



**Strategy paper**

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# 1 Background

Demographic, socio-cultural, economic, technological, political, legal, and environmental developments cause many issues related to the transport system that need to be dealt with. This has also been acknowledged by the European Commission (EC) in the “Horizon 2020” Communication which draws the EU framework programme for research and innovation for the period 2014-2020, where the concept of “smart, green and integrated transport” has been included as a top priority in tackling the six major societal challenges:

- Health, demography and wellbeing
- Food security and sustainable bio-resources
- Secure, clean and efficient energy
- Smart, green and integrated transport
- Resource efficiency and climate
- Inclusive, innovative and secure societies.

Moreover, transport is relevant to almost all of these challenges. To meet them, coherent transport policies and policy measures are required, a task that needs to be supported by research, development, and innovation closely aimed at the given targets. Based on the current knowledge the following main topics specific to the transport sector in the short- to medium-term have been identified:

- Climate change mitigation
- Low carbon / carbon free vehicles, fuels and technologies
- Congestion issues
- Utilisation of ITS to its full potential
- Moving towards automation
- Modal split
- Daily travel, urban environments, seamless journeys
- Uniform European transport area
- Transport safety
- Transport pricing and financing
- Public transport
- Addressing the transport externalities
- Changing travel behaviours
- Understanding and simulation of human behaviour in traffic
- Growing mobility needs in developing countries
- Commercial procurement for transport system performance and impacts.

To strengthen its position in the further development of European transport research, ECTRI should continue exploring and refining its role. This includes supporting and facilitating networking, information exchange and cooperation between Members' institutes but also outwards towards the wider stakeholder community. The multimodal and multidisciplinary approach and expertise of its member institutes should be fostered, and complementing new competencies could be acquired through the extension of networks and (strategic) partnerships with e.g. other associations.

A further dimension to be enhanced in the ECTRI profile is the active participation and contribution in those forums where transport policies and transport research policies are formulated. This will grant ECTRI leverage and visibility and ensure good standing for the member institutes to practice their business.

The ECTRI member institutes expect ECTRI to act as a platform to create new research and business opportunities mainly in the European but also in the entire global research arena. While securing involvement in the future European Research Area (ERA) and in the new structures such as Horizon 2020 and the approach of the Strategic Transport Technology Plan (STTP), the scope of cooperation as well as impacts of the research should be expanded beyond EU funding schemes or the European context in general.

As R&D projects and activities are anticipated to grow in size and the importance of cooperation with the private sector is likely to increase, ECTRI needs to maintain and improve connections to industry. ECTRI's involvement in the European Technology Platforms (ETPs) and follow-up EU initiatives (PPPs for instance) should be supportive in this respect. This will also help dealing with the uncertainties in R&D funding (especially from the public sector), resulting from background factors such as the economic crisis and growing competition in geographical as well as sectoral context. In addition, ECTRI should seek out ways to accelerate deployment of research results in technological, service, as well as business solutions, as requested both by the industry and policy-makers.

## **2 Vision and Mission**

Starting with a workshop in January 2011 and followed by several workshops and meetings over the year the Board has performed an external and internal analysis. Results and conclusions are laid down in an 88 pages internal report. From this an implementation and action plan has been derived. In parallel, a huge member survey has been undertaken to get detailed feedback on the members' interests. Based on the outcomes of both actions ECTRI's vision and mission have been shaped.

### **Vision**

ECTRI is the leading European research association for sustainable and multimodal mobility.

### **Mission**

ECTRI is pushing for green, safe, efficient and inclusive transport for people and goods by:

- promoting transport research and enhancing its scientific quality and effectiveness
- providing independent, evidence-based advice to decision makers in Europe
- incorporating and representing the foremost European transport research institutes and universities

### 3 Strategic Objectives

In order to implement vision and mission, six strategic objectives have been derived and explored as follows.

#### 1. **Shaping the future ERA**

This strategic objective is addressing the lobbying for research on sustainable and multimodal mobility towards the European Institutions on one hand, and the external cooperation and partnerships of ECTRI with other research associations and technology platforms in order to strengthen cooperation within ERA on the other. ECTRI will engage in international collaborative activities where they support the development of the ERA. Moreover, ECTRI will provide independent advice to European decision makers

#### 2. **Exploiting joint research capabilities and infrastructures**

Benefiting from being an association, incorporating the foremost European transport research institutes, the definition of common research priorities and structures for joining of research capabilities and infrastructures has high relevance for ECTRI. Full and up-to-date information of the members' capabilities and infrastructures, a common framework for using them as well as a culture of mutual understanding and willingness to join capabilities and infrastructure form the scope of this objective.

#### 3. **Promoting participation in R&D projects**

ECTRI strives for an increase of number and success rate of ECTRI initiated R&D projects. Processes and structures have to be defined and implemented accordingly. Moreover, ECTRI aims at having a clearly defined role in strategic horizontal projects as partner.

#### 4. **Servicing its members through information, exchange and representation**

An internal communication plan will define the means and content of information exchange in order to service the members according to their requirements. Benefitting from knowledge exchange or best-practice transfer is important for the members.

Moreover, ECTRI will promote the activities and interests of its members where appropriate through, for example, newsletters, representation at specific transport research events and conferences, in Technology Platforms, in other organizations and forums

#### 5. **Fostering education and training for the next generation of researchers and research managers**

Young researchers build the basis for the future of ECTRI's institutes. Education and training are therefore important issues to professionalise young researchers and transfer know-how. However, research managers and senior scientists should also be in the focus of ECTRI. The mobility of researchers and research managers as well as the joint development of a postgraduate master are also ways to implement this objective.

#### 6. **Disseminating research results through ETRR, conferences, publications, website**

Creating a convincing and unique ECTRI corporate design and its consistent application will form the basis for improving and implementing measures to support dissemination. An external communication plan shall define target groups, suitable channels and frequency of information

distribution, e.g. on the webpage. Moreover, the ETRR development needs to be followed up closely. A concept for participation and representation at conferences could further support ECTRI's dissemination policy as well as joint publications and intensive use of electronic media.

## 4 Implementation

The strategic objectives have been operationalised to allow for implementation and monitoring. Operational objectives and related actions were defined and prioritised.

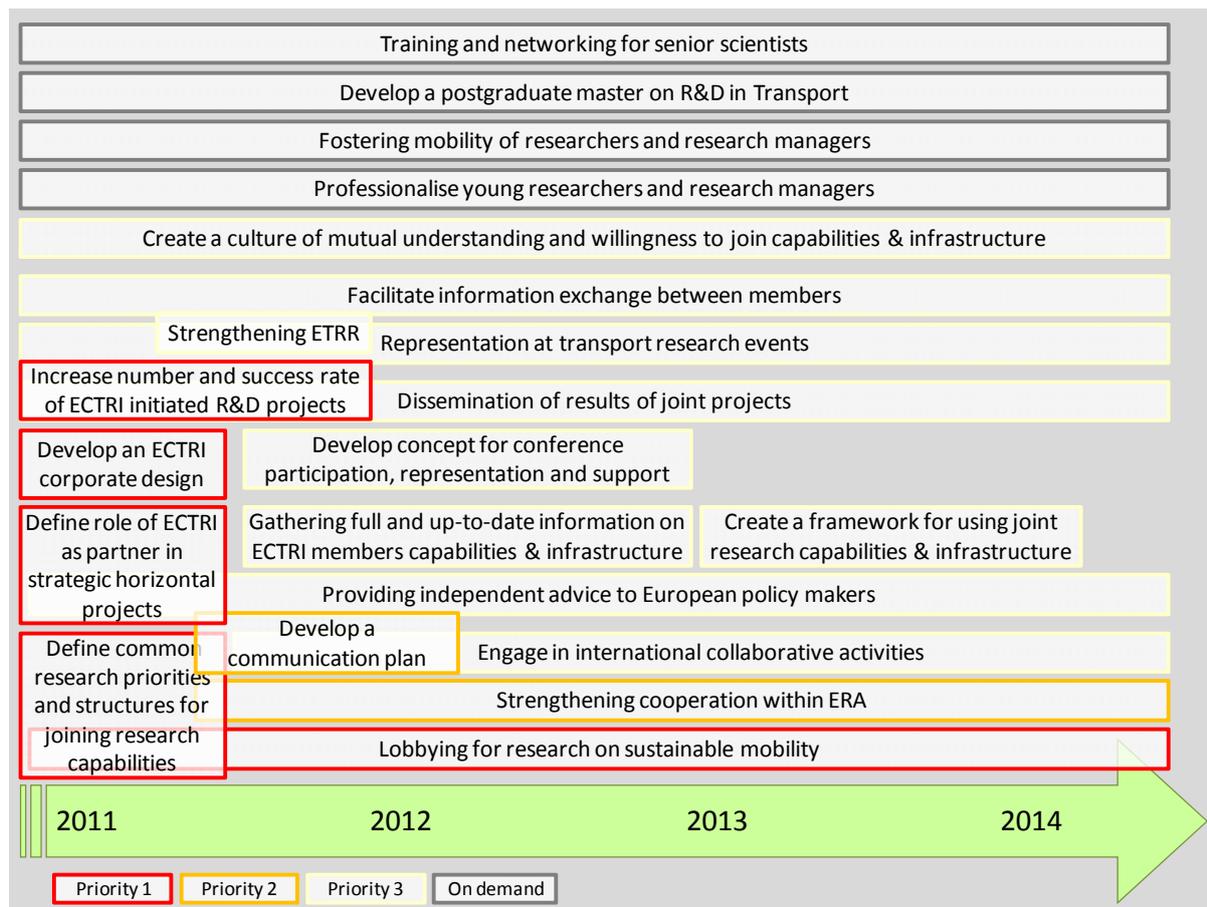


Figure 1: Implementation Plan

The implementation plan includes objectives/actions with different priorities, related to different time schedules. Priority 1 (red) and priority 2 (orange) actions should be dealt with in 2011 and 2012. The actions address the shaping of the future ERA, the promotion of participation in R&D projects, the joining of research capabilities and infrastructures as well as the member servicing with information, and correspond by that highly to the members' requirements. Priority 3 (yellow) actions are mainly continuous tasks, that need to be carried out regularly respectively at a later stage in 2012/2013 and concern organisational behaviour/cultural, effectively joining resources, dissemination aspects and international collaboration. The objective to foster education and training of researchers and research managers should be a continuous task, which could get implemented on demand of the members.

## **5 Conclusions**

ECTRI is viewed as a research association incorporating very strong players and high potential to achieve an outstanding position in Europe's transport research. Ambitious objectives drive ECTRI towards its vision and mission, answering the requirements and needs of its members, partners and customers.