

Revised Strategic Business Case prepared as external consultants to support the City Council's decision on the proposed redevelopment of Seinäjoki railway station

More Than a Station: Strategic Options for Seinäjoki Station Area

ISAX3060 Strategic Project Management

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Opportunity, Scope and Decision Question

Context and opportunity

- ▶ Seinäjoki is a regional centre for business, healthcare and education, and the railway station is a key gateway to the city.
- ▶ The station, built in the 1970s and moved in 1971 to the “wrong place”, is close to the centre but not well integrated with the main urban core.

Today's opportunity

- ▶ Move and redesign the station area to sit over the centre of town and better reflect Seinäjoki's role as a regional capital.
- ▶ Use the redevelopment to reconnect the station with the city centre and unlock wider regeneration, more sustainable travel and added value for users and the community.

Decision question

- ▶ **“Which strategic development option for the Seinäjoki station area should the council pursue and explore further?”**

Success Criteria and Business Case Approach

Four levels of success for this project

- ▶ **Level 1 – Project management success:** time, cost and scope delivered as agreed.
- ▶ **Level 2 – Project success for users & stakeholders:** the station and area work well for passengers, residents, businesses and other users.
- ▶ **Level 3 – Business / city success:** supports city-centre regeneration, Seinäjoki's role as a regional hub, modal shift and sustainability goals.
- ▶ **Level 4 – Future potential & learning:** enables further development around the station and provides learning for future strategic projects.

7-step business case process (strategic level)

- ▶ This deck follows the 7-step business case process at a strategic level.
- ▶ **Steps 1–3:** define the opportunity, identify alternatives, gather information → covered in our context, analysis and option generation.
- ▶ **Steps 4–5:** analyse alternatives, make a choice and assess risks → covered in our comparison of options and recommendation.
- ▶ **Steps 6–7:** implementation planning and communication → outlined as next stages for the preferred option, beyond this deck.

Users and Uses

Key user groups (Who)

- ▶ Daily rail and bus commuters
- ▶ Students and staff of local education providers
- ▶ Local residents and families
- ▶ Visitors and tourists
- ▶ Local businesses and service providers
- ▶ People with reduced mobility or other access needs

What are they trying to do? (Uses)

- ▶ Arrive in and leave Seinäjoki by train or bus
- ▶ Transfer quickly and reliably between different modes of transport
- ▶ Wait, work, study or meet others while at or near the station
- ▶ Shop, eat or access everyday services during their journey
- ▶ Reach the city centre and key services safely and easily on foot, by bike or by public transport
- ▶ Use the station area as a safe, welcoming public space in everyday life
- ▶ *We start from Use, and later link these Uses to Benefits, Results and Projects (PRUB).*

Vision, Objectives and Who–What–How

Vision

To transform the Seinäjoki station area into a modern urban space over the centre of town that reflects its role as a regional centre of business, healthcare and education – **more than just a station.**

Strategic objectives

- ▶ Reconnect the station with the city centre and strengthen the urban core.
- ▶ Improve safe, reliable multi-modal access and support public transport and active mobility.
- ▶ Enhance accessibility and inclusion for key user groups of the station area.
- ▶ Support long-term economic value, social benefits and sustainable urban development.

High-level Who–What–How

- ▶ **Who:** Passengers, local residents and families, students and staff, local businesses and visitors.
- ▶ **What:** Easy access, smooth journeys and a pleasant, safe and useful place to spend time in and around the station.
- ▶ **How:** Through integrated transport connections, a modern station and public spaces, and mixed uses developed with the city and key stakeholders.

PESTLE Analysis

P – Political	E – Economic	S – Social	T – Technological	L – Legal	E – Environmental
National and regional policies support central, integrated rail hubs.	Seinäjoki is a regional centre for business, healthcare and education.	Passengers, residents and visitors expect safe, attractive public space.	Growing use of digital ticketing and real-time travel information.	Planning, safety and accessibility requirements push for better connections.	Sustainable urban development aims to strengthen rail and public transport.
Local ambition to redevelop the station area over the city centre.	A stronger station area can act as an economic gateway and support local businesses.	The station area should support everyday city life, not only transit.	Expectations for smooth multimodal transfers and modern station services.	Central redevelopment must comply with urban and rail regulations.	Opportunity to reduce car dependency and support lower-carbon development.

SWOT – Current Seinäjoki station and area

Strengths	Weaknesses	Opportunities	Threats
Strategic role as a regional rail hub for Seinäjoki.	Station moved to the “wrong place”, weakly integrated with the city centre.	Intention to move the station back over the centre of town and redesign the area.	If nothing changes, fragmentation and missed opportunities will continue.
Location close to the city centre.	Fragmented surroundings and underused land around the tracks.	Ambition to create a modern urban space suitable for a regional centre.	Risk that other centres or travel modes become more attractive.
Existing passenger flows that can support further development.	Limited services and a basic user experience at the current station.	Potential to support sustainable urban development and wider city objectives.	Risk of disruption and stakeholder resistance during redevelopment if not well managed.

From SWOT to TOWS directions

TOWS Matrix - Strategic Moves (Option Design)

		Opportunities	Threats
Strengths	SO	ST	WT
	WO	WT	WT
	<ul style="list-style-type: none">• Regional hub + near-centre location → integrated mobility hub (B/C)• Add everyday services & SMEs to boost footfall (C)	<ul style="list-style-type: none">• Sponsor coalition to manage disruption & alignment (B/C)• Phase works + temporary access to protect ridership (B/C)	<ul style="list-style-type: none">• Early quick wins: safety, accessibility, wayfinding (A/B)• Assign benefit owners + PRUB tracking post-opening (C)

Porter's Five Forces: Seinäjoki Station Area

Industry rivalry – other regional hubs and centres

- ▶ Competing regional cities and routes can attract passengers, investment and services away from Seinäjoki.

Threat of substitutes – other ways to travel or connect

- ▶ Long-distance buses, private cars, ride-sharing and digital/remote options reduce reliance on the station.

Bargaining power of buyers – passengers, residents, businesses

- ▶ Travellers, residents and local organisations can choose other modes, routes and destinations if the offer is weak.

Bargaining power of suppliers – rail operator and key partners

- ▶ National rail, transport operators and major contractors control critical assets, expertise and costs.

Threat of new entrants – new mobility and service models

- ▶ New mobility platforms and mixed-use centres in the wider region could become alternative “everyday hubs”

Ansoff Matrix for the Seinäjoki Station

		Existing products	New products
		Market Penetration	Product Development
Existing markets	Market Penetration	Upgrade the current station and interchange to make rail and bus more convenient for existing users.	Add new services for current passengers and residents: co-working and study spaces, cafés, local shops and digital services.
	Market Development	Improve wayfinding, comfort and reliability to shift more everyday trips from car to public transport.	Use the station as an “urban living room” with events and community activities for the existing catchment area.
New markets	Market Development	Position Seinäjoki as a regional hub for surrounding towns and rural areas, attracting new commuters and visitors.	Diversification
	Diversification	Promote combined rail/bus offers and event/tourism packages to draw in new user groups.	Develop a mixed-use urban district around the station with housing, offices, education and services. Attract new residents, employers and institutions to the area, creating a broader base of demand beyond pure transport use

Long list of potential option categories

- ▶ Do nothing (*baseline*)
- ▶ Safety & compliance (*minimum*)
- ▶ Comfort refresh (*quick win*)
- ▶ Interchange upgrade at current site (*transport*)
- ▶ New bridge/underpass links (*connectivity*)
- ▶ Relocate core station over centre (*transport-first*)
- ▶ Relocated hub + retail/services (*mixed-use*)
- ▶ Urban Living Room hub (*mobility + public space*)
- ▶ Community/learning spaces (*social value*)
- ▶ SME marketplace/pop-ups (*local economy*)
- ▶ Culture & events gateway (*tourism*)
- ▶ Learning/innovation cluster (*regional identity*)
- ▶ Climate-positive TOD district (*sustainability*)
- ▶ Car-lite station district (*active mobility*)
- ▶ Smart mobility living lab (*digital*)

Five Shortlisted Options (A–E)

Option	Name & short tagline	Category type	Strategic focus & main themes
A	Targeted Upgrade at Current Site – “fix the basics”	Do minimum / improvement	Low-cost fixes at existing site; modest improvements to comfort, safety and basic connectivity.
B	Core City-Centre Station Hub – “back over the centre”	Safe bet / core relocation	Move core station functions back over the tracks towards the city centre; strong rail–bus–street links; mainly transport-focused hub.
C	Integrated Urban Living Room Hub – “everyday gateway”	Blue Ocean / social value–focused	Redefines the station as an integrated mobility + “urban living room” hub; combines transport, high-quality public space, community uses and services to create new everyday experience and social value.
D	Regional Experience & Learning Cluster – “event-led”	Visionary events / tourism long shot	Emphasises culture, events and visitor experiences; regional attraction cluster with less focus on everyday commuting and local services.
E	Climate-Positive Mobility District – “future-ready hub”	Long shot / climate-positive development	Highly ambitious active-mobility and low-carbon district; strong emphasis on sustainability and wider urban regeneration.

Option Summaries – A to C

Option	What we change	What this enables (Uses)	Benefits & key risks (summary)
A – Targeted Upgrade at Current Site	Repair existing station and access routes; small upgrades to platforms, signage and walking / cycling links at the current site.	Slightly smoother transfers and better basic comfort and safety; current short-visit, transit-only pattern largely unchanged.	Benefits: lowest capital cost, quick wins for reliability and accessibility. Risks: keeps station in the “wrong place”, weak city-centre integration, limited contribution to wider city ambitions.
B – Core City-Centre Station Hub	Move main station functions over the tracks towards the city centre; create a modern concourse with stronger links to buses, streets and nearby services.	More direct access between trains, buses and city-centre activities; clearer regional “front door” for passengers.	Benefits: better strategic fit, stronger city-centre role, higher footfall and improved multi-modal hub. Risks: higher capital cost and construction disruption; most benefits still focused on transport rather than everyday community use.
C – Integrated Urban Living Room Hub – “everyday gateway”	Build on Option B by adding high-quality public spaces plus everyday services, community and learning spaces in and around the hub.	Use the station as an “urban living room”: a place to meet, stay, work or study, and access local services and activities, not only pass through.	Benefits: strongest alignment with user Uses, social value and sustainability; supports Seinäjoki’s role as a modern regional centre. Risks: requires higher investment and active programming; risk of under-use if governance, partners and operations are weak.

Option Summaries – D and E

Option	What we change	What this enables (Uses)	Benefits & key risks (summary)
D – Regional Experience & Learning Cluster	Emphasise culture, events and visitor experiences around the station area – create a regional attraction cluster with spaces for learning, tourism and innovation.	Visitors, students and residents use the station for events and knowledge exchange as well as travel. Adds regional identity and visibility.	Benefits: enhances city branding and tourism potential; adds learning and innovation value. Risks: high cost and complexity; relies on event-driven demand and strong partners to sustain use.
E – Climate-Positive TOD & Innovation District	Create a compact mixed-use district around the station with strong cycling/walking links, low-carbon design and innovation-driven offices and housing.	People live and work within walking distance of the hub; shift towards everyday public transport and active mobility.	Benefits: supports long-term sustainability and green growth goals; encourages innovation and employment clustering. Risks: requires major planning coordination, high investment and policy support over time.

Blue Ocean Option C

Four Actions (ERRC)

- ▶ **Eliminate:** Narrow transit-only corridor feel; dead, unused edges around the station.
- ▶ **Reduce:** Car-dependent access and anonymous, purely functional waiting spaces.
- ▶ **Raise:** Quality and safety of public space; comfort of staying; clarity of interchange between rail, bus, walking and cycling; visibility of local services.
- ▶ **Create:** Integrated mobility and city hub over the centre; welcoming “urban living room” spaces; community and local SME uses; platforms for social value and everyday activities.

Who–What–How for Option C

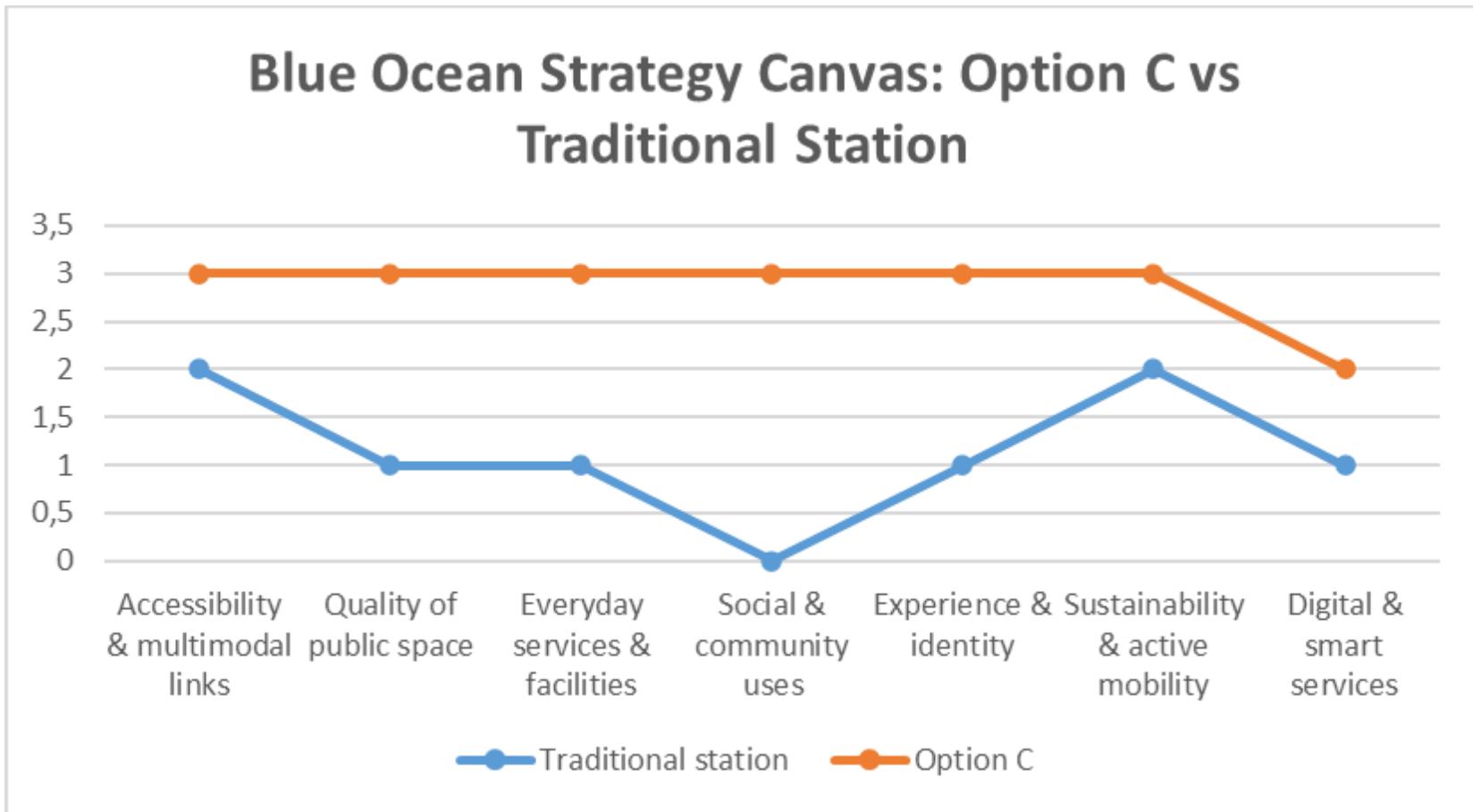
- ▶ **Who:** Daily commuters, students, local residents and families, visitors, local businesses and people with reduced mobility.
- ▶ **What:** An integrated city hub that offers smooth journeys and a safe, pleasant gateway where people can meet, stay, work and access everyday services, not just pass through.
- ▶ **How:** By combining improved transport interchange with high-quality public realm and mixed-use development, delivered in partnership with the city and local actor

Blue Ocean Strategy

Factor of competition / value for users	Traditional station	Option C
Accessibility & multimodal links	Medium (2)	High (3)
Quality of public space	Low (1)	High (3)
Everyday services & facilities	Low (1)	High (3)
Social & community uses	None (0)	High (3)
Experience & identity	Low (1)	High (3)
Sustainability & active mobility	Medium (2)	High (3)
Digital & smart services	Low (1)	Medium (2)

0 = none, 1 = low, 2 = medium, 3 = high

Blue Ocean Strategy Canvas



Costs and Multi-Criteria Comparison of Options A–E

Relative costs (order-of-magnitude)

Option	Capital cost	Operating cost
A	Low	Low
B	Medium	Medium
C	Medium	Medium–High
D	High	Medium–High
E	High	High

Multi-criteria comparison (1–5, higher = better)

Option	Strategic fit & future potential	User experience & Uses	Economic impact & value for money	Social value & community impact	Environmental sustainability	Risk & achievability (lower risk / easier delivery = higher score)
A	2	2	2	1	2	5
B	3	3	3	2	3	4
C	4	4	4	4	4	3
D	5	5	4	5	5	2
E	4	3	5	5	4	2

These cost and criteria scores feed into our Attractiveness–Achievability matrix on the next slide.

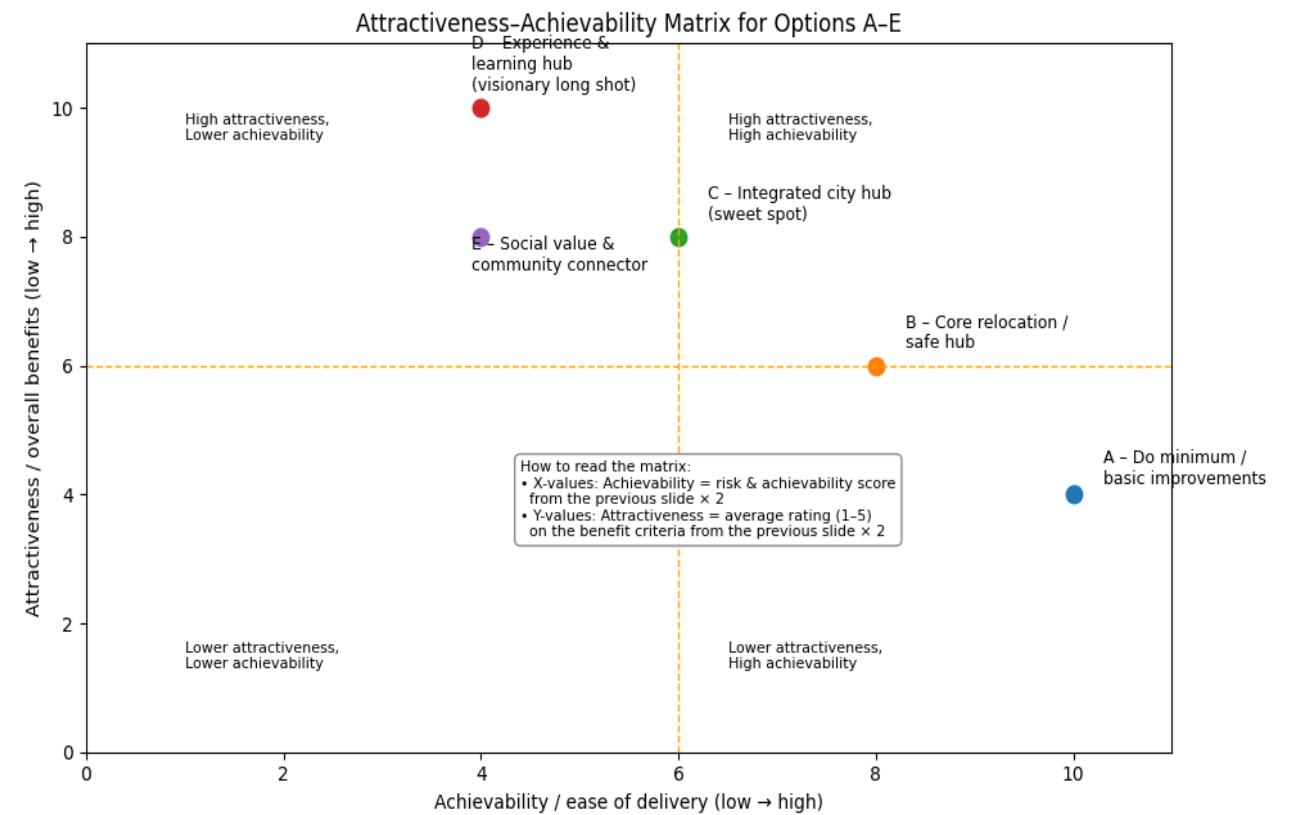
Order-of-Magnitude Cost Ranges (Options A–E)

Option C is a mid-to-high CAPEX choice but offers broadest benefits (Uses + social value) with manageable delivery risk compared to D/E.

Option	Indicative CAPEX (€, order-of-magnitude)	Indicative OPEX (€/year)	Cost drivers (summary)
A – Targeted Upgrade (“fix the basics”)	€5–15M	€0.4–1.0M	Minor upgrades, accessibility, safety, wayfinding, small active travel links
B – Core City-Centre Hub (“back over the centre”)	€40–90M	€1.5–3.5M	New/relocated concourse + multimodal interchange + structural works
C – Integrated Urban Living Room Hub (Preferred)	€70–150M	€3–6M (<i>partly offset by rentals</i>)	Option B + high-quality public space + community/learning + expanded services
D – Experience & Learning Cluster (“event-led”)	€120–250M	€4–8M	Event/tourism facilities + higher programming and operating complexity
E – Climate-Positive Mobility District (“future-ready”)	€150–400M (<i>public + enabling infra</i>)	€2–5M (<i>public realm/maintenance</i>)	District-scale transformation, enabling infrastructure, long phasing/coordination

Attractiveness–Achievability Matrix for Options A–E

- ▶ **Option C** – Very attractive and highly achievable — balances ambition with deliverability and reflects value innovation through integration and social value.
- ▶ **Option B** – Attractive and realistic to deliver — strong alignment with city vision but less transformative than C.
- ▶ **Option D** –Very high attractiveness but lower achievability — ambitious, high-cost, long-term concep.
- ▶ **Option E** –strong social value and sustainability; attractive but harder to deliver on risk/cost.
- ▶ **Option A** – easiest to deliver, but low overall benefits.



Key Risks and Mitigations – Integrated City Hub (Option C)

These risks will be managed through clear sponsorship, governance and supplier arrangements, aligned with the Uses and Benefits identified in our PRUB.

Risk	Mitigation
Cost overrun & optimism bias	Use realistic cost and time ranges, include contingencies, phase the scope, and subject estimates to independent challenge.
Demand & usage risk	Plan with conservative demand scenarios, design flexible spaces, and monitor actual Uses after opening to adjust services.
Planning & stakeholder acceptance	Engage city, residents, businesses and operators early; communicate clearly the intended Uses and Benefits; involve key stakeholders in governance.
Construction disruption in station & city centre	Phase works to keep the station functioning, provide temporary routes and wayfinding, and coordinate closely with the city and transport operators.
Supplier & procurement risk	Select an appropriate procurement model, pre-qualify capable suppliers, and align incentives through contracts that share risk and reward.
Benefits realisation risk	Assign benefit owners, link supporting projects to the PRUB map, and schedule post-completion reviews against the strategic business case.

Governance, Sponsorship & Commercial Approach

Commercial and negotiation approach

Area	Approach
Procurement route	Run a formal competitive process and select suppliers on overall value, not only lowest price.
Supplier relations	Treat main delivery partners as strategic suppliers; use transactional contracts only for simple, low-risk packages.
Negotiation & social value	Use interest-based, win-win negotiation and include social value requirements (e.g. local SMEs, training, community benefits) in contracts.

Project governance and sponsorship

Level / role	Main role in the project	Key responsibilities
City Council / City Board	Strategic decision-maker	Approves strategic direction, major funding and key decision points for the station project.
Sponsor / Senior Responsible Owner (SRO)	Business case owner & benefits champion	Owns the strategic business case, is accountable for Uses and Benefits, escalates major risks.
Project Board & Project Manager	Directs and controls delivery	Oversees day-to-day delivery, manages scope, time, cost and risk, reports back to Sponsor.

Recommendation & Rationale

Recommend Option C – Integrated City Hub as the preferred strategic direction for the Seinäjoki station area

Rationale:

- ▶ **Balanced “sweet spot”:** high overall benefits with good achievability (based on our cost and Attractiveness–Achievability analysis).
- ▶ **Strong strategic fit:** supports the vision, PESTLE drivers and SWOT/TOWS themes (integrated mobility, urban living room, regional gateway)
- ▶ **Better for users and value:** clearly improves Uses and experience for key users, with strong social value and sustainability and risks that can be managed through our proposed governance and commercial approach

Social Value – Strategic Benefit of Option C

Strategic context: Public-sector business cases should consider social value alongside economic and environmental value, and do so early, at the strategic business case stage.

How Option C creates social value

- ▶ **Inclusive access & equity:** safe, accessible station and public spaces for all ages and abilities
- ▶ **Well-being & everyday life:** station designed as a place to meet, wait, work or study — not only to pass through
- ▶ **Local economy & skills:** jobs during construction and operation; opportunities for local SMEs and services
- ▶ **Environmental & mobility benefits:** supports public and active transport, reducing car dependency and emissions
- ▶ **Community resilience:** stronger city-centre footfall and a more vibrant, shared civic space

Strategic implication: Embedding social value strengthens the case for **Option C** by increasing long-term public benefit, legitimacy and sustainability.

High-Level Implementation Plan

Phase	Key focus	Owner	Timing
Approve & Mobilise	Approve Option C, funding and governance	City Council / SRO	Y1
Design & Procure	Design, permits, stakeholder engagement	Project Board / PM	Y1–2
Phased Delivery	Station hub, interchange & public realm	Contractors / City	Y2–4
Commission & Open	Testing, handover, opening	Operations Team	Y5
Benefits Realisation	Monitor Uses & Benefits (PRUB)	Sponsor / City	Y5+

Expected benefits timeline

During construction: local employment and supply-chain benefits

At opening (Year 5): improved user experience, accessibility and urban quality

Long term (Year 6+): stronger city-centre economy, modal shift and social value

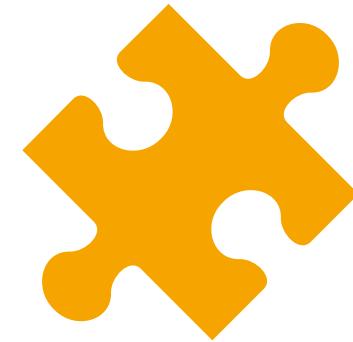
Strategic PRUB

- ▶ **Next steps:** develop a more detailed business case, engage key stakeholders, and prepare procurement and delivery plans in line with Steps 6–7 of the business case process.
- ▶ **Council ask:** approve the Integrated City Hub (Option C) as the preferred direction and authorise work on the next-stage business case and implementation planning.

PROJECTS	RESULTS	USES	BENEFITS
What we need to deliver	What these projects create	What users are able to do	Why this matters – strategic value
<ul style="list-style-type: none">• Relocated and upgraded integrated station & mobility hub• Improved public realm and walking & cycling routes• Digital use spaces for community, learning and everyday services• Digital services (real-time travel info, wayfinding, smart services)	<ul style="list-style-type: none">• Modern station hub located over the city centre• Seamless interch. between rail, bus, walking and cycling• Safe, attractive public spaces around the station• New facilities supporting everyday life, work and study	<ul style="list-style-type: none">• Transfer faster and more easily between transport modes• Stay, meet, work or study in station area, not just pass through• Access city-centre services more easily and sustainably	<ul style="list-style-type: none">• Stronger city-centre economy and increased footfall• Better journey experience and higher user satisfaction• Shift to public and active transport, supporting sustainability• Increased social value through an inclusive, vibrant "urban living room"



Thank You



Group-03