PRIZE-WINNERS 2008

Overall Prize for Mobility Management in Companies

ST Microelectronics, Grenoble, France
Corporate Travel Plan
STMicroelectronics, Grenoble

STMicroelectronics

Behind every aspect of daily life lies a microchip. And behind many of those microchips lie integrated circuits made by the STMicroelectronics group.

One of the world’s largest semiconductor manufacturers, STMicroelectronics is a world leader in the development and production of silicon solutions for numerous applications. Its silicon and systems expertise, industrial capacity, intellectual property portfolio and strategic alliances place ST at the cutting edge of System-on-Chip (SoC) technology, and its products play a major part in application/market convergence.

The STMicroelectronics facility in Grenoble (France): in the heart of the Alps

Key figures
The STMicroelectronics facility in Grenoble has a workforce of some 2 400 people, 80% of them engineers and managerial staff. It is a leading player on the local economic scene. Located in the Polygone Scientifique, a high-tech industrial park, the plant covers 43 000 square metres, including 8 000 square metres of clean rooms and laboratories.

Work at the Grenoble facility
The Grenoble facility specialises in engineering and the development of intellectual property. Every day it brings out new circuits based on the latest research in microelectronics, particularly in the field of wireless and network telecommunications, computers and consumer electronics such as digital and high-definition television sets, digital cameras, DVD players and decoders.

Why launch a CTP at ST Grenoble in 2000?

By 1999, we had drawn the following five conclusions:

- **40% of energy consumption** on site was due to daily commuting
- **60% of the ST Grenoble workforce** lived in the metropolitan area, which meant there was great potential for travelling by bus, tram and bicycle.
- **Gridlock** occurred in the Polygone at rush hour.
- **Nearly 80%** of staff drove to work alone in their vehicles which meant that, 8 times out of 10, one more new employee also meant one more car.

The approach taken by ST Grenoble

To resolve these issues, a working party was set up in October 1999 to look into the facility’s future in terms of alternative transport. A dozen motivated volunteers met to discuss two key questions on commuting:

*What can be done to reduce car pollution?*

*What steps would facilitate the development of alternative transport?*
We felt these two questions covered both the environmental and the modal aspects. The answers have now been partially put into practice. In the course of the exercise, however, we realised that they were all linked by the “travel equation”. This formula covers the 3-dimensional equilibrium sought by all those working at the facility as regards their regular mode of travel. The right combination generates satisfaction:

\[ TRAVEL = COST \times TIME \times COMFORT \]

At the same time, an opinion poll was carried into the steps that could be envisaged. Its aim was to gauge satisfaction and expectations in our community as regards travel, and reaction to the avenues we were initially exploring.

**The CTP: vision and direction**

In simple, practical terms, our vision is:

To see 60% of ST Grenoble staff using alternative transport by 2010.

In early 2000, just under 20% of ST Grenoble staff were already using alternative transport. So our vision gives us something to aim for, a kind of lodestar as it were.

Any operational drive requires agreed targets, a defined course of action and scope for initiatives. That work can be summed up here in a chart illustrating what we refer to as the “breathability diagonal”.

This chart cross-tabulates two appraisable elements, one being air pollution per traveller, the other the use of corporate parking spaces (congestion).

The chart is bisected by the “breathability diagonal”. This helps to visualise, in the upper right-hand corner, the most efficient modes of transport in terms of the environment/congestion.

Crossing the diagonal dividing line will mean better air quality and more space.
Another aim is to promote modes of transport that are more environmentally friendly and also save dedicated space (e.g. parking spaces and traffic lanes).

The benefits expected from this course of action: challenging the imagination and boosting initiative.

**Measures**

Two advertising campaigns were planned for the period 2000 – 2010.

**1st campaign**
This ran from 2000 to 2005.
It was called “Alternative 4 by 4” as it comprised 4 groups of high-priority measures for each of the 4 priority areas to be addressed.
- Greater use of public transport
- More “green” transport
- More local services
- Initiative focusing on short urban journeys at ST

**2nd campaign**
Launched in 2005, it will end in 2010 and focus on:
- More car-pooling
- Raising awareness among new employees
- Safety
- New, clean modes of transport
- More public transport networks and cycle tracks in partnership with local players.

**What has been achieved in the past 8 years?**

[Graph showing percentage of alternative transport users from 2000 to 2010, with targets and achievements marked.]

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The CTP has achieved a 35% shift in modal share away from private cars (PC)

- 26% shift from PC → Public Transport
- 11% shift from PC → cycling

There has been a steady rise in the modal shift from cars to Alternative Transport (AT). AT has become competitive vis-à-vis private cars in the localities nearest to the site, where most of the staff live. The development of suburban transport has ensured a steady increase in modal share among those living in the outer suburbs.

The progress is visible: we have more than doubled the daily number of those using alternative transport rather than one-person-per-car. But we still have a target to reach, namely 60% of alternative transport users, and even 70% in 2012.

Conclusions

Developing a vision, setting a direction, planning initiatives: this Corporate Travel Plan (CTP) is first and foremost, for ST Grenoble, an organised, practical and comprehensive arrangement. It is a response to the question raised by our economic and social development in an urban environment.

This CTP initiative also bears the stamp of the many interests, needs and expectations inherent to any human community, particularly when its vocation is economic. Here, ST Grenoble wants to play a full role, along with the other urban players, as part of a philosophy predicated on participation and cooperation, what we have called a “city partnership”. While the hope that stakeholder interests might spontaneously converge often proves vain, let us trust that the dialogue required for Travel Plans, whether Urban or Corporate, proves to be a recipe for success.