Determining Stakeholder Requirements

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Myself

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- 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
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

- **CUSTOMERS**
  (for whom?)
  - Citizens
  - Companies with transport needs
  - Transport companies

- **COOPERATION PARTNERS**
  (with whom?)

- **FTA's STAKEHOLDERS**

- **SERVICE PROVIDERS**
  (with the assistance of whom?)

- **CLIENTS**
  (objectives, resources)
Transport needs of the business life has the highest priority

<table>
<thead>
<tr>
<th>Forest industry</th>
<th>Chemical industry</th>
<th>Heavy metal industry</th>
<th>Manufacture of machines and equipment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Production of fuels and oil products</td>
<td>The food industry and agriculture</td>
<td>Wholesale and retail trade</td>
<td>Other regionally important branches of industry</td>
</tr>
<tr>
<td>Logistics operators</td>
<td>Road transport companies</td>
<td>Railway operators</td>
<td>Shipping companies</td>
</tr>
</tbody>
</table>
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)

- Minerals: 33%
- Wood: 29%
- Wood products: 16%
- Metal: 8%
- Chemistry: 14%
- Other: 0%
Objectives of stakeholder engagement

Stakeholder orientation
- Contacts with individual companies/organisations
- Visibility of management and experts
- Revised cooperation procedures
- Coverage and operating models with stakeholders

Stakeholder understanding
- Higher awareness of stakeholder needs
- Better availability of the current and new stakeholder information accumulated in the FTA
- Processing and harmonisation of stakeholder data to improve understanding

Flow of information
- Improved communication between stakeholder relationship management, general management and asset management

Effectiveness
- Our strategic decisions and service policies are based on knowledge about the stakeholders' needs and an awareness of the impact these decisions have on the society as a whole.
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

<table>
<thead>
<tr>
<th>Big charterers (named companies / heavy industry, trade, others)</th>
<th>Logistics operators and big transport companies</th>
<th>Other charterers and transport companies</th>
<th>Representative organisations of the business life and transport companies</th>
</tr>
</thead>
<tbody>
<tr>
<td>Prioritisation of measures based on understanding of needs (whole transport system, regardless of transport modes).</td>
<td>Route and other transport-related information. Discrepancies in the level of service and transport chain challenges (often one transport mode).</td>
<td>Familiarisation with the FTA. Seeking approval for the measures and prioritisations</td>
<td>Effectiveness through cooperation. Formulating a shared vision for the branch of industry.</td>
</tr>
<tr>
<td>Individual cooperation with companies</td>
<td>Individual cooperation with companies</td>
<td>Individual cooperation with companies</td>
<td>Cooperation with the representative organisations</td>
</tr>
<tr>
<td>1-2 meetings per year</td>
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</tr>
<tr>
<td>Other cooperation as required</td>
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<td>No direct contacts with companies. Activities via the representative organisation of the branch or at morning coffee meetings</td>
<td>Other cooperation as required</td>
</tr>
<tr>
<td>Morning coffee meetings</td>
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<td>Webpages / information</td>
</tr>
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Activities via the representative organisation of the branch or at morning coffee meetings.

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

Cooperation with the representative organisations.

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