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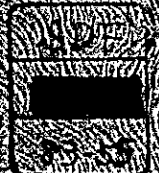
THE STUDY
ON
THE CHILEAN STATE RAILWAYS
MODERNIZATION PROJECT
IN
THE REPUBLIC OF CHILE

FINAL REPORT
(SUMMARY)

MAY 1983

JAPAN INTERNATIONAL COOPERATION AGENCY
(JICA)

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国際協力事業団	
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1. Preface

The general geographic conditions of Chile with its narrow land extending from north to south, combined with state policy, has made the Chilean State Railways the dominant means of transportation.

However, the operational results of the State Railways have been gradually worsening until now, along with a preference for buses and trucks resulting from the development of road networks. To cope with this situation, extensive rationalization, including abolishment of some services, has been made under the government's basic policy of free competition.

The principal themes chosen here have been (1) the improvement of freight car control and the information system, and (2) the improvement of commercial management of freight and passenger transport, both on the Chilean State Railway's Southern Line. The Chilean government made a request to the Japanese government for cooperation in May 1981. Japan dispatched a preliminary government mission to the site and discussions were held regarding the basic policy of the study. As a result of this, the Scope of Work was concluded on March 25, 1982.

For the execution of this study, the Japan International Cooperation Agency dispatched a study team to Chile in

July 1982, headed by Kazuya Nakanishi, Director of Japan Railway Technical Service, and the survey started.

In order to supervise this study, a steering committee was established. The committee is headed by Shoshi Hashimoto, Director of the General Affairs Division in the Railway Supervision Bureau of the Ministry of Transport.

This study was undertaken from July 1982 to May 1983.

2. Introduction

2.1 Outline

The Chilean State Railways has the longest history of railways in South America, 130 years, and currently has a total length of track of 8,000 km. The Railways has activated movement of people and goods throughout the long, narrow country and reinforced the development of backward regions. It has made a large contribution to the development of Chile's industrial economy by acting as an important means of transportation in the export of minerals and lumber.

Up until the construction of the Pan American Highway, which traverses the country, and other arterial roads, the Railways was the dominant means of transport which constituted the transportation network.

Under policies of free competition which have nurtured initiatives by the private sector, however, the development of roads has brought a tremendous increase in trucks, buses and passenger automobiles together with the development of planes. This has caused a deterioration of the business conditions of the State Railways in recent years, and resulted in a large scale decrease in the number of passengers and the amount of freight.

A thorough improvement of efficiency in the management of the State Railways has become an urgent matter so that it can cope with the abolition of government assistance, and compete satisfactorily in the severely competitive domestic transportation area.

An evaluation of the current state of the Chilean State Railways indicates that since 1974, wide-ranging rationalization has been promoted, including the abolition of some services, under the government policy of a self-supporting financial system and free competition. It is considered therefore that the business scale reductions and cost saving have reached their limits. The present scale is the minimum one necessary for the maintaining of current transportation services.

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In January 1982, the structure of the Chilean State Railways was divided into three; the Arica Line, the Northern Railway and the Southern Railway. The profitability of each was clarified, and the organization was changed to one in which policies appropriate to the market structure would be more suitably promoted.

Accordingly, in future, emphasis should be put on the management by which the State Railways can fully display its abilities in the severe free competitive market in the new age.

To these ends, most important factors are the establishment of a solid business foundation for the main trunk lines to secure income, and promotion of drastic new management policies for further increases in revenue. Next most important are the corresponding modernization of the transportation services, and the raising of efficiency in the business operation.

2.2 Outline of Concrete Proposal

2.2.1 Freight

(1) Establishment of Business Foundation

Rearrangement should be carried out centered around large volume, fixed-pattern transportation, with a system linking principal centers as the basic transportation service.

(2) Strengthening of Marketing System

An income goal management system should be introduced in order to strengthen the marketing setup.

(3) Establishment of a Marketing Research System

A marketing research system should be established in order to grasp the movements in customer demands. A proposal is made regarding the establishment of railway consignors groups.

(4) Measures for Increasing Income

The following points are proposed as concrete measures for increasing income.

- a) Promotion of individual contracts with major consignors
- b) Expansion of the transportation of marine containers

(5) Organization of Transportation Foundation

At the same time as transport execution plans are devised and the number of freight cars are optimized, the modernization of freight car maintenance and the effective utilization of freight car control offices should be furthered.

(6) Higher Efficiency of Freight Car Operation

In order to improve the efficiency of freight car operation, improvements must be made in the freight car control system, including the command system.

2.2.2 Passengers

(1) Establishment of Business Foundation

Rearrangements should be made for a fundamental service of transportation on the long-distance trunk lines and between the cities.

(2) Strengthening of Marketing System

It is urgent that the fundamental system for marketing (income goal control system) be arranged.

(3) Organization of a Marketing Research System

A marketing research system should be organized in order to grasp the movements in passenger demands.

(4) Measures for Increasing Income

The following points are proposed as measures for increasing income in the passenger business.

- a) Increase the number of regular customers
 - b) Strengthening of ties with external enterprises
 - c) Utilization of travel agents
- (5) Improvement in Seat Reservation System

The seat reservation system should be improved and computerized.

2.2.3 Telecommunications Equipment

Thoroughgoing measures, including replacement, are necessary for telecommunications equipment such as transmission devices and command telephones, which are generally old and deteriorated. The contents of the future planning for telecommunications equipment are important factors in deciding upon modernization of the information system.

