Digital-Outcome-Driven Metrics for Mass Transit

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Initiatives: Manufacturing Digital Transformation and Innovation; Executive Leadership: Digital Business; Executive Leadership: Strategic Cost Optimization; IT Cost Optimization, Finance, Risk and Value

Establishing a framework of outcome-driven metrics is essential for executive leaders to reach a quantifiable mission value for technology investments. In this presentation, we provide mass transit executives with metrics for increasing the value of IT investments and creating KPIs.

More on This Topic

This is part of an in-depth collection of research. See the collection:

- Research Roundup for Digital-Outcome-Driven Metrics for Industries

Mass Transit Digital-Outcome-Driven Metrics Overview

Executives in mass transit can use the outcome-driven metric examples in this presentation to increase the value their organization delivers to citizens and cities.

Many executives struggle to measure and articulate the quantifiable value aspects of their technology investments. In order to establish a clear line of sight between technology and institutional (“business”) outcomes, executives need to build a structured metrics library. In this presentation we suggest a simple three-layered approach:

- Aggregated Business Outcomes
- Business-Outcome-Driven Metrics (BODM)
- Technology-Outcome-Driven Metrics (TODM)

This downloadable presentation has four sections:

- Section 1 contains a quantifiable value model that outlines the three primary categories of quantifiable value.
Section 2 contains a line-of-sight slide with two foundational example BODM and TODM pairs in mass transit. Other slides explain each of the metrics in more detail.

Section 3 contains the templates to the slides used in this presentation. These can be used to start building an institution-specific metrics library.

Section 4 provides recommendations and next steps to enable further implementation of digital-outcome-driven metrics.

Figure 1 provides an overview of the examples that you will find in the downloadable presentation. This presentation is part of a collected effort by all Gartner industry coverage areas (see Research Roundup for Digital-Outcome-Driven Metrics for Industries). We recommend looking at other industry decks for cross-industry inspiration for metrics. Please note that this cross-industry effort also means that we have to use some language such as business-outcome-driven metrics, even though mass transit is often mission-driven and terms like "mission-outcome-driven metrics" would have been more appropriate. This is a necessary trade-off to enable cross-industry comparison. But it does not hinder internal renaming of the metric types.

**Figure 1: Quantifiable Value in Mass Transit**

Cost Savings  
Revenue Growth  
Risk Reduction

**Quantifiable Value in Mass Transit**

- **Business-outcome-driven metrics:**
  - Mass transit adoption
  - Average passenger travel time vs. car

- **Paired technology-outcome-driven metrics:**
  - Percentage of population served by MaaS platform (door-to-door)
  - Percentage of overall travel time improvement achieved by technology application

Source: Gartner
The downloadable presentation slides will be useful if you are struggling with a framework for linking business and technology outcomes to which your business partners and you can be held accountable. This is an essential aspect of governance as you and your business partners realign to execute on your digital strategy.

This presentation is not an exhaustive list of quantifiable mass transit technology metrics. Valuable outcome-driven metrics are situational and company-specific. They take time to develop. The framework and examples are a good starting point, recognizing that as you develop your metrics:

1. They will be situational to your business strategy.
2. They will align to your business and IT operating model.
3. The process will be iterative.
4. You will test their efficacy over time.
5. You will revise them regularly as priorities change.

**Recommended by the Authors**

*Use Digital-Outcome-Driven Metrics to Quantify the Business Value of Technology Investments*

*Research Roundup for Digital-Outcome-Driven Metrics for Industries*

*Hype Cycle for Transportation Industry, 2020*

*3 Ways Transportation CIOs Can Shape a Mobility-as-a-Service Ecosystem Effectively*

**Evidence**

Gartner interacts regularly with global transportation agencies and solution providers. Their observations, challenges and successes form the primary source data for this research. Additional evidence was obtained from vendors in this space, industry inquiries, previous Gartner research, public sources and direct experience.