

A Guide to Sustainable Business Models in Public Transport



Background and Purpose



- The report was developed to meet the industry's challenges
- The model contract was a step forward, but not sufficient
- Need for long-term change in business models



Partnersamverkan and Kolla



- Partnersamverkan: a joint arena for Sweden's public transport sector
- Kolla: develops and maintains model contracts, guidelines, and tools
- Collaboration with PTAs, operators, and industry organisations



A Changed World – External Factors

- Economic pressure: downturn, inflation, unhealthy competition
- International conflicts: energy prices, supply chains, security
- Electrification: major investments, social sustainability
- Digitalisation: efficiency gains but also cyber risks
- Urbanisation & individualisation: increased demand for flexibility



Industry Goals

- 4 out of 10 motorised trips to be made by public transport by 2030
- Requires collaboration, innovation, and long-term contracts



Identified Industry Needs

- Strong culture of cooperation
- Balanced compensation models
- Clear allocation of responsibilities
- Flexible and adaptable contracts
- Operator involvement in planning
- Balanced allocation of risks



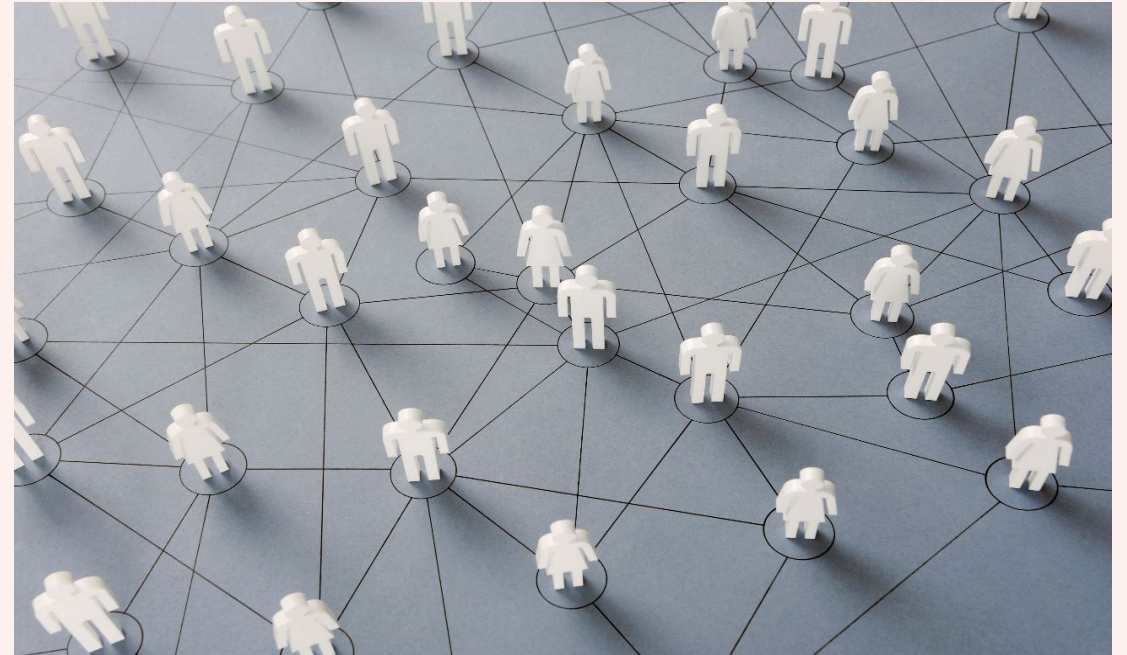
The Four Core Principles

- Collaboration
- Allocation of Responsibilities
- Allocation of Risks
- Compensation Parameters



Core Principle 1 – Collaboration

- At the heart of the partnership between PTAs and operators
- Built on trust, transparency, and shared goals
- Improves dialogue, understanding, and problem-solving



Core Principle 2 – Allocation of Responsibilities

- Roles and responsibilities allocated according to competence
- Creates clarity and reduces conflicts
- Facilitates follow-up and achievement of goals



Core Principle 3 – Allocation of Risks

- Risks should be borne by the party best able to manage them
- Balanced allocation creates stability and fair tenders
- Reduces the risk of unsustainably low prices



Core Principle 4 – Compensation Parameters

- Economic models should reflect cost structures
- Create incentives for quality and sustainable development
- Linked to measurable results and social benefit



Identified Needs per Principle

- **Collaboration:**
Culture, shared goals, good communication, driver issue
- **Allocation of Responsibilities:**
Clear roles, shared responsibility for accessibility and quality
- **Allocation of Risks:**
Adaptable contracts, balanced allocation, right party carries the right risk
- **Compensation Parameters:**
Balanced models, quality criteria, incentives



Recommendations

- Common and measurable goals
- Meeting structures and collaboration climate
- Attracting and retaining drivers
- Clear allocation of responsibilities
- Balanced allocation of risks
- Relevant economic incentives
- Production-based compensation and change prices



Conclusion

- The four principles = foundation
- Balance between collaboration, responsibilities, risks, and compensation
- Shared goals and measurable results are crucial



Next Steps for Kolla and the Industry



- Further development and new recommendations
- Strengthened partnership between PTAs and operators
- Focus on digitalisation, innovation, and attractive journeys



Closing / Discussion Questions

- What does this mean for our organisation?
- How can we contribute to a stronger culture of collaboration?
- Which principles do we need to start working with first?



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**Jag är en kapitelavdelare
utan bild**



Vilket är ditt föredragna transportmedel?

