

---

D.T1.1.1 Report  
Methodology of preparation  
of multimodal freight transport  
strategy for all partners

---

12.2017



**Report: Methodology of preparation  
of multimodal freight transport strategy  
for all partners (D.T.1.1.1)**

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

Contribution partners:  
PP3 The Union for the Development of the Moravian Silesian Region  
PP4 Transport Research Institute, JSC.  
PP5 Dopravní projektování  
PP6 University of Žilina

## Content

1. Introduction
2. Framework of research process
3. Analysis of strategic documents
4. PEST Analysis
5. Structural Analysis/The Porter Diamond Model
6. Stakeholder analysis
7. SWOT Analysis/Impact Analysis
8. Vision, mission, key values
9. Strategic goals
10. Monitoring system
11. Action plan
12. Road maps
13. Support tools

## 1. Introduction

The aim of the study is to present the process of analysis, design and implementation of freight transport strategies in the area of the EGTC TRITIA agreement.

The report assumes the general presentation of the research structure, methods and research tools necessary to develop the strategy.

The scope of the study includes:

- the structure of the research process, including the stages of strategic analysis, strategy design and its implementation, along with the order of the proceedings;
- strategic analysis including: analysis of strategic documents, analysis of the environment, structural analysis, stakeholder analysis and SWOT analysis together with the analysis of receipts;
- a strategy project including: defining a vision for the development of freight transport for the EGTC TRITIA area, missions and key values; strategy map; strategic goals with indication of optimization activities and new initiatives; strategy monitoring;
- implementation of strategies including: action plan, road maps and tools for strategy implementation support.

The study is of a general nature, and in subsequent supporting documents, detailed methods of proceeding and inference with regard to particular stages of research and projection will be presented. Detailed documents will be developed and presented in accordance with the established project schedule.

## 2. FRAMEWORK OF RESEARCH PROCESS

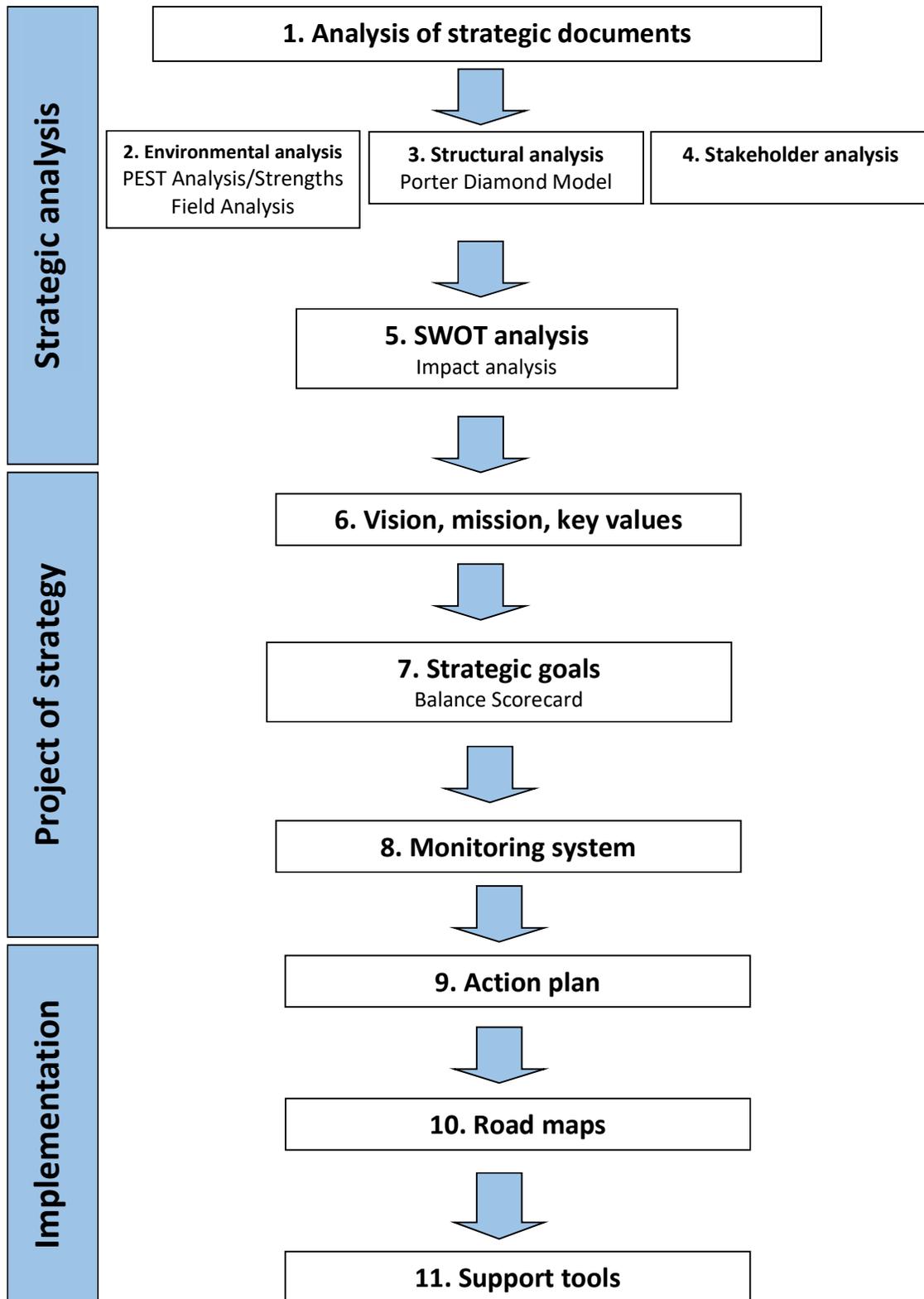


Figure 1.

### 3. Analysis of strategic documents

The aim of this stage is to identify key documents addressing to the development of freight transport in the area of the EGTC TRITIA agreement.

The stage corresponds with part of the research carried out as part of Tasks for partners ver. 1, 12.2017.

#### 3.1. List of documents (Czech Republic, Poland, Slovakia) – table 1.

Table 1.

<b>1</b>	<b><i>Documents of EU/Visegrad Group</i></b>
1.1	
1.2	
1.3.	
<b>2</b>	<b><i>Strategic national documents</i></b>
2.1	
2.2	
2.3	
<b>3</b>	<b><i>Strategic regional documents</i></b>
3.1	
3.2	
3.3	
<b>4</b>	<b><i>Industry and sectoral documents</i></b>
4.1	
4.2	
4.3	
<b>5.</b>	<b><i>Other</i></b>
5.1	
5.2	
5.3	

### 3.2. Documents review sheet – table 2.

Table 2.

<i>The title of the document:</i>
<i>The purpose of the document:</i>
<i>Strategic goals / priorities in the context of the development of international freight transport</i>
<i>Directions of activities / projects relating to the development of international freight transport, particular in the surveyed region concerned by the document (if specified)</i>

### 3.3. Conclusion

### 4. PEST Analysis

PEST is an acronym for **Political, Economic, Social and Technological** factors. This analysis is used to assess these four external factors in relation to our project.

Basically, a PEST analysis will help to determine how these factors will affect the performance and activities of freight transport development in the long-term (in EGTC TRITIA area).

#### 4.1. List of factors – table 3.

Table 3.

<b>PEST ANALYSIS</b>	
<i>Political factors</i>	<i>Economic factors</i>
5-10 factors for the country	5-10 factors for the country
<i>Social factors</i>	<i>Technological factors</i>
5-10 factors for the country	5-10 factors for the country

#### 4.2. Short description of factors – table 4.

Table 4.

<b><i>Political factors</i></b>
<b>Factor: e.g. economic growth</b>
<b>Historical description (up three years back):</b> <i>(short trend characteristics over the last few years: max ½ - 1 page)</i> <i>We use source materials, including the source.</i>
<b>Trends of changes (including estimation of the uncertainty indicator):</b> <i>(change in trends in the perspective of ten years (2030): max ½-1 pages)</i> <i>We use source materials, including the source.</i>

#### 4.3. Conclusion: main opportunities and threats – table 5.

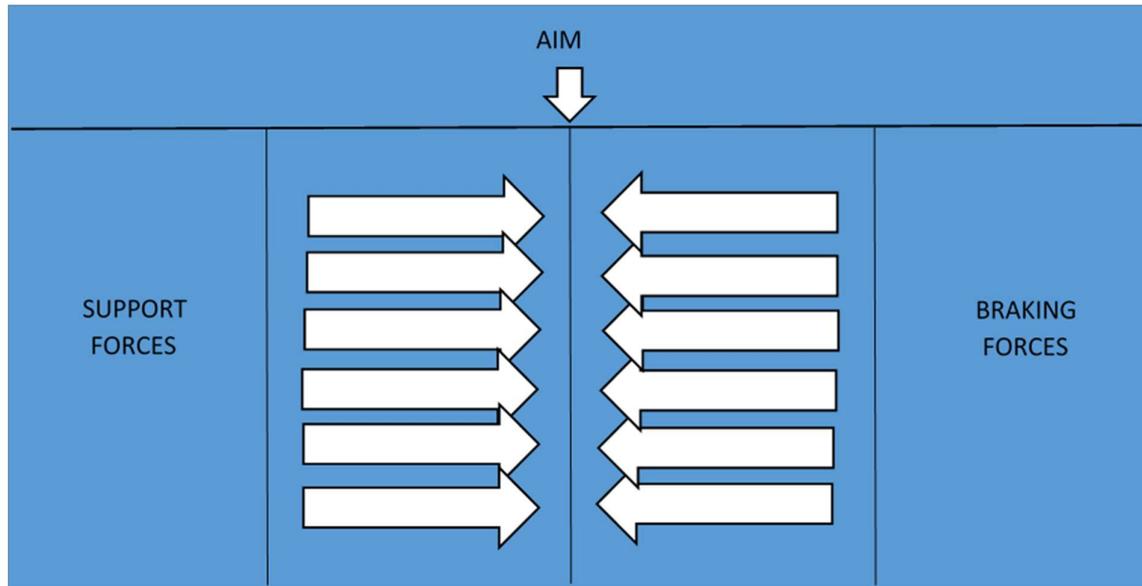
Table 5.

<b><i>Possibilities</i></b>	<b><i>Threats</i></b>

#### 4.4. Strength Field Analysis

Strength Field Analysis is a tool that will be used to synthetically identify and analyse the forces (factors) that support or hinder the development of freight transport in the EGTC TRITIA area.

Table 6.



***Research methods and tools:***

- PEST analysis
- Strengths Field Analysis
- Brainstorm
- Desk research
- Methods expert group

### 5. Structural analysis / The Porter Diamond Model

The structural analysis is based on The Porter Diamond Model. The assessment of EGTC TRITIA's potential in the area of supply and demand side evaluation is assumed. In addition, companies operating in this area, their activities and supporting entities will be assessed.

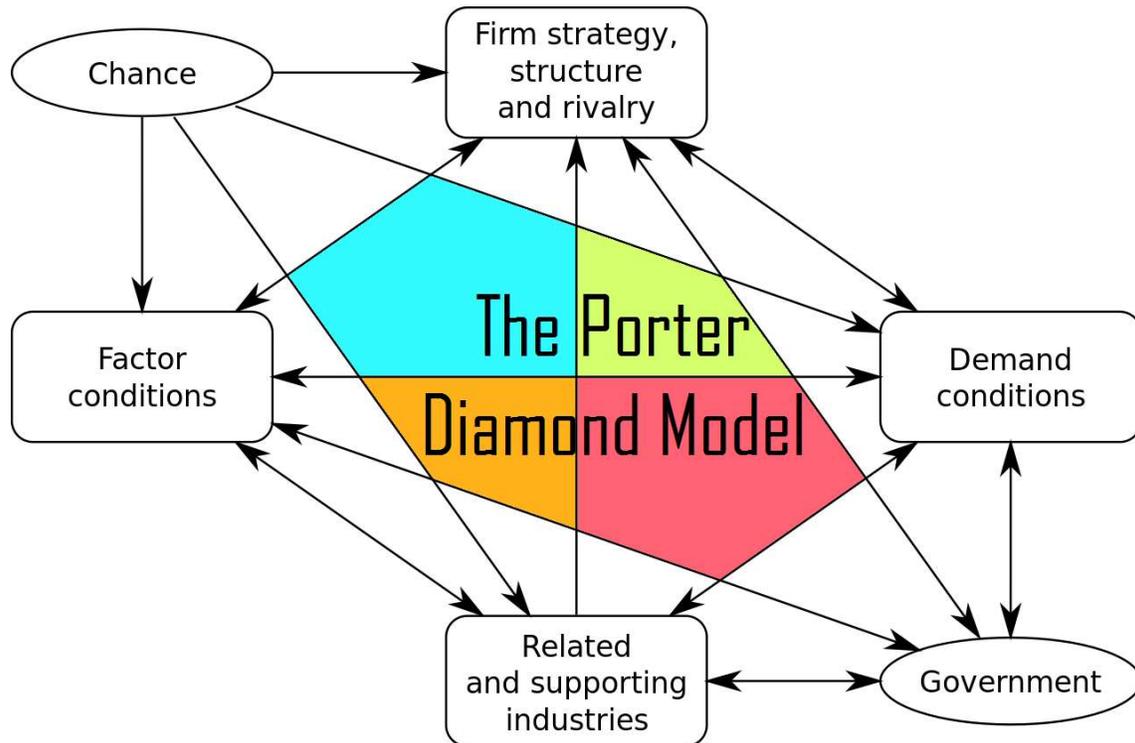


Figure 2.

**5.1. Description of the potential in the context of the project (for each country) – table 7.**

Table 7.

<b><i>Factor conditions<sup>1</sup></i></b>	<b><i>Short description</i></b>
Resources	
Infrastructure	
Human capital	
Information	
....	
<b><i>Demand conditions</i></b>	
Market attractiveness	
Market maturity	
Barriers to entry and exit from the market	
.....	
<b><i>Firm Strategy</i></b>	
The number of companies and their activities	
The field of competition	
The field of cooperation	
....	
<b><i>Related and supporting industries</i></b>	
Substitutions	
complementary products and services	
....	

<sup>1</sup> Individual factors will be presented in the detailed documents.

## 5.2. Conclusions: main strength and weaknesses of the project – table 8.

Table 8.

<i>Strengths</i>	<i>Weaknesses</i>

### Research methods and tools

- The Porter Diamond Model
- Desk research
- Statistic data
- Methods expert group

## 6. Stakeholder analysis

The Stakeholder Analysis based on identify main stakeholders. The next step is to work out their power, influence and interest. The third step is to develop the expectations and goals of stakeholders.

Stakeholder analysis in the context of the implemented project (for the each country).

### 6.1. List of stakeholders – table 9.

Table 9.

<i>Stakeholder</i>	<i>Short description</i>
E.g.	(3-4 senetences)



## 6.2. Preliminary evaluation of stakeholders – table 10.

Table 10.

Stakeholder	Importance *)		Type of impact		Influence		The power of influence		Predictability of changes		The rate of interest	
	paramount	secondary	direct	indirect	positive	negative	high	low	high	low	high	low

\*) We fill in the table by inserting an X. If necessary, please put comments below the table.



**Comments:**

**6.3. Analysis of stakeholders' expectations and goals – table 11.**

Table 11.

No.	Stakeholders	Expectations and goals		
		What does the stakeholder expect from the project?	What do we expect from a stakeholder as part of the project?	Relation to the project *)

\*) (+) stakeholder interests are in line with the objectives of the project  
 (-) stakeholder interests are opposing the project  
 (+/-) stakeholders' interests are neutral towards the project

**Comments:**



## 6.4. Analysis of stakeholders' – matrix diagram (table 12)

Information on the meaning and influence can be summarized in a matrix diagram. It is built to determine the position of each actor taking into account these two general criteria. This treatment allows, among others determination of the relative risk associated with a specific actor and determination of a potential coalition supporting the project.

Table 12.

### Importance

Large	A	B
Low	D	C
	Weak	Strong

**Impact**

## 4.5. Conclusion



## 7. SWOT Analysis/Impact Analysis

S.W.O.T. is an acronym that stands for Strengths, Weaknesses, Opportunities, and Threats. Strengths and weaknesses are internal to the freight transport development EGTC TRITIA. Opportunities and threats are external for this problem.

The analysis will be based on previously identified factors and analyses (see tab. 5 and 8).

### 7.1. SWOT table – table 13.

Table 13.

<i>Strengths</i>	<i>Weaknesses</i>
<i>Opportunities</i>	<i>Threats</i>



## 7.2. Impact analysis – table 14.

TOWS stands for threats, opportunities, weaknesses and strengths. A TOWS analysis turns the results from the SWOT analysis into a matrix of potential action plans by matching internal strengths and weaknesses with the external opportunities and threats. However, the resulting matrix can provide insightful information on the type of strategies.

Table 14.

Threats						Weight	Number of interactions	Ratio of weights and interactions	Rank
Strength									
Weight									
Number of interactions									
Ratio of weights and interactions									
Rank									
Sum of interaction									
Sum of ratio									

## 7.3. Comments



## 8. Vision, mission, key values

We assume that the vision of the development of freight transport for the EGTC TRITIA area will be based on the creation of a freight transport ecosystem.

A vision statement focuses on tomorrow and what an EGTC TRITIA wants to ultimately become. A mission statement focuses on today and what an EGTC TRITIA does to achieve it.

Key values are the principles and values that will accelerate EGTC TRITIA progress.

**Vision**

***Mission***

**Key values**



## 9. Strategic goals

### 9.1. Strategy map according to Balanced Scorecard assumptions for 5 perspectives

The strategy map is a useful technique for structuring the strategy. It allows to determine if there are links between the targets set for each of the defined strategic map perspectives (figures 3 and 4). Thanks to this, it clearly shows how the implementation of one goal (cause) affects the achievement of another goal (effect).

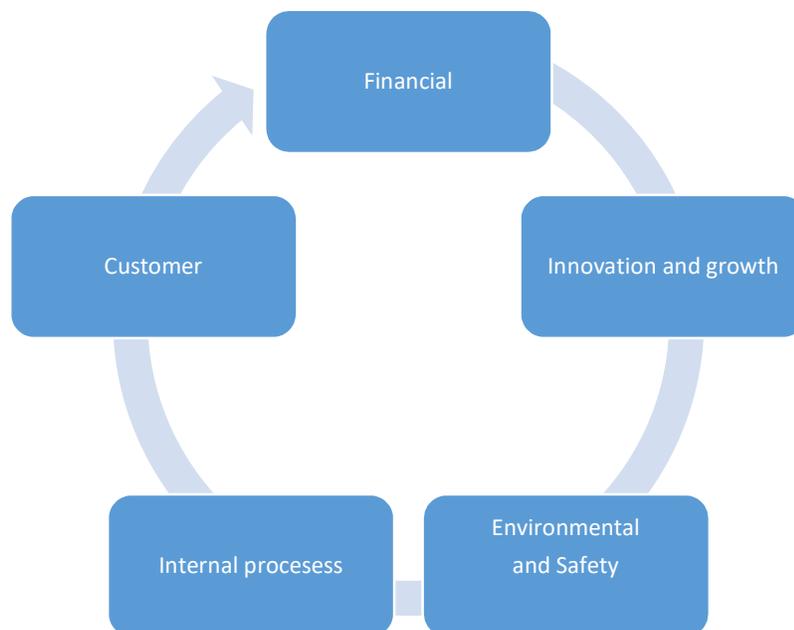


Figure 3



**TRANS TRITIA**

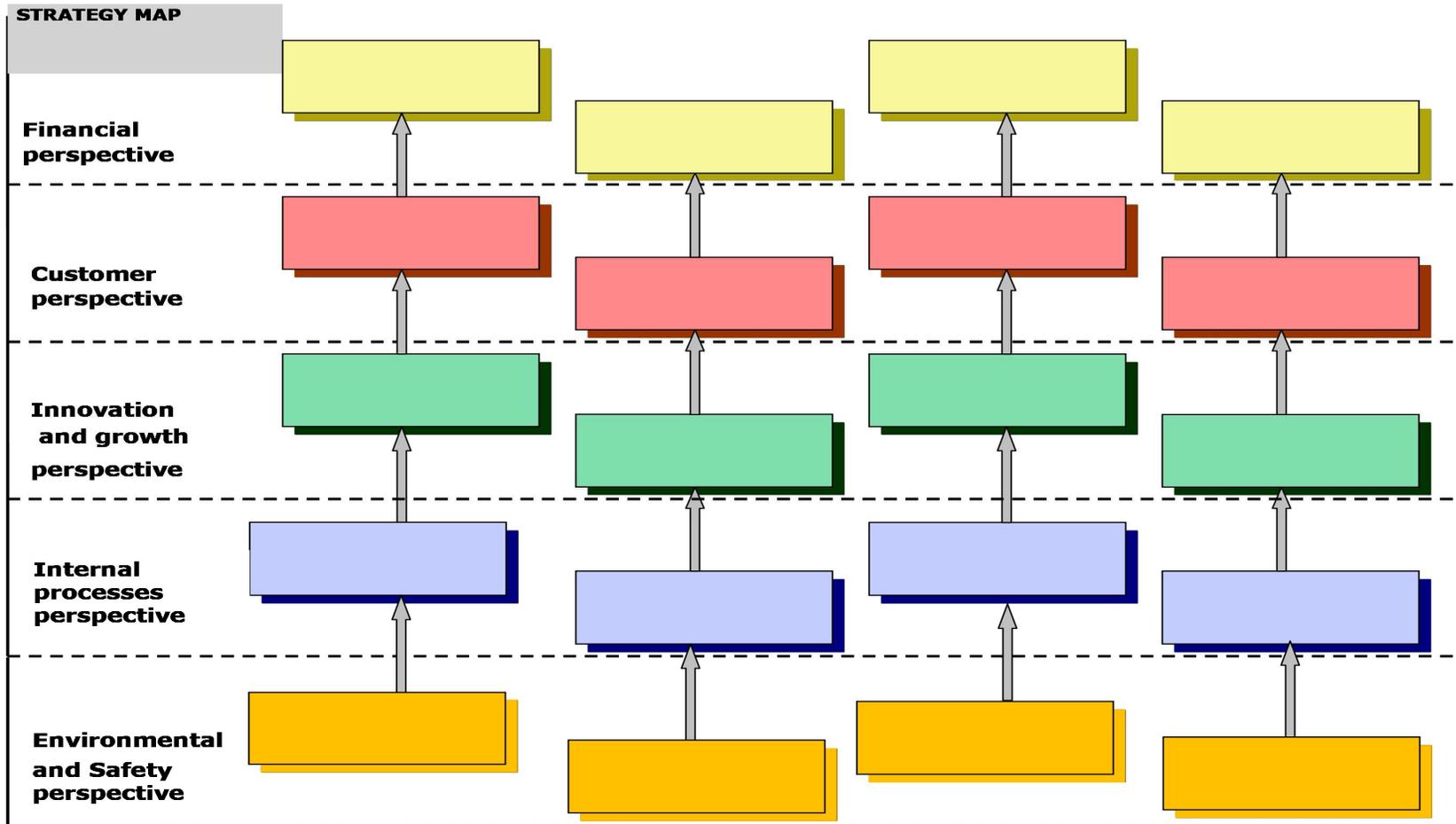


Figure 4.



## 9.2. Description of strategic goals by matrix – table 15.

The collected at this point information on the strategic objectives, such as measure, the proposed value, effects, data and monitoring frequency, action and initiatives will help to develop a system for monitoring implementation of the strategy based on the Balanced Scorecard.

Table 15.

The goal symbol	Strategic goal		
C-1	First goal in the customer area		
Measure	The proposed value	Effects / benefits	Data source and monitoring frequency
Actions			
Improvements, optimizations			
Initiatives			
New projects and process			



## 10. Monitoring system

The monitoring system will be based on the assumptions and information contained in the BSC. Strategic Monitoring System is a system to measure progress in regular intervals. It is the process of regular observing and recording of activities that takes place in a project. It also involves giving feedback about the progress of the project.

## 11. Action plan – table 16.

Action planning is **a process which will help you to focus your ideas and to decide what steps you need to take to achieve particular goals** that you may have. It is a statement of what you want to achieve over a given period of time.

Table 16.

ACTION PLAN				
Aims	Tasks	Criteria for success	Time horizon	Resources

## 12. Road maps

A strategy roadmap outlines the long-term vision EGTC TRITIA needs to achieve its strategy. The road map view is extremely helpful to visualize what needs to be prioritized year-by-year to achieve your vision.

A strategic roadmap is a time-based plan that defines where a business is, where it wants to go, and how to get it there. It is a visual representation that organizes and presents important information related to future plans. Strategic roadmaps are a common approach to planning. They are an effective communication tool for managers, and link strategic initiatives with business plans. Road mapping acts as a focusing device that marshals efforts toward achieving important goals.

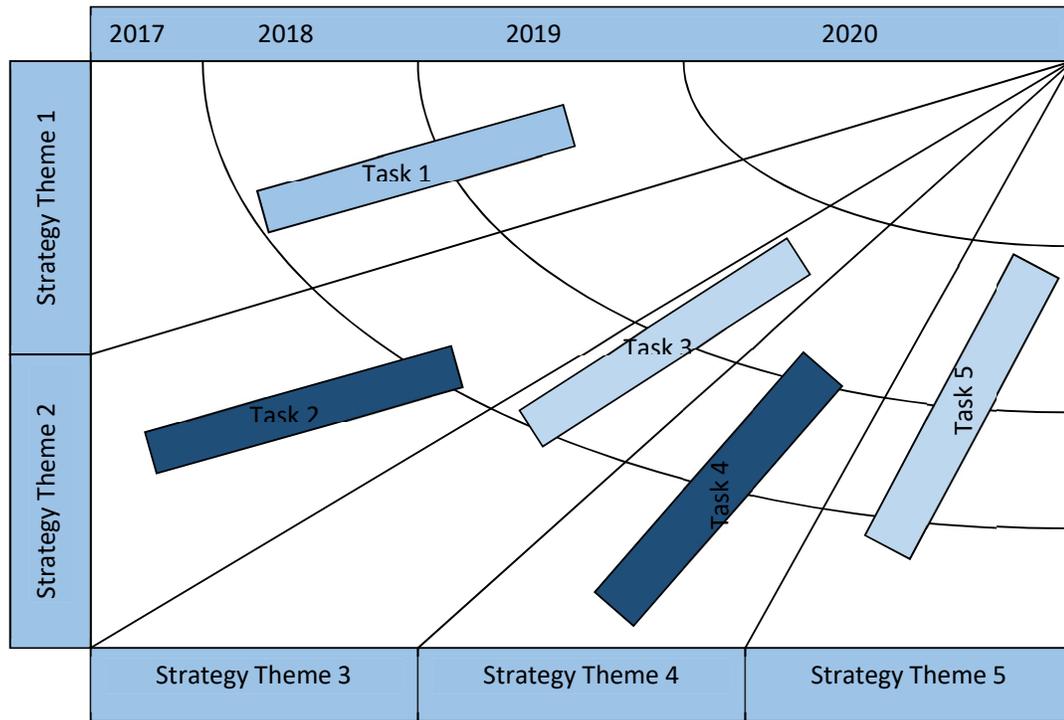


Figure 5.

### 13. Support tools

Formal or informal network of goods, services, personnel, and organizations that sustains an entity in its survival and growth (EGTC TRITIA).