



# THE ROLE OF THE STRATEGY TABLE IN THE SOCRATES<sup>2.0</sup> PROJECT

The Strategy Table is one of the intermediary roles in the cooperation framework as developed in the SOCRATES2.0 project for public-private cooperation on interactive traffic management. The Strategy Table has a triple purpose: defining common goals to work on, steering towards joint strategic KPIs and monitoring the value chain with input from the Assessor. This is why the Strategy Table is particularly important when choosing a coordinated approach.

## WHY THE STRATEGY TABLE?

The SOCRATES<sup>2.0</sup> vision builds on the belief that improved cooperation between public and private organisations in the field of traffic management will benefit road users, public authorities and private service providers alike. In order to establish and maintain a sustainable cooperation,

parties need to identify and define their common goals and process for achieving the identified benefits. Within SOCRATES<sup>2.0</sup>, the Strategy Table monitors and manages the cooperation with the aim of achieving the agreed goals, while promoting benefits for all the actors: the win-win-win.

## SOCRATES<sup>2.0</sup>

FAST

SAFE

GREEN

# 1. Conditions for the Strategy Table: agreement about the win-win-win

## BEGINNING OF A NEW COOPERATION: THE INITIATION PHASE

At the start of the cooperation all the public and private organisations involved share their initial insights and knowledge of the problem or needs (e.g. congestion or accessibility within a specific area, region or country). They also introduce their proposals and available resources (e.g. services, systems) that can contribute to solving the problem. The decision to proceed with a cooperation should be based on a positive joint assessment that the sum (or combination) of the presented proposals and resources is valuable and contributes to the solution of the problem.

At the first Strategy table session in SOCRATES<sup>2.0</sup>, the Dutch road authorities, presented their 'Network vision' already in place in the region of Amsterdam. They described current and future challenges and defined the agreed goals and strategy between the road authorities. That also included the available traffic management systems and services used to tackle the problems. Private service providers also presented their expectations (goals) and opportunities (roadmaps) for their current and planned

services in the region of Amsterdam. These included both data and end-user services for information and navigation.

The sessions that facilitated this initiation phase not only provided knowledge exchange and relationship building between the public and private parties, but also contributed widely to developing the necessary understanding of each other's cooperation needs, constraints and opportunities. All these aspects contribute to the development of a shared mission for cooperation between all the partners. Ultimately also a good level of trust was established between all parties, supporting the right setting for aligning individual goals and services into common goals and jointly developed and operated services.

## SEARCH FOR THE WIN-WIN-WIN

The SOCRATES<sup>2.0</sup> vision builds on the principle of creating benefits and (new) value for all actors in traffic management: road users, public authorities and service providers: a 'win-win-win'.

Based on the established individual and common goals addressing the problem and needs, a set of benefits is identified for each of the parties. The quantification and valuation of these benefits are the elements that define the 'win' for each of the actors.

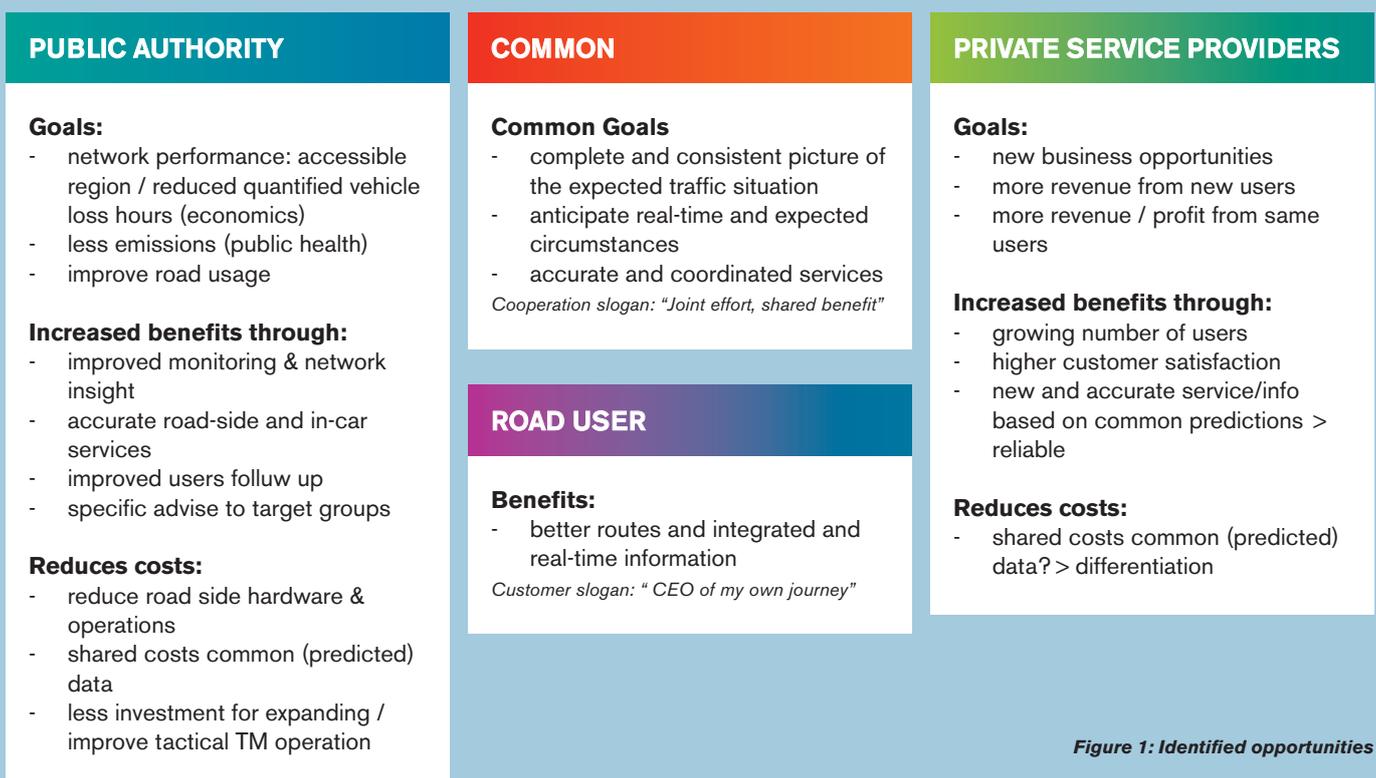


Figure 1: Identified opportunities

## ESTABLISH RULES FOR THE COOPERATION AND STRATEGY TABLE

In order to build and maintain the trusted environment of the cooperation, parties should agree on a set of principles and rules of engagement: the choice and nomination of each party's representatives, the chair and support of the cooperation, the communication and meetings, the do's and don'ts to build and maintain trust. These principles and rules are important not only for the initial or current partners but also for the introduction of new partners and the departure of partners.

## 2. What does the Strategy Table do and who is involved: the set up phase

The Strategy Table meets at set intervals (e.g. once a month). Strategists (i.e. a representative with decision making mandate from each party and the service which they provide in the SOCRATES<sup>2.0</sup> value chain) from both the public and private parties are involved. The Strategy table has the following tasks:

- **KPI framework**

Translate the identified and agreed common goals into an initial set of Key Performance Indicators (KPIs) to measure the impact and functioning of the jointly developed service(s) at a strategic level. This is done to manage and monitor the performance and success of the cooperation.

- **Services toolbox**

Develop a services toolbox with descriptions of available services (public and private) that support the optimisation of road network performance. In ONTF the used services were:

- Starting a reroute service: a Dynamic Route Information Panel (DRIP)
- Controlled access, using ramp metering (inflow reduction)
- More green time at a traffic light (increase outflow)
- Keeping traffic away from a link ('avoid link'), by private service providers.

These are the services that will be used by the networkmanager.

- **Principles for use of services**

Develop the principles for the use (activation and deactivation) of the services by the Network Manager, as well as conditions and relevant triggers for activation or deactivation (based on current and predicted states).

- **Develop guidelines**

Develop guidelines for a reward system that provides incentive for public and private service providers to contribute (positive impact) to the identified KPIs (implementation during the pilot).

- **Monitoring the value chain**

Play an important role in monitoring whether or not the exchanged values are in line, in particular when values need to be exchanged (i.e. knowledge, data, information, money) to ensure the win-win-win.



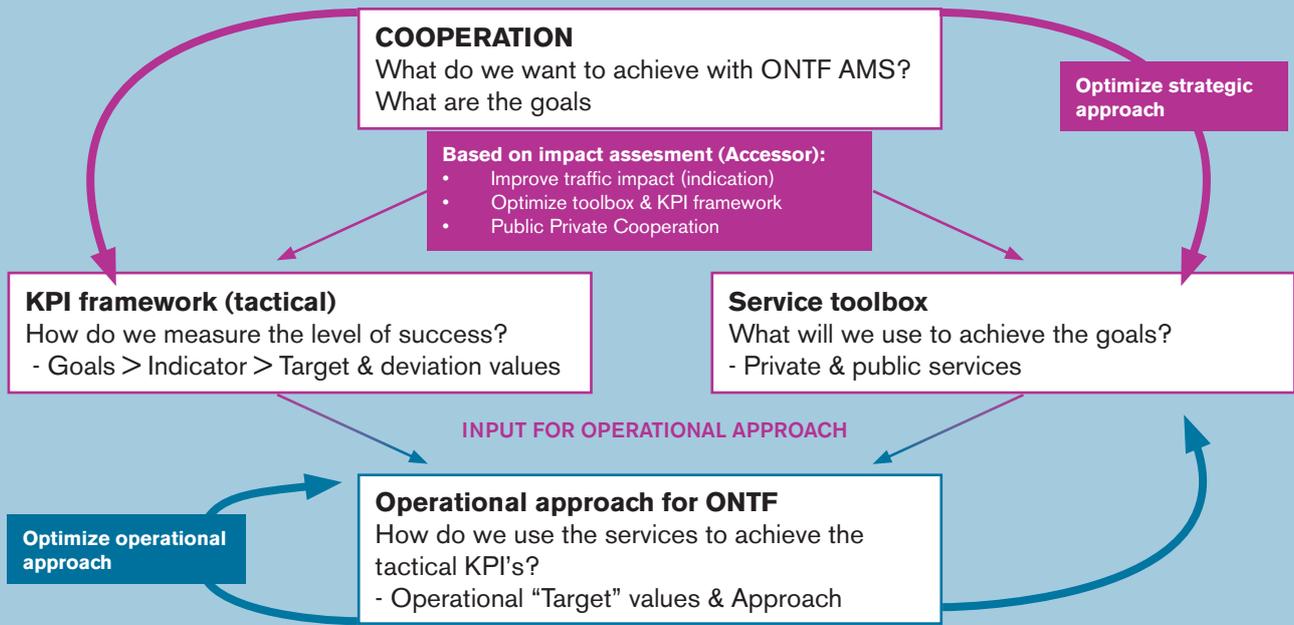


Figure 2: Overview of the strategic, tactical and operational goals and tasks for the strategy table.

### 3. Operational phase

The Strategy Table develops the joint strategy of all participating parties. The collaborative model of the coordinated approach revolves around jointly managing strategic KPIs.

To achieve these strategic KPIs, the intermediary role of the Network Manager translates them into tactical KPIs and a set of services. These services are collected in the toolbox. A short cyclic consultation monitors the extent to which the tactical KPIs are achieved with the services. If needed, adjustments can be made in the toolbox.

Based on data from the Assessor (from the 'Waterfall reports'), the Strategy Table examines whether the strategic KPIs are being achieved, or whether adjustments are needed. If adjustments are needed, this is further shaped by the Network Manager. This creates a feedback loop – based on data from the Assessor – between the Strategy Table and Network Manager.

The Strategy Table also monitors whether the predefined win-win-win is met. If needed, adjustments can be discussed at the Strategy Table.