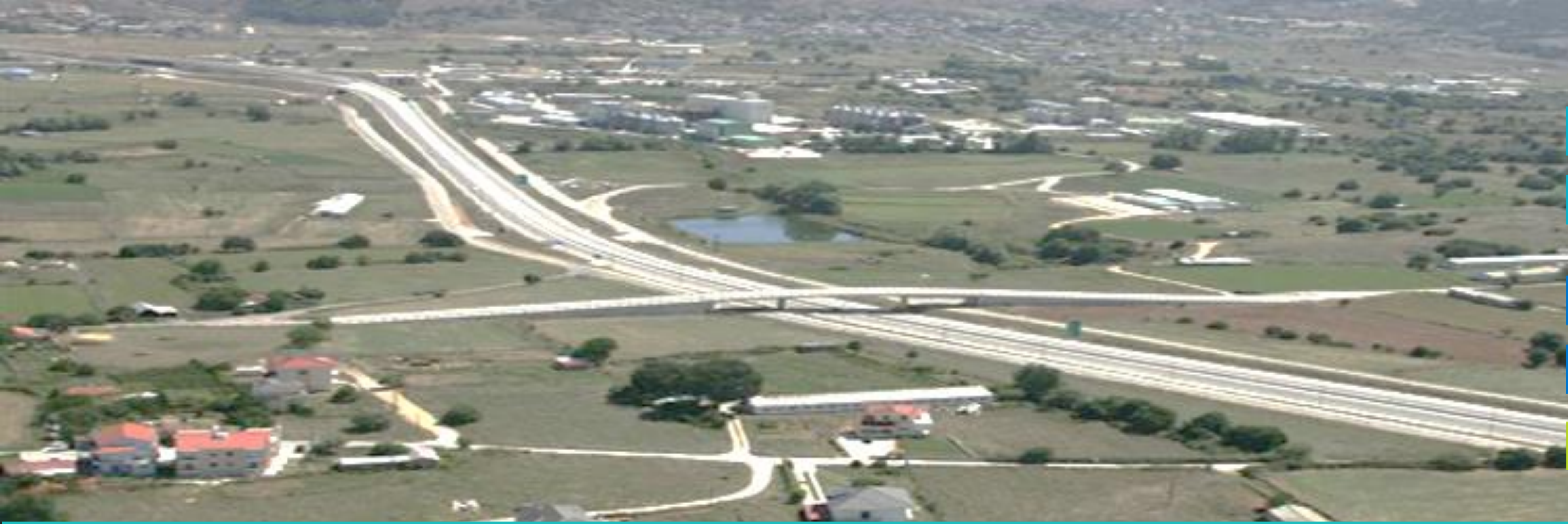

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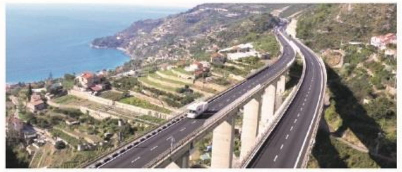

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Association Européenne des Concessionnaires d'Autoroutes et d'Ouvrages à Péage

THWARTING THREATS, ENHANCING OPPORTUNITIES TO OPERATOR REVENUE STREAMS

NIKOS SKYLAKAKIS
MANAGING DIRECTOR, SK&P CONSULT AND INVEST
HELLASTRON ASSOCIATE MEMBER

THE FIELD

Road concessions / operators:

- **a) accept the investment risk to construct infrastructure, against collection of future payments related to its use;**
- **b) monitor and maintain the infrastructure;**
- **c) put their faith in GDP forecasts, manage traffic, so as to safeguard initial Value of Time assumptions, achieve favourable levels of long-term use / revenue streams and realise predicted IRR**

DISCONCERTING PROJECTIONS[1]

- **Some studies predict the capacity of road infrastructure to increase through digitalization and self-driving cars by 80%-270%, *undermining* the Value of Time assumptions upon which toll-road concession financial viability rests.**

- **"Own car" will be the mode of transport replaced by an autonomous vehicle mobility system for both short- (50%) and long-distance travel (52%).**

- **[1]Arthur D. Little: The Future of Mobility 3.0, March 2018**

MORE DISCONCERTING PROJECTIONS

- **A severe decline in private car ownership is projected in the future.**

- **Big data, Mobility as a Service (MaaS) platforms and Mobility On Demand are causing traffic management to take place increasingly *from without*, instead of within.**

THREATS

- **Operator revenue streams are *critical* to the current tollway-concession business model.**

- **Sharing, autonomous vehicles and other mobility trends pose a direct threat to the above revenue streams.**

- **Real-time traffic- and status-of-infrastructure data, until very recently a proprietary operator “privilege”, are already (will shortly be) up for grabs.**

MORE THREATS

- **The transfer of toll collection duties to third parties may additionally result in the loss of valuable real-time customer data, at a time when digitalization will be making mobility "a truly connected system."**

- **Being remunerated as a *passive* part of the MaaS value chain will not even remotely reflect the investment risk undertaken to build, maintain and operate infrastructure.**

- **Conclusion: If incumbent operators don't disrupt themselves they will be disrupted by others.**

SELF-DISRUPTION

- The transition from “single step” in the mobility value chain to “part of integrated mobility systems” requires a clear strategy.

- In order to be part of MaaS our “leg” of mobility must become integrable.

- In order to be part of new mobility, our “leg” of mobility must be consistently and unequivocally “read” by new automated cars and drivers alike.

MORE SELF-DISRUPTION

- In order to be at the centre of an integrated mobility solution, our “leg” of mobility must offer a unique customer experience.

- In order to be part of any mobility solution, our “leg” of mobility must fit into the new regulatory environment.

OPPORTUNITIES

- **Concession operators are experts in infrastructure maintenance and traffic management: why not preserve, develop and sell the know-how to third parties?**

- **How? By becoming early adopters of Internet of Things technologies that introduce new, continuous communication channels between the infrastructure, vehicles and (other) mobility stakeholders.**

- **Think of Monitoring Infrastructure as a Service (MIaaS), or Traffic Management Services sold to others, municipalities, prefectures etc.**

MORE OPPORTUNITIES

- **Let concession toll roads and operators welcome and host pilot studies of all sorts and become the future-of-mobility test bed.**

- **And, why not develop intermodal transfer *prototypes* on toll roads?**

- **People who previously paid tolls and car costs will pay a fraction of what they paid, most of it for services provided by others. Why not invest in a proprietary fleet of autonomous vehicles to claim a share of both revenues lost and revenue we never had?**

- **For all of this Branding is of course a prerequisite, but concession tollways do it already!**

THANK YOU!

NIKOS SKYLAKAKIS
MANAGING DIRECTOR, SK&P CONSULT AND INVEST
HELLASTRON ASSOCIATE MEMBER