



# MOVING INNOVATION





## MY DREAM, OUR STORY



Two things inspired me from the outset: the possibility of leaving to our children a better world than the one we inherited, and the goal of bringing together the best and most dynamic professional team in the sustainable mobility sector. In the 90s I already dreamed of creating an innovative model for the development of our cities and our country. To achieve this vision, I have always felt the need to be far reaching in the search for innovation: identifying the best practices in, technology, governance and business innovation implemented elsewhere in the world. I studied and analysed them with curiosity and dedication, surrounded by a team of enthusiastic young professionals that I helped to mature in experience and, in turn, to establish themselves in this sector.

I have travelled a lot, I have met scientists and scholars who have allowed me to better understand the events and phenomena that have been changing lifestyles – both society as a whole, and the lives of individual people within it. I have worked with passion on visionary research and development projects that can improve the quality of life. I have transferred to my collaborators and my clients not only new visions for current problems but also operational solutions capable of becoming real success cases at national and international level.

The certainty of achieving something that has an important impact on the community, fuels every day my wish to go another step further. With this energy, together with my team, we are preparing to face the new and demanding challenges of our time.

**Massimo Marciani**  
Chairman



## OUR PATH

### BORN UNDER THE SIGN OF INNOVATION

*The best way to innovate is to use a multidisciplinary approach: to communicate experiences and skills from different sectors in order to generate innovative solutions. From the beginning, our way of “being a team” has followed this logic.*

Fit was founded in 1997, thanks to a group of experts working in the field of sustainable mobility. Dynamic and professional, over time we have managed to build a network of over 300 partners in Europe, Asia and the USA, becoming members of the main European thematic networks. We have never stopped renewing ourselves, in the belief that the worst obstacles to growth are inflexibility and habit.

Specialization has been the gateway to a wider international visibility, for all of the different components of the company structures we work with (Research and Development, Business and the Market, training and achieving added value from the human capital available).

We are well known and appreciated across Europe in the field of **Sustainable Mobility**. We were born with a strong pioneering vocation and our story stands out for its **commitment** and **responsibility**: leading inspiration.



## PIONEERS OF MOBILITY TO MOVE THE WORLD

Initially, Fit was an acronym for **Finance, Innovation and Transportation**. Later, our activity began to enrich itself with the wider meaning contained within the definition of the English verb 'to fit': to adapt, to be pertinent, to provide the right frame within which to understand the complex issue of Mobility and its life-sustaining and life-changing impacts.

Our continuous participation in research and demonstration project, both in Italy and across Europe has transformed us into a real 'laboratory for ideas and inspiration'. We have developed a sensitivity and the necessary skills to anticipate market trends.

The ability to enhance the mix of skills has extended over the years to a wide network of excellent partners with whom we work. This way we have created new business models in innovative sectors, with the ambition to contribute to the development of concepts such as **Mobility as a Service, the Internet of Things and the Physical Internet**.

## MISSION

Through a constant search for advanced solutions in the field of sustainable mobility of people and goods, we have acquired a wealth of knowledge that we use to assist social and economic development. **We transform ideas into innovative projects**, meeting the demands of our clients, applying an approach that translates the concepts into added value. Our openness to **global ideas** and the **multidisciplinary skills** we have, allow us to quickly respond to the changing needs of the market.

## VISION

Addressing the **sustainable mobility** of people and goods means taking care of the future of the planet. Reducing atmospheric and noise pollution, increasing transport safety, reducing the reliance of non-renewable energy sources, solving congestion, safety, land use and accidents, these are the main issues we focus on every day. Our solutions involve the 'smart' perspective on development – **'smart technologies', 'smart cities' and 'smart sustainability'**.

## VALUES

### Centrality of the Person

People, both as employees and as customers, are at the centre of our daily actions. We are committed to constantly improving our level of supply, using measures and procedures aimed at assessing their levels of satisfaction, and being proactive in responding to issues arising.

### Meritocracy

We promote equality in our selection procedures and in our treatment of our employees and our collaborators: equality at all levels in the organisation, in our policy on salaries and on the allocation of roles in projects – maximising the potential of each person and rewarding merit.

### Sustainability

We care for the impact that our activity could have on the environment and, as a result, we are ready to correct any negative effects.

### Innovation

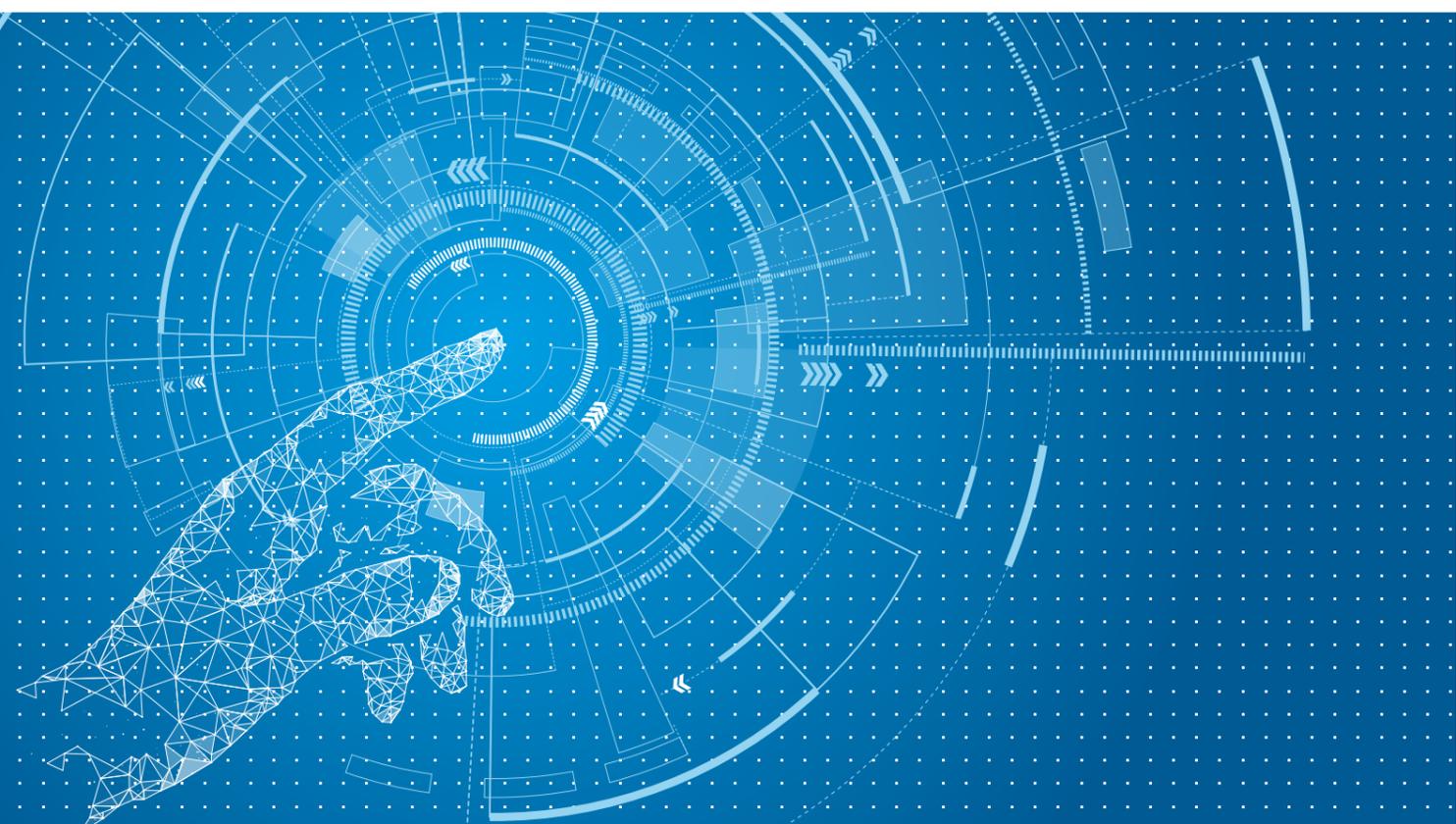
Improving our services and investing in research and development are our priorities. It is through the effective use of research resources that we are able to anticipate market trends, creating innovative solutions at national and international level.

### Team spirit

Our professionals achieve the best results when they work together, within an integrated and cohesive team, according to the principles of collaboration, availability and mutual respect for each other's roles and competences.

### Ethical finance

Our central focus is the well-being and enhancement of people who, for us, have absolute priority over the interests deriving from capital. We believe that economic relations are oriented towards achieving the common good.



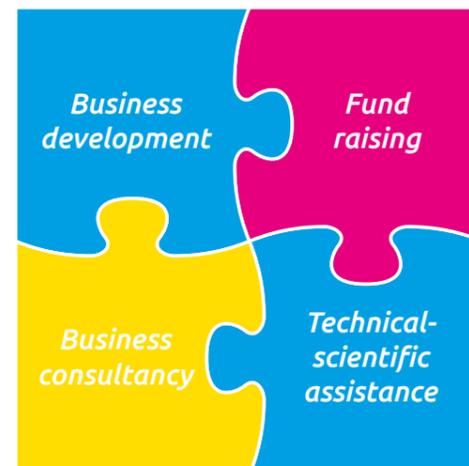
## OUR SKILLS

### A UNIVERSE CALLED MOBILITY

*The mobility of people and goods are witnessing rapid change. There is 'disruptive innovation', both in the way people are changing travel habits and moving goods, and in the plethora of new mobility products and services coming to the market to meet these challenges. In this new environment, it makes no sense to consider the mobility of goods and the mobility of people separately – both impact on global environmental quality.*



We offer specialized services in the following areas:



We are able to **realise the ideas of our customers** and enhance existing services through our added value expertise in the **business development**. Specifically, we are able to perform pre-feasibility and feasibility studies, market and competitor analysis, to identify value proposition, to develop business models, business strategy models, go-to-market, business plans, shared and circular economy, to identify financing opportunities, to carry out cost-benefit and multi-criteria analysis.

Our expertise is based on twenty years of experience in **fund-raising** - for the development of innovative projects and services. We achieve this through the

analysis of possible funding channels: regional, national and community funding sources. We identify funding opportunities, including the development of national and international partnerships and consortia. In all cases, we verify that the financial offer is compliant with the requirement, providing qualified assistance in preparing the offer, analysing and preparing the budget, and presenting and discussing with the Supplier until the contract is signed.

Our offer of **business consulting** responds effectively to the questions of our customers: for example, where a company require assistance to enhance their mission. For such a requirement, we are able to provide the full range of services - ensure corporate audit services to enhance, train and retrain personnel, enhance the company's position on the market in question, reengineer and develop the process/product innovation plan, provide access to internationalization programs, improve the company's position in international lobbies, ensure their participation within key interest groups and assist in cross-fertilization with other companies and sectors to maximise added value.

The range of services we provide is based on recognized expertise at both



the national and international levels, incorporating the latest **technical and scientific intelligence** in our assistance packages. These consist of the following activities – undertaking strategic and day-by-day management, providing assistance during the negotiation phase with the competent authorities, providing partnership management and reporting, implementing workpackage tasks, defining user needs, undertaking functional analysis, defining the requirements and the design of complex systems, providing management for pilot and demonstration projects, defining Key Performance Indicators (KPIs), undertaking evaluation, enhancing results, providing scientific advice, managing working groups, creating and running task forces, monitoring and evaluating the impacts of pilot projects, and implementing project management tools.





## DEVELOPING THE BUS OF THE FUTURE

*The European Commission has launched an international call for the formation of partnerships able to design, develop and implement the bus of the future in an experimental and prototype form: we could not take up this challenge alone.*

The project was financed with 26 million euros and has been successfully completed. The **EBSF consortium** - in which Fit plays a key role - has developed a new generation of local public transport systems that best adapt to the different specificities of European cities.

The consortium has developed new vehicle and infrastructure technologies in combination with best operational practices, and tested the buses in real-world scenarios in eight European cities.

The EBSF system is configured as a model of intelligent mobility able to make effective use of information and provide new solutions for the new types of Mobility as a Service (MaaS).

Innovative vehicle layouts have been developed with improved comfort and accessibility for drivers and passengers, and optimized energy consumption. The system that has been developed can be tailored integrated to different types of urban area across Europe: for example in both modern and historical cities. The system is able to account for future trends in mobility characterized by new types of services for passengers and operators, which constitute the real added value of the entire transport network.

The joint cooperation in the EBSF project between the key institutions and private companies such as Fit, has given impetus to a wide range of innovations – for example, from the design of an innovative driver's cab for buses, to adopting a European standard for the communication system between the vehicle and the central control, to other important (mechanical and energy-related) innovations for the cost-effectiveness and reliability of the urban passenger transport system.



## ECOLOGISTICS: INNOVATIVE AND EFFICIENT MOBILITY

*Ecologistics represents for Fit one of the pillars of its development and its success in Italy and abroad. The municipality of PARMA has chosen us as partner among the best Italian consulting companies to manage an ambitious project that had never been tried before.*

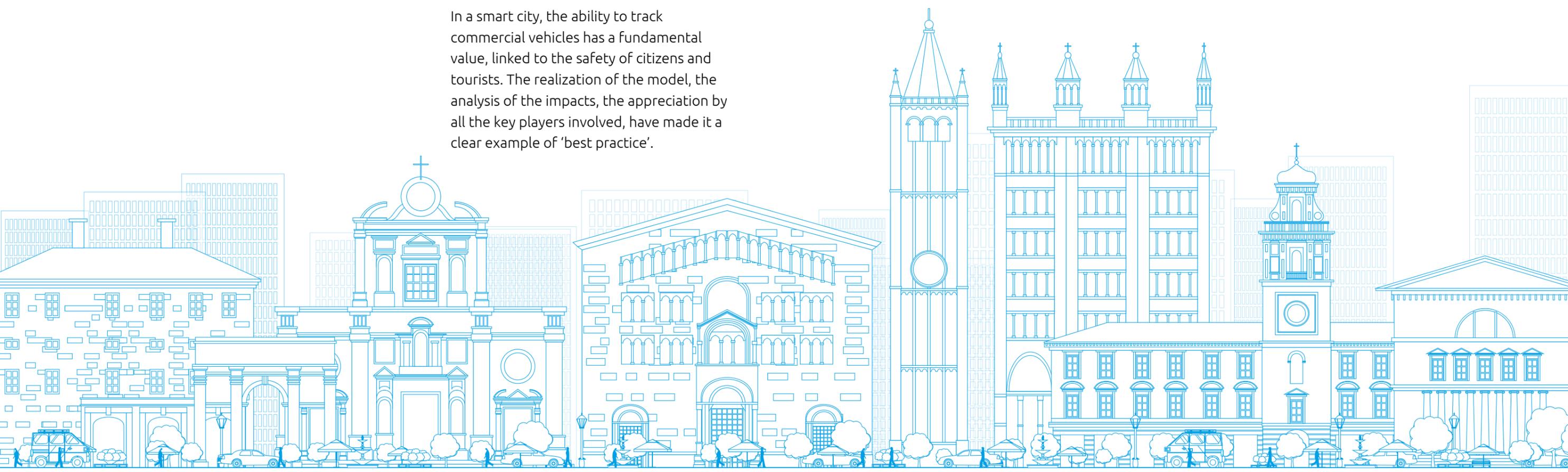
It was a question of tackling a long-unresolved problem: how to make urban logistics more efficient without resorting to the banning and restricting of vehicles on access to restricted traffic areas (ZTL).

Through careful consultation with key players, we have - for the first time in Italy and in Europe - implemented a new governance model based on reward, implemented through an innovative process of providing accreditation to goods operators.

In a smart city, the ability to track commercial vehicles has a fundamental value, linked to the safety of citizens and tourists. The realization of the model, the analysis of the impacts, the appreciation by all the key players involved, have made it a clear example of 'best practice'.

This model was implemented in a large metropolitan area - Turin, in order to test its applicability in a complex city environment. The previous experience has again proved to be, a winning one. The resulting concepts and systems for 'Ecologistics' and then 'Eco-city' are clear cases of **disruptive innovation**. For the city administration, they represent a total change in the thinking and in the approach from which it has achieved considerable benefit.

The message is simple: **encouraging positive behaviours is better than penalizing negative ones**. We have presented this new model of governance in numerous national and international conferences and events, describing it in scientific and related publications. In 2016, it was indicated as good practice in the Infrastructure and Transport Annex of the Italian Government's Economic and Financial Document.





## HOW TO GENERATE VALUE FROM AN OPPORTUNITY

*The market leader in the field of transporting clothing and hanging garments, turned to Fit to solve a problem linked to the use and rationalization of its flows of goods.*

The company had a warehouse, located in an area outside the city of Rome, in addition, there was an urban transit point located in the San Lorenzo area. These two locations provided the starting point for the assessment to improve the service.

We shared with the management the benefits that can be gained through rationalisation. We also identified the targets that the company wished to achieve. We carried out an analysis of the current situation and a scenario of what would happen if the company did nothing.

Subsequently, we prepared a set of solutions including project options and related estimates of the times and costs of implementing them. The work was presented, analysed and discussed with the client, identifying the solution that best suited the needs of the business.

The result was not only customer loyalty but also the development of a series of high value-added services manifested in the development of an 'urban platform' called the Urban Distribution Centre (CDU) that allowed new customers **to relocate their inventories** (for example, traders in the historic city centre, chains of clothing franchising, etc.) and **the birth of a new 'just in time' quality service provision** in Rome called 'CDU Roma, Zero Km Logistics'. The client has now achieved a very high number of daily deliveries in the area of the historic centre of the capital, expanding into commodity sectors compatible with the original one, optimizing travel and maximising loads.



## OUR CUSTOMERS

### WHEREVER ALL OUR COMPETENCE IS REQUIRED

*We operate on national  
and international markets  
because of the interests  
of our customers are:*

- **Public entities**

Ministries, municipalities, provinces, regions, European Commission, foundations, chambers of commerce, public companies, etc.

- **Companies**

In the field of value added services, automotive, technology, design and engineering, agricultural, consumer goods, etc.

- **Trade associations**

In the field of logistics, digital technology, people mobility, etc.

- **Fleet managers**

Local public transport companies, distribution and industrial logistics companies, carpooling and carsharing companies, etc.

- **Transport infrastructure managers**

Motorways, roads, car parks, freight villages, railways and ports

- **International consulting companies**

Automotive, technological, design and engineering, etc..

- **Research centres and universities**

Public and private research institutions, science parks, foundations, etc.



### THE FUTURE, A PROJECT TO START TODAY

*In 2050, 9 billion people will inhabit the planet. The goal is to improve the quality of life, respecting the limits imposed by sustainability. It is about building a world capable of offering its inhabitants a mobility system that provides universal and secure access, full integration and with low environmental impact.*

So: what will the World we inhabit look like in 2050? What do the key players need to achieve to ensure a rapid transition towards a model of resilient and sustainable development?

The challenge to move from a decade of instability and uncertainty to a period of profound transformation: investments in infrastructures (tangible and intangible), in technologies, in innovation and digitization and, above all, in human capital.

In this scenario, the sustainable mobility of people and goods acquires a new higher level of importance, taking the 'centre stage' and equal only to that which it had had at the time of the greatest expansion of the Roman Empire. We are on the verge of a true Renaissance: Crowdsourcing, the 'Circular economy', new lifestyles, a 'Sharing Economy'. These are just some of the new paradigms which will become commonplace in the next thirty years. Current society is increasingly becoming aware of the effects of indiscriminate exploitation of the planet, such as climate change, environmental degradation and pollution.

These phenomena constitute the negative legacy that we are leaving to the new generations.



However, we still have the opportunity to propose new ideas for change.

**Collaboration, participation and courage** will be indispensable qualities. Our task is to imagine and help our customers and partners to achieve **radical changes for a sustainable future.**

Fit has long since undertaken an evolutionary process and intends to invite the civil society, central and local government, industry and the academic sector to come together to create a real change in our way of living and moving. To make, once again, *turn a dream into our story.*

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