



# First Working Group Meeting

Corporate & Performance Management

Results of the Questionnaire

29th – 30th March, Barcelona



## Presentation on the outcome of the questionnaire

- The feedback mirrors the view from seven experts, all from different cities and from six nations
- Six experts are representatives from PT- operators and one represents the authority perspective
- The city sizes are ranging from 114 thousand to 1,8 Mio. inhabitants
- ...

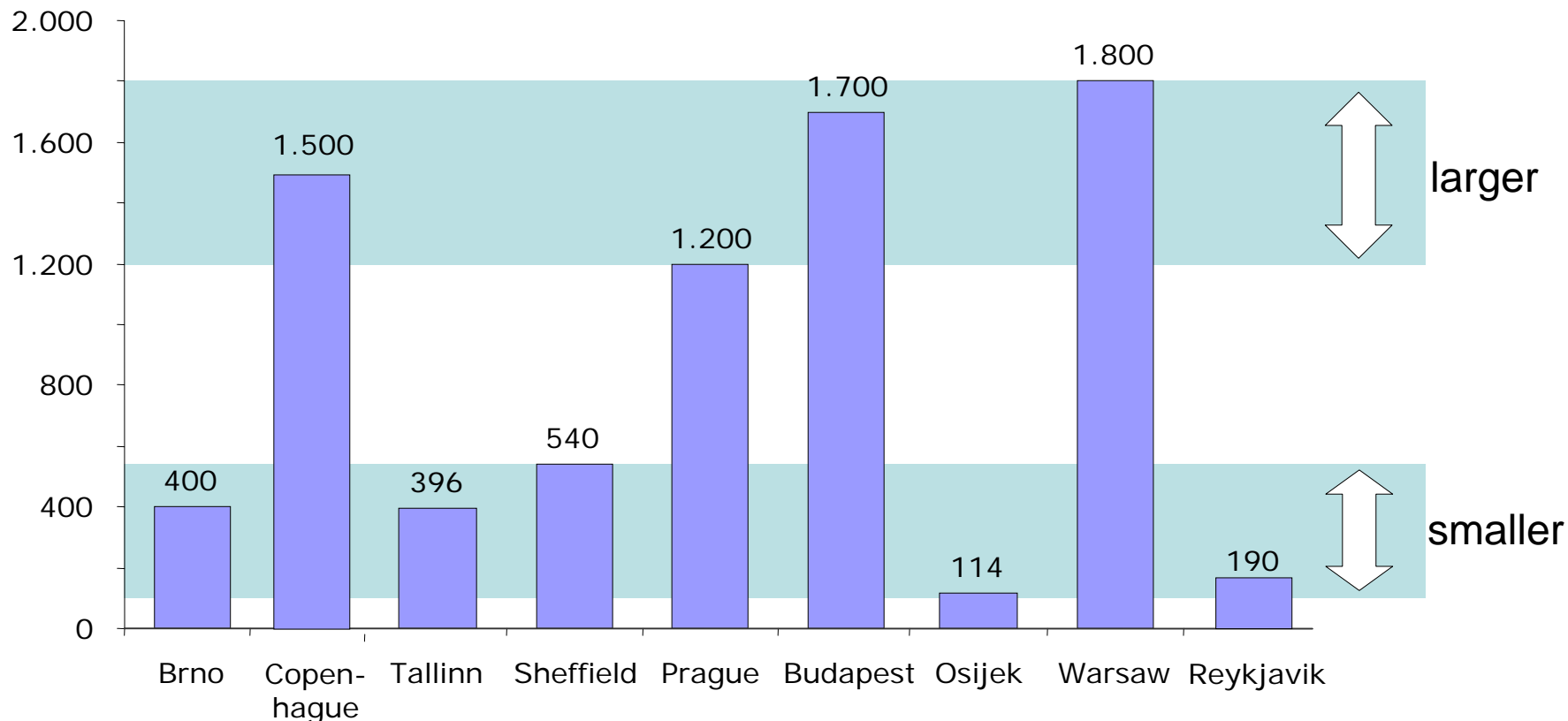




## The feedback mirrors the view from nine experts, all from different cities and from eight nations

Inhabitants

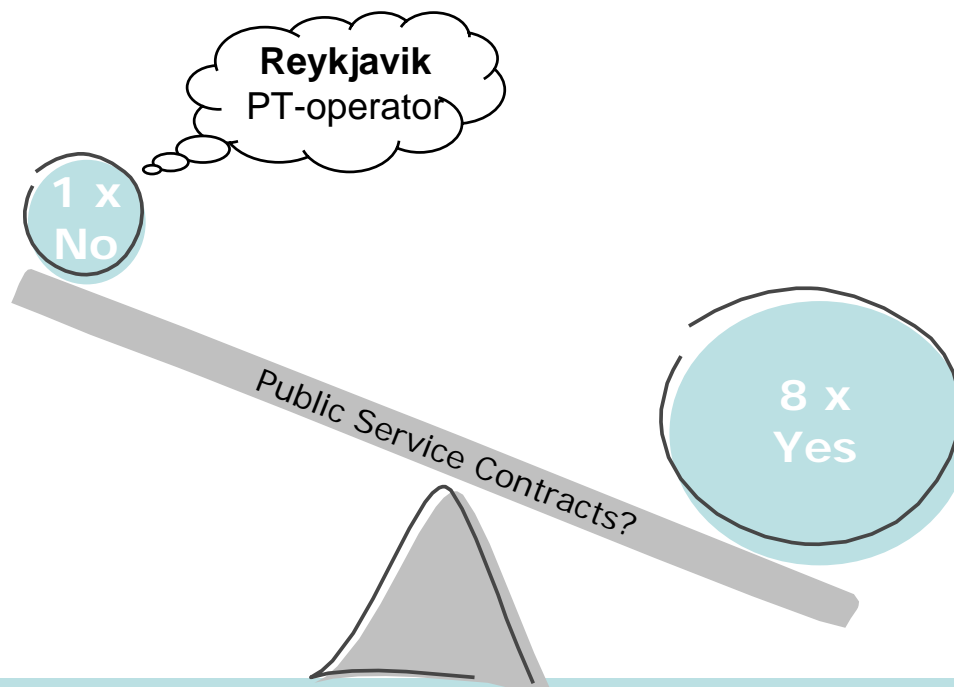
[thousands]





# Generally there is a clear tendency towards 'Public Service Contracting'

Answers  
[per specialist]

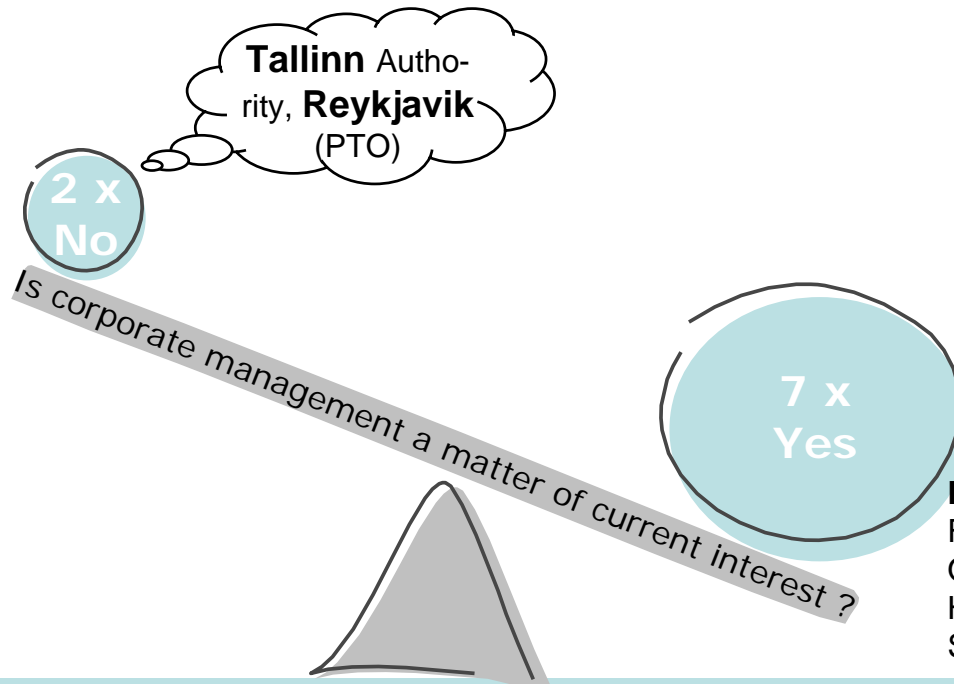


There is no difference between smaller cities and larger ones



# Generally there is a significant current interest in 'matters of corporate management'

Answers  
[per specialist]



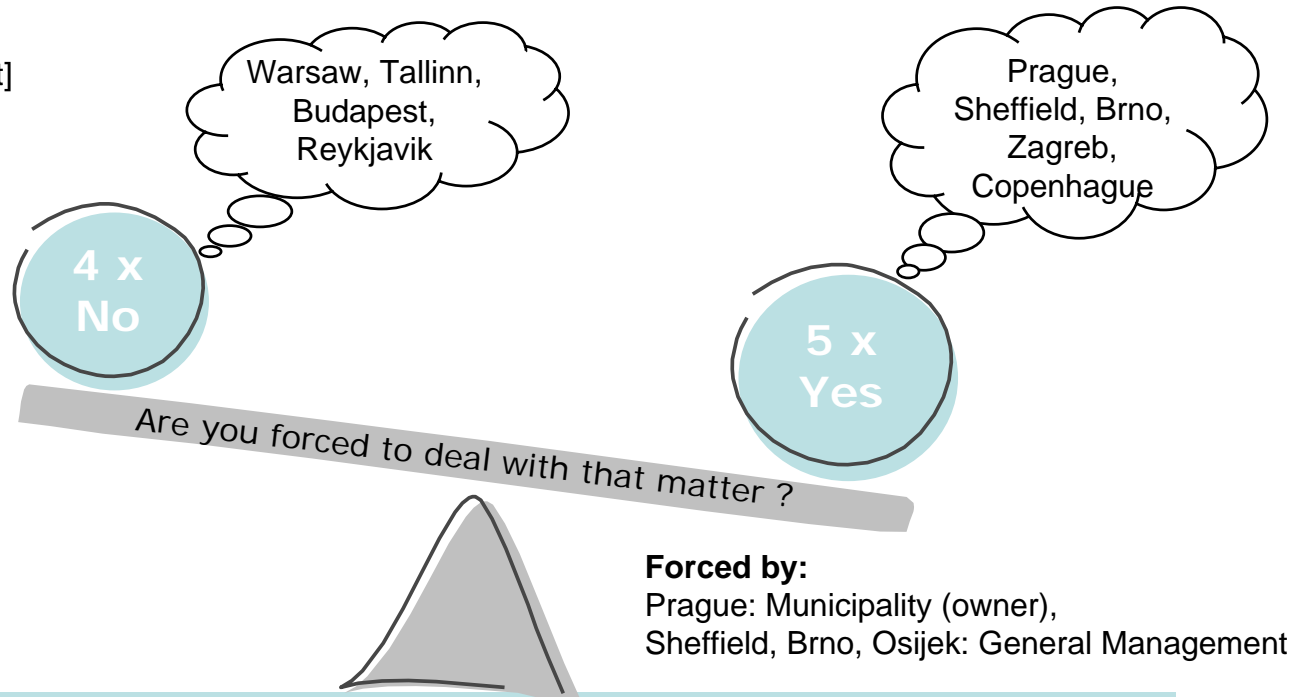
**Fields:**  
Finance, Costs, Quality,  
Organisation, Restructuring,  
HR, Processes, Projects,  
Service, Strategy ...

There is no difference between smaller cities and larger ones,  
but seemingly between PT-operators and authorities



# Generally there is a tendency to force SME into 'matters of corporate management' by GM

Answers  
[per specialist]



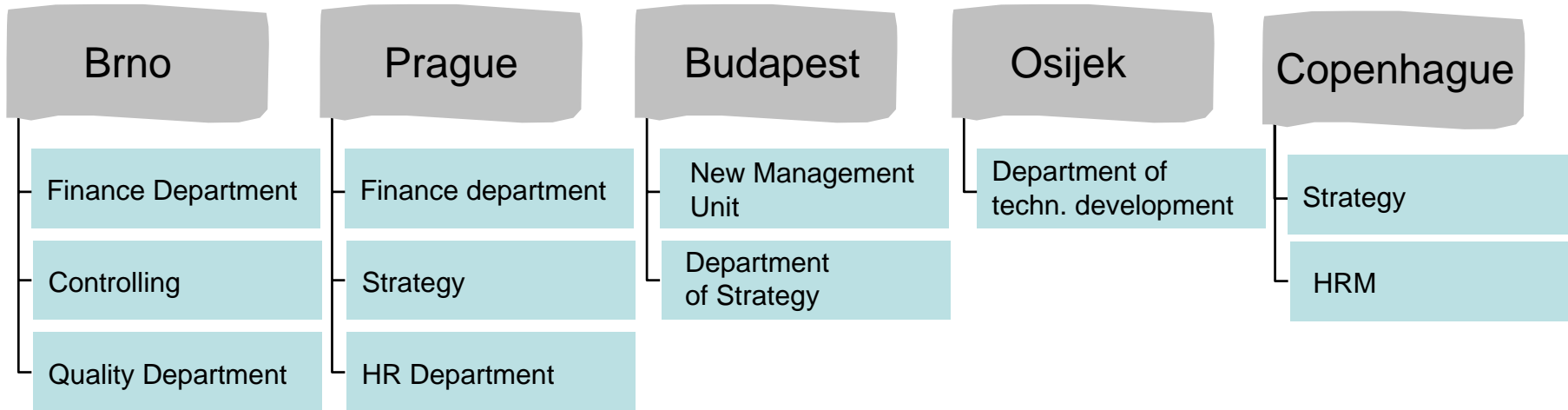
All operators in smaller cities were forced, in larger cities only the PT-operator of Prague!



# Foremost the strategic, financial business units are concerned with the matters of corporate management

Answers  
[per specialist]

Who / or which organisational unit is working on with matters of corporate management ?

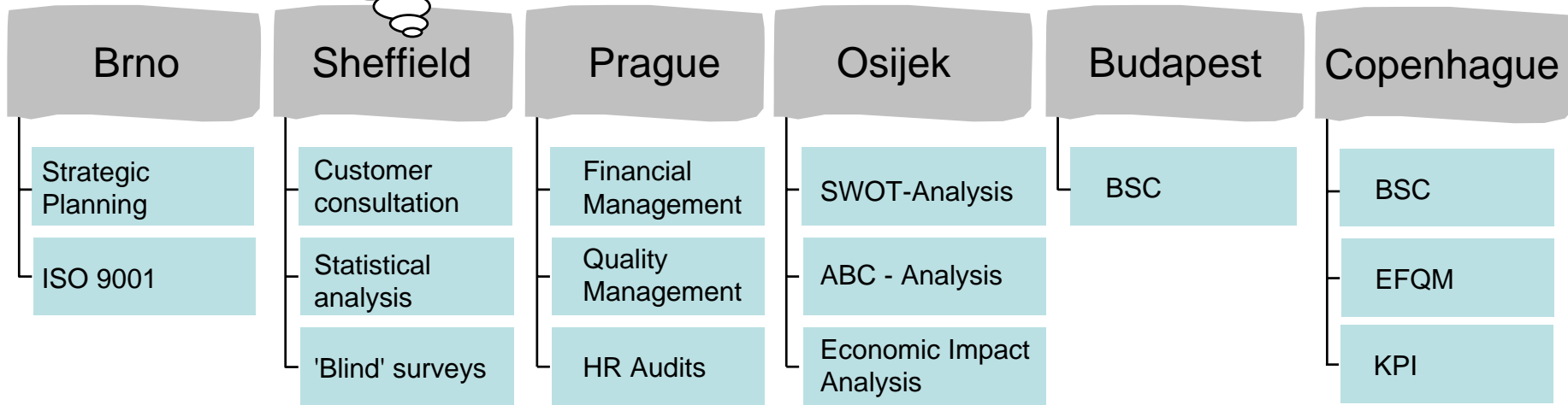
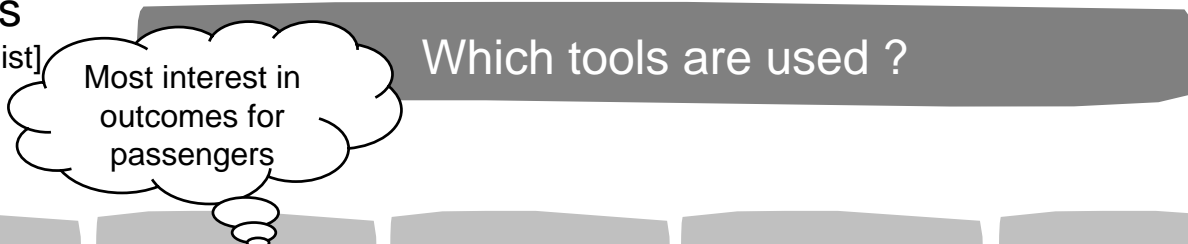


Thereafter the departments of quality, human resources and technological development follow



# The Czech pt-operators use quality tools, all operators use tools for financial analysis

Answers  
[per specialist]



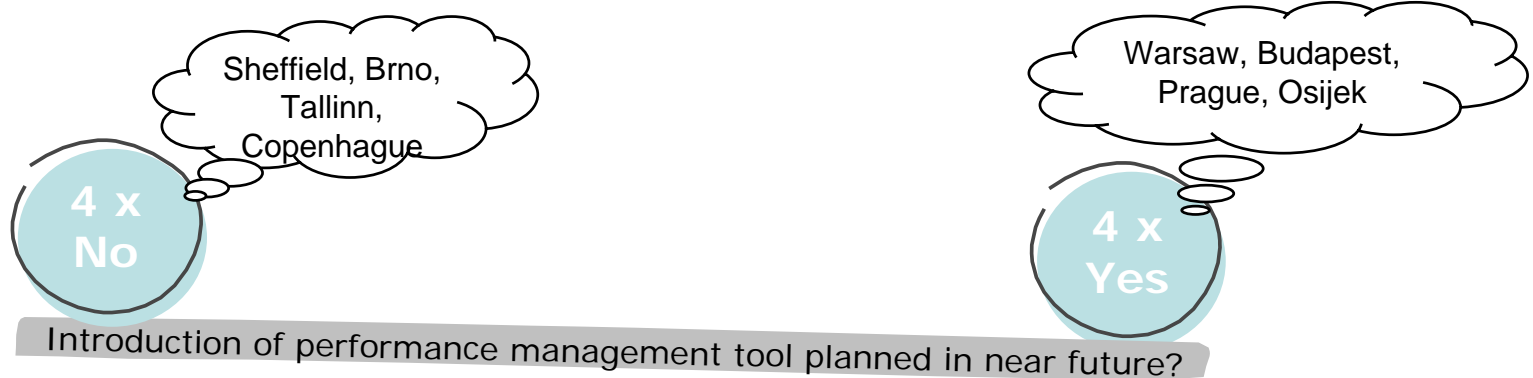
No one standardised approach across countries can be found



# Even though there is the tendency to force SME into 'matters of corporate management' by GM ...

Answers  
[per specialist]

... no further introduction of tools is planned



no answer:  
Reykjavik

All operators in larger cities plan to introduce performance management tools in the near future!



# Service quality and costs are the dominant fields to be tracked by performance indicators, trailed by revenues

Answers  
[per specialist]

What kind of information should be tracked by performance indicators with highest priority?

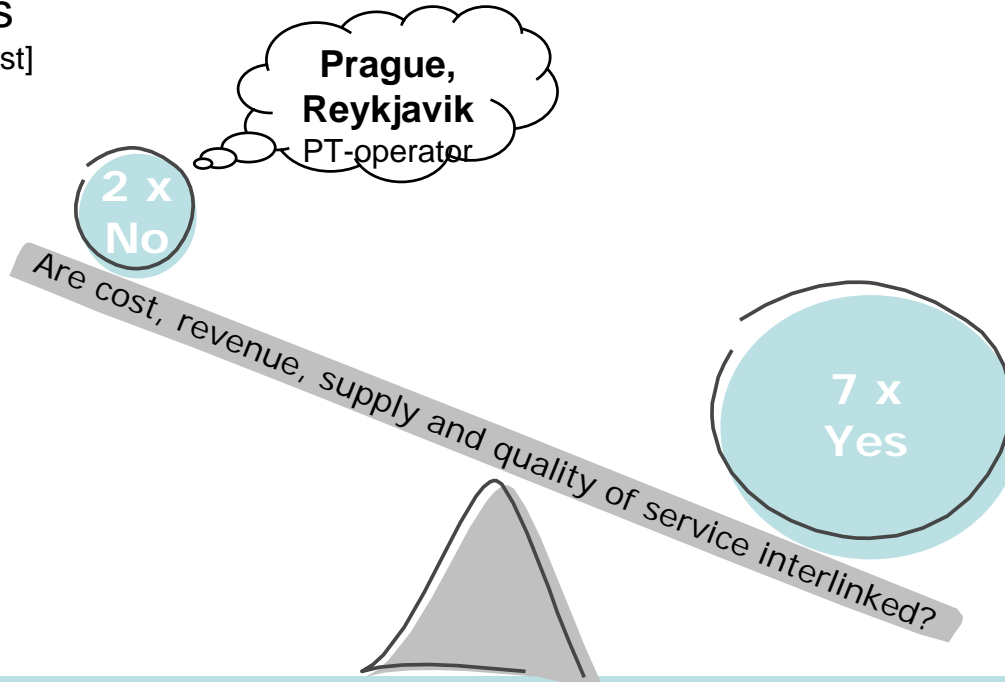
	Brno	Budapest	Prague	Warsaw	Copenhagen
Priority I	Service effectiveness	Service	Quality	Financial Performance	Service regularity
Priority II	Cost effectiveness	Cost	Efficiency		Satisfied information to customers
Priority III	Cost efficiency measures	Revenues			

for example indication of technical reliability is no priority !



# Generally there is a strong linkage between cost, revenue and service quality

Answers  
[per specialist]

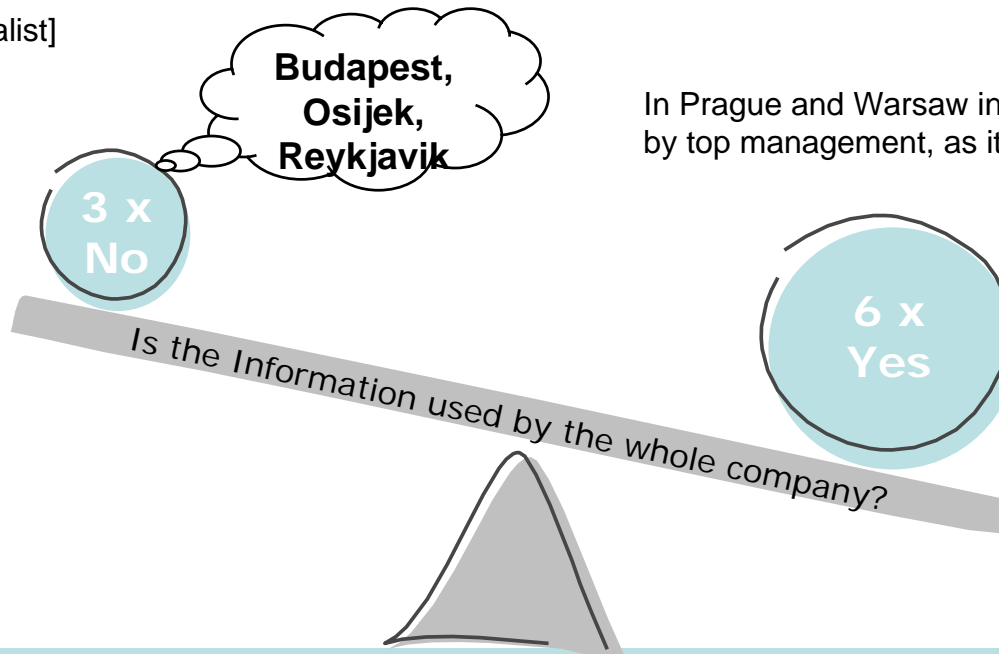


There is no difference between smaller cities and larger ones



# The tendency is to spread Information throughout the organisation in order to achieve highest transparency

Answers  
[per specialist]

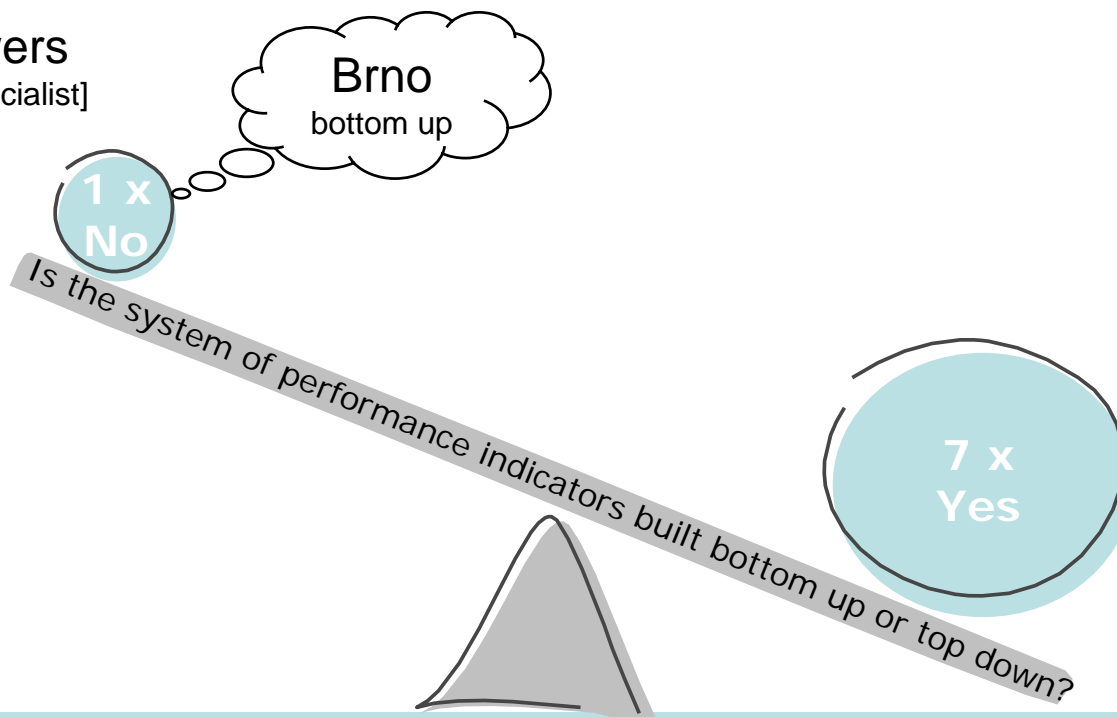


There is no difference between smaller cities and larger ones



# There is a strong tendency to build systems of performance indication top down

Answers  
[per specialist]

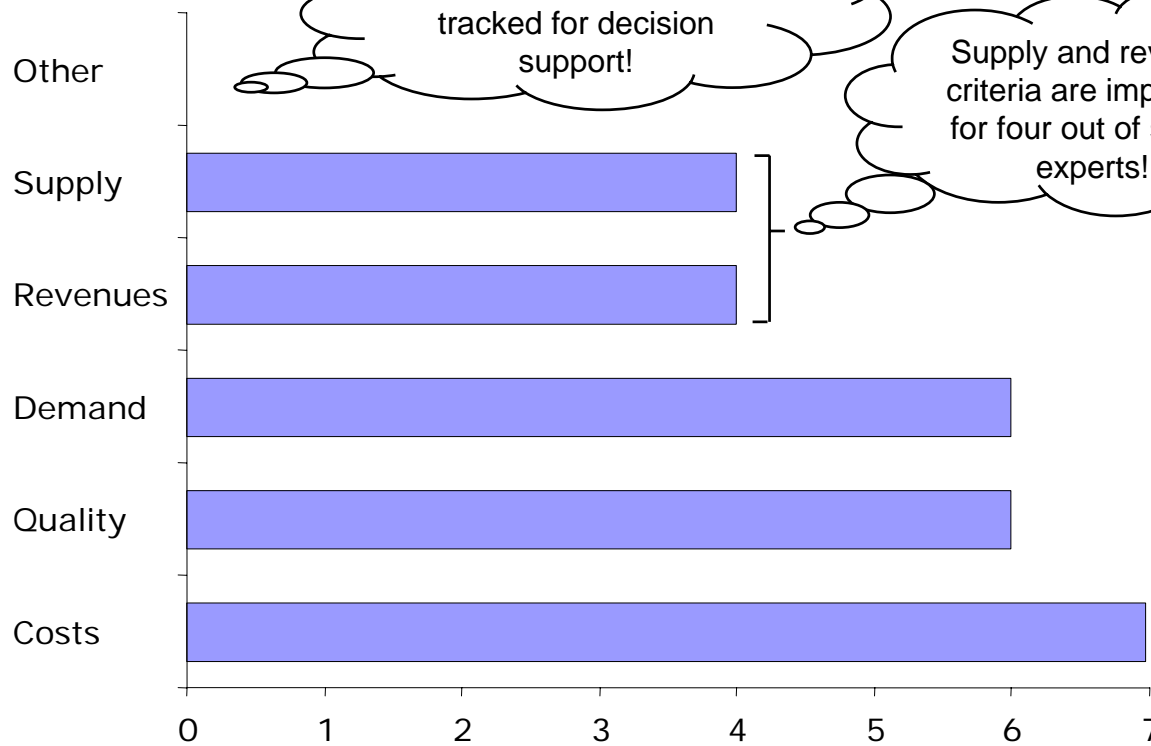


There is no difference between smaller cities and larger ones



# Almost all organisations track costs, quality and demand criteria for their decision support

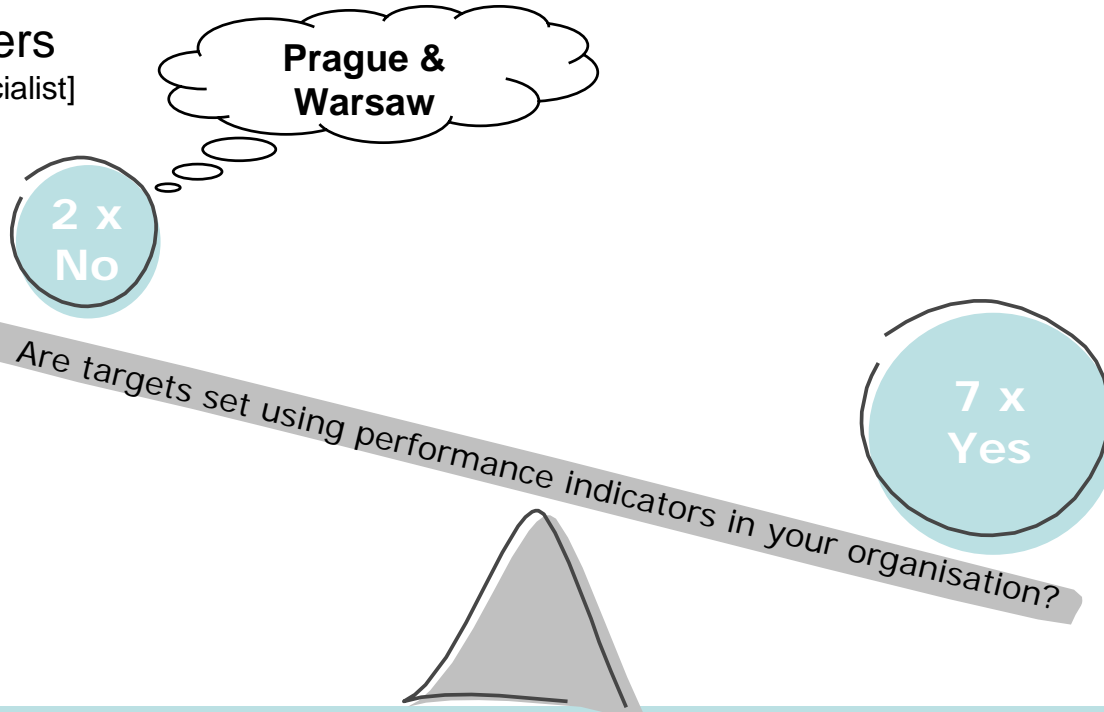
Answers  
[per specialist]





# There is a strong tendency to set targets using performance indicators

Answers  
[per specialist]

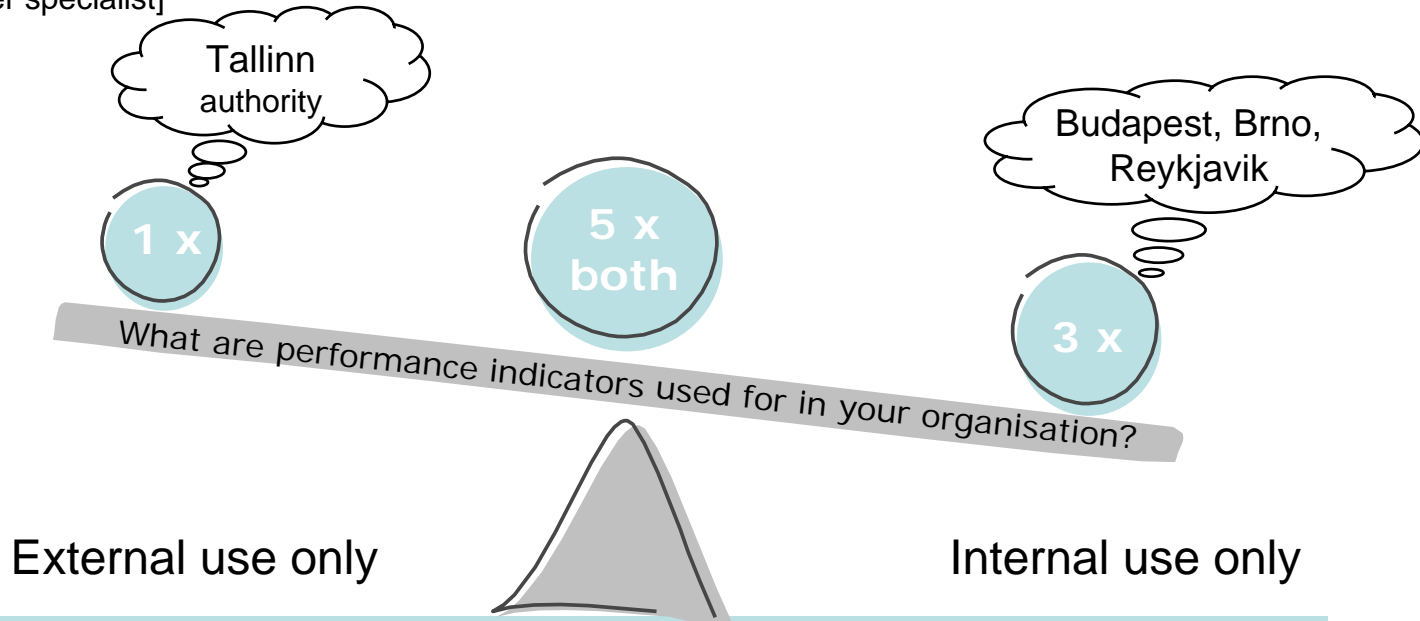


It seems that operators from smaller cities are more involved in internal target setting than operators from larger cities



# The pt-operator in Budapest is not using KPI in 'Public Service Contracting', all seemingly others do

Answers  
[per specialist]



Even though internal targets are set using KPI's in Tallinn, it is indicated, that they are only used externally !