

## **Management and Uptake of Innovation in IM's work**

### **Scope of the discussion**

The strategic discussion aims to look at how innovation is identified and managed by the rail infrastructure managers, and at how it catalyses efficiency and productivity.

It is important to open the scope of the discussion and consider that innovation is not only dealt with *within* each infrastructure manager's organization but also via links created with the academic world and/or outsiders such as start-ups. As is the case with companies operating in other sectors, innovation can be managed within an in-house Research and Innovation Department or via the acquisition of competences and ideas to be found outside the undertaking. For infrastructure managers, it has not always seemed natural and obvious to involve third party stakeholders in their innovation management processes.

Managing infrastructure in the rail sector is a long term process and it may result in a long term implementation of innovative ideas. The pace of innovation and how to implement it in the infrastructure world is also a topic that could be interesting to consider during this strategic discussion.

Moreover, innovation can also concern different areas of the company life and activities, such as the human resources, the capacity management or the way infrastructure managers market their offer.

Finally, it might be also interesting to exchange on how other companies, or infrastructure managers from other sectors are dealing with innovation and if parallels can be drawn with the rail sector.

This session should hence be the opportunity to answer some questions such as:

- What are the priorities when IMs are looking for innovation outside their companies? Is it unavailable competences within the company, shorter processes or a different vision of the sector that is looked after?
- How are infrastructure managers dealing with innovation? Are they specifically designing policies in order to involve external stakeholders?
- Is the rail infrastructure manager sector different from other infrastructure managers and companies in other sector (e.g. differences short/long term?)
- Is it a continued relationship between IMs and exterior stakeholders such as start-ups or academics? Does this only exist to co-opt innovation when it is already available?
- How do IMs deal with the different pace between fast innovation and slower implementation within the infrastructure managers' own processes?
- How can IMs priorities be translated into the Shift2Rail work programme?
- How is innovation translated into the technical side? (e.g. shift from fixed to mobile systems)