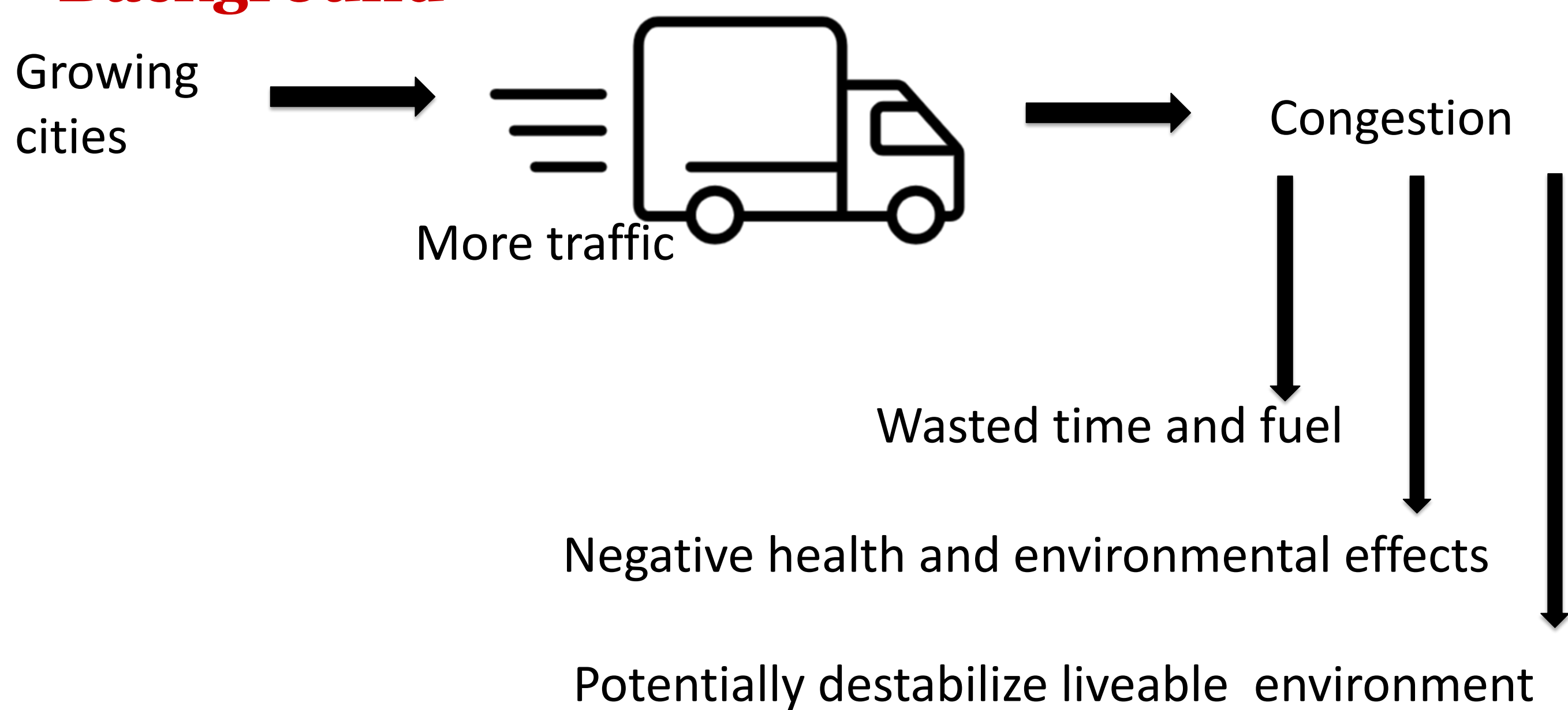




A Study Of Partnerships In The Sustainable Last Mile

By Merel de Vries

Background



Traditionally each movement into the city is considered individually

Introduction

The municipality of Amsterdam created a plan of action to **divert these negative effects** of traffic in the city. They propose to do this **through bundling goods** that are moving into the city. To achieve this, movements into the city should be seen as a whole instead of individually. One way to bundle goods is through working with **Sustainable City Logistics Hubs**. At these hubs goods are collected and moved into the city using **zero-emission vehicles**. Different actors wanting to move their products into the city will **share transport**. By doing this, vehicles are loaded more efficiently, because of which less vehicles are needed. The literature now shows the what of these hubs, however, the how and who aspects are still missing.

Objective

The aim of this research was to fill the gap previously stated and find out what partnerships are needed at Sustainable City Logistics Hubs and find other complexities at these hubs. Accordingly the research question was: **What partnerships need to be fulfilled when setting up a Sustainable City Logistics Hub?**

Methods

A **qualitative research** was conducted to answer the research question. Through **semi-structured interviews**, with 7 different interviewees, data was gathered. This data was then **transcribed and analyzed** through coding. Also a **survey** was conducted with the interviewees' colleagues to get some background information and feel if they agreed with what their colleague told me.

	Role
Interviewee 1	Professor City Logistics and initiator of the project
Interviewee 2	Managing Director of a load carrier manufacturer
Interviewee 3	Supply Chain Developer at supermarket chain Jumbo
Interviewee 4	Project Manager at a project logistics company
Interviewee 5	Deputy Director at an electric vehicle manufacturer
Interviewee 6	Hardware consultant
Interviewee 7	Project Manager at online supermarket Picnic

Results

Partnerships

Partnership	Description
Equipment	Partnerships that supply equipment are needed at the SCLH to make the process flow easily, and to be manageable for all parties using the hub.
Consolidation	Partnerships between the parties using the SCLH. These are the parties sharing their transport into the city.
Government	The government can play a large part in the success of an SCLH. For instance through law and subsidies.
Set up	Partnerships that are needed before the hub is in use. Those parties that initiate the SCLH and the parties working with this initiator.

Challenges

Challenge	Description
Sustainability	Differing views on sustainability may cause friction in the partnership leading to sub-optimal or even not working partnerships.
Information Sharing	Information sharing is key to good partnerships; however, parties are hesitant to share information due to for instance competition.
Work Method	The work method, may it be culture or work planning related, should overlap to promote smooth collaboration.
Repacking	Repacking leads to additional costs, making potential consolidating partners hesitant to participate. The added value of transporting goods through such a hub should be clear.
Network Capacity	The electricity grid is not ready for large absorption, as SCLHs will need. The companies managing the grid are certainly not ready, causing long waiting times and irritated partners.

Conclusions

- Take the energy supply seriously from the initiation of the project. Since the energy supply plays a large part in zero-emission transport it is important to make sure the grid is ready for use now and in the future when demand may increase.
- Think of ways in which the government can be beneficial to a Sustainable City Logistics Hub aside from subsidies. Participating parties in these hubs should be more aware of what the government can mean to, and has to offer businesses engaging in them.
- Benefits of using a Sustainable City Logistics Hub should be stated very clearly when gathering partners. Potential consolidating partners may not participate if they do not feel the benefits outweigh the costs. Without these partners consolidation is not possible
- Lastly, regarding partnerships, it is important to get on one line when it comes to sustainability. This is of importance in order to avoid friction between partners, and to stimulate smooth collaboration