

Corporate Management Market Organisation Matrix: problems – policies – strategies – need for further investigation

Key challenges/problems	Recommendations		
	Policy (objective, need for action)	Strategy (measures, concrete actions) ¹	Further investigation
<ul style="list-style-type: none"> • Difficulty to cope with present and future competition in the local market • Difficulty in formulating and implementing an integrated strategy, including a direction statement (mission, vision, objectives, etc.) • Insufficient use of up-to-date and modern management methods and techniques • Difficulty in improving the financial performance of the company and coping with scarcity of public funds • Difficulty in adopting and using various performance indicators • Not exploring possibilities of Public Private Partnerships, mergers and acquisition • Need of dependence avoidance on local/regional political situations and establishing a independent management structure 	Improvement of Strategy and Business Performance	Introduction of new management methods like Balanced Score Card, EFQM, Total Quality Management, Value Based Management, Six Sigma, etc.	Management Guide on Corporate Management
		Develop a clear strategy and break down the goals to achievable targets to responsible managers within organisation	Examination of the techniques used in adopting corporate practices of the private sector to public sector companies
		Use of the Benchmarking technique in understanding (i) circumstances and in assessing (ii) strategy and (iii) processes as well as (iiii) KPI's, with other organisations	Create a toolkit of management methods applying to specific situations, development stages and sizes of a company
		Improve involvement and management of stakeholders (define stakeholders, create forums for strong involvement, manage relations)	Examination of methods used in increasing productivity and cost efficiency other than simply reducing personnel
		Financial agreement (mid/long term) with the public/authority incl. definition of service level and with respect to the tariff system	
		Analyse performance indicators to investigate their suitability and compatibility and use it as a diagnostic tool (see also Benchmarking action above)	Investigate existing types of Service Level Agreements/Public Service Obligation Contracts
		Create or translate a long term operational plan from strategy and behave more proactive as an entrepreneur	

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		Place greater emphasis on human resource management and customer focus at a strategic level	
		Improve knowledge on competitors	
		Create new and transparent processes to find quality/more entrepreneurial type of top level managers; long term performance based contract	Investigate employment contracts with MbO's/incentives based on performance criteria in PT
		Better control of the business when new private partners are involved	Examination of processes on how to improve business practices through the use of PPP's
	Policy (objective, need for action)	Strategy (measures, concrete actions)	Research (topics to fill research gaps)
<ul style="list-style-type: none"> Lack of alignment between Mission, Vision, Corporate Strategy and consequences for the organizational structure Downsizing a company on a relatively short term basis Resistance to change the present (old fashioned) organisational structure Necessary improvement of change management methods, when restructuring an organisation Difficulty in outsourcing non core business and partnering with other organisations Lack of internal communication 	Corporate restructuring of the PT-companies and PT-authorities	Decentralization and working with different business units	Management Guide on Corporate Management
		Improvement of knowledge and skills on change management methods and approaches	Create a management guide on good practices on downsizing
		Adjustment of organizational structure in accordance with the new mission, strategy and the environment	Examine the transferability of restructuring practices in German cities (VDV report)
		Strengthening internal communication with all levels in the organisation about the change	Examination of successful examples of outsourcing including the limits of outsourcing (financial, ROI) Feasibility of strategic alliances
		Motivate all people that are effected by the changes	
		Planning and control of the change/restructuring process	
		Investigation of the company culture	

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when restructuring is taking place		Involvement of Middle management is key success factor in this communication/change process	
		Efficiency of the structure, decision making, standing operating procedures handbook	
		New tasks and responsibilities in line with competencies (competency based management)	
	Policy (objective, need for action)	Strategy (measures, concrete actions)	Research (topics to fill research gaps)
<ul style="list-style-type: none"> Lack of know-how on competency management and Human Resource Development Coping with the aging workforce in both the organisation and the labour market Little focus on talent management, scouting and recruiting new talents on all levels Difficulty in becoming an 	Solving the future SKILL GAP by development of new competencies of staff	Introduction of up-to-date Performance Management methods for individuals	Management Guide on Corporate Management
		Introduction of Talent management approach	Return on investment by training of drivers
		Motivate present generation of managers to make better use of new learning technology	Pilots with e-learning for European PT-managers
		Create a learning culture in an organisation	European handbook on competency frameworks for PT
		Making better use of present EU research on e-learning and especially funding of e-learning projects	Opportunities and results of job rotation, job enlargement and job enrichment for drivers
		Make more use of EU funds for vocational training	
		Further explore the results of the "Youth-project" of UITP	

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<p>attractive employer of choice</p> <ul style="list-style-type: none"> • Lack of funds for training and development of staff • Little focus on development of entrepreneurial skills of managers • Low investment in new innovative and more flexible learning methods, like e-learning • Lack of effective leadership in many corporations 		<p>Intensify cooperation and knowledge exchange with universities</p>	