



# Opportunities for Railways in Digital Platforms

Juan Montero

Florence School of Regulation-EUI

UNED (Madrid)



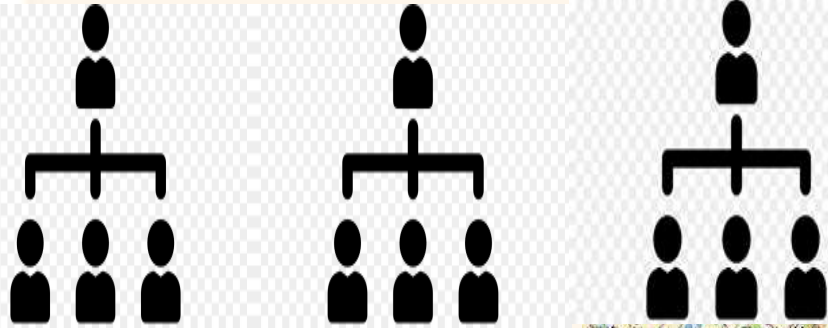
European University Institute

ROBERT SCHUMAN CENTRE FOR ADVANCED STUDIES

## PUBLIC TRANSPORT

Centralized  
Coordination  
Hierarchical  
Shared vehicles  
BUT...

Silos, no door-to-door



## PRIVATE TRANSPORT

Decentralized  
No hierarchy  
No coordination  
Private vehicle  
BUT...

Flexibility  
door-to-door





An aerial photograph of a city, likely Manila, Philippines, showing a dense urban landscape with numerous high-rise buildings and a river. A glowing, cyan-colored network of lines is overlaid on the city, representing a network layer. The lines connect various points across the city, symbolizing connectivity and infrastructure.

**“We had an internal thesis that industries might benefit from A NETWORK LAYER ON TOP OF THEM.”**

**Bill Gurley, Benchmark Capital**

**\$9M invested in Uber 2011  
\$6.9 Billion in IPO in 2019**





«A network on top of» micromobility, shared vehicles... and mass transit





**“Our massive, efficient, and intelligent network consists of tens of millions of Drivers, consumers, restaurants, shippers, carriers, and dockless e-bikes and e-scooters, as well as underlying data, technology, and shared infrastructure.**

**Our network becomes smarter with every trip”**

**Uber Form S-1 for the IPO, April 11, 2019.**



## **OPPORTUNITIES FOR RAILWAYS**

**More efficiency in management of railways.**

**More coordination across transport modes.**

**Multi-modality**

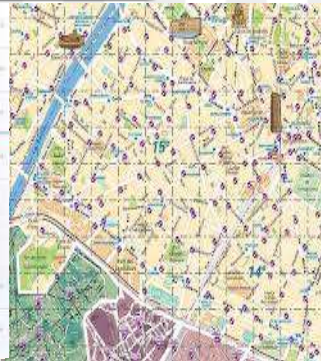
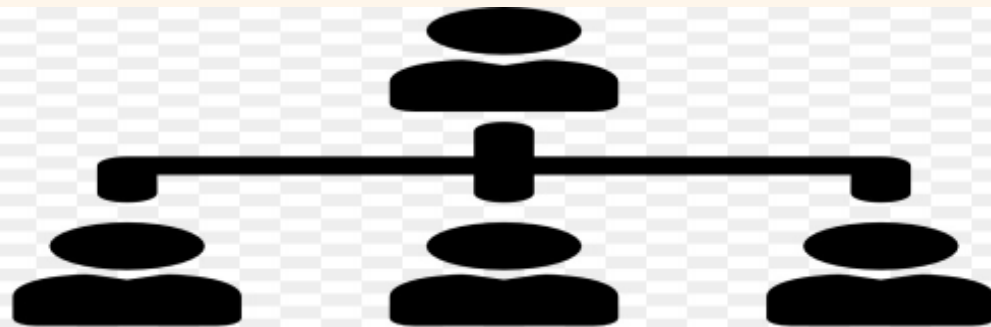
**First/last mile**

**Door-to-door solution**

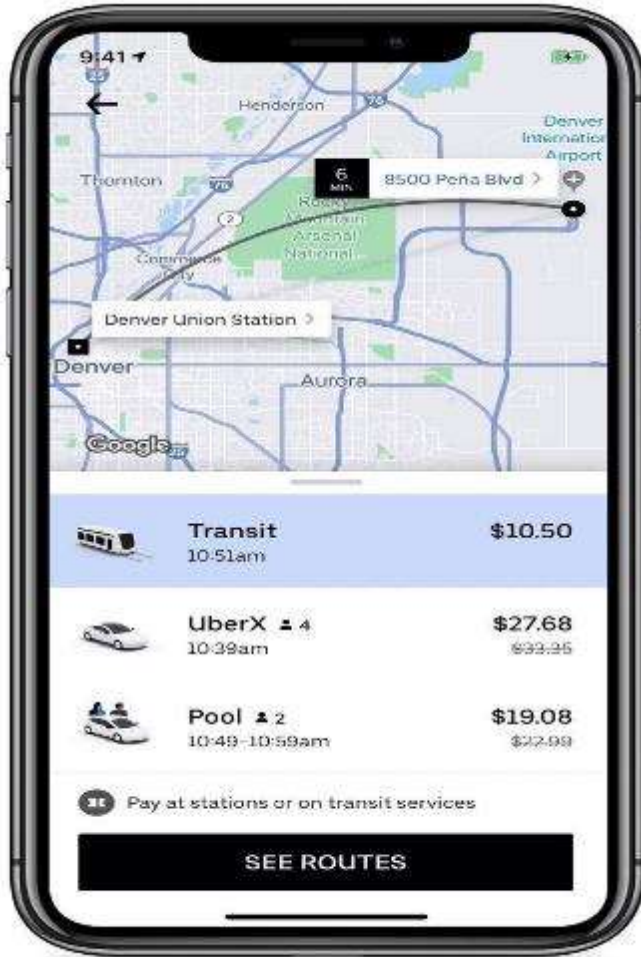
**Railways the backbone of transport**

**Better alternative to private vehicle**

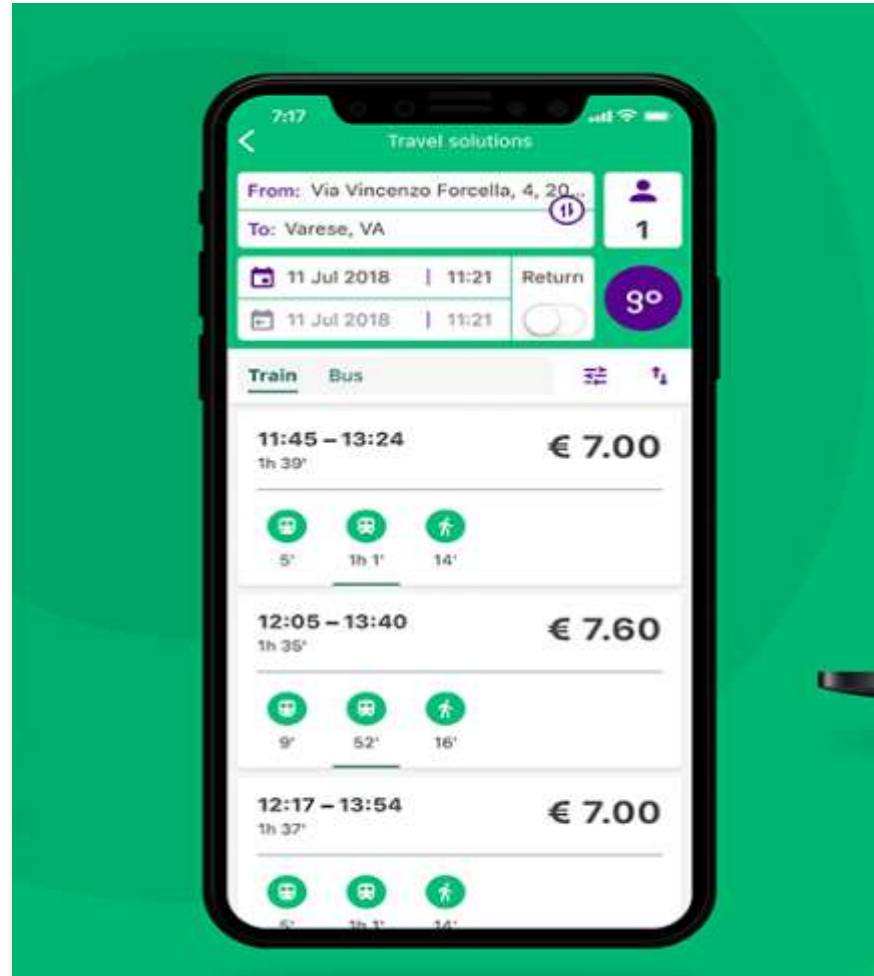




# Who runs the platform?



Uber – Denver USA



Nugo, Trenitalia



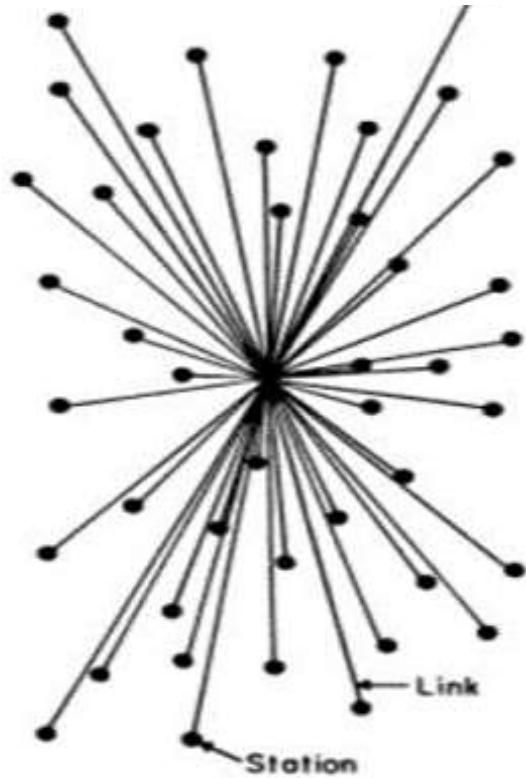
Transport Authority of River City KY, USA

## Who works for the platform? "platformed"

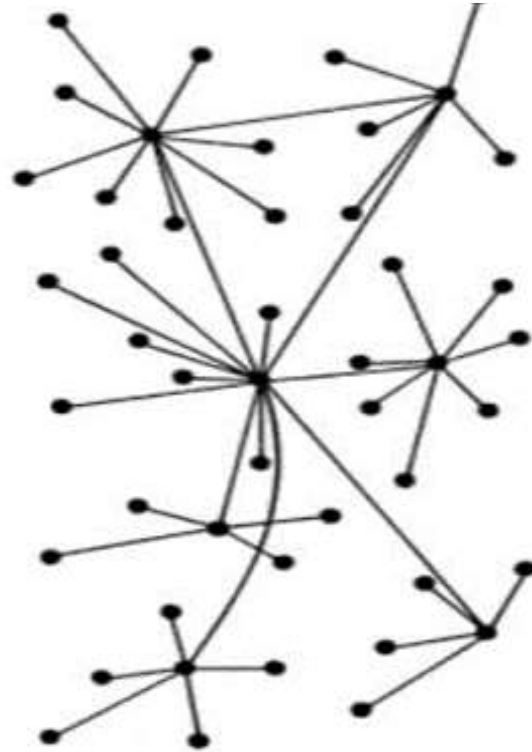




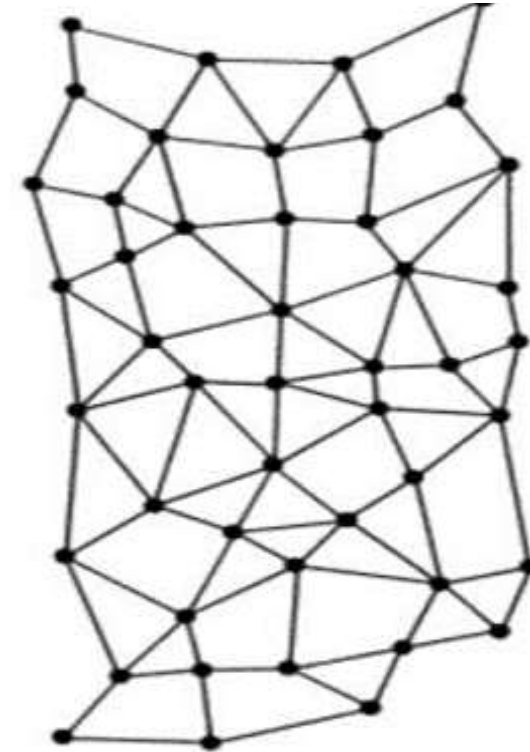
## What type of “network on top”?



CENTRALIZED  
(A)



DECENTRALIZED  
(B)



DISTRIBUTED  
(C)



**Thank you!**

**[juan.montero@eui.eu](mailto:juan.montero@eui.eu)**