Cambio: the missing link: Carsharing, a win-win partnership for combined mobility

Belgium

Frédéric Van Ma...
**Project Stage:** Established

**Budget:** $1 million - $5 million

- Technology
- Transportation

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### Project Summary

#### Concise Summary: Help us pitch this solution! Provide an explanation within 3-4 short sentences.

Since 1975, Taxistop’s basic philosophy is “More with less”. Meaning we try to bring innovation where the society seems to be stuck, to make better use of existing resources. Mobility is one of these challenges. Together with the Public Transports (PT), we pioneered car-sharing scheme promoting combined mobility: cambio.

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#### About Project

**Problem: What problem is this project trying to address?**

Unfortunately, Belgium is known as one of the highest congested country (highest ranking of EU and N-America). It means a yearly loss of 55 hours per Belgian in traffic jam… especially in our cities! Too many people want to move in the same places at the same time. Along with this, most of the cars remain stationary 23 hours a day. So there are too many cars for a suboptimal use. Our challenge was to offer people the insurance of being mobile at any time without having their own car. That’s why we developed the combined mobility, by implementing cambio’s car-sharing stations close to public transport.

**Solution: What is the proposed solution? Please be specific!**

We want to create concrete tools leading to modal shift. The cambio’s vision is to challenge the reflex of car-usage by promoting car-sharing and public transport as a realistic alternative to the private car! To reach that objective we focused on the users’ needs: in town soft modes are satisfying (PT, bicycle, pedestrian) and the car is reserved for specific uses (such as shopping, weekends,…). In summary, our solution is to change mobility patterns and enhance benefits for urban areas.

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#### Impact: How does it Work

**Example: Walk us through a specific example(s) of how this solution makes a difference; include its primary activities.**

Multiloperator chipcard: Cambio’s subscription can be stored on the Mobib card. This twinning is a practical way to choose the most suitable transport for a journey round the clock.

**Spread Strategies: Moving forward, what are the main strategies for scaling impact?**

The cambio’s development plan for 2020 is to increase with ± 15 new stations yearly: 100 stations and 300 cars more will be added to the network to make cambio more and more easier to use. Adaptation of the highway code through the possibility of booking parking for the local authorities’ carsharing. We help give all necessary informations to local authorities to make monitoring of real impact of carsharing and to prevent the use of the cars by installing carsharing scheme. We aim to regulate and absolutely not to provide an additional incentive to automobile travel. More and more integration with public transports, bike rental system, carpooling, local taxi operators. Cambio comes from Germany, this is prove that the concept is easily exported. From the beginning, we worked at the international level at platform Combined Mobility (including carsharing) within the leader UITP.

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### Sustainability

**Marketplace: Who else is addressing the problem outlined here? How does the proposed project differ from these approaches?**

- First, if other carsharing initiatives emerge, it shows that there is a demand from citizens for alternative solutions in mobility. For example, Zen Car is positioned on the same market, but especially for us they represent a complementary solution. - Our real competitors are car dealers. - Because our first aim is not to earn money but to anchor in society respecting its rules, we have a legal framework that presents us as complementary and not as a competitor to PT and taxis. - Our specificity is to focus on user needs promoting modal shift through carsharing for some journey (shopping, weekends,…) and through soft modes of transport for all the other journey. It is why cambio’s cars are allowed near a PT round the clock, but at the same time they must be replace at the same station to not be a competitor of PT. The MOBIB chipcard collaboration shows these good connections.

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### Team
Team

- Involvement of the top management of the two structures (partners) in de board (CA) of cambio. - Three meetings per year on development strategy and product evolution. - Cambio integration in the strategic plan of the STIB and intermodal supply developed by Taxistop.

### About the Lead Co-Creation Partners

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<thead>
<tr>
<th>Organization:</th>
<th>Société des Transports Intercommunaux de Bruxelles</th>
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<tbody>
<tr>
<td>Website</td>
<td><a href="http://www.taxistop.be/language.html">Visit website</a></td>
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<td><strong>LEAD SOCIAL-MISSION ORGANIZATION</strong></td>
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<tr>
<td>Lead Contact First Name</td>
<td>Frédéric</td>
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<td>Lead Contact Last Name</td>
<td>Van Malleghem</td>
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<tr>
<td>Title</td>
<td>CEO</td>
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### LEAD CORPORATE PARTNER

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- Basic Info

**Project Starting Year**
2002 (1997: Preliminary investigation by Taxistop)

**Primary European Country where this Project is creating social impact**

**Additional European countries where this Project is creating social impact**

Select the category that best fits the type of your project:

- New products & services: Entries in this category develop and offer essentials product and services that address needs currently unmet.

What awards or honors has the project received?

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- Project Summary

**Co-Creation Model:** Tell us about your main strategic partners and how the partnership truly create value. For each Partner please include its type (business/social/public), its name, a short description, its key motivation to participate in the co-creation project, and the key contributions it is making in the co-creation project. Please follow the format displayed below:

- **Taxistop**
  - Social
  - Facilitator of Sharing since 1975 as Belgian non-profit organization.
  - To create the missing link of PT promoting intermodality without competing with PT; to optimize the use of existing resources as Belgian pioneer of sharing mobility.
  - Initiated all the process of creation, innovation and development of cambio in Belgium; shareholder.

- **STIB**
  - Public
  - The name means «Société des Transports Intercommunaux de Bruxelles». STIB is the Brussels public transport operator.
  - It is a key player in mobility who gives at the cambio’s project the guarantee of success and relevance through a process of integration with the existent supply to a global offer.
  - Shareholder; communication; relay to the local and national policies officers; strategic planning.

- Impact

**Impact:** What is the impact of the work to date? Also describe the projected future impact. Please specify using qualitative and quantitative data (e.g. # of indirect and direct beneficiaries); help us understand how this solution truly makes a difference.

A survey from Taxistop conducted among cambio’s subscribers in 2012 shows the positive social impact of cambio:
Relation with the alternative transports and with the car is changing after joining cambio:
- 50% uses the public transports more often;
- almost 50% uses the car less often;
- 21% bikes more;
- 31% goes more often by feet.
3.700 of 10.000 cambio’s clients in Brussels today get rid of their private car after joining cambio.
3.700 private cars less compared to a fleet of 270 cambio’s cars means 1 cambio’s car replaces 13,7 private cars (without considering the not bought cars)!
51% of the cambio customers in Brussels would have taken the option of buying a new car as mobility solution without cambio.
Thanks to cambio:
- more than 5.000 fewer cars drive in our congested Brussels center;
- alternative transports significantly more used;
- less CO2 emission.

- Sustainability

**Funding:** How is your project financial supported? [select all that apply]

- Businesses, Customers, Loans.

**Sustainability Plan:** Has your project already reached financial sustainability? If not, what is this solution’s plan to ensure financial sustainability? Do the main partners have enough stake to sustain the solution? If this project requires limited budget, how will other resources be secured to maintain or grow this work?

Yes, cambio is economically viable. It is why we choose the “Société Anonyme” (Limited Company) status and not “asbl” (Non-profit) status.
Some information to show the economic viability of cambio in Belgium today:
- 20 cambio’s cities;
- 151 stations in Belgium;
- Almost 600 cars in Belgium: around 270 in Brussels, 180 in Flanders, 100 in Wallonia.
- Around 18.000 users: ± 10.000 in Brussels, ± 7.000 in Flanders, ± 2.000 in Wallonia.
- Growth 10% yearly for Brussels.

- Team

**Founding Story:** Share a story about the “Aha!” moment that led the Partners to get started and/or to see the potential for this to succeed.

We found that it was complicated to motivate people to get “out” of their car to use other kind of paying transport. Our idea was born from this observation. If people don’t need to invest in a private car, they will probably be more willing to pay a public transport ride, and, in general, to choose the most suitable transport mode for each journey. So, we created the “missing link”, cambio, making it possible to use a car when you really need one, without owning one!
Barriers: What main barriers may you have encountered to co-create during the creation and implementation of the project and how did you try to overcome them?

One of our challenges was to find space for cohabitation and negotiate with the Brussels Region and the 19 municipalities. It was also not so easy to give credibility to a very innovative product that went against conventional travel patterns.

As solution, we set up a dialogue with all the stakeholders (automobile federation, trade unions, universities, federation of cyclists, etc.) and we made a qualitative business plan. We created cambio to provide a concrete easy to use alternative. Car-sharing helps changing travel behavior to more sustainable transport modes. We built a good cooperation with local authorities for example about parking lots (with barriers), communication, feasibility study, and guaranteed revenue (smaller cities). We always need a strong partnership with city councils and other local authorities like regional parliament, mobility minister, etc.

Governance: What is the type of the relationship between the partners? (e.g. joint venture, contractual relationship, joint project...)

We selected the shareholders with a same vision and same mission. It means the goals we have to reach is to increase intermodality and not to bring fifteen percent benefits each year to the shareholders. With this base we can work with a win-win model with all the others stakeholders.

Taxistop developed the cambio’s initiative in the same logical way in the 3 Belgian regions with a partnership with the NMBS, De Lijn and TEC.

Interaction model: How is the project a transformative partnership? How is the interaction transforming the partnering organizations and their employees/ leadership in terms of creating a new vision, new management practices, new skills and new organizational structures? Please provide for concrete examples

We have a long term vision. The employees leading the project at first are now topmanagers. We also hire more people to manage the fleet, make registrations and take phone calls and give information.

For Taxistop : Cambio's a success story that has increased its credibility and assign a strong position to negotiate at regional level to develop other intermodal projects. Taxistop has a big input in sharing economy. (ex : more than 68.000 members and about 2.500 daily deals on carpool.be ; “Centrales des Moins Mobiles” gather 2.500 volunteers driving more than 300.000 trips every year for 30.000 disabled people and low income; more than 20.000 active people share travel with Eurostop.)

For the STIB : Cambio increased STIB practice in favor of combined mobility (with MOBiB card, Villò and Collecto) and opened its strategic vision to more complementarity with the other modes of transport.

How did you find out about this competition?

Thanks to Business & Society Belgium

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