

Minutes of meeting of Sputnic Working Group on Corporate Management in Barcelona/Sitges/Spain from March 29th-30th.2007

Thursday March 29th.2007

Present:

a) Cluster members: Arnulf Schuchman, Stratos Papadimitriou and Hans Brouwer (Cluster Leader)

and b) Experts:

- * Mrs.Ene-Mall Villemi – Tallinn University – Estonia
- * Mr.Ian Jenkinson – Sheffield Community Transport – UK
- * Mr.Matyas Jangel – Budapest Transport Ltd – Hungary
- * Mr. Laurentiu Serban – SC Transbus SA – Buzau - Roumania
- * Mr.Asgeir Eirikson – Greater Reykjavik Transport – Iceland
- * Mr. Janusz Bosakirski – Miesjkie Zaklady Autobusowe Sp.z.o.o./Poland
- * Mr.Darko Malkovich – Gradski Prijevoz Putnika – Osijek – Croatia
- * Mrs.Jelena Wertag – Gradski Prijevoz Putnika – Osijek - Croatia
- * Mr. Jan Barchanek – Transport Operator of Praque – Czech Republic
- * Mr. Rene Dvorak – Dopravni Podnik Mesta Brna – Brno – Czech Republic
- * Mr.Benny Wuertz –former CEO of DSB S-tog and now Wuertz Consultancy – Birkerod - Denmark

1. Opening of the meeting

- Hans Brouwer - Clusterleader opens the meeting and welcomes everybody
- Hans explains the agenda for to-day and to-morrow (see attachment or visit www.sputnicproject.eu /working groups area)
- After this each participant introduces him- or herself
- Hans presents the agenda, which is slightly changed, due to the fact that 3 of the participants will also give a presentation either to-day or to-morrow.
- Hans also explains the scope, profile and priority areas of this Cluster on Corporate Management, which are:
 - a) Performance Management, methods, performance indicators etc.
 - b) Restructuring of PT organizations (methods and processes)
 - c) Development of (new) skills and competencies
- During this meeting we will try to get a general overview of the different situations in various countries, discovering specific problem areas, possible solutions, barriers and challenges.

2. SWOT Analysis

First a presentation is given by Stratos on the use of this method to align the mission statement of a company with the strategic goals and tactical and operational plans for a period of time.

The SWOT analysis will be applied to the different PT situations in the regions and companies, which are now represented by our experts.

At first an “internal analysis” is done by defining “strengths” and “weaknesses” of organisations and secondly an “external analysis” is done by defining “opportunities” and “threats”.

Group exercise: each expert is invited to formulate the most important “strengths, weaknesses, opportunities and threats” and list these on 4 flipovers in the meeting room. Exercise is done with yellow pads/post it stickers !!

A summary of all listed remarks is made – see Power Point attachment “SWOT analysis documentation dated March 30th. or www.sputnicproject.eu /working groups area)

The outcome of this analysis will also be used in our discussions on Friday March 30th.2007.

3. Presentation of Mr. Jan Barchanek- Prague Public Transit Co.

Jan gives a precise and informative presentation on:

Corporate Management:

Change Management

Quality Management/Service Quality Standards

&Performance Management/BSC project

This presentation shows which transformation process the company has been going through in the past few years. Also the effects on the organisational structure of the company, which has been changed considerably.

During “questions and answers” more detailed information was given on quality management and the ISO systems being used and the present status of introduction of the BSC method, which has not been successful so far, due to the method of implementation itself by external consultants and not obtaining full commitment from management.

Remark: the power point presentation can be found on www.sputnicproject.eu /working groups area.

4. Presentation of Mr. Laurentiu Serban of SC Transbus SA, Buzau/RO

Another very informative presentation of a middle sized (state controlled) PT company in the city of Buzau with 138.000 inhabitants.

This presentation gives an indepth view on the management of costs and the use of KPI's (Key Performance Indicators) being used in technical, economical, safety and HR areas.

Remark: this power point presentation can be found on www.sputnicproject.eu /working groups area

End of the first day !!

FRIDAY, MARCH 30TH.2007

5. OPENING

Hans opens this 2nd.day of the meeting and summarizes the outcome of yesterdays' meeting.

6. Outcome of questionnaire Corporate Management

Arnulf gives a full presentation on the outcome of our survey.

All participants have filled out their questionnaires !

For a complete overview of the outcome and summary of conclusions, please see attached Power Point Presentation or go to www.sputnicproject.eu /working groups area.

After the presentation a discussion was held with all representatives which underlined the conclusions drawn from the survey.

Special remarks:

* the majority of performance indicators used are focused on cost, revenues and service quality

* a real *challenge* for PT organisations is to change the “ mentality/mindset “ of middle and topmanagement in using all these instruments on performance management

* another *challenge* is better “corporate governance” from PT authorities

* an important *challenge* is to develop a vision on PT, being it a profit or not for profit oriented type of business.

7. Discussion in two separate teams on GOALS AND CHALLENGES IN PT.

Based upon the outcome of the questionnaires and the SWOT-analysis of yesterday two very interesting discussions in two teams were held and all experts were invited to write down again their personal views on yellow pads/post-it stickers.

A summary of the final outcome of these team discussions can be found in the attached power-point presentation called “ Goals and challenges in PT – Team work results on March 30th.2007” and can also be found on www.sputnicproject.eu / working groups areas.

Further remarks:

In both discussions we focussed mostly on the different PT situations in the new member state countries and explored the total field of Corporate Management, including Performance Management, Restructuring and Human Resource Management.

8. Presentation of Mr. Benny Wuertz on “ Using the excellence model in a turn around process”

A clear and informative presentation on how the Danish DSB S-tog company has been and will be managed in accordance with this Excellence model, expressed in eight fundamental principles, like:

- * Customer focus
- * Leadership and persistence
- * Settings targets
- * Staff development and commitment
- * Management through processes and facts
- * Development of partnerships
- * Continuous learning, innovation and improvement
- * Responsibilities to society

For further information see power point presentation in attachment or visit www.sputnicproject.eu / working group areas.

9. Further discussion on GOALS AND CHALLENGES in PT

See also point 7 above !!

10. Evaluation of this 1st.meeting of Corporate management experts

Towards the end of our meeting an evaluation was held and each participant reacted in writing to the following three questions:

1. How did you like the agenda and content of this meeting?
2. How did you like our methods of working/interaction?
3. What is your overall rating on the quality of this meeting?

Participants had to rate on a scale of 1 to 5:

1. poor
2. average
3. good
4. very good
5. excellent

For a total report see attachment or visit www.sputnicproject.eu / working group areas.

11. Closure of this meeting

Hans Brouwer, cluster leader, thanked everybody for coming to Barcelona and doing a great job on delivering an excellent input for the state of the art, specific problem areas, possible solutions and barriers and challenges in the PT sector in Europe.

12.Presentation of the general outcome in the Sputnic plenary session(17:00 hours)

Hans Brouwer presented these results (see attached power point presentation “Debriefing Working Group Corporate Management March 30th.2007” or visit the website www.Sputnicproject.eu / working group areas.

