

UIC Railway Asset Management Global Conference 2017

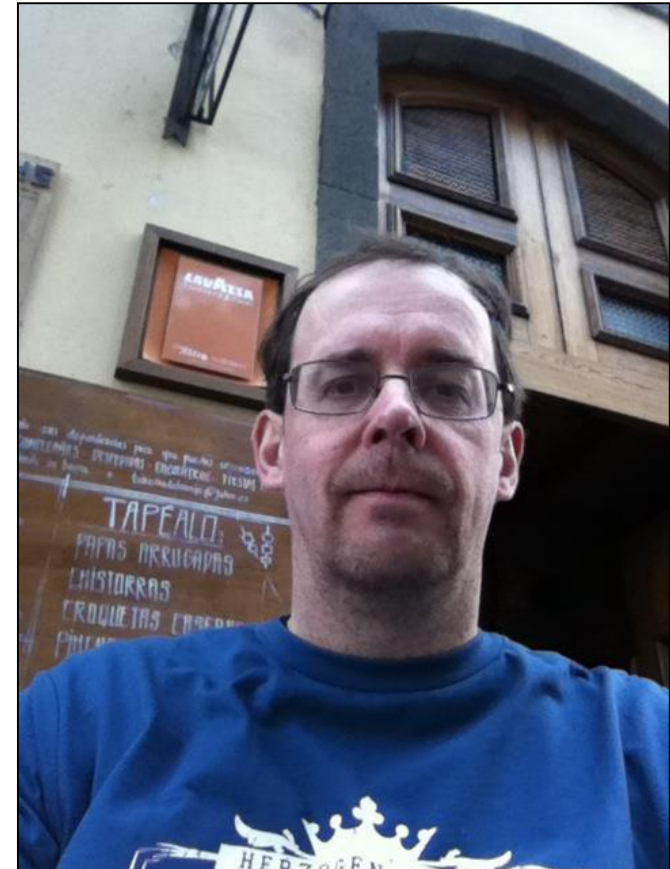
4 - 6 OCTOBER 2017
UIC HEADQUARTERS, PARIS

Determining Stakeholder Requirements

Vesa Männistö, Finnish Transport Agency

Myself

- Vesa Männistö, M.Sc., Statistics
 - Senior Advisor, Asset Management at Finnish Transport Agency
 - Strategic Asset Management Planning
 - Development of Asset Management
-
- Member of UIC AMWG
 - Chairman of the ISO/TC251 Mirror Group in Finland



Finnish Transport Agency – Responsible for Public Transportation Infrastructure

Roads

78,130 km

- Trunk roads 8,570 km
- Main roads (class II) 4,760 km
- Regional roads 13,530 km
- Connecting roads 51,276 km + pedestrian and bicycle routes about 5,600 km
- Streets and private roads excluded

Railways

5,950 km

- Trunk railway network 2,991 km
- Other railways 2,959 km
- (electrified 3,250 km)

Waterways

16,200 km

- Coastal fairways 8,200 km
- Inland waterways 8,000 km
- (merchant shipping lanes 4,000 km)
- 41 lock canals

Our infrastructure provides a platform for growth



Infrastructure assets

20 billion €



Current spending on ongoing projects

2.6 billion €



FTA's share of the total infrastructure market

1/5



Annual budget approximately

2.1 billion €



FTA personnel, permanent

620
experts



Number of people the FTA employs indirectly through projects

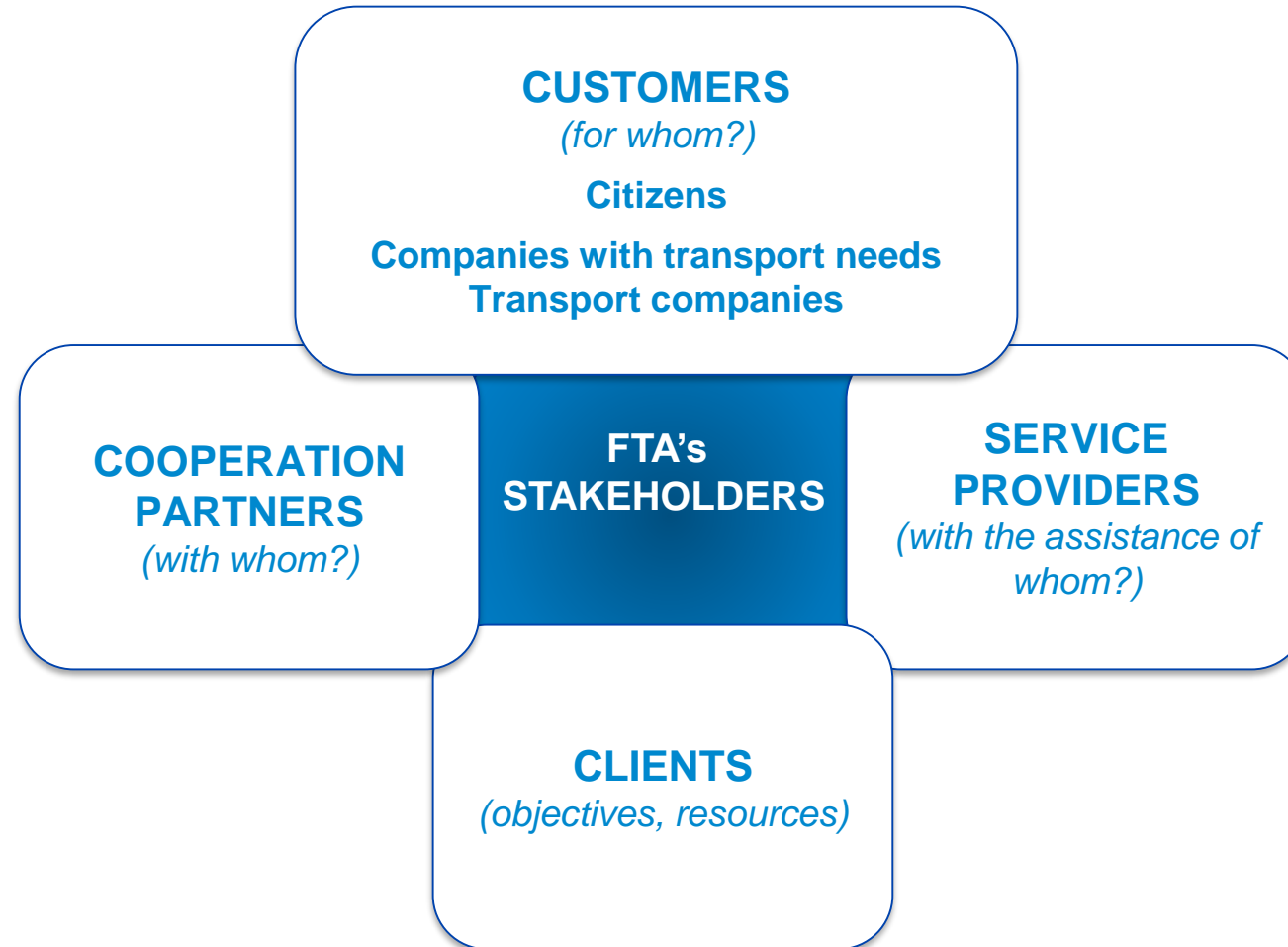
12,000

Stakeholder strategy



- ▲ **We listen to** our customers and, in cooperation with them, forecast future needs.
- ▲ **We maintain** an active dialogue with private and public sectors to enable new interoperable services, through which our operations models and intellectual capital are renewed.
- ▲ **We create** preconditions for a well-functioning transport market by ensuring an equitable provision of the services within the scope of our responsibility.

Classification of our stakeholders



Transport needs of the business life has the highest priority

Forest industry	Chemical industry	Heavy metal industry	Manufacture of machines and equipment
Production of fuels and oil products	The food industry and agriculture	Wholesale and retail trade	Other regionally important branches of industry

Logistics operators	Road transport companies	Railway operators	Shipping companies
---------------------	--------------------------	-------------------	--------------------

Customer Segmentation Criteria

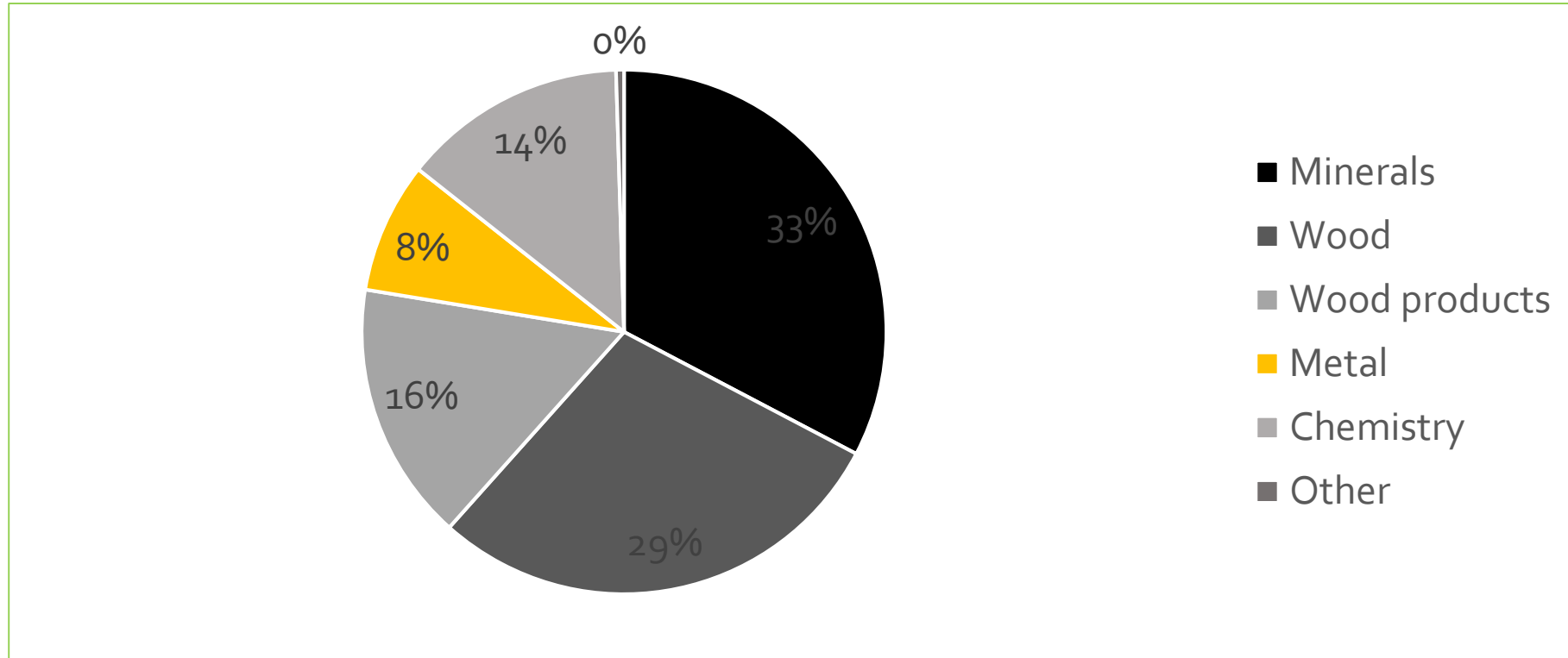
A. The importance of the branches of industry in the transport system

- Share of road transports (%): goods volume (tn), transport performance (tkm), traffic performance (vehicle km)
- Share of railway transports (%): goods volume (tn), transport performance (tkm)
- Share of seaborne transport (%): goods volume (tn)

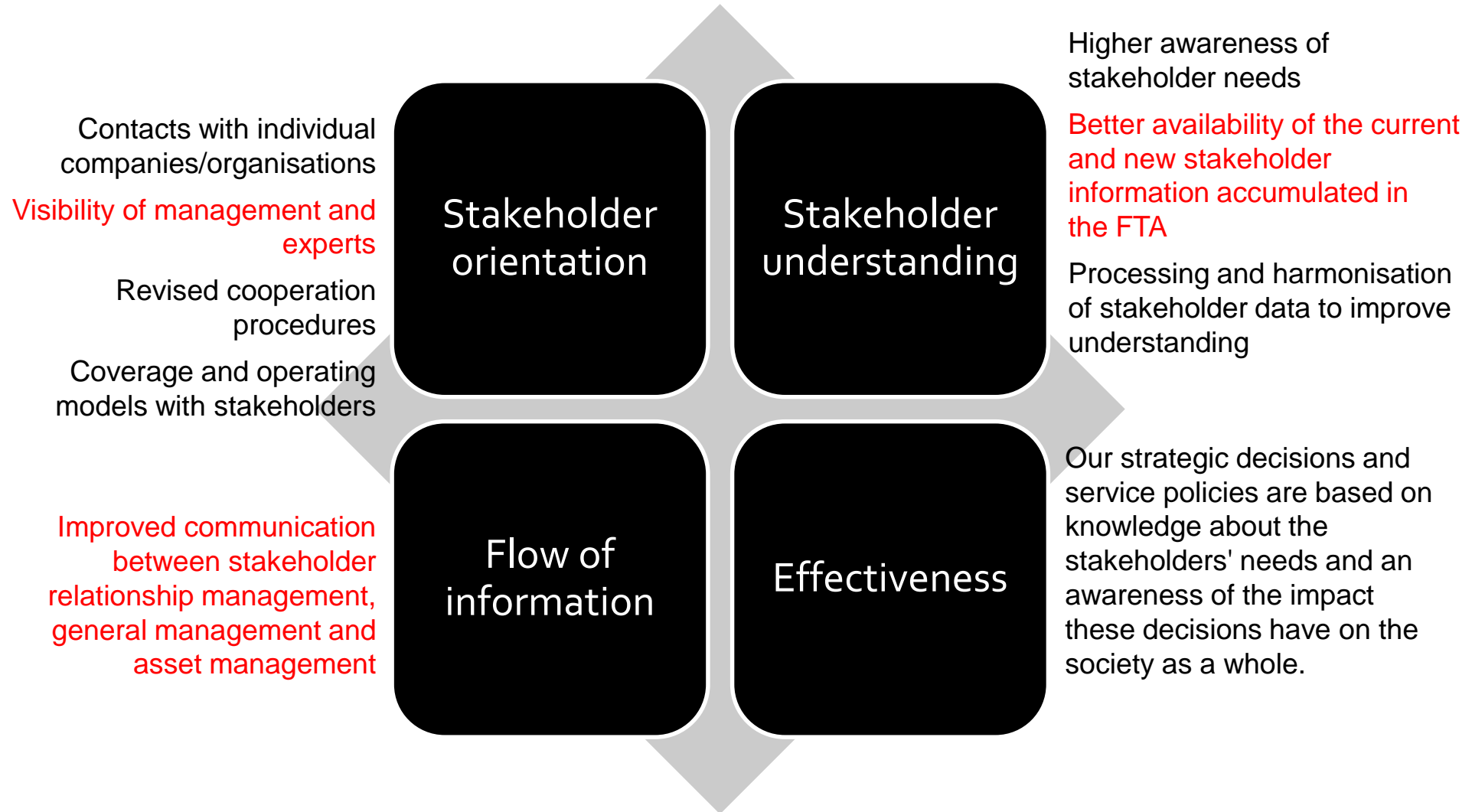
B. Importance of the transports for the branches of industry

- Transport intensity (tkm/€)
- Value of production sold (€)
- Share of exported goods (%)
- Employment potential (persons)
- The five largest companies' estimated share of the turnover of the whole branch of industry (%)

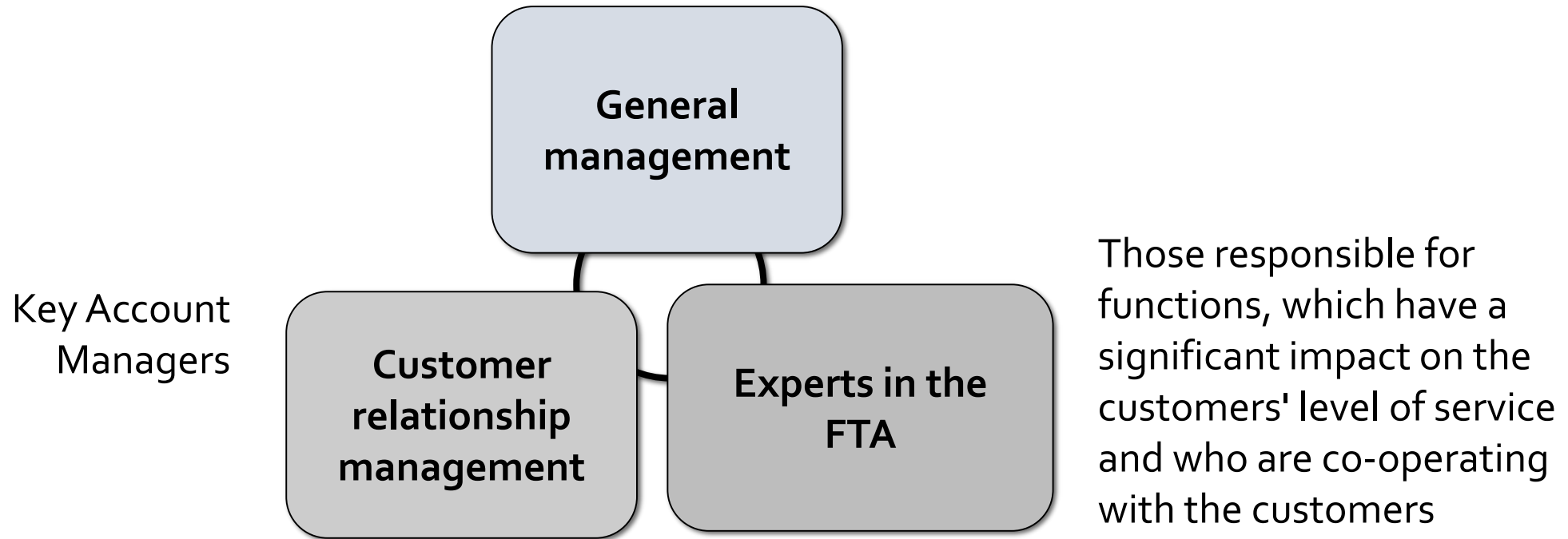
Rail Transportation (in tonne-km's)



Objectives of stakeholder engagement



Key actors in customer relationship management



Consistent customer relationship management relies on active information exchange between different actors

(with the help of the transport mode specific distribution lists in Outlook)

Responsibilities in customer relationship management

General management

- Responsible for definition of customer relationship policies.
- Actively participates in customer co-operation.
- Communicates the information gathered to those working with customer relations.

Experts

- Actively participate to customer co-operation.
- Ensure that proposals from the stakeholders are included in the needs lists
- Bring technical and asset management realities into the discussion
- Ensure balance between traffic modes

Responsibilities in customer relationship management

Customer relationship management CRM

- Knows the customers, the ongoing co-operation and is familiar with FTA's information about the customers.
- Acts as a link between FTA and the customer - especially if the customer does not know whom to contact
- Supports the branches of industry in determining customer needs: procedures, target groups, etc.
- Promotes FTA' s understanding of customer relationships
- Coordinates, manages and maintains customer relations along the guidelines laid down by the management.
- Is responsible for the continuous development of the operating model

Customer relationship management models

- transport needs related to the business life

Big charterers
(named companies
/ heavy industry,
trade, others)

Prioritisation of
measures based on
understanding of needs
(*whole transport system,
regardless of transport
modes*).

Individual cooperation
with companies

1-2 meetings per year
Other cooperation as
required
Morning coffee
meetings
Newsletter

Logistics operators
and big transport
companies

Route and other
transport-related
information.
Discrepancies in the
level of service and
transport chain
challenges.
(*often one transport
mode*)

Individual cooperation
with companies

1-2 meetings per year
Other cooperation as
required
Morning coffee
meetings
Newsletter

Other charterers
and transport
companies

Familiarisation with the
FTA.
Seeking approval for the
measures and
prioritisations

No direct contacts with
companies. Activities via
the representative
organisation of the
branch or at morning
coffee meetings

Morning coffee
meetings
Newsletter

Representative
organisations of
the business life
and transport
companies

Effectiveness through
cooperation.
Formulating a shared
vision for the branch of
industry.

Cooperation with the
representative
organisations

1-2 meetings per year
Other cooperation as
required
Webpages / information
Morning coffee meetings
Newsletter

Examples of co-operation groups

- Timber loading terminal network development group
- Forest industry needs group
- Steel / mining industry needs group
- Train operating companies (currently VR and Finnrail) co-operation group
- Commuter traffic development group (in capital area)



Communication with Politicians and Government

- After parliamentary elections, all parties are invited (one by one) to FTA to discuss their objectives and needs for the coming years
- Traffic related committees of the Parliament are met annually, plus every time there are rising issues
- Ministry of Transport and Communications
 - Annual service agreements
 - Regular meetings between different levels in organisations



Recommended evidence of good practice in ISO55001

1. Regular stakeholder meeting agendas/minutes/actions
2. Stakeholder analysis process and evidence of application
3. Stakeholder management processes
4. Stakeholder Engagement Plans
5. **Mapping of Asset Management Objectives to Organisational Objectives to Stakeholders/Context**

Conclusions

- ▲ Stakeholder management is a key part of asset management
- ▲ The roles in stakeholder management have to be clearly defined
- ▲ Stakeholder management is not only the business of directors
- ▲ Concentrate on the most important customers, but be aware of others as well
- ▲ Be consistent, transparent and treat customers equally