Innovation from the perspective of a client

Leendert Bouter and Wouter van Schelt (presentation)

Ministry of Transport, Public Works and Watermanagement
The old situation

- Rijkswaterstaat as a 200 years old traditional hierarchical public authority
- 11,000 public servants
- Detailed engineering
- Contracting on lowest price bids
- Stabile and transparent market

3250 km roads, 14 tunnels, 274 bridges, 150 sluices, 17 weirs, 3 storm surge barriers, 63,000 km² surface water, 3200 km vaargeul, 7 traffic management centres, annual budget 5 billion euro
Facing major challenges

- Climate change
- Severe congestion caused by increasing traffic
- High expectation by society of serviceability networks
- Increasing multi-complex projects
- High demands on safety, security and environmental issues
The way to go

- From separation of design and construct to an integration of all different phases
- From lowest price towards performance based awarding
- From a situation where every innovation is public property to an accepted balance between knowledge sharing and intellectual property
- From a dominant national oriented knowledge infrastructure to international open innovation
Innovation is crucial for approaching main challenges
When will something change

Have to

Able to

Want to
A well known formula

NT + OO = EOO

New Technology
Old Organisation

Elusive Old Organisation
• Innovation of processes:
  *market model innovation*

• Innovation of products:
  *creating focus and mass*
Role

• Large infra-structural projects as enabler for innovation
• Ministry performing the demand function
• Ministry as facilitator of experiments
• Ministry as launching customer
Reconstruction highway A2

• Isolate urgency: *loss of 33 Meuro a year due to congestion*
• Define challenge: *acceleration from 2017 to 2010*
• Enable innovation: *design to market, bonus, alliance, no-claim agreement*
• Continuation: *knowledge transfer to other projects with an urge to accelerate*
... and further ...  

- Professionalizing Intellectual Property  
- Connecting and stimulating small businesses through SBIR  
- Accepting and processing Unsolicited Proposals by market parties  
- And last but not least ...
Need for international cooperation

- With other European network managers
- With EU in Brussels
- With European knowledge institutes
- With European industry
RWS and Eurekabuild

- The results of ECTP helps the client to fulfill his responsibilities
- ECTP’s vision 2030 and SRA’s are an excellent start for EurekaBuild
- RWS emphasizes the need to have a special innovation program for the construction sector
- RWS likes the industry lead character of EurekaBuild which stimulates the implementation of innovations
Suggestions for innovation

• Techniques which reduce impact on environment: quality of air and surface water, traffic noise,
• Doubling the lifespan of networks (incl structures)
• Integrated design
• Procurement
• New construction techniques which offer more serviceability during construction and maintenance
• Techniques to use dredging material as construction material
• Techniques to reduce risk caused by soft subsoil
What we can offer

• Knowledge and expertise
• Pilot locations and enabler of innovation in large infrastructural projects
• Coordination with national contactpoint Eurekabuild
• Input in program committees of various european subsidy-programs
• Dedicated partner
Knowledge-conscious Innovation

- Innovation is a knowledge-intensive process
- Lot of knowledge still under-utilised
- Have to, Want to, Able to
- Nobody knows it all: Wisdom of Crowds
- Partnerships
- Entrepreneurship must be supported
Thank you
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