CITYLAB partners

- TOI
- STEN STROM
- ROMA TRE
- UNIVERSITY OF GOTHENBURG
- TNT
- Vrije Universiteit Brussel
- BRUSSELS MOBILITY
- IFSTTAR
- DLR
- MAIRIE DE PARIS
- POLIS
- UNIVERSITY OF SOUTHAMPTON
- SOUTHAMPTON CITY COUNCIL
- ROTTERDAM
- MEACHERS GLOBAL LOGISTICS
- 2020 CIVITAS
- TNO
- POSTNL
- POSTE ITALIANE
- ROTTERDAM
- 2020 CIVITAS
- CITYLAB
- ENRICH MODERN SHOPPING
- Meware
- POSTE ITALIANE
- ROMA TRE
- UNIVERSITY OF GOTHENBURG
- TNT
- Vrije Universiteit Brussel
- BRUSSELS MOBILITY
### The implementations

<table>
<thead>
<tr>
<th>Axes for intervention</th>
<th>Implementation</th>
<th>City</th>
<th>Partner</th>
</tr>
</thead>
<tbody>
<tr>
<td>Highly fragmented last-mile deliveries in city centres</td>
<td>Growth of consolidation and electric vehicle use</td>
<td>London</td>
<td>TNT and Gnewt Cargo</td>
</tr>
<tr>
<td></td>
<td>City centre micro-hubs and clean vehicles</td>
<td>Amsterdam</td>
<td>PostNL</td>
</tr>
<tr>
<td></td>
<td>Increasing load factors by utilising spare van capacity</td>
<td>Brussels</td>
<td>Procter &amp; Gamble</td>
</tr>
<tr>
<td>Inefficient deliveries to large freight attractors and public administrations</td>
<td>Joint procurement and consolidation</td>
<td>Southampton</td>
<td>Meachers Global Logistics</td>
</tr>
<tr>
<td></td>
<td>Common logistics functions for shopping centres</td>
<td>Oslo</td>
<td>Steen &amp; Strøm</td>
</tr>
<tr>
<td>Urban waste, return trips and recycling</td>
<td>Integration of direct and reverse logistics</td>
<td>Rome</td>
<td>Poste Italiane, Meware</td>
</tr>
<tr>
<td>Logistics sprawl</td>
<td>Logistics hotels</td>
<td>Paris</td>
<td>SOGARIS</td>
</tr>
</tbody>
</table>
Reducing the risk when starting something new

- Financial
- Political
- Effectiveness
- Implementation
CITYLAB stage 2: replication
Up-scaling and transferability

Source: Dziekan et al, 2013
SOURCE: Dzienk et al., 2013
Need to understand the context conditions for innovation

But...how?
# The CITYLAB Transfer Cities

<table>
<thead>
<tr>
<th>City / Region</th>
<th>Country</th>
<th>1st choice</th>
<th>Industrial partner</th>
</tr>
</thead>
<tbody>
<tr>
<td>Budapest</td>
<td>HU</td>
<td>London</td>
<td>Kantaa (cargo-bike based bicycle messenger cooperative)</td>
</tr>
<tr>
<td>Delft</td>
<td>NL</td>
<td>Oslo</td>
<td>Stadslogistiek Delft (PostNL)</td>
</tr>
<tr>
<td>Flanders Region</td>
<td>BE</td>
<td>Paris</td>
<td>VIL (Flemish Institute for Logistics)</td>
</tr>
<tr>
<td>Madrid</td>
<td>ES</td>
<td>London</td>
<td>SEUR</td>
</tr>
<tr>
<td>Manchester</td>
<td>UK</td>
<td>London</td>
<td>Esprit Warehousing &amp; Docks Trafford Park</td>
</tr>
<tr>
<td>Prague</td>
<td>CH</td>
<td>Paris</td>
<td>Messenger</td>
</tr>
<tr>
<td>Rogaland Region</td>
<td>NO</td>
<td>Rome</td>
<td>International Research Institute of Stavanger, IRIS</td>
</tr>
<tr>
<td>Turin</td>
<td>IT</td>
<td>Rome</td>
<td>Ponyzero</td>
</tr>
<tr>
<td>Pisa</td>
<td>IT</td>
<td>London</td>
<td>Various local stakeholders – on-field visit</td>
</tr>
</tbody>
</table>
CITYLAB Transferability Plan

A. Adoption of the CITYLAB Living Lab approach

B. Replication of the CITYLAB implementations
   1. Transferability analysis
   2. MAMCA workshop
   3. Site visit
CITYLAB Transferability Plan

A. Adoption of the CITYLAB Living Lab approach

1. Questionnaire
   – mapping the UF status:
     • Strategy & measures
     • Stakeholder cooperation
     • Data collection & monitoring

2. Interviews
   – illustrate CITYLAB LL approach & discuss adoption

Output:
“A City Logistics Living Lab for [Transfer city]”

Knowledge transfer
CITYLAB Transferability Plan

B. Replication of the CITYLAB implementations
   1. Transferability analysis
   2. MAMCA workshop
   3. Site visit
CITYLAB Transferability Plan

B. Replication of the CITYLAB implementations
   1. Transferability analysis
   2. MAMCA workshop
   3. Site visit

*Initiative: Partnership working in the supply chain operations*

<table>
<thead>
<tr>
<th>Success factors</th>
<th>Strong constraint</th>
<th>Constraint</th>
<th>Neutral</th>
<th>Support</th>
<th>Strong support</th>
<th>No answer</th>
</tr>
</thead>
<tbody>
<tr>
<td>We are able to involve a wide range of stakeholders.</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>We have the support of public and private senior managers.</td>
<td></td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>We are able to identify appropriate funding to support administrative tasks and actions.</td>
<td></td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>There is agreement that softer solutions based on collaboration rather than regulation and restriction are likely to be more acceptable and beneficial.</td>
<td></td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>We are able to find a common ground between disparate stakeholders and views.</td>
<td></td>
<td></td>
<td>X</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>We can find a consensus of the partnership needs regarding focus and direction.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>We are able to manage people’s expectations based on realistic outlooks.</td>
<td></td>
<td></td>
<td></td>
<td>X</td>
<td></td>
<td></td>
</tr>
<tr>
<td>The partnership should work on a variety of issues.</td>
<td></td>
<td></td>
<td></td>
<td>X</td>
<td></td>
<td></td>
</tr>
<tr>
<td>We can ensure specific actions and tasks with timescales in order to avoid becoming a talking shop.</td>
<td></td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Aim: potential for a successful roll-out of chosen CITYLAB solution

1. Questionnaire
   - self-evaluate success factors: constraint or support?

2. Interviews
   - Discuss tailored adaptation actions

Output: systematic assessment of potential for a successful roll-out of CITYLAB solutions
CITYLAB Transferability Plan

• Aim: verifying the identified roll-out potential of chosen CITYLAB solution ⇒ follows [1]

- **MAMCA** is a decision-making model for simultaneous evaluation of alternative policy measures and scenarios

- **Training** on how to organise a **MAMCA workshop** with relevant local actors

**B. Replication of the CITYLAB implementations**
1. Transferability analysis
2. MAMCA workshop
3. Site visit

Output: consensus building and selection of the best-ranking scenario
CITYLAB Transferability Plan

• Aim: promote a real transfer of “expertise”

1. Participation in local CITYLAB workshop
2. List of questions, presentation on their UF context

Output: dedicated bilateral meeting & workshop addressing transferability issues with local implementation partners & experts

B. Replication of the CITYLAB implementations
1. Transferability analysis
2. MAMCA workshop
3. Site visit
1st Transferability meeting (London) - follow-up

3 cities and their industrial partners

- **Madrid** (SEUR SPAIN, DPD Group)
  - Strategy: explore “Consolidation solutions” using EMT (public transport agency) Parking Facilities as micro-logistic hubs

- **Manchester** (Esprit Warehousing & Docks Trafford Park)
  - Starting cooperation among TfGM, Esprit and Gnewt Cargo
  - Considering opportunity of getting MMU and UoM on board

- **Budapest** (Kantaa)
  - Comparative study: public cargobike infrastructure vs. community-oriented sharing systems.
  - A last-mile locally produced organic food distribution (B2B & B2C) with cargobikes and EVs
Preliminary conclusions

Positive results so far

– Cities very responsive and proactive, despite small budget
– Enhancing cooperation with local stakeholders (hopefully new PPP) & research partners
– Direct participation in all activities (not simply withstand) make city officers more motivated

Warnings

– Solutions based on vision
– Extent and effectiveness of activities depend on:
  • Political willingness
  • City Department involved
  • Type of stakeholders involved and their proactive contribution
– CITYLAB solutions in beta phase: transfer lesson learned rather than solution itself
– Need to identify a viable, systematic model to support cities on transferability after CITYLAB ends.
Thanks for your attention! Questions?

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POLIS NETWORK
Project manager

GLozzi@polisnetwork.eu
tel +32 (0)2 500 56 86

Questions for you:
• Transferability plan/programme in place?
• Would this model be useful in your local context?
• Relationship between research & local authorities in UF planning process?
CITYLAB outcomes

- Increased load consolidation
- Improved space and time use
- Increased uptake of clean vehicles
- Improved delivery efficiency and reliability
- Reduced total distance driven
- Reduced emissions and costs

Collaboration practices  Supporting policies  Scaling and replication

CO$_2$-free city logistics
Pilot projects
Sustainable Urban Logistics Plans (SULP)
Freight Quality Partnerships (FQP)

SULP
an overall plan for sustainable urban logistics in an urban or metropolitan area

Specific measures

FQP
• Stakeholder dialogue
• Information and exchange
• Inform about specific problems and challenges

City Logistics Living Labs

PILOT PROJECTS
Test specific measures aimed at improving efficiency and sustainability
Living lab fundamentals

Build knowledge, evaluate, improve, implement

- Solutions that are not with one stakeholder alone
- Supporting urban freight strategies
- Shared situational awareness
Stakeholder collaboration: CITYLAB experiences

• Joint goals are possible to set, and companies benefit from public support and interest
• Exchange between cities is useful (across private/public)
• Research projects give opportunities and occasions to act
• CITYLAB implementations chosen by industry in proposal phase
• Varying role of public sector – sometimes focus on private-private collaboration
• Different maturity of the cities involved
## Objectives

- Which implementations have the potential to be successful in other cities?
- Based on the evaluation process and the urban freight status mapping

## Transferability Analysis

A systematic qualitative methodology to analyse the potential transferability of an innovative transport measure from one city to another

<table>
<thead>
<tr>
<th>Step 1</th>
<th>Step 2</th>
<th>Step 3</th>
</tr>
</thead>
<tbody>
<tr>
<td>Implementation statement, objectives and scope</td>
<td>Impact of the implementations</td>
<td>Up-scaling or down-scaling needs</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Step 4</th>
<th>Step 5</th>
<th>Step 6</th>
</tr>
</thead>
<tbody>
<tr>
<td>Identification of success factors</td>
<td>Level of importance of success factors in current context of implementations</td>
<td>Assessment of success factors in context of adopter city</td>
</tr>
</tbody>
</table>

<table>
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<tr>
<th>Step 7</th>
</tr>
</thead>
<tbody>
<tr>
<td>Evaluation of transferability</td>
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</tbody>
</table>
MAMCA

- Multi-Actor Multi-Criteria Analysis (MAMCA) is a decision-making model developed by MOBI to enable the simultaneous evaluation of alternative policy measures, scenarios, technologies.
“World café tables” interaction

• gather general advice on **how to transfer** the London case and the CITYLAB methodology to the CITYLAB Transfer cities

1. Transfer cities **presentations**

2. **Interactive discussion** - feedback to the Transfer cities, each time for a different topic

3. **X tables/X rounds-discussion** (1 hour: 20+20+20 mins)
   A. how to adopt the CityLab Living Lab approach
   B. how to replicate the CityLab London solution
   C. how to set up a successful partnership with industrial partners

• **Tables composition**: 1 city + 1 ”topic leader” + workshop participants

• each Transfer city and its industrial partner will **report the results** to the plenary
London meeting follow-up: Manchester

Next steps:

• TfGM believes to have partners in place to help develop an electric vehicle model of consolidation, using the Warehousing facility at Esprit (based at Salford Quays).

• The model envisages a cooperation among TfGM, Esprit and Gnewt Cargo, the same company involved in the London implementation.

• TfGM is also considering the opportunity of getting MMU and UoM on board as research partners.
London meeting follow-up: Madrid

• **Next steps:**
  
  • **Madrid City Council** keeps on trying to foster the **collaboration** between **EMT** (Municipal Transport Company of Madrid) and **SEUR**.
  
  • The strategy is to explore “**Consolidation solutions**” using EMT Parking Facilities as micro-logistic hubs.
  
  • Under the frame of the **CIVITAS ECCENTRIC Project**, the city has the commitment of supporting at least 5 companies based in Madrid with the aim of deploying the **electrification of their fleets**.
Next steps: two ideas

A. Increasing cargobike usage in cities: public cargobike infrastructure/community-oriented sharing systems. A comparative study of the incorporation of electric and non-electric cargobikes into public bike sharing networks, different impacts, costs, economic models in comparison to community based open-source cargobike sharing systems.

B. The last km challenge in the city centre of Budapest: focusing on last-mile locally produced organic food distribution (B2B & B2C) with cargobikes and EVs, in partnership with several local businesses, a pilot could analyse the environmental, energy, time, benefits, costs, limits and challenges of such an approach.