From Planning to Performance
Key Actions in Athens

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Europeanization in Transport Market

• Single – Domestic market
  ▫ Business framework uniformity
  ▫ Opportunities to new business models
  ▫ Stimulate demand

• Sustainable development
  ▫ Environmental issues

• Decision making
  ▫ Stakeholders role
  ▫ Shift to a performance oriented market
PT system restructuring

Planning

Services

PT System restructuring

Operation cost

Revenues

New Legal Framework

New Operational Structure

Strategic Plan

Business Plan
Key issues on Strategic Planning

• Improve quality of services
  ▫ New technologies (Google, Wi-Fi, etc)
  ▫ Easy access to transport information, (web based information system, telecommunication center, etc)
  ▫ Ticketing (encourage the monthly based cart system, etc.)

• Re-organize the PT network
  ▫ meet environmental targets
  ▫ reduce operational cost and central government substitutes

• New deal with the passengers
  ▫ services and rights
  ▫ level of service

• Investment plan
  ▫ Telematics
  ▫ Fare collection system
  ▫ Buslanes - BRT
Athens Urban Transport Organisation (AUTO/OASA) is ...

- Metropolitan Public Transport Authority
  -- responsible for the:
  - transportation planning, control of services, the fare policy monitoring and the distribution of fare revenues to the operators
  - coordination of all public transport operators into the Athens metropolitan area, i.e. thermal and electric (trolley) buses, metro and tram
  -- supervision of the
  - two major PT operators in Athens: Bus and Metro companies, as it is the only shareholder
AUTO strategic goals

- Sustainable development and rationalized operation of the Public Transport System
- Improvement of the level of services offered to passengers and modernization of the infrastructures of OASA and PT operators.
- Optimization of the performance and quality of transport services by increasing transport reliability
- Increase ridership
- Rationalization of resources
- Ensure the revenues
- Evaluate PT operators transportation and economic performance
Economic feasibility
Key issues on Business Plan

• Reduce operational cost
  ▫ fixed cost (salaries, real estate, etc)
  ▫ variable cost (routes, hour of operation, cost based services, etc.)
  ▫ new activities (maintenance, etc.)

• Cost control
  ▫ new contracts to operators (cross cost contacts)
  ▫ mechanism to monitoring performance (per month, quarter, annually)
  ▫ obligations on cost control (if in one quarter the cost is more 10% then an detail report should be provided to government)

• Improve the revenues
  ▫ new ticket pricing policy (+ 20-40% single tickets, 10-20% monthly and annually travel cards)
  ▫ New body to reduce free travelers (target: less than 10% at the end of 2011)

• Economy of scale
  ▫ Mergers in PT operation companies
PT economic performance 2009-2011

- Operational cost
- Employee cost
- State subsidy
- Operational debt

<table>
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<tr>
<th>Year</th>
<th>Operational cost</th>
<th>Employee cost</th>
<th>State subsidy</th>
<th>Operational debt</th>
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2012 (estimation)
PT economic performance 2010-2011

Sales

Revenues

million

2010

2011

2012 (estimation)
Transportation performance 2010-2011

- 10% passengers (-20% the travels by car)
  - reduction of the mobility
    - leisure trips
    - Shopping
  - high number of strikes
    - more than 30 days for the employees in PT system
    - more than 100 days for the employees in other activities

- 20% routes by PT
  - Re-organise the Bus network
    - connection to Metro stations
    - reduce low demand routes

Operational characteristics
  - Occupancy
    - ≥ 90% in peak hours for the 70% of the routes
  - Fleet management
    - ≥ 35% new technology fleet (Euro5 and CNG)
    - ≥ 20% in CO2
Investments
Key Investments

- Implementation of a **Telematic System** used for thermal and electrical buses

- Development of an **Automatic Fare Collection System** for Athens Urban Transport

**Public Private Partnerships (PPPs)**
Thank you for your attention!

www.oasa.gr

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