

Title	Corridors - A political tool or business to be managed?
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Corridors – a political tool or business to be managed?

WCTR2016, Shanghai, 10-15 July 2016

Dr. Aki Aapaoja

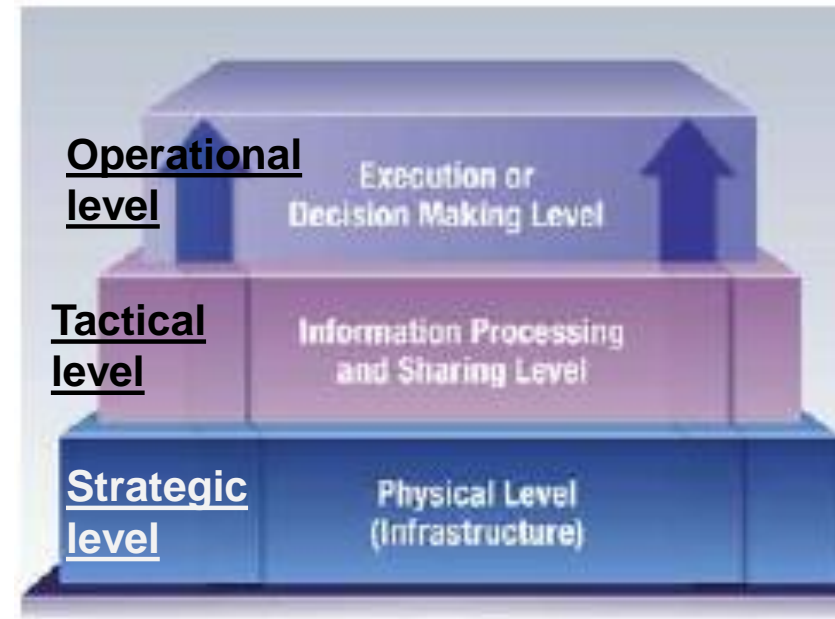
(with Prof. Leviäkangas, Eckhardt, Rantala)



- Corridors, what are they?
 - transportation facilities that offer a single pathway for the flow of goods and people activity centres (cities, terminals, hubs etc.)
 - Take land use and supporting networks (e.g., feeder lines and nodal points) into account
 - Usually supports multi-modal structures to increase the resilience of the logistic flows
- Enhances the productivity and supports the economic growth regionally, nationally and/or internationally
- Large entities that requires efficient management in terms of structures and processes to avoid delays and ensure a flow
 - **Focus on intermodal activities and nodal points**

Challenges in the corridor management

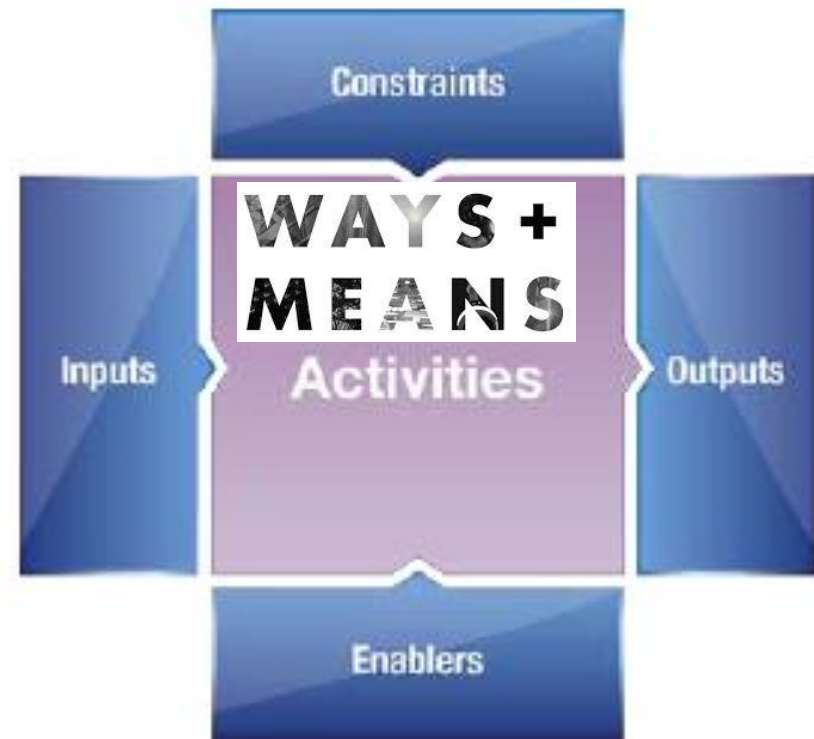
- Mostly multinational and contains large number governmental bodies
 - Public, private or PPP
- Affected by and affect many different parties
 - Public side provides and monitors infrastructure
 - Private sector takes cares of the transport services
- No common understanding about the purpose
 - EC: Infrastructure issue (missing links, better infrastructure...) (**POLITICAL VEHICLES**)
 - Companies: Economic growth (increased productivity...) (**BUSINESS CASE**)



Source: Noblis, Inc., for U.S. DOT, 2011

Aim and purpose

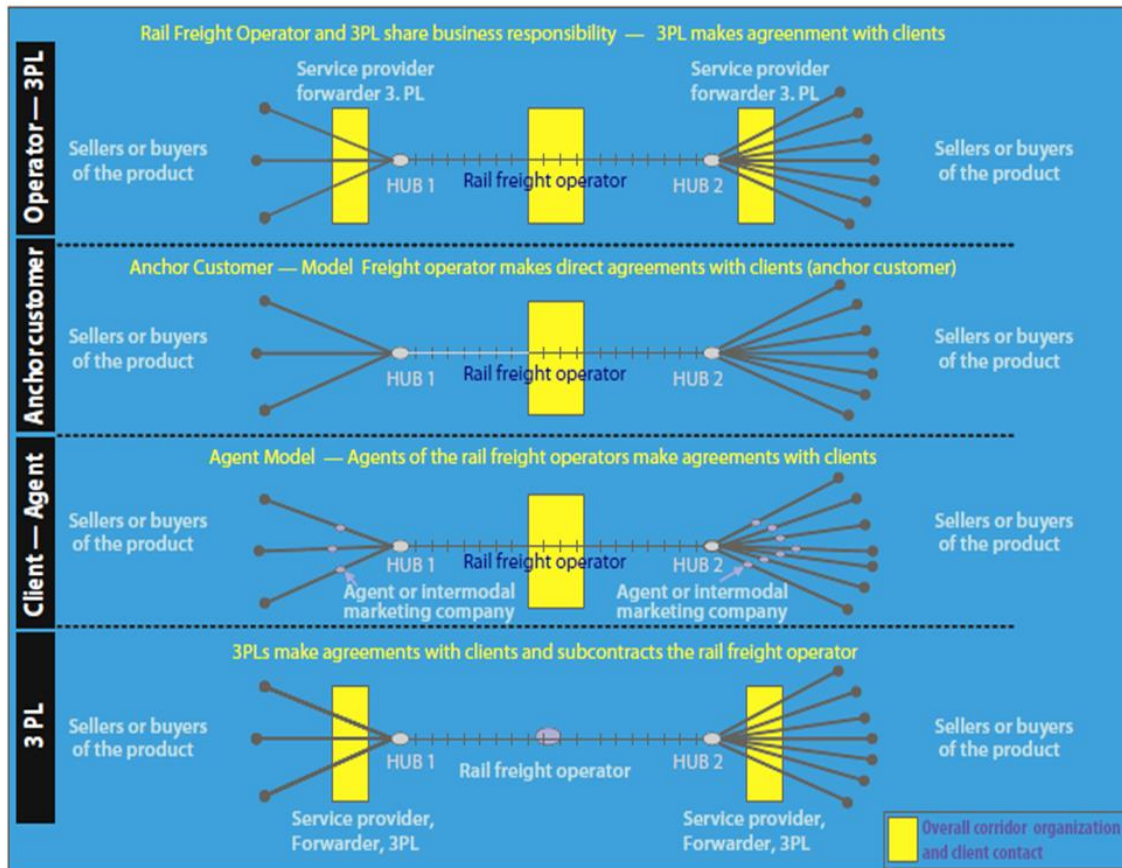
- To propose a taxonomy for different types of corridor management structures
 - To identify proper structures
 - To find KPIs
- The value of the paper comes for
 - Public actors
 - Private sector
- Multiple case study with 3 perspectives
 - 1) the background motives or drivers to create a corridor and/or to enhance the operation of it,
 - 2) the governance structure for the development or build-up phase,
 - 3) the identified business cases



Source: Noblis, Inc., for U.S. DOT, 2011

Case 1: POL-CORRIDOR

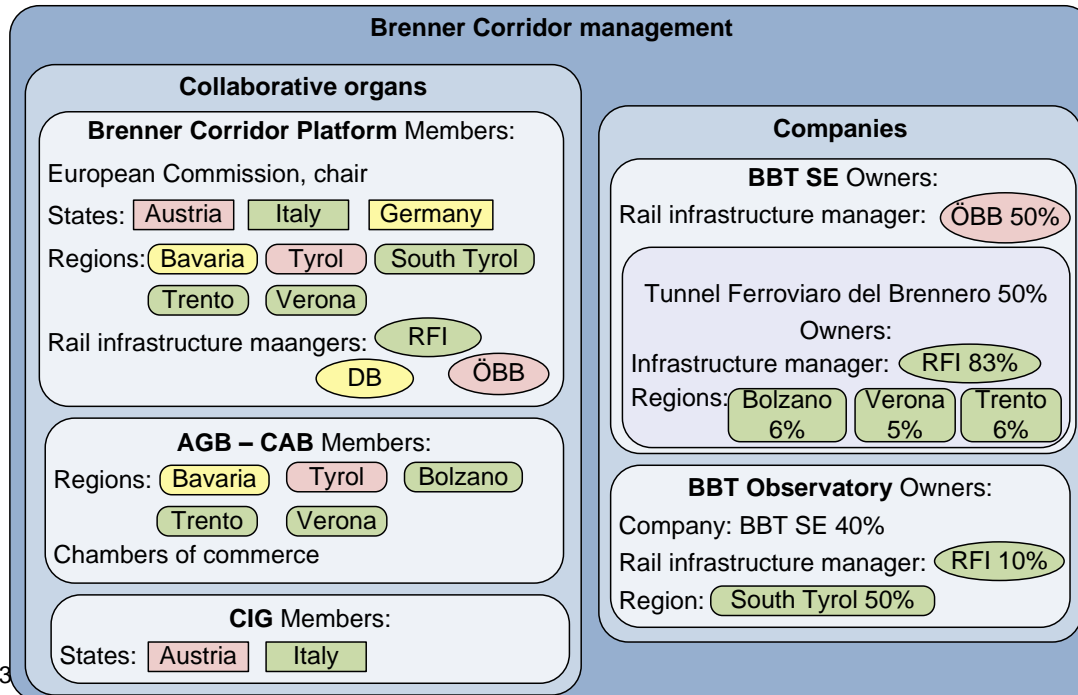
- The aim was to speed up freight flows from Scandinavia to southern and eastern parts of Europe → alternative route to transit through Germany due to the increased cost
 - Norway: Salmon
 - Finland: paper, pulp material, paper



Case 2: Brenner corridor

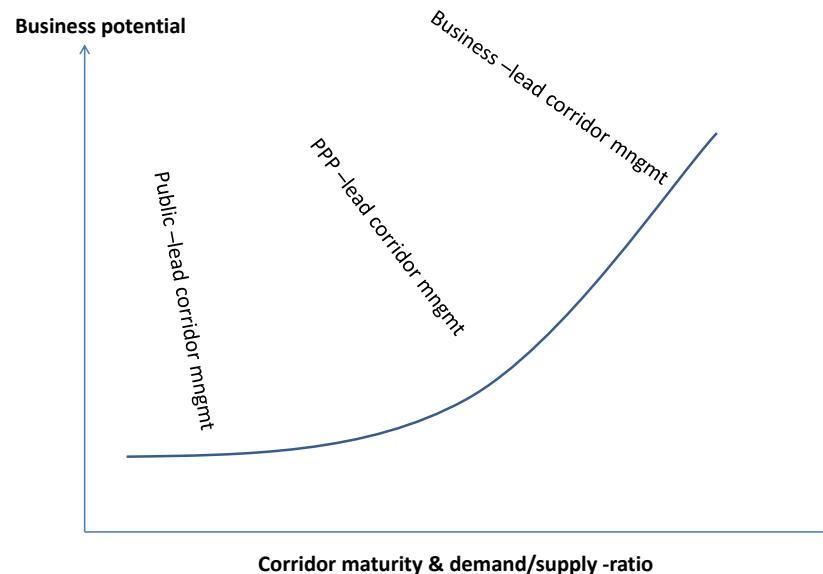
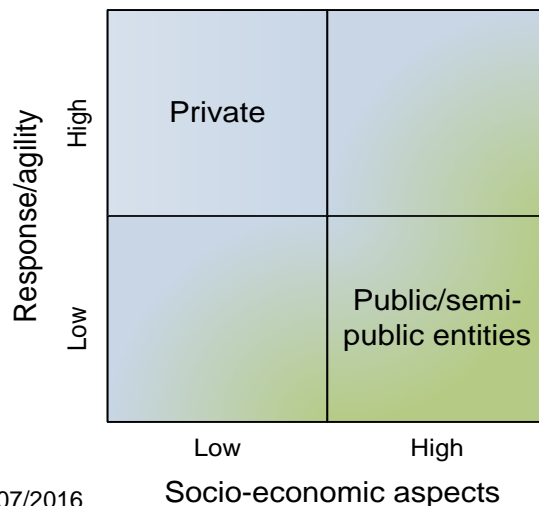


- a part of the Trans-European Transport Network (TEN-T) Scandinavian-Mediterranean Core Corridor between Finland and Malta
 - Brenner Corridor: Munich – Verona (Road+Rail) → Italy, Austria and Germany
 - Brenner tunnel: 55km , ready in 2025
- Traffic volume: nearly 50 million net tonnes (Road 35, Rail 15)
 - Tunnel shifts traffic from road to rail



Case 3: Bothnian Green Logistics Corridor

- Driven by Sweden, Poland and Finland
 - To serve the mining and wood processing (paper, pulp, sawn timber) industries.
- 90% of the European iron ore and the world's leading exporters of wood processing products came from the area
- When supply bottlenecks become an issue e.g. for the industry or for private citizens, the initiatives to develop corridors come from non-public sectors – and vice versa.



Corridor management taxonomy



- Each type of corridor, as said earlier, must be fitted into their particular context that is dependent on multiple attributes
- Ideally the corridor development would ultimately flow from Type I to Type III

Attribute	Characteristics, attributes and examples		
	Type I – Concept	Type II - Programme	Type III – Project
Maturity	Concept or ideological approach <ul style="list-style-type: none"> • Policy-level platforms and conceptual corridor designs • UIC world corridors, Motorways of the Sea 	Socio-technical meta-system or large technical project <ul style="list-style-type: none"> • E.g. an investment or development programme 	Project
Time Horizon	Strategic <ul style="list-style-type: none"> • Extends well beyond business investors' horizon • Requires significant capital investments in infrastructures 	Operative <ul style="list-style-type: none"> • Prospective for very-long term investors (e.g. 10 a) • Requires some infrastructure and other investments 	Tactical <ul style="list-style-type: none"> • Extends only over typical investor reference periods (e.g. 5 a) • Requires investments only in operations and affiliated infrastructures
Geography	International <ul style="list-style-type: none"> • TEN-T corridors 	National or regional <ul style="list-style-type: none"> • Inter-city links, multi-node links 	Local <ul style="list-style-type: none"> • Bypasses, access corridors
Complexity	Multimode, multi-node	Multimode	Single-mode, single-node
Leadership & governance	Political <ul style="list-style-type: none"> • Supernational and multinational platforms 	Administrative and business <ul style="list-style-type: none"> • National platforms, project bodies, business networks 	
Scope and form of action	Political agendas and programmes	Projects	
Managerial structure	Political decision-making level, intergovernmental bodies and high-level international industry engagement	National bodies and industry associations or project-specific	Project-specific <ul style="list-style-type: none"> • Including public-private partnerships

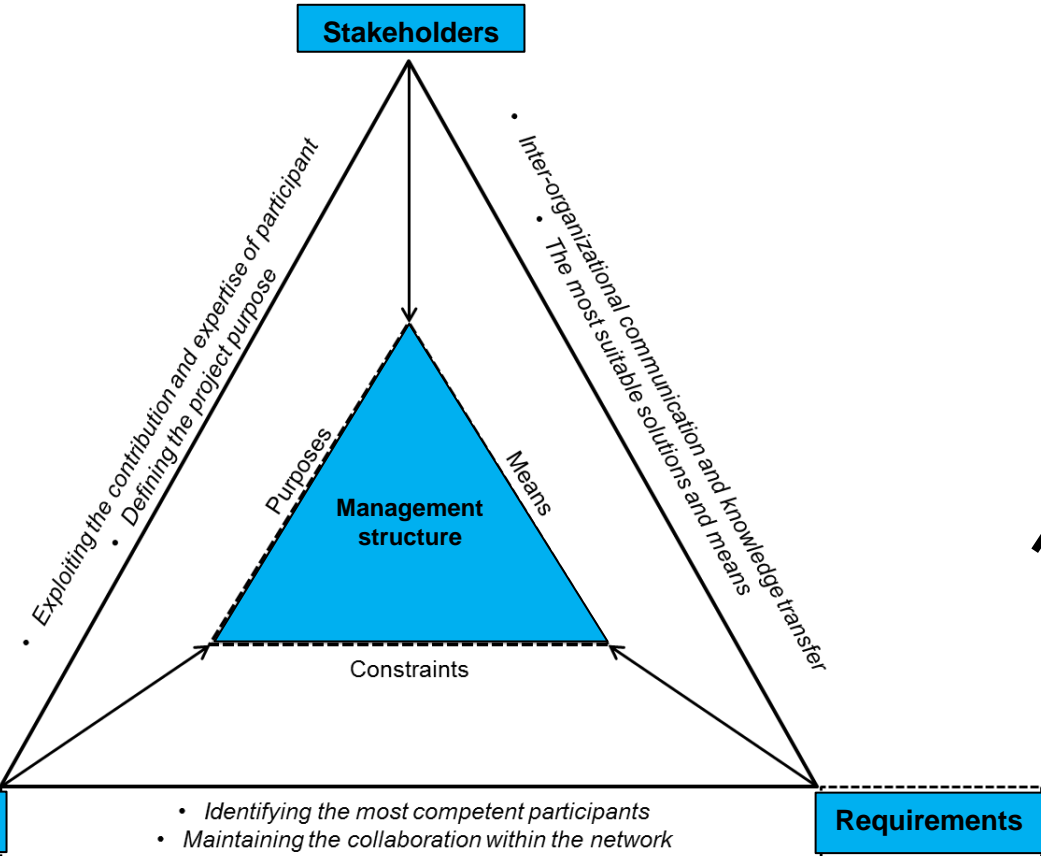
Key success factors

- 1. wide participation of different stakeholder segments (public, private, regional, national);
- 2. clear objectives in terms of physical infrastructure development needs; constraints
- 3. wide social acceptance, which includes environmental aspects;
- 4. clear leadership and transparent motivation that will help communication and makes the efforts credible in the eyes of other stakeholders and society
- 5. clear objectives that support the policies and programmes of national and international organisations this is needed as lean-back support and to justify public investments if such are called for;
- 6. management structure that gives each stakeholder voice and mandate that they can use as natural part of their normal tasks.



Source: Noblis, Inc., for U.S. DOT, 2011

Summary: The power of team work



**BUSINESS
POLITICS**

Collaboration and mutual goals



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ANY
QUESTIONS
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Download the report “Transport Corridor Management Structure”:

http://www.bothniangreen.se/wp-content/uploads/2014/03/BGLC_transport_corridor_management_structure-1.pdf



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