

« New norm » of Events' Mobility



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Director Citec Mobility Solutions
Head of Transport Milano Cortina 2026



SPEAKER

Stefano Manelli



Partner and member of
Board of Directors at Citec

Head of Large Events
Planning and Operations
Department at Citec

Head of Transportation
at Milano Cortina 2026

UITP Knowledge Partner
Lecturer at various
institutes (HES-SO Geneva,
AISTS, by IOC and EPFL)

- > **Master in Transport Engineering** at Turin (PoliTO) and Lausanne (EPFL) Institutes of technology, on Olympics mobility solutions at Sydney 2000, Athens 2004 and Turin 2006 (Prof. Bovy)
- > **Director at Citec** and member of the board
- > **Head of Transport at Milano Cortina 2026** Organizing Committee for XXV Winter Olympic Games
- > Director of transport working groups of **Olympic bids of Milano Cortina 2026 and Paris 2024**
- > **IOC expert on transport and mobility** on Sochi 2014, Pyeongchang 2018, and advisor to the Evaluation Commissions for 2020 Olympic Games and 2022 Winter Olympic Games
- > **UEFA mobility expert and mobility and transport manager** for UEFA Euro 2008, 2012, 2016, 2020, as well as multiple UEFA Club Final events, such as UCLF Milan 2016 and Kiev 2018, UELF Seville 2022 and UECLF Prague 2023
- > Transport manager at **Torino 2006 Olympic Games**

01

Citec Group Engineering events' mobility



SERVICES FOR EVENTS

Turnkey Mobility & Events Transport Solutions

STRATEGY

- › Bidding phase
- › Global transport concept
- › Demand vs. capacity analysis
- › Liaison with public authorities
- › Technical assistance
- › Strategic advisory

PLANNING

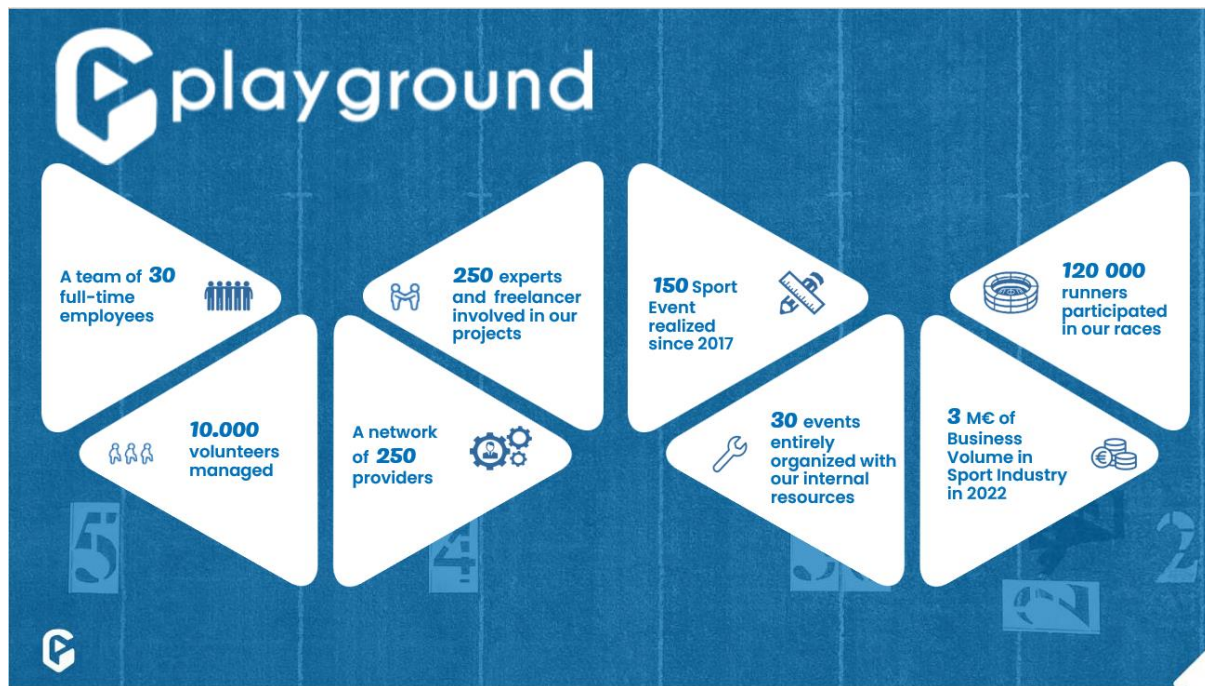
- › Venue design
- › Tender development
- › Fleet management
- › Parking requirement
- › Event signage
- › Maps and plans

OPERATIONS

- › Team readiness
- › Build up
- › Delivery
- › Lay down
- › Debrief and stats

Playground joins Citec group

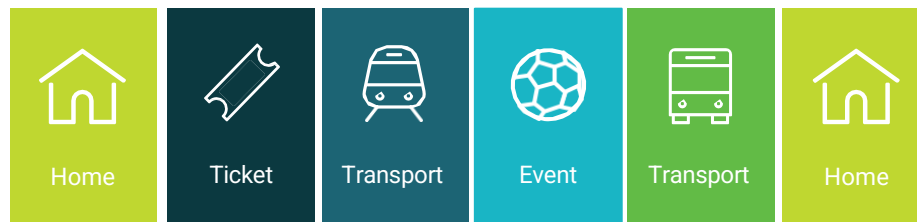
TRANSPORT OPERATIONS DELIVERY



CHALLENGES

Transport to positively contribute to events' experience

TRANSPORT IS PART OF THE EVENT EXPERIENCE



- **Effective, safe and reliable** transport services to clients
- Mobility could contribute to the **promotion of Host Territory**
- Maximising **legacy** and **sustainable mobility solutions**
- **Minimising impacts** on Host Territory during the event

CHALLENGES

Cross-functional integration

TRANSPORT INTERACTS WITH ALMOST EVERY OTHER OPERATIONAL FUNCTIONAL AREA

- **Accommodation** responsible of transport operational challenges
- **Privileges** and **Security** constraints impact transport cost directly
- **Ticketing** and **pressure on revenue** could lead to un-manageable transport system

CHALLENGES

**Today's scenario
require
optimisation**

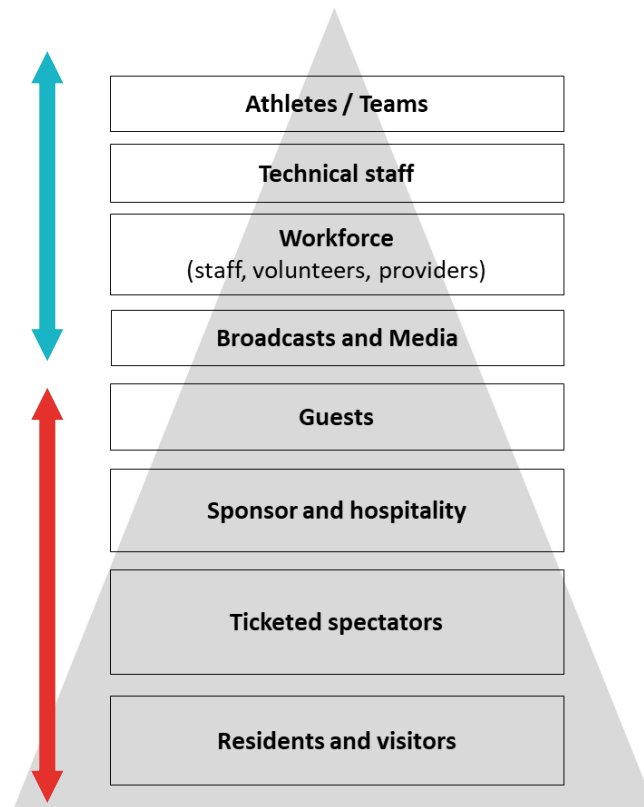
SEVERE INCREASE IN TRANSPORT COSTS GIVEN THE CURRENT GEO-POLITICAL AND INDUSTRIAL-ECONOMICAL SCENARIO

- Scattered governance and slow changes
- **Car industry** is facing strong re-structuring
- Recent **geo-political instability** led to severe increase of costs
- **Energy market** and **environmental responsibility**

CHALLENGES

**Event clients,
participants and
stakeholders
mobility**

**KNOWING THE TRANSPORT DEMAND AND ORIENT SOLUTIONS
EVEN WITH EXTREME SITUATIONS**



CHALLENGES

**Value is when
expectations are
met**

PARTICIPANTS BEHAVIOURS AND EXPECTATIONS ARE CHANGING

- Expectations around **customized experience**
- **Real-time** information
- **Flexibility** for adjustments

02

Integrated planning and innovative projects



NEW NORM
OPPORTUNITIES

New Norm in transport

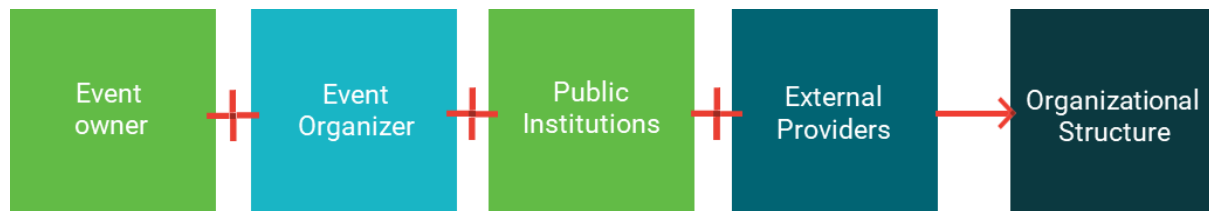
TRANSPORT IS AMONG MOST IMPORTANT
FUNCTIONAL AREAS TO EMBRACE NEW NORM

- **Shared** services
- **Multimodal** chain of transport
- **On-demand** services
- **Real-time** communication

NEW NORM
OPPORTUNITIES

Robust transport governance

WORK HAND IN HAND WITH LOCAL AUTHORITIES AND TRANSPORT OPERATORS

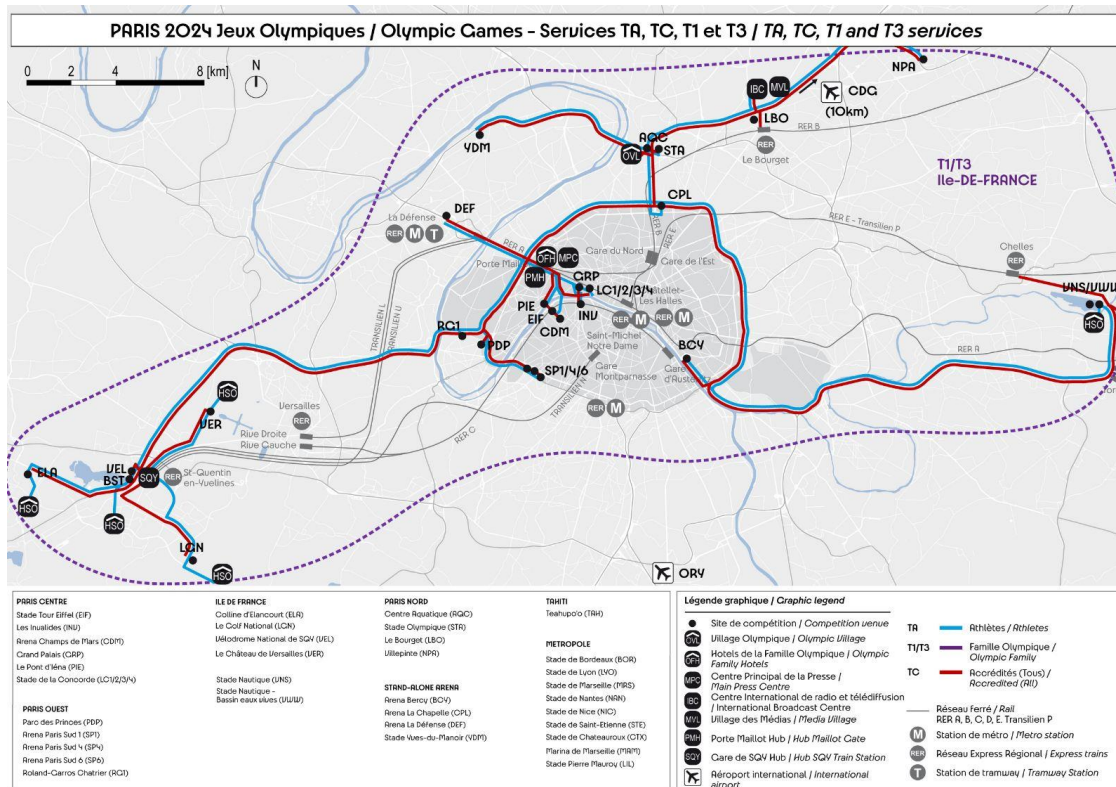


- Involvement of **event owner to encourage and support innovation**
- **Clear objectives** as of the start of event organiser's planning
- **Comprehensive governance** to deploy event's mobility

ON THE EDGE PROJECTS

Paris 2024 integrated organiser and host territory transport

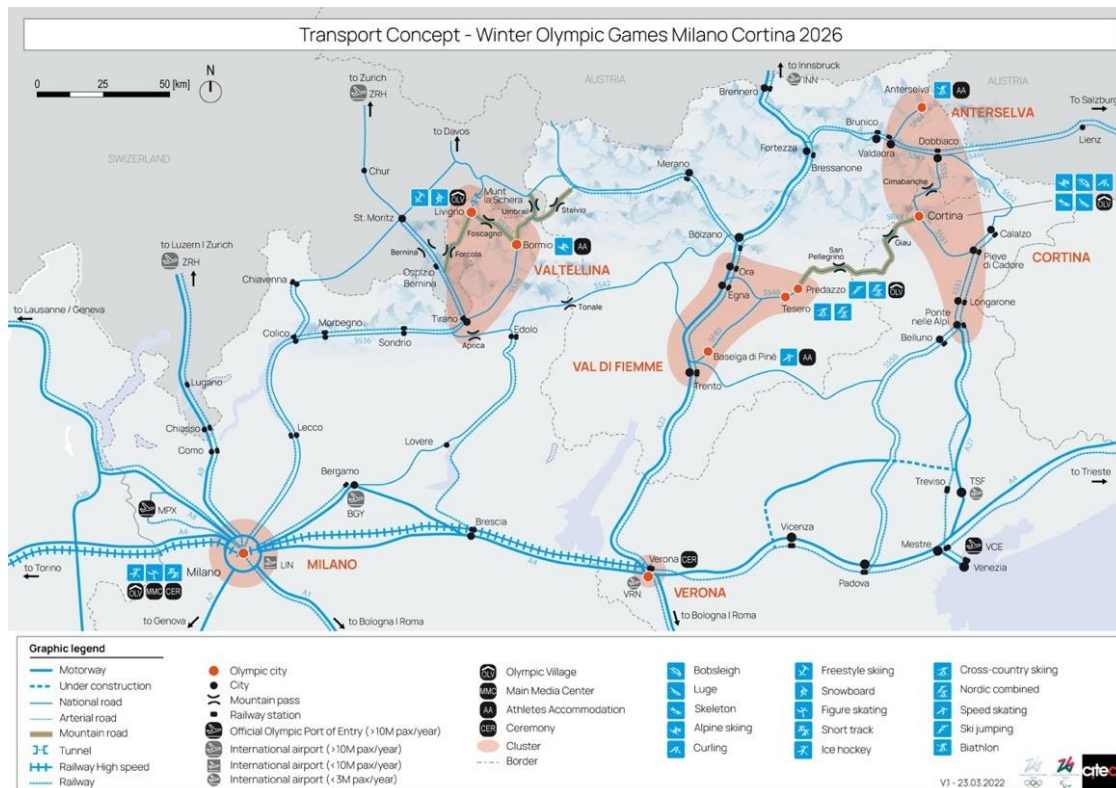
PARIS 2024 TRANSPORT PLAN FULL INTEGRATION WITH RAIL PUBLIC TRANSPORT AT REGIONAL SCALE



ON THE EDGE PROJECTS

Milano Cortina 2026 railway backbone and customized cluster transport services

MILANO CORTINA 2026 MULTI-REGIONAL AND MULTIMODAL TRANSPORT PLAN



NEW NORM
OPPORTUNITIES

Digitalization and customized solutions to fit the purpose

DIGITAL SOLUTIONS AND OPERATIONAL EXPERIENCE TO SUPPORT INTEGRATED PLANNING

- **Digital solutions** improved **reliability**
- Very little physical infrastructure for digital solutions
- Transport towards **MaaS (Mobility as a Service)**
- **Optimisation of resources** (km, vehicles, etc.)
- **Connected to customers** (participants, stakeholders, etc.)

NEW NORM
OPPORTUNITIES

Conclusions

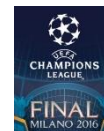
NEW NORM OF EVENTS' MOBILITY

- Full integration of **Owner-Organiser-Host Territory** in transport planning process with **robust governance**
- Event's stakeholders involvement to review **levels of service** and the way the event is consumed
- **Accommodation, Security, Ticketing** to work in close **integration with Transport**
- Extension of **shared service** and **on-demand transport** solutions profiting of **digitalization of transport**

OUR REFERENCES

We move forward
together with
confidence

> PROJECTS REFERENCES : STRATEGY > PLANNING > OPERATIONS



LE GOLF NATIONAL
FRANCE



2021
FIS Alpine
World Ski
Championships



> MAIN ON-GOING PROJECTS



MARCO SIMONE
ROME, ITALY



> ADVISORY



Thank you



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