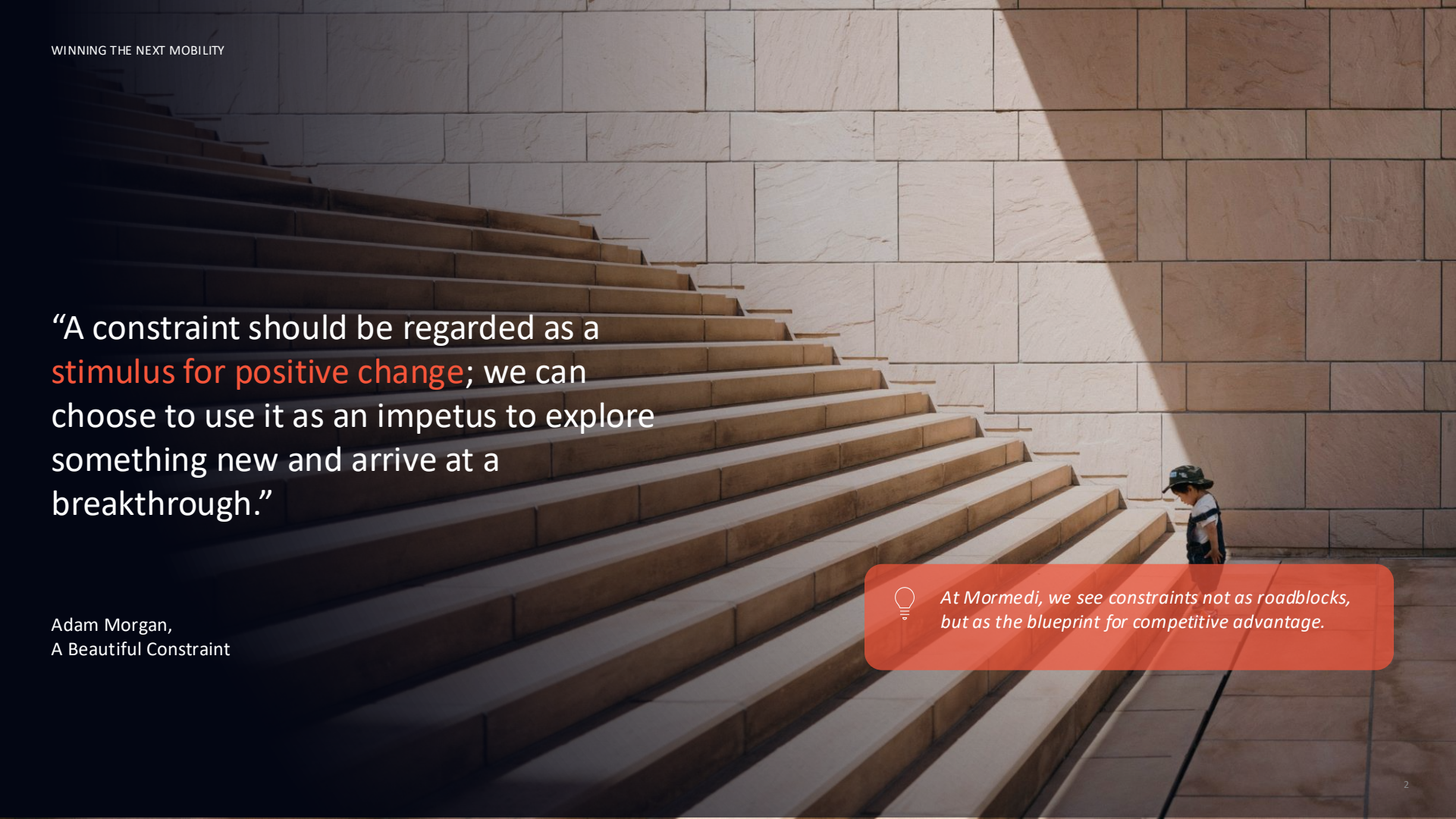


Winning the next mobility era

# How to turn changes into competitive advantages

The mobility industry is transforming under different drivers.  
The winners will be those who turn disruption into opportunity.





“A constraint should be regarded as a stimulus for positive change; we can choose to use it as an impetus to explore something new and arrive at a breakthrough.”

Adam Morgan,  
A Beautiful Constraint



*At Mormedi, we see constraints not as roadblocks, but as the blueprint for competitive advantage.*

The industry is flooded with hype, but markets are being won by those **solving real problems today.**

The cost of inaction?

Missed markets, wasted investments, and lost leadership.

Different market drivers are **transforming mobility** as we know it. Those who understand and master the different drivers will set the standards, capture the markets, and **define the leaders of tomorrow**.

Here's how each of these drivers is reshaping mobility and how leaders can turn them into growth.

### Sustainability

#### Pressure

Without Practical Solutions

Regulations demand zero-emission mobility, but infrastructure, cost, and scalability gaps hold back adoption.

### Fragmented

#### User Experience

Across Modes

Consumers demand seamless journeys across public, private, and shared modes, but systems remain disjointed.

### Technology Hype vs. Operational Reality

Overinvestment in “futuristic” solutions (flying cars, full autonomy) diverts resources from scalable, near-term opportunities.

### Geopolitical & Supply Chain Uncertainty

Trade tensions, resource dependencies, and regional policies disrupt global operations.

### Social Inequality & Access Gaps

Millions remain underserved by current mobility systems, creating a growing societal and political gap.



SUSTAINABILITY PRESSURE

## Risk of regulatory penalties, stranded investments, and missed growth in green markets.

Sustainability isn't optional, it's a market access requirement. But unrealistic timelines and infrastructure gaps risk stranded investments and targets.

The winners will design **scalable, commercially viable solutions** that integrate sustainability into every layer, from product to infrastructure to user experience. Mormedi enables this by aligning environmental goals with real-world feasibility.



*We turn sustainability into a competitive advantage by designing commercially viable, low-carbon solutions.*

Source: [MIT Technology Review](#), [CEFA](#)

FRAGMENTED USED EXPERIENCE

Poor experiences erode customer trust, reduce adoption, and leave room for competitors.

Consumers demand seamless, end-to-end journeys—but fragmented systems cause friction, reduce adoption, and erode loyalty.

Future mobility ecosystems will be **integrated, user-centric, and data-driven**. Companies that master interoperability and intuitive design will own the customer relationship. Mormedi creates these connected experiences that convert complexity into loyalty.



*We create integrated, human-centered experiences that drive adoption and long-term loyalty.*



TECHNOLOGY HYPE vs. OPERATIONAL REALITY

Capital wasted, competitive disadvantage,  
stakeholder skepticism.

Chasing futuristic visions (full autonomy, flying cars)  
diverts resources from scalable, near-term  
opportunities—costing companies time, money, and  
credibility.

The future belongs to **pragmatic innovators**—those who  
build hybrid, deployable solutions that deliver value now  
and evolve over time. Mormedi helps clients focus on  
what works today while preparing for what's next.



*We identify what works now and bridge to what's  
next—helping you innovate with credibility.*

GEOPOLITICAL AND SUPPLY CHAIN UNCERTAINTY

## Vulnerability to shocks, rising costs, and loss of strategic control.

Global disruption is the new normal. Companies relying on fragile supply chains face rising costs, delays, and lost market share.

Resilience will define leadership. Businesses that localize, diversify, and design for adaptability will gain competitive advantage. Mormedi guides organizations in creating **flexible, future-proof mobility solutions** that thrive in volatility.



*We design resilient, locally adaptable solutions that secure long-term viability.*

[lufthansa.com](https://lufthansa.com)



SOCIAL INEQUALITY AND ACCESS GAPS

## Exclusion risks regulatory backlash, reputational harm, and missed market opportunities.

Leaving entire populations underserved isn't just a social issue, it's a **missed growth opportunity**. With public funding accelerating, inclusive solutions will become the next big market.

Mobility must be **accessible, affordable, and inclusive** to unlock its full economic potential. Mormedi designs business models and solutions that turn inclusion into a driver of growth and public support.



*We help you unlock new markets through inclusive, accessible design that aligns with public priorities.*

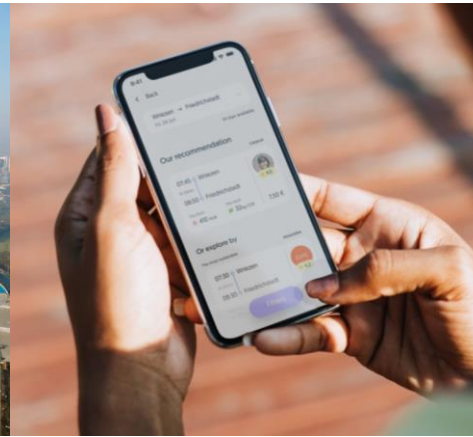
## From reimagining mobility to redesigning user experiences, **Mormedi** helps companies innovate sustainably and stay ahead in a changing world



Helping HyperloopTT achieve a credible vision for high-speed, low-emission cargo logistics.



Guided ROADIS identify future opportunities for new infrastructures and services in urban mobility.



Helping Fujitsu design a new sustainable mobility business that adds value to both companies and commuters.



Helping cities achieve flexible, sustainable transport through Mormedi's modular mobility platform.



# How could you create a market for a radically new of mode of freight?

HyperloopTT's high-speed freight system reimagines logistics—cutting emissions, easing congestion, and enabling cleaner, faster, and more efficient cargo transport.

## The next frontier in logistics is *high speed freight*

With traditional road, rail, and port infrastructures stretched to their limits, simply scaling the old systems no longer works. A new logistics paradigm is needed—one that reimagines freight movement from end to end.

Mormedi designed a credible high-speed freight system that expands capacity, cuts emissions, and redefines logistics without new infrastructure.

### Infrastructure leapfrogging

Rather than expanding ports or laying more rail, HyperloopTT's capsule-based system delivers air-speed freight capacity within a compact, enclosed network—offering a scalable alternative to legacy infrastructure investments.

### End-to-end journey design

By mapping the entire cargo journey—from logistics planning to port arrival to last-mile delivery—Mormedi identified friction points and designed loading systems, service experiences, and operational flows that integrate seamlessly with existing logistics hubs.

### Commercial credibility through design

Mormedi created an innovative, operationally grounded vision—offering a blueprint and rallying point for future investment in sustainable freight.

# How can a highway operator unlock the future of urban mobility in emerging cities?

ROADIS's strategic shift into urban mobility redefines how infrastructure players can enable smarter, cleaner, and more connected cities—leveraging data, integration, and innovation to unlock sustainable growth in emerging markets.

## The next frontier in infrastructure is *integrated urban mobility*

With rapid urbanization, emerging cities face congestion, pollution, and fragmented mobility. Traditional highway models no longer suffice.

Mormedi helped evolve from highway operator to urban mobility player, identifying 90+ opportunities that leverage its strengths while addressing each city's unique challenges.

### Universal opportunity mapping

Through primary research in cities like Mexico City, Bogotá, São Paulo, Santiago de Chile, Mumbai, and Shanghai, Mormedi mapped opportunities across six key areas, from connectivity and electrification to infrastructure innovation.

### Localized insights for strategic positioning

By understanding cultural, political, and economic contexts, Mormedi revealed where ROADIS could deliver unique value and how to adapt to each market.

### A roadmap for transformation

Mormedi turned insights into a strategic blueprint, aligning stakeholders, guiding investments, and enabling ROADIS's credible entry into urban mobility.



# How can you create a mobility service that benefits both companies and commuters?

Fujitsu's Green Commute platform reimagines commuting, integrating shared, public, and electric mobility to cut emissions, engage employees, and deliver value to businesses.

## The next frontier in logistics is *sustainable commuting*

As companies aim to reduce emissions and employees seek greener options, traditional commuting models are no longer viable. A new, integrated approach is needed to benefit both people and organizations.

Mormedi partnered with Fujitsu to design a scalable, multimodal platform, one that merges car sharing, public transport, and micromobility, tailored to Germany's corporate landscape and commuter needs.

### Opportunity-driven research

Through 13 in-depth interviews and 23 competitor analyses, Mormedi identified unmet needs and market gaps critical to building a relevant and competitive solution.

### Co-creation and validation

We mapped user journeys, designed service flows, and tested prototypes with employees and companies, ensuring the service addressed real needs and delivered measurable value.

### A platform for change

Mormedi provided Fujitsu with a strategic blueprint and product vision, enabling companies to lower CO2 emissions, improve employee engagement, and drive sustainable business growth.

# How could you redefine urban transportation?

Mormedi's 101 - Modular Mobility reimagines urban transport through adaptable, electric vehicles—reducing reliance on private cars, optimizing city space, and enabling more sustainable, inclusive mobility systems.

## The next frontier in mobility is *flexible, modular, and sustainable*

Urban transport today faces critical challenges: congestion, underused private vehicles, and diverse user needs—from shift workers to families. Cities need a flexible system that reduces car ownership and optimizes space without sacrificing convenience or inclusivity.

Mormedi's 101 - Modular Mobility combines electric autonomy with two modules—"Power" and "Space"—to create adaptable vehicles from taxis to ambulances, tailored in real time via an intuitive app.

### Modular versatility

From passenger taxis to last-mile delivery, 101's adaptable modules serve diverse urban functions without the inefficiencies of private car ownership.

### Carbon reduction

Personalization and data-driven efficiency ensure seamless, flexible transport tailored to the evolving needs of all city dwellers.

### Industrial symbiosis

High-quality interiors blend organic materials with sleek metallic details, combining utility with modern comfort to enhance the urban experience.



We are **mormedi**

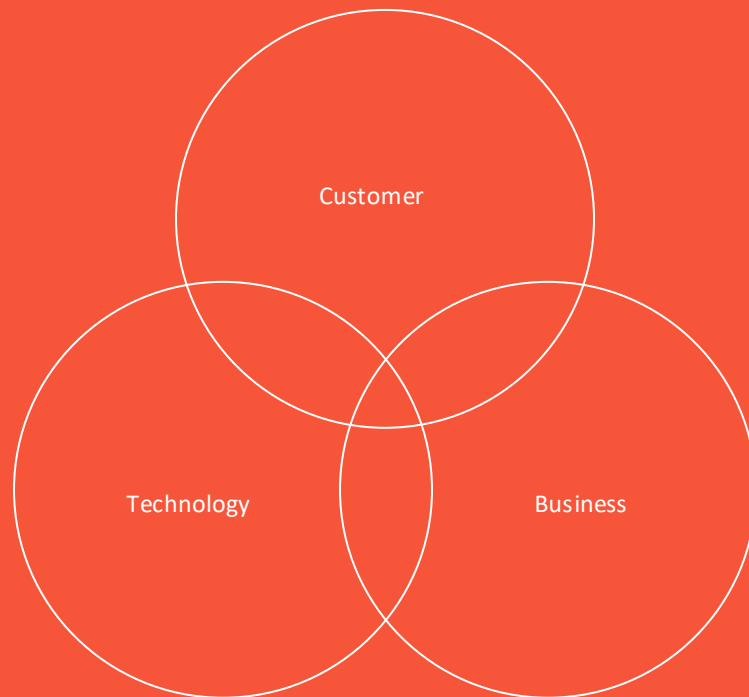
We have been driving innovation in the mobility sector for 25 years, delivering solutions that advance sustainability, enhance user experience, and strengthen brand value.

Our deep experience enables us to anticipate emerging challenges, align stakeholders' expectations, and consistently deliver exceptional results—on time and within budget.

We help our clients understand the future in today's dynamic landscape by examining it through three distinct lenses: the customer, the technology and the business.

As well as the broader cultural and geopolitical landscape. These perspectives will provide you with unique insights into how people are evolving, the transformative role of technology, and the economic factors that will drive various industries.

This holistic perspective will enable you to adapt, anticipate, and innovate in an ever-evolving world.





# Mormedi can be your partner in leading the next era of mobility through strategy, design, and ecosystem innovation.



## Strategic future-proofing

Mormedi helps mobility players stay ahead of regulatory, technological, and societal shifts by designing resilient strategies, services, and infrastructures fit for tomorrow's cities and users.



## Customer experiences

By placing people at the center, Mormedi designs intuitive and engaging experiences that build trust and make sustainable energy choices more accessible and appealing to end users.



## Business design

Mormedi collaborates with clients to reimagine business models and value propositions that align with low-carbon goals while unlocking new revenue streams in the energy economy.



## Ecosystem-driven growth

Recognizing that no company can transition alone, Mormedi helps organizations navigate and co-create value within complex networks of partners, regulators, and innovators.



## Seamless multimodal journeys

Mormedi crafts seamless, consistent experiences across physical and digital touchpoints, ensuring that customers can interact with energy services when, where, and how they choose.

## Why us?



### End-to-end support

From insight-driven concept development to design, build, and launch.



### Cross Industry team

With a global perspective, supplemented by a network of sector experts.



### Proven methodology

Agilely delivering and validating mobility solutions through an iterative process that prioritizes the needs of end-users and stakeholders.



### Experience in delivery

We have worked with leading airlines, OEMs and leaders in the rail, aviation and car manufacturers.

## Our experience

Over 25 years of experience in the mobility sector, across multiple segments with multiple mobility solutions successfully delivered in the last decade.

AIRBUS  
GROUP

ALSTOM



ferrovial

FUJITSU

HYPERLOOP TT

HYUNDAI

IBERIA



MTR 港铁

NISSAN

renfe

Talgo

ROADIS

# Are you unlocking the full potential of the new mobility era?

Let's build the future of mobility together, by shaping the market. We help you leverage market and technology insights to create sustainable solutions that meet evolving expectations.

Let's collaborate to turn constraints into opportunity!



# Let's shape your future together

We can connect and discuss how business can impact your business



Luis Mendoza

Director



Roland Boal

VP of Design



Sofia Santos

Strategic Designer

*Gracias, Thanks, ありがとう, Danke,  
謝謝, Obrigado, Merci, Graziñas*

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Tokyo

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