



OI INSPIRATIONAL CASES



REDUCING TRAFFIC CONGESTION VIA A MULTI-PARTNER COLLABORATION

If you have ever driven through The Netherlands you will not fail to notice the density of traffic on the main highways – especially during the morning and evening rush hours. MyJINI is a connected car service (an app that registers driving behaviour, mileage and routes taken) which was developed by BNV Mobility, a specialist in creative traffic solutions, to incentivize safe driving behaviour and reduce traffic congestion. In return, the MyJINI solution rewarded drivers with discounts on fuel, lower insurance premiums and other products from the developer's web shop.

- BNV Mobility consists of 15 full-time employees who have been providing solutions for personal transportation (mainly in cities and on highways) in the Netherlands since 2010.

- In the past, the company has already developed 8 digital solutions to incentivize drivers to avoid traffic jams and to nudge drivers towards better driving behaviour (avoid speeding, aggressive actions, etc.).

- The company currently has 3 shareholders: Sherlock Venting, a Dutch-based consultancy firm, Brisa, the largest highway operator in Portugal and Egis Projects, a French engineering company.

The Origin of the Open Innovation Collaboration

BNV Mobility was already working on a solution to incentivize drivers and reduce road congestion when they heard about a local Dutch government's plan ('Verkeersonderneming Rotterdam') to give financial support to initiatives that led to a decrease in traffic congestion during peak hours. The concept was designed to incentivize drivers in a positive way, as opposed to charging tolls or other fees for using the roads. The financial support was meant to be result-based, i.e. no projects were to be pre-financed and the participating parties would only be rewarded for every driver who avoided the peak rush hours. Since BNV Mobility had already started working on a solution to incentivize drivers to avoid road congestion, this governmental subsidy could not have arrived at a better moment to persuade the company to speed up the development of their app.

myjini

Drive smart & have fun



BNV Mobility hired a consulting company to help define and sharpen the concept with the aim of increasing its chance of being accepted by the market. This refining process led to the development of a clear value proposition for drivers who participated in the scheme. If they used the app to log their activity (mode of transport, time of use, speed and route taken) they would be incentivized for ‘good behaviour’.

For example, by logging his or her speed, the user would be offered a reduction on the next insurance premium for their car. Similarly, by logging their activity, users would save points that could be used to receive a discount on their next fuel purchase from a partner supplier or to cash in against a selection of goodies in a web shop.

The OI Journey

It was clear from the start that if the app developer stood any chance of offering its users such tangible and attractive incentives it would need to work with external partners. They therefore prospected a few insurance companies to see if there was any interest in developing a new usage-based product together. Finally, they selected an insurance company called Allsecur, a medium-sized company which is part of the large Allianz insurance group, which was seen to have a young and flexible company culture and therefore offered a good fit with BNV Mobility to develop the new solution.

Later in the development process, Shell, the Anglo-Dutch energy and fuel supplier, joined the project which fitted neatly with the multinational’s own CSR objective to tackle mobility issues. In addition to a reduction on their next car insurance premium the reward scheme was now able to offer fuel discounts to app users for responsible driving behavior. It

proved to be a challenging task for a small company like BNV Mobility to negotiate with a multinational company (due to a fragmented decision-making structure and multiple stakeholders, etc.), but they nevertheless succeeded in agreeing on Shell’s contribution to the project.

BNV Mobility then went on to fit the final two pieces in their jigsaw, i.e. finding software developers to create the platform (front and back-end IT) and an industrial product and service provider with a specialization in the automotive sector to supply and install the hardware in the cars of users.



The SME tried to approach this joint project in a lean way as they did not receive any funding for the concept development. The compensation from local government to reduce the number of commuters at peak times was an important incentive for taking an open innovation approach to tackle the major issues first. BNV Mobility explicitly sought partners who could help them to reach (and grow) a customer base in order to strengthen and co-create their go-to-market approach.

At the beginning of the experiment an organic service adoption (supported by coverage in the local press and mouth-to-mouth peer recommendations) did not lead to the expected uptake of the app. The SME searched for additional ways to capture potential users and thanks to their collaboration with the insurance company, they received permission to make an explicit reference on Allsecur's website to a 'myJINI proposition' to potential customers (with a focus on drivers under 40 years old). This soon led to the aspired increase in the number of clients signing up to use the app.

Impact of the OI Collaboration

One of the main skills which the team acquired was an agile management approach. It was necessary to keep moving forward and not to miss any window of opportunity despite a number of uncertainties. Some of the team members felt uncomfortable with this way of working at first but learned to embrace the new philosophy over time. The open innovation project had a considerable impact on the SME's business. MyJINI became a flagship product of the company and its development and monetization put BNV Mobility on the map as an innovative company in the Netherlands when it came to creative solutions for mobility challenges. As they were one of the first to bring a usage-based insurance offering to the Dutch market, they were seen as pioneers in the field and this led to the acquisition of additional projects. Their customer base grew with the help of their project partners, for example, by capitalizing on their marketing channels and brand power.

MyJINI went live in the Netherlands in January 2015 rewarding conscientious drivers with JINI\$, the brand's loyalty points, and demonstrating the game-changing power of IoT whereby customers are rewarded for good behaviour as opposed to the traditional approach of penalizing people for bad behaviour. Without the multiple partners who worked on this innovative solution, MyJINI would never have got beyond the concept phase and the Netherlands would have missed out on an ingenious approach to overcoming its perennial road congestion problem.

THE ADVANTAGE OF BEING AGILE

Approach an innovative project in an agile way. Don't spend too much time analyzing the steps forward. Experiment and learn from the outcomes.

LEARN TO PRIORITIZE

Tackle the biggest issues and idea killers first.

MANAGING MULTIPLE PARTNERS

Agile management and working methods are useful also for open innovation projects with multiple partners involved at different stages of the project.

THE MARKET BENEFITS OF OPEN INNOVATION PROCESS

Open innovation with a go-2-market approach can bring enormous benefits for SMEs.



CONTACT DETAILS

BMV MOBILITY

EMMA STRAAT 6B

4811AG BREDA - THE NETHERLANDS

TEL: +3176 76 20010, [HTTPS://BNVMOBILITY.COM](https://bnvmobility.com)

