

ASECAP DAYS



ISTANBUL 2023

Celebrating
50 YEARS
OF Successful
TOLL ROAD PROJECTS

TRAFFIC AND REVENUE IS ALWAYS THE BOTTOM LINE

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VIAPLUS
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Introducing



- ViaPlus is a global mobility company in the Intelligent Transportation Systems (ITS) market, specializing in revenue and services management solutions for the transportation industry.
- Our customer operations, data analytics, and full-featured single-account back-office technology facilitate the high-volume transactions required for seamless multimodal mobility.



- Our references include:

North Texas Tollway Authority, Texas

- 966-mile, AETC network comprising five tollways, two bridges, one tunnel, and two airport parking facilities
- ViaPlus CBO system manages an average of **3 million** daily trips / **\$1.3B** annual toll revenue collected

ICICI Bank, India

- ICICI Bank provide Toll Service Provider (ETC, parking, and fuel services) to road users nationwide
- ViaPlus CEBA system manages **3.5M** active accounts with an average of **146M** average monthly transactions / **\$410M** monthly revenue collected across over 200 charge points

Transport Infrastructure Ireland

- Multilane free-flow (MLFF), all-electronic tolling (AET) and customer service of a 45km ring road encircling Dublin
- ViaPlus CBO system manages **150,000** AADT and processes an average of **550,000** monthly payments

Traffic & Revenue is always the bottom line

- Time Marches On

- Time pieces have evolved:
 - Manual
 - Mechanical & Electrical
 - Digital
 - Smart IoT Devices



- Core Function Remains Unchanged

- To be able to tell the time

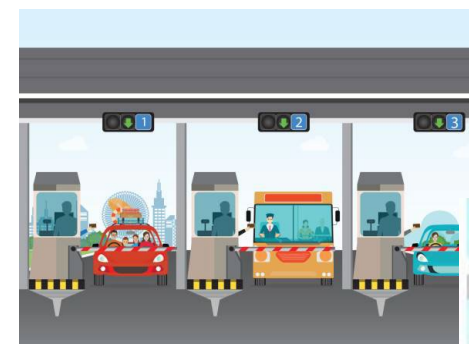
Traffic & Revenue is always the bottom line

- Tolling Marches On
 - Toll systems have evolved:
 - Manual
 - Mechanical & Electrical
 - Digital
 - Smart IoTT (Internet of Transport Things)
- Core Function Remains Unchanged
 - Optimise Traffic, Assure Revenue Realisation



Traffic & Revenue is always the bottom line

- Early phases of tolling evolution
 - Focus on improving lane throughput (TCT, ACM, ETC)
 - TC retains direct customer relationship
 - Straightforward Return on Investment calculation
- Next phases of tolling evolution
 - Introduction of ORT, MLFF, Interoperability
 - ‘Who Owns the Customer’ question arises
 - Relatively straightforward ROI calculation
- Core Function Remains Unchanged
 - Optimise Traffic, Assure Revenue Realisation
- But now also about the Customer
 - Proven correlation between compliance and quality customer service
 - Customer Experience levels crucial to both traffic and revenue



Traffic & Revenue is always the bottom line

CX Evolution:

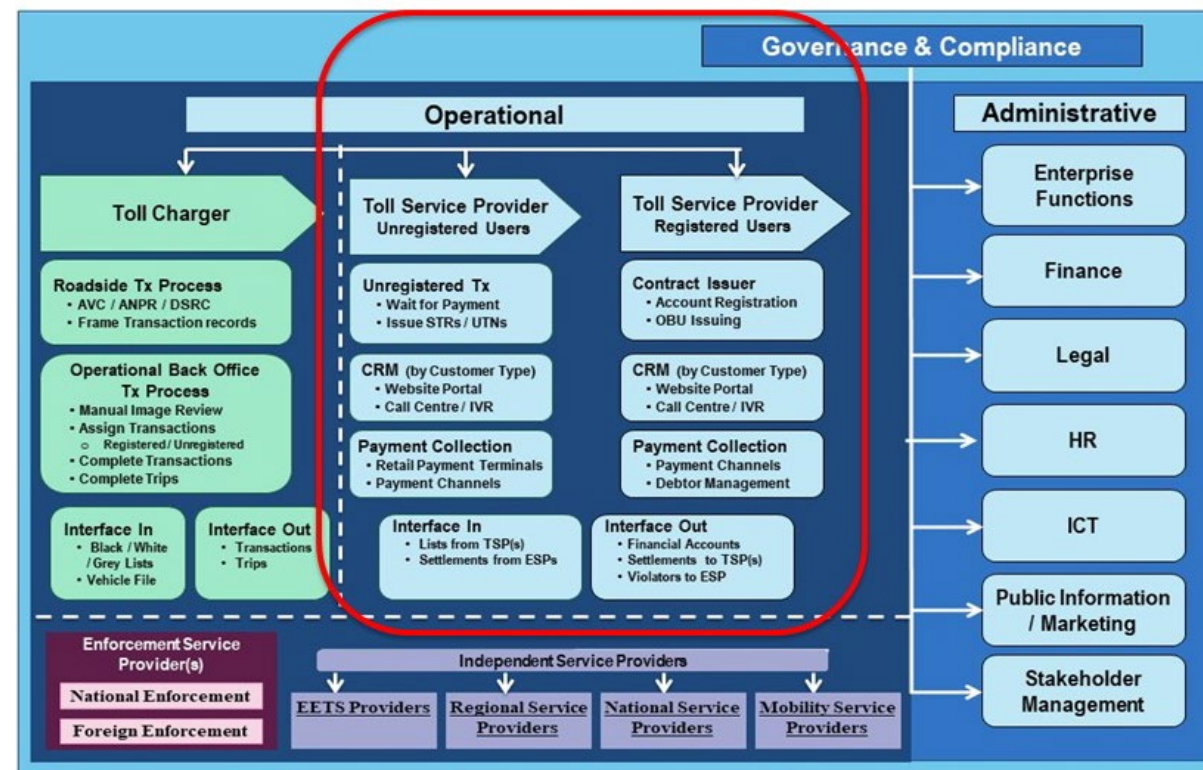
- Early phases of tolling evolution
 - 'User Pays' focus on financing infrastructure
 - Concept of 'customers' not on the radar
- Next phases of tolling evolution
 - Recognition that quality customer service is crucial to revenue realisation
 - 'Who Owns the Customer' question arises
- Today
 - Digital First approach to Customer Service
 - 'Who Owns the Customer' more complex
- Core Function Remains Unchanged
 - Optimise Traffic, Assure Revenue Realisation

Evolution of CX Mindset in Tolling



Traffic & Revenue is always the bottom line

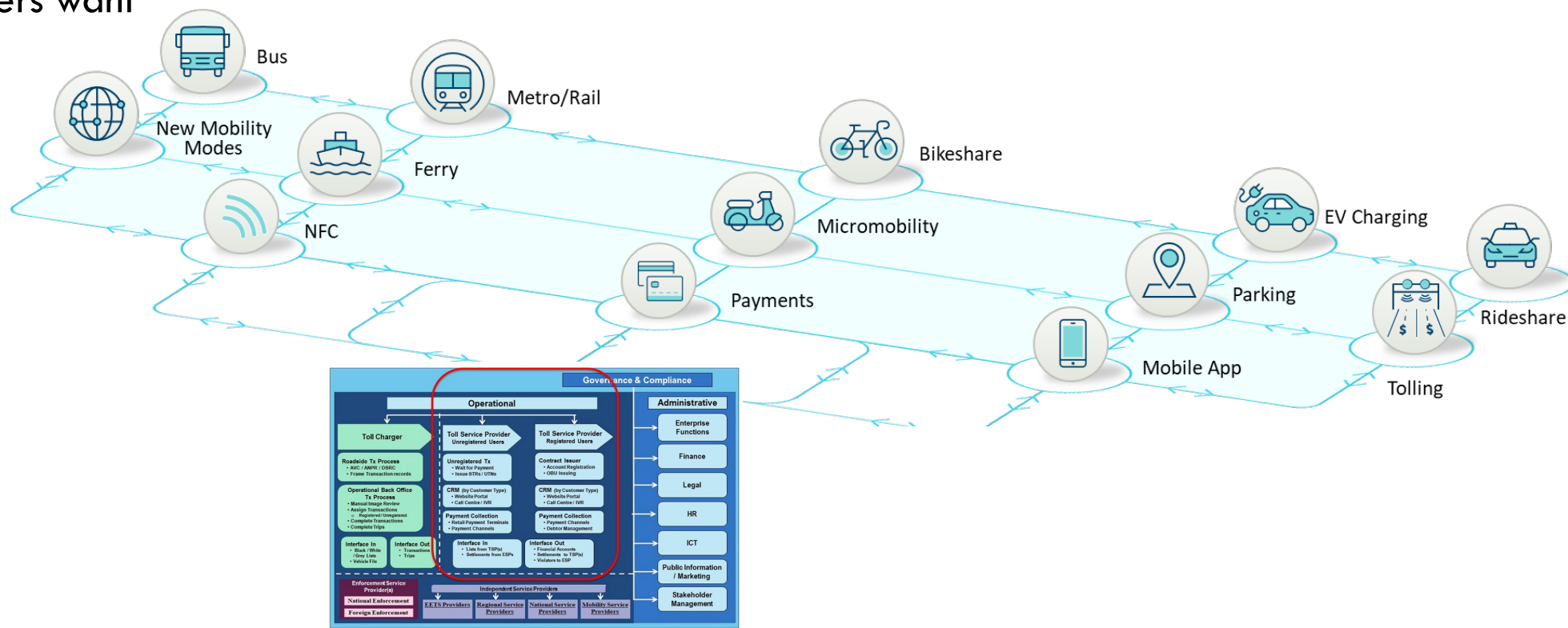
- Tolling Today
 - Increased emphasis on back-office
 - Multiple cogs working in a synchronized manner
 - Customer Experience (CX) and Customer Satisfaction (CSAT) functions add additional cogs
 - ROI calculations are more complex
- Core Toll Charger Function Unchanged
 - Optimise Traffic, Assure Revenue Realisation
- Core Toll Policy Objectives have changed
 - Focus has shifted from satisfying demand, to demand management, to reducing demand



Traffic & Revenue is always the bottom line

- Tolling Tomorrow (or this afternoon)
 - Increased emphasis on digital multimodal mobility service provision
 - It is what policy makers want and what customers want

- Blurring Traffic Optimisation and Revenue Realisation for Toll Chargers
- ROI calculations are much more complex



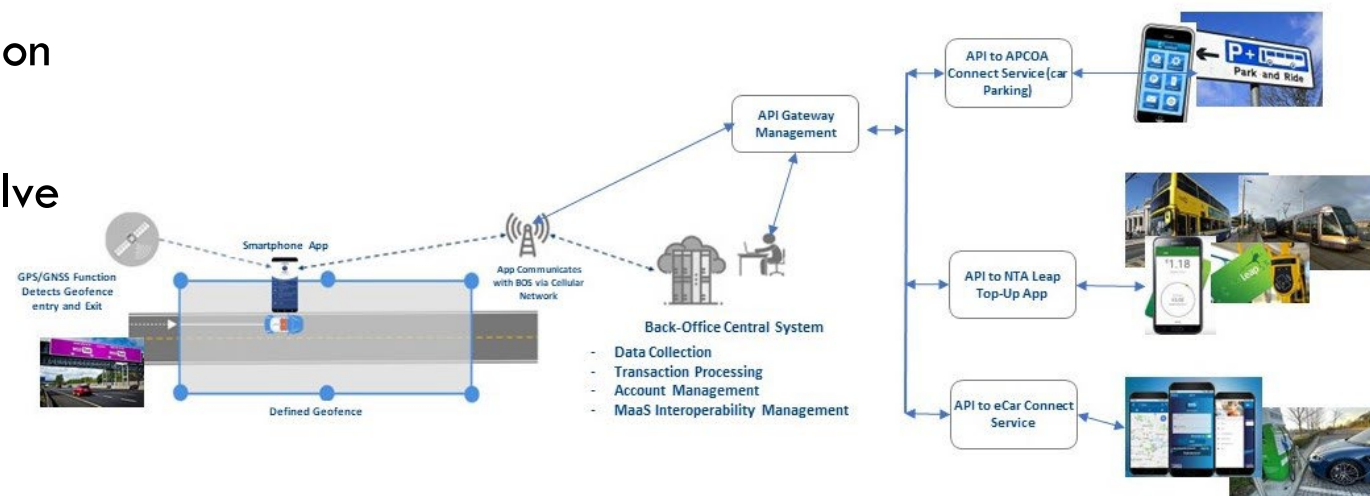
Traffic & Revenue is always the bottom line

- **Tolling Tomorrow**

- Full Integration into a Digital Multimodal Mobility Services environment (Interoperability on Steroids)
- Emphasis on demand management / demand reduction / mode balancing
- Critical need for Behavioral Science and Data Science skillsets
- Multiple Stakeholders / Service Providers
- ROI calculations are more complex

- **Core Toll Charger Function Unchanged**

- Optimise Traffic, Assure Revenue Realisation
- Technology already in place
- Business & Operation models need to evolve



Traffic & Revenue is always the bottom line

- Tolling Systems need to be like a precision time piece
 - Accurate, reliable and robust front end
 - Multiple cogs working in a synchronized manner in the back end
 - Powered by precision engineering
- The ViaPlus Product Suite provides
 - An Innovative, Adaptable and Sustainable System
 - Modular architecture allows management of complex business rules
 - Embraces digital transformation
 - Enables toll chargers to operate, cooperate and interoperate in a digital transport ecosystem
- The Bottom Line: Assures seamless and efficient Traffic & Revenue reconciliation and realisation



Point to Ponder

- Approach to ROI has evolved
 - 1980s: CAPEX
 - 2000s: Whole Lifecycle Cost
 - 2020s: Whole Life Cost (but whose life?)
- Costs of Non-Compliance is a major ROI calculation factor
 - Non-compliance costs to the Toll Charger
 - Non-compliance costs to the State
 - Non-compliance costs to the Planet
- Who bears those costs?, Who gains from the ROI?
 - Concessions are fixed term so may expire before ROI is achieved
 - Is there a need for concession models to recognise that investments today are made for future generations?

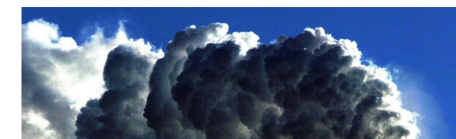


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