

BENEFIT

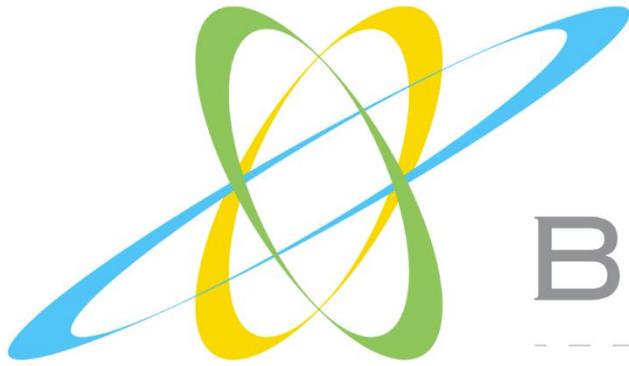
Business Models for Enhancing Funding
& Enabling Financing for Infrastructure in Transport

Deliverable: D1.2 - Risk Management & Innovation Management Plan



European
Commission

This BENEFIT project has received funding from the European Union's Horizon 2020 research and innovation programme under grant agreement No 635973



BENEFIT

Business Models for Enhancing Funding
& Enabling Financing for Infrastructure in Transport

Grant Agreement No.: 635973

Deliverable: D1.2 - Risk Management & Innovation Management Plan

Project Start Date: December 1st 2014

End Date: August 31st 2016

Co-ordinator: University of the Aegean

Deliverable No D 1.2
WP No WP1

WP Leader: UAEGEAN

Due date: 31/01/2015

Submission date: 10/02/2015

The Partnership



**University of the Aegean,
Department of Shipping, Trade and Transport**

Project Coordinator



UNIVERSITY OF TWENTE.



Bartlett School of Construction & Project Management



omega centre
Centre for Mega Projects in Transport and Development



Document summary information

Authors and contributors

Initials	Author	Organisation
ASR	Alexandra Rodrigues	TIS.PT
DSC	Daniela Carvalho	TIS.PT
FGG	Faustino Gomes	TIS.PT

Quality Control

	Who	Date
Checked by internal reviewer	Rosário Macário	10/02/2015
Checked by Task Leader	Daniela Carvalho	09/02/2015
Checked by WP Leader	Athena Roumboutsos	11/02/2015
Checked by Project Coordinator	Athena Roumboutsos	11/02/2015

Disclaimer

The content of the publication herein is the sole responsibility of the publishers and it does not necessarily represent the views expressed by the European Commission or its services.

While the information contained in the documents is believed to be accurate, the authors(s) or any other participant in the BENEFIT consortium make no warranty of any kind with regard to this material including, but not limited to the implied warranties of merchantability and fitness for a particular purpose.

Neither the BENEFIT Consortium nor any of its members, their officers, employees or agents shall be responsible or liable in negligence or otherwise howsoever in respect of any inaccuracy or omission herein.

Without derogating from the generality of the foregoing neither the BENEFIT Consortium nor any of its members, their officers, employees or agents shall be liable for any direct or indirect or consequential loss or damage caused by or arising from any information advice or inaccuracy or omission herein.

TABLE OF CONTENTS

1. INTRODUCTION	4
2. BENEFIT project	4
3. Risk Management	6
3.1 Purpose of Risk Management	6
3.2 Risk Definitions	7
3.3 Process	7
3.4 Control Mechanisms	9
3.5 Overall assessment	10
3.6 Record of BENEFIT Risks	11
4. Innovation management plan	17
4.1 Background	17
4.2 BENEFIT Innovation Products at a glance	18
4.3 BENEFIT target audience	19
4.4 Products per audience	19
4.5 Available tools	20
5. Next developments.....	21

TABLE OF FIGURES

Figure 1: BENEFIT Key Elements in Transport Infrastructure Provision, Operation and Maintenance	5
Figure 2: Overall risk management process.....	7

INDEX OF TABLES

Table 1: Record of Risks and Actions	9
Table 2: Status of BENEFIT risks by month 2	11

1. INTRODUCTION

This deliverable has a twofold objective: on the one hand it presents the methodology to identify and address risks and the delineation of respective response measures in the context of the Benefit project and, on the other hand it draws the first approach to the Innovation Management plan, i.e. starting from the early stages of the project to outline ways to exploit opportunities.

Both objectives underlying this document are characterized by an evolving environment, i.e. they are continuously in progress leading to a continuous adjustment. As such this document should not be understood as a static and final document but instead a first version that will be regularly revised and adapted within the project's development.

The document is structured in two main parts, reflecting the above mentioned objectives. It starts by an overall presentation of BENEFIT project blocks, common to both objectives, being followed by the Risk Management chapters, notably: risk understanding and relevance of a risk management plan; methodology adopted for risk management and identification of control mechanisms to be promoted in the context of the specific project. An annex with the status of risks at month 2 is provided.

The second part of this deliverable is then focused on the Innovation Management Plan. This includes a first insight on potential strategies for outreach as well as the identification (in view of the current status of developments) of innovative and exploitable results in the project.

This document will be subject to a formal review and update by month 6.

2. BENEFIT project

BENEFIT project takes an innovative approach by analysing funding schemes within an inter-related system. Funding schemes are successful (or not) depending on the Business Model that generates them. The performance of the Business Model is effected by the implementation and the transport mode context. It is matched successfully (or not) by a financing scheme. Relations between actors are described by a governance model (contracting arrangements). These are key elements in Transport Infrastructure Provision, Operation and Maintenance, as illustrated in Figure 1.

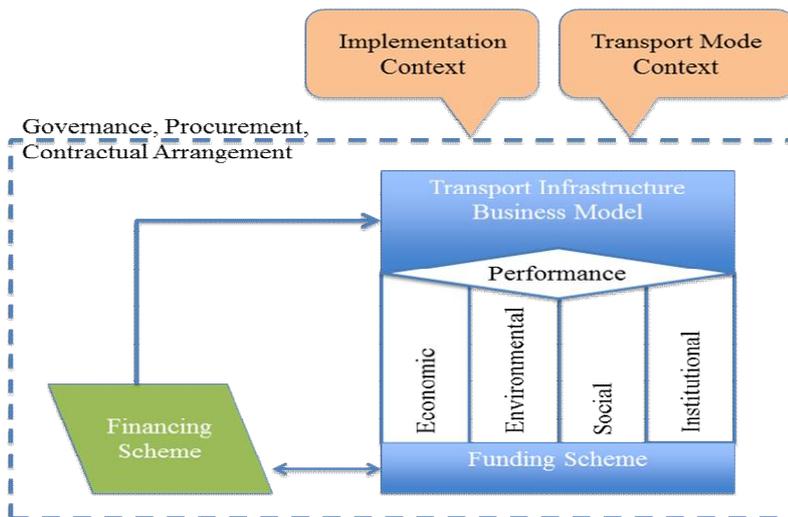


Figure 1: BENEFIT Key Elements in Transport Infrastructure Provision, Operation and Maintenance

In developing this framework, BENEFIT takes stock of case studies known to its partners in combination with a meta-analysis of relevant EC funded research and other studies carried out with respect to funding schemes for transport (and other) infrastructure and direct contact with key stakeholder groups.

Stemming from its overall objectives of providing structured, integrated and comprehensive analysis with findings that may be transferable and objective, BENEFIT creates the foundations of its analysis through:

- The consolidation, updating and extension of its collective case database,
- The generation of typologies of key elements influencing performance.
- The engagement of practitioners in pilot case analysis for gap identification and building solutions.

The above are combined with matching principles to form the Decision Matching Framework, which constitutes the BENEFIT analysis and decision framework providing a policy tool, guidelines and recommendations on financing and funding the design, implementation and maintenance (and upgrading) investments in transport.

BENEFIT uses the published case study descriptions of seventy-five transport infrastructure projects funded and financed by public and private resources from nineteen European and four non-European Countries covering all modes of transport. It also exploits twenty-four European country profiles with respect to contextual issues (institutions, regulations, macroeconomic and other settings) influencing funding and financing of transport infrastructure. This data has been produced within the framework of activities undertaken by the OMEGA Centre for Mega Projects in Transport and Development and the COST Action TU1001 on Public Private Partnerships in Transport: Trends and Theory. In addition, BENEFIT, through its partnership and respective experts, consolidates almost twenty years of successful European Commission research with respect to issues related to transport infrastructure and planning, assessment and pricing of transport services. Therefore, its approach is supported by the tacit knowledge and insights of the BENEFIT partnership with respect to infrastructure projects in transport.

The Decision Matching Framework will allow to: (i) carry out the analysis of existing experience in a way that allows the transferability of conclusions (ii) identify limitations (iii) propose solutions/remedies (iv) indicate combinations of typologies that are more (less) resilient to the financial and economic crisis. This analysis will “calibrate” the Decision Matching Framework and in this process develop a policy guiding tool and project rating framework.

To reach its objectives, BENEFIT engages and maintains a continuous exchange with all stakeholder groups. To this end, BENEFIT has set up:

- an Advisory Group, which includes individuals internationally recognized for their contribution in transport infrastructure development and European and International Institutions.
- Consultation Groups, who will be consulted at milestones. These groups include national Ministries responsible for delivery and maintenance of transport infrastructure, PPP Units, Financial Institutions, Project Sponsors and Promoters, Infrastructure Operators as well as Innovation Providers.

Through this involvement, the consideration of the full range of interested parties to provide input is obtained. Along the project, and additionally to regular dissemination measures, BENEFIT will encourage engagement, exchange and dissemination of information through webinars, discussion corners, hangouts and policy dialogues. Finally, BENEFIT, recognizing the dynamic nature of investments in transport, will release its updated collective database in an “updating” friendly wiki format for future experience sharing.

3. Risk Management

“Proactively prevent situations that can go wrong and help things to go right”

3.1 Purpose of Risk Management

The aim of Risk Management is to ensure that project risks are identified and covered by actions so as to eliminate or reduce them, bringing the residual risk to a level that is acceptable to the Commission and to the partners. Given that each project risk could have a cost impact, or affect time scales or product technical characteristic, as the sooner they are identified and overcome the more advantageous it is for the project.

As such, every effort should be endeavoured to identify potential risks and conflicts as early as possible, i.e., the main objective of risk management methodology is to “proactively prevent situations that can go wrong and assist situations to go right”.

Regular risk assessment of the project will ensure success in terms of fulfilling project objectives within budget, time and resources available and allocated to each partner.

3.2 Risk Definitions

In order to properly understand risk management and the proposed mitigation / contingency plans, it is necessary to start by establishing a common understanding on definitions to be applied in BENEFIT.

Risk: Any aspect that conducts to a potential to achieve the overall project objectives within the defined cost, time, and technical (performance and quality) constraints. It may be an downside risk and have a negative impact or an upside risk and have a positive impact.

Upside risks are considered under Innovation Management. This part of the Risk management plan focuses on the downside risk.

A Risk is defined by the two following components:

- Probability of falling to achieve a particular outcome;
- Likely effect / Consequences or Impacts of falling to achieve that outcome.

With respect to a process, risk is a measure of the difference between actual performance of a process and the known best practice for performing that process.

Risk event: Is an event that, if it goes wrong, can compromise the development of the expected results, production and assessment of the prototypes, and dissemination of the results. Risks events should be defined to a level such that the risk and causes are understandable and can be accurately assessed in terms of likelihood/probability and consequences to establish the level of risk.

3.3 Process

The impact of project risks and conflicts on project objectives will be assessed by the project manager and the work package leaders. The impacts will be actively addressed through early assessment and elimination of risk with the identification of proper actions to be taken to mitigate or reduce to acceptable levels the probability of occurrence or the impact in case of occurrence.

In cases of any unavoidable conflict with respect to mitigation measures, the project management board will meet and gather consensus where solutions and mitigation measures will be identified and mutually select the one that is in the interest of the project objectives.

Risk management practices are developed, which include as a minimum the identification and monitoring of the corresponding project risks. They are classified by category, severity, and probability of occurrence in the corresponding risk registers, together with the status, creation date, and mitigation strategies.



Figure 2: Overall risk management process

1. **Risk Planning** is concerned with identifying risk management procedures and responsibilities. Risk Management Planning occurs as part of the proposal and negotiation phase and continues throughout the lifecycle of the project to ensure that any changes in project scope or focus are carefully analysed as to their potential impacts on the project.
2. **Risk Identification** is the proactive process of identifying risks before they occur. Like risk planning, risk identification is an iterative process. The first phase of risk identification occurred during the proposal phase; the risks identified during the proposal phase of the project have been re-examined and updated based on the current state of the project. This process of ongoing updating will continue throughout the lifecycle of the project. Participants in risk identification include all partners. Identified risks are documented in a risk register that describes the conditions that are causing concern, followed by a brief description of the potential consequences of these risks.
3. **Risk Analysis** is the most detailed phase of the entire risk management process. It involves evaluating the risk attributes and prioritizing the risks. Evaluating the attributes of a risk involves establishing values for probability (the likelihood the risk will occur) and the impact (in terms of significance for the project). Risk impacts are estimated against its impacts on costs, time, scope, and quality and its probability of occurrence is identified. This allows prioritising risks according to their potential effect on project objectives.
 - Risk probability is defined according to a 5 level scale: from 1 (very low) to 5 (very high)
 - Risk Impact translate also in a similar scale the impact that occurrence might produce in the project development and conclusion.

From the combination of probability and impact, the risk level is defined. A five level scoring approach is obtained.

Probability Qualitative Impact:

- 1 – 5 = Remote Insignificant
 - 6-10 = Unlikely Minor
 - 11 – 15 = Likely Moderate
 - 16 – 20 = Highly Likely Major
 - 21 -25 = Near Certainty Catastrophic
4. **Risk Response** is the process of deciding what should be done with a risk, if any-thing at all. Risk Response answers two key questions: (1) who owns the risk (responsibility) and (2) what can / should be done (scope and actions). The range of response actions for the project is as follows:

- **Follow** - Means investigating the risk until enough is known to be able to decide what to do. Research ranges from making phone calls to conducting a detailed review of the risk drivers
- **Prevent** – affect resources in order to avoid the risk of occurrence
- **Act** - towards the reduction of its occurrence or in order to minimise the impact it might produce
- **Mitigate** - Eliminate or reduce the risk by reducing the impact, reducing the probability, or shifting the timeframe when action must be taken

5. **Risk Monitoring** is the process of keeping track of the risks and evaluating the effectiveness of the response actions. Monitoring may also provide a basis for developing additional response actions and identifying new risks and is done in a continuous manner.

Risks identified as “Near Certainty Catastrophic” and “High-Impact” deserve immediate corrective actions.

3.4 Control Mechanisms

A simple, yet efficient, management and control scheme is implemented.

The coordinator (together with TIS as the partner in charge of risk management) is in charge of keeping up-to-date the project control and management procedures, based on the inputs provided by the WPL.

This includes:

- Keep an updated project schedule (i.e. Gantt chart)
- Keep track of milestone achievements and of the work in progress in any WP
- Follow-up of the action items recorded at the progress and review meetings (see Table 1)

In order to manage the project’s risks in accordance to the process and assessment instruments as defined above, a risk register (excel file) has been created and populated with initial risk estimates provided by the WP leaders and updated during the Kick off meeting. This register will be updated quarterly based on input from the WPLs and the project TC. The current risk register, with impact assessments for identified risks, is included in the next chapter.

Table 1 depicts the fields included in the risk register.

Table 1: Record of Risks and Actions

Risk ID	#
WP's #	#

Tasks #	#
Risk Identification	description
Probability	1 to 5
Impact	1 to 5
Risk analysis - %	%
Risk analysis description	Remote Insignificant Unlikely Minor Likely Moderate Highly Likely Major Near Certainty Catastrophic
Risk response	
Risk Mitigation Measures	description
Creation date	date
Status	Open Closed
Closing date	date

Although the implementation of the action items is under the direct responsibility of the agreed responsible partner, the coordinator shall be responsible for following up on the status of any open action item. Should an action item or technical issue remains open after the expected due date, the responsible entity shall be notified for the action item.

The risk registry is an excel file available to all partners. WPLs are responsible to identify the risks in their WP. Any change or addition of a new risk should be reported to the coordinator. Mitigation strategies/Risk response and corrective actions are recorded and all involved parties are informed of the action taken.

3.5 Overall assessment

The DoW for the BENEFIT project was scheduled in time and efforts following the interpretation of EC requirements and expectations as included in the respective call text.

In the course of the first 2 months of work, following the detailed planning and elaboration of methodologies in each WP, different risks have been identified.

Those are recorded in Table 2.

3.6 Record of BENEFIT Risks

Table 2: Status of BENEFIT risks by month 2

Risk ID	WP's #	Tasks #	Risk Identification	Probability	Impact	Risk analysis	Risk analysis description	Risk response	Risk Mitigation Measures	Creation date	Status	Closing date
1	WP1		Coordination of Partners (large number of members in the partnership)	3	3,5	10,5	Likely Moderate	Act		19/01/2015	Open	
2	WP1		Fail to deliver according to workplan (dense work schedule)	4	4	16	Highly Likely Major	Mitigate	Clear milestones are defined	19/01/2015	Open	
3	WP1		Adequent involvement of Advisory Group	2	3	6	Unlikely Minor	Prevent	Commitment was granted prior to contract, keep a close contact (informing/ asking feedback)	19/01/2015	Open	
4	WP2	task 2.1	Updating of existing cases takes more time than scheduled	3	3,5	10,5	Likely Moderate	Act	Contacts used for completing the BENEFIT and Omega cases will be used, to which direct access is available in the consortium.	21/12/2014	Open	
5	WP2	task 2.1	Finding new cases with data turns out to be hard	3	4	12	Likely Moderate	Act	Members of Consultation Group will be called upon.	21/12/2014	Open	
6	WP2	task 2.1	Completing templates for new cases takes more time than scheduled	4	4	16	Highly Likely Major	Mitigate	Members of Consultation Group will be called upon.	21/12/2014	Open	

Risk ID	WP's #	Task #	Risk Identification	Probability	Impact	Risk analysis	Risk analysis description	Risk response	Risk Mitigation Measures	Creation date	Status	Closing date
7	WP2	task 2.2	Determining business model typology and/or indicators takes more time than scheduled	4	4	16	Highly Likely Major	Mitigate	Recourse will be made to existing literature, among others from consortium partners, on the matter.	21/12/2014	Open	
8	WP2	task 2.2	Determining transport mode typology and/or indicators takes more time than scheduled	4	4	16	Highly Likely Major	Mitigate	Recourse will be made to existing literature, among others from consortium partners, on the matter.	21/12/2014	Open	
9	WP2	task 2.2	Determining funding typology and/or indicators takes more time than scheduled	4	4	16	Highly Likely Major	Mitigate	Recourse will be made to existing literature, among others from consortium partners, on the matter.	21/12/2014	Open	
10	WP2	task 2.2	Determining implementation context typology and/or indicators takes more time than scheduled	4	4	16	Highly Likely Major	Mitigate	Recourse will be made to existing literature, among others from consortium partners, on the matter.	21/12/2014	Open	
11	WP2	task 2.3	Determining financing typology and/or indicators takes more time than scheduled	4	4	16	Highly Likely Major	Mitigate	Recourse will be made to existing literature, among others from consortium partners, on the matter.	21/12/2014	Open	
12	WP2	task 2.4	Determining governance typology and/or indicators takes more time than scheduled	4	4	16	Highly Likely Major	Mitigate	Recourse will be made to existing literature, among others from consortium partners, on the matter.	21/12/2014	Open	

Risk ID	WP's #	Task s #	Risk Identification	Proba-bility	Impact	Risk analysis	Risk analysis description	Risk response	Risk Mitigation Measures	Creation date	Status	Closing date
13	WP2	task 2.4	Determining governance cross-fertilization typology and/or indicators takes more time than scheduled	4	4	16	Highly Likely Major	Mitigate	Recourse will be made to existing literature, among others from consortium partners, on the matter; furthermore, members of Advisory and Consultation Groups will be called at.	21/12/2014	Open	
14	WP3	task 3.1	That the collected/analysed data does not provide a clear basis for hypothesis building	2	3	6	Unlikely Minor	Prevent	Refinement/adjustment of scope and depth of analysis of Task 3.1 based on available data /Additional (minimal) data collection	17/12/2014	Open	
15	WP3	task 3.1	That hypotheses are so specific to context (i.e. so related to the circumstances of individual projects) that the formulation of generic policies/guidelines becomes problematic, or even dangerous	3	3	9	Likely Moderate	Act	Refinement/adjustment of scope and depth of analysis of Task 3.1 based on available data /Additional (minimal) data collection	17/12/2014	Open	
16	WP4	task 4.1	Difficulty on establishing a common criteria to identify lessons learnt	4	4	16	Highly Likely Major	Mitigate	Focus on a standardised approach: Ex-ante to identify similarities /differences in project concepts Ex-ante versus ex-post (avoid judgments /	17/12/2014	Open	

Risk ID	WP's #	Tasks #	Risk Identification	Probability	Impact	Risk analysis	Risk analysis description	Risk response	Risk Mitigation Measures	Creation date	Status	Closing date
									explanations of context)			
17	WP5		Lack of information in the cases to support policy dialogue discussions	3,5	4	14	Highly Likely Major	Mitigate	Make cases compatible so that combinations of incomplete cases can be used instead of only discussing one complete case	08/01/2015	Open	
18	WP5		Schedule unavailability of the participants in the policy dialogue	3	4	12	Likely Moderate	Act	If at the time of invitation, the participants communicate schedule unavailability, refocus the invitations to the members of the Consultation and Advisory groups	08/01/2015	Open	
19	WP5		Schedule unavailability of the participants in the policy dialogue	3	4	12	Likely Moderate	Act	If the first date needs to be cancelled, schedule two policy dialogues for the second date, in parallel	08/01/2015	Open	
20	WP5		Unavailable or inappropriate venue for the policy dialogue at the scheduled dates	3	3	9	Likely Moderate	Act	Consider doing the policy dialogue apart from the meeting; consider other cities for the policy dialogue, or	08/01/2015	Open	

Risk ID	WP's #	Tasks #	Risk Identification	Probability	Impact	Risk analysis	Risk analysis description	Risk response	Risk Mitigation Measures	Creation date	Status	Closing date
21	WP5		Unavailable or inappropriate venue for the policy dialogue at the scheduled dates	3	3	9	Likely Moderate	Act	for both meeting and policy dialogue	08/01/2015		
22	WP5		Lack of dynamics in the policy dialogue due to inadequate moderation	2	4	8	Unlikely Minor	Prevent	Transfer lessons learned from the first policy dialogue to the second	08/01/2015	Open	
23	WP5		Transferability of the policy dialogue results to tasks 5.1 and 5.3	2	4,5	9	Likely Moderate	Act	-	08/01/2015	Open	
24	WP6		Fail to deliver according to dissemination plan (dense work schedule)	3	4	12	Likely Moderate	Act	Each deliverable provides input for dissemination	19/01/2015	Open	
25	WP6		Fail to reach target audience	3	4	12	Likely Moderate	Act	Continuous update of Consultation group Website with relevant information	04/02/2015	Open	
26	WP6		Lack of external participation in Discussion Corners	4	3	12	Likely Moderate	Act	More involvement of consultation group. Disseminate among partners' contacts, make use of TEN-T Corridor Forums	04/02/2015	Open	

Risk ID	WP's #	Tasks #	Risk Identification	Probability	Impact	Risk analysis	Risk analysis description	Risk response	Risk Mitigation Measures	Creation date	Status	Closing date
27	ALL		Presence of pre assumptions on project development could create resistance to the development of additional approaches and methodologies	4	4	16	Highly Likely Major	Mitigate	Start from the onset an open discussion on different ways to approach the developments, keep an open area for discussion, having present the commitments agreed in the DOW.	04/02/2015	Open	
28	WP1		Resource management differences between research partners (more investigation than practical orientation towards results) and SME (orientation for practical results) can lead to overspending /lack of resources for SME	4	3	12	Likely Moderate	Act	Focus the analysis on concrete aspects and avoid dispersion of resources (links with risk 28)	04/02/2015	Open	
29	ALL		No alignment of BENEFIT focus / results with EC expectations	2	4	10,5	Unlikely Minor	Prevent	Transmit the minutes of KOM to PO and validate agreement with approach followed (i.e. if EC would like to add specific aspects having in mind that BENEFIT results are of high interest for the EC)	04/02/2015	Open	

4. Innovation management plan

Innovation management is included in this activity as an approach to exploit opportunities (outreach) and describes the upside risks of BENEFIT.

To set up the innovation management plan a simple yet effective process is defined, comprising the following main aspects:

1. Discuss the type of innovation (i.e. Benefit products) to be exploited
2. Identify targets (i.e. audience) – whom is BENEFIT targeting for outreach
3. Key messages / tools to be used
4. Identify products by targets
5. Establish strategies to communicate efficiently

Development of Innovation Management Plan has a strong articulation with Data Management Plan and with Dissemination Plan. The first discusses the IPR and process to use data, the latter deals with immediate communication aspects which are the supporting basis for exploitation of innovation.

Furthermore, and as acknowledged in the initial chapters of this deliverable, Innovation Management should be understood as a continuous evolving activity that will be adjusted and updated with project developments.

4.1 Background

Innovation management is a process, which requires an understanding of both market and technical problems, with a goal of successfully implementing appropriate creative ideas. In order to develop an innovation management plan it is necessary to have a clear idea of the type of innovation that will be introduced into the market and by when it will occur and what is planned to do it after the project ends. Furthermore, it is fundamental that an estimation of the payback period and the revenue of the investment made, in order to attract investors.

The BENEFIT project aims at analysing the funding schemes for transport infrastructure within an interrelated system. At the end it is aimed to have a Decision Matching Framework that will enable to guide policy makers and providers of funding (and financing) extensive comparative information on the advantages and limitations of different funding schemes for transport infrastructure projects and improve the awareness of policy makers on the needs of projects serving an efficient and performing transport network within the Horizon 2050. By doing this it is expected to map all the most relevant factors influencing the uptake and adoption of new innovations in the project financing sector and identifying the areas where funding schemes, within interrelated systems, were really successful. Next it will be possible to deliver sizing and forecasting and from that assess the market relevance of Benefit.

The Decision Matching Framework tool will support policy makers to identify changes that may be undertaken in order to improve the potential of success, such as enriching the value proposition of the business model. At the end it will be possible to conduct an assessment of potential of transport investments and the related funding schemes, including innovative procurement schemes still in a pilot phase, to contribute to economic recovery, growth and employment, in view of future infrastructure needs with a 2050 horizon for modern infrastructure, smart pricing and funding.

The development of this framework could pave the way for future commercial initiatives both addressing private and public sectors with clear identification of the stakeholders. Although still on earlier stages of development, it is important to verify how much profit can be expected from this tool and in which conditions it will be an efficient commercial driver assisting entities in recognizing solid investments.

4.2 BENEFIT Innovation Products at a glance

Already from proposal definition, BENEFIT had identified a set of innovative products, which constitute the initial setup for the innovation management. Those products are briefly described below:

Transport infrastructure business models and respective project rating	Improved value propositions will lead to funding schemes with enhanced creditworthiness enabling viable financing, balancing of project financing and funding risks, increasing the value basis of stakeholders and highlighting the potential of transport investments.
Decision Matching Framework	The framework will contain typologies influencing the overall performance of the investments. It could be used as an analysis tool (eg. identification of “mismatches”) or decision tool (eg. given the types of elements, which funding scheme type is most appropriate) or project rating framework (expressed as the risk to match a specific financing scheme) or project rating enhancing framework (which types may be changed and in which direction to improve project rating).
Open-access case study database in a wiki format,	BENEFIT wiki will allow for continuous updates and providing a knowledge base serving both practitioners and researchers.
Policy Guidelines	A policy guiding tool to exploit the potential of investments in transport and related funding and financing schemes, taking into account the impact of different contextual circumstances (e.g. institutional settings, contracts, etc.) in the final performance of the scheme. It will also include a transferability of findings with respect to lessons learned, limitations and the impact of the economic and financial crisis through the introduction of typologies

4.3 BENEFIT target audience

From the onset, BENEFIT ensured the close participation of relevant stakeholders in the project activities. This was achieved through the establishment of two groups, notably:

- An Advisory Group, which includes individuals internationally recognized for their contribution in transport infrastructure development as well as European and International Institutions.
- A Consultation Groups, who will be consulted at milestones. These groups include national Ministries responsible for delivery and maintenance of transport infrastructure, PPP Units, Financial Institutions, Project Sponsors and Promoters, Infrastructure Operators as well as Innovation Providers.

While this allows for the consideration of the full range of interested parties to provide input in the course of the project, BENEFIT should also look to a broader audience as potential users of project results and products.

Among the target audience for BENEFIT, the following main groups are identified:

- General public (users)
- Researchers / Students
- Politicians
- Policy Makers/ Policy Decisors
- Infrastructure managers
- EU, notably in the context of the TEN-T corridors
- Financiers
- Others

4.4 Products per audience

Each of the targeted audiences of BENEFIT looks for a different set of information and the interest in BENEFIT products could be rather differentiated (i.e. general public might be interested in understanding the impacts of investments in future generations and /or be clarified on how the decision making process took place while Financiers might be interested in a specific typology dimension while researchers and students might be particularly interested on the peer-reviewed scientific research articles and case studies).

In the course of BENEFIT and as soon as first results are turned available, it will be possible to start delineating in a clear way the products and how to reach the different audiences.

4.5 Available tools

In addition to the dissemination tools (i.e. web site, newsletters, etc.), two main tools assume a particular relevance in the context of the Innovation Management Plan. Those two tools are respectively the Discussion corners and the Policy Dialogues.

The Discussion Corners are the Internet version of “Speakers’ Corners”, i.e. open-air-public speaking, debate and discussion on particular topics.

The process to put out in practice the DC is based on the following main stages of development

- a) Pre- selection of possible subjects
- b) Half page kick off thinking (i.e. provocative paragraph)
- c) Launching it in web (consultation board, partners, public in general)
- d) Open discussion (all can participate) alive for 3 weeks
- e) Production of synthesis
- f) Briefing note available through BENEFIT website

At the current stage, five main topics for DC have been proposed; however this might be revised in the context of the project developments. The five proposed DC include the following subjects:

- **DC1: Decision making and performance factors** (economic, environmental, social, institutional): what performance factors really matter to political decision makers now, in the past and in the future? How to translate knowledge on transport funding and financing into adequate decisions?
- **DC2: The future of transport financing** in the scope of the current financial crisis and the impacts that it will have on the future financial system. Is the current crisis the momentum to move towards a more holistic and multidisciplinary (e.g. across energy, transport, urban development, etc.) approach to funding?
- **DC3: Funding:** how might the ICT revolution and non-conventional funding approaches impact the transport funding of the future?
- **DC4:** How does **local context influence local approaches and optimal decisions** on funding and financing transport infrastructure? To what extent funding alternatives affect the design of the business model and governance mechanisms
- **DC5:** Are **infrastructure investment decisions** based on sound Cost-Benefit Analysis or simply on funding and financing availability? How to improve ex-ante assessment and independency of decision-making without hindering future generations?

Policy dialogues are organized sessions with stakeholders from different groups, with different interests where pilot cases will be dissected, presented and discussed enabling to grasp and confirm insights on position and reactions of practitioners in face of different situations, and also test and

validate the different elements of the Decision Matching Framework and pave the ground for the final BENEFIT recommendations.

5. Next developments

Risk Management and Innovation Management Plan are two evolving documents which initial thoughts and approaches have been presented in this deliverable at month 2.

Within this document the methodologies and tools to be put in place in the context of BENEFIT have been presented and discussed.

Over the subsequent months, risks will be regularly updated as part of the project management activities and a new version will be discussed by month 6.

At same time, products, audiences, tools to outreach BENEFIT will be further discussed and fine-tuned in a close articulation with Data Management Plan. An updated version of Innovation Management will occur by month 12.