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Performance Measures & KPI's in Tolling Schemes

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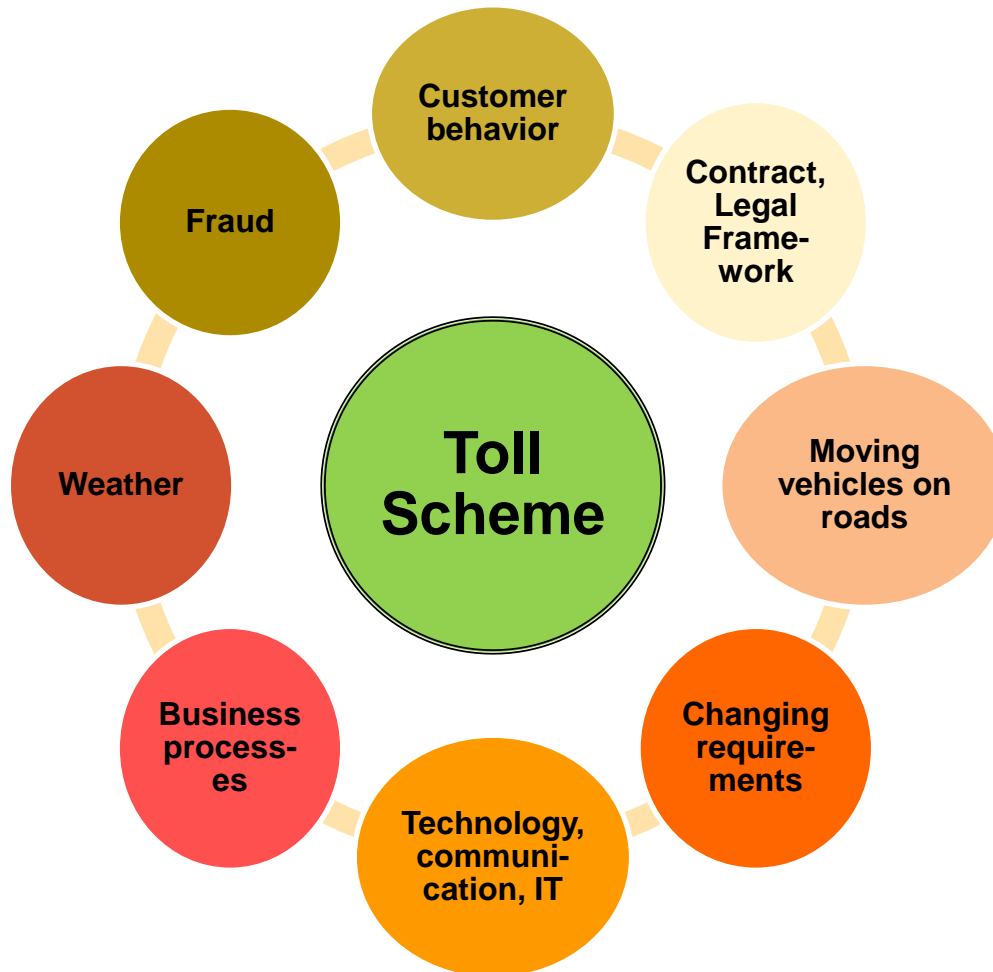


Agenda

1. Overview and categorization of KPI's in Tolling
2. KPI's across U.S. and Europe
3. Critical success factors
4. Conclusion and recommendations



Toll Schemes and KPI's



Key Performance
Indicators



and why
you need
them...

Overview and categorization of KPI's

On-Board Equipment related

- e.g. On Board Unit reliability / distribution / installation / Support Centre / availability

Registration related

- e.g. registration service, accuracy of registration records

Information - customer related

- e.g. website availability, availability of contact point for information provision, call center

Back office related

- E.g. Commercial back office, operational back office, enforcement back office

Payment related

- e.g. client centre payment channel availability, availability of payment at contact points

Enforcement related

- e.g. permanent enforcement sites (vehicle detection performance / vehicle classification performance)

Operations related

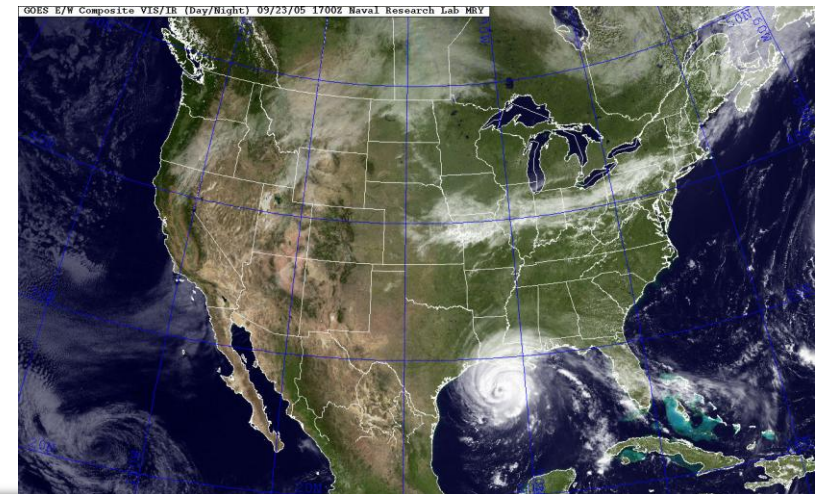
- e.g. technical operations, commercial operations



Common and important KPI's across U.S.



- **Operational cost per toll transaction**
 - No standard formula for a true comparison of agency costs to collect tolls
 - Different considerations what should be included into fully loaded cost
- **Toll collection revenue variance**
 - What was collected vs. what should have been collected?
 - Impacts from front-end technology:
missed transactions will result in expensive resolution in back office
- **Electronic toll collection and frequent users**
 - Number of customers with a toll collection account
- **Operational KPI's**
 - Commercial Operations
 - Technical Operations
- **Customer satisfaction**



Common and important KPI's across Europe



Toll collection revenue

- Undercharging → penalties
- Overachieving of target values for charging performance → incentives / bonus

Customer satisfaction

- Provision of information: website availability, call center availability, contact points availability
- Availability of Point-of-Sales, OBU distribution points (non-discrimination principle)
- OBU reliability

Enforcement

- Enforcement-KPI (detection rate, classification rate, ANPR reading rate)
- Availability of enforcement vehicles



Challenges

- In many tenders **too many KPI's** ?
- No relation to common standards as used in other projects ?
- **Inaccurate and incomplete** definitions ?
- Too strict KPI definitions from the client / authority, without negotiation ?
- Target values too high ?
- In most projects only penalties – but **no incentives** ?
- Attainment of some KPI's does **not lead to advantages or improvements** for users and clients ?
- Legal framework **incompatibilities** ?
- Do performance indicators rely on defined verification methods ?



Conclusions and Recommendations

Main achievements to be supported by KPI's:

- Best possible revenue
- Best customer satisfaction
- Best performance of enforcement

KPI's are there for improving the system and not for making it more complex

KPIs should be clearly defined, simple, practicable, transparent, and 100% measurable

Legal framework must be in line with defined KPI's

Incentives are of utmost importance, and shall be reflected in a reward scheme:

- Bonus when overachieving → advantage for both sides, client and supplier
- Penalties when failing (contractual regulated)

Less is more: reduce number of KPI's to a minimum



Thank you for your attention!



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