

Transforming corporate mobility: a case study on strategic and organizational aspects of employer's transportation and mobility management

University of St.Gallen, Institute for Mobility
Luisa Stöhr & Dr. Philipp Scharfenberger

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INTRODUCTION

A significant part of the traffic volume and associated transport emissions is generated by work-related activities such as commuting and business trips. Various factors influence employees' travel decisions, with one factor being the mobility options, guidelines, and incentives provided by their employers. These measures are also relevant from the employers' perspective to meet sustainability reporting requirements and enhance employer attractiveness. Consequently, transportation demand and corporate mobility management are gaining strategic importance for various business functions within organizations. Existing literature, however, is lacking insights into why and by whom those concepts are managed.

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RESEARCH QUESTIONS

Strategic and organizational aspects of corporate mobility management

- (1) How do strategic **drivers** contribute to transformations in corporate mobility?
- (2) How is **responsibility** for corporate mobility distributed across organizations?
- (3) How is the organizational allocation of responsibility **connected** with the strategic orientation of corporate mobility management?

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METHODOLOGY

Exploratory multiple case study

Cases: Seven organizations in Germany and Switzerland

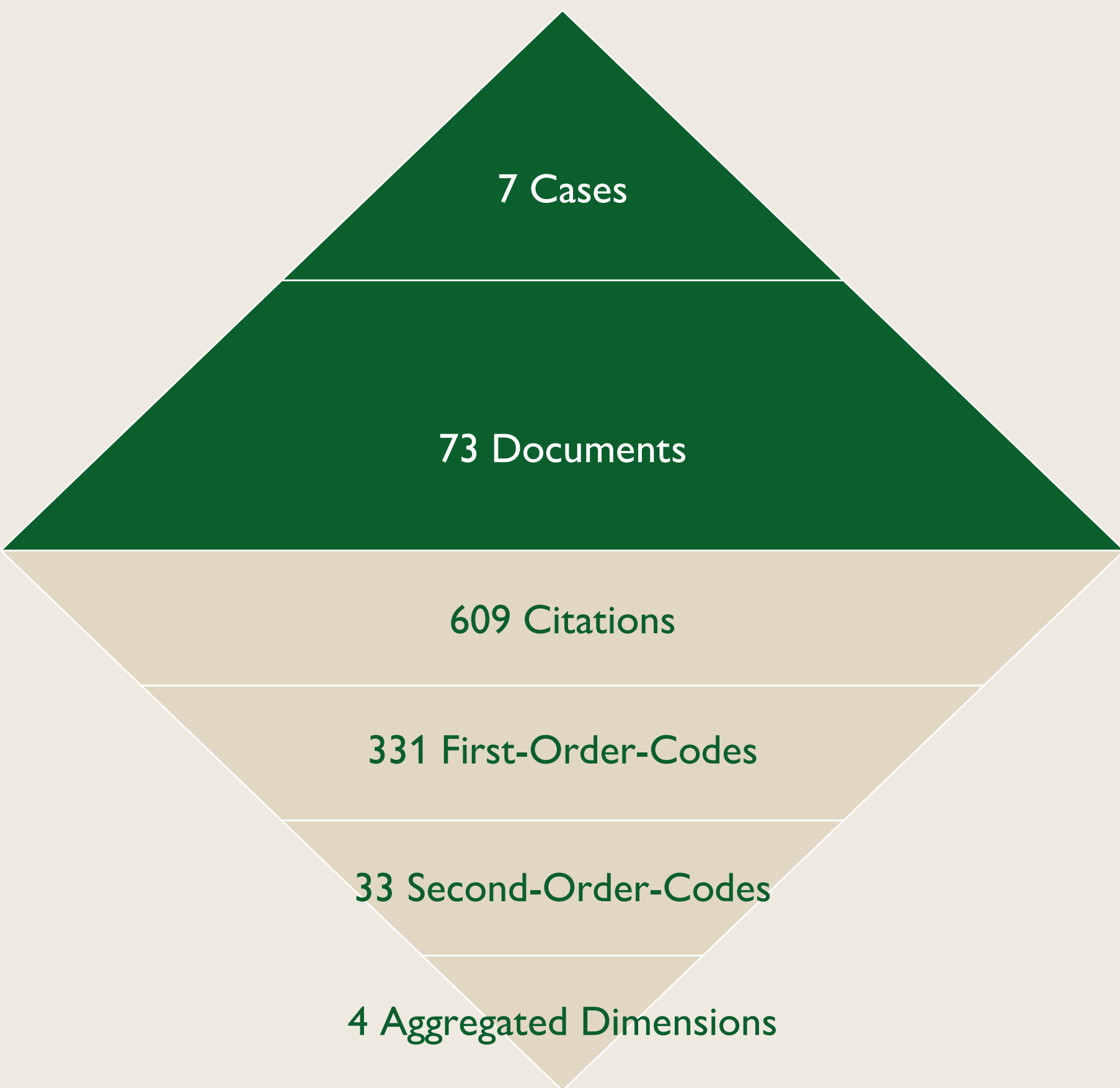
Timeframe: Accompanied for 6-9 months in 2024 through a series of workshops and meetings, both online and on site

Data: Field notes, internal documents, semi-structured interviews

Theory: Results will be discussed in the context of management theories such as process, organizational and change management theory.

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DATA ANALYSIS

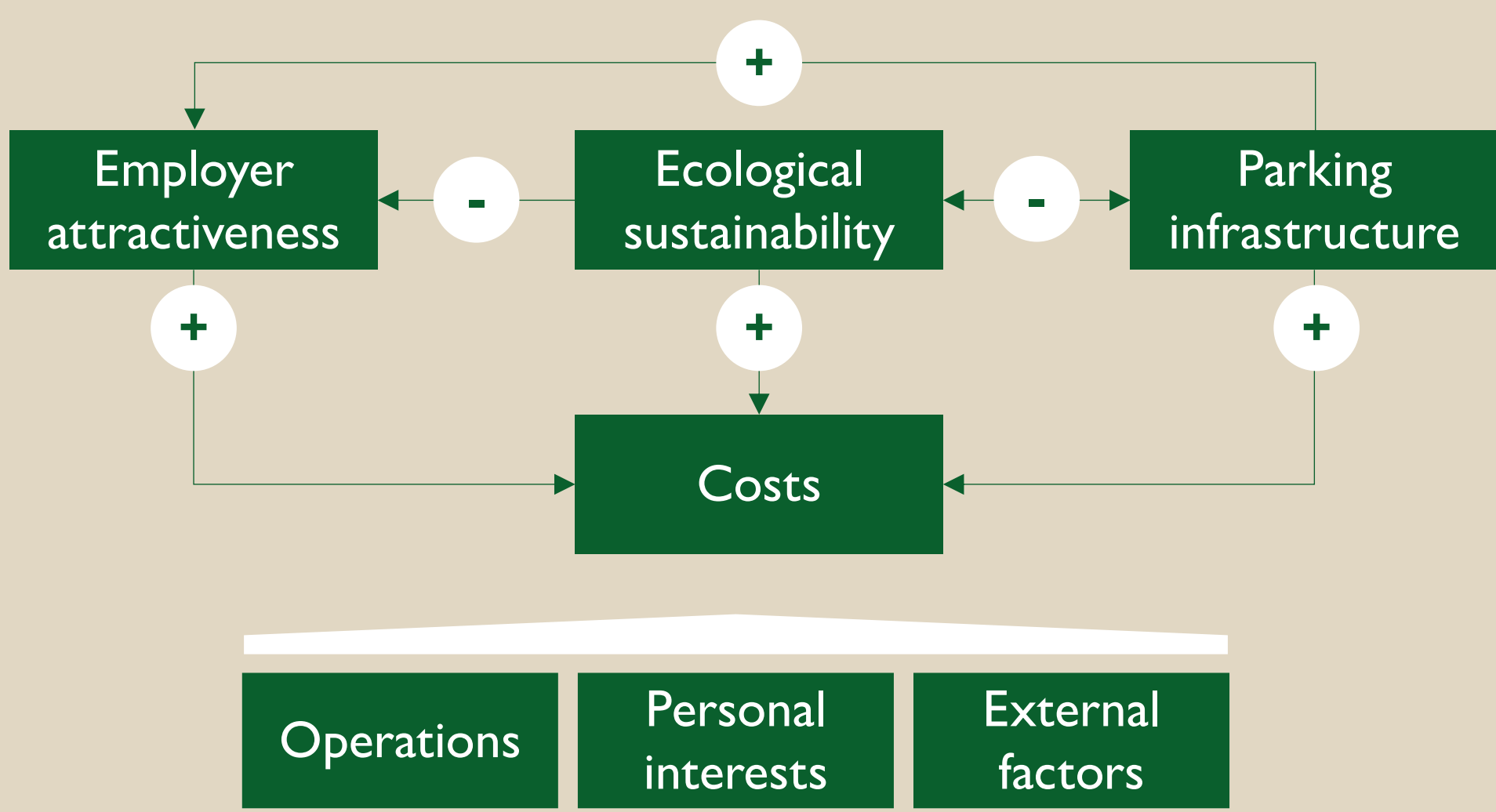


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RESULTS

(1) Strategic drivers of transformation in corporate mobility

Drivers and blockers of change processes and perceived conflicting goals:



(2) Responsibility for mobility in the organization

		Explicit		Explicit		Implicit									
		Mobility-related			Interdisciplinary										
		Fleet management	Mobility management	Travel Management	Sustainability /CSR	Human Resources	Finance/ Accounting	Procurement	Operations	Facility/ Real estate	Works council	Marketing/ PR	Data/IT	Management	Employees
Role for corporate mobility	All cases														
	Mobility														
	Business Travel/ Expenses														
	Infrastructure/ Parking														
	Fleet														
	Benefits														
	Emissions														
Challenges															
Internal dependencies															
Lack of integration															
Lack of support															
Lack of exchange															
Disagreement on decisions															

(3) Connection of strategic drivers and responsibility allocation

Main driver	Ecological sustainability	Parking infrastructure	Operations	Employer attractiveness
Contact point				
Purchasing	DE1			
Sustainability	DE3	CH2		
Works council		DE2		
Project management		CH1		
Mobility management			DE4	
Human resources				CH3

- Observed relation** between main strategic driver for change and organizational allocation of the contact point for corporate mobility.
- Regardless of the contact point, **many departments** were involved in each case while designing concepts, decision making and implementation.
- Measures and projects are often spread across different departments and are **not integrated** into concepts.
- The regularity and depth of the **exchange** differ greatly.

Success factors	Holistic approach	Step-by-step implementation	Collaborative goal setting
	Defined roles & responsibilities	Regular meetings	Endurance
	Internal networks	Data-based decision making	External cooperation

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