


# AGORA



Intermodal Terminals  
Marco Polo Common Learning Project

**Seminar:**  
**Role of inland terminals in the intermodal supply chain**

**Wien – March 02, 2010**




2010-03-02  
Chart 1



## Agenda

- Welcome and Introduction: AGORA Partners and Objectives
- Forum 1: „good practices in terminal management“
- Coffee Break
- Forum 2: „good practices in management of interfaces
- Lunch
- Forum 3: Intensifying cooperation between European terminal operators
- Resume
- End of Seminar



2010-03-02  
Chart 2






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**AGORA Partners and Objectives**  
**Erich Possegger, Rail Cargo Austria, Terminal Services**


**Wien – March 02, 2010**




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Chart 3





<p><b>Lead Partner</b> Rail Cargo Austria AG</p> 	<p>Baltic Rail Gate GmbH</p> 	<p>BILK Kombiterminal Co Ltd</p> 	<p>Deutsche Umschlaggesellschaft Schiene-Straße (DUSS) GmbH</p> 
<p>Interferryboats NV</p> 	<p>Interporto Bologna SpA</p> 	<p>Kombiverkehr GmbH &amp; Co KG</p> 	<p>KTL Kombi-Terminal Ludwigshafen GmbH</p> 
<p>Linz Service GmbH</p> 	<p>Neuss Trimodal GmbH</p> 	<p>Rail Service Center Rotterdam</p> 	<p>Terminal Graz Süd GmbH &amp; Co KG</p> 
<p>UIC – International Union of Railways</p> 	<p>WienCont Management GesmbH</p> 	<p>Subcontractor KombiConsult GmbH</p> 	



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Chart 4






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**Intermodal terminal**


The terminal is a key component of the intermodal transport chain since it has to ensure an efficient and safe interchange between road and rail.

- Principle of non-discriminative access to terminals (at least for those that have received public funding):
- Rail-side access for all licensed railway undertakings
- Road-side access for all operators
- Transparent capacity allocation and pricing
- Bundling of different cargoes (maritime, continental cargo), and market segments (international and domestic relations)



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Chart 5







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**Components of intermodal terminals**

- Gate Area with check-in
- Rail Access
- Transshipment Tracks
- Buffer Lanes
- Loading and Driving Lanes
- Road Access






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Chart 6






### Objectives

- Design and implement practices how existing, constrained terminal infrastructure could be **employed more efficiently**, and organize the dissemination of those best practices on European level;
- Develop a mechanism or procedure, which may ensure a **co-ordinated international terminal development** in order to avoid that a lack of capacity at one end of the intermodal supply chain (terminal or country) impedes the inauguration of both international and domestic intermodal services;
- An **information tool** shall be designed and implemented, which transparently indicates the current state of terminals and where and when facilities are likely to be fully employed. With such a tool the accessibility of intermodal services could be improved as well.




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Chart 7

### Duration 01.01.2009 - 31.12.2010

	1st period (Month 1-12)						2nd period (Month 13-24)					
	1-12/2009						1-12/2010					
	1	3	5	7	9	11	1	3	5	7	9	11
Mutual Training												
On-site Workshops	1	2	3	4	5	6	7	8				
„Good practices“ Manual							1					
Co-operation												
Positioning Terminals												
„Terminal Interest Group“												
Dissemination												
www												
Final Seminar												



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Chart 8



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Intermodal terminals are key to access intermodal transport services and thus ensure efficient and road-competitive intermodal supply chains throughout Europe (see [DIOMIS report on Combined Transport in Europe](#) published by UIC).

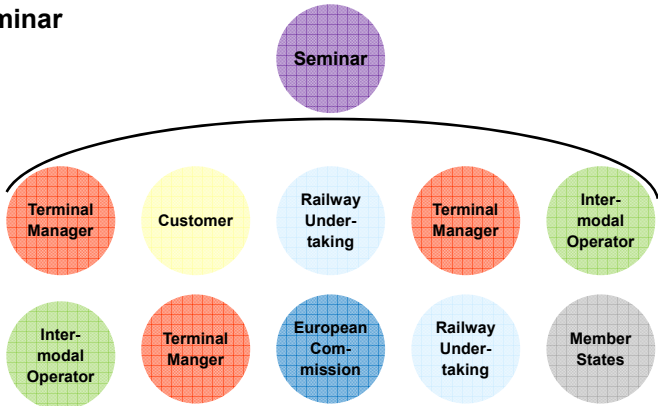
The present common learning action aims at improving management capabilities of intermodal terminal operators and increasing capacity by a set of innovative, smart operational measures and the involvement of stakeholders: terminal and intermodal operators, railway undertakings, customers e.g. shippers and logistic service providers, and infrastructure managers. Hereby the action matches the Marco Polo objectives concerning the improvement of co-operation among stakeholders and dissemination of results.

The consortium is composed of intermodal terminal and intermodal transport operators from Austria, Belgium, France, Germany, Hungary, Italy, and The Netherlands under the leadership of RailCargoAustria's business unit "Terminal Services". The 14 partners present about 50 European terminal with an annual handling capacity of almost 9 Million TEU and represent about one third of central European handling volume.

Since the project is designed similar to the ancient Greek market place for the exchange of ideas the...




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**Seminar**





... involve other **terminal managers**, intermodal operators, railways and other stakeholders including users as well as the European Commission, Members States representatives and regions for disseminating the results to a wider professional audience.


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Chart 10

	
<p><b>Agenda</b></p> <ul style="list-style-type: none"> <li>■ Welcome and Introduction: AGORA Partners and Objectives</li> <li>■ <b>Forum 1: „good practices in terminal management“</b></li> <li>■ Coffee Break</li> <li>■ Forum 2: „good practices in management of interfaces</li> <li>■ Lunch</li> <li>■ Forum 3: Intensifying cooperation between European terminal operators</li> <li>■ Resume</li> <li>■ End of Seminar</li> </ul>	 <p>2010-03-02 Chart 11</p>

	
	 <p>2010-03-02 Chart 12</p>








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**Measures to increase efficiency and performance quality**  
**Uwe Sondermann, KombiConsult**

**Wien – March 02, 2010**



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Chart 13





**Good practices for increase of terminal capacity**

- Flow factor
- Last rail mile logistics
- Road trucking services
- Opening hours
- Infrastructure use pricing
- Capacity management system
- Automated identification
- Separated rail and road handling
- Task management
- Punctual rail services




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Chart 14

MARCO POLO AGORA GROUP FOR A GREENER FUTURE

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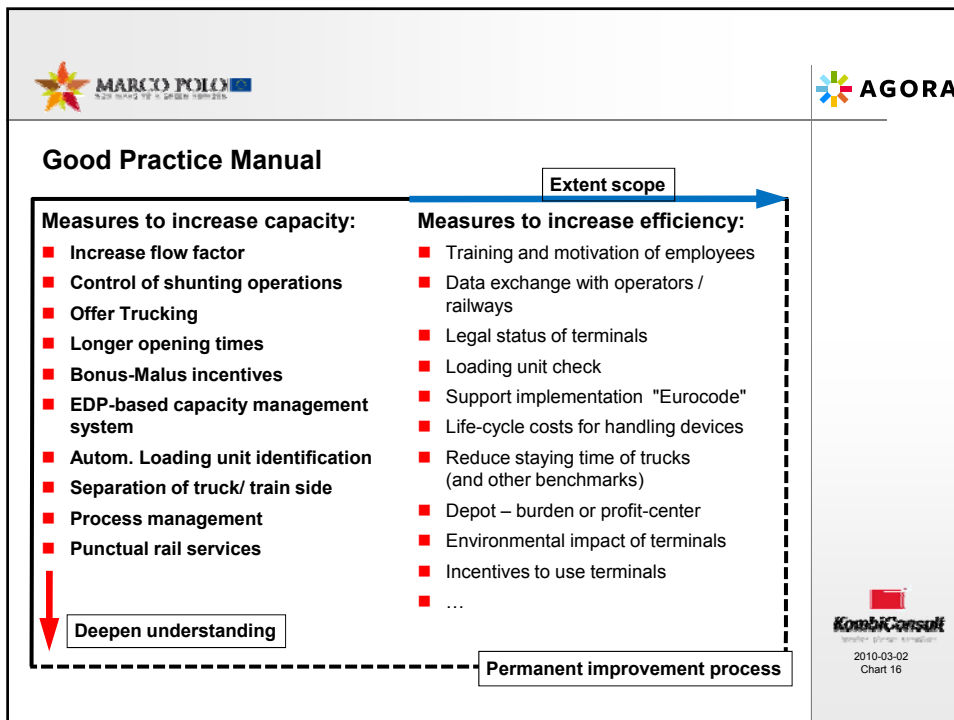
DIOMIS

### Good Practices Manual – Actors



Improvement measure	Main actor and involved parties							Capacity impact
	Infrastructure Manager	Railway Undertaking	Intermodal Operator	Terminal Operator	Customer (Road)	Other	Capacity impact	
Increased flow factor		☐	■	☐				+ 50-100%
Control of shunting service		☐	☐	■				+ 5-10%
Supply trucking services			☐	■	☐			small
Extension opening times	☐	☐	■	☐	☐	☐ <sup>1)</sup>		+ 10-20%
Bonus-malus incentives			☐	■	☐			+ 5%
Capacity management		☐	☐	■	☐			+ 5-10%
Loading unit identification				■				small
Separation of rail-/road-side				■				+ 25%
Task management pre-info		☐	■	☐	☐			+ 5-10%
Punctual rail services	☐	■		☐				+ 20%

<sup>1)</sup> Public Authorities, Trade Unions   ■ Main Actor   ☐ Involved Party


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Chart 15











### Four main objectives of „terminal management“ actions






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Chart 17

### Good Practice Manual

Marco Polo Programme  
Contract-N° MPO/08/011/S/12.523969

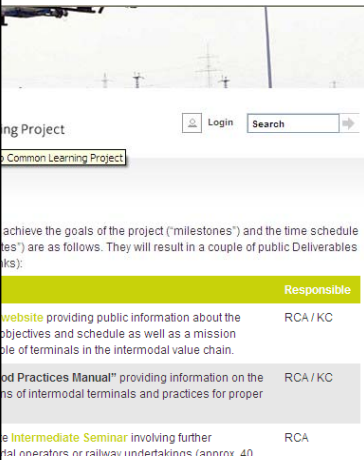


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Marco Polo Common Learning Project  
Intermodal Terminals


**Good Practices Manual**  
for the  
Management of Intermodal Terminals

KombiConsult GmbH for  
Rail Cargo Austria AG et al

February 2010  
Version 26.02.2010



	Responsible
website providing public information about the objectives and schedule as well as a mission statement of terminals in the intermodal value chain.	RCA / KC
Good Practices Manual" providing information on the functions of intermodal terminals and practices for proper management.	RCA / KC
Intermediate Seminar involving further intermodal operators or rail users undertakings (annex 4D)	RCA



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Chart 18

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Extentscope →

↓ Deepen understanding

**Measures to increase capacity:**

- Increase flow factor
- Control of shunting operations
- Offer Trucking
- Longer opening times
- Bonus-Malus incentives
- EDP-based capacity management system
- Autom. Loading unit identification
- Separation of truck/ train side
- Process management
- Punctual rail services

**Measures to increase efficiency:**

- Training and motivation of employees
- Data exchange with operators / railways
- Legal status of terminals
- Loading and check
- Support implementation "Eurocode"
- Life-cycle costs for handling devices
- Reduce staying time of trucks (and other benchmarks)
- Depot – burden or profit-center
- Environmental impact of terminals
- Incentives to use terminals
- ...

**Erich Possegger (RCA):  
Benchmarking of Terminals**

**Sandra Gehenot (UIC):  
Example  
Railfreight Portal**




Terminal improvement process




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Chart 19


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Chart 20

	
<p><b>Resume Forum 1</b></p> <ul style="list-style-type: none"> <li>■ Several „good practices“ for improvement of capacity, efficiency, quality and environmental impact exist; -&gt; will be documented and published in the framework of AGORA step-by-step;</li> <li>■ Knowledge is (often) concentrated on "old" Europe, or fragmented along stakeholders of the transport chain: -&gt; a common learning is needed in both directions;</li> <li>■ Data base requires permanent update and edited formats to be recognized and accepted as business sensitive compared to just „google“; AGORA seeks for a solution</li> <li>■ We need more detailed insight - &gt; Forum 2 with examples on management of interfaces</li> <li>■ We need an intensified / continuous exchange of opinions - &gt; Forum 3 with a debate how that could work</li> </ul>	 2010-03-02 Chart 21


	
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**Slot allocation in a liberalised market**  
**Uwe Sondermann, KombiConsult**


**Wien – March 02, 2010**



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Chart 23




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**Regulatory framework (1/2)**

- Different „packages“ of European directives which have finally led to a process of:
- institutional separation of railways' infrastructure and operative business (passenger and freight)
- assignment of different infrastructures to different units
  - Main lines
  - Shunting yards and freight station
  - Parking tracks
  - Intermodal terminals and related installations
- General understanding that public funding leads to „open access“ to these installations
- (Mis-)understood as invitation to act outside of own competence




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Chart 24






### Regulatory framework (2/2)

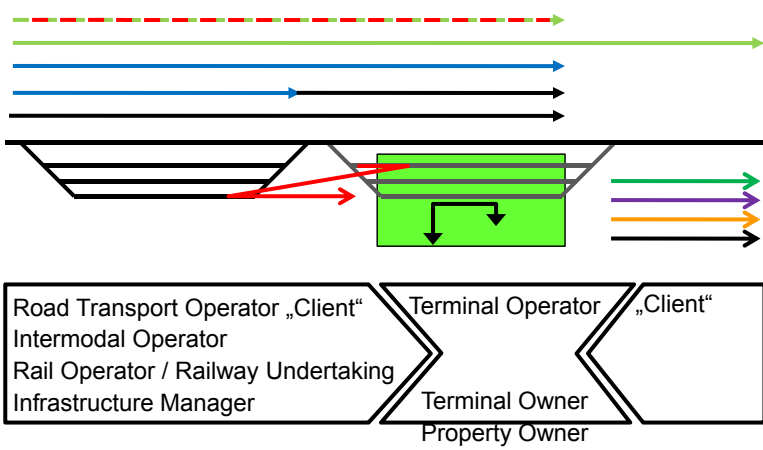
- Implementation of competition also in the railway sector
- Appearance of new entrants
  - Railway undertakings
  - Intermodal operators
  - Logistics service providers
- Design of new business models
- (Multiple) Interfaces between companies - not only within
- Railways, intermodal operators, LSP requiring terminal capacity
  - At the start and end of an – international - rail journey
  - Synchronised with their “logistic requirement”
  - Optimising their turn round time of equipment (locomotive, wagon)
- Limited terminal capacity should be allocated efficiently




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Chart 25

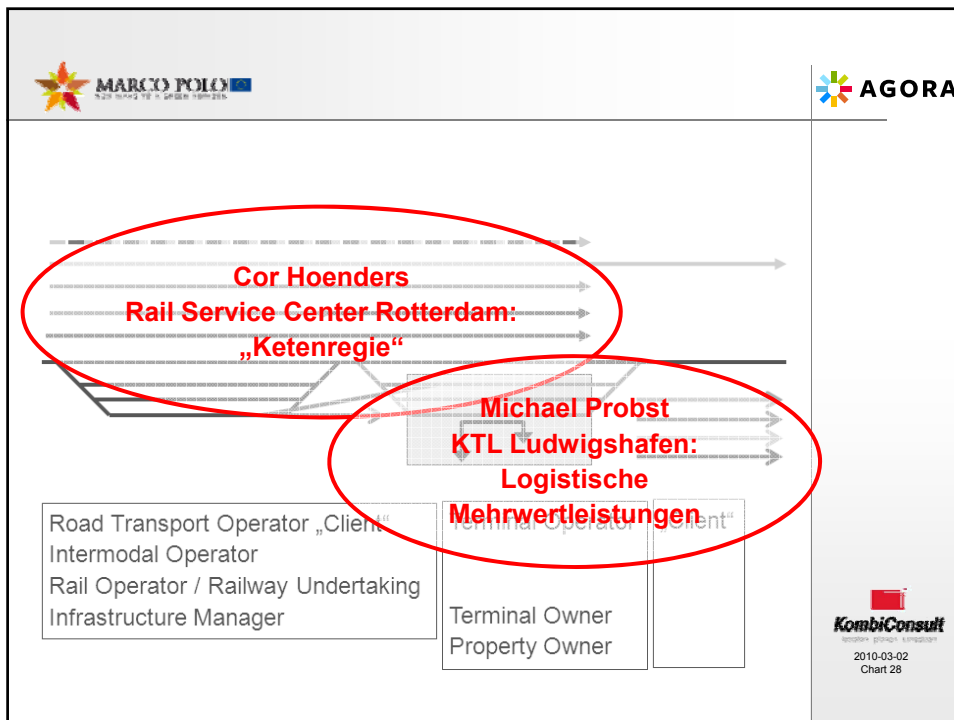
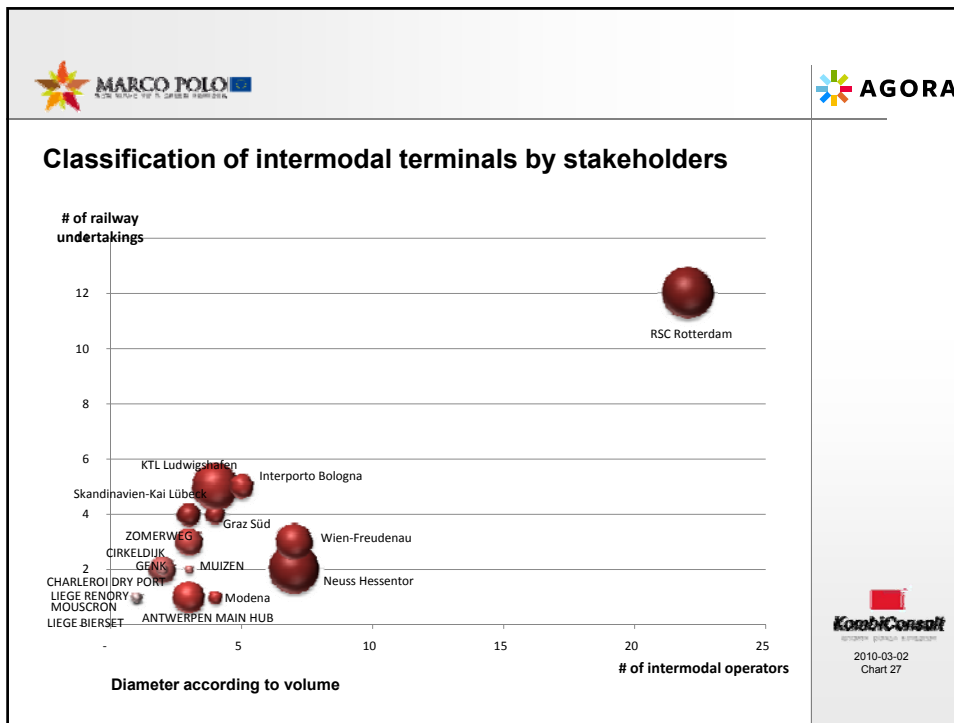



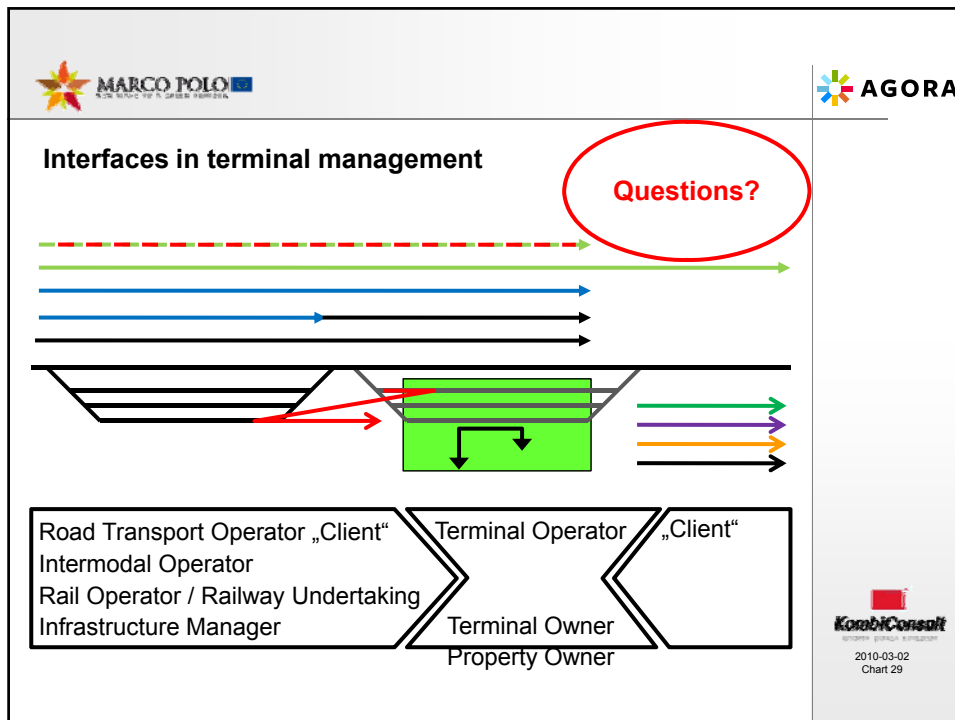
### Interfaces in terminal management











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Chart 26






- 
- Resume Forum 2**
- Multiple interfaces within and between stakeholders in the intermodal supply chain; increasing demand on terminals by railway undertakings, intermodal operators and customers
  - Buffer to reach / maintain punctuality / reliability or compensate delays / malfunctions in the chain
  - We need discipline and responsibility of actors / employees
  - We need to raise awareness on the important role of „terminal“ which is a place for value added service and not only lift-on/lift-off
  - We need an intensified and continuous exchange of opinions - > Forum 3 with a debate on how that could work
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Chart 30


	
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**Intensifying co-operation among European Terminals**  
**Rainer Mertel, KombiConsult**


**Wien – March 02, 2010**



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Chart 33




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### **Resume Forum 3**

- This seminar as well as workshops performed so far during the projects DIOMIS and AGORA have demonstrated the need for a structured, regularly and continuous exchange of opinions between the managers of intermodal terminals
- Different forms and organisation schemes were discussed  
-> will be outlined to a proposal for continuation after AGORA formal period ends



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2010-03-02  
Chart 34

	
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<p><b>Final Resume</b></p> <ul style="list-style-type: none"><li>■ Terminal Management by terminal managers themselves</li><li>■ Interface Management by responsible stakeholders</li><li>■ Common Learning important to improve business and competitiveness towards road</li><li>■ Documentation of Seminar available on AGORA website</li><li>■ Good Practices Manual available – step-by-step – on AGORA website</li><li>■ Final Seminar announced for November 2010</li></ul>	 <p>2010-03-02 Chart 36</p>

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**Thank you for your attention**

- Klaus-Uwe Sondermann  
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agora@intermodal-terminals.eu

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Chart 38