

**To all public transport operators, suppliers to public
transport operators and other transport and mobility
stakeholders**

REQUEST FOR INFORMATION (RFI)

**New business models for public transport and mobility
services in Oslo, Norway**

The region of Oslo and Akershus is one of the fastest growing metropolitan areas in Europe

Overall goal - A competitive and sustainable metropolitan region



The region of Oslo and Akershus is one of the fastest growing metropolitan areas in Europe. Ruter's responsibility is to plan, procure and market public transport services in the region (Public transport administration company). We are currently considering new business models for supplying public transport services in a in a manner consistent with our ambitions and goals.

To: Open invitation
From: Ruter As

About Ruter

Ruter is the public transport administration company serving the capital region (PTA). Ruter As is jointly owned by the City of Oslo (60%) and County of Akershus (40%). Ruter provides public transport services for the capital region, except of local trains that are provided by the state.

Ruter is not operating any transport services by ourselves. Transport services are provided by operators under contract with Ruter. In the case of bus and ferry services, contracts are awarded based on competitive tenders. In the case of metro and tram services, a frame agreement has been entered into with the municipally owned Sporveien Oslo AS on the basis of direct procurement. This agreement entered into force in 2014. The agreement specifies levels of production, quality and reimbursement.

In total, 334 million single journeys were undertaken by bus, tram, metro, ferry and NSB local trains in 2015. Ruter's total budget for 2015 was about 7 billion NOK.

For more information about Ruter, read the annual report for 2014:

https://ruter.no/globalassets/dokumenter/aarsrapporter/summary_annual-report_2014.pdf

Goals

In our long term strategy, M2016, Ruter shifted focus from public transport to mobility solutions to ensure the development of an increasingly attractive service for the region's residents.

Overarching goal: A competitive sustainable metropolitan region

Policy measurers: Public transport, bicycle and walking combined with good city and urban planning

The strategy for the mobility of tomorrow is to develop a dense network to reach new areas of the region, so that more people find public transport to be an attractive way to travel. Customers should have more travel options through the development of a coordinated and integrated mobility service that includes walking, cycling and car sharing.

You can read more about Ruter's long term strategy at: <http://m2016.ruter.no/en/>.

Business models for the future

Currently, there are several types of contracts across the Ruter supplier roster – none of which covers mobility services. Modern business drivers and new technology – combined with feedback from our existing contracting partners calls for a shift in our business model. New business models need to be flexible, customizable and target future customer needs.

Ruter sought feedback through dialogue at a conference open to its existing and potential suppliers and all other stakeholders. A common theme in the feedback from all parties was the need for more dynamic business models – models able to capitalize on the current and rapidly changing market conditions we are all experiencing. Furthermore, new business models should support innovation and investment in new technologies, as well as sponsor and encourage new environmentally sound solutions. New business models should emphasize a high level of professional and efficient working relationship between Ruter and all contracting partners. Implicit to this is that Ruter visions and goals for the market and region should be understood, embraced and embedded in all business execution by contracting partners.

Request for information

Through this RFI we ask for Your advice regarding development of new business models, based on your experiences with existing business models and contractual frameworks and your advice on how they can support the achievement of our goals, as stated above. We would also appreciate your thoughts on future business models and contractual frameworks for public transportation and mobility services and the challenges you think each they address that current models do not.

The response should preferably cover the following key points, but please feel free to add additional information and aspects:

1. Recommended business models for Ruter and its contracting partners
2. Risks and concerns associated with specifics within the business models given the goals Ruter is aiming to achieve
3. Joint development of infrastructure and facilities
4. Shared or centralized fleet ownership
5. Incentives for fulfilling visions and goals for the market through the contractual arrangements
6. How to secure continuous development of the business models and contractual frameworks between the parties
7. Other specifics concerning contract periods, volumes and metrics, if applicable

We are also interested to know about the key criteria you look at when considering whether to participate in a competitive tender for public transport services in location in Europe:

- a. Size of the service area and duration of the contract?
- b. Responsibilities (ownership of rolling stock)?
- c. Contractual conditions?
- d. The availability of infrastructure, such as depots?
- e. Cultural and linguistic issues?
- f. Profit opportunities?
- g. Responsibility/risk distribution between operator and contractor?
- h. Other matters, please explain/elaborate

Non-disclosure agreement

Ruter will treat all information submitted as confidential. However, ideas submitted may be used by Ruter in connection with future procurement processes or project work, and may also be presented in anonymized format at conferences and dialogue with market actors, or in tender documents, etc.

If necessary, Ruter reserves the right to contact persons or organisations who respond to this RFI in order to ask follow-up questions or to obtain clarifications on feedback submitted.

Invitation to one-one-to meetings with Ruter

Persons or organisations submitting a written response to this RFI will be given the opportunity to meet representatives from Ruter at one-on one meetings. Such meetings may be held in person at Ruter's offices or via Skype, telephone or similar. The meetings will be held according to a set schedule, and with approximately one hour for each one-on-one meeting.

Contact information

Please send your response or enquiries about this request for information to project manager Kåre Riseng at kare.riseng@ruter.no, or by phone at +47-97 59 24 00.

Ruter kindly ask for Your reply before **15th August 2016** by e-mail to: event@ruter.no