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Annex 1
Pilot 2
Action Plan Template

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1. Introduction

This Action Plan defines the pathway to consolidate and diffuse the GreenPATH Ravenna Pilot 2 beyond the initial testing phase. The pilot tested a digital platform, Corrente Corporate Sharing, aimed at promoting sustainable home-to-work mobility in the Ravenna port area through multimodal travel planning, trip tracking, sharing mobility and a CO2-based reward system for workers.

The core value proposition of the pilot action is to use digital tools (the platform), incentives and data to support corporate Mobility Managers, public authorities and transport operators in designing and monitoring sustainable commuting measures in the complex industrial district of the Ravenna Port Area.

The pilot is relevant because it addresses a structural problem common to many industrial and logistics areas: high dependence on private cars, dispersed workplaces, shift-based work patterns, weak conventional public transport accessibility and limited evidence on workers' actual travel behavior.

The scale-up strategy aims to link the Corrente corporate sharing platform (tested in Ravenna Pilot 2 in GreenPATH) with the regional Mobility Management ecosystem, in particular EMMA / EMMA RE-R, and with the regional MaaS pathway led by Regione Emilia-Romagna. TPER is considered here not only as a public transport operator, but also as a sharing mobility and MaaS stakeholder able to connect TPL, sharing services, app-based travel planning and corporate mobility measures.

The Action Plan was developed through desk analysis of GreenPATH pilot evidence, the Action Plan guidelines and templates, the MaaS for Italy whitepaper, regional MaaS/infomobility presentations, the EMMA-related Mobility Management proposal, and stakeholder interviews. Interviews were carried out with TPER and with the University of Bologna.

The TPER interview involved Fabrizio Amici and Luca Astolfi, with discussion focused on the platform, the role of TPER as MaaS / TPL / sharing operator, transferability to other industrial districts, the relation with the regional MaaS ecosystem and possible evolution toward additional mobility services.

The University of Bologna consultation involved Prof. Claudio Lantieri, Associate Professor in road infrastructure, mobility and safety and contributor to the MaaS4RER scientific table. His inputs were used mainly to strengthen the monitoring system, the assessment of the reward mechanism and the criteria for selecting future replication contexts.

2. Policy & Strategic Framework

The Action Plan contributes to three converging policy streams: corporate Mobility Management, regional data-driven Mobility Management through EMMA RE-R, and MaaS4RER / MaaS4Italy. The regional MaaS perspective is particularly relevant because MaaS is understood as a progressive integration of services and data, from travel planning to payment, subscriptions and public governance objectives.

In the regional MaaS framework, the public administration is expected to govern the mobility transformation by collecting data, optimizing resources and defining policies to promote increasingly sustainable mobility. This Action Plan positions the Pilot 2 platform as an integral part of the regional mobility ecosystem. Building on the pilot results, it aims to create a long-term governance model that connects public authorities, mobility managers, companies, employees and transport operators to support more coordinated and sustainable commuting solutions.

Strategy / Plan / Policy	Level	Relevant objective or measure	How this Action Plan contributes
GreenPATH project - WP3 Action Plans	Transnational / project	Translate WP2 pilot evidence into priorities, actions, roles, timeline and monitoring for local/regional implementation.	Defines a replicable action plan for a data-driven corporate mobility management platform, focused on digital tools, incentives and commuting data.
Ravenna Pilot 2 - Corrente Corporate Sharing App	Local / pilot	Test a digital ecosystem combining sharing mobility, multimodal planning, trip tracking and CO2-based rewards for workers in the port area.	Uses the pilot as operational evidence and turns it into a scale-up pathway for industrial districts and large employers.
EMMA / EMMA RE-R regional Mobility Management platform	Regional	Standardise data collection for PSCL/PSCS, support Mobility Managers and create a regional mobility management evidence base.	Proposes integration between EMMA demand-side planning data and the TPER platform as an operational layer for mobility measures, incentives and service activation.
MaaS4RER / Regional MaaS Integrator	Regional / national MaaS4Italy	Build a level-4 MaaS ecosystem, integrate mobility services and data, and support public governance objectives.	Frames TPER as TPL, sharing and MaaS stakeholder. Positions the pilot as a possible corporate mobility management component of the regional MaaS ecosystem.
Regional infomobility and ITS policies	Regional	GTFS/NeTEx/SIRI data, RAP/NAP interoperability, travel planning, EMV ticketing, digital services and app-based mobility.	Aligns the platform with the regional data infrastructure and with the progressive integration of TPL, sharing, demand-responsive and parking services.
Corporate Mobility Management / PSCL framework	National / local	Support sustainable home-to-work mobility, reduce car dependency, improve accessibility and workplace welfare.	Provides companies and Mobility Managers with practical tools to design, test and monitor mobility measures

			beyond static PSCL drafting.
MaaS4RER scientific evaluation input	Regional / research	Support evidence-based assessment of MaaS and Mobility Management measures, including multimodal behaviour, user response and governance conditions.	Strengthens the monitoring framework with indicators on primary commuting corridors, intermodal trips, before/during/after surveys and behavioural change.

3. Stakeholder Analysis

The implementation model requires a multi-actor governance structure. TPER plays a central operational role because it combines public transport, sharing mobility and MaaS-related functions. The Region provides the policy and data governance framework. ITL and EMMA RE-R can support the Mobility Management layer. Municipalities and companies remain essential for local adoption, communication and co-financing.

Organisation / Name	Contact details	Sector Public / Private	Role	Involved in Actions
TPER / Corrente - Fabrizio Amici, Luca Astolfi	Stakeholder interview, 02 July 2026	Publicly owned transport operator / MaaS and sharing operator	Pilot technology and service operator; TPL, sharing mobility and MaaS stakeholder; potential operational lead for platform diffusion.	A-01, A-03, A-04, A-05, A-06
Regione Emilia-Romagna	Policy inputs from MaaS / infomobility presentations	Public authority	Regional policy owner for MaaS4RER, infomobility, transport data, Mobility Management and possible scale-up governance.	A-01, A-02, A-05, A-06, A-07
Lepida SpA	Regional in-house company	Public in-house / ICT	Regional MaaS Integrator and data infrastructure actor; potential technical counterpart for interoperability.	A-01, A-02, A-06

ITL Foundation	GreenPATH partner / regional technical support	Research / technical support	Pilot coordination, stakeholder engagement, technical-scientific support, possible connection with EMMA RE-R and regional Mobility Management activities.	A-01, A-02, A-05, A-06, A-07
Municipality of Ravenna / Area Mobility Manager	GreenPATH local stakeholder	Public authority	Local governance, access rules, ZTL permissions, pick-up/drop-off areas, link with companies and Mobility Managers.	A-03, A-04, A-05, A-06
Port Authority of Ravenna	GreenPATH local stakeholder	Public authority	Territorial stakeholder for the port area, operational constraints, access and industrial district coordination.	A-03, A-04, A-05
Companies and corporate Mobility Managers	Pilot companies / future adopters	Private	Employers, internal communication channel, data providers, co-financing and welfare actors.	A-03, A-04, A-05, A-06
Workers / users	End users	Private citizens	Platform users and beneficiaries of mobility options, rewards and workplace accessibility measures.	A-04, A-06
University of Bologna	Stakeholder interview with Prof. Claudio Lantieri, 10 July 2026	Research	Scientific advisor for evaluation methodology, KPI design, survey structure, transferability criteria and governance/data-sharing assessment.	A-01, A-02, A-03, A-06, A-07

4. Objectives

Framework objective:

To transform the Ravenna Pilot 2 from a local corporate sharing experiment into a transferable, data-driven Mobility Management platform model for industrial districts and major employers in Emilia-Romagna, aligned with EMMA RE-R and with the regional MaaS ecosystem.

Specific objectives:

- Consolidate the Corrente Corporate Sharing platform as an integrated tool for travel planning, trip tracking, reward management and mobility service access.
- Connect the platform with the regional Mobility Management logic supported by EMMA / EMMA RE-R, using EMMA for structured demand data and the TPER platform for operational measures and incentives.
- Define a replicable implementation model for municipalities, industrial districts, port areas, logistics areas and large employers with weak conventional public transport accessibility.
- Use rewarding and welfare-based incentives as a behavioural lever to increase sustainable commuting choices.
- Develop a monitoring framework able to measure not only sharing use, but also primary home-to-work corridors, intermodal trips per user, modes and vehicle types used, car-sharing/carpooling uptake, user engagement, CO2 savings, reward redemption, perceived behavioural change and company participation..
- Identify the governance, data and funding conditions needed to integrate the pilot into regional MaaS and Mobility Management policies.

Macro-category: digital platforms, gamification / micro-incentives, corporate Mobility Management, MaaS-oriented service integration.

5. Actions

Action ID	A-01
Action Title	Explore the potential regional integration architecture between Corrente Corporate Sharing, EMMA RE-R and MaaS4RER
Type of Action	Strategic / governance / data integration
Challenge Addressed	The pilot platform and EMMA RE-R address complementary layers of Mobility Management, but their possible integration is not yet operational. TPER also reported that Corrente data are not currently directly connected to the regional platform.
Link to existing strategies	EMMA RE-R, MaaS4RER, regional infomobility strategy, GreenPATH WP3 Action Plans.
Description and Key implementation steps	1. Map the data and functional roles of EMMA RE-R, Corrente Corporate Sharing and MaaS4RER.

	2. Define which data should flow from EMMA demand surveys to operational services and which usage data should return to the Mobility Management evidence base. 3. Identify legal, technical and commercial constraints for data exchange, recognising that mobility data are often proprietary assets for service providers. 4. Establish a working group with RER, Lepida, TPER, ITL and selected Mobility Managers. 5. Produce an integration concept note and minimum interoperability requirements. 6. Discuss a preliminary integration architecture and data governance model during working group meetings with RER, Lepida, TPER and ITL involving also other relevant stakeholders.
Responsible institution	Regione Emilia-Romagna / ITL, with TPER technical contribution
Other institutions involved	TPER, Lepida, Municipality of Ravenna, EMMA RE-R technical team, Area Mobility Managers, University of Bologna
Expected results	Shared roadmap for connecting planning data, operational mobility services and monitoring outputs. Clear positioning of the TPER platform as a possible operational layer of the regional Mobility Management / MaaS ecosystem.

Action ID	A-02
Action Title	Use EMMA RE-R as the regional demand-side entry point for identifying target areas and users
Type of Action	Data-driven planning / Mobility Management
Challenge Addressed	Industrial and logistics districts often lack comparable data on commuting demand, work shifts, modal split, main home-to-work corridors and propensity to change.
Link to existing strategies	EMMA RE-R regional Mobility Management proposal; PSCL/PSCS framework; regional guidelines for Mobility Management.
Description and Key implementation steps	1. Use EMMA RE-R surveys and PSCL/PSCS data to identify municipalities and districts with high car dependency, weak TPL coverage and potential user mass. 2. Identify primary home-to-work corridors and the main O/D clusters that can support intermodal or shared mobility services. 3. Prioritise areas where Mobility Managers and municipalities show readiness (prioritisation criteria should be validated with RER and Area Mobility Managers). 4. Create a standard screening template for industrial districts and large employers. 5. Link screening outputs to the design of platform-based measures: tracking, rewards, sharing, carpooling, demand-responsive services and TPL integration.

	6. Consider candidate contexts with features similar to Ravenna, including the Sassuolo ceramic district, the Bologna intermodal/logistics area and large generators such as airports or transport companies
Responsible institution	Regione Emilia-Romagna / ITL
Other institutions involved	Area Mobility Managers, companies, municipalities, TPER
Expected results	Evidence-based pipeline of candidate areas for platform diffusion. Better alignment between PSCL/EMMA data, primary commuting corridors and actual mobility service deployment.

Action ID	A-03
Action Title	Develop a replicable corporate / district platform package for municipalities, industrial areas and large employers
Type of Action	Operational model / transferability
Challenge Addressed	The Ravenna pilot showed that the platform is versatile, but replication requires a clear package, minimum conditions and, clear governance and implementation sequence.
Link to existing strategies	Ravenna Pilot 2; GreenPATH transferability objectives; regional MaaS and Mobility Management policies.
Description and Key implementation steps	1. Define a modular package with core functions: travel planning, trip tracking, rewards, access to mobility services, company onboarding and reporting. 2. Define minimum enabling conditions: stakeholder commitment, user mass, company communication channel, service supply, budget, data governance and a local governance body capable of aligning public authorities, companies and technology/service providers. 3. Prepare standard adoption scenarios: single company, industrial district, municipal project, port/logistics area, airport or large transport employer. 4. Prepare model agreements and an onboarding checklist. 5. Integrate lessons from Ravenna on fleet size, territorial dispersion, ZTL/parking rules, worker communication, shift work and parking pressure. 6. Test transferability in contexts with similar accessibility issues, starting from a small number of high-potential districts.
Responsible institution	TPER, with ITL support
Other institutions involved	Municipalities, companies, Area Mobility Managers, RER, University of Bologna
Expected results	Transferability toolkit for deploying the platform in other territories. Reduced start-up complexity and clearer responsibilities for each adopter.

Action ID	A-04

Action Title	Strengthen worker engagement through company-based communication and welfare-oriented rewards
Type of Action	Behavioural change / communication / incentives
Challenge Addressed	The pilot highlighted that the route from service provider to worker is long. Companies are the most effective communication channel toward employees.
Link to existing strategies	Ravenna Pilot 2 reward system; corporate welfare; MaaS incentive models.
Description and Key implementation steps	1. Design a standard communication toolkit for companies: launch email, intranet text, posters, FAQ, QR code access, Mobility Manager briefing. 2. Reframe rewards as workplace welfare and sustainability benefits. 3. Coordinate with municipalities, involved companies, and MaaS/sharing operators to explore funding mechanisms and cost coverage. 4. Define a menu of incentives: vouchers, mobility credits, company contributions, TPL/sharing discounts, recognition schemes. 5. Create a simple reward logic linked to tracked sustainable trips and CO2 savings. 6. Run before/during/after worker surveys to understand whether rewards change commuting habits or only stimulate occasional platform use. 6. Monitor user activation, repeated use, voucher redemption and perceived changes in commuting choices.
Responsible institution	Companies / Mobility Managers, supported by TPER and ITL
Other institutions involved	Workers, unions where relevant, municipalities, RER
Expected results	Higher worker uptake, clearer perceived value for employees, stronger buy-in from companies and better link between sustainable mobility and corporate reputation.

Action ID	A-05
Action Title	Expand the service mix beyond the initial sharing fleet where the territory requires it
Type of Action	Service integration / MaaS-oriented expansion
Challenge Addressed	The pilot fleet was modest compared with the size and dispersion of the Ravenna port area. Other districts may require different mobility services.
Link to existing strategies	MaaS4RER; TPER sharing mobility strategy; GreenPATH Pilot 2.
Description and Key implementation steps	1. Assess which services are appropriate for each target area: e-cars, e-scooters, e-bikes, cargo/e-bikes, carpooling, demand-responsive transport, shuttle/on-demand services, parking management.

	2. Use TPL accessibility, EMMA demand data and observed primary corridors to identify first/last-mile gaps. 3. Design service packages based on local conditions instead of replicating a fixed fleet model. 4. Test carpooling integration where companies have stable commuting flows, using the platform as a possible matching or booking layer.5. Use intermodal trip indicators to understand whether the platform supports combined TPL + sharing/carpooling journeys. 6. Keep Peer-to-Peer sharing as a medium/long-term option, not as an immediate deployment measure.
Responsible institution	TPER
Other institutions involved	RER, mobility operators, companies, municipalities, Lepida for MaaS/data interfaces
Expected results	More effective service supply, better fit with local mobility needs, stronger MaaS coherence and reduced risk of underuse caused by insufficient or poorly matched fleet.

Action ID	A-06
Action Title	Create a shared monitoring dashboard for Mobility Managers and public authorities
Type of Action	Monitoring / decision support
Challenge Addressed	Current pilot evidence is useful but not sufficient to demonstrate long-term behavioural change. Monitoring must go beyond the number of shared vehicles or rentals and must distinguish operational use from actual change in commuting habits.
Link to existing strategies	GreenPATH KPI framework; EMMA RE-R observatory; MaaS4RER data governance.
Description and Key implementation steps	1. Define a common KPI set, methodology and data governance rules together with UNIBO and RER. The KPIs may include the following registered users, active users, trips tracked, primary home-to-work corridors, modes and vehicle types used, number of intermodal trips per user, sharing/carpooling uptake, CO2 savings, rewards generated/redeemed, repeated use, company participation and service availability. 2. Distinguish platform data, company/Mobility Manager data and worker survey data. 3. Run before/during/after surveys to capture baseline habits, perceived usefulness, barriers, reward effectiveness and self-reported behavioural change. 4. Build a reporting template for Mobility Managers and municipalities. 5. Compare baseline EMMA/PSCL data with operational data from the platform and with survey results.

	6. Produce periodic decision notes to adapt services, incentives and governance arrangements.
Responsible institution	ITL / TPER
Other institutions involved	UNIBO, RER, EMMA RE-R team, companies, municipalities
Expected results	Evidence-based evaluation of platform effectiveness, improved service adaptation, stronger accountability for public and company co-funding.

Action ID	A-07
Action Title	Set up a regional learning and diffusion pathway for industrial districts
Type of Action	Upscaling / capacity building / policy integration, and clearer distinction between occasional use and repeated sustainable commuting behaviour
Challenge Addressed	Diffusion depends on the capacity of municipalities, companies and Mobility Managers to understand, adapt and fund the platform model.
Link to existing strategies	EMMA RE-R 2026-2029 activities; regional MaaS and Mobility Management policies; GreenPATH transferability.
Description and Key implementation steps	1. Use the regional Mobility Manager community as the main dissemination channel. 2. Present the Ravenna experience as a case study focused on platform, rewards and data, not only on sharing. 3. Select 2-3 candidate districts for feasibility screening, giving priority to contexts with low TPL accessibility, concentrated workforces, shift work, dispersed sites, parking pressure or strong company Mobility Manager capacity. 4. Organise workshops with municipalities, companies, TPER and UNIBO to define local packages and monitoring needs. 5. Align the pathway, including GreenPATH case studies, with regional MaaS4RER, EMMA RE-R governance and local planning instruments such as SUMPs.
Responsible institution	Regione Emilia-Romagna / ITL
Other institutions involved	TPER, Area Mobility Managers, municipalities, companies, Lepida, University of Bologna
Expected results	Structured diffusion process, stronger regional coherence, practical identification of next territories and greater transferability beyond Ravenna.

6. Implementation Timeline

Phase	Indicative period	Main activities	Lead / key actors

Phase 1 - Validation and alignment	2026 Q3-Q4	Complete RER and UNIBO interviews; validate governance assumptions; define integration concept between Corrente, EMMA RE-R and MaaS4RER; consolidate TPER platform package; involve UNIBO in for KPI methodology and survey design.	RER, ITL, TPER, UNIBO
Phase 2 - Candidate area screening	2026 Q4 - 2027 Q1	Use EMMA/PSCL data and stakeholder readiness to identify candidate industrial districts or large employers; shortlist 2-3 contexts.	ITL, Area Mobility Managers, municipalities, companies
Phase 3 - Local co-design	2027 Q1-Q2	Define local service mix, incentives, company communication plan, data responsibilities and co-funding model.	TPER, municipalities, companies, RER
Phase 4 - Pilot diffusion / replication	2027 Q2-Q4	Deploy platform package in selected contexts; monitor early adoption; adjust reward and service supply.	TPER, companies, Mobility Managers
Phase 5 - Regional consolidation	2028-2029	Integrate monitoring results with EMMA RE-R observatory; assess MaaS4RER interoperability; define regional guidance for corporate/district Mobility Management platforms.	RER, ITL, Lepida, TPER

7. Risk Analysis

Action ID	Risk	Likelihood (L/M/H)	Impact (L/M/H)	Mitigation measure
A-01/A-02	Unclear data governance or interoperability constraints between platforms	M	H	Set up a RER-Lepida-TPER-ITL working group; define minimum data exchange principles before technical development.
A-03/A-07	Low commitment from municipalities or companies	M	H	Use EMMA/Area Mobility Manager channels; define clear value proposition for companies,

				including welfare, attractiveness and ESG reporting.
A-04	Low worker uptake	M	H	Use company communication channels; simplify onboarding; reward repeated sustainable behaviour; provide clear benefits.
A-05	Service offer too limited for dispersed industrial areas	H	H	Avoid one-size-fits-all fleet models; size the service mix on demand data and territorial structure; combine TPL, sharing and carpooling.
A-04/A-06	Reward scheme not financially sustainable	M	M	Combine public incentives, company welfare budgets and operator contributions; measure cost per active user and per avoided car trip.
A-06	Insufficient evidence of behavioural change	M	M	Use before/after surveys, EMMA baseline data, platform data and repeated-use indicators; validate methodology with UNIBO.
A-05	Peer-to-Peer or carpooling modules not mature or not commercially feasible	M	M	Treat Peer-to-Peer as a later option; prioritise services with clear operational readiness.
A-01	Commercial barriers to third-party MaaS integration	M	H	Clarify business roles and agreements between MaaS operators, mobility operators and the regional MaaS integrator.
A-01/A-06	Limited data sharing because mobility data are treated as proprietary assets and commercial advantages by service providers	M	H	Define data minimisation, aggregation and governance rules; separate public-interest indicators from commercially sensitive data; agree a neutral reporting layer.

8. Financial Overview

The estimates below are indicative planning ranges. They depend on the final governance model, number of municipalities or companies involved, service mix, reward intensity and technical integration requirements.

Action ID	Action Title	Estimated cost (EUR)	Funding source	Status
A-01	Integration architecture and governance design	20,000-40,000	Regional technical assistance /	To be defined

			GreenPATH follow-up / MaaS-related funds	
A-02	EMMA-based area screening and data analysis	15,000-30,000	Regional Mobility Management resources / ITL support	To be defined
A-03	Transferability package and onboarding toolkit	15,000-35,000	TPER / ITL / regional support	To be defined
A-04	Communication and reward scheme	30,000-150,000 per deployment	Company welfare budgets, public incentives, operator contribution	To be defined
A-05	Service mix expansion	Variable: 50,000-300,000+	Companies, municipalities, regional funds, mobility operators, EU projects	To be defined
A-06	Monitoring dashboard, survey system and evaluation	25,000-75,000	Regional observatory / research support / project funds	To be defined
A-07	Regional learning and diffusion pathway	20,000-50,000	Regional Mobility Management / MaaS policy funds / EU projects	To be defined

9. Monitoring

Monitoring must evaluate the platform as a Mobility Management instrument, not only as a sharing service. The monitoring system should combine platform data, EMMA/PSCL baseline data, company data and user surveys.

Dimension	Indicators	Data source	Frequency
Adoption	Number of companies enrolled; number of Mobility Managers active; number of workers registered; active users per month.	Platform admin data; company onboarding data.	Monthly / quarterly
Behavioural use	Tracked sustainable trips; repeated use rate; trips by mode; O/D clusters; peak time patterns; primary home-to-work corridors; number of	Platform tracking; EMMA baseline where available;	Monthly / quarterly

	intermodal trips per user; vehicle types used.	company/Mobility Manager data.	
Service performance	Fleet availability; rentals; reservation/use ratio; geographic coverage; unmet demand; failures or complaints.	TPER operational data.	Monthly
Rewards	Credits generated; vouchers redeemed; reward cost per active user; reward cost per sustainable trip; correlation between reward use and repeated sustainable trips; fraud/misuse events.	Platform reward module; operator back office worker surveys.	Monthly / quarterly
Environmental impact	CO2 savings estimated from tracked trips; avoided car trips; modal shift proxy.	Platform calculations; survey data; emission factors.	Quarterly / annual
Governance and transferability	Number of candidate areas screened; number of replication agreements; lessons integrated into EMMA/MaaS guidance; data-sharing agreements signed.	RER/ITL records; meeting minutes; action tracking.	Annual
Behavioural change survey	Baseline commuting habits; perceived usefulness; barriers to use; perceived effect of rewards; self-reported modal shift; satisfaction with intermodal options.	Before/during/after worker surveys; company communication records.	Before launch, mid-test and after deployment
Data governance	Availability of aggregated public-interest indicators; data-sharing constraints; privacy/commercial restrictions; quality and completeness of datasets.	RER/Lepida/TPER/ITL governance records; data protocols.	At set-up and annual review

10. Conclusions

The Ravenna Pilot 2 demonstrated that a corporate mobility platform can combine travel planning, tracking, rewards and shared mobility in a single user environment. The main lesson is that the strategic value lies not in the sharing fleet alone, but in the ability to connect companies, workers, public authorities and mobility operators through a data-driven Mobility Management tool.

The long-term ambition is to make the Ravenna Port Area a regional reference model for integrated sustainable commuting policies, where data, digital platforms and stakeholder cooperation support more efficient, accessible and environmentally sustainable mobility choices for workers, in particular for industrial district areas, while contributing to local and regional climate and mobility objectives.

The most promising scale-up pathway is regional diffusion through integration with EMMA RE-R and alignment with MaaS4RER. EMMA can provide the structured demand-side and PSCL/PSCS evidence base; the TPER platform can support the operational activation of measures, incentives and multimodal services. This would allow Regione Emilia-Romagna to test a more mature Mobility Management ecosystem where data collection, planning, service activation and behavioural incentives are connected.

The Action Plan remains partly dependent on validation of governance, data exchange and funding arrangements. The immediate priority is therefore not technical deployment alone, but the definition of a shared regional model involving RER, TPER, ITL, Lepida, municipalities, companies and Mobility Managers.

11. List of Annexes

Annex 1 – Action Plan Canvas