



INTERNATIONAL
ROAD CONGRESS

Innovation in Road Infrastructure



INTERNATIONAL ROAD FEDERATION
FÉDÉRATION ROUTIÈRE INTERNATIONALE

The Customer Driven Approach in Tollroad Operation & Maintenance Activities

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MOSCOW, RUSSIA

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Operational Strategy: Offer to the users High Level of Service

What is Level of Service?

Level of Service (LoS) is a term used mostly by Traffic Engineers to determine the effectiveness (quality) of transportation efficiency.



What items need to be evaluated for Toll Roads?

- Safety of users
- Occupational safety
- Traffic management
- Incident response & intervention
- Quality of maintenance
- Toll collection services
- Overall Customer Satisfaction



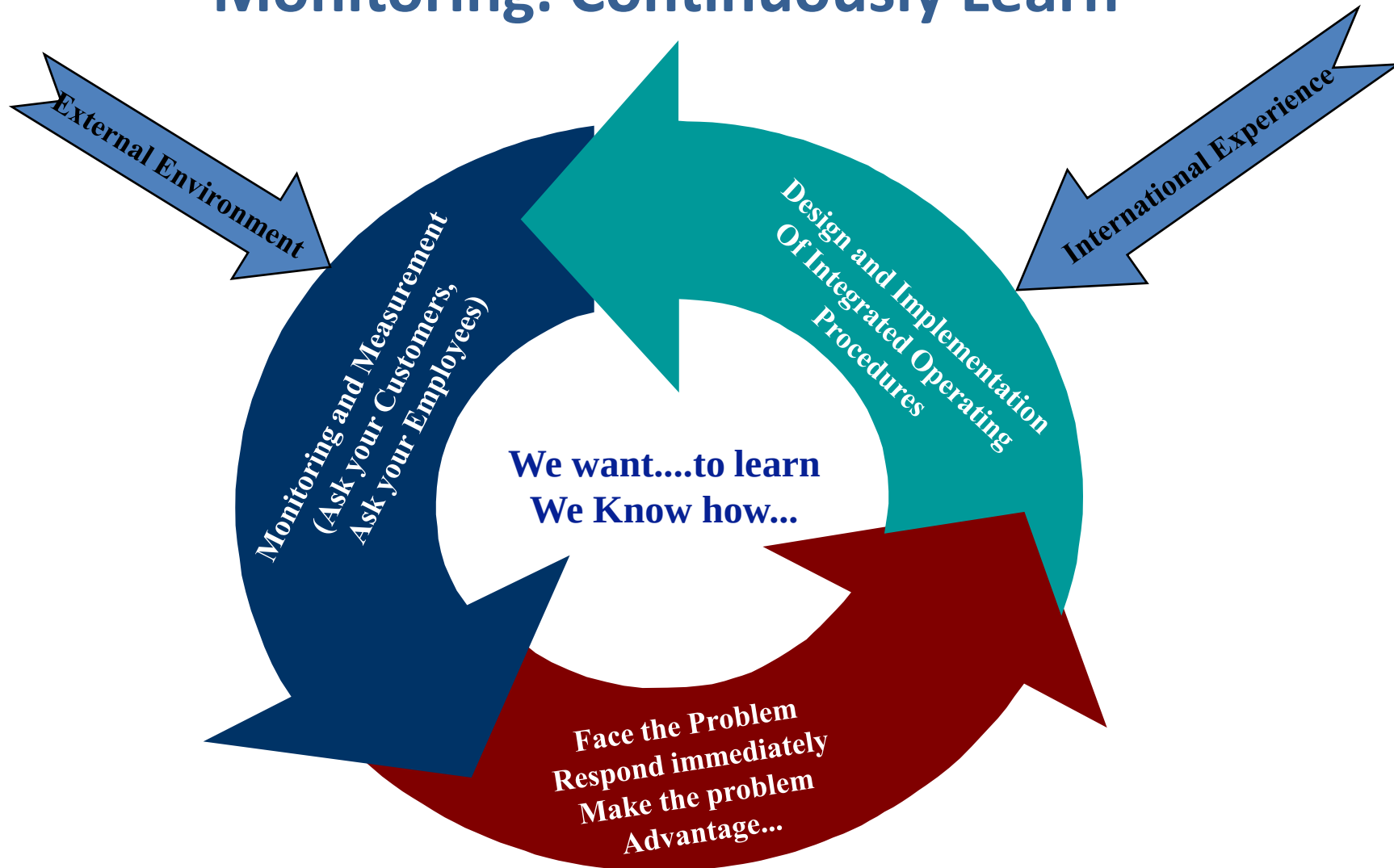
Strategy of "Striving for Excellence"

To convince involved stakeholders (Government, Shareholders, Investors and Society) for the need to provide advance level of operational activities, the Public **(THE CUSTOMER)** needs to be convinced that the toll they pay *"is worth the money"*.

The following four stage plan needs to be implemented:

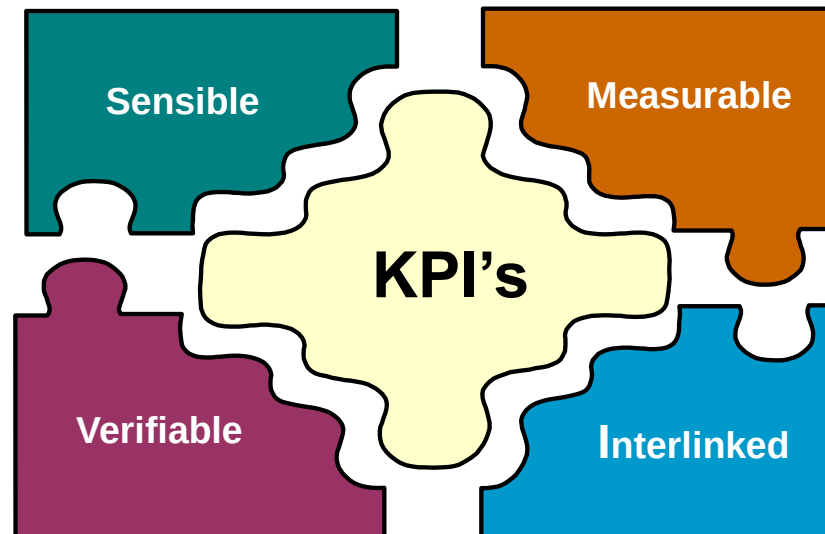
- Monitoring (through Key Performance Indicators –KPI's)
- Mystery Shopping
- Certifications and Industry Recognition
- User Surveys

Monitoring. Continuously Learn



Key Performance Indicators (KPI's)

- KPI's serve as a mechanism protecting "value"
- KPI's are evaluated on a monthly basis covering the entire spectrum of operations.



Mystery Shopping

- To obtain Feedback for the LoS
- To measure Level of Understanding
- To evaluate Products & Services
- To take action

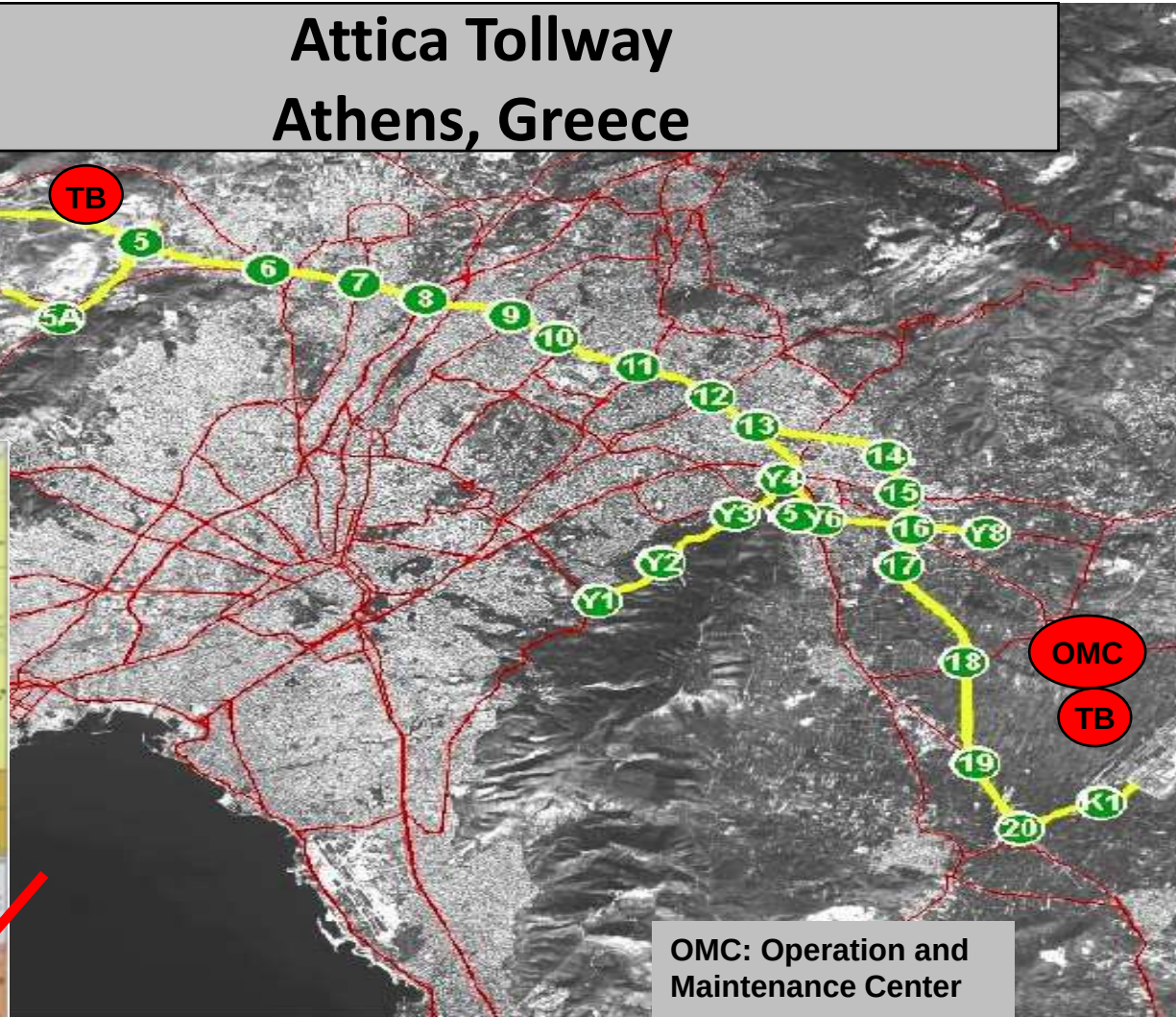




Certification and Industry Recognition

- Certification of activities by reputable and credible organizations
- Obtain ISO certification in Safety, Health, Quality and Environment
- Be part of Global Industry Associations (IRF, TRB, IBTTA, ASECAP, IPFA)
- Publicize accomplishments and best practices
- Exchange Know-How & Ideas
- Network and Liaise with Industry Leaders

Attica Tollway Athens, Greece



OMC: Operation and
Maintenance Center

TB: Technical Base





Main Contracting Parties

**MINISTRY OF
INFRASTRUCTURE
TRANSPORT & NETWORKS**

EYDE/LSEP (a Special Service)



ATTIKI ODOS S.A.



Project Owner



**Project's Owner
Representative**



Concession Company



Construction Joint Venture



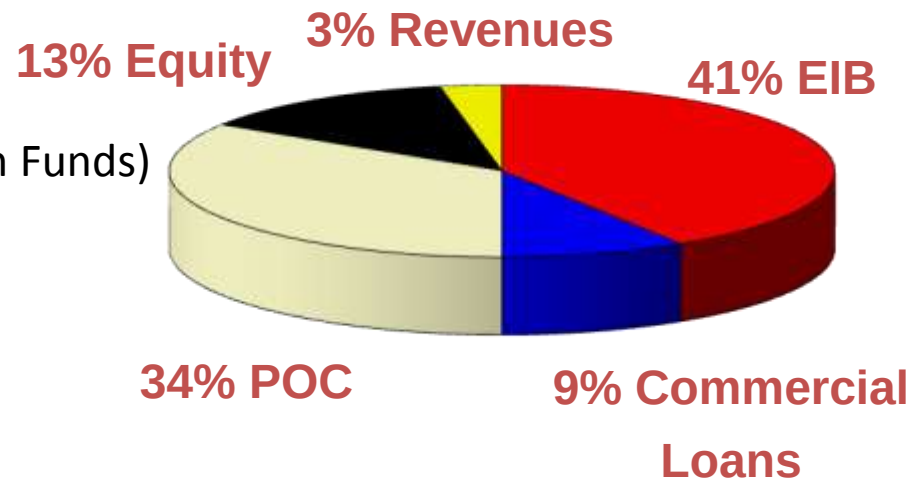
Operator

The financing of Attica Tollway

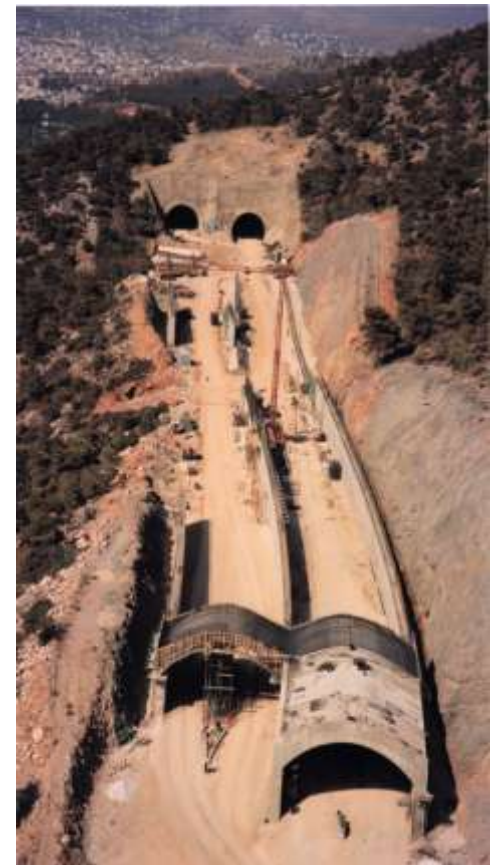
MCP Project Cost – 1,300 million Euros

Project Finance:

- **EIB Loan**
Guaranteed by International and Greek Banks until final completion then guaranteed by the State.
- **Commercial Loans**
(Greek Banks)
- **Project Owner Contribution**
(50% was funded by the EU Cohesion Funds)
- **Equity & Revenues**
(Greek Contractors)
- **Standby Facility**
(Greek & International Banks)



Constructing Attica Tollway, while minimizing impact on the surroundings and the environment



The result of Attica Tollway

Construction completed thanks to monumental efforts of all parties involved, within budget and on time for the Athens 2004 Olympic Games.



Support to Greek construction industry and competitiveness.



Attica Tollway – KPI's

35 KPI's are evaluated monthly - 11 of these are related to Incident Management - 2 KPI's only are related to contractual requirements

Traffic & Maintenance		KPI												
Code	Indicator	8/10	9/10	10/10	11/10	12/10	1/11	2/11	3/11	4/11	5/11	6/11	7/11	8/11
TRA 03	Response time in incidents (min)	2,8	2,7	2,9	2,8	3,1	2,8	2,9	2,9	2,8	2,8	3,1	2,9	3,0
TRA 05	Number of closed Lanes due to maintenance works (hours of lane-kms)	2092,7	7	501,0	790,2	942,7	852,1	914,4	767,1	532,7	62,02	1047,9	2689,5	2760,7
TRA 07	Accidents-over-Incidents (% of secondary accidents)	0,10%	0,36%	0,37%	0,27%	0,57%	0,33%	0,36%	0,05%	0,51%	0,36%	0,12%	0,31%	0,22%
TRA 08	Traffic Congestion (hours)	3,6	123,9	130,1	79,1	234,6	60,9	78,7	67,9	59,8	51,8	68,1	57,0	1,7
MAIN 01	Effectiveness of EEM routine maintenance (% of preventive hours over routine maintenance hours)	117,39	63,93	69,49	63,93	63,93	69,49	66,67%	69,49	75,44	66,67	66,67	75,44	117,39

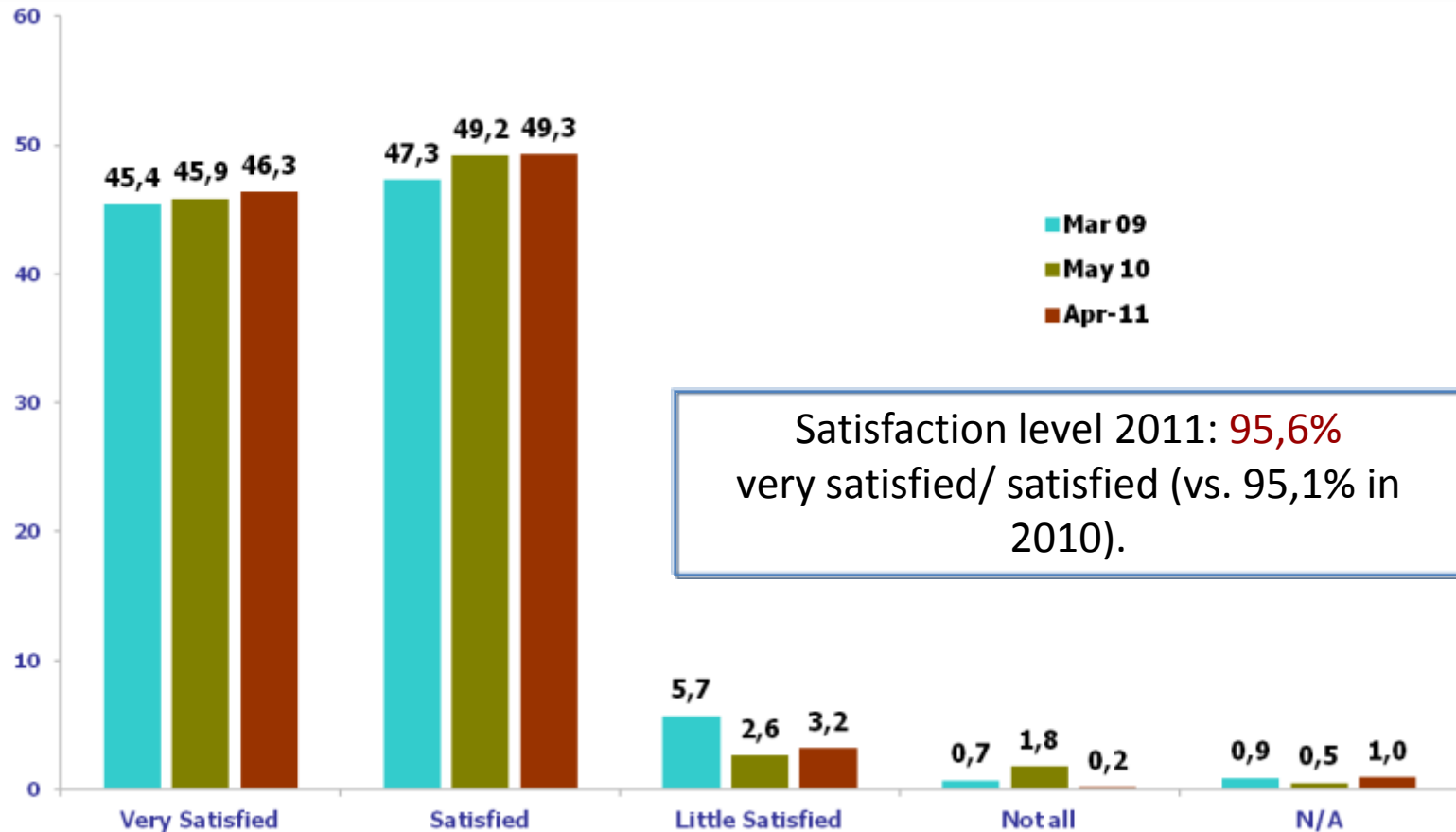
Attica Tollway – KPI (continued)

Tolls/ Customer care		KPI												
Code	Indicator	8/10	9/10	10/10	11/10	12/10	1/11	2/11	3/11	4/11	5/11	6/11	7/11	8/11
TOL 1	Manual Toll Lane Capacity veh/hours (METE)	267	311	318	307	311	328	303	293	290	293	341	347	270
TOL3a	Cash Discrepancy %	0,005	0,002	0,004	0,003	0,003	0,002	0,004	0,005	0,002	,002	0,002	0,003	0,000
ETC 1	ETC Penetration %	43	47	48	49,22	48	48	49	50	48	49	47	45	44
CC 3	Telephone Customer Care – % of abandoned calls	3,83	3,05	3,28	3,08	3,42	2,94	3,39	3,41	4,08	3,28	3,34	3,90	3,88
TOL 7	Hand Written Receipts (Average No of daily receipts)	29,50	28,94	31,92	29,55	24,17	24,69	19,47	26,31	36,85	49,42	36,94	32,42	24,76

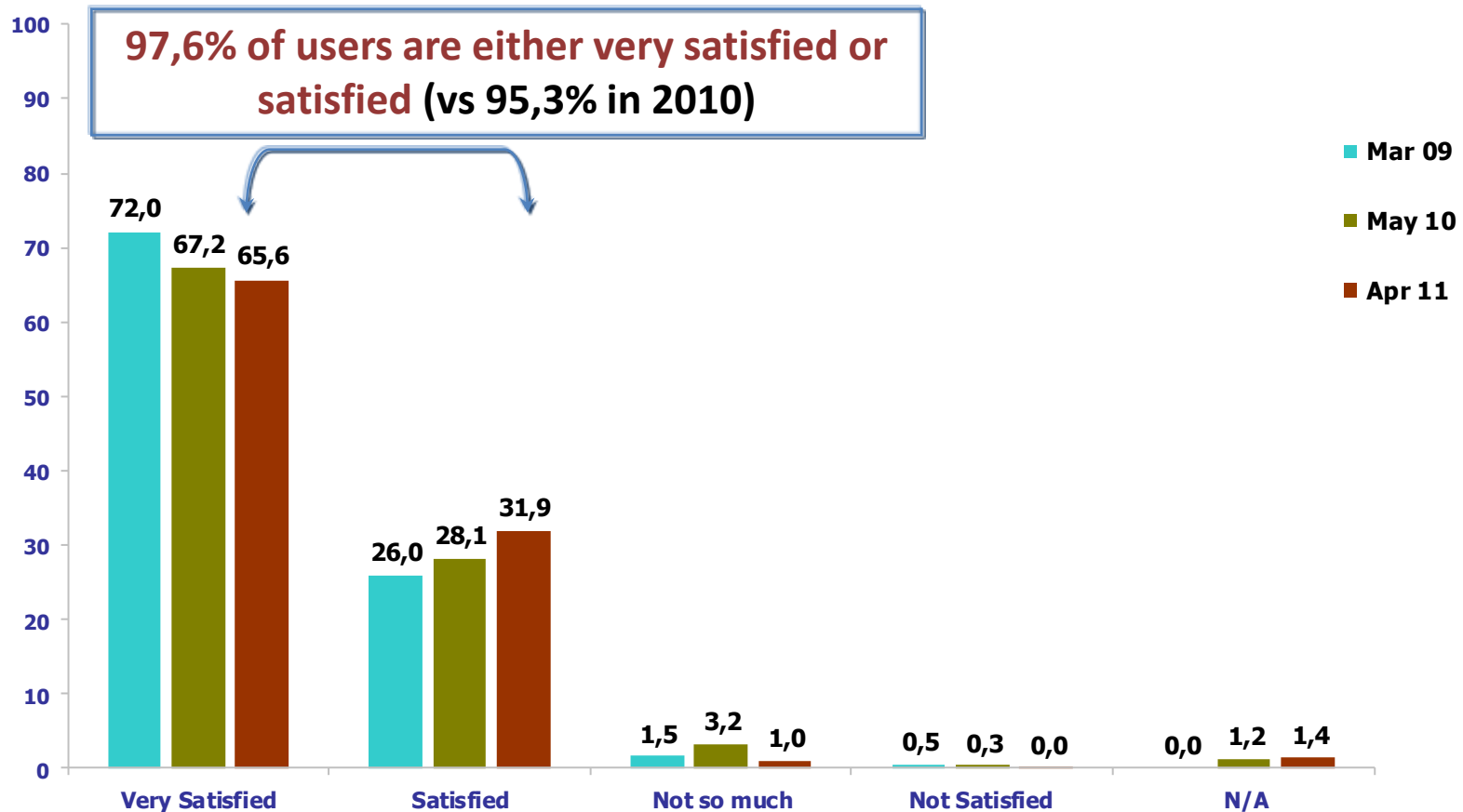
Mystery Shopping

- **Attica Tollway Mystery Shopping** is a tool to measure quality of service, compliance with the procedures and used to gather specific information about our services.
- It is carried out regularly and the results are used to reconsider existing procedures and to update the training practices.
- Customer satisfaction is proven to be increased (according to surveys) after the incorporation of Mystery Shopping results into the practice.

User satisfaction regarding Attica Tollway Safety (%)



User satisfaction regarding Customer Care (%)



Certifications

- ISO 9001: 2008 Quality Certification
- BS OHSAS 18001: 2007 Health & Safety Certification
- EN ISO 14001: 2004 Environmental Certification



Awards from International Organizations



Prize Décibel d' Or
Conseil National
de Bruit (CNB)
Paris, France.



**1st Prize
Special Achievement
in GIS**
Environmental Systems
Research Institute (ESRI)
San Diego, CA, USA



**Global Road
Achievement Award in
Environmental
Mitigation**
International Road
Federation (IRF),
Washington DC, USA



**1st Prize European Road
Safety Award**
International Road
Federation (IRF) European
Road Federation (ERF)
Amsterdam, Netherlands

International recognition



Toll Excellence Award in the Category of Administration
International Bridge Tunnel Turnpike Association (IBTTA)
Chicago, IL, USA

Recognition of Excellence



1st Campaign Prize

CEO & CSR
Convention,
Athens, Greece



Mega Ilios Award as the Top Brand in Greece

Corporate Superbrands,
Athens, Greece



"Green Leader – Carbon footprint Assessment and Mitigation" Award

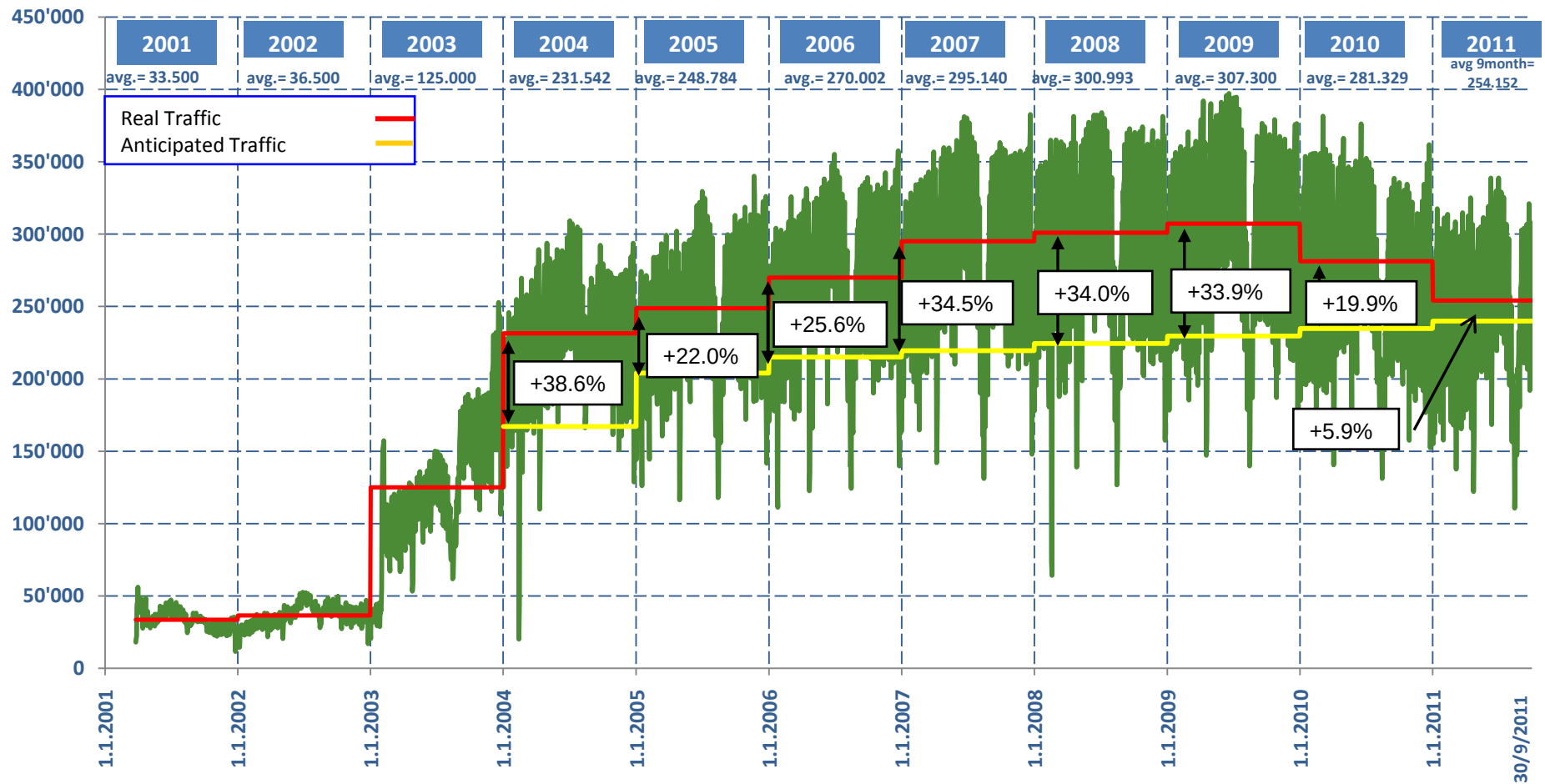
Centre for Sustainability and
Excellence (CSE),
Athens, Greece



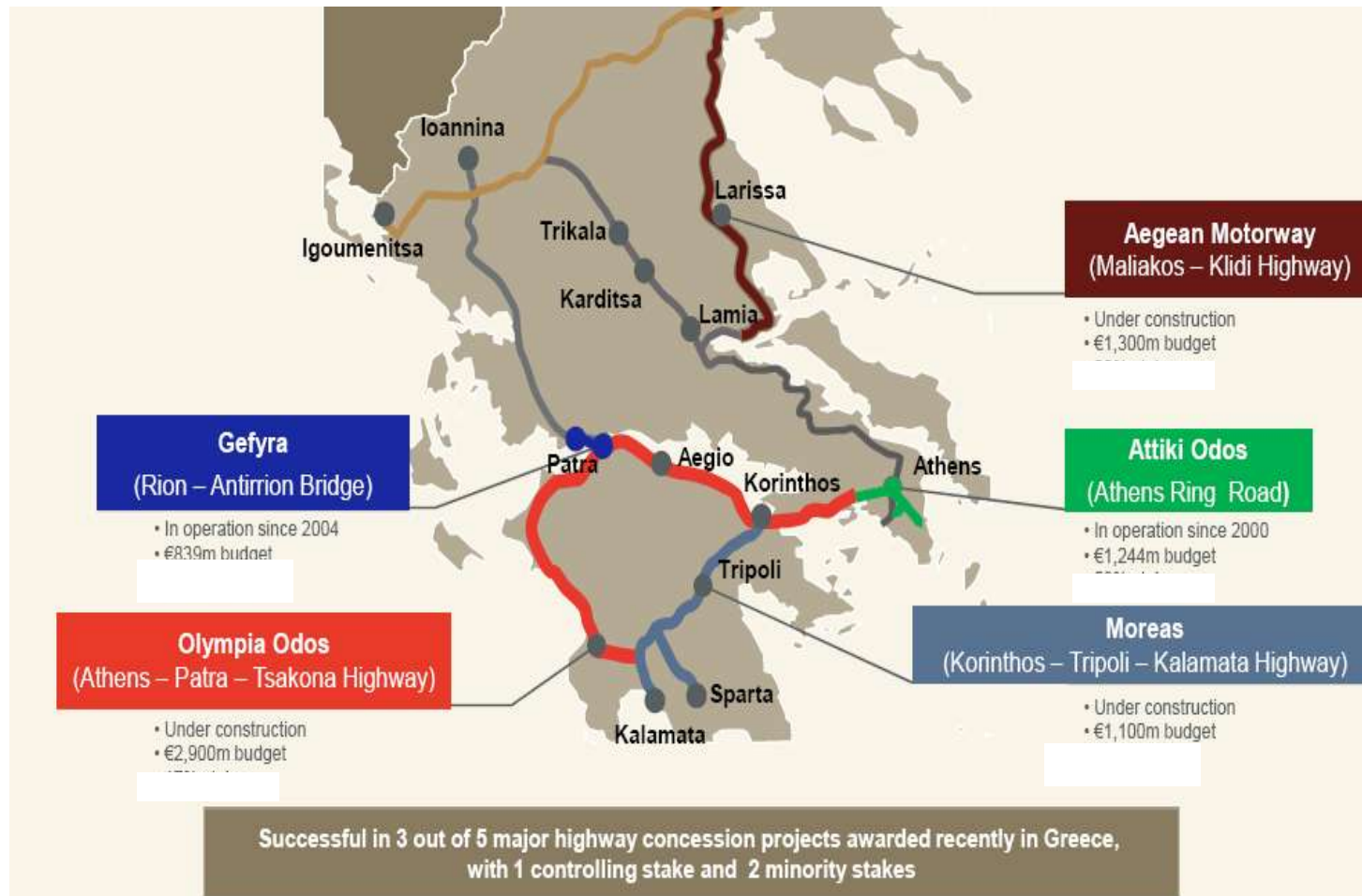
1st Back Office Award

Hellenic Institute of
Customer Service
(EIEP),
Athens, Greece

Surviving during Turbulent Times



The 2nd Generation of Greek Toll Road PPP's followed the Attica Tollway example



Conclusions

- By providing high LoS, Attica Tollway succeeded to attract higher than anticipated traffic, which today provides protection during recession.
- Credible, verifiable and sophisticated monitoring systems evaluating Tollway services have been internationally proclaimed as "Best Practice".
- Mystery shopping is not an "I got you" tool but it offers "peace of mind".
- An integrated and sensible KPI system is the best "yard stick" for monitoring toll road operations.
- Precious know-how acquired by all partners (Construction Companies, State Agencies, Banks) assisted in developing successful and complex PPP Projects.



***Thank you
for your attention!***

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