



MONTEVIDEO  
23-27 JULY

# POST CONFERENCE BROCHURE



MONTEVIDEO  
23-27 JULY

# TABLE OF CONTENTS

2018 FIA MOBILITY CONFERENCE	P. 03
<b>INTRODUCTION</b>	
<b>KEY FIGURES</b>	
<b>VIDEO HIGHLIGHTS</b>	
MONDAY 23 JULY 2018	P. 07
<b>CLUB CORRESPONDENTS' MEETING</b>	
TUESDAY 24 JULY 2018	P. 09
<b>OPENING SESSION</b> - Welcome to the 2018 FIA Mobility Conference	
<b>KEYNOTE SESSION</b> - Mobility in Transformation	
<b>PANEL DISCUSSION</b> - The Global Sustainability Agenda: FIA in Action	
<b>NETWORKING SESSION</b> - Exchange with the FIA Family	
WEDNESDAY 25 JULY 2018	P. 15
<b>KEYNOTE SESSION</b> - Unlocking Innovative Mobility Solutions	
<b>PANEL DISCUSSION</b> - Innovation in Road Safety	
<b>WORKSHOP</b> - Connecting with the Global Start-up Community	
<b>WORKSHOP</b> - Innovative Services through New Models	
<b>KEYNOTE SESSION</b> - Evolving Tourism Patterns in the Digital World	
<b>WORKSHOP</b> - Tourism Business Models for the Digital Age	
<b>WORKSHOP</b> - Practical Solutions for Urban Mobility	
THURSDAY 26 JULY 2018	P. 22
<b>KEYNOTE SESSION</b> - Business Transformation in the Digital Economy	
<b>PANEL DISCUSSION</b> - Strategic Panel on Business Diversification	
<b>CLOSING SESSION</b>	
<b>MONTEVIDEO INSIGHTS</b> - Off-site Visits	
FRIDAY 27 JULY 2018	P. 28
<b>WORLD COUNCIL FOR AUTOMOBILE MOBILITY AND TOURISM</b>	

# INTRODUCTION

**The 26<sup>th</sup> FIA Mobility Conference was held in the Uruguayan capital of Montevideo.**

**Hosted by the Automóvil Club del Uruguay (ACU) and FIA Region IV President Jorge Tomasi Crisci, this year's Conference delivered enthusiastic discussion, challenging ideas and concepts, information about FIA programmes and services, and a delightful sampling of Uruguayan culture.**



The variety of presenters and panellists offered a cross-section of expert insights into the future of urban mobility and the challenges facing automobile Clubs as technology affects society in an increasingly rapid fashion.

Professors, social engineers and researchers, clean energy experts, advocates, start-up entrepreneurs, travel experts, thought-leaders at the coalface of transportation management and strategy, Club representatives, government and even a former President all spoke with great passion about the challenges facing FIA Clubs in the future.

Key themes from throughout the conference included the transformation of mobility and technology's role in this process, innovation, sustainability, road safety developments, new business models and behaviours, tourism trends and opportunities, and business diversification.

One thing seemed to be agreed among the 160 delegates gathered from 65 countries around the world – that by remaining flexible, working together, creating stronger partnership between Clubs and establishing new and innovative partnerships with external stakeholders, the shifting mobility and tourism landscape can represent a great opportunity for Clubs and their members.

In addition to the intellectual side of the conference, delegates were treated to generous hospitality from the conference's Uruguayan hosts, with excursions to the Palacio Legislativo, a Gala Dinner at La Hacienda, a night of Uruguayan festivities at the Mercado del Puerto, and the final lunch at La Baguala on Friday.

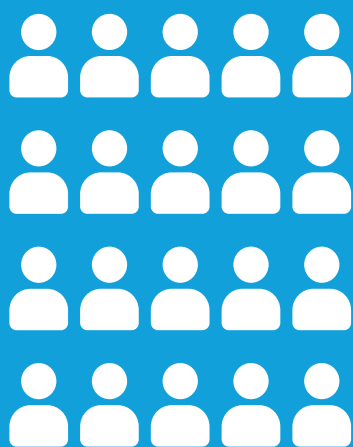
The 2018 FIA Mobility Conference will be fondly remembered by all attendees for its contribution in helping Clubs to address current and future challenges, and for the enjoyable social experiences shared.

Please enjoy the following summary of the week in Montevideo.

## KEY FIGURES

160

DELEGATES



68  
CLUBS



65

COUNTRIES

245



APPLICATION  
DOWNLOADS



35

SPEAKERS



8,100

PAGE VIEWS  
ON THE WEBSITE

53 BILLBOARDS  
OF THE #3500LIVES CAMPAIGN  
DISPLAYED IN MONTEVIDEO



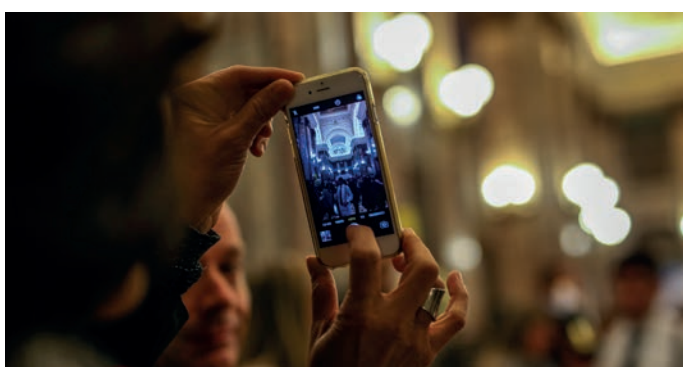
#FIAMC18



# HIGHLIGHTS



Watch the highlight video of the 2018 FIA Mobility Conference





MONTEVIDEO  
23–27 JULY

MONDAY 23 JULY 2018

CLUB CORRESPONDENTS' MEETING



# CLUB CORRESPONDENTS' MEETING

**The FIA Club Correspondents' meeting, which takes place annually, is a key part of strengthening connections and dialogue between the FIA and its Member Clubs. This year's edition included more than 40 delegates from across all FIA Mobility Regions.**

*Prior to the official opening of the 2018 FIA Mobility Conference, Club Correspondents met on Monday, bringing together the results of last year's work and looking ahead to upcoming projects.*



The meeting opened with a presentation of the structure of the FIA Mobility Division, updating the Correspondents and focusing on its most recent activities.

Andrew McKellar, FIA Secretary-General for Automobile Mobility and Tourism, then presented the FIA Innovation Fund, coming from the sale of the FIA's one per cent stake in Formula One Management. He outlined the three projects that have been granted funding to date – the FIA European Young Women's Programme, the Youth Olympic Games projects and the FIA Helmet Rating Programme – and encouraged FIA Members to formulate ideas for potential projects across the FIA network.

Terry Agnew, Chairman of the FIA University Board and CEO of the Royal Automobile Club of Western Australia, took the floor to highlight the significance of the connection between Clubs, and how events such as the FIA Mobility Conference are essential in fostering relationships which will bring benefits to all Members. There was also encouraging feedback from the ANWB Club Correspondent who experienced the FIA University's Emerging Leaders Programme in Barcelona first-hand.

The FIA Smart Cities initiative was next on the agenda, with the calendar for the next season of the FIA Formula E Championship

presented, as well as a review of high-profile Forum events which took place this season in Santiago de Chile, Rome and Zurich.

The Correspondents were given information regarding the FIA Road Safety Grants Programme, and encouraged to submit applications before the upcoming deadline of 21 August. Advice on submitting a successful application, as well as presentations from three previously successful initiatives: Automobile Association of Australia's programme on distracted driving; a joint venture by the Clubs from Moldova and Belarus focusing on child safety; and Tanzania's additional promotion of the #3500LIVES Global Road Safety Campaign, were showcased.

The meeting closed with a review of the #3500LIVES Campaign. There was an update on the campaign activation which has taken place around key motor sport events so far this year. These included events around the Formula E races in Berlin, Santiago de Chile and Mexico City, as well as the iconic 24 Hours of Le Mans.

Correspondents were informed of the new weekly newsletter which is distributed to Clubs and their Presidents and details the locations where the campaign is displayed.





MONTEVIDEO  
23-27 JULY

## TUESDAY 24 JULY 2018

### **OPENING SESSION**

**KEYNOTE SESSION** - Mobility in Transformation

**PANEL DISCUSSION** - A Global Sustainability Agenda: FIA in Action

**NETWORKING SESSION** - Exchange with the FIA Family

# A WARM WINTER'S WELCOME

The 26<sup>th</sup> annual FIA Mobility Conference officially opened on Tuesday afternoon, with FIA President Jean Todt welcoming over 160 delegates from 65 different countries to the Uruguayan capital of Montevideo.



"This year's theme, 'Mobility in Transformation', addresses the on-going challenges and opportunities for people with the need and desire to move, said Mr Todt. "The FIA is well-prepared and equipped to respond to these issues together with, and on behalf of, its Member Clubs."

"I have a vision... The future of mobility can be summed up in three words: safer, cleaner, smarter. And I have a conviction... In these conditions mobility is changing, and that is a good thing. Our focus is also changing – we represent not just the automobile, but everything that will make our roads safer for all users."

The session opened a three-day programme of keynote speeches, panel discussions and workshops carefully designed by FIA Mobility to create an engaging and interactive forum for delegates.

"This conference provides a great opportunity to follow our work on important issues, including data access, environmental performance, congestion in cities, road safety and opportunities for strengthened collaboration between Member Clubs," continued the FIA President. "It is important to see this in the context of the strategy that we are pursuing in road safety and sustainable mobility."

Jean Todt, FIA President, then officially opened the conference, saying, "You will be surprised by how many common challenges you share and the variety of solutions Clubs have found which can help you. I hope you will take full advantage, so that by the end of the week you will have valuable new ideas to take back and implement in your Clubs."

Jorge Tomasi Crisci, President of the Automóvil Club del Uruguay (ACU) and FIA Region IV President, also greeted the delegates, and said: "It is really an honour for our country and for our Club to receive you here for this FIA Mobility Conference. This week is going to be full of very engaging and important meetings and workshops, and I am sure delegates will enjoy this opportunity to discuss new mobility trends."

As part of the centenary celebrations for the Club, a video presenting its history was shown to the delegates. It explained

how the ACU initially began as a sporting club in 1918, but quickly grew into an organisation engaged in all aspects of the country's mobility, which has grown and developed to remain relevant over the last century.

Thierry Willemarck, FIA Deputy President for Automobile Mobility and Tourism, explained some more of the details of the upcoming week of dialogue. "This year's theme captures very well the ongoing changes and challenges impacting our Clubs," he said. "This conference will ensure that all FIA Clubs have a platform to make their voices heard. It is our mission to ensure that you leave with valuable content that will help you confront the challenges facing you."



# MOBILITY IN TRANSFORMATION

As a Professor at the Massachusetts Institute of Technology (MIT), and the Founder and Director of its Senseable City Laboratory, Carlo Ratti, is shaping much of the world's thinking on the transformation of mobility, and especially in the realm of self-driving cars. He was therefore the perfect starting point to set the scene for the conference focusing on "Mobility in Transformation".



Prof. Ratti was therefore the perfect starting point to set the scene for the conference, focusing on "Mobility in Transformation". His keynote presentation began by focusing on how the digital age has affected everyday mobility, and especially car sharing.

"The internet has changed many things – mobility being one of them," said Prof. Ratti. "So much is being changed by the convergence of the digital and the physical."

"How many trips could be shared? If you want to answer that question, you can do it with traditional mathematics... When you do the analysis, something quite interesting happens – in New York, you could satisfy the mobility demands of the city with 40 per cent less vehicles than what we have today."

"A journalist wrote that it was interesting academic work, but New Yorkers really don't want to share... It turns out that this is not the case. There is a lot of data from Uber Pool to look at what's happening with mobility. For example, data from San Francisco shows over 50 per cent of all trips, every day, actually happen by Uber Pool."

Carlo Ratti developed the car-sharing concept further, and outlined the benefits that such platforms could achieve with the implementation of fully self-driving cars.

"Today a car is used, on average, five per cent of the time. For 95 per cent of the time, not only is it not used, but it takes up valuable space in our cities; it's parked somewhere."

"So if you have a self-driving car, it can give you a lift in the morning when you go to the office, then it can give a lift to somebody else in your family, or anybody else in the city."

Regarding the future of such technology, Prof. Ratti pointed to the delegates in the room as playing an essential role in its adoption.

"The lifespan of a vehicle is quite long, so I think we're not going to see a full conversion tomorrow – but I believe as soon as this becomes 'off the shelf' we're going to see very quick adoption."

"When all of these Automobile Clubs started, it was to promote the adoption of new technology – and I think today, you can play a very similar role when technology is changing so dramatically. Your role could be as crucial as it was 100 years ago, when Automobile Clubs helped with adoption and with discussion about regulations, mediation with governments... How can you do all that again today?"





# THE GLOBAL SUSTAINABILITY AGENDA: FIA IN ACTION

The first panel discussion of the 2018 FIA Mobility Conference provided an overview of the major trends shaping the global sustainability agenda and the FIA's strategy in this regard, collecting high level experts from the public and private sectors, as well as FIA Clubs.



This lively session focused on a number of key areas relating to the topic of sustainability, including how a global framework is relevant to FIA Member Clubs, what innovations are being made to advance the sustainability of transportation around the world and how best practices can be integrated into the activities of the Clubs.

One of the fundamental qualities of the FIA Mobility Conferences is to include a diverse range of stakeholders who can offer different yet complementary perspectives on the core issues being discussed. This panel was no exception, featuring: Felipe Calderón, President of the FIA Environment and Sustainability Commission; Pablo Inthamouso, Mobility Director for Montevideo City; Roberto Falkenstein, Head of Research and Development for Pirelli Tyres, Latin America; Monika Froehler, Chief Executive Officer of the Ban Ki-moon Centre for Global Citizens; and Sean O'Connor, Director

of Strategy for the Automobile and Touring Club of United Arab Emirates (ATCUAE).

Mr Calderón opened the discussion by identifying a number of important changes that need to be made at a policy level in order to balance the economic and environmental impacts of sustainable mobility systems. "Tackling climate change is becoming an increasingly important policy around the world," he said. "Being responsible to the environment is believed to have huge costs, but it is possible to be responsible both economically and environmentally. There are three big systems that need changing: land use – such as reducing deforestation; energy – moving towards electrification; and finally cities – which must become more compact as density is an issue to improve productivity and sustainability."

Focusing on that final key point, Mr Calderón continued, "I believe the trend clearly is in mass transportation systems. We will need more connected cities, oriented towards an integrated system rather than individual vehicles."

Pablo Inthamouso was well placed to continue the discussion on this theme, as a representative of the public sector working specifically on Mobility in the Conference's host city of Montevideo. "Our first goal is to work towards sustainable development and a model to improve our relations with citizens through transparent management."

"Congestion is causing a lot of trouble in Montevideo. We are trying to convey the message to our citizens, that we need





sustainable mobility – sometimes they don't understand what this means, so communication is key."

Discussions then moved from the experiences of a single city to ways in which global policy is being formed and directed. Monika Froehler explained that the missions of the United Nations Sustainable Development Goals – established by former UN Secretary-General Ban Ki-moon – may not initially seem relevant but are actually hugely influenced by sustainable mobility, and that issues such as poverty can never be tackled without a sustainable global transport system.

"Ban Ki-moon is remembered for two things, the Paris Climate Agreement and the UN Sustainable Development Goals," said Froehler. "I think both are incredibly relevant for this FIA Mobility Conference. It affects all of us on an individual to global level. 75 per cent of people will live in urban centres by 2050, so if we get the city level right now, we'll be a very long way towards achieving the UN Sustainable Development Goals. Mobility will become more shared and cleaner. A bigger segment will be taken by public transport, and sophisticated systems will play a bigger and bigger role over time."

From policy makers to industry leaders, the floor was then given to Roberto Falkenstein, Head of Research and Development for Pirelli Tyres in Latin America. He explained ways in which the company was committed to safer, cleaner, and smarter mobility. "We are developing technologies that can actively reduce the risk of crashes on the road through our 'cyber tyres'," he said. "We are also focusing on increasing efficiency through 'green tyres' which can reduce rolling resistance."

The final panel member to discuss the topic of the global sustainability agenda was a representative of ATCUAE, the FIA ACN in the United Arab Emirates. Sean O'Connor, ATCUAE's Director of Strategy, explained ways in which pursuing environmentally sustainable policies can be financially beneficial to Clubs. "We were the first Club to be awarded the FIA Environmental Accreditation for both Motor Sport and Mobility. Our Mobility pays for our Motor Sport, and having accreditation on the Sport side has given us the credibility to deal with stakeholders and governments. The FIA is offering the right framework for us to be successful – it's free to get the first star accreditation, and my President Mohammed ben Sulayem will be more than happy to speak to you about how we went about this."

Panellists then picked up on a number of the points raised in the initial discussions, focusing on examples such as the balance between economic growth and carbon emissions. "It is important for governments to prioritise massive transportation systems rather than infrastructure designed to cater for individual travellers," added Mr Calderón. "We need to prioritise that in order to give an incentive for people to use these systems. The name of the game is we need to get more economic growth with less carbon emissions. Carbon pricing and road pricing might be a way to do this. Innovation is the most important driver of economic growth, and common standards can improve behaviour and performance."

Mr Inthamouso added, "Perhaps the most important thing we are doing is to improve our massive transport system. We are trying to stop the reduction of passengers – in each of the the past five years we've lost five per cent of journeys – we are asking people not to use cars on a daily basis, but without doubt we have to offer alternatives."

One of the key themes that crossed all areas of analysis was the need to effectively communicate on sustainability policy. Ms Froehler added, "We need to adopt systems that adapt to new technology, and the young need to be educated about this. Half of the world is under the age of 25, and that proportion is set to increase. It will be their demands that drive the economy, but we need to pave the way now to ensure we can succeed in a future that has to be environmentally friendly."

The session closed with comments from the floor, which prompted a relevant analysis of how Clubs can balance the immediate needs of their members whilst fulfilling their long-term environmental sustainability goals.





# EXCHANGE WITH THE FIA FAMILY

For the first time at an FIA Mobility Conference, delegates had the opportunity to meet key FIA Mobility staff members, and to discuss customer-focused areas such as the FIA Road Safety Grants Programme, FIA University, FIA Smart Cities, FIA Networks & e-Directory, FIA Tourism Agenda and the FIA's #3500LIVES Global Road Safety Campaign.







MONTEVIDEO  
23-27 JULY

## WEDNESDAY 25 JULY 2018

**KEYNOTE SESSION** - Unlocking Innovative Mobility Solutions

**PANEL DISCUSSION** - Innovation in Road Safety

**WORKSHOP** - Connecting with the Global Start-up Community

**WORKSHOP** - Innovating Services through New Models

**KEYNOTE SESSION** - Evolving Tourism Patterns in the Digital World

**WORKSHOP** - Tourism Business Models for the Digital Age

**WORKSHOP** - Practical Solutions for Urban Mobility

# UNLOCKING INNOVATIVE MOBILITY SOLUTIONS

As the General Manager of the Los Angeles Department of Transportation, Seleta Reynolds surely has one of the most challenging tasks in the world of Mobility.



The need to transport approximately ten million people in Los Angeles County has led to the development of one of the largest and most sophisticated traffic management centres in North America, if not the world – which Ms Reynolds is responsible for managing.

"If you know anything about Los Angeles, you know that the thing we are known for is traffic," she said. "We are known as the car capital of the world, and we earned that reputation by building our city around the private car. We are an example, if nothing else, of what happens when you double down on one strategy."

In her position heading up transportation in one of the world's most congested yet dynamic and innovative cities, Ms Reynolds has been at the forefront of new concepts for urban mobility and of the reflexion on how they can mobilise the population.

"For a department of transportation, we must be focused first and foremost on the public good and the public that we serve. Our job is not to pick winners and losers, but to find new ways to connect people to opportunity. My job is not just about getting people from A to B, my job is about economic mobility – it is very much about racial and socio-economic equity."

Naturally, electric and autonomous vehicles are central themes as the city plots its future, and Ms Reynolds has been heavily involved in developing a vision of what this technology should deliver.

"If we want to truly reach our [emissions] goals, it won't be enough for us to electrify all these cars, it won't be enough for them to all be autonomous, we have to drive less – and in order to drive less, we have to give people more choices."

"In Los Angeles, people have an expectation that you should be able to go as fast as you want, as far as you want, whenever you

want... And that simply is no longer true, and can't be true in a world city."

As the FIA and its Member Clubs look towards the transformation of mobility, Ms Reynolds offered some advice from her strategic position in one of the most progressive cities in the world.

"As easy as it is to get caught up in the problems of today, we absolutely have to start thinking about what's coming next... The problem with thinking about what's coming next is that every single day there are new business models, and new mobility choices sprouting up that nobody could have anticipated."

"You can put your head in the sand and be future-phobic, pretend it's not going to come, try and maintain the status quo. You can be future-accepting, allow the future to happen to you – you're going to let somebody else write your story and control your destiny. Or you can be future-guiding... and nudge the market, and nudge the international community towards shared, autonomous and electric transportation that really benefits everybody."



# AIMING FOR VISION ZERO

The second Panel Discussion of the 2018 FIA Mobility Conference was divided into two main parts, with a dialogue between Jean Todt, FIA President, and Gloria Hutt Hesse, Chile's Minister of Transport, opening proceedings and giving an overview on the current situation of road safety around the world. The second part of the session invited a panel of global road safety experts building on the initial discussion.



Tackling road safety and reducing the number of fatalities on the roads is one of the key missions of the FIA, and engaging with governments both directly and through its Member Clubs around the world is a crucial element to achieving this goal.

The discussion began with an assessment of current political attitudes towards road safety, and the ways in which they can increase the prioritisation of the issue among policy-makers. Ms Hutt Hesse opened the conversation, saying, "If we do not make road safety more important in terms of resources, and therefore equivalent to other areas, it will be very difficult to make progress. We are also bringing the issue of road safety to the attention of other areas such as health ministries. Showing road safety as something that seriously impacts the health of children is one of the main possibilities to change perceptions."

As well as an emphasis on policy making, the Minister was also keen to highlight the significance of community outreach. "When people understand real life cases of crashes and the damage to

families behind each crash, communities start to understand that we are speaking seriously about making society better," continued Ms Hutt Hesse.

"It is difficult work, you have to make each community aware. Some people do associate a reduction of speed to a better urban life, and this is the kind of campaigning that we need to focus on. It's amazing how road traffic crashes don't appear in the news – more people die on the roads than are killed as a result of criminal activity, but the media coverage doesn't reflect this."

FIA President Todt echoed the Minister's viewpoint that changing perceptions is crucial to affecting real improvement on the world's roads. "I do think perceptions are changing," he said, "but the target of the UN Decade of Action for Road Safety to halve road victims by 2020 will not be achieved. The reason why is simple – because not enough has been done. Road safety should be considered in the same way as a pandemic, but unlike many diseases to which we have no cure, we have the right prescription to stop people dying on the roads. It's about things like infrastructure, education or simple behavioural changes such as wearing helmets and seatbelts, stopping texting and driving, and improving post-crash care."

Together with policies to raise the level of awareness of road safety at government level, the question of what practical means are most effective to implement those policies was also explored, with Ms Hutt Hesse arguing for strong enforcement of traffic rules, and urging delegates to remain strong in their advocacy at both government and community levels.

"I am convinced that enforcement brings the best results," the Minister continued. "The goodwill of people doesn't save lives unfortunately – it comes down to the mandatory adherence to better rules. When you propose these measures, many times







organisations or individuals fight against them. But taking Mr Todt's example of diseases, there are mandatory vaccines for children. Advocates had to fight hard to put this in place despite resistance, and now the benefits are clear. We must support governments to treat road safety policies in the same way."

Finally, the pair discussed the disparity between achievable goals in developed and developing countries, and how FIA Member Clubs must play a central role in the aforementioned advocacy.

"Vision Zero has to be the aim, we have to be ambitious, but at the same time I am always realistic," said Todt. "Zero fatalities is possible, in certain countries and cities, but unfortunately at the moment 90 per cent of crashes are happening in developing countries, so we can't expect these kinds of results there yet."

"Our Clubs must have influence – they must protect the road users who are their members, and make sure that the governments are properly addressing the problem. The size of our Clubs varies from country to country, but things like ensuring the country applies minimum car standards, aims for the UN Sustainable Development Goals, and participates in education programmes are essential tasks for our Clubs. You are the ambassadors, the 'special envoys' in your own countries. If we have countries with strong leaders, like Gloria here, then we can make a real difference."

The second part of the session invited a panel of global experts to build on the initial discussions of the FIA President and Chilean Minister. Focusing on opportunities and challenges to change behaviour, Carmelo Sanz de Barros, President of the Real Automóvil Club de España (RACE) and CIFAL Madrid, began by focusing on education and the use of the brand image of FIA Clubs to make a real difference.

"Training and education are the main elements here, no matter the level of maturity of road safety in your country," he said. "These are key factors. I believe that Clubs have an important role to work together with governments to make sure they are at the top of their agendas. The majority of Clubs here have been around since the start of the automobile, so there is a lot of potential through our brand and history – an asset that we don't always use as well as we could."

With the conference taking place at the heart of the Uruguayan capital, Ana María Pinto, Inter-American Development Bank Transport Specialist, shared her perspective. She said, "We have a big challenge in the region – we have countries where the mortality rate is really high, but we are working with governments to strengthen their capacity to develop policies. We are supporting Latin NCAP for example, but we have very low compulsory safety

standards that haven't been updated since the UN standards were established in 1958. How can we be talking about innovation when we still have these challenges in our countries? This is a big issue for us."

Echoing the insight of the FIA President from earlier in the session, the next panellist, Timothy Papandreu, Founder and Strategic Advisor of City Innovate, highlighted the difference in priorities from country to country, and then offered his contrasting experience working on autonomous vehicle development in the United States.

"One of the biggest challenges and number one goal when working on autonomous vehicle technology is road safety," he said. "In San Francisco, 12 per cent of the streets are responsible for 75 per cent of incidents. It is data like this that allows us to make coalitions with the governments."

Finally, delegates heard from an industry leader in transportation networks, the Global President of Cabify, Ricardo Weder, who explained other ways in which companies can work together with Clubs and governments to tackle road safety issues. "At Cabify, safety is part of our core operations across 13 countries," he said. "There is always going to be a risk of incidents due to a number of factors: driver error, road quality, and so on, especially here in South America. What we are trying to do is continually reduce the probability of these things happening. We do this in three main areas: communication – the way we interact with road users; energy – encouraging the ongoing process of electrification; and transportation – dealing with the new companies that are beginning a revolution from particular ownership to mobility as a service."



# CONNECTING WITH THE GLOBAL START-UP COMMUNITY

This interactive workshop was hosted by Timothy Papandreou, Founder and Strategic Advisor of City Innovate – an organisation that links government with the private sector to complete projects within an incredibly short timeframe of just 16 weeks. Mr Papandreou explained how City Innovate transforms government through entrepreneurship: “We accelerate the procurement, teaching cities to think act and learn like a start-up, and likewise teaching start-ups to understand government processes.”



Oliver Schmerold, CEO of ÖAMTC, explained the innovative “start-up challenge” which brought start-ups into the organisation of ÖAMTC to learn how both parties can work together. “We are a very traditional Club which is now very visible in a different ecosystem,” he said. “This has provided us with a lot of opportunities for business in new and evolving areas.”

José Manuel Martínez Vásquez, General Manager of the Automóvil Club de Chile (ACCHI), presented ways in which the Club is innovating, such as developing driving simulators, driving school mobile applications, roadside assistance applications and other e-learning tools.

The final two presentations were given by start-up companies working on projects relating to urban mobility solutions. Iván Páez Mora, Founder and CEO of Kappo Bike, is using an application to encourage people to use bikes. “The key is to increase the sensation of safety,” he said. “Kappo Bike encourages you to use your bike on a daily basis.” The data produced by the app is fed back to governments to allow them to invest in cycling infrastructure more intelligently.

The second start-up speaker was Philippe Moulin, CEO of DriveQuant, which has developed the GECO Air app, designed to transform cars into “smart vehicles” using smartphones. The smartphone sensors collect data on pollution and congestion and, like Kappo Bike, can be used to inform governments about future infrastructure development.

# INNOVATING SERVICES THROUGH NEW MODELS

**A workshop focused on new and innovative business models on Wednesday morning presented a variety of case studies featuring new ideas and developments from Clubs focused on urban mobility, road safety and Club collaboration.**

Alexander Möller, Managing Director of the Allgemeiner Deutscher Automobil-Club (ADAC) was the first to present his case study on how the Club is introducing products delivering new options for urban mobility. Allygator and the door2door mobility concept allow the Club to market itself to a younger demographic that does not possess the traditional predisposition towards car ownership – ensuring that it

remains relevant to developing market trends by offering a completely new product.

Road safety education was the focus for Gorki Obando Utreras, Chief Executive Officer of the Automóvil Club del Ecuador (ANETA), who outlined an innovative new Driver’s Academy, which delivers interactive and dynamic learning methods including e-learning, driving simulators, crash simulations and presenting crash outcomes as a deterrent to young drivers. He also explained how the government maintains a dialogue with drivers who complete the programme, with a view to ensuring ongoing adherence to its principles.

Following a presentation from Terry Agnew, Group Chief Executive Officer at the Royal Automobile Club of Western Australia (RAC WA), on a new and technologically-advanced example of Club collaboration among four Australian Clubs, Industry Expert Penny Gale concluded by asking delegates to outline the qualities and requirements needed for healthy collaborations.

Some of the suggestions for key pillars included trust, honesty, support, leadership, knowledge, experience, and the ability to form common understanding, and to accept criticism.





# EVOLVING TOURISM PATTERNS

A key part of the mobility offering for FIA Automobile Clubs is Tourism, and providing travel opportunities for their members. Doug Lansky, Travel Author and Syndicated Columnist, elaborated three essential elements that help Clubs bolster their business: how travellers are thinking, how mobility offers keys to authentic travel, and how Clubs can improve their offer.



Mr Lansky began by highlighting the difficulties of the travel market.

"Do travellers even know what they want out of travel?" he asked. "Sixty-nine per cent say they definitely want sustainable travel – and in that same TripAdvisor study, they found that 75 per cent don't even know what sustainable travel is. They found that 75 per cent of people definitely want a pool or a gym when they go to a hotel – but less than 25 per cent of the guests actually use it. Travellers don't know what they want..."

"On cruise ships, the population density is about a million people per square mile. By contrast, in the world's most crowded slums, the population density is only 800,000 people per square mile... They have actually convinced us through marketing that we are getting away from it all in the world's most crowded conditions."

International tourism has grown by a far greater amount than the global population, and Mr Lansky says it's going to get worse, until eventually something will have to be done about it.

"It's got so popular over the years that we have this thing now called 'overtourism' – and you see this everywhere, in Venice and Barcelona, they have anti-tourism marches, places get invaded and they feel like Disneyland... Over the next 10-12 years we're probably going to hit two billion international travellers."

"I think 'overtourism' is more like 'unbalanced tourism'... By just calling it 'overtourism' it's like saying 'we'll never fix it' – but if you look at it as an imbalance and you can actually categorise where that imbalance occurs, it's possible to fix the bottlenecks."

Regarding more appealing offers to customers, Mr Lansky explained that travellers want destinations that provide an honest and more personal experience.

"We like destinations that take responsibility... For example, in Guam they were noticing that the most popular beaches weren't living up to tourists' expectations, so the tourism organisation got

out there and they re-cleaned these beaches, and they found that they went from number ten up to number one for attractions on TripAdvisor in Guam.

"Independent travel is still, and will continue to be forever, the most authentic way to travel – when you're out there doing your own thing... And one of the best ways to do that is personal mobility, whether you're out on a walking tour by yourself, biking around, on a Segway, on a scooter, in your car, it's personal, it's intimate, you can do your own thing and set your own schedule – [it] makes you feel like you're having a more culturally authentic experience."

Finally, Mr Lansky highlighted the opportunity for FIA Clubs to improve the future experiences of tourists, and the subsequent potential to bring great business benefits back to the organisations.

"This is part of the future of travel – to allow this kind of customisation," he concluded. "People in this room, you're the ones that can promote and enhance this. In your groups, you know already what your customers' special interests are – you have that unique advantage over your competition, and you can use that to improve your offer."





# TOURISM BUSINESS MODELS FOR THE DIGITAL AGE

**In Wednesday afternoon's tourism-focused workshop, Industry Expert Penny Gale, led delegates through examples of how Clubs can establish tourism services and products to grow their businesses within existing customer bases, and attract new customers.**



Diego Lofuedo, Digital, Business Development & Marketing/Sales Executive, spoke on the importance of innovation as a way of satisfying and attracting customers. He stressed the importance of Clubs adopting a strong customer-focus, "You have the most

relevant asset of all – a strong and loyal customer base... If you don't care about your customers, someone else will."

Andrea Oliver, Foundation Director of the Automóvil Club Dominicano (ACD), presented a case study on how her Club incorporated a social media strategy to market to, and educate tourists. Encouraging tourists to utilise the hashtag #ACDTRAVELS allowed those in the market to see the experiences of those travelling to the Dominican Republic, while making it easier to include the Club's own messaging.

Another example of using digital technology to grow a Club's business was presented by Niels van Unnik, International Relations Director of the Royal Dutch Touring Club (ANWB). Mr van Unnik explained the popularity of camping for Dutch people, and the process that led the ANWB to develop an app designed to help their members prepare for their holidays – with information on camping tips, location advice, and vehicle preparation.

Penny Gale concluded the workshop by asking delegates to develop a customer journey for one of three fictional personas (each possessing differing tourism priorities) based on five main principles – Entice, Enter, Engage, Exit and Extend.

# PRACTICAL SOLUTIONS FOR URBAN MOBILITY

**Timothy Papandreou, Founder and Strategic Advisor of City Innovate, moderated Wednesday afternoon's working session on "Practical Solutions for Urban Mobility" and illustrated ways to help cities navigate and address urban challenges.**



For his presentation, Rob Slocombe, Chief Operating Officer at the Royal Automobile Club of Western Australia (RAC WA), focused on advancing automation. Mr Slocombe explained the differing levels of automobile automation and outlined the results of RAC's automated vehicle trial "Intellibus". Intellibus is a high automation vehicle that is driverless in some environments. The trial has had over 14,000 registrations, 8,874 rides and travelled over 12,919 kilometres.

Ana Angel, Manager for Latin America at HINICIO, spoke about policy recommendations for e-mobility deployment as well as potential new service offers for Clubs brought about by this evolving technology. Ms Angel illustrated how the Norwegian government has promoted EVs through policy incentives that have led these vehicles to 39 percent market share.

Providing an insight into the Automobile Association of South Africa's newly launched car-sharing programme, Ntando Khubeka, Executive Product and Technology Officer, highlighted the costs of owning a private automobile compared to shared mobility and showed the new revenue streams this model offers to Clubs.

Marcel Porras, Chief Sustainability Officer at the Los Angeles Department of Transportation, discussed how the city of Los Angeles is developing its urban mobility offer away from the private automobile and more towards mobility sharing and public transport. Mr Porras explained that the city has received the equivalent of \$120 billion over the next 40 years to build public transport infrastructure, and the city is continuing to develop bike sharing and EVs.



MONTEVIDEO  
23-27 JULY

## THURSDAY 26 JULY 2018

**KEYNOTE SESSION** - Business Transformation in the Digital Economy

**PANEL DISCUSSION** - Strategic Panel on Business Diversification

**CLOSING SESSION**

**MONTEVIDEO INSIGHTS**

# BUSINESS TRANSFORMATION IN THE DIGITAL ECONOMY

As a Professor at the Columbia Business School in New York, David Rogers spends much of his time helping business leaders adjust to the digital age, and teaches them techniques for maximising the potential of their businesses by utilising today's, and the future's digital tools.



"The big challenge that everyone is focused on is digital transformation," said Mr Rogers. "Looking at the future of your industry and thinking about how you respond to the challenges and the immense opportunities of the digital economy... How does any business that was started before the internet adapt and evolve in order to reach its next stage of profitable growth in the digital economy?"

Prof. Rogers pointed out a common misconception about the new digital reality.

"Digital transformation is not about technology," he said. "The need to transform is being driven by technologies, or by your customers' and the market's use of them."

"Any strategies that you develop will, of course, entail technology as part of their execution... But the heart of transformation is absolutely not about technology, it's about learning to think differently about your business; why you exist, what needs you serve, what your future is, and how you will stay relevant to your market and your customers."

"It's useful for organisations to step back and focus on learning to think differently about their business, and to think differently through five very familiar lenses... Learning to think differently about customers and our relationship to them, about competition – who we compete with and how we compete with them... To think differently about the role of data in our own particular organisation, about innovation and how we manage the process and the risks of innovation, and about our value proposition – what our value is to the world and why we exist going forward."

New thinking should not only be focused on one's own business, but competitors and other market factors.

"We need to be thinking about what I call our symmetric competitors – the organisations that look like us, and that have a competing value proposition with fundamentally the same business model," said Prof. Rogers. "At the same time, any organisation needs to be thinking about its asymmetric competitors – other organisations that have a competing value proposition, but who have a different business model."

According to Prof. Rogers, businesses that fail to embrace the digital economy, and that struggle to adapt their thinking to the new and varied challenges that technology presents, risk becoming irrelevant.

"You're fighting for relevance – every business today has to fight to be as relevant in the lives of your customers tomorrow as it was in the past," said Prof. Rogers.

---

## David Rogers' Seven Tips for achieving Digital Transformation:

1. **Don't just digitise**
  2. **Focus on customers**
  3. **Define your leadership position**
  4. **Experiment!**
  5. **Don't do it all yourself**
  6. **Start now and build momentum**
  7. **Find your urgency**
-



# BUSINESS DIVERSIFICATION AND RELEVANCE IN A CHANGING MOBILITY LANDSCAPE

The final panel session of the 26<sup>th</sup> FIA Mobility Conference centred on how FIA Member Clubs can diversify their businesses to remain relevant and viable in a rapidly changing mobility environment.



The session was moderated by FIA Deputy President for Automobile Mobility and Tourism, Thierry Willemarck, who opened by saying, "We are here to listen to the experience of a selection of Clubs from around the world, and how digitalisation and diversification is happening all around the FIA family."

Mr Willemarck then invited the first speaker, Thomas Møller Thomsen, CEO of the Federation of Danish Motorists (FDM) and FIA Region I President, to take the floor and explain how his Club is creating a more diverse strategy to face the challenges ahead.

"The rate of change in our business is really high, and we need to face these changes in real time," he said. "The challenge for most Mobility Clubs is that we are in the autumn of the life cycle of our traditional products and services. The main point of our strategy is to realise that we have to reinvent ourselves and change the way we engage with our members."



The FDM has defined three areas of focus for its strategy: targeting what is required and who the audience is; developing the membership model to reflect this; and balancing between operating as a traditional organisation and a business. Mr Møller Thomsen added, "We are trying to be even more business-minded – we are focusing on how to make money which can be reinvested in services."

Gabriela Goñi, General Manager of the Touring y Automóvil Club del Perú (TACP), then presented ways in which diversification in the corporate landscape can bring benefits to Clubs. "It is clear to us that we can't solely depend on the membership, we have to diversify our income," she said. "We need to improve services, but also take actions to change our organisation to prepare for the future of sustainable mobility. Normally our members are corporate, so we develop corporate partnerships to better meet the needs of our clients. We're becoming a business unit that provides an income, and at the same time works towards reducing traffic crashes."

Ms Goñi also referred to the crucial role of the FIA in supporting Clubs along this process of adaptation and transformation.

A successful diversification story was presented next, with Mike Noon, General Manager of Motoring Affairs at the New Zealand Automobile Association and FIA Region II President, explaining the multitude of methods employed by his Club to provide relevant member services.

"We've heard how our traditional models are no longer applicable," said Mr Noon. "What we've been focusing on is



the relevance of our Club to our members, and we're pushing the boundaries of that in ways that we've never done before. What we've found is that there are almost no boundaries – as an organisation we're able to negotiate and pass on new benefits to our members.

"Because we have been financially successful, we've been able to offer other services, our advocacy services have increased. We haven't increased subscription fees in 27 years, but are constantly adding new benefits. It's a model that is working for us and maybe is one that other Clubs should look into. We want to go beyond the car, we want our proposition to be so strong that every New Zealander will see value in being a member."

From an example of a highly developed Club finding ways to develop a long-established business, the penultimate presentation of the panel session came from the Automobile Association of Kenya's Director General, Francis Theuri, who explained how his Club is rapidly expanding through diversification.

Focusing on a strategic alliance with the insurance industry, he commented, "In Kenya, we have a great number of vehicles entering our country every day, so we wanted to look at new ways that we could benefit from this. The cars need an inspection we provide in order to get insurance, but at this time we use the opportunity to sell more of our services. Firstly offering membership, but also things like driver services, travel documents, and driver training."

Thierry Willemarck then introduced the final speaker on the panel – Tim Shearman, President and CEO of the Canadian Automobile Association (CAA) and FIA Region III President.

Mr Shearman started by posing the question, "How do we look at the new realities?" For the CAA, he identified three priorities: Relevance, Digital and Rewards.

"We've put together a team from different areas – including marketing, dispatch and insurance, and it is their role to think about what new services we should be adding," he said. "When we have a new idea we take it to them, and get feedback before we invest a lot of money, which seems to be working well."

Speaking about their digital policy, he explained how it has developed from a small part of the Club into something that is taken into consideration in every aspect of their operations.

Finally, speaking about rewards, Mr Shearman highlighted the significance of data collection through rewards schemes as a means of adding greater value both to customers and to partners. "We can collect data from any point of sale terminal," he continued, "and we overlay the rewards data with our membership data."





# ¡GRACIAS URUGUAY!

The 2018 FIA Mobility Conference concluded on Thursday with Jean Todt, FIA President, and Thierry Willemarck, Deputy President for Automobile Mobility and Tourism, both praising the host club, the Automóvil Club del Uruguay (ACU) and its efforts in organising a wonderful event.



"I want to thank Jorge Tomasi, the President of the Automóvil Club del Uruguay and the President of FIA Region IV," said Mr Todt. "Thank you for hosting us – and congratulations on celebrating the 100<sup>th</sup> anniversary.

"It's always a big privilege to be able to share some time with you... We need to work all together – and when we work together we will definitely achieve better results."

Mr Willemarck spoke further about how he hoped the exchanges of ideas, concepts and case studies could inspire delegates to improve their business propositions.

"Certainly, hearing about existing and future issues, problems and challenges has given a lot of food for thought to all those who have attended," said the Deputy President. "However, we have also had the opportunity to learn about potential solutions and innovative, visionary ideas.

"FIA Member Clubs have a strong history in the promotion of the new... Just as they did 100 years ago with the automobile, they can play a key role in the adoption and deployment of new mobility."

President Todt concluded by outlining plans to conduct a combined event to host the FIA Mobility and Sport Conferences together in South Africa during the first week of May 2019.

"I feel it will be a great opportunity to highlight synergies and to unite our family, to make each other better and to help us work together better."





# MONTEVIDEO INSIGHTS

## eMobility and Smart Cities Forum



Delegates were invited to visit the first Montevideo e-Mobility and Smart Cities Forum and to attend the Season 2 FIA Smart Cities Award ceremony hosted in that framework.

Utilising the high-profile platform of the FIA Formula E Championship, the FIA Smart Cities initiative provides a platform to discuss how innovation can help tackle urban mobility issues by bringing together city authorities, mobility experts, international organisations, entrepreneurs and other key stakeholders in the urban mobility ecosystem. The FIA Smart Cities Award pillar focuses on innovative projects implemented by the cities hosting a round of the fourth season of Formula E. Examples of innovative policies or services in urban mobility systems were collected in partnership with Sciences Po Paris to strengthen knowledge-sharing between cities and promote the scalability of successful selected initiatives.

Before the award was presented, a final FIA Smart Cities discussion was hosted by Felipe Calderón, FIA Environment and Sustainability



Commission President and former President of Mexico. Panellists included Jean Todt, FIA President; Daniel Martínez, Mayor of Montevideo; Carolina Cosse Garrido, Uruguay's Minister of Industries, Energy and Mining; Gonzalo Casaravilla, President of UTE Uruguay; Jorge Tomasi Crisci, President of the Automóvil Club del Uruguay and FIA Region IV President.

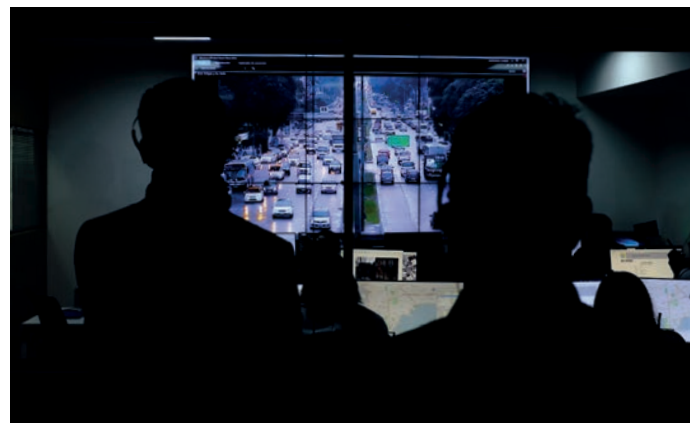
The discussion covered a range of topics under the theme of "Smart Mobility in Cities of the Future" and was followed by the announcement of the winner of the FIA Smart Cities Award. Santiago de Chile took the honours from a highly-competitive list of cities. The winning project – *Plan Integral de Santiago* – brings a new quality of life to the city centre of Santiago. It is an intermodal system of transport where non-motorised means of transport are complementary to traditional ones, helping to reduce pollution, congestion, and the lack of public space.

## ACU Facilities and Historical Museum



Delegates had the opportunity to visit the Automóvil Club del Uruguay's (ACU) facilities and historical museum on the final afternoon of the FIA Mobility Conference. The ACU facilities house the country's only automobile museum, which was opened in 1983 and exhibits more than 40 vehicles, spanning 11 decades of transportation in Uruguay. Delegates were also able to meet ACU staff such as mechanics and road safety assistants in charge of the Club's day-to-day mobility operations.

## Montevideo Mobility Management Centre



The state-of-the-art Mobility Management Centre is dedicated to the application of Intelligent Transportation Systems (ITS) to the real-time management and control of traffic in the city of Montevideo. Delegates were shown the network of equipment set up throughout the entire city (196 crossing signals, 180 cameras, 35 wireless sensors, and 31 speed control points), enabling the centre to monitor and enhance traffic dynamics, and improve traffic flow and safety in Montevideo.



MONTEVIDEO  
23-27 JULY

FRIDAY 27 JULY 2018

WORLD COUNCIL FOR AUTOMOBILE MOBILITY AND TOURISM (WCAMT)

# FIA WORLD COUNCIL FOR AUTOMOBILE MOBILITY AND TOURISM MEETS IN MONTEVIDEO

**After a week of key meetings in the Uruguayan capital, the FIA's top mobility decision-makers convened for a final time to deliberate the major topics in the FIA Mobility landscape.**



Jean Todt, FIA President, welcomed FIA World Council for Automobile Mobility and Tourism members to the final meeting of a productive Mobility Conference week. He thanked them for their contribution and insights before handing the floor to Thierry Willemarck, FIA Deputy President for Automobile Mobility and Tourism, who chaired this World Council.

One of the key aspects of the meeting was the fact that the World Council is increasing its focus on urban and sustainable mobility alongside its wide-ranging work on road safety.

It is doing this in a variety of ways, many of which were discussed during the meeting. Firstly, Felipe Calderón, President of the new FIA Environment and Sustainability Commission, gave a presentation to the World Council on the upcoming work of the Commission.

"The FIA has a new role," said Mr Calderón. "We must provide guidance for the customers and Club members in light of increased regulation and shifting public opinion, thus strengthening the FIA's leadership in global sustainability."

Following this, Jorge Tomasi Crisci, ACU President and FIA Region IV President, updated the World Council on activities taking place under his Presidency in 2018, again reflecting the increased importance of urban and sustainable mobility in areas of advocacy and public policy, Club development, and services and communications.

Andrew McKellar, FIA Secretary-General for Automobile Mobility and Tourism, described the current situation of the FIA Innovation Fund (FIF), outlining the three projects which have been granted funding to date – the FIA European Young Women's Programme, the Youth Olympic Games projects and the FIA Helmet Rating Programme. The third project was of particular interest to World Council members, as it can be clearly and simply translated into the mobility sphere, encouraging the identification of good quality affordable helmets in low-income areas.

Mr McKellar was keen to emphasise the importance of coordination between Clubs in their Regions when submitting applications for funding, saying, "We must harness the unique capacities of the Regions to streamline and coordinate this resource."

It was also suggested that the FIF could potentially be used to support projects relating to sustainable urban mobility, and that any proposals should have relevancy for Members at their core. "A critical issue as we go forward is how to ensure we cultivate the best ideas that come from the FIA network and ensure that the projects supported by this fund remain relevant for Members," added Mr McKellar.

Turning specifically to the topic of road safety, the World Council was updated on the status of the FIA's Global Road Safety Campaign '#3500LIVES', and the work of the FIA High Level Panel for Road Safety (HLP).

This World Council was also an opportunity to introduce the FIA Road Safety Awards initiative. The aim would be to commend the efforts of individuals and organisations contributing to the reduction in lives lost on the roads and making an impact on global road safety. If approved, the initiative would begin from 2019 and be held annually at the FIA Mobility Conference.

FIA President Todt also paid tribute to former HLP member Sergio Marchionne, who sadly passed away earlier this week.

On FIA related Travel and Tourism Services, the WCAMT approved the proposed review of "OTA Phase 2"; the proposed solution as a non-AIT/FIA member for a new CPD distributor and guarantor in Jordan as well as the proposed IDP protection programme as an "OPT in / OPT out" model.

Finally, the WCAMT approved the recommendation on the regional division for Region III and Region IV, and subsequent amendments to the FIA statutes as recommended in the dossier by the FIA Administration.





MONTEVIDEO  
23-27 JULY



FIA.COM