one hand these requests come from clients, but there are also entrepreneurs who invest in ecological projects in order to acquire environmentally conscious clients.

2.2.2 Automotive rental

Two kinds of businesses are part of this target group:

Long term automotive rental

Long term automotive rental contracts are a specific kind of leasing. Companies who opt for this service outsource their vehicle fleet needs to a leasing company. According to customers needs, the leasing company will provide the necessary passenger cars, vans or trucks to their clients, along with any required related services, including e.g. maintenance, insurance, fuel management and/or tire replacements.

Short term automotive rental

Cars, vans and trucks can be rented to private or professional clients for a relatively short period of time in order to meet their respective transport needs. Typical reasons for making use of such services include:

- Car rental services can be used as a means of transport to complete a train or plane journey, making sure that the customer arrives at their final destination. Such a service may be used in the context of a business trip or by tourists on vacation.
- Customers may also choose to rent a car as a replacement vehicle when their own car is being serviced or repaired. Many car leasing contracts also include this service.



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- Particularly in an urban context, city dwellers may decide to forgo the use of a private car and would then rent a car on an ad hoc basis. This contributes to less congestion and lower pollution levels in city centres.
- Customers may require a different type of vehicle for a short period of time such as a van or small truck for moving cumbersome objects or a people carrier for family holidays. A short term rental is the obvious solution in such cases.

2.2.3 International Rail/Ship/Airline companies

Both European Rail, Ship and Airline companies exist of big fleet. This target group focuses on reducing CO₂ emissions, except for Shipping companies.

The global railway sector is working extremely hard to maintain its environmental advantage by improving its energy efficiency and reducing its CO₂ emissions. For example, 28 European members of UIC have collectively committed to reduce CO₂ emissions per passenger kilometer and ton/kilometer by 50% by 2030, and are well on track to meet this target. (source: <http://www.uic.org/spip.php?rubrique1584>)

The shipping industry has so far escaped publicity. It has been left out of the climate change discussion, but the true scale of climate change emissions from shipping is almost three times higher than previously believed. It calculates that annual emissions from the world's merchant fleet have already reached 1.12bn tonnes of CO₂, or nearly 4.5% of all global emissions of the main greenhouse gas. Shipping emissions - which are not taken into account by European targets for cutting global warming - will become one of the largest single sources of manmade CO₂ after cars, housing, agriculture and industry. By comparison, the aviation industry, which has been under heavy pressure to clean up, is responsible for about 650m tonnes of CO₂ emissions a year, just over half that from shipping. (source: <http://www.guardian.co.uk/environment/2008/feb/13/climatechange.pollution>)

Air transport accounts for 2% of global manmade CO₂ emissions and focus on reducing CO₂ emissions through plans focusing on technology, operations, infrastructure and economic measures.(source: https://www.iata.org/pressroom/facts_figures/fact_sheets/pages/environment.aspx)

2.2.4 Logistics & cargo/freight-transport companies

Freight companies are companies that specialize in the moving (or "forwarding") of freight, or cargo, from one place to another. These companies are divided into several variant sections. For example, international freight forwarders internationally from country to country, and domestic freight forwarders, within a single country. Some companies offer multi-modal solutions, this means that they offer more than one service, in many cases air and sea and in other cases air, sea, and road. The most common multi-modal way of shipping is referred to as inter-modal meaning truck pickup to rail to truck delivery.

Freight transport is a large contributor to emissions of CO₂ and to mitigate its environmental impact is essential in strive for a sustainable future. (source: CO₂ Emissions from Freight Transport and the Impact of Supply Chain Management - A case study at Atlas Copco Industrial Technique, PETTER JOFRED PEDER ÖSTER Master of Science Thesis Stockholm, Sweden 2011)

2.2.5 Public transport organizations

Public transport is a shared passenger transport service which is available for use by the general public, as



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distinct from modes such as taxicab, car pooling or hired buses which are not shared by strangers without private arrangement. Public transport modes include buses, trolleybuses, trams and trains, rapid transit (metro/subways/undergrounds etc) and ferries. Public transport between cities is dominated by airlines, coaches, and intercity rail. High-speed rail networks are being developed in many parts of the world.

Public transport accounts for 10% of CO₂ emissions due to urban passenger transport in the EU 27 (while private motorized modes account for 90%). (source: PUBLIC TRANSPORT AND CO₂ EMISSIONS [www.uitp.org/news/pics/pdf/MB_CO23.pdf](http://www UITP.org/news/pics/pdf/MB_CO23.pdf))

2.2.6 Ministries, public organizations and agencies

Ministry of Transport is a ministry or department or other government agency responsible for transport. It usually is administered by the Minister for Transport. Specific responsibilities may include overseeing Road safety, civil aviation, maritime transport, rail transport, developing government transportation policy, organizing public transport, and the maintenance and construction of infrastructural projects. Some ministries have additional responsibilities in related policy areas such as infrastructure.

These organisations, including public organisations and agencies maybe interested to deploy pilot studies based on fleets comprised by individual drivers. All these organisations have focus on reducing CO₂ emission.



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2.3 Exploitation activities

Activities facilitating exploitation:

- Survey companies (visit, interview face-2-face, phone, internet)
- Using existing network
- Visit network meetings
- Event organization / attendance at events
- Special calls and actions for dissemination & exploitation
- Co-operation with policy makers and other stakeholders

Exploitation per target group		
Target groups	Project output	Exploitation activities
Private Urban Fleets (such as taxi fleets, shuttles (e.g. schoolbusses) of all modes and their combinations, etc.	Fleet management system On-board communication and computation devices	Survey and visit companies Using existing network Visit network meetings
Automotive rental - Long term lease: Companies who opt for this service outsource their vehicle fleet needs to a leasing company. - Short term lease: Cars, vans and trucks can be rented to private or professional clients for a relatively short period of time in order to meet their respective transport needs	Fleet management system On-board communication and computation devices	Survey and visit companies Using existing network Visit network meetings/attendance events
International rail/ship/airline companies	Fleet management system On-board communication and computation devices	Survey and visit companies Using existing network
Logistics & cargo/freight-transport companies with multi-model fleets	Fleet management system On-board communication and computation devices	Survey and visit companies Using existing network Visit network meetings/attendance events



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Public transport organizations	Multi model advise tool/Iphone app in cooperation with companies that own/develop traffic management systems	Survey & visit companies Using existing network Inform and create awareness about potential impact of ecofriendly driving behavior through dissemination activities
Ministries & public organization that want to deploy pilot studies based on fleets comprised by individual drivers.	Co-operation with policy makers and other stakeholders	Survey & visit companies Using existing network
Public agencies: environmental agencies, public health departments, departments of transport	Co-operation with policy makers and other stakeholders	Survey & visit companies Using existing network

Extra target groups

Target group	Main objective	Activities
Scientific World	Enhance communication and exchange expertise with other researchers and groups	Publications and presentations at conferences, e.g. ITSC, ITST, WiVeC Networking with other projects, posts in newsgroups
Individual "Fleet"-drivers	Endorse the REDUCTION technology	Events to provide information through e.g. seminars, workshops,etc
Competitors	Inform about open framework of REDUCTION	Meetings to describe and promote the technical framework of REDUCTION and how it can be used/extended.



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3. Situation Analysis

In this chapter we will give the situation analysis of the target groups of REDUCTION and the market they act in. The following components will be described: market situation, competition, (potential) clients and a STEP analysis.

3.1 Market situation

The description of a market situation starts with the analysis of the external -and internal environment, trends and what happens specific in our (automotive/mobility) market.

Mode of transport

We distinguish substantially different ways to perform transport. The most dominant modes of transport are

- aviation
- land transport, which includes rail, road and off-road transport,
- ship transport.

Other modes do not apply to this REDUCTION project (e.g pipelines, cable transport, and space transport)

In REDUCTION the main focus is on land transport, but the other two modes will also be taken into account of the Projects focus. Each mode of transport has a fundamentally different technological solution, and some require a separate environment. Each mode has its own infrastructure, vehicles, and operations, and often has unique regulations. Each mode also has separate subsystems. A subsystem is a group of many parts that make up one part. All modes of transportation have 6 subsystems. They are: Propulsion, Suspension, Control, Guidance, Structural, and Support. Transport using more than one mode is described as intermodal. Transportation that carries around many people and can be used by the public is known as Mass Transportation.

	Aviation	Land transport	Ship transport
Vehicle capacities			
Ranges	Helicopters, aircraft.	Automobiles, buses, trains, trucks.	Bulk carriers, container ships, tankers, refrigerated ships, ferries, roll-on/roll-off ships, coastal trading vessels, cruise ships, ocean liner, multi-purpose ship
Typical emissions			



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Route flexibility			
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3.2 (potential) Clients

Each target group described in chapter 2 consists of different persona's. A persona is an archetype or a characterization of a particular type of user or decision maker. We will mainly focus on the decision makers and influencers on sustainable projects in the commercial Target Groups. For the Public organizations and ministries we focus on influencers and managers on sustainable projects. Describe the decision makers, influencers and the users for each target group. In the last phase we will try to find out names and extend our network.

3.3 STEP analysis

In this chapter will be referred to the influences which are not in the immediate vicinity of the market. Examples include influences from politics & economy, changes in technology or (socio-) demographic or ecological changes.

Car leasing is of great importance for society, economy and sustainability and has the potential to contribute even more to economic progress, accessibility and the environment than it already is. The leasing market is relatively crisis-proof in the Netherlands.

3.3.1 Political

- 3 More focus on ecological / CO2 emission reduction in political programm.
- 4 In the Netherlands there will be elections in september 2012. It contains a lot of "green" content
- 5 Cutbacks and rewarding for "Green" citizens
- 6 New roads, ATM, Area Based Control as a part of mobility approach of the Dutch government

3.3.2 Economic

- ➔ Because of the economic crisis the purchase of new vehicles is cutting down.
- ➔ More focus public transport
- ➔ Incentives to only purchase new cars may lead to significant market distortions in both the short and the longer run.
- ➔ Bigger demand for compact (and more ecological) cars.
- ➔ Dutch bonus program for smaller ecological friendly cars.
- ➔ Cost reduction in business and government remain a downward pressure on the size of the fleet and the new sales through leasing. In contrast, the economic recovery has gradually deployed on the used car market and improve-ments are visible, which results in better residual sight.
- ➔ Consumer spending growth until the second half of 2010, but over the whole year is considered negative. Business investment is expected to pass in 2011 look positive values. Cost reduction in business and government will exert a downward pressure on the size of the fleet and the new sales through leasing. In contrast, many leases were renewed in 2009 and renewed in 2010 will be.[9]



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3.3.3 Technological

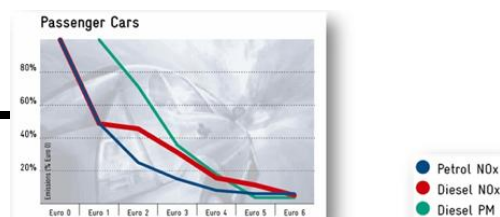
- ➔ Technology is developing for the safety of road users.
- ➔ Upcoming are the In-Car Systems (V-2-V and V-2-I)
- ➔ The technological developments ensure that light, efficient engines in cars are not at the expense of having driving pleasure or driveability of a car. This can be done by usage of lighter materials, better aerodynamic characteristics and a higher efficiency of motors which provide better engine performance with constant displacement. The priority that car manufacturers, government, society and motorists increasingly indicate alternative propulsion / fuels means that (also) the medium car leasing companies have to set up a structural shift in the choice of means of transport (for economical and clean).

3.3.4 Social-demographic

- ➔ Awareness of the environment increases. Both for consumers and government.
- ➔ An incentive structure which only encourages the purchase of new vehicles does not sufficiently take the purchasing power of the average consumer into account. Even a big premium would not be enough to persuade a substantial group of car owners to scrap their older more polluting vehicles.
- ➔ Scrapping schemes should not only aim to address vehicle sales, but also safety and pollution level of the existing fleet.
- ➔ The car fills a dominant role with an annual transport performance of over 150 billion kilometers for the passenger in the Netherlands. This contrasted with 200 billion kilometers in total. For the foreseeable future, this is also the expectation. [9]
- ➔ Internet has created more transparency in the market. Price differences between companies are thus reduced.[9]

3.3.5 Ecological / enviromental

- ➔ The lease fleet gets fast ecological. The average CO2 emissions of new lease cars is deployed in 2011 to 125 grams per kilometer. That is a reduction of 8% compared to 2010. [3]
- ➔ The Dutch carlease fleet fast greens. Of the newly deployed lease cars has over 60% the eco-label A, the designation for the most energy efficient cars. In 2010 this was 39%. Cars in the A-and B-class make 85% of the passenger car fleet. [3]
- ➔ The in 2011 purchased lease cars emits 125 grams CO2 per kilometer, almost 11 grams less (8 percent) than those in 2010. For petrol cars the company's ongoing shift of the highest CO2-class (more than 141 g / km) to the middle (111 - 140 g / km) is continuing. In 2011 42 percent of new cars was in the middle class of CO2 emissions and 36 percent in the higher classes. The proportion of new cars in the class with the least CO2 emissions stabilize at 21 percent.[3]
- ➔ The commitments of governments regarding the reduction harmful emissions can only be met if the most polluting vehicles within the European Union are removed from the existing fleet. The graph below illustrates the drastic reduction in pollution levels, where a shift up from a Euro 2 to Euro 3 vehicle makes a huge difference, whereas the jump from Euro 4 to 5 does not nearly have the same





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impact. Regarding CO₂ gains, ACEA, the European Car Manufacturers Association has calculated that e.g. the removal of all Euro 0/1/2 in Italy alone would result in a reduction of 10 megaton of CO₂ emissions. [5]

- ➔ Midsize car leasing companies in the future to be successful, must take on a structural, (socially and fiscally driven) shift to environmentally friendly cars and direction of transport solutions including alternative modes of transport such as bus and train involved. Due to the transparency in the market (notably the Internet) will necessarily remain a competitive rate and especially an optimal service. [9]



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The following chapters will be filled in phase 2.

4. SWOT analysis

The strengths and weaknesses of the REDUCTION project and the opportunities and threats of the market analysis, view the future of the project.

We will fill this chapter in the next phase.

4.1 *Strength and weaknesses*

- Identify the strengths and weaknesses, looking at the REDUCTION project and to your organization

What is your strength, why are you better than your competitor, what positive points you will use most?

In what parts are you less competent than your competitor, where should you pay attention to and how do you improve the weaknesses?

4.2 *Opportunities and threats*

- Identify the opportunities and threats, has an situation analysis.

What developments and changes are in the market? What opportunities are there for REDUCTION and how you can make good use of it? What are the threats to the project and how you can reduce or stop these?

Example:

Strengths (internal)	Weaknesses (internal)	Opportunities (external)	Threats (external)



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5. Confrontation analysis

What is the effect of Opportunities and Threats on Strengths and Weaknesses, including and analysis of the confrontation matrix. In this matrix we rate with numbers 1-10. The stronger a question can be answered with “YES”, the higher the rate will be.

Example:

5.1 Confrontation matrix

	Opportunities (external)		Threats (external)	
	Opportunity 1	Opportunity 2	Threat 1	Threat 2
Strengths (internal)				
- Strength 1	10	8	8	6
Weaknesses (internal)				
- Weakness 1	4	6	6	8

5.2 Confrontation analysis

5.2.1 How to use a strength to match a opportunity

5.2.2 How to use a strength to convert a threat

5.2.3 How to convert a weakness into a opportunity

5.2.4 How to convert a weakness to fight a threat



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6. Strategic choices

In this chapter we will give a description of the most important relations between Opportunities and Threats on Strengths and Weaknesses are the strategic options.

6.1 *Marketing Strategy*

The marketing strategy of REDUCTION will be to execute and communicate its value proposition of offering innovative services for fleet management whose outcome are environmentally friendly and are produced by a system architecture that is decentralized and extendible in its design.

6.1.1 Mission

REDUCTION's main mission is to segment the market of "green" fleets by providing an advanced product to individual sectors (mainly private/public fleets) which are otherwise not properly serviced by existing commercial solutions.

6.1.2 Objective

REDUCTION sets the objective to achieve increase in market penetration over regular milestone periods and to achieve Brand Equity (Brand Awareness) so that REDUCTION's becomes a household word in all our target groups.

Financial objective is to decrease fixed costs (including deployment costs and production of onboard devices) by increasing sales base (numbers of systems sold), and to increase profit margin by 2-10% annually through operation efficiencies carried out throughout REDUCTION.

The targets are:

- ➔ To reach early (3-5 year after commence of commercial exploitation) the breakeven point with yearly sales
- ➔ Sales to grow at double-digit rates (12-15%) as the market for this type of product with its technical novelty is not all saturated.
- ➔ Constraint the total marketing expense budget not represent more than 20% of total annual gross sales revenue.



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7. Positioning Reduction

How do we position Reduction and its 3 different means. Includes also the positioning from the different partners.

REDUCTION will position itself as the provider of one of the most technologically advanced services for “green” fleets that are available today, and will try to quickly develop market penetration as a result.

8. Marketing targets

8.1 *Expected market share in numbers of customers*

8.2 *Expected market share in euro's*

8.3 *Average share of wallet*

8.4 *Brand awareness*

8.5 *Review of marketing targets*



9. Marketing strategy and the 4 P's (Product, Price, Place, Promotion)

9.1 Pricing

REDUCTION's will set pricing in such a manner so that it falls in line with its positioning statement, so that is expected to be significantly better to those of existing competitors in the field of "green" fleets. This is possible due to the extendible architecture of REDUCTION's system, which can allow customizations to the needs of individual customers and thus dynamic pricing.

9.2 Place (Distribution)

Wherever the expected exploitable outcome of REDUCTION cannot economically sell directly, it will use a network of fleet companies in order to offer unifying solutions that will fit more than one fleet and will compare favorably against the competition.

During the project's duration, exploitation will take place at the countries of the fleets in the consortium.

9.3 Promotion

Focus of promotion will be two-pronged, as the foreseeable REDUCTIONS exploitable outcomes will promote directly to end-users and promotion to wholesalers. Promotion to wholesalers should receive primary stress due to their extended reach into their individual customers. Additional specifics on the advertising campaigns relative to each target group will be made available at a later date.

During the projects duration the exploitation will seek to first create customer awareness regarding the innovative technology that REDUCTION makes available, build a network of distributors that can assist REDUCTION in distributing the outcomes of REDUCTION, thereby building an ever-growing foundation of satisfied customers and users of REDUCTION that will be exploited after the project's duration. The synergy with the dissemination activities (including advertisement and tradeshows, after the end of the project) will help communicate its main message and develop brand awareness.

9.4 Product

The product and the approach to customer service can be succinctly stated; our customers' expectations must be always exceeded. The only way that REDUCTION's exploitable outcomes can succeed in the long term is if they ensure all of the customer's needs are being met.



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10. Marketing/Communication Plan

This will be filled and updated in the 2nd or 3rd phase according to the input of the REDUCTION partners. Each partner gives insight in local opportunities for publicity, fairs, seminars, etc. It gives insight in local communication opportunities and will result in a marketing-action plan.

10.1 Target Group

10.2 Communication targets

10.3 Message

10.4 Communication channels

10.5 Communication budget

10.6 Communicationmix



11. Measuring the results

This will be filled and updated in the 2nd or 3rd phase according to the input of the Reduction partners. Research will be focusing on e.g. brand awareness and Set targets.



References

[3] Team Minus 6%. 10 items of eco-driving performance (in japanese). [online]. Available <http://www.team-6.jp/>.

[4] Ehsan Mazloumi Saeid Nahavandi Doug Creighton Abbas Khosravi and J.W. C. van Lint. Prediction intervals to account for uncertainties in travel time prediction. Submitted to IEEE Transactions on Intelligent Transportation Systems, 2009.



12. Appendices

12.1 Appendix 1: Target groups automotive rental

Target group	Companies / countries	
Automotive rental		
- long term Car lease	<p><u>Austria</u> Raiffeisen Leasing BB Leasing</p> <p><u>Belgium</u> KBC Lease IKB Leasing</p> <p><u>Denmark</u> Nordania Leasing SixT Leaseplan ALD Automotive</p> <p><u>Finland</u> Scandia Rent EasyTerra Lacara</p> <p><u>France</u> BNP PARIBAS SG Equipment Finance Credit Agricole Leasing Natixis Lease</p> <p><u>Germany</u> Deutsche Leasing Volkswagen Leasing LBBW Leasing VR-Leasing AG Siemens Financial Services Commerz Real TOYOTA Dexia Lease Abcfinance</p> <p><u>Greece</u> EFG eurobank leasing</p> <p><u>Hungary</u> CIB Leasing Group</p> <p><u>Ireland</u> Fleetfirst Contract Hire Avis Fleet Service Gowan Leasing Limited Haines Fleet Management H.B. Dennis Leasing</p>	<p><u>Italy</u> UniCredit Leasing UBI Leasing Banca Agrileasing Gruppo Selmabapiemme Gruppo MPS Medioleasing Sardaleasing Gruppo Credito Valtellinese Credemleasing Abf leasing Medioleasing</p> <p><u>Netherlands</u> ING Lease De Lage Landen Leaseplan Amstel Lease Maatschappij ALD Automotive Alphabet Nederland Athlon Car Lease BMW Group Business Lease Nederland Mercedes-Benz</p> <p><u>Norway</u> DnB NOR Finans</p> <p><u>Poland</u> Millennium leasing BZ WBK Leasing</p> <p><u>Portugal</u> Banco Espirito Santo Caixa Leasing Banco Comercial Portugues</p> <p><u>Spain</u> Banco Santander Banco Bilbao Vizcaya Grupo Banco Popular Caja de Ahorros LICO Leasing</p> <p><u>Sweden</u> Nordea Finance Handelsbanken Finans Swedebank Finans</p> <p><u>UK</u> Lloyds TSB</p>



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<p>Sources:</p> <ul style="list-style-type: none"> - http://www.leaseurope.org/ - http://www.vna-lease.nl - http://www.europages.co.uk/ - Google (per country) - http://www.autolease-info.nl/azindex.php

Target group	Companies / countries
Automotive rental	
Short term Car rental	<p><u>Europe</u></p> <p><u>SIXt</u></p> <p>Budget <u>autoverhuur</u></p> <p><u>Multirent</u></p> <p><u>Europcar</u></p> <p>Fox rent a car</p> <p>Avis</p> <p>Thrifty</p> <p>Alamo</p> <p>Hertz</p> <p><u>Atesa</u></p> <p>Advantage</p> <p><u>Goldcar</u></p> <p><u>EasyCar</u></p> <p>National</p>
Sources:	<ul style="list-style-type: none"> - http://carrentalscout.com/car-hire-reviews.php - http://www.independenttraveler.com/travel-tips/car-travel/european-car-rental-companies - http://www.lonelyplanet.com/bookings/transport.do - http://www.holidayautos.com



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12.2 Appendix 2: Car sharing

Target group	Companies
Automotive rental	
<u>short term</u>	Car sharing <u>Europe</u> Car2Go <u>Greenwheels</u> <u>Stadtmobil</u> <u>CityCarShare</u> <u>Communauto</u> City Car Club
Sources: <ul style="list-style-type: none">- http://en.wikipedia.org/wiki/Carsharing- http://www.motiva.fi/files/4138/WP2_Final_Report.pdf- http://xa.yimg.com/kq/groups/1088789/1632531212/name/F%26S_M4FA_European+Carsharing_Key+Findings.pdf	



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12.3 Appendix 3: Taxi companies

Target group	Companies/countries		
TAXI companies	<u>Austria</u>	<u>Germany</u>	<u>Netherlands</u>
	Business cars Vienna	Taxi Dortmund	Taxi Centrale Amsterdam
	Tirol Transfer	Taxi Duisburg	Taxi Munckhof
	ABC	Taxi Ruf Koln	Connexion
	Christian Hitzginger	Taxiruf Muenster	Taxi Timmermans
		Taxi Zentrale Oberhausen	ETCA Taxicentrale
	<u>Belgium</u>	Taxi Gelsen	
	Limo Taxi Belgium	Taxi Zentrale Wuppertal	<u>Norway</u>
	Taxi 03		Arendal Maxitaxi
	Star Taxi	<u>Greece</u>	Asker OG Baerum Taxi
	Taxi Rhode	George Taxi	Bamble Taxisentral
	Reno Taxi	A.R.D. Taxi	BK Transport AS
	DTM	Spiros Taxi Service	Hedmark Taxi
		Lesbos Taxi Service	Lister Taxi
	<u>Denmark</u>	Athens Airport Taxi	Litago AS
	Aalborg Taxa	Taxi George's Greek	Oslo Taxibuss
	Aarhus Taxa		<u>Poland</u>
	Bjarne Artmann Larsen	<u>Hungary</u>	Maxi-Taxi
	Droskeselskabet Odense Taxa	Taxi erd	Taxi Strzelin Bestnet
	Kobenhavns Taxa	TaxiCab	Autotaxi SP
	Limoservice V/Hans Jorgen Aaroe	Hungary Taxi	Express Taxi
	Olstykke/Jan's Taxi		Nowa Taxi
		<u>Ireland</u>	TopTax
	<u>Finland</u>	Eire Taxi	<u>Portugal</u>
	Lahitaksi	Ireland Taxicabs	Taxis Diana
	Taxi Helsinki	Taxi Web Dublin	Taxis Julio Does
	Taxi Jaaskelainen		Antonio Garcia
	Jari Pajari	<u>Italy</u>	Cooperativa de Taxis
	Taxi Kuusamon	Samarcanda	<u>Spain</u>
	Taxi Lahden Seudun Ula	Taxifacile	Tele Taxi
	Taxi Saimaa	AssoTaxi	Elite Car
	Taxi Yellow Line	La Capitale	Across Majorca
		Autoradiotaxi	Airport Service Taxi Alicante
	<u>France</u>	Tevere	Eurotaxi Tomelloso
	Taxi Moto	Proto Taxi	Meridataxi
	Airport Connect Lyon	Coop. Tassisti Cinecitta	<u>Sweden</u>
	Les Taxis Bleus	Taxi24h.it	Smedtrans I Eskilstuan
	Taxi a Paris	Rome Airport Transfers	Taxi Mellanskane
	Taxi Aeroports		Taxi Stockholm
	Taxi dad Marseille		Kuriri
	Taxi Pascal		Taxi 020



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	<u>Switzerland</u> Baren-Taxi Taxi Bertolini Heinz Taxi Cab Winterthur Taxi Denis Grize Taxi Geneve Taxi Kull Zuritaxi / 7x2 AG	<u>UK</u> A1 Airport Taxi Airportdirect.eu Brompton Airport Cars Connect privat hire Dinez Taxis Dragon Cars Easychaffeur Minicabs Slough and Windsor Pinnacle cars	
Sources: <ul style="list-style-type: none"> - http://www.europages.co.uk/ - http://taxi-wereld.startpagina.nl/ - Google (per country) 			

12.4 Appendix 4: Rail

Rail	<u>Austria</u> Austrian Southern Railway Imperial Austrian Stat Railways <u>Belgium</u> Nationale Maatschappij der Belgische Spoorwegen <u>Denmark</u> <u>Danske Statsbaner</u> (Danish State Railways) <u>Finland</u> Finnish Railways, VR Ltd <u>France</u> <u>Société Nationale des Chemins de fer français</u> <u>Germany</u> Deutsche <u>Bahn</u> AG <u>Greece</u> The Hellenic Railways <u>Organisation</u> or OSE <u>Hungary</u> Hungarian State Railways (<i>Hungarian</i> : Magyar <u>Államvasutak</u> or MÁV)
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<p><u>Ireland</u> <u>Iarnród Éireann</u> (Republic of Ireland) <u>Nothern Ireland Railways</u> (<u>Nothern Ireland</u>)</p> <p><u>Italy</u> <u>Trenitalia</u></p> <p><u>Netherlands</u> <u>Nederlandse Spoorwegen</u></p> <p><u>Norway</u> Norwegian State Railways</p> <p><u>Poland</u> Polish State Railways</p> <p><u>Portugal</u> Portuguese Railways – <u>Caminhos de ferro portugueses</u> (CP)</p> <p><u>Spain</u> RENFE</p> <p><u>Sweden</u> State Railways (SJ)</p> <p><u>Switzerland</u> Swiss Federal Railways</p> <p><u>UK</u> Private companies</p>
<p>Sources:</p> <ul style="list-style-type: none">- http://en.wikipedia.org/wiki/Category:Railway_companies_of_Austria-



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12.5 Appendix 5: Logistic/freight companies

<p>Logistics & cargo/freight-transport companies with multi-model fleets</p>	<p><u>Austria</u> Logwin Jerich Logistics Multifreight</p> <p><u>Belgium</u> Brussels Airlines A.F.L. nv Logikx Shipping World Freight Agencies</p> <p><u>Denmark</u> Transfirst Team Fright Jeuro Denmark Vanguard Logistics</p> <p><u>Finland</u> Freightgate Scan Global Logistics Express Wheels OY Cardel Logistics</p> <p><u>France</u> Velogic France Cargo International Euro Overseas Logistics Zoom Freight Cargo partner Sas</p> <p><u>Germany</u> Go East West Logistic and Trading Provider HTK Shipping & Logistics GmbH ARO Logistik GmbH Maritime Cargo Logistics GmbH SBS Cargo-Logistik GmbH</p> <p><u>Greece</u> SEAWAY SA Onitas Hellas Red Lines Logistics Ltd Fairplay Ltd Eurotrans Logistics</p>	<p><u>Hungary</u> Unimasters Freight Xpress Kft Maurice Ward & Co. kft CD Cargo Kft Volán Tefu Company Group</p> <p><u>Ireland</u> Spratt Transport Services Woodland International Logistics Ltd Dmf International Limited Irish Shipping & Transport Ltd</p> <p><u>Italy</u> Threux SRL Time Shipping SRL SARDELLI LOGISTICS AND FORWARDING S.r.l.u. T.M.I. SRL Special Services Alpina SRL Trasporti</p> <p><u>Netherlands</u> Rhenus Logistics Future AirFreight GLF-Global Logistics & Forwarding b.v. Portex Logistics B.V. Arabital Europe BV United World Line BV</p> <p><u>Norway</u> Airspeed AS ScanAm Transport (Norway) A.S. Fellestransport AS Scanway Shipping A.S. OK Shipping</p> <p><u>Poland</u> Pol-Mare Mistrzak Polish Forwarding Company Sp. z o.o. RGW Express Agencja Transportowa Makro Service sp.k.</p>	<p><u>Portugal</u> Bekker Logistica AMF Transitarios,Lda Oceanlog - Logistica & Navegação, Lda OPTIMUS TRANSITARIOS,LDA</p> <p><u>Spain</u> TRANSFORWARDING S.L. Forwarding Condal SA Cimarsa Transitarios WillMove Worldwide SL Maritima Tuscor Lloyds S L</p> <p><u>Sweden</u> TriLog AB Enter Global Logistics AB NAC Nordic Air & Sea Cargo Euroglobe Shipping & Transport AB</p> <p><u>Switzerland</u> Gondrand LTD Total Freight Management GmbH Telesped AG Gondrand Ltd</p> <p><u>UK</u> Corten Logistics Atlas Freight Services Ltd Unibright Logistics Ltd R & B GLOBAL LTD world cargo international</p>
<p>Sources:</p> <ul style="list-style-type: none"> - http://www.transportshub.com - <a href="http://www.logistics<country>.com">http://www.logistics<country>.com (for example: http://www.logisticsaustria.com/) - http://www.freightnet.com/directory/p1/cont4/s30.htm 			



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12.6 Appendix 6: Shipping companies

Shipping	<u>Austria</u> Mediterranean Shipping Company Austria	<u>Italy</u> Fluviale Marittima
	<u>Belgium</u> Transpetrole Maritiem Services	<u>Netherlands</u> Norfolkline Heereme Marine Nederland Wagenborg Shipping
	<u>Denmark</u> Nordane Shipping A/S	<u>Norway</u> Hagenaes Shipping
	<u>Finland</u> ESL Shipping	<u>Poland</u> MAAG Gear Zamech
	<u>France</u> Bostrom Tankers France SAS	<u>Portugal</u> Soponata
	<u>Germany</u> Macs Maritiem Carrier Shipping	<u>Spain</u> Arbumasa
	<u>Greece</u> Rex Shipping	<u>Sweden</u> Brax Shipholding Brederi
	<u>Hungary</u> MSC Hungary	<u>Switzerland</u> Pan Nautic SA
	<u>Ireland</u> Burk Shipping Group	<u>UK</u> MSC UK
	Sources:	
	<ul style="list-style-type: none"> - Wikipedia - Google (per country) - http://www.altiusdirectory.com/Travel/list-of-shipping-companies-belgium.html 	