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Promoting Innovative Intermodal Freight Transport

Co-ordination Action
Priority 1.6.2 Sustainable Surface Transport

WP6: Promotion strategy

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PU	Public	X
PP	Restricted to other programme participants (including the Commission Services)	
RE	Restricted to a group specified by the consortium (including the Commission Services)	
CO	Confidential, only for members of the consortium (including the Commission Services)	

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1 Introduction

Currently, intermodal promotion throughout Europe takes place via transport mode oriented promotion centers. Dedicated to Short Sea Shipping (SSS) there are currently, 21 Short Sea Promotion Centres (SPCs). In addition there are several other promotion entities which also include single transport modes and partly also a combination of transport modes in their scope. The ISIC study points out shippers, logistics service providers and transport operators as key groups to be addressed by intermodal promotion entities and identified as key activities for intermodal promotion entities the following measures:

- ▶ Information on intermodal services
- ▶ Information on intermodal best practice
- ▶ Information to improve efficiency of transport chains
- ▶ Bringing stakeholders together

A key element for intermodal promotion is to enhance awareness on intermodal transport solution by providing targeted information towards transport users.

Starting point for the PROMIT promotion strategy matrix is the structuring of information collected and processed in PROMIT towards industrial companies in a user oriented format. This could support intermodal promotion centers in doing their work, however, also provide transport users the possibility to get direct access to information on intermodal solutions.

Main approach is to link information on intermodal innovations with measures that stimulate awareness on these innovations. Main reasoning behind this approach is that it is considered that access to information on intermodal innovations is not given sufficiently. Therefore the set up of the PROMIT promotion strategy matrix will be carried out along the following steps

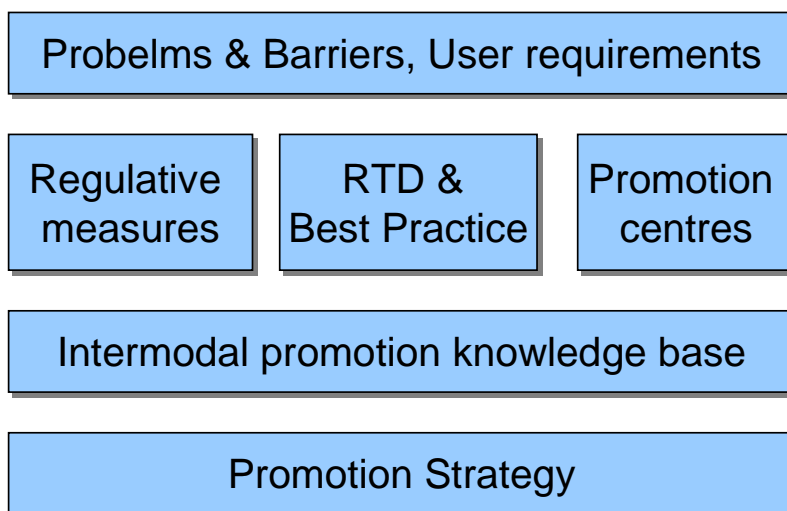
1. to analyse the requirements on a promotion strategy matrix
2. to collect and present available information on intermodal innovations
3. to process the information according to the user requirements
4. to survey and identify suitable technologies to present and transfer information on intermodal innovation
5. to provide an overall sketch for realisation of the matrix

Deliverable 6.2 deals with the above shown steps and designs a scheme to set up the PROMIT promotion strategy matrix for enhanced intermodal promotion.

2 Summary on the promotion strategy

2.1 Development of a promotion strategy

Deliverable D 6.1 “Promotion strategy plan” developed an overall approach on a road map towards enhanced intermodal promotion. A comprehensive survey was carried out on existing promotion measures and incentives supporting infrastructure and operation of intermodal transport. A complete collection of national promotion schemes in EU countries was made by cluster 5 members. The graphic below shows the steps for developing the promotion strategy:



Starting with a survey on the problems, barriers and user requirements of intermodal transport the needs for intermodal promotion was addressed. A comprehensive overview was made on:

- ▶ PROMIT intermodal innovations,
- ▶ Promotion regulative measures and incentives allocated to intermodal transport and
- ▶ existing intermodal promotion entities

Following this analysis an approach was developed how requirements and content on innovations, intermodal regulations and promotion entities can be brought together.

A survey on the existing promotion landscape provided the conclusions:

- ▶ Awareness creation of promotion entities on intermodal innovations take place mainly on low cost basis. The access to innovations can be improved by providing dedicated information on innovations per target group.

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- ▶ PROMIT Best Practices can be better presented by providing key information in a concise and practical style.
- ▶ Linking the available regulative promotion measures to the country, transport mode and user group addressed will form the knowledge base of the promotion strategy matrix

PROMIT developed a strategy that showed 4 key issues for the promotion strategy for improving awareness and enhancing intermodal promotion the following key strategies are recommended:

1. Enhance public communication

- ▶ An intermodal promotion strategy has to be closely linked to an overall intermodal transport strategy defining clear targets for this transport sector. Presently, no comprehensive strategy on intermodal transport is given. PROMIT is collecting strategic approaches on intermodal transport from different sources and will set up a vision on intermodal transport. Targeted promotion measures should be derived from such a strategy.
- ▶ Integrated forms of communication should be established in order to increase the awareness and reputation of intermodal promotion. A mix of information, actions, emotions, identification and confrontation measures should be developed by promotion entities. In order to achieve maximum success these measures must be shaped to the overall targets of the intermodal transport strategy.
- ▶ PROMIT recommends to establish a European intermodal promotion society. The survey on intermodal promotion entities showed that there are different entities that are promoting intermodal transport from different angles, however, there is no common “voice” representing intermodal promotion.

2. Promotion of a common regulatory framework

- ▶ The promotion of intermodal transport needs a mix of different measures to enhance the development of a sustainable transport system in Europe. The examples of Switzerland, Germany or Austria are well balanced approaches. On the one side measures that are supporting the operation of intermodal services and the set up of intermodal infrastructure are provided on the other side there are measures increasing the costs of road transport operations (LSVA, MAUT). The set up of a common European approach for a regulatory framework should be promoted.
- ▶ A harmonisation of regulatory measures in intermodal transport should be further enhanced, e.g. by means of guidelines and international exchange of information on the impact of promotion measures.

3. Expansion of promotion entities and content

- ▶ The vision is to have an ubiquitous promotion network providing intermodal promotion in all regions of the EU.

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- ▶ A network of European and pan European promotion initiatives should be established. The exchange of information and know how should be stimulated. PROMIT will survey possibilities for potential co-operation partners.
- ▶ Promotion entities should co-operate with each other. Common services of promotion entities on intermodal door-to-door solutions should be established. Such services should have the capability to provide all relevant information from the region of origin up to the final destination to related intermodal solutions.

4. Evaluation of promotion measures

- ▶ Various programmes promoting sustainable transport solutions exist on national as well as on European level. So far an ex post evaluation and dissemination of the results takes place only in the minority of the cases. An active promotion of these cases should be established by means of information exchange
- ▶ Feedback in terms of efficiency of the measures should be considered by national administrations. There should be an active learning process established among the national promotion activities

2.2 Proposed promotion actions

The development of concrete measures on such recommended promotion will be designed and demonstrated in WP 7. Demonstration examples suggested for further considerations are:

- ▶ Extension of SPC towards IPC:
Demonstrated extended promotion activities of SPCs. Such measures could be developed in co-operation with the CIPROC project
- ▶ Common service platform for promotion entities
Set up of information platform raising awareness and providing common services of intermodal promotion entities. Ideas are to develop audiovisual tools to promote intermodal transport. Interactive visualisation of intermodal transport approaches could be part of this. E.g. PROMIT cluster approaches could be produced as “light” versions for download on the internet. The benefit of this approach is the easy reuse of this information for different kind of purposes. Overall, the exchange of information and the co-operation among promotion entities should be improved. This can be achieved by a common information platform.
- ▶ Developing application guidelines for funding schemes
Evaluation of promotion programmes and developing guidelines for (successful) applications. Main problems of public funding scheme is that proposals are often not well drafted and for a consortium it is somehow difficult to fulfil all

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requirements. An approach for a PROMIT promotion might be to contact such failed proposals and to develop approaches for practical help for future applications.

- ▶ Platform on national promotion programmes
On national level promotion can take place by raising awareness for particular programmes, e.g. the programmes on CO2 reduction as established in the Netherlands (Transport Efficient Economy Programme). The promotion approach could make an overview of these programmes per country, their requirements, and the main results. In addition we might transfer ideas and knowledge from PROMIT on promotion to the organisations behind these programmes, for example by organising a session especially for these organisations in which they can share their ideas and we ours in order that we can all learn from each other.

Core of the suggested strategic promotion is to provide and transfer information and knowledge to users. With regard to the development of the promotion strategy matrix support of the strategy actions should be a key requirement. This can be done by:

- ▶ Providing a data base on intermodal innovations
- ▶ Providing a data base on incentives and regulative promotion measures dedicated to intermodal transport
- ▶ Providing a data base on available promotion measures
- ▶ Providing tools to transfer information on intermodal innovation

3 Validation workshop on Intermodal promotion strategy

PROMIT organised a validation workshop on “Promotion measures in intermodal transport and their impact” on 9 November 2007 in Sofia. The workshop included presentations on different national approaches on intermodal promotion as well as an assessment of the promotion action regarding their contribution towards a sustainable intermodal transport system. Within the following a short summary on the presentation statements is given.

Switzerland set up a comprehensive scheme for intermodal promotion. A clear target to reduce road (transit) transport is given by the Swiss federal government. For setting up a sustainable and competitive transport system higher financial and regulative support is given to the intermodal transport system. The priorities for the transport system are:

- ▶ Competition on rail

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- ▶ Target levels on the development of transport modes and implementing measures for achieving this target
- ▶ Expansion of the intermodal infrastructure

Presently, there is no specific promotion to enhance the use of intermodal transport established in the Swiss approach.

High growth rates of further transport volumes that are mainly operated by road transport characterise the situation in Spain. The Spanish transport policy is mainly driven by a strategic infrastructure and transport plan. Key issues of the strategic plan are to enhance the efficiency of the existing infrastructure and to develop an integrated transport system. However, the implementation of an integrated transport system and the development of intermodality in Spain is hindered by several reasons, among other by the low degree of market liberalisation of rail. Short sea shipping is presently the only “real” alternative to road coping with the increasing transport demand. Future intermodal development is highly dependent on the liberalisation process of rail and the implementation of innovative intermodal solutions in order to cope with the future transport demand.

Intermodal promotion is focussing on door to door short sea shipping solutions for which several promotion centers are established in Spain

A further presentation given at the workshop showed results from the European project Co-ordinated Regional Logistics (CORELOG). CORELOG survey intermodal promotion measures in 6 European countries. Findings suggest that:

- ▶ Plans for sustainable intermodal transport development exist in all countries surveyed, however, their degree of implementation is low
- ▶ Promotion priority is given to infrastructure projects mainly in countries with a relative lower GDP, while countries with a higher GDP put priority on additional promotion measures, such as promotion centers
- ▶ The incentives provided to intermodal transport in EU countries have very different focus and approaches. There is a clear need for harmonisation of these incentives on European level.
- ▶ Incentives are mainly dedicated to operators (transport operators, terminal and infrastructure operators). Experts suggest to change this systems providing incentives towards the transport users of intermodal transport.

Main focus of intermodal promotion centers is to enhance awareness of intermodal solutions towards shippers, forwarders and transport companies and to provide dedicated information on intermodal alternatives. On European level most common are Short Sea Shipping Promotion centers. Within its 10 years of operations in several European countries the SPCs established a considerable network. Presently, there are developments on strategic co-operations among the different transport mode oriented promotion centers. For example in the Netherlands a co-

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operation among the three promotion centers on short sea, rail and inland navigation has been established to stimulate intermodal solutions on user level.

In conclusion the workshop showed that key drivers for intermodal promotion are:

- ▶ The supply of infrastructure per transport mode
- ▶ The market conditions/liberalisation in the national transport markets, especially for the rail sector
- ▶ The access and awareness on intermodal innovations
- ▶ The access to promotion entities providing support in setting up alternative transport solutions

4 Design scheme for the PROMIT promotion matrix

Taking the findings and requirements developed in the previous chapters into account chapter 4 will develop a design scheme how the PROMIT promotion strategy matrix can be realised.

4.1 Information data base

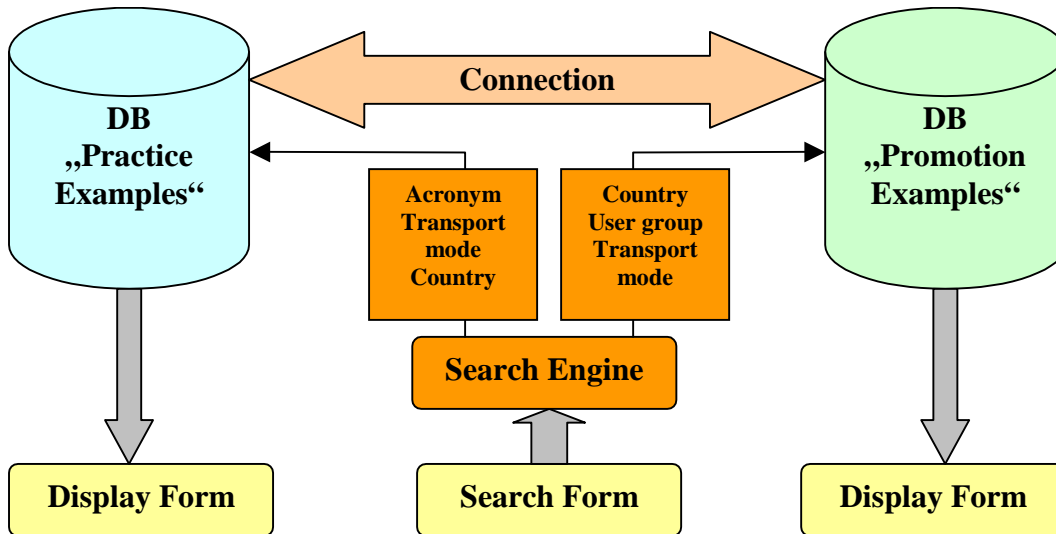
PROMIT set up a data base for structuring the search on intermodal innovations in order to facilitate the access to specific information on intermodal solutions. The data base include the collected information coming from the PROMIT best practice analysis in WP 3 and from the collection on promotion measures and incentives for intermodal transport from PROMIT cluster 5.

The database combines the information collections with an intelligent search engine. This permits a fast and efficient overview about examples on intermodal innovations and measures available in the different EU member states on intermodal transport.

The PROMIT database has two main data pools. Firstly, there is an inventory on good practice examples for intermodal freight transportation. Main focus is on company solutions, research projects and business concepts in Europe. Specific information on the approach, strength, weaknesses as well as contact information is given in short summaries. Secondly, there is an inventory on national regulative measures to promote intermodal transport. In this data base, the user will find specific information on funding schemes and subsidies available at national level. With the help of a search algorithm, the specific promotion type can be identified simply. The advantage of this two part database is the separate structure. On the one hand, there is the possibility to use both datapools in a single way and on the

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other hand; the interaction of both datapools simplifies the data base work. The connection of both databases means that corresponding regulative promotion measures can be shown for intermodal innovation cases.



The data base has been developed as prototype in Microsoft ACCESS in order to show and test the practicability of the tool.

Starting point for innovation searches are to specify the search criteria in the search engine. Overall, there are three search options: "Thematic", "Transport mode", and "Country". The search option "Thematic" has four submenus: "Business models", "Technology", "Information and Communication" and "Operation and Service". All projects are linked to one or more of these submenus. The second search option "Transport mode" has five submenus: "Short Sea Shipping", "Railway", "Multimodal", "Transshipment" and "Track and Tracing". Finally, there is the third search option "Country" containing all European countries with intermodal practice examples.

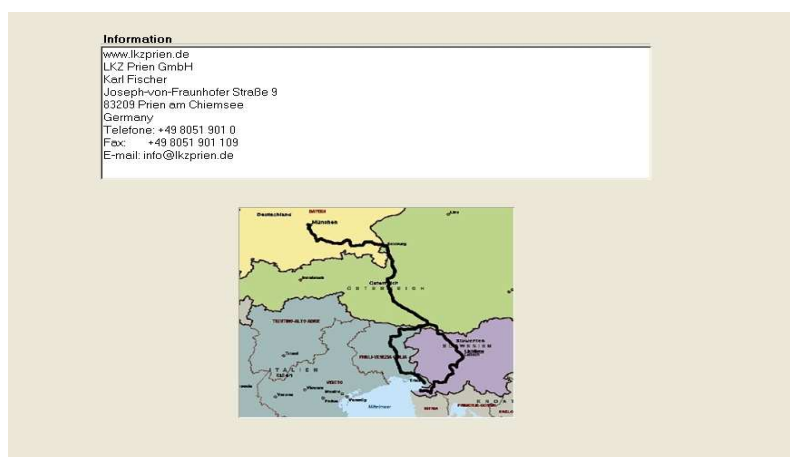
The screenshot shows a web-based search interface with a title bar containing "Project search" and "Promotion search". The interface includes three search criteria, each with a dropdown menu and a "Submit" button: "Acronym:", "Transportmode:", and "Country:". The "Country:" dropdown menu is currently open, showing a list of countries.

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The PROMIT database search algorithm processes the user inquiries and displays the results in a common format. On the top, the name of the project and the country in which it runs or is located is shown. Secondly, the focus and the targets of the innovation are given in a brief description. At the end contact information are listed and two to three expressive pictures are represented.

Acronym Operation and Service	Country Austria
Project title AlpFrail	
Content The Alpine Freight Railway aims at innovation concepts for a consequent displacement of freight flows to rail in the alpine region. The project consist of three main elements as Adriazug, Action plan Tauern Achse and the Trailertrain. Additional capacities on the Tauern axis could exploit the action plan ITauern Achse! The intermodal train called IAdriazugI connects the terminal IMünchen RiemI and the container terminal ISalzburgI with the port of Trieste. The approach of the TrailerTran is to enlarger the intermodal water transport chain of RO-RO services coming from Turkey to Trieste.	
Focus on - To create a rail network, which connect all directions in the alpine region - To increase the transportation of 20ft. And 40ft. Containers with between Trieste and Munich and in consequence to enable a fast intermodal transit between Bavaria and Asia. - To contract the transit time in the alpine region	
Targets - Overcoming of the consideration of axes to conjoined network offers on the railway - Innovative rail logistics with the help of interdisciplinary competence - Integration of regionally grown structures in a cross national overall concept - No differentiation between conventional wagon load traffic, semi-trailers, containers and mixed trains	
Advantages - Transit time form Bavaria to Asia should be reduced by 4 days and the transit time Munich I Trieste is less than 12 hours - Lower operation cost for the transport operator - The rail leg is carried out without drivers - No waiting time for trucks in the Ro-La train terminals - The possibility to cross the alps also on weekends and bank holiday	
Disadvantages - Adversely situation of the infrastructure in port of Trieste - The Turkish operators are already quite familiar with the Ro-La concept	

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The database on regulative promotion measures has the same structure as the database on intermodal innovations. As a result, the user can handle the search in the same way. The search options are divided in 3 main fields: “Country”, “User group” and “Transport mode”. With the search option “country” the different promotion regulation per country can be retrieved. The search option “User group” is divided in four submenus: “Transport operator”, “Shipper and Waterway authority”, “Terminals and ports” and “Technology provider”. In the same way, the topic “Transport mode” is designed. Submenus are: “Short Sea Shipping”, “Railway” and “Multimodal”.

The screenshot shows a search interface with two tabs: "Project search" and "Promotion search". Below the tabs are three search criteria, each with a dropdown menu and a "Submit" button:

- Country: [Dropdown menu] [Submit]
- Usergroup: [Dropdown menu] [Submit]
- Transportmode: [Dropdown menu] [Submit]

Following the approach in the innovation data base the search results are displayed in a common format. On the top, the promotion name is shown followed by a brief summary on the promotion content and where more detailed information about the national promotion scheme can be found. As an important point, the type of promotion measure is shown. The data base distinguish between three types of promotion measures: “Grant investment costs”, “Grant operational costs” and “Tax exemption”. All promotion kinds are classified by this structure. Finally the country,

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in which the promotion would be provided, is displayed. All promotion sheets can be printed easily.

Promotion title	
ERP Funds "Combined Transport"	
Content	
Intermodal Technology (Container, Swap bodies, special vehicles), innovative technologies (ICT), feasibility studies, intermodal training	
Funding scheme	
Technology up to 30% of investment costs, feasibility studies up to 50% of costs, maximum 800.000 Euro per project	
Susidy type	Country
Grant investment costs	Austria

Presently data will be included by the data base administrator. This provides the advantage that data can be included in a consistent and harmonized way. However, the disadvantage of a centralized data management that direct contact to the administrator has to be established. This might be a barrier to include new cases. For this reason an open editing structure might be included in order to address a larger community.

First results in testing the prototype showed that the concise structure of information fits quite good to the user requirements, however, the presentation should be improved. In order to meet the requirement on placing intermodal innovations in a context additional tools should be included.

4.2 Best Practice leaflet

The PROMIT Steering Committee decided that the material on intermodal best practice cases are a large source of expert knowledge that should be further transferred to user group of industrial companies. The presentation of of best practice cases in the PROMIT best practice handbook is comprehensive and scientific ,however, do not meet the requirements of industrial users.

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The best practice handbook is characterised by the following issues

Purpose	Dissemination of overall Best Practice results
Target group	Industrial users, researchers, policy makers
Content	Introduction, good practices per cluster, synthesis over clusters, recommendations
Presentation	Separate document for each cluster
Size	350 to 400 pages
Design	Project deliverable structure
Distribution	Internet

Table: 1: PROMIT best practice handbook

In order to improve access to intermodal innovations best practice presentation will be improved. PROMIT developed a dissemination approach for an improved best practice presentation. Priorities are

The leaflet should focus on solutions

- ▶ It should highlight key points and market issues
- ▶ It should motivate people to get access to innovations
- ▶ All relevant information should be shown on one screen
- ▶ Possibility to get further information per download
- ▶ A limited number of cases should be shown

Main issues for improvement are:

Purpose	Dissemination of selected cases on intermodal innovations
Target group	Industrial users
Content	Key information on best practice
Presentation	25 to 30 projects, cases studies or technologies
Size	2 pages per case
Design	Similar to newsletter in co-operative project design
Distribution	Internet

Table: 2: PROMIT best practice leaflet

4.3 Mind mapping technology

An approach to present and discuss innovations in a certain context is the mind mapping technology.

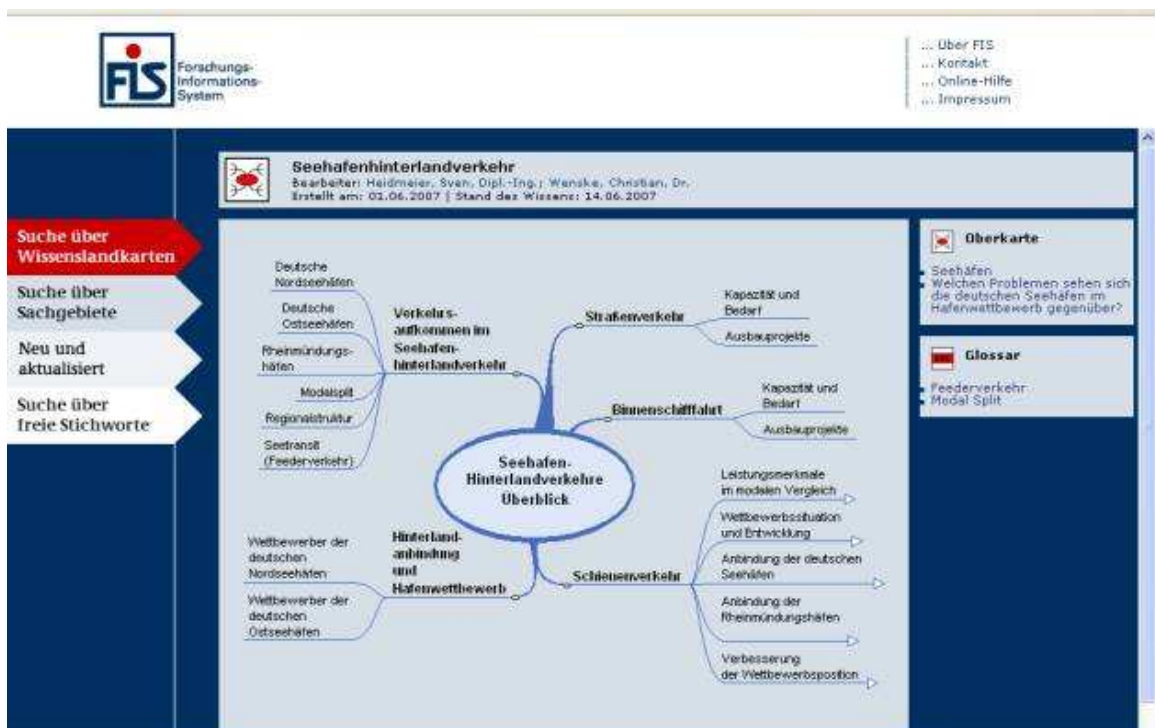
A mind map diagram represents words, ideas, tasks or other items. These items are linked together and arranged radially around a central key word or idea in the mind map. Mind mapping is used to generate, visualize, structure and classify ideas. Mind mapping is an aid in planning, learning, making notes, organizing, problem solving, decision making and writing.

Mind map is an image-centered diagram that represents associations and other connections between portions of information. Radial, non-linear graphical way of representing information encourages inspiration and brainstorming.

The elements of the mind map are arranged intuitively according to the importance of the concepts. The elements can be organized into groups, branches, or areas. The uniform graphic formulation of information in mind maps aids recall of existing memories.

Mind mapping tools raises ideation, innovation and innovation management. Capturing and refining of ideas occur in the same way as the human brain works. The tool reflects the thoughts on screen, where you can study and develop them creatively. Ideas are instantly communicated and shared with everyone involved. Innovations can be developed involving a larger group of actors.

An example on an implemented tool using mind mapping is to present innovations is given from the German innovation platform “Forschungsinformationssystem” (www.forschungsinformationssystem.de). The platform provides a thematic introduction and discussion using the mind mapping technology.



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Behind each topic there is a general overview on useful information. Links show where additional information can be found, e.g. publications, a glossary explaining technical terms or web sites

Central tasks of FIS are:

- ▶ The screening and surveying of present expertise in relevant topic as addressed by the German minister of transport on mobility, transport and spatial planning and urban development.
- ▶ The user friendly presentation of the complex topics and showing interrelated links

Presently there are 590 mind map included, 5570 synthesis reports, 8410 publications and more than 1000 reviews.

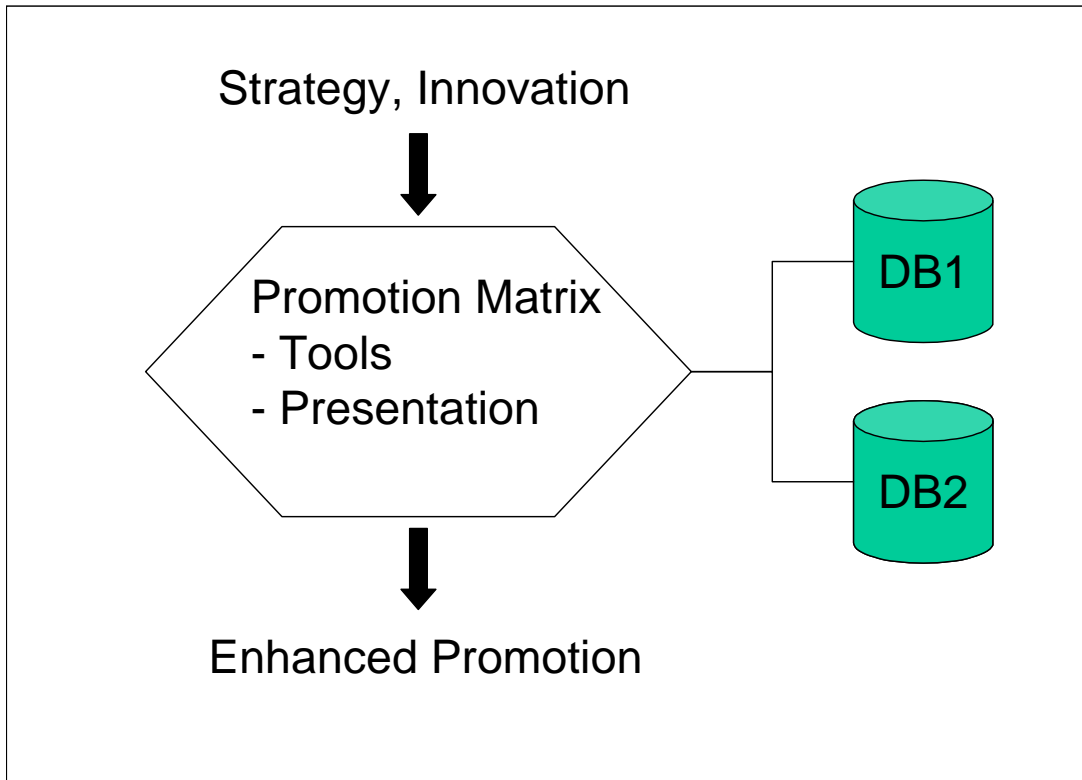
5 PROMIT promotion strategy matrix

Following the overall aim of the promotion matrix to enhance intermodal promotion by linking innovations and promotion actions on the one side and measures to stimulate awareness on intermodal transport solutions the approach for the PROMIT promotion matrix is to set up an application using and combining data, tools and information on different issues in intermodal transport.

The PROMIT promotion strategy matrix will be set up in terms of

- ▶ Data bases on intermodal innovation and promotion issues
- ▶ And an application for processing and presenting the data

An overview on the general layout of the PROMIT promotion strategy matrix can be seen below:



For a possible design scheme for the PROMIT promotion strategy matrix should incorporate the following features:

- ▶ A data base incorporating all PROMIT innovation
- ▶ All intermodal innovation as collected in PROMIT
- ▶ Up dating of the data base each year with the new collected cases
- ▶ The presentation format should be in line with the best practice leaflet

Include pictures to present the approach as far as possible (legal aspects)

- ▶ Link up with the data base on incentives and promotion regulations
- ▶ Show links for further information and material

A data base on the promotion of national regulative schemes and incentives on intermodal transport

- ▶ All incentives and promotion regulations as collected in PROMIT cluster 5
- ▶ Up date of the information each year with the new collected cases
- ▶ Use a concise presentation scheme show links where further information can be found

Tools to enhance search and presentation on intermodal innovations

- ▶ Search engine for innovation search

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- ▶ Mind mapping for further structuring the innovation and putting it into a new context
- ▶ Incentive calculator for corridor specific calculations taking into account incentives and regulative promotion measures available

Since the development of the complete layout of the promotion strategy matrix requires for extensive development work, the PROMIT promotion strategy matrix will be realised in a core version with the possibility to add additional modules to a later stage. The promotion matrix will be realised in subsequent steps:

- ▶ Firstly, a web based tool showing the innovations in a common format will be realised. PROMIT best practice cases will be collected and processed according to the common layout for best practice presentation.
- ▶ Secondly, is to link the regulation measures to the innovation data base providing additional support on national funding schemes
- ▶ Optionally, a tool for calculating intermodal incentives as provided by the national governments, e.g. for specific corridors or to set up intermodal infrastructure might be included in future development steps of the promotion strategy matrix
- ▶ For future development steps also the inclusion of mind mapping technology providing a context view and to link to additional information could be included.