

**National Transportation
Operations Coalition (NTOC)
Business Case Action Team**

**Presentation for RTSM&O
Meeting**

Peggy Tadej, NARC

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The Syracuse Team

- **Michael Morris, Ph.D.** – Project Manager; Entrepreneurship, Marketing, Business Planning.
-Serves as the Witting Chair in Entrepreneurship and Chair, Department of Entrepreneurship and Emerging Enterprises, Whitman School of Management, Syracuse University.
- **Nola N. Miyasaki, J.D.** – Entrepreneurship, Public Policy.
-Vice President, Tissue Genesis, Inc.; Former Director, Falcone Center for Entrepreneurship and Former CEO, High Tech Development Corporation for State of Hawaii
- **David Van Slyke, Ph.D.** – Public Policy, Non-profit Management;
-Serves as Professor of Public Administration in the Maxwell School of Citizenship and Public Affairs, Syracuse University and a senior research associate in the Campbell Institute of Public Affairs.
- **Craig Watters, Ph.D.** - Project Management, Contracting; Business Planning;
-Serves as the Whitman Professor of Entrepreneurial Practice and Director, Falcone Center for Entrepreneurship

Central Thrust of the Project

Facilitate awareness and adoption of 'Total Operations Concept' at the national, state, and local levels

Project Objectives

- Assist in bringing a strategic marketing orientation and planning perspective to NTOC's efforts at stimulating adoption of ITS innovations
- Create widespread awareness of net benefits of 'total operations concept
- Heighten adoption levels of specific ITS innovations

Three Major Project Deliverables

- Preparation of Strategic Marketing Plan for NTOC Addressing Total Operations Concept (covers 3-year period)
- Development of Product Plan for One ITS Innovation
- Preparation of Marketing Template for State/Local Use in Gaining Support for an ITS Innovation

Research Focus

- Audit of marketing assets
- Assessment of adoption patterns and behaviors
- Market size and potential
- Evaluation of communication processes
- Case studies of success and failure
- Gap analysis in terms of operations investments
- Market segmentation and target market prioritization
- Needs and perceptions of key NTOC stakeholders
- Secondary data analysis on costs & benefits
- Field interviews of state & local role players

Information Gathering

- Use of MBA students at SU for validating research
- Review of extant secondary data on costs and benefits and on adoption patterns
- Interviews and focus groups at transportation conference meetings
- Interviews by phone
- Survey of constituents and customers

Overall Strategic Plan Outline

- Executive Summary
- Current Situation
 - The Total Operations Concept (TOC)
 - The ITS Services Portfolio
 - The Gap: Where are States and Communities in Terms of TOC
 - Making the Case: Cost-Benefit Analysis of ITS Adoption
 - Overall Market Analysis
 - Segmenting the Market for ITS Innovations
 - Community Needs and Capabilities
 - Buyer Behavior and Innovation Adoption
 - Competing Interests and Barriers
 - Current Marketing Assets and Resources
 - Marketing Successes and Failures
 - The Opportunity: What is Reasonable in Closing the Gap
- SWOT Analysis
- Marketing Goals and Objectives
- Segmentation and Targeting Priorities
- Positioning Strategy
- Communications and Promotional Strategy
- Customer Service Strategy
- Action Plan
- Management Approach
- Timeline
- Budget and Resource Requirements
- Tracking and Control

Product Plan Outline for an ITS Innovation

- Executive Summary
- Current Situation
 - The ITS Innovation (e.g., 511 service)
 - Current Levels of Adoption and Use
 - Benefits and Costs
 - The Market
 - Understanding Decision and Influence Processes
 - Sources of Resistance
 - Competing Interests
 - Current Marketing Approach
 - Assessing Marketing Opportunities
- SWOT Analysis
- Goals and Objectives (Awareness, Adoption, Support)
- Overall Strategy for the ITS Innovation
- Positioning Strategy
- Target Market Strategy
- Selling the Costs and Benefits
- Promotional Strategy
- Customer Service Strategy
- Action Plan
- Management Approach
- Timeline
- Budget and Resource Requirements
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Template for State & Local Use

- The Need
- The Value Proposition
- Designing a Selling Strategy
- Formulating the Pitch
- Building a Support Base
- Making the Economic Case
- Tying the ITS Innovation to Local Community Interests
- How Other Communities Have Benefited
- Creative and Cost-Effective Promotional and Selling Approaches
- Handling Objections
- Other Resources that can Support the Case
- How to Monitor Performance

Project Management

- Coordinated, directed and organized at Whitman School of Management, Syracuse University
- Team members collaborate on research and analysis in areas of expertise
- Interviews and focus groups conducted by team and graduate students
- Periodic video conferences with committee
- Interim reports and presentation at strategic benchmarks
- Draft plans and templates to be presented to committee prior to final product

Project Timeline

- Oct - Dec 2005 Initial Primary Research
- Jan – April 2006 Primary Research
- April – June 2006 Secondary Research
- June 2006 Formulation of Strategies and Action Plan
- July – Aug 2006 Completion of Strategic Plan
- Aug - Sept 2006 Work on Product Plan
- Sept - Oct 2006 Completion of Product Plan
- Nov 2006 Revisions to Plans and Creation of Template
- December 2006 Final Presentation

Critical Factors for Success

- Access to key role players and stakeholders
- Thorough analysis of financial costs and benefits
- Buy-in and acceptance of plans and template from constituents
- Commitment for short term and long term follow up
- Identifiable funding for the technology and innovative aspects of approach