

From North to South – easily!

Principles for Business Co-Development

September 2016



Preamble

*“Coming together is a beginning;
keeping together is progress;
working together is success.”*
Henry Ford

Completing the Corridor Strategy of 28th September 2016, the present Principles for Business Co-Development aim at supporting the **cooperation** of the Infrastructure Managers involved in ScanMed RFC **with the Corridor Users** (Railway Undertaking, Logistic Operators and End Users) and the **Corridor Partners** (Terminals and Ports).

Although non-binding, these Principles are a **key factor for the successful implementation** of the Corridor Strategy and are articulated along three lines:

- Transparent **dialogue**
- Tangible efforts to **contribute** and to **deliver**
- Shared **monitoring**

These principles build up together a **method** for prioritizing, defining, carrying out and assessing results of shared actions. They **ultimately aim at fulfilling the vision and mission of ScanMed RFC** as part of a broader European RFC-network - which are:

- To establish ScanMed RFC as integrator of international rail freight services...
- ...by taking responsibility for supporting the development of a smooth logistic chain and co-developing innovative services with increased reliability and simplicity

The success of your business is our goal – and we need you to help us support you.

Bjørn Kristiansen,
Chairman of the Management Board

Principles

Transparent Dialogue

Develop common market knowledge

IMs, Corridor Users and Partners understand long term market trends from their own perspective. Sharing this differentiated perception of business environments contributes to identifying common action fields, benefits, market potentials and new services to be unfolded.

Share complete and reliable Information

Facts and figures on Corridor and Corridor-related operations such as punctuality at origin and destination, delay causes, transported volumes per rail, travel times, offered and booked capacity are the starting point for assessing our success and needs of improvement. It means that this must be shared in a regular, extensive and usable manner among IMs, Corridor Users and Partners.

Be mutually available to listen

IMs, Corridor Users and Partners cope with a number of constraints such as mixed traffic networks, availability of the infrastructure, exogenous factors creating operational bottlenecks (e.g.: delayed arrival of ship or truck at port or terminal) or customers' expectations for short term solutions conflicting with certain characteristics of rail operations. Mutual understanding of these constraints as part of a common challenge to develop a smooth logistic chain, is a first step towards common solutions.

Provide mutual feedback

IMs commit to involve Corridor Users and Partners for improving existing services and design further developments. Success is however dependant on the readiness of Users and Partners to contribute with their business knowledge and experience on the market in general, to help us identify their needs and deliver solutions.

Tangible efforts to contribute and deliver

Keep the End User in the focus

The readiness of End Users to purchase international rail freight services is the variable against which the success of ScanMed RFC will be measured eventually. It is therefore key that IMs, Corridor Users and Partners keep End User's needs and expectations in the focus of their efforts for developing a connected logistic chain supported by ScanMed RFC.

Strive for solutions

Pragmatism based on regular assessment of service vs. market needs must drive improvement and developments in a stepwise approach. Solution-finding driven this way will eventually trigger innovation.

Try and fail

Binding Scandinavia to Italy through Germany and Austria bring together diverse operational environments. Whereas the Corridor fulfils goals reflecting a unique set of strategic objectives,

solutions for meeting them may require a differentiated approach depending on the situation at the outset. Trying, failing, adjusting or redefining are part of the implementation process.

Shared monitoring

Assess performance

The impact of ScanMed RFC for improving rail share in the overall logistic chain must be regularly measured against commonly agreed Performance Indicators – a central component of Strategy implementation.

Comply or explain

Unexpected developments and exogenous factors may contradict efforts to meet the goals. Openness in sharing and analysing causes for deviation is a prerequisite for overcoming them.

How do we do that?

From the side of the IMs

- Share up-to-date market relevant, quantitative as well as qualitative studies and surveys using the Customer Information Platform
- Dedicate part of the Strategy Meeting (spring session of the Advisory Groups Railway Undertakings and Terminals enlarged to End Users) to identify market trends with business potential for ScanMed RFC
- Dedicate part of the autumn session of the Advisory Groups Railway Undertakings and Terminals to assess the performance of the past year against a set of commonly agreed KPIs and prepare the work programme of the next year
- Organise once a year ad hoc, operational Customer workshops for improving existing services and design further offers
- Develop bilateral Customer dialogue through individual visits to deepen the IM's understanding of market needs
- Dedicate part of the Performance and Operations Regional Groups to provide information on major competition parameters (e.g.: punctuality at origin and destination) and on defining improvement measures

From the side of the Corridor Users and of the Corridor Partners

- Provide feedback based on their own experience as well as on tangible facts and figures
- Contribute to Corridor developments with solution-oriented input both at strategic (Advisory Groups Railway Undertakings and Terminals) and, for Railway undertakings, Ports and Terminals, at operational level (Customer workshops , Performance and Operations Regional Groups and individual Customer visits)