Mobility of the Future

The Research, Technology and Innovation Program for Mobility 2012–2020

Federal Ministry for Transport, Innovation and Technology
Introduction

Mobility in the context of new challenges –
Its importance for society, environment and economy in Austria

Social, economic and technological changes are placing increasingly complicated demands on the transport system and its performance. New technologies and innovations can help support development of a more sustainable mobility system and are also important prerequisites for tackling major societal challenges including climate change, resource scarcity and demographic change. Therefore, the European Commission’s 2011 White Paper on Transportation identifies research, technology and innovation as key contributors to creating a competitive and sustainable transport system, which not only helps solve mobility challenges but also strengthens competitiveness in a major sector of Europe's economy (€ 630 billion 1). The EC has therefore made mobility a fundamental pillar of Horizon 2020, the new European framework programme for research, technology and innovation.

Transport is also a key sector of Austria’s economy. It comprises 9.2 % of non-agricultural private sector enterprises, 12.7 % of employment and 12.8 % of value added for a total GDP share of 7.7 %. Mobility is one of the most important research areas in Austria both in terms of expenditures (12 % of total R&D expenditures) and number of employees. 2

Mobility of the Future is a mission-oriented research and development program to help Austria create a transport system designed to meet future mobility and social challenges by identifying and refining middle-to-long-term improvement ideas (see also the Transport Master Plan for Austria, and RTI strategy of the Austrian government). The program takes a comprehensive and multidimensional approach to research because mobility is an extremely complex subject and is closely related to many fundamental social challenges. Research must be focused on developing integrated solutions that fully consider the entire transport system, energy, land use, socio-economic conditions and the environment. These solutions will support the types of transport system reorganization needed to address the enormous challenges facing society today. Many enabling technologies for these solutions already exist and will play a fundamental role in future research including alternative propulsion concepts, new information and communication technologies (e.g., smartphones), and new materials.

Mobility of the Future has established a very clear program structure based on the following characteristics:

- Highly focused mission-orientated research
- Four specific research themes: “Personal Mobility”, “Goods Transport”, “Transport Infrastructure” and “Vehicle Technologies”
- Focus on medium-to long-term research thus providing consistent support levels and program predictability for researchers
- Increased consideration of organizational and social innovations in addition to technology
- Comprehensive accompanying measures designed to help improve research quality, project management, exploitation and visibility
- Increased flexibility through collaboration between research themes and with other national and international research programs and initiatives
- Increased research coordination through use of a comprehensive topic management system

2 Data Sources: Institute for Industrial Research (IWI) / Statistics Austria (2005), as well as specially commissioned bmvit study “The economic importance of the transport sector in Austria” (Mag Silvia Werlich, Vienna 11.11.2010)
1. Mobility of the Future: Strategies and Framework

Mobility of the Future is Austria’s national transportation research funding program for the period 2012–2020. The program was developed and adopted by bmvit based on national and European policy documents (outlined below), interviews with key stakeholders from a wide variety of backgrounds, results of technology platforms, laws and regulations, and relevant action plans.

1.1 European Commission White Paper on Transportation

A roadmap for creating a competitive and sustainable transport system by 2050. This White Paper calls for making massive reductions in CO2 emissions, while reducing oil dependency and congestion problems. It assigns high priority to research and development to solve these serious social problems.


1.2 RTI strategy of the Austrian government

By 2020 Austria will become one of the most innovative countries in Europe, moving from “innovation follower” to “innovation leader”. Austria’s research program will focus particularly on major societal challenges such as climate change, resource scarcity, quality of life and demographic change.


1.3 Horizon 2020

Horizon 2020, the European Commission’s Framework Research Program for 2013–2020, has a budget of over € 80 billion. Mobility of the Future complements and supports this important European program.

1.4 Transport Master Plan for Austria

The Transport Master Plan for Austria describes Austria’s transport strategies, objectives and policies up to 2025 for all transport modes and operators.

The plan’s goal is to develop a safe, efficient and environmentally-friendly transport system designed to meet Austria’s future social and economic needs while minimizing negative impacts. A key objective is decoupling the positive benefits of transport from its impacts such as noise, pollution, and accidents. An important prerequisite is facilitating constructive cooperation among all stakeholders.

The transport plan is being implemented using a package of strategies, policies and programs. It addresses 8 dimensions including modern infrastructure, the future of public transport and security, but assigns special priority to technology and innovation by supporting targeted research for development of new mobility solutions. The Mobility of the Future program will support this effort by identifying and refining creative new ideas based on technological, social and organizational innovations. The plan places high priority on rapid deployment of new technologies recognizing that these technologies will make an important contribution to achieving the plan’s goals in the medium-to-long term.
2. Strategic Program Orientation

Mobility of the Future builds on the foundation created by the bmvit’s highly successful predecessor programs IV2S and IV2Splus, particularly the ways2go, A3plus and I2V program lines.

2.1 Mission

The demand for personal and goods transport is increasing rapidly and is expected to remain at high levels. High quality mobility is both a prerequisite and significant challenge for our society. Mobility impacts and is impacted by Austria's position as a key business location. Its negative impacts (pollution, greenhouse gas emissions, noise, fossil fuel dependence, accident costs, etc.) strongly affect our environment and sustainability.

These major future challenges require new solutions through research, technology and innovation.

Mobility of the Future is designed to address these challenges in a holistic manner aimed at balancing interests between society, environment and economy. This approach will help ensure future mobility while minimizing the negative impacts of transport.

2.2 Strategic Goals

Mobility for the Future’s mission-oriented program addresses future strategic challenges in society, the environment and the economy by focusing on four key themes. The specific measures developed in each of these thematic areas will affect these challenges differently as illustrated in the figure below.

![Figure 1: Contributions of the thematic areas on achieving strategic goals](image)

<table>
<thead>
<tr>
<th>Strategic Goals</th>
<th>Themes</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Personal Mobility</td>
</tr>
<tr>
<td><strong>Society</strong></td>
<td></td>
</tr>
<tr>
<td>Usability and Access</td>
<td>●</td>
</tr>
<tr>
<td>Sustainable Transport</td>
<td>●</td>
</tr>
<tr>
<td>Quality and Availability</td>
<td>●</td>
</tr>
<tr>
<td>Security of Resources</td>
<td>●</td>
</tr>
<tr>
<td><strong>Environment</strong></td>
<td></td>
</tr>
<tr>
<td>Reduce emissions and emissions</td>
<td>●</td>
</tr>
<tr>
<td>Reduce energy and resource use</td>
<td>●</td>
</tr>
<tr>
<td>Balance interests between human habitat and the ecosystem</td>
<td>●</td>
</tr>
<tr>
<td><strong>Economy and Research</strong></td>
<td></td>
</tr>
<tr>
<td>Competitive transport sector</td>
<td>●</td>
</tr>
<tr>
<td>Competence leadership</td>
<td>●</td>
</tr>
<tr>
<td>International cooperation</td>
<td>●</td>
</tr>
</tbody>
</table>

Expected contribution: ● = high  ● = middle  ● = low

For more information on program themes please see page 13.
2.3 Innovation Approach

The complex interactions inherent within the transport system require interdisciplinary research approaches aimed at supporting technological, organizational and social innovations. Therefore the program focuses on future markets and solutions designed to include careful consideration of social systems.

The high complexity of mobility-related challenges is caused both by the complexity inherent in the transport system itself (users, vehicles and infrastructure), but also because of the close interaction between transport systems and other systems (energy, society, spatial development, ecosystem, etc.).

The Mobility of the Future program aims to address this complexity by developing comprehensive solutions in the context of a broader mobility system.

**FIGURE 2:** Mobility systems and its correlations
2.4 Need for Action

Mobility of the Future concentrates on developing solutions for the most critical mobility-related challenges facing society and where research can lead to significant transport system improvement in the medium-to-long term. The program’s main objective is to stimulate activities that generate positive effects for individuals, society and the economy, while preventing negative impacts. The users and their needs are placed at the centre of attention.

The mobility system needs intervention when:

1. Societal needs and goals are not being addressed quickly enough or sufficiently by the market (accelerating and spurring innovation)

2. Innovation is responding to societal needs, but additional economic value could be generated by intervention (new or reorientation)

3. Although there is no market demand currently, new solutions, businesses and operating models should be developed for the future (initiation).

The program also supports development of future markets where supply and demand can be affected to provide solutions beneficial to society:
2.5 Research Focus Areas

Mobility of the Future focuses on four thematic areas designed to address needs and innovation potential in the transport system. The program’s “personal mobility” and “goods transport” themes concentrate on establishing the value (i.e., social benefits) of technology and innovation in the mobility system’s organizational and social context (systemic innovation). The program’s “transport infrastructure” and “vehicle technologies” themes are complementary, but concentrate on specific technologies and actors (technology fields).

The research program integrates innovative technological components and systems developed in the technology fields, into the systemic innovation fields by creating new mobility applications and/or combining technology solutions with new mobility systems or infrastructure (e.g., providing alternative propulsion vehicles with new booking, rental or intelligent transport system applications). And, vice-versa, solutions will be developed in the systemic innovation themes that constitute the essential requirements and basic conditions for developments in the technology fields. Thus, Mobility of the Future helps facilitate interaction between the systemic innovation and technology fields.

The program places a strong emphasis on development of cross-thematic approaches and strategies. For example, in the goods transport theme, the program focuses on identifying and refining environmentally friendly logistics concepts using completely new vehicle technologies, as well as multidisciplinary urban mobility labs. The increasingly complex demands on mobility systems (e.g., rapid development in suburban areas) can only be addressed by integrating projects from different research programs, but also by supporting experimentation in the real world to fully understand project impacts on the overall system, thereby allowing feedback to research and innovation.
2.6 Transnational Integration

Strategy

Mobility and transport are cross-border in nature. As Europe’s physical boundaries become less burdensome, the dream of seamless cross-border transport at the interfaces between national transport systems grows.

Overcoming these barriers, but even more importantly, the increasing integration of transport research, development and standardization in Europe (and worldwide!) presents Austrian research policy with a clear challenge, namely placing national challenges in the context of European research efforts. A small country like Austria, with only a few large market leaders in the mobility sector, but with many very dynamic small and medium-sized enterprises, benefits substantially from the synergies of “borderless” research funding collaboration.

Therefore, the Mobility of the Future program focuses on international cooperation modelled after the success of previous programs. This cooperation, in addition to realizing synergies in the European context, helps ensure the continued excellence of Austrian researchers and increases the competitiveness of Austrian companies, together helping strengthen the economy and securing jobs.

Mobility of the Future allows European companies and research institutions to participate in cooperative R&D projects and, under certain conditions, also can provide funding. In turn, opportunities for Austrian companies to participate in research programs from other EU Member States are regularly assessed.

Mobility of the Future also helps support Austrian researchers to participate in European programs and projects. Skills developed in national programs can be extended to the European level and developed into cross-border transport solutions. This helps create new markets for Austria’s transport industry.

Instruments

The European Commission’s Horizon 2020 program includes the theme: Smart, Green and Integrated Transport. It provides a budget of over €6.3 billion for transport research and innovation between 2013–2020. The EC issues research tenders for cooperative R&D projects under this program annually.

PPP (Public Private Partnership) instruments funded through Horizon 2020 are playing an increasingly important role in European research. PPPs in the area of mobility are Clean Sky, FCH and Shift2Rail. These research programs focus on solving major technological challenges in the aviation and rail sectors, as well as pushing forward innovative technologies such as fuel cells. The bmvit and FFG offer a wide range of programs to help Austrian researchers participate in these programs.

The cooperative research program ERA-NET TRANSPORT forms an integral part of Austria’s mobility research effort by broadening and facilitating the coordination of transport research with partner countries on a flexible set of potential topics. This increases innovation, and provides visibility for Austrian transport research and researchers.

http://transport-era.net/

The ERA-NET MARTEC II program is a cooperation platform for networking national research funding programs in the field of maritime and inland waterway transport. The aim is to coordinate national, regional and European research programs and thereby help strengthen the international competitiveness of Europe’s marine and maritime industry.

http://www.martec-era.net/
3. Thematic Research Areas

3.1 Personal Mobility

Innovation Focus

This theme focuses on developing innovative new approaches for personal mobility that meet both social and transport challenges, based on new insights regarding mobility system relationships, requirements, and framework conditions. In addition to this theme’s environmental, economic and research-relevant objectives, the program will explore mobility-related phenomena in the context of medium-to-long term social trends and changes (urbanization, demographics, technology, changing values, etc.) to help develop innovative solutions and initiate mobility-related change processes.

Systemic Approach

The Personal Mobility theme’s goal is not to develop specific new technologies per se. However, new technologies may be developed as part of projects especially when their anticipated systemic benefits contribute to, and help improve the understanding of, new mobility improvements and/or can be embedded (subsequently) into integrated future solutions. Only by taking a systemic approach and an integrated view of the comprehensive transport system (i.e., fully considering the interplay between users-infrastructure-vehicles, multimodal systems and independent solutions) will it be possible to support the full development of sustainable transport innovations that eliminate or minimise adverse impacts. Successfully achieving these objectives means encouraging interdisciplinary contributions and trans-disciplinary approaches, as well as involving a wide variety of stakeholders in the process (scientific experts, business leaders, local governments, NGOs, etc.).

The research subjects for this theme can be technical projects or social innovations (and optimally would include both) that help improve personal mobility. Results could include creating products, services, methods or processes that help create and/or support sustainable mobility behaviour, sustainable mobility systems and sustainable spatial patterns.

Research Subjects

- Multimodal Lifestyles
- Active Mobility
- Transport Equality
3.2 Goods Transport

Innovation Focus

This theme focuses on developing solutions to current and future challenges in freight transport and logistics. The objective of this theme is not to develop and refine specific technologies, but rather taking a broad systemic approach to consider how key goods transport technologies and systems could be improved.

History has shown that it is very difficult to introduce innovations and organizational change in the freight and logistics sector because of the freight transport system's high complexity. Therefore, technical innovations must be supported through targeted organizational innovations. This requires taking a holistic view of challenges faced throughout the entire logistics chain and all its embedded processes, so that key new technologies can be increasingly used and so that innovative new improvements can be developed. The theme includes not only the transport of goods from place to place, but also the provision of freight transport and patterns of freight transport demand as subjects for developing innovative system solutions and concepts. Finally, the theme also considers possibilities for reorganizing or creating new freight transport systems, which could reduce or eliminate the need for moving specific types of goods.

Organizational innovations could include interdisciplinary exchange, but also building new cooperative ventures, cooperation networks and organizational structures that lead to the development of innovative new business models. These innovations will help encourage the implementation of new technologies and reduce the potential for introducing incompatible technologies, thus helping support development of an intelligent, environmentally friendly and sustainable freight transport system.

Systemic Approach

The goods transport theme focuses on research that combines technological and organizational innovations as follows:

a. Technological innovation is defined as systemic application of key technologies such as information and communication technologies, materials and material technologies, or propulsion and vehicle technologies, etc., to the special requirements of freight transport.

b. Organizational innovation is defined as the application of new organizational structures (or reorganized structures) to the freight transport and logistics system. This could include new policies, stakeholders, and stakeholder interests, etc., and should consider a very broad set of stakeholders including logistics service providers, shippers, end consumers, freight transport managers and operators.

Research Subjects

- Sustainable Transport Chains and Networks
- Sustainable “First Mile” and “Last Mile” Solutions for Goods Transport
- Sustainable Urban Goods Transport
- Intermodal Hubs/Sustainable Freight Transport Centres
- Innovative Transport Systems and Vehicles
3.3 Transport Infrastructure

Innovation Focus

This theme focuses on the entire network of publicly controlled transport infrastructure. This includes roads and railways, associated structures (e.g., tunnels, bridges) and facilities required for operation (e.g., electrical systems). The theme’s specific challenges include costs and funding, increasing use of technology and the need for increased safety and environmental protection.

An important theme focus will be developing measures to improve the efficiency and effectiveness of transport infrastructure especially given the recent economic crisis. In this regard minimizing the total cost of ownership (TCO) is a core requirement. Additional priorities include energy impacts, operating requirements and rehabilitation programs. An especially important objective is reducing the number of accidents. Much progress has been made in this area but there are still many opportunities for introducing innovations that help improve safety and reduce accidents.

The tremendous pace of development in all areas of research and technology creates new options for solving long-standing transport infrastructure problems. Applied research can help refine and adapt these new options to the requirements of transport infrastructure systems, before they are applied and tested in the field. These technology options range from new materials and products to entirely new systems for applying and using materials.

Transport infrastructure is always a controversial subject because it involves making tradeoffs between transport, social needs, economic development and environmental quality. Regulations for air quality, water and wastewater, noise, ecosystem preservation, biodiversity, etc., serve as incentives for the development of innovative solutions. The research must address these diverse disciplines by taking an interdisciplinary and multi-dimensional approach. This includes considering synergistic solutions by working together with different departments, companies and institutions.

Finally, the ICT technologies that have been introduced in all areas of our daily lives, increase the expectations of transport system users with regard to infrastructure information. The demand for high quality (e.g., relevance, accuracy) and timely (e.g., real time) information has increased substantially in recent years.

Research Subjects

- Energy, Environment
- Design, Production
- Asset Management, Maintenance
- Safety (Security)
- Mobility & Transport
3.4 Vehicle Technologies

Innovation Focus

There is huge pressure for developing new vehicle technologies to meet environmental policy directives for reducing pollution, noise and greenhouse gas emissions, increasing energy efficiency and the share of sustainable energy used in transport, and addressing rapidly rising raw material costs. Austria's automotive industry faces strong competition in this highly globalised industry and, as a key industry supplier, is highly dependent on satisfying the needs of automotive producers and their customers.

Europe can only secure its leadership in the motor vehicle industry through technological innovation. Therefore, industry, research and government have developed strategic research policy programs at the European and national levels designed to serve as the basis for technology development. These include the EU technology platform ERTRAC roadmap, the bmvit Automotive Research Strategy and the roadmap "Eco-Mobility from Austria 2015plus" from the Austrian Agency for Alternative Propulsion Systems (A3PS). The A3PS roadmap not only describes strategies for the development and market introduction of alternative propulsion systems and fuels, but also recommends that new propulsion systems be developed to optimize performance for different types of specific vehicle purposes in the next decade.

This theme’s main objective is to promote the development of new propulsion systems and to support their integration into appropriate vehicles. These new propulsion systems will help reduce pollution and energy use while improving vehicle performance. They will also help support Austria’s automotive industry, thereby helping generate substantial economic and social benefits.

Another important theme objective is helping create and support a highly skilled job force to meet the automobile industry's need for highly trained employees. Therefore this theme supports cooperative R&D projects designed to be a valuable element of the intra-and extra-company training and education. This will help Austria maintain its leading position in vehicle technology now and in the future.

Research Subjects

- Development of alternative propulsion systems and fuels for all vehicle classes
- Liquid and gaseous alternative fuels
- Vehicle electronics systems
- Lightweight construction
4. Program Implementation: Strategy and Management

The bmvit is responsible for developing, implementing and further extending the Mobility for the Future research program. It is supported in this role by the Austrian Research Promotion Agency (FFG) and AustriaTech. As program owner, bmvit is responsible for developing the program concept, annual tender requests and securing the annual budget. As program manager, bmvit is also responsible for the exploitation and further development of innovations and themes.

The bmvit’s program management responsibilities include:

- Providing mobility research results for the development and implementation of transport policy measures and strategies
- Coordinating and connecting different transport and mobility research programs (KLIEN, FFG Basic Research Programs, centres of excellence, research infrastructure, etc.)
- Development of joint funding strategies and roadmaps as well as the development of common programs with other research initiatives and organizations
- Inter-ministerial coordination and cooperation within the framework of the research and development working groups
- Design and development of framework conditions to encourage project implementation through cooperation with implementing actors (e.g., innovative public procurement programs, identification and removal of innovation barriers in cooperation with AustriaTech)

**FIGURE 5:** Responsibilities and roles in program management

The bmvit is responsible for strategic tasks!

The bmvit is responsible for topic management.
4.1 Processes and Responsibilities

As program owner, bmvit develops the Mobility of the Future program’s strategy and defines its content (objectives and themes). The program’s content is developed using research, technology and innovation roadmaps to define research focus areas, which then form the basis for preparing tenders consistent with the research budget.

The Mobility of the Future program issues calls for projects twice a year (spring, autumn). The Austrian Research Promotion Agency (FFG) is responsible for call administration. The tenders are open for approximately 4 months. After the submission deadline, the FFG checks project applications for completeness and compliance with the tender requirements. Next, the applications are evaluated by an independent review panel and a subset are recommended for funding. The bmvit bases its funding decision on the panel recommendations. For funded projects, the FFG sends the consortium a funding offer. If this offer is accepted within the deadline, a grant agreement is created. All partners participating in cooperative R&D projects must sign a consortium agreement. The consortium is responsible for preparing interim reports and information. Upon completion, the consortium must prepare a final report and financial accounting for the project.

ITS-related projects are monitored by AustriaTech in its role of developing Austria’s national ITS Action Plan. Finally, the Mobility of the Future program itself will also be monitored by independent experts at the program’s mid-point and end.

FIGURE 8: Process Flow Chart
4.2 Target Groups

The program is targeted at Austrian and international researchers, companies and users carrying out research projects in the area of mobility.

4.3 Key Instruments and Assessment Criteria

Research projects are funded through grants. The funding rate for each partner depends on the project’s research category and on the partner’s organization type.

Research Financing Instruments:

R&D Services:
- Completion of a predefined call text
- Objective: generate new knowledge using scientific methods
- Financing rate: 100 %

Research Funding Instruments:

Feasibility Studies:
- Projects to examine early stage ideas in the field of application-oriented research
- Time period: 1 year maximum
- Project cost: maximum € 200,000
- Funding rate: between 40 % and 80 %

Cooperative R&D Projects:
- Several partners work together on a common project with specific R&D objectives
- Time period: 3 years maximum
- Project cost: between € 100,000 and 2 million
- Funding rate: between 35 % and 80 %
Flagship Projects:
- Research and development projects focused on strategic research program goals
- Objective: feasibility of system solutions with long-term growth perspective
- Time period: 2 years minimum, 4 years maximum
- Project cost: € 2 million
- Funding rate: between 35 % and 80 %

Living Labs and Research Infrastructure:
Living Labs apply a combination of research and implementation activities in a real environment to identify and test new solutions. Research infrastructure is a new tool identified in the EU’s research assistance framework.

Project Evaluation Criteria:
- Relevance to the objectives
- Quality
- Qualification
- Economic potential

In addition to these core instruments, the program can also use instruments from the FFG’s toolbox including providing funds for dissertations, endowed professorships and programs designed to strengthen human resources in the area of mobility and transport.
5. Dissemination and Accompanying Activities

mobilitaetderzukunft.at

The program website! Here you will find the latest information on calls for proposals, reference projects and networking events that are held within the framework of the program.

www.bmvit.gv.at/mobilitaet/

Austrian National Mobility Prize

The Austrian National Mobility Prize awards prizes to outstanding projects addressing key mobility and transport challenges. The competition is open to all actors in the mobility field including researchers, industry, transport providers, schools, NGOs, initiatives and infrastructure managers. It is Austria's highest honour in the field of transport and is awarded every two years.

www.bmvit.gv.at/ministerium/staatspreis/

Research Forum: Mobility for All

The Mobility for All research forum is held annually. The event presents research results and provides a networking opportunity for researchers and interested professionals. The events focus on a specific topic and presentations describe the current state of research and innovative ideas for the future.

www.bmvit.gv.at/innovation/mobilitaet/forschungsforum

mobilotse.at

mobilotse.at is a web platform providing an overview of mobility-related mobile and Internet applications. mobilotse.at includes both existing applications and applications currently being developed. Furthermore, mobilotse.at offers application developers the opportunity to reach a large pool of test users so they can improve and refine their products.

www.mobilotse.at

INFONETZ – Mobility Research Information Platform

INFONETZ is a website providing information, networking and contact information about mobility research in Austria. The system includes information on projects completed in the “Intelligent Transport Systems and Services plus (IV2Splus)” program (2007–2012), and will be updated with information from all projects funded in the “Mobility of the Future (MdZ)” program (2013–2020). Here is it possible to find summaries of all projects in one place!

www2.ffg.at/verkehr
6. Key Facts

- **Program Name:** Mobility of the Future (Mobilität der Zukunft)
- **Duration:** 2012–2020
- **Annual budget:** approximately € 15 million
- **Eligible participants:** Austrian and foreign organizations (maximum budget share 20 % for foreign organizations)
- **Eligible target groups:** university and non-university research institutions, companies, NGOs, operators including mobility providers
- **Measures:** Semi-annual competitive calls focused on thematic priorities, networking activities, dissemination, and support for bringing projects to market
- **Eligible activities:** mainly cooperative and strategic research with application-oriented focus, dissertations, further instruments from the FFG toolbox
- **Type of funding:** partial grants and financing
7. Teams

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