
D.T1.1.3 Report
D.T1.1.7 Strategic workshop

02.2020

Definition of objectives of TRITIA
territory in terms of freight
transport



**Report: Definition of strategic objectives of TRITIA
territory in terms of freight transport (D.T1.1.3)**

**Venue : “Nowe Gliwce” Business and Education Center,
Gliwice, Poland**

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**Responsible Partner:
PP1 Upper Silesian Agency for Entrepreneurship and Development LTD.**

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PP3 The Union for the Development of the Moravian Silesian Region
PP4 Transport Research Institute, JSC.
PP5 Dopravní projektování
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1. Report

Vision/aim:

Creating an ecosystem for multimodal freight transport in the border area

Mission:

**SUSTAINABLE DEVELOPMENT OF MULTIMODAL FREIGHT TRANSPORT IN THE BORDER AREA,
BASED ON SUPPORT SYSTEM FOR TRITIA TERRITORY,
TO INCREASE FUNCIONALITY, EFFECTIVENESS, COMPLIMENTARITY, COOPERATION AND
REGULATION OF FREIGHT TRANSPORT**

STRATEGIC AIMS:

1. Supporting initiatives aimed at increasing the competitiveness of multimodal freight transport in the TRITIA cross-border area.
2. Promoting multimodal transport as an environmentally friendly solution with a positive impact on the standard of living of citizens and the competitiveness of the economies of the TRITIA area.
3. Taking initiatives and actions to develop markets in the area of multimodal transport and create conditions of fair competition in these markets.
4. Undertaking and supporting initiatives to increase the number of specialists in the multimodal transport market.

A strategy map is a visual representation of an overall objectives and how they relate to one another. The map is created during the strategic planning process and is used as a primary reference material during periodic strategy check-in and review meetings.

2.1 Vision and mission

Vision:

CREATING THE ECOSYSTEM FOR MULTIMODAL FREIGHT TRANSPORT IN THE TRITIA AREA

Mission:

SUSTAINABLE DEVELOPMENT OF MULTIMODAL FREIGHT TRANSPORT IN THE BORDER AREA, BASED ON SUPPORT SYSTEM FOR TRITIA TERRITORY, TO INCREASE FUNCTIONALITY, EFFECTIVENESS, COMPLIMENTARITY, COOPERATION AND REGULATION OF MULTIMODAL FREIGHT TRANSPORT

2.2 Strategic goals for development of multimodal freight transport

Strategic goals are the result of analyses of the environment, the potential of regions and countries operating in the TRITIA area as well as wide consultations with stakeholders. The strategy responds to the challenges of regional development and goals defined in strategies Europe 2020 or White Paper - Roadmap to a Single European Transport Area. We include the main goals:

- Growth of multimodal freight transport in the TRITIA area
- Supporting initiatives aimed at increasing the competitiveness of multimodal transport in the TRITIA cross-border area.
- Promoting multimodal transport as an environmentally friendly solution with a positive impact on the standard of living of citizens and the competitiveness of the economies of the TRITIA area.
- Taking initiatives and actions to develop markets in the area of multimodal transport and create conditions of fair competition in these markets.
- Undertaking and supporting initiatives to increase the number of specialists in the multimodal transport market.

2.3 Balance Scorecard (BSC) - main assumptions

The Strategic Scorecard (BSC) is understood as a form of modern organization management, and in fact is a tool for programming the organization's activities aimed at achieving its mission. The concept appeared in the nineties of the twentieth century, its creators are: Robert Kaplan (Harvard Business School) and David Norton (president and founder - Renaissance Solution Inc.). The essence of BSC boils down to the following activities:

- helps in establishing a strategic plan,
- facilitates the understanding of the company's mission at all levels of the organization,
- enables top management to focus on strategy,
- facilitates the construction of annual budgets based on the adopted strategy,
- increases the likelihood of creating an effective incentive system.

The conducted research indicates that the Strategic Scorecard is not only a system for measuring operational efficiency but also is treated as a strategic management system, which is associated with its use in the following key management processes:

- refining the vision and strategy,
- explaining strategic goals and measures and their integration with management systems,
- planning, setting goals and taking strategic initiatives,
- improving monitoring systems, strategy implementation and organization learning.

The process of creating and using BSC is used both at the stage of formulating the strategy of development of multimodal transport in the TRITIA area and action plans presenting specific tasks to be implemented that are to translate into the implementation of the assumed strategy.

From a technical point of view, the implementation of the Balanced Scorecard system requires at the first stage the disposition of a project strategy for the organization and development of the following system components:

- Mission, vision and values of the organization.
- Strategy maps.
- Strategic Initiatives Program (action plans)

At the stage of strategy formulation, a very important component of the system is the strategy map. A strategy map is a visual representation of an overall objectives and how they relate to one another. The map is created during the strategic planning process and is used as a primary reference material during periodic strategy check-in and review meetings. The essence of its use:

- is a method of visualizing various elements of a business entity's strategic scorecard in the form of a cause-and-effect chain that combines desired effects (goals) with factors enabling them to be achieved;
- is a tool enabling efficient communication of both the strategy itself as well as processes and systems that are to facilitate its implementation;
- shows that instead of measures, the strategic goals of the business unit should be used as the starting point for formulating the strategy;

- presents the manner in which the entity transforms undertaken initiatives and possessed resources, including intangible assets, into measurable, material results;
- enables employees to understand how their work is related to the overall goals of the organization, making it easier for them to perform their duties in a coordinated manner, in collaboration with other employees;
- communicates strategy changes more effectively than existing tools.

2.4 BSC for development of multimodal freight transport

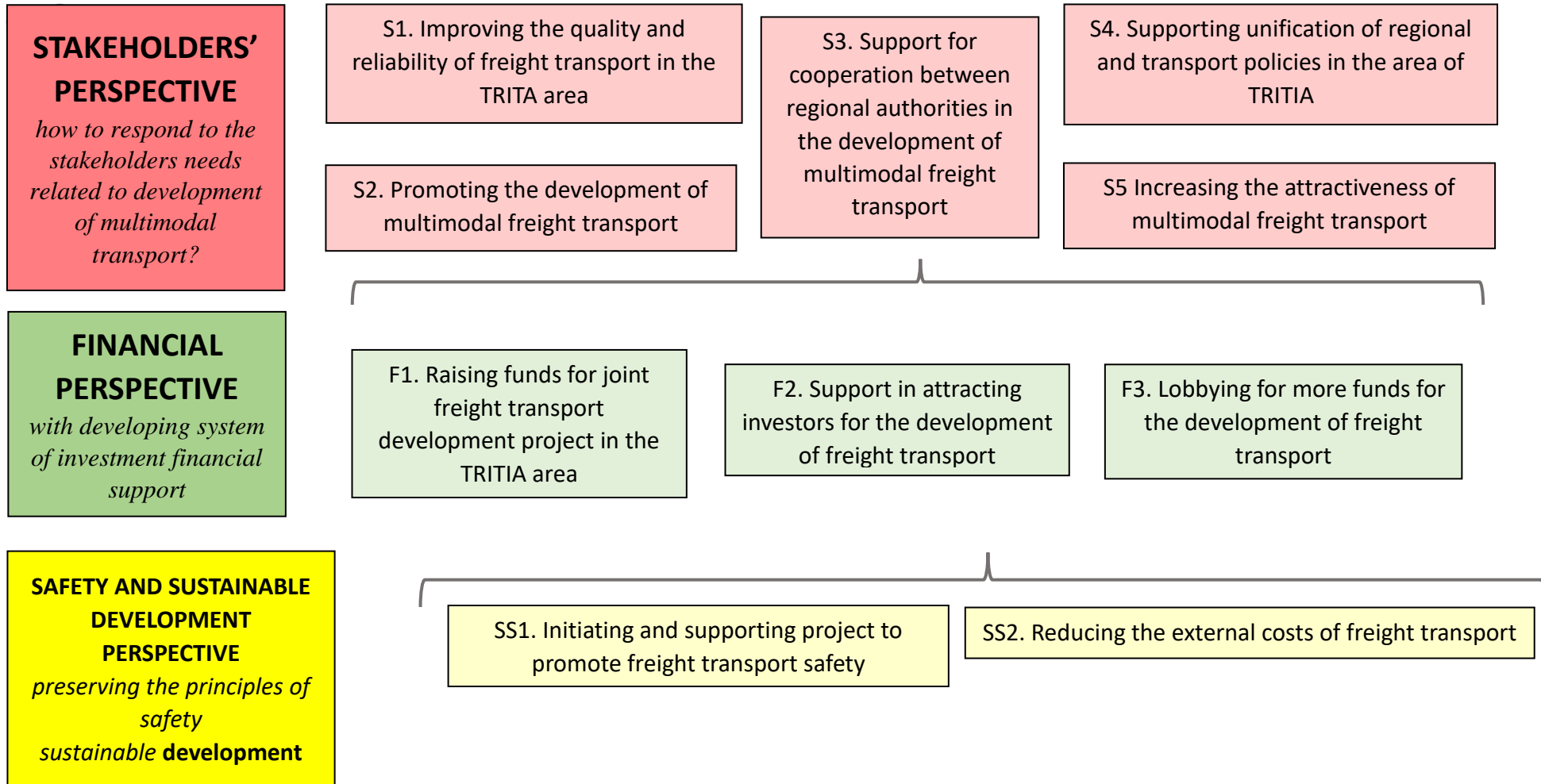
The standard BSC consists of four basic perspectives: financial, customer, processes and development. Each of them measures various aspects of its activity and each of them provides different information, which together form the image of the strategy implementation process, which is why these perspectives cannot be treated separately. However, these perspectives should be treated as a pattern and not a rigid framework. The model perspectives must be however treated as a template, not as rigid frameworks. The specifics concerning the approach to creating the region strategy is based on the place-based approach and the resource-based theory of strategy and requires consideration of additional perspectives or the change of their order. The classical Balanced Scorecard, due to its sectoral depiction, impact of multimodal transport development on the surrounding and impact of the surrounding on the freight transport development as well as the stakeholders of the multimodal transport development, was modified.

In the project, perspectives were selected taking into account the specifics of this project, as well as its stakeholders, the order of these perspectives was also changed. The perspectives set in the map of freight transport development strategies in the TRITIA cross-border area are:

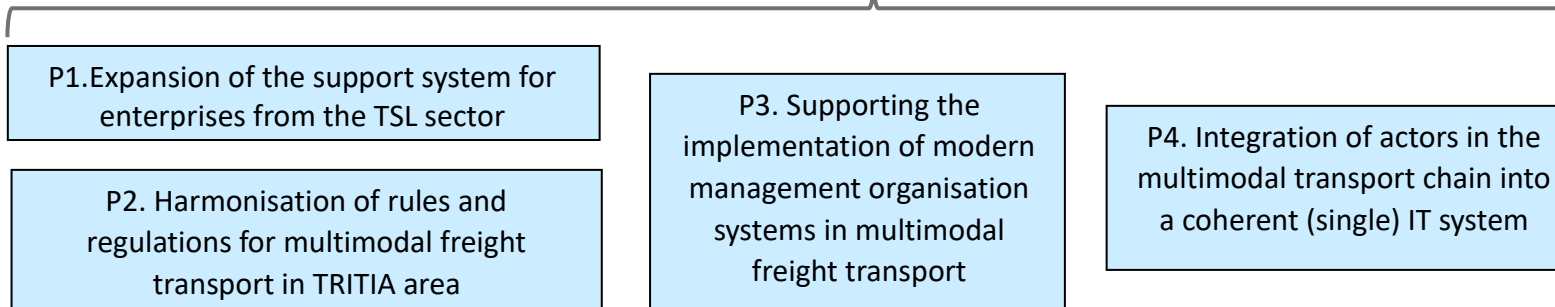
- Development,
- Infrastructure,
- Process,
- Security and sustainable development,
- Financial,
- Stakeholders.

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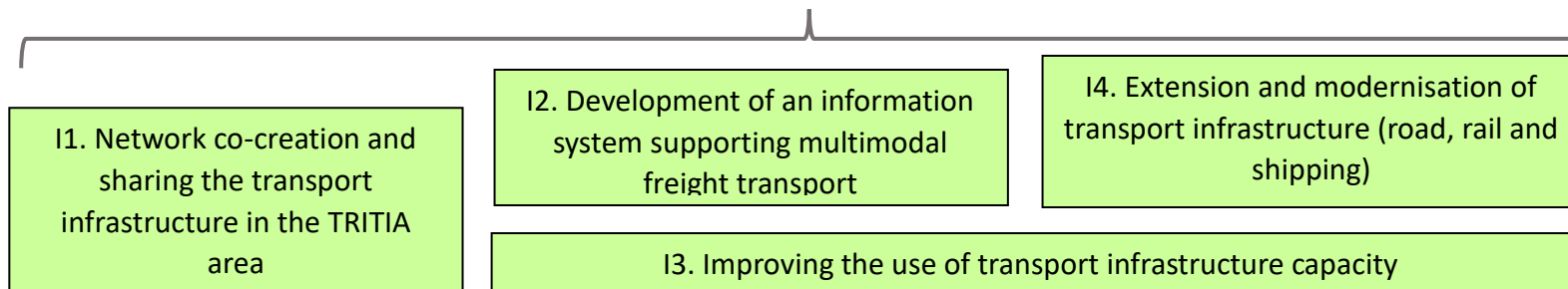
2.5 Strategy map



PROCESS PERSPECTIVE
implementing proper processes, with the support of specified



INFRASTRUCTURE PERSPECTIVE
proper resources as well as linear and point infrastructure



DEVELOPMENT PERSPECTIVE
Having proper human and relationship capital

