



TOKYO
25-29 SEP

POST CONFERENCE BROCHURE





TOKYO
25-29 SEP

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INTRODUCTION



The 25th FIA Mobility Conference – which took place in Tokyo, Japan from 25 to 29 September with the support of the Japan Automobile Federation (JAF) – saw FIA delegates from around the world come together for a week of presentations and discussions.

This document gathers summaries and insights from each of these sessions. With forward-looking keynotes, lively panel discussions, and productive workshops, the first-ever FIA post-event brochure covers a wide-range of topics.

In line with the week's theme – 'Relevance for Members', Club engagement reached unprecedented levels during this Conference, as shown by the high-number of speakers from FIA Member organisations.

We hope this document will provide all participants with further takeaways from their week in Japan.

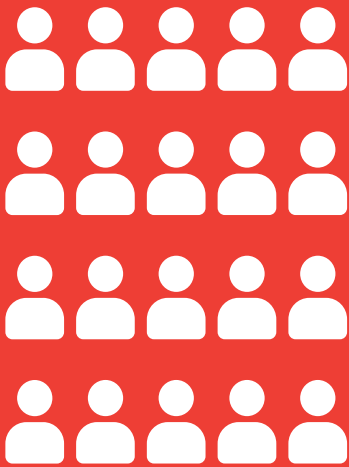


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KEY FIGURES

250

PARTICIPANTS



84

CLUBS



83

COUNTRIES

260



APPLICATION
DOWNLOADS



30

SPEAKERS



8,500

PAGE VIEWS

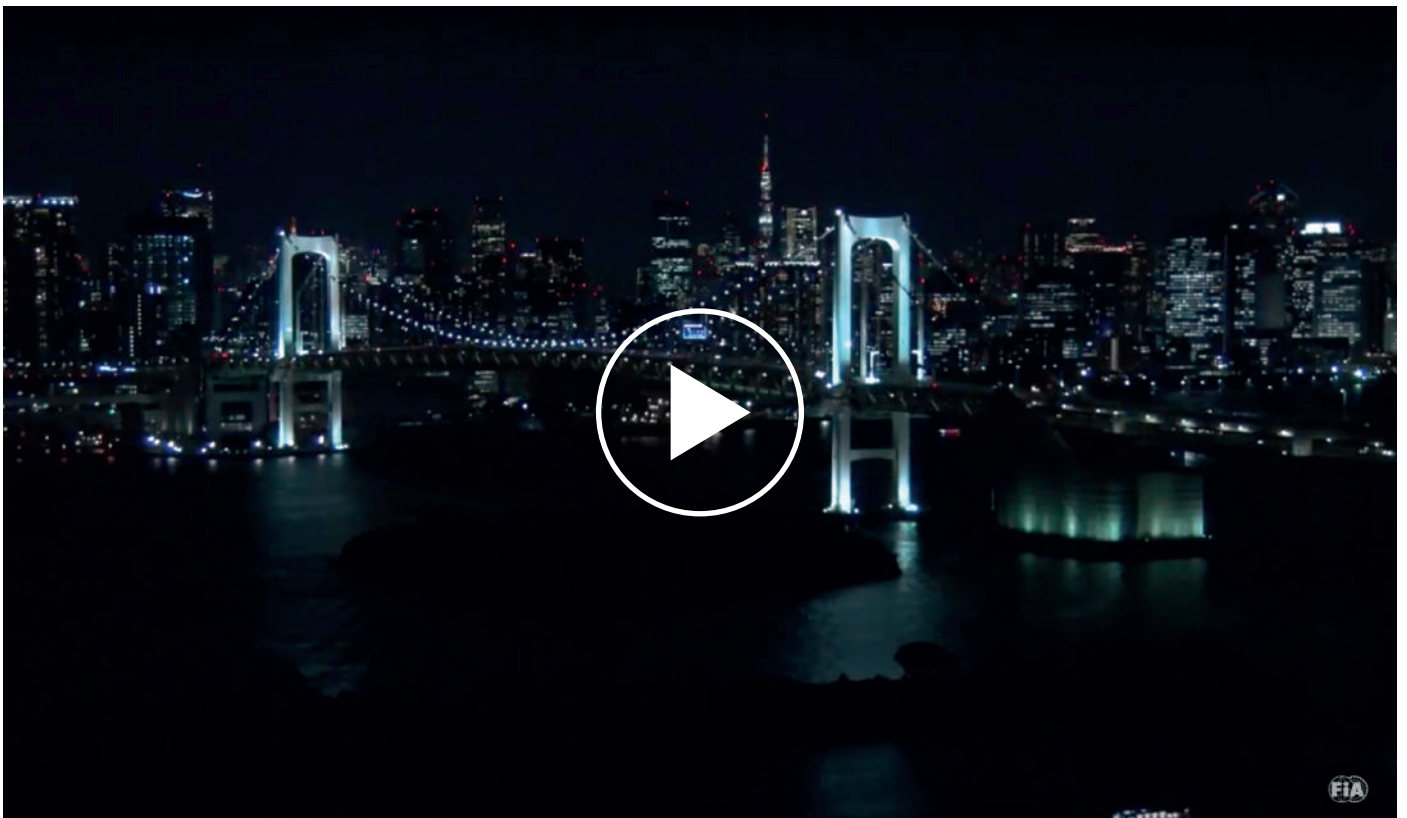
ON THE WEBSITE

#FIAMC2017



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HIGHLIGHTS



Discover the highlight video of the 2017 FIA Mobility Conference

#FIAMC2017





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TUESDAY 26 SEPTEMBER 2017

OPENING SESSION - Welcome to the 2017 FIA Mobility Conference

KEYNOTE SESSION - Membership Benefits Matter

PANEL DISCUSSION - Membership Benefits Matter

OPENING SESSION



OPENING SESSION

SPEAKERS:

Brian Gibbons, Chief Executive, NZAA,
and Deputy President for Automobile Mobility and Tourism, FIA

Jean Todt, President, FIA

Takayoshi Yashiro, President, JAF, and Region II President, FIA

FACILITATOR:

Marjorie Paillon, Journalist, France 24

Yesterday, FIA President Jean Todt opened the 2017 FIA Mobility Conference, which is taking place in Tokyo, Japan, until Friday 29 September.

Addressing the more than 220 delegates present, the FIA President said that in a rapidly-evolving mobility environment Clubs must tackle three main issues to ensure future relevance to members and society – safety, sustainability, and increasing levels of smart motoring.

Speaking of safety, he reminded delegates of the priority the FIA and he personally, has given to the pandemic of injuries and fatalities on the world's roads, and said that the campaign to reduce the tragic loss of life would remain a "central part of our mission".

Regarding the development of effective strategies to tackle issues of sustainability and increased digitisation, he said: "I am pleased to announce that yesterday, the World Council for Automobile Mobility and Tourism endorsed this approach and agreed to the establishment of two new Commissions – the FIA Disability and Accessibility Commission, as well as the FIA Environment and Sustainability Commission."

The President then moved onto the third challenge facing Clubs – smart mobility. "I am convinced that automation is a path which needs to be prepared, guided, and managed," he said. "The FIA and its Member Clubs should keep encouraging the testing of automated vehicles on public roads to get feedback. This is

the only way to improve technology, create user acceptance and learn how automated vehicles will successfully and safely interact with all road users."

The FIA President then thanked the President of host Club the Japan Automobile Federation (JAF), Takayoshi Yashiro. He commended the Club on its success in the services sphere, with JAF enjoying membership numbers in excess of 18 million, and also its commitment to social responsibility, which he said all Clubs could learn from.

JAF President Yashiro, meanwhile, welcomed delegates to Tokyo, and went on to outline how the Japanese organisation has maintained its relevance by targeting new routes to growing membership, such as establishing partnerships with auto manufacturers, and dealerships and insurance companies.

FIA Deputy President for Automobile Mobility and Tourism, Brian Gibbons, said that this year's event has been aimed specifically at giving a platform to Clubs. "We understand that you have all come to the Far East – some of you travelling a long way – to answer some of the questions your Clubs have been facing or will be facing soon" he concluded. "It is therefore our mission to ensure you leave with valuable content that will help you confront these challenges."



MEMBERSHIP BENEFITS MATTER



Applying that tactic to the Mobility Club sector, Humby first reminded delegates of the changing face of the automotive landscape, referring to new ownership models, the accelerating growth of connectivity, increasing concerns about sustainability, and resultant legislative pressure. The public, he said, is increasingly seeking control of choices through reviews and community trust, and a growing focus on value exchange.

“People are looking at utility. So if you are focusing on more traditional insurance services, such as breakdown clubs, there it’s about what other services you can bolt on to make them more attractive, whether that is discounts on insurance, travel advices and so forth. The real challenge today is that with the growth of the Internet we have so many things that are now free, so traditional bought services are being replaced by free services such as Tripadvisor.”

Concluding, Humby said that access to a broad range of relevant data and understanding it are crucial elements for Club development.

“Real understanding comes from outside the organisation, not within,” he said, before adding that though transaction history alone helps define the kind of members an organisation has, anticipating future demand requires a much richer data set and Clubs must develop those channels. “Is your data rich enough to really understand your members?” he asked.

“Data is the new oil and shares many of its challenges,” he said. “In its crude state it is difficult to use and benefit from. It needs refining and external catalysts to make it useful. When processed it is potentially explosive and dangerous. Just like plastics and polymers some of the best and most profitable uses are what is made from it by others.”

Speaking about Clubs and their ability to retain members in such an environment, Humby said that “relevance is the key, it’s about understanding sub-groups and staying as relevant as possible to them, and recognising that, actually, people’s needs are changing more quickly than ever.”

He added that Clubs need to be reactive, saying that ‘dog years’, in which developments that used to take seven years now occur in 12 months, are increasingly prevalent in the service industry. It is therefore, crucial, he concluded, that Clubs raise a mentality of creative agility within their organisations and be in a position to react within a year should an identified trend continue.

KEYNOTE SESSION

SPEAKERS:

Clive Humby, Chief Data Scientist, Starcount

FACILITATOR:

Marjorie Paillon, Journalist, France 24

The first keynote address of this year’s FIA Mobility Conference saw data analysis expert Clive Humby explain to delegates how big data is transforming business development by “bringing the voice of customers into the boardroom”.

Humby, of data specialists Starcount, began by outlining four distinct types of membership: those with a shared passion, such as sporting or artistic endeavours; those keen to accrue value, such as points or rewards through membership; those who take out membership as a ‘peace of mind’ safeguard of personal wellbeing or property; and those who belong to groups that aid career development such as members of professional organisations. He added that customers may be members of one or all types.

He went on to describe the value of data harvested through loyalty programmes, explaining that information relating to customer choices tells a story about “what drives purchase decisions”.

“It’s about understanding patterns in data and interpreting those patterns. Looking at data is like storytelling,” he said. “You find patterns and you try to understand what that pattern really means. For example, you might find growth in a certain segment and it’s to do with being young and living in a city centre and having a very different set of needs. And therefore can you then develop something around that group of customers. I’m a great believer in the fact that it’s not about doing data analysis per se, it’s about telling the story of what that data shows you.”

Understanding that story, he continued, can result in rewards for both business and for members or customers.

”

The challenge in standing out is being relevant to each individual customer’s needs.

**Clive Humby,
Chief Data Scientist, Starcount**

MEMBERSHIP BENEFITS MATTER



PANEL DISCUSSION

SPEAKERS:

Jorge Delgado, CEO, RACE

José Manuel Martínez Vázquez, General Manager, ACCHI

Dougal Swift, General Manager for Brand & Marketing, NZAA

Wai Mun Lee, CEO, AA Singapore

FACILITATOR:

Andrew McKellar, Secretary General for Automobile Mobility and Tourism, FIA

The first panel session of the 2017 FIA Mobility Conference included FIA representatives of organisations with different membership scales and business models, in order to give a broad perspective on this crucial issue.

FIA Secretary General for Automobile Mobility and Tourism, Andrew McKellar, opened the meeting by emphasising the importance of the topic for the audience, stating: "For FIA Clubs, membership issues are paramount, and while we have no singular business model, the ability to attract and retain valuable members is at the heart of what we all do."

Each of the speakers then was invited to give a brief overview of their own unique situation, presenting points of view from all around the world.

Two of the larger Clubs took the floor first, with Jorge Delgado – CEO of RACE (Spain), and Dougal Swift, General Manager for Brand and Marketing at NZAA (New Zealand) explaining how they have tackled the huge issue of a changing core business model – that of reliance on roadside assistance.

Similarly, the NZAA has discovered that membership can be retained and increased by adding genuine value without increasing costs through forging partnerships beyond the automotive world.

Providing an alternative perspective, that of a much smaller Club, José Manuel Martínez Vázquez, General Manager of ACCHI (Chile) made the point that without broad brand awareness or a large customer base, it is not possible to invest in diversification internally. Instead, he argued, there were opportunities for small Clubs to partner with start-up ventures rather than large companies. They can then capitalise on being at the cutting edge of what consumers want.

Similarly, Wai Mun Lee – CEO of AA Singapore, explained how his Club has grappled with the issue of membership, saying: "Every situation is different, but in our country we found the most effective thing was to offer better training packages for drivers, and work with partners such as insurance companies."

The floor was then opened to questions from delegates, who engaged in a lively discussion around a variety of topics. These included the ways in which Clubs can appeal to non-car owners, whether or not car-sharing services are an asset or a threat, and how Clubs that are very old or traditional can market themselves towards younger members.

Delgado brought the session to a close, commenting: "Changing and diversifying is the most important issue facing our organisations. We have not really had to evolve over the last 100 years, but now we have no choice. The first step towards renewed growth is accepting that the business model we have used for so long simply can't continue forever, and this will force you to innovate."





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WEDNESDAY 27 SEPTEMBER 2017

KEYNOTE SESSION - Finding the Right Path to Innovation

PANEL DISCUSSION - Finding the Right Path to Innovation

KEYNOTE SESSION - Success Story: Innovative Japanese Mobility Services

WORKSHOP - Innovative Business Models

WORKSHOP - Innovative Campaigns

TOKYO INSIGHTS - Off-Site Visits

FINDING THE RIGHT PATH TO INNOVATION



The presenter of yesterday's first keynote discusses paths to innovation, working with start-ups, and the cities of the future.

How can an organisation identify the most relevant and efficient innovation strategies in order to grow its business?

There are ways to predict what evolutions will be coming in the next few years based on technological progress. But the elements surrounding these evolutions are more difficult to predict. How will consumers react to the reality of the digital age? How will your leaders embrace it? Will they make the right decisions? And last but not least, are you prepared for the right business models? Has your organisation transformed to be sustainable for a digital future?

The key question for an organisation is always how to find the next big, relevant thing. The earlier they learn what developments are coming from innovation hubs, the better they can prepare themselves.

You're involved in the FIA Smart Cities initiative. What is the value of that programme?

Urbanisation is happening very fast and is an area in which we can't afford to fail in the future. It's a challenge for all world leaders. Three billion people will move to cities in the next decades, so this is something we have to get right. If we fail to deliver on creating smart cities, cities will collapse or infrastructure will break down.

We initiated the FIA Smart Cities Start-Up contest, because we believe that start-ups can make change happen. The contest enables us to look at hundreds of different companies that are building solutions to create change in cities.

KEYNOTE SESSION

SPEAKERS:

Monty Metzger, CEO and Founder, Digital Leaders Ventures

FACILITATOR:

Marjorie Paillon, Journalist, France 24

What have you seen so far?

We've seen a broad variety of topics from autonomous cars to electrification, to the industrialised Internet of Things — where sensors are connected — and shared services. We have done three start-up contests so far.

In Mexico, the winner was econduce, we had Wavelite in Montreal and OnTruck in Berlin. Econduce is a sharing platform for electric scooters. OnTruck is an Uber-like company for the logistics space, and Wavelite is a chip provider that can reduce the power consumption of any sensor up to 1,000 times.

Should Clubs look at what's happening in the start-up space in order to move forward?

I think for all automobile clubs it's essential to work with start-ups. First to learn how start-ups develop strategies, and second to take example on start-ups to build innovative business models. This was part of our workshop today. A couple of start-ups presented their achievements so far and everybody was impressed by how quickly they were able to enter the market and how quickly they are growing.

FINDING THE RIGHT PATH TO INNOVATION



PANEL DISCUSSION

SPEAKERS:

Filippo Bettini, Head of Sustainability, Pirelli
William Tang, CoFounder, CEO, EcoService
Roberto Vavassori, President, CLEPA, and Product
Development & Marketing Director, Brembo

FACILITATOR:

Marjorie Paillon, Journalist, France 24

Wednesday's first panel discussion invited leading industry experts to discuss the central theme of innovation in the context of large corporations, represented by tyre company Pirelli and brake manufacturer Brembo, and in terms of a start-up organisation, represented by Ecoservice, a leader in car-share fleet management services.

The discussion began by looking at how large, well-established companies can keep up with the level of innovation in modern society. Filippo Bettini, Head of Sustainability at Pirelli, opened by saying: "We need to work on innovation with a new perspective. In the past we were focused on the product in isolation, but now we have to focus on the product lifecycle, and what the product we design today could become in the future."

Likewise, Brembo, which has been a world leader in brake technologies for over 50 years, has begun to shift its perspective on the need to innovate. Roberto Vavassori, Product Development & Marketing Director at Brembo, added: "We have to take innovation into perspective – the wheel was only invented 5,000 years ago, the car just 100 years ago. We have to start thinking about technological evolution in geometric terms, the speed of development is increasing all the time."

Vavassori was also keen to advise caution around the concept of ever-increasing innovation, adding: "Brembo began as a start-up. Every technological innovation starts with people and it should end with people. We are at a milestone in evolution, but the more we rush, the more we have to look for ethical values."

William Tang from ridesharing start-up Ecoservice then offered an analysis of the innovation landscape from a different perspective.

"We were born out of innovation and disrupting a new space," he said. "What we have to keep in mind is that we have ambitions

to scale fast and large – you have to keep innovation at the heart of your company."

Relating these innovation methodologies to FIA Member Clubs, Tang said: "Clubs are actually in a very good position to take advantage of this innovating space. There are a lot of synergies in terms of the consolidation of personal ownership and shared fleets, for example."

A key consideration connected with innovation is that of regulation, and whether or not it is restrictive or actually boosts growth.

"Innovation is driven by human beings' desire to do new things," added Vavassori. "Regulation is about catching the best of this, forming it into the best rules to provide society with what it is requesting from its innovators. Fuel consumption regulation has been improving the technology of our cars, likewise with safety. It's important to recognise that often regulation actually drives innovation."

Later, the discussion was opened to the floor with delegates questioning the panel on ways in which innovative brands can protect intellectual property, as well as the role the FIA could play in the correct management of data.

Tang concluded by saying: "Member experience is really important to FIA, so with the data your organisations have, you can help companies to understand what the users want. For instance, we see an electric car as a chassis with 'opportunity' on top. Automobile Clubs should invest in this kind of thinking, which is really useful in building for the future."



INNOVATIVE JAPANESE MOBILITY SERVICES



KEYNOTE SESSION

SPEAKERS:

Dr Keisuke Onishi, CEO & President, NAVITIME JAPAN

FACILITATOR:

Marjorie Paillon, Journalist, France 24

With customers of every industry sector becoming ever more reliant on digital technology and services, yesterday's keynote session presented a case study on the kind of innovative transportation partnerships Clubs may levy to ensure they remain relevant to an increasingly connected constituency.

Dr Keisuke Onishi, CEO of NAVITIME JAPAN – a company specialising in transport navigation applications – explained how since its foundation in 2000, the firm has developed a range of apps that deliver integrated mobility services to a broad spectrum of users. These range from services for the general public – including domestic travellers and incoming tourists – to services for businesses in the transportation sector, in particular partner organisations, such as auto manufacturers seeking to bring navigation tools to their own customers.

The core service of NAVITIME JAPAN rests, he said, in providing “the optimal route for you based on the day, your schedule, and your location, for all major modes of transportation – while taking into account real-time information.”

Dr Onishi demonstrated the power of the system by showing a route from the 2017 FIA Mobility Conference location to the site of the event's Gala Dinner. Once the departure and arrival location are entered, the NAVITIME JAPAN app offers users four modes of transportation and, depending on preference, then delivers the most effective route, detailing not only the connections to be made but also, in the case of rail transport, the relevant train information, the departure platform, where to stand, and the fastest, least crowded service.

Car-based users can use the system to search “seven types of routes. It has real-time information too, on traffic congestion and parking vacancies,” said the NAVITIME JAPAN CEO.

The car app also “utilises traffic forecasting and car probe data to provide a route with a shorter time to destination even if getting on or off the freeway or taking a circuitous route.”

In terms of Clubs building such systems in the future or partnering with existing developers, one of the most interesting developments of the app appeared in 2015, with the launch of the ‘NAVITIME Mileage’ programme.

According to Dr Onishi, the service “gives points based on driving distance. More points are awarded for avoiding traffic jams, helping relieve traffic congestion in Japan by encouraging users to drive alternative routes.”

Points are then redeemable at partners such as G-Point, a large scale Japanese points-redemption company, or AU Wallet, which deals in e-money prepaid cards, as well as airline companies. The system could present partnership opportunities to mobility service organisations and Member Clubs.

After outlining NAVITIME's specialist apps for freight haulage businesses, Dr Onishi then spoke about third party applications for the automotive sector, including Audi, BMW, Volvo, Nissan, and Volkswagen, amongst others. Again, third party apps could provide opportunities for Clubs in developing targeted transport services to their members.

The same can be said for the tourism services featured in NAVITIME's Travel app, which allows users to “create travel plans with ‘drag and drop’ functionality, focusing on the sights they are most interested in”.

“The guidebook app [features] articles on unique recommendations of hot spots,” he said. “Travelers can easily search for a great spot using chatbot dialogue and also search for information on those places from an image of the desired location.”

Dr Onishi also explained how the service has developed a global footing, being available in 18 languages in 29 countries across four continents. Once more, the service illustrates the possibility for cross-border development of apps by Clubs to provide integrated regional mobility information in regard to their services.

INNOVATIVE BUSINESS MODELS



WORKSHOP

SPEAKERS:

Penny Gale, General Manager, Engagement & Innovation, RAA

Johanna Grombach Wagner, Head of the President's Office, TCS

FACILITATOR:

Monty Metzger, CEO and Founder, Digital Leaders Ventures

Yesterday's first workshop revealed to Clubs the importance of developing strategies for innovation within organisations, in order to create business models to ensure future sustainability.

In the first part of the session, delegates were presented with two competing pitches from organisations looking to develop new businesses within the mobility sector.

The first came from Tetsuro Ida, Head of the Japanese subsidiary of Silicon Valley-based automotive AI company Nauto.

Ida explained that Nauto is an automotive data platform, powered by artificial intelligence and an after-market dual-camera device, which can equip any vehicle or fleet with sophisticated safety and networking features, such as the ability to detect distracted driving and provide constructive feedback to drivers. Data harvested from the camera is analysed to predict risks on road networks and deliver the most secure route.

"The system can be retro-fitted to existing vehicles," he explained, "and it exists as a preventative device. Risk spots can be identified and you can actually avert accidents with it."

He explained that the business model revolves around purchase of the base unit, plus a subscription to cover the LTE communication and server usage. Nauto has already been rolled out in the US and Japan, with a European launch in the pipeline.

The second innovation presented by Johanna Grombach Wagner, Head of the President's Office at Swiss Club TCS, was Carvelo2Go, a cargo bike-sharing scheme. She explained that the business was not developed to sit alongside existing bike-share schemes but to service a niche involving the transportation of goods, and internal factory transport of product, as well as for family use.

The service now exists in 10 cities and 12 villages across Switzerland, is available at 150 hire stations and has 5,000 users. The business model rests on bikes being available from hosts. These hosts are small businesses which are not paid to have the bikes available but which benefit from having free use of the service for their own needs and also from increased footfall from Carvelo2Go customers visiting their premises. The service has an online booking engine, with bikes available for a small fee to subscribers who pay CHF90 (€78) per year to use the service.

Delegates were then asked to vote, via the Conference app, for the innovation into which they would invest \$100,000. The winner was Nauto, with 75% of the vote. The Carvelo2Go system was favoured by 25%, however, due to its applicability to the needs of specific Clubs and its scale.

Following the vote, Penny Gale of South Australia's RAA explained to delegates how the Club had developed an innovation strategy. Having identified the need to 'future-proof' its business through innovation, she said the Club had adopted a 'three-horizon' approach to what she called 'change that adds value': 70% of effort was directed toward incremental improvement of product and services, 20% to evolutionary change, and 10% to disruptive innovation.

She then handed over to Ben Flink, Senior Manager of Business Innovation at RAA, who took Clubs through an exercise based

INNOVATIVE CAMPAIGNS

WORKSHOP

SPEAKERS:

Michael Bradley, Chief Executive, AAA
Rob McNerney, CEO, iRAP
Oliver Schmerold, CEO, ÖAMTC
Hileni Tjivikua, General Manager, AA Namibia

FACILITATOR:

Mike Noon, General Manager of Motoring Affairs, NZAA



Mike Noon, General Manager of AA New Zealand moderated Wednesday's workshop focused on advocacy campaigns, welcoming presentations on four varied campaigns from around the world, which showed what advocacy success looks like, and the many ways it can be achieved.

The talks began with Rob McNerney, CEO of iRAP, who spoke about the significant impact advocacy for better quality roads can have in saving lives around the world. "From our perspective, road deaths and injuries are predictable, and all of them have engineering solutions," he said.

Road safety, he argued, draws a direct link between Clubs and their members, and through successful advocacy campaigns, members can end up safer, while governments end up happier. Clubs have real power to influence government policy and exact meaningful change in road safety through advocacy.

Advocacy targeted at women was the focus of the next presentation from Hileni Tjivikua, General Director at AA Namibia. She explained to delegates the need to understand the cultural requirements of their country, and that in Namibia, there was a great untapped resource in raising female awareness of road safety initiatives.

"There is power in involving the mothers, sisters and daughters to deliver these messages," she said. "It is about bringing our women closer to road safety, and we do this through things such as brand ambassadors."

Staying with the road safety theme, Oliver Schmerold, ÖAMTC Secretary General informed delegates about the unique things done in Austria to maximise the impact of the #3500LIVES campaign, from selecting the right messages of the campaign for the particular market, to how to reach the right audiences through associations with FIA motor sport championships and the use of social media.

Finally, Mike Bradley, CEO of AAA, provided some early insights into a pioneering real-world emissions testing programme run in Australia.

"On average the cars we tested emit around 30% more out on the road than they do in the lab. The really interesting point is that the data is very inconsistent. As emissions regulations become more stringent, car makers are becoming better at passing tests."

With the results being published in just a few weeks' time, it is expected this large investment in an advocacy campaign will have a significant impact.

The remainder of the session took the format of an interactive workshop scenario. Delegates were invited in groups to analyse real-world scenarios currently affecting the work of the FIA and its stakeholders, articulating their answers around the following axes: implications for the Club; defining the scope of action; top three advocacy actions to be activated in response to a policy scenario, and finally the key stakeholders to engage with.



TOKYO INSIGHTS

Wednesday afternoon gave delegates the opportunity to gain an understanding of different facets of the Japanese mobility landscape, as well as the country's culture via four off-site excursions.

A group of around 30 delegates took a trip to the Tokyo Traffic Control Center, which manages a daily flow of five million vehicles on the streets of the city. The Conference participants were shown how the centre processes data from 17,000 vehicle detectors and thousands of cameras across the city, 24 hours a day. Together with the huge amount of data collected by Metropolitan Police, as well as helicopter reports and information relayed by the city's commuters, a picture of how the traffic situation is evolving is formulated.

The tour was of particular value to delegates who had visited other traffic control centres, such as the Transport for London traffic control centre when the FIA Mobility Conference visited the UK in 2015.

While other groups visited the Nissan Oppama Grandrive Test Course and Tokyo's Imperial Palace, a fourth party made the short trip from the Conference headquarters to the Toyota MEGA WEB showroom.

The Toyota facility is described as a "Look, Ride, Feel Car Theme Park", and in keeping with that philosophy, the delegates were split into groups and took part in five different experiences that showcased a number of the Japanese car giant's most innovative mobility products.

These included a demonstration of how the company is developing road safety training programmes in virtual reality, testing of Toyota 'Wingle1' Segway-style personal mobility device, a visit to the 'Mega Theatre' which showed delegates the exciting thrill of Toyota's motor sport creations, a test ride in the MIRAI hydrogen fuel cell car, and finally an informative talk from Hitoshi Nomasa on the work the company is doing in the field of fuel cell vehicles.

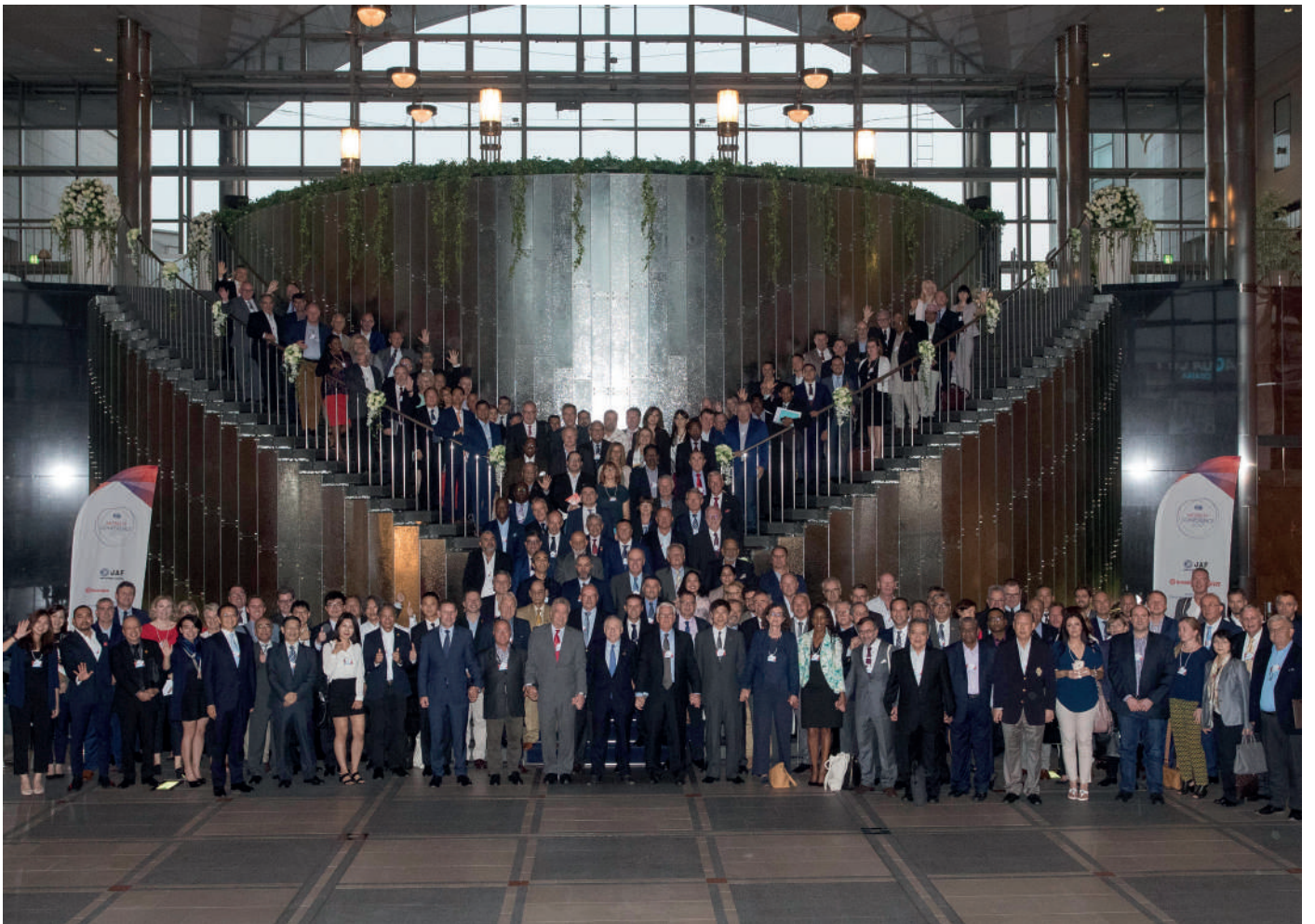
Nomasa was the engineer behind the design of the MIRAI car experienced by the delegates, and he provided some insights into the philosophy of the company and why innovations like this are so important. "Recently, eco-cars like fuel cell, electric and hybrid



vehicles are gathering attention worldwide. Of course Toyota has its own strategy for these kind of vehicles, and manufacturers are competing in this area which is driving innovation even faster to the benefit of all.

"Under these circumstances we, as manufacturers, need to show our technologies to the world. Working with organisations such as the Japan Automobile Federation (JAF) helps us reach motorists both here in Japan and all over the world."







TOKYO
25-29 SEP

THURSDAY 28 SEPTEMBER 2017

KEYNOTE SESSION - Collaborative Strategies to Succeed in Today's Environment

PANEL DISCUSSION - Collaborative Road Safety Strategies to Succeed in Today's Environment

WORKSHOP - Rethinking Mobility Services for Members

WORKSHOP - Rethinking Travel Services for Members

FIA MOBILITY STRATEGIC REVIEW

PANEL DISCUSSION - A Collaborative Vision for Clubs

SPECIAL ADDRESS FROM THE TOKYO GOVERNOR

CLOSING SESSION

COLLABORATIVE STRATEGIES TO SUCCEED IN TODAY'S ENVIRONMENT

KEYNOTE SESSION

SPEAKERS:

Gabe Klein, Former Commissioner of the Chicago and Washington Department of Transportation

FACILITATOR:

Marjorie Paillon, Journalist, France 24

Thursday's first keynote saw Gabe Klein, former Commissioner of the Chicago and Washington DC Department of Transportation, examine how collaboration between the public and private sector can lead to successful urban development. Here, the author of 'Start-Up City' talks people, planet and profit and why it's the quirks that make cities great.

Global collaboration is important for many reasons. There is so much to learn. I was a fellow in Singapore with the Centre for Liveable Cities 2016 and coming from the US I thought 'OK, we have a certain type of issue, and in Singapore they are going to have very different issues, so I will learn a lot'. But I was surprised at how much was alike. However, the solutions that are pursued are sometimes different. For instance, in Singapore there are a lot of public/private partnerships. Even in Europe, there's so much for us in the US to learn from European models where there are very innovative public/private partnerships as well.

I'm on the advisory board for NACTO in the US, which is the National Association for City Transportation Officials – so it's the 50 largest cities and departments of transportation in North America – and we have found that just within that geography, the value of sharing information has been so important. The more we can communicate and collaborate, the faster we can solve a lot of issues.

You mentioned public/private partnerships, why are they important?

I think it's very hard for the government or the private sector to do just about anything on their own – there's a certain amount of collaboration required. We need to expand our thinking about the way public and private can collaborate.

It's what I wrote about in my book 'Start-up City'. After working in government and the private sector, I saw the resentment between both sides and understood that the collaboration can be powerful, and ultimately what is important is the outcome for citizens. The thesis is: if we can get government to focus more on return on investment and being fiscally responsible, and then get the private sector to not just focus on profit but to focus on a triple bottom line – people, planet, profit – then I think the two can come together and understand each other.

When that framework comes together, who are the key players in building sustainable, liveable environments?

This is the challenge. The issue is: how do we interact with each other? How do we approach this so we understand the need from the start? There's a lot of technology out there chasing a problem to solve, and as much as I love technology, I'm less interested in it than I am in how we improve people's quality of life.

Then you put it out to all these entrepreneurs and say: 'here's what we're trying to accomplish: affordable housing, equitable access to mobility at a lower cost, job training – how would you approach it?' When you have that spirit of collaboration and experimentation,

the public at large and the stakeholders are much more willing to come with you.

However, the challenge is that you may have 20 or 30 stakeholders. We're working with a major city now on a project to electrify the city for taxis, personally-owned vehicles, bikes, etc., and you're talking about involving the housing department, the planning department, the buildings department, the transportation, the Mayor's office, regional utilities. How do you set the table so that everyone feels part of the conversation and yet you also come to a clearly defined set of goals based on a vision? Sometimes it feels like you're trying to drag a horse to water but when you are successful, there's nothing more rewarding.

So what is the level of acceptance of the pace of change in major cities, say in a city like London?

London is a good example. I have been very impressed with what Transport for London (TfL) has done – for their ability to have a vision and turn it into tangible change. Whether it's the cordon price they have implemented, the introduction of bike-sharing, mobility applications, smart city applications – they have been very successful. I think they are a good example of a city managing change well. It's not perfect, London has its own issues and affordability is a major one.

One of the things I'm really focused on now is why we are building more parking for cars that aren't going to exist. Meanwhile, we can't find places for people to live at affordable prices.

Sometimes it's not a technology solution. Sometimes it's changing the way people think and looking at some of the innovative business models and policy solutions – parking maximums or no parking and also looking at whether we should allow foreign investors to buy real estate that they don't live in.

So what does the city of the future look like?

There's not one view on this. What seems to be coming back is this idea of 'hey, let's create the perfect city from scratch', but we have tried that a lot of times. What people love about cities are the quirks. I think if you look at some cities in the US, you'll notice they are becoming very homogenous, very wealthy and they're losing their quirks. They're becoming less attractive, less affordable.

What we have to do is try to create an ideal state in terms of affordability, versatility, modularity, and you want a mixed group of people – diversity – and opportunity. I don't think we want to dictate exactly the look and feel of the entire city. We need to celebrate the old and bring in the new. Fundamentally, the definition of a city is that it's an ecosystem that is constantly evolving.



COLLABORATIVE ROAD SAFETY STRATEGIES TO SUCCEED IN TODAY'S ENVIRONMENT



PANEL DISCUSSION

SPEAKERS:

Saul Billingsley, Executive Director, FIA Foundation
Dave Cliff, CEO, Global Road Safety Partnership
Torine Creppy, Interim President, Safe Kids Worldwide
Koichiro Kakee, Assistant Vice Minister for International Affairs,
Ministry of Land, Infrastructure, Transport and Tourism

FACILITATOR:

Miquel Nadal, Secretary, FIA High Level Panel for Road Safety

The first of two panel sessions on the final day of the 2017 FIA Mobility Conference was centred on how Clubs can collaborate with other organisations to achieve their road safety goals. The session was moderated by Miquel Nadal, Secretary of the FIA High Level Panel for Road Safety, who invited the variety of speakers to explain their collaborative policies and experiences.

Koichiro Kakee, Assistant Vice Minister for International Affairs at the Japanese Ministry of Land, Infrastructure, Transport and Tourism, firstly spoke about transferring successful policies from Japan to other countries. "Japan is one of the safest countries to drive in the world, something we have achieved through many years of advocacy and infrastructure investment," he said. "The government wanted to share its experiences and success with other countries around the world. We are doing this in Thailand, for example, and based on site visits, we were able to give advice, improving road signs, infrastructure and also advocacy through road safety campaigns."

Mr Kakee also emphasised the role that Clubs play as intermediaries between road users and authorities, adding: "The most important thing in traffic safety is the relationship with the police and with drivers. It's very difficult to make drivers understand the safety rules, and the role of Clubs in education is very important."

Saul Billingsley, Executive Director of the FIA Foundation then highlighted three key areas needed to form a successful partnership: "a compelling idea, willingness to be flexible in the way you achieve your goals, and being prepared to share sovereignty – an effective collaboration is a shared partnership which plays to the strengths of everyone involved."

The need to adapt was something echoed by the following speech from Torine Creppy, Interim President of Safe Kids Worldwide. The organisation provides training services in road safety around the world, working with a number of FIA Member Clubs. "Our classes have to be flexible to fit in with the different demands of countries," she said. "The key is remaining flexible and open – what's important for us in developing programmes is that we keep in mind how the community is working."

Speakers were in agreement that one of the main challenges of global collaborative projects is understanding local cultural differences in order to design programmes that can be successful on a large scale. Dave Cliff, CEO of Global Road Safety Partnership, spoke about the work his organisation does as part of the International Federation of Red Cross and Red Crescent Societies, saying: "There are multiple points of intervention that need to come together to create real change. In light of this, we need to work together with governments, NGOs and other stakeholders that can participate in developing local solutions that, if proven successful, can be rolled out on a wider scale."

Cliff was also keen to note that there are risks associated with collaboration, especially when dealing with governments. "We've seen that collaboration can be fickle," he continued. "An opposition political party can take a contrary position, for example on speeding policy. You also need a strong cultural understanding – what means something to one group won't mean the same thing to another. In Bogota, Colombia, for example, we found the biggest issue for road users wasn't accidents, but being car jacked. The consequence of that was speed being associated with safety, so clearly it's a very complicated situation."

After the panel discussion, two FIA Member Clubs were invited to explain how they are collaborating on road safety initiatives. Dutch Club ANWB presented its Road Safety Coalition, which currently has over 70 participants in a wide variety of fields. In agreement with what the panel had previously discussed, the Club representative told fellow delegates that, "you have to realise as a Club that sometimes you have to give way to others in order to achieve your goal. When you collaborate, you have to build a strong communication strategy that will bring the support of your members."

For the Azerbaijan Automobile Federation, the key factor was to ensure the support of political will, which is needed to achieve real-world results. Finally, the floor was invited to share its experiences, with some examples of collaborative road safety programmes from Vietnam and Norway bringing the session to a close.

RETHINKING MOBILITY SERVICES FOR MEMBERS



WORKSHOP

SPEAKERS:

Yoshiaki Hiyoshi, Director of Business Development, ofo
Rob Slocombe, COO, RAC WA
Alan Woodland, Team Lead Business Development, Invers
Mobility Solutions

FACILITATOR:

Marjorie Paillon, Journalist, France 24

Mobility services undoubtedly make up a crucial part of any FIA Club, and this workshop offered a number of ways in which delegates could rethink and refresh the services they currently supply to their members.

The session was opened and moderated by Marjorie Paillon, who introduced the key speakers: Canadian Alan Woodland, Team Lead Business Development at Invers Mobility Solutions, Rob Slocombe, Chief Operating Officer of RAC, Western Australia, and Yoshiaki Hiyoshi, from Chinese bike-sharing service ofo.

Each speaker offered a different example of new mobility services, with Woodland exploring the concept of a collaborative mobility ecosystem, and the three components of shared mobility he feels are essential when launching shared services: assets, infrastructure, and clients.

"Shared mobility is becoming very prominent, and it is free of the burden of asset management that private ownership brings," he said. "These are the kind of plans that Clubs should be focusing on to remain relevant in the future – there are attractive market opportunities for Clubs to use their brands to capitalise on the changing landscape of urban mobility."

Hiyoshi then presented a highly-successful bike-sharing initiative – ofo – which was founded in 2014 as the world's first dockless bike-sharing platform operated via an online mobile application.

He explained that: "Bike-sharing serves as an affordable mode of transportation for all to commute to nearby destinations, or simply as a form of leisure. It is not meant to replace existing modes

of transport, but rather to serve as an extension in the form of first and last mile commute for our users. Our success was only possible through collaboration with partners, local authorities and regulators in order to meet the needs of local people."

The final example of a cutting-edge mobility service was presented by Rob Slocombe, who gave delegates insight into the RAC of Western Australia's electric, driverless shuttle bus, which is currently undergoing real-world testing in the city of Perth.

"Clubs occupy a unique position in this field," said Slocombe. "We have very strong brands with diverse membership bases, and we build solid relationships with regulators, which is critical when developing autonomous vehicle technology. We at RAC are engaged in a project where almost every step is a first, and we are learning how autonomous vehicles operate, and what effect they might have on our communities."

"The challenge for FIA Clubs will be moving from asset to access-based mobility – we need to reinvent business models to offer relevant mobility services for the future."

The second part of the session was interactive, and included a real time survey using the FIA Mobility Conference app. Each table was asked to discuss and answer a series of questions on the impact of collaborative mobility on FIA Clubs. The delegates were challenged to bring evidence to back up their responses, with the majority agreeing that the changes occurring in mobility are a good opportunity to develop new services and transport offers for their members, attract new members, and work together with established corporations.



RETHINKING TRAVEL SERVICES FOR MEMBERS



WORKSHOP

SPEAKERS:

Aleid Lieshout, Communication Executive, International Relations, ANWB

Theo Sathanathan, Chief Financial Officer/Group Director, Lonely Planet

Jeff Walker, Chief Strategy Officer, CAA

FACILITATOR:

Penny Gale, General Manager, Engagement & Innovation, RAA

Dougal Swift, General Manager for Brand & Marketing, NZAA

The session shed light on strategies that Clubs can use to adapt to a transforming travel industry, and satisfy evolving consumer patterns.

Theo Sathanathan, Chief Financial Officer and Group Director for Lonely Planet, opened the Travel Services Workshop with an overview of key trends in the tourism industry including digitalisation, custom-made travel packages, and services agglomeration. He shared insights on how Lonely Planet has mastered a model of multi-stakeholder partnership which helps consumers maximise their travel experience, and reflected on different models of travel platforms.

Drawing this to the role of FIA Clubs, Sathanathan said: "We're always on the lookout for new travel service partners. We're looking at more in-market booking services now. Our guide apps and other mobile products are allowing us to remain relevant, but we have to be able to find those service providers that can match that need and deliver on the promise."

Representatives from two different Clubs then shared their experience of introducing new travel services for members. Reflecting on recent changes in user-demand and technological advancements on the supply side, ANWB Communications and International Relations Executive, Aleid Lieshout, explained how complimentary services for members travelling abroad helped strengthen the brand image and identity of the Club. "ANWB is continuously negotiating with various suppliers across the globe," said Lieshout. "Quality is a key factor in any new partnership or commercial agreement with local operators."

Jeff Walker, from CAA continued with additional insights on how to strengthen the brand value through providing a wider choice of travel-related benefits and assistance, explaining that "travel appears to be one of the more effective tools to enhance the engagement and renewal rates of members."

Following these informative presentations from both the private sector and FIA Member Clubs, delegates were invited to take part in an interactive exercise which encouraged them to brainstorm about opportunities to establish and enhance reciprocal benefits and services among FIA Member Clubs.

Based on the example of airline company alliances, which have become a best practice for retaining customers and enhancing customer proposition, the exercise opened up discussion on applicable strategies, opportunities and threats, branding power and identity, communication and awareness-raising tools.

Dougal Swift, from NZAA, presented the core structure of the envisaged reciprocity programme and invited participants to share ideas and existing knowledge in the field of complimentary services and actions in the international travel space. Participants heard about the idea of establishing a cross-regional reciprocity programme among FIA Member Clubs to share assets, and benefit from being a member of the FIA network. Voting using the FIA Mobility Conference app, over 55% of respondents found the concept relevant and worth pursuing.



FIA MOBILITY STRATEGIC REVIEW



FIA MOBILITY STRATEGIC REVIEW

SPEAKERS:

Brian Gibbons, Chief Executive, NZAA, and Deputy President for Automobile Mobility and Tourism, FIA

Thierry Willemarck, CEO, TCB, and Region 1 President, FIA

Alfredo Alborno, General Manager, ACC

Ruth Gichuhi, Acting Director General, AA Kenya

Kees-Jan van Ginkel, Director International Relations, ANWB

FACILITATOR:

Andrew McKellar, Secretary General for Automobile Mobility and Tourism, FIA

Dirk Rens, Managing Director, Parthenon-EY B.V.

“Road Safety will remain a priority for all. Sustainable mobility is an area in which we need to engage even further. The starting points and key challenges on these issues vary tremendously from region to region, and through this forum, we will find the right balance on the path for the future.”

Dirk Rens MD of Parthenon-EY, then gave delegates an overview of how the review process began, and the direction it has taken up to now. Assessing the discussions of the World Council for Automobile Mobility and Tourism in Bruges earlier this year, he said: “In 2014 there were four strategic aims, Club Development, Advocacy, Services, and Governance. Each of these aims was broken down into goals and resultant projects.

The aim of the Strategic Review has been to determine whether these goals are still relevant, what the role of the FIA should be in achieving these aims, and what resources will be required to do so.”

With this overview provided, the first interactive discussions took place as delegates considered what the FIA can do to support local advocacy, and what Member Clubs can do to achieve their goals.

In the area of Club and Service Development, the focus was on ways in which Clubs have shared their knowledge and information and what that delivers in terms of local value.

Three speakers from local Clubs were then invited on stage to present their experiences.

A short panel discussion followed, which looked at the role technology can play in the collaborative action of Clubs.

With the feedback of the delegates collected and ready to be analysed for inclusion in the final strategy for the coming three years, McKellar concluded by saying: “People need the right mechanism and connections to get the information they need. The FIA can facilitate experience-sharing between Member Clubs with a number of practical tools – specifically our web portal and FIA University. Now we can say that the four aims we started with in Bruges have been re-worked and refined into three more relevant aims which we will take forward: Advocacy, Club and Services Development, and Communication and Engagement.

Delegates were invited to play an active role in setting out the FIA Mobility Strategy for the next three years.

For the first time in the 25-year history of the FIA Mobility Conference, assembled delegates were invited to play an active role during the FIA Mobility Strategic Review which will help to shape the policy direction of the Federation over the next three years.

FIA Deputy President for Automobile Mobility and Tourism, Brian Gibbons, opened the session by saying: “Today is an opportunity for Mobility Conference delegates and Member Clubs to shape the strategic vision of the FIA Mobility department going forward. At the start of the week, the World Council for Automobile Mobility and Tourism reviewed the progress to date and indicated they were very comfortable with the current direction – and now you have an opportunity to add your input.”

President of FIA Region I, Thierry Willemarck, added, “We have an opportunity to enhance the FIA role in providing support to Member Clubs by orchestrating an efficient communication between the network of Clubs.

A COLLABORATIVE VISION FOR CLUBS



PANEL DISCUSSION

SPEAKERS:

Terry Agnew, Group CEO, RAC WA

Frits van Bruggen, President and CEO, ANWB

Guillaume Gerondeau, Head of Japan Global Operations, Dassault Systèmes

Seán O'Connor, Director of Strategy, ATCUAE

FACILITATOR:

Thierry Willemarck, CEO, TCB, and Region 1 President, FIA

The final panel discussion of the week looked at ways Clubs can work together to prepare for a digital future.

Thierry Willemarck, FIA Region 1 President, moderated yesterday's final panel session which featured a mix of representatives from both Clubs and private sector organisations to discuss how collaboration, both within the FIA family and with external businesses, will be essential for the future.

Guillaume Gerondeau, Head of Japan Global Operations for Dassault Systèmes, opened the discussion by saying: "The world in which we live in now has never been so open to people who really want to invent the future. There is not a single domain that has been untouched by digital innovation.

"We are moving from a culture where each part of a creative process comes one after the other, to one where each part of the process happens at the same time. The future of collaboration is much faster, much lower cost and of much higher quality. The result is that even small companies can start competing against the giants."

In this rapidly moving creative environment, Gerondeau argues that working together is essential for success, adding, "Collaboration is key – it's absolutely impossible to imagine that you can develop without collaboration, both in the immediate environment but also at a global level. You need to have both the technical expertise and the practical knowledge."

Following this forward-thinking first presentation, Frits van Bruggen, President and CEO of ANWB, gave delegates an example of strategic collaboration among Clubs. "We are very good at dealing with our members, but we have to realise that we aren't technology companies. As such, we needed to start working

together with people who were to deliver a connected product. If we don't provide these services to the members, they will leave us for the technology firms who will fill the gap."

Van Bruggen also argued that collaboration makes sense between FIA Clubs as "members all over the world have similar needs, so multiple Clubs can work together to achieve these common goals."

One Club that has very much embraced new mobility technologies is the RAC Western Australia, as Group CEO Terry Agnew explained: "We are always looking and agitating to do new things to ensure we don't stagnate. More consumers want to deal in simple ways, mainly online, and growing percentages of all of our business is done online. There are lots of different opportunities for us to make partnerships which will improve our services."

Agnew went on to explain the Club's pilot autonomous electric bus project 'Intellibus', which the Club sees as an important advocacy tool which will prepare communities for the future of Mobility. "As a 112-year old organisation it is easy to become very conservative," he continued. "Our Intellibus project was educational for us, and proved that we could achieve something like this."

Linking this back to the theme of collaboration, he explained that working together with legislators was vital, adding: "The most important thing in a project like this is regulation and government, so we are collaborating with members and government bodies to prepare for the future."

Finally Seán O'Connor, Director of Strategy for ATCUAE, explained how his Club had been collaborating with the FIA to update and improve the International Driving Permit initiative. "It was collaboration with FIA which allowed the digitisation of the process of obtaining a permit," he said. "This has resulted in massive increase in sales, and by extension more people driving legally and safely. It has also created a large database of information on members from around the world. The database we have has information about road users of members from every Club represented in this room, and there is certainly the potential there to collaborate more closely and leverage that data."

To end the session, panellists responded to a number of questions from the floor relating to things such as the potential cost of insurances and infrastructure for new technologies, the risk of hacking, and how to tackle idiosyncrasies in culture and policy across borders.

Gerondeau closed the session with a final word to delegates: "There is a great potential here to expand, and capitalise, to grow. There are a lot of common points between Clubs, and when these are put in the right framework, people will spontaneously work together."

SPECIAL ADDRESS FROM THE TOKYO GOVERNOR



Yuriko Koike, Governor of Tokyo, sent delegates of the Mobility Conference a special video message explaining the city's bold plans for the use of autonomous vehicles.

Before the 25th edition of the FIA Mobility Conference came to a close in Tokyo, delegates enjoyed a special video message from Yuriko Koike, the Governor of Tokyo, who extended her congratulations to all for a hugely successful Conference.

Ms. Koike was pleased to reveal to delegates the plans the city has for being at the cutting-edge of mobility technologies for the upcoming Olympic and Paralympic Games, which will take place in the city in 2020. "To ensure the success of these games, I hope to welcome guests from far and wide to enjoy the tradition, while

at the same time embracing them with state-of-the-art technology," she said.

In such a densely populated city, efficient urban mobility is a significant issue, and in order to help cater for the increased pressure of the hundreds of thousands of visitors travelling to such a global event, the Governor explained the city's radical plans for the use of autonomous vehicles.

"One of our plans is to amaze the world once again with a fully-automated driving system, combining the very best that advanced technology has to offer," she said. "The Tokyo Metropolitan Government will be conducting frontline testing and demonstrations around Haneda Airport."

In addition to the ground-breaking plans to use autonomous vehicles during the Games, Koike was also keen to point out that putting on such events carries with it great environmental responsibilities. Once again cutting-edge technology will be at the heart of future mobility.

"We also need to focus on reducing the environmental impact," she said. "Tokyo is promoting the widest use of fuel cell vehicles, and by 2020, we hope to have 6,000 fuel cell cars, and more than 100 fuel cell busses on the road. Tokyo is close to many lush green islands, and we plan to promote the use of electric vehicles on the Izu and Ogasawara Islands to make them completely emission-free."

Finally, the Governor drew attention to the important discussions and progress made at the 2017 FIA Mobility Conference, and concluded: "I sincerely hope that the results of this Conference will help to enhance people's lives and socioeconomic development, as valuable information and technologies can support the future of Tokyo and the world."

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One of our plans is to amaze the world once again with a fully automated driving system combining the very best that advanced technology has to offer.

**Yuriko Koike,
Governor of Tokyo**

CLOSING SESSION



CLOSING SESSION

SPEAKERS:

Brian Gibbons, Chief Executive, NZAA, and Deputy President for Automobile Mobility and Tourism, FIA

Jean Todt, President, FIA

Jorge Tomasi, President, ACU, and Region IV President, FIA

Three days of insightful presentations and discussions drew to a close yesterday evening in the final session of the 2017 FIA Mobility Conference in Tokyo.

FIA President Jean Todt officially closed proceedings with an address to the 200 delegates. "I would like to end the FIA Mobility Conference in Tokyo in the same way as I started it, by thanking Takayoshi Yashiro for hosting us in this beautiful country and city," he said. "I would like to thank the inspiring speakers coming from both outside and inside our FIA family – I am proud to see the evolution of our organisation and its position in a global surrounding."

'Relevance for Members' has been the central theme of the week, and many of the sessions that have taken place have looked at ways in which FIA Member Clubs will need to adapt in order to keep pace with a rapidly changing mobility environment. In light of this, President Todt continued, "We have had a unique opportunity of exchange, and I know that the situation we face is not easy. The vision for the future is full of autonomous, connected cars. It will come very soon in certain countries, but it will take a lot of time for the global population to be able to have access to those technologies."

"Here we have a crucial responsibility, the FIA will try its utmost to work with you, to help you."

FIA Vice President for Automobile Mobility and Tourism, Brian Gibbons, also offered his remarks on a standout conference, saying: "This 25th FIA Mobility Conference has been faultless from the programme, diversity of speakers, and hospitality to the social

events, and the positive spirit between the delegates. I would like to acknowledge President Takayoshi Yashiro and all the JAF staff for their tireless work all week.

"I'm sure everyone will return home thinking about how to challenge traditions, and remain relevant to their members."

With much of the Tokyo Conference focused on the future of Clubs, Gibbons added: "Demand for Club's traditional primary road services is on decline – hence the need to begin migrating to new services and products."

Finally, delegates were invited to look forward to the next edition of the FIA Mobility Conference which will take place in the Uruguayan capital Montevideo. President of the Automóvil Club de Uruguay, Jorge Tomasi Crisci, extended his welcome to delegates saying: "Next year we celebrate the centenary of our Club, and we will be very honoured to receive you in our country for the next FIA Mobility Conference. I am pleased to announce that we have everything planned to receive you, and our capital city of Montevideo will offer you a very warm welcome. I would like to thank the FIA Mobility team for all their support, for Mr Todt's trust, and to offer congratulations to JAF President Takayoshi Yashiro on this most successful event."

The FIA President thanked the delegates for another week of great progress, saying, "Over the last eight years we have built a great team, with a common passion, and I am most proud of this united FIA. Thank you for being here in Tokyo, and I look forward to us all being together again in Uruguay."







TOKYO
25-29 SEP

FRIDAY 29 SEPTEMBER 2017

CLUB CORRESPONDENTS' MEETING

CLUB CORRESPONDENTS' MEETING



While the 2017 FIA Mobility Conference officially came to a close on Thursday evening, there was still one final private meeting for delegates who had made the journey to Tokyo for a week of discussion around the theme of 'Relevance for Members'.

The Club Correspondent's Meeting, which takes place annually, is an opportunity for Clubs to meet directly with the FIA to review activities of the previous year and look ahead to upcoming projects. Over 40 representatives from every Region attended the meeting, which is a key part of strengthening connection and dialogue between the FIA and its Member Clubs.

The meeting began with a presentation of the Strategic Plan for mobility by FIA Secretary General for Automobile Mobility and Tourism, Andrew McKellar. In combination with Thursday's Strategic Review session, Clubs are more aware and involved than ever before in the future plans for FIA Mobility. Attendees were also shown the results of the Mobility Survey, which identified advocacy and road safety as the key areas of focus for the coming year.

The Correspondents were given more information on the newly-launched FIA Networks, the plans for which were unveiled at the Club Correspondent's meeting last year in Helsinki. The platform brings together many core features including up-to-date data, extended information on Mobility and Tourism Services, Business

Services Projects and Communities, and all FIA Correspondents and delegates are encouraged to make use of its flexible and intuitive platform which enables them to share information online. The FIA Networks platform also includes an e-Directory, which allows users to obtain contact details and information about their activities for all FIA Members at any time, from any connected device.

Correspondents were also informed about the upcoming new programme at the University of Columbia in New York City which commences at the beginning of November, and the Emerging Leaders Programme (ELP), which will take place in March.

A number of key FIA projects were reviewed during the meeting, including FIA Smart Cities, which has held successful key events in Mexico City, Paris, Berlin, and Montreal over the past year, as well as the #3500LIVES road safety campaign.

One of the key talking points of the meeting was the FIA Road Safety Grant Programme. Correspondents were informed about changes to its structure. Three Clubs from Columbia, Japan and South Africa presented successful campaigns run in their countries, supported by the FIA Road Safety Grant Programme.

Following the meeting, Correspondents were invited to make an excursion into the heart of Tokyo, to the historic Meiji shrine, as a fitting end to a successful week of conversation and collaboration in Japan.



TOKYO
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