



ERDEM OVACIK

THE  
NEXT  
DEMOCRACY

Reimagining How We Govern  
Ourselves Through the Power of  
**Data and Markets**



WILEY

# The social value of a single sustainable urban trip is often +€10 ...



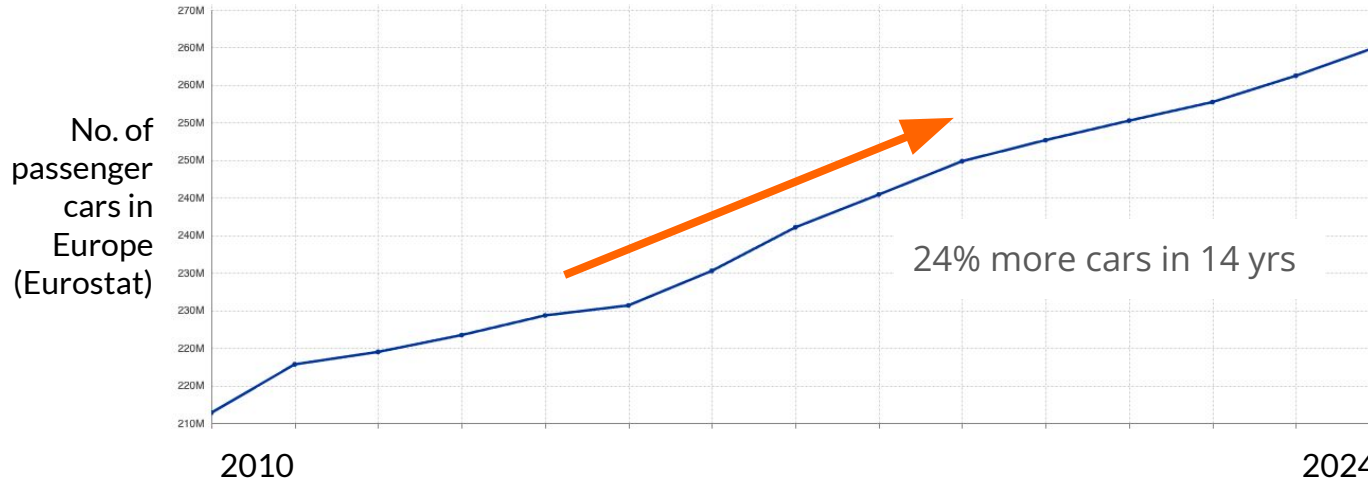
VS



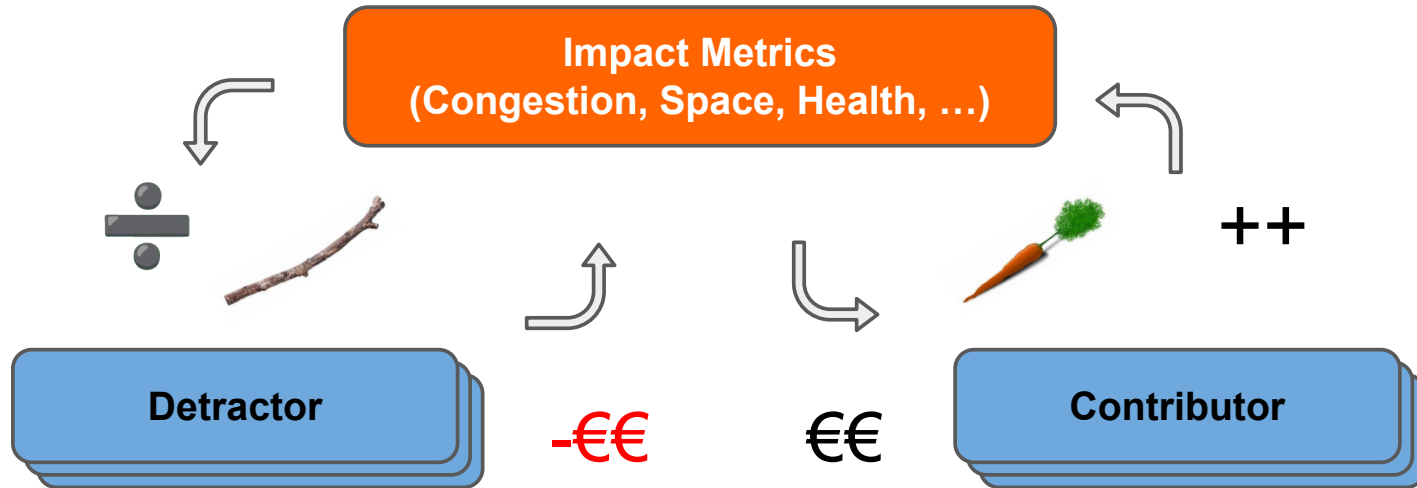
Established public effects on:

- Congestion
- Public Health
- Public Space
- Access
- CO2 emissions

## ...but cities & regions struggle to change citizen behavior



# City's role: Pricing Externalities Properly



Price as the mechanism to change behaviour

# New Mobility: Everything Outside Personal Cars & Public Transport

bikes, ebikes

escooters

Shared



Leased



Pooled

Owned



cars

Shared



AV

(e-)cargo bikes

mopeds

# Traditional tenders are failing cities in leveraging new mobility

New mobility solutions require a flexible and dynamic approach to market

Public  
vision, plan



Models,  
Dialogue



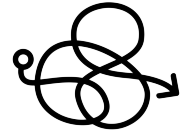
Buying  
inputs



Output  
(behaviour)



Outcome



**Inflexible** - lock-in for 5+ yrs

**+2 years** from intent to operation

**Expensive:** +10% internal cost

Frequent **failures** in reaching intended outcomes

# Redefining public procurement as Facebook did for ads



## TV ads

- One ad
- 5 yr binding contract
- Outcomes unknown

## Traditional tender

The image shows two side-by-side ad formats for Entrepreneur. The left format, labeled 'Control', features a text-based ad with a white background and black text. The right format, labeled 'Variation', features a text-based ad with a white background and black text, accompanied by a photograph of a person reading a book outdoors. Both ads include the Entrepreneur logo and the text 'Sponsored' and '12min creates micro books, summarized versions of entire books told in text and narrative form and meant to be consumed in, you guessed it, just 12 minutes.' Below the ads, there is a promotional message: 'A lifetime access pass to this popular book summary service is on sale today. Now available in the Entrepreneur Store. ENTREPRENEUR.COM'.

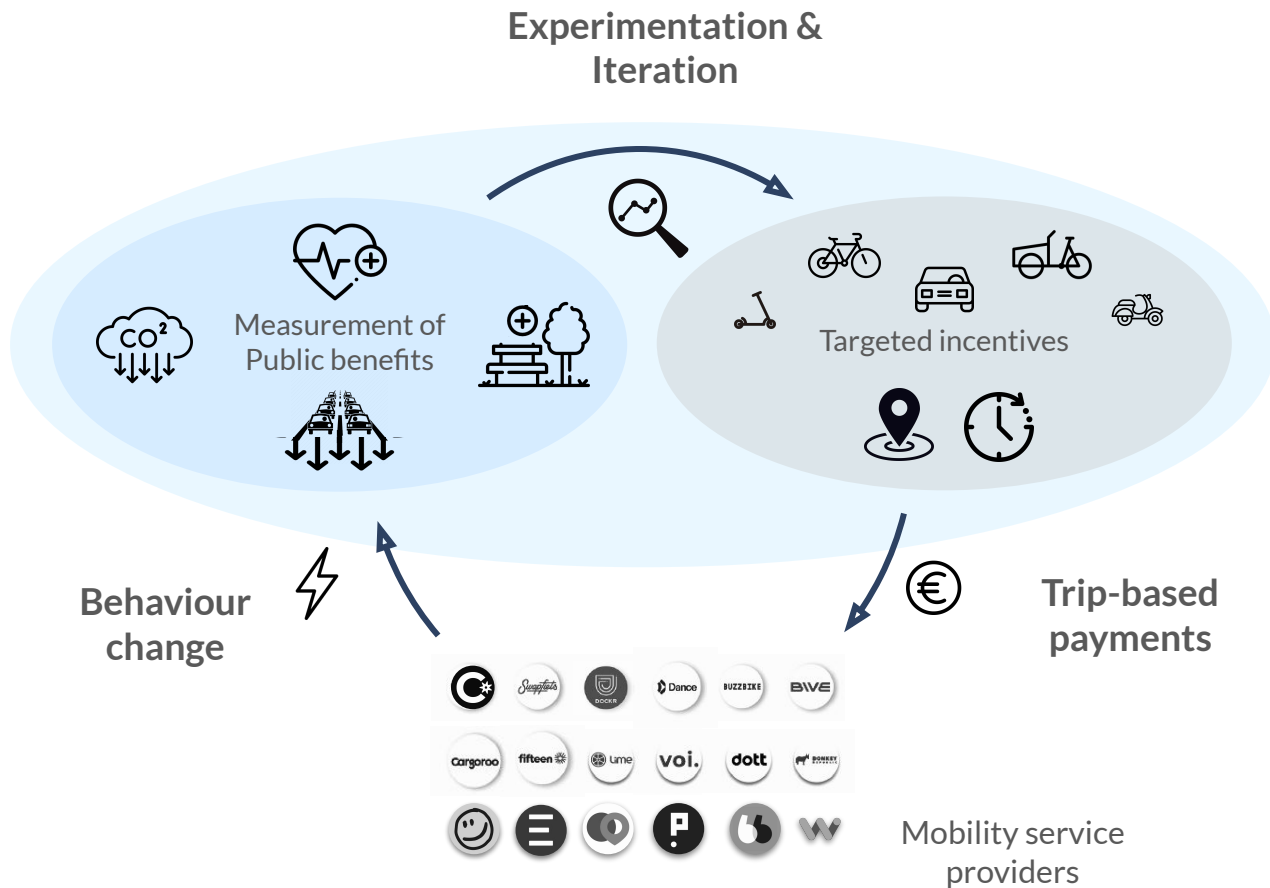
## PayPerClick (Google, Facebook)

- Test all ads & scale
- Pay per campaign
- Measure outcomes

## Impact market

# Mobility Impact Market (MiMa)

A public fund that provides micro-incentives for targeted trips



# Different Public Support for Different Needs & Areas



## Car-heavy middle-income suburb

- Car pool
- Cargo bike lease

## Rich, dense center

- Cargobike delivery
- Bike shares as last mile
- Car shares (B2O)

## Areas of transport poverty

- Car share
- eBike lease offers
- AVs

**Start quickly, test hypotheses, and scale initiatives that work!**

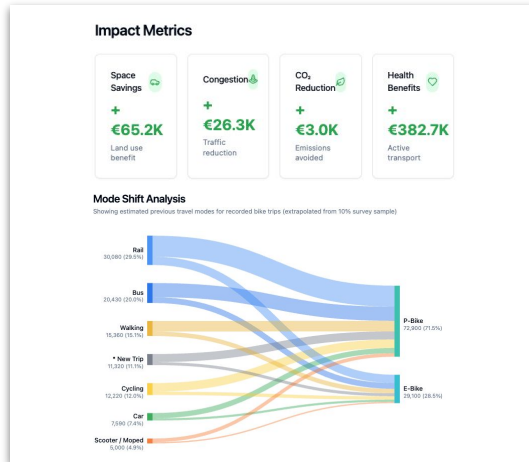
# Iterate on incentives to experiment and scale

Analyse public gains

Create / adjust incentives



Operator-led  
service delivery



### Incentives

Manage financial incentives for targeted mobility trips

[Add Incentive](#)

#### Period Selection

Navigate between quarters to view trip incentives

Q3 2024  
01/07/2024 to 30/09/2024  
**Current**

[Previous period](#) [Next period](#)

#### Trip Incentives

Financial incentives for targeted trips in Q3 2024. (Incentives are locked 90 days before their start date)

ID	Brief Name	Mode	Business Model	Start Location	End Location	Start Time	End Time	Amount (EUR)	Actions
1	Bicycle Sharing	bicycle	sharing	Any	Any	Any	Any	€1.00	<a href="#">Edit</a> <a href="#">Copy</a> <a href="#">Delete</a>
2	Cargobike Leasing	cargobike	leasing	<100m of daycare institt...	<100m of daycare institt...	Any	Any	€2.50	<a href="#">Edit</a> <a href="#">Copy</a> <a href="#">Delete</a>
3	Carpool Sharing	carpool	sharing	Suburb areas	Any	07:00	09:00	€2.00	<a href="#">Edit</a> <a href="#">Copy</a> <a href="#">Delete</a>
4	AV Sharing	AV	sharing	Any	<100m of public transp...	07:00	09:00	€1.00	<a href="#">Edit</a> <a href="#">Copy</a> <a href="#">Delete</a>

Learnings across cities enable Qutna make better incentive suggestions over time

## Trip Incentives

Financial incentives for targeted trips in Q3 2026

ID	Brief Name	Mode	Business Model	Start Location	End Location	Start Time	End Time	Amount (EUR)
1	Bicycle Sharing	bicycle	sharing	Any	Any	Any	Any	€1.00
2	Cargo_bike Leasing	cargo_bike	leasing	<100m of daycare instit...	<100m of daycare instit...	Any	Any	€2.50
3	Carpool Sharing	carpool	sharing	Suburb areas	Any	07:00	09:00	€2.00

## Impact Metrics

Based on 124,376 surveyed trips (799,941.259 km)

Space Savings

+  
€234.2K

Land use benefit

Congestion

+  
€94.5K

Traffic reduction

CO<sub>2</sub> Reduction

+  
€21.2K

Emissions avoided

Access

+  
€31.8K

Mobility access

Health Benefits

+  
€806.0K

Active transport

Total Net Impact

+  
€1.19M

Combined value

## Social Return on Investment

Total Impact

+€1.2M

Net social benefit

Total Cost

€191.9K

Incentive payments

SROI

↗ 6.19 : 1

€6.19 per €1 invested

Each €1 in incentives (Jan 2026 – Apr 2026) generated €6.19 in social value (+519% net return).

# The end-user experience

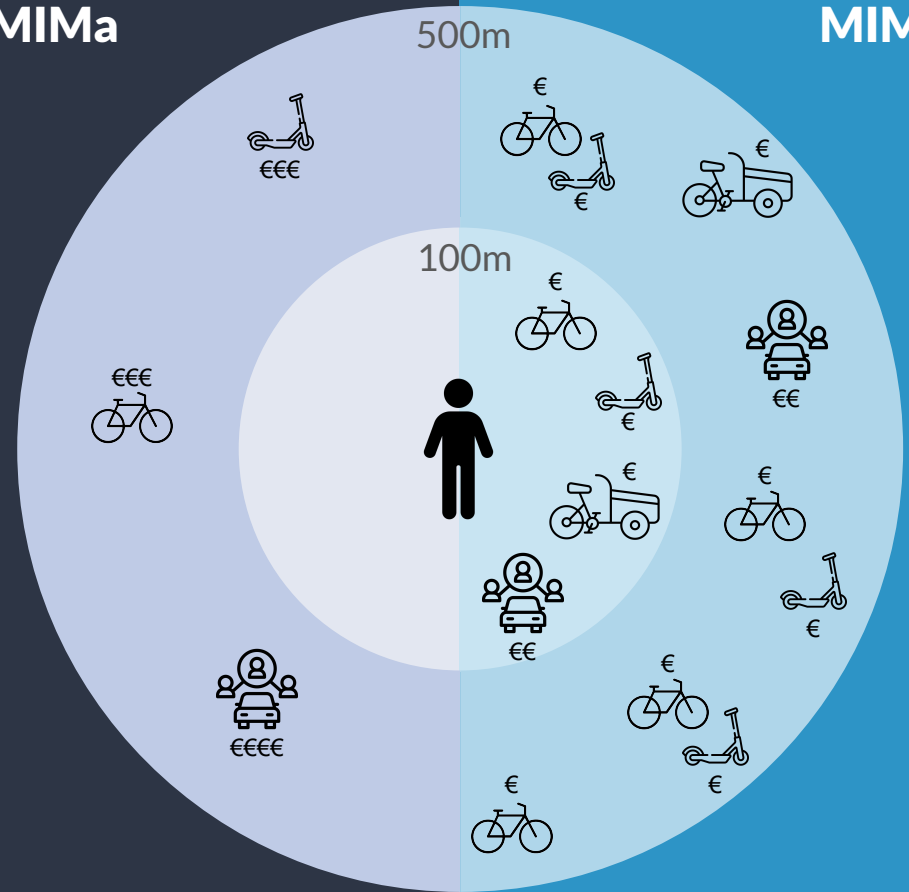
- More nearby available options.
- Lower prices.

A mobility impact fund operates **behind the scenes**, to influence user behaviour.

No separate apps.  
No redeeming rewards.  
No fuss for users.

Before  
MIMa

After  
MIMa



*Finance*

*Tech*

*Web3*

*Create & Lead  
Markets*

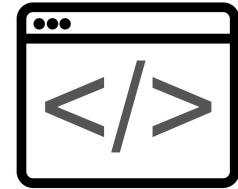
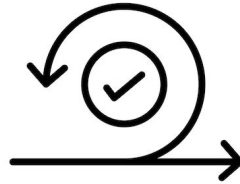
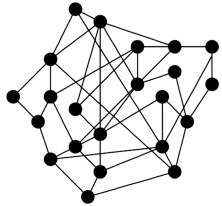
*Data-Driven  
Iterations*

*Algorithmic  
Transparency*

*Aligning incentives of citizens  
& society via markets*

*Linking policies and public  
spend with outcomes*

*Ensuring traceability of  
spend and decisions*



*Suggestions for Effective Public Governance*



# Impact Market

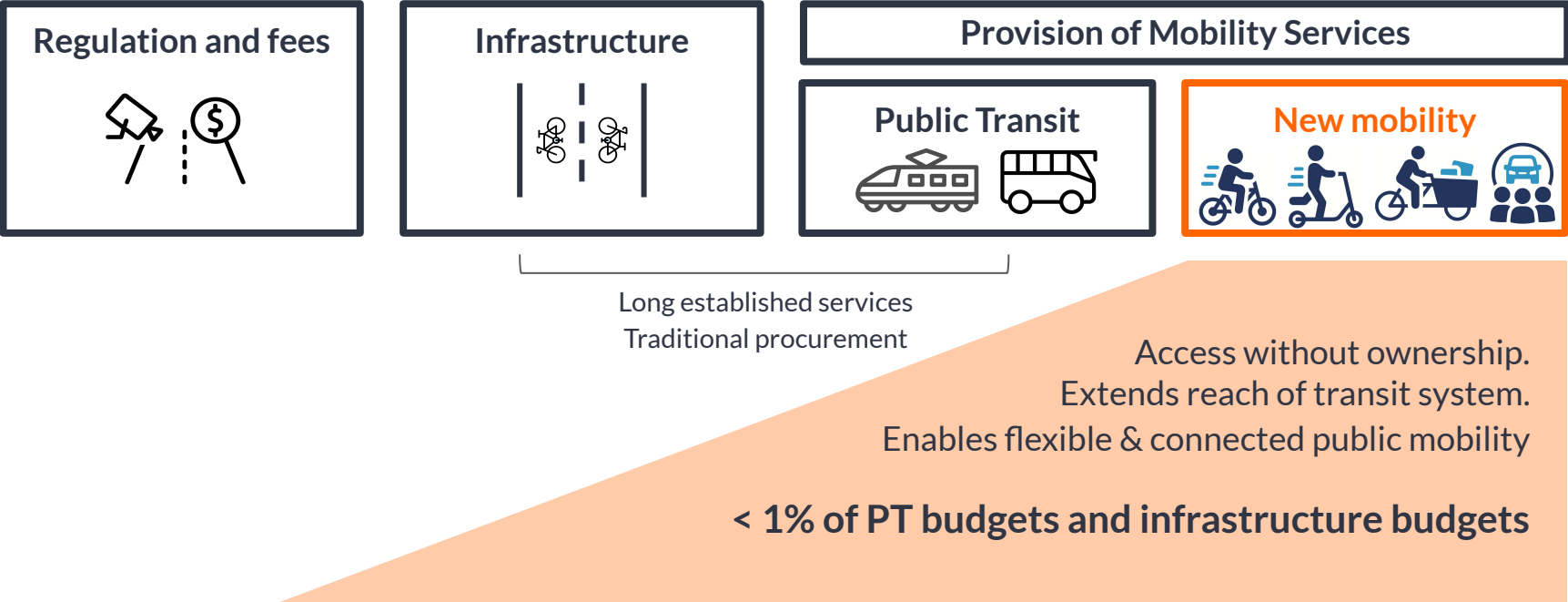
Mobility Governance Platform

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# New mobility services are under-utilized by public authorities

Public tools available to minimize car dependance



# A Bike Trip Is Far Better For Society Than A Car Trip

	 <b>Congestion</b> €/km Time delay costs to society	 <b>Public health</b> €/km Effects of activity, accidents and air pollution	 <b>CO2 emissions</b> Gr/km	 <b>Space</b> m2/passenger When parking	
 Bike	0 €	1.3 €	17 Gr/km	2	
 Train	0 €	0 €	66 Gr/km	50	
 Scooter	0 €	-1.4 €	107 Gr/km	1	
 Car	-0.35 €	-0.12 €	162 Gr/km	20	

See more: [donkey.bike/sustainability](https://donkey.bike/sustainability)

Private Sector

~60% of GDP

Consumer goods

Markets - Decentralized decisions

Data-driven iteration

Loads of innovation

Public Sector

~40% of GDP

Public goods

Top-down decisions

Experts, Popularity

Risk avoidance

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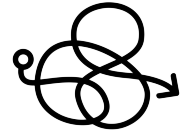
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