smartset
Efficient Urban Freight Transport

DOCUMENTATION OF
FIRST PEER REVIEW
AT THE
CONSORTIUM MEETING
GRAZ | 07.11.2013

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1. PEER REVIEW IN SMARTSET

1.1. Introduction:

Within SMARTSET a regular peer review among the project partners - notably between lead and follower cities – is implemented within WP 5.
Such peer reviews are performed by meetings established back-to-back with project consortium meetings and deal with relevant actions and challenges in the course of project implementation.

Within SMARTSET such peer reviews are not a matter of simply judging an activity – but rather a form of "external" evaluation and support of the reviewed/discussed application site in a high quality manner – carried out within the project consortium.

In SMARTSET, peer reviews are applied for following reasons:
- To ensure and increase the quality of the SMARTSET project implementation
- Every application site gets acquainted with an external, yet informed perspective
- To engage in mutual learning and know-how transfer with trusted peers
- SMARTSET is the perfect platform for understanding, following, evaluating and helping each other to further develop the application sites' concepts and implementation with freight distribution systems.
- SMARTSET partners are lead and follower cities, thematic experts, from different backgrounds and working in different contexts. Thus a comprehensive advise can be jointly built
- There is no judging of situations in a theoretical manner. Peers and evaluated application site "sit in the same boat" have and get "first-hand-experience"; therefore it is easier to give assessments on how a specific application site's activity was dealt with and how it can be improved.

To allow every application site to be transparent and open in the peer review discussion, all SMARTSET consortium partners commit to:
- Putting the focus on the specific application site's needs/interests
- Being objective
- Keeping all information exchanged confidential
- Promoting openness, integrity and sincerity for mutual learning in the peer review
- Keeping in mind that there are different cultural influences and different contexts influencing the respective project partner's implementation work
- Promoting an open enquiring and critical attitude (both in the peers and the reviewed application site)

For getting the most out of the time for a peer-review meeting an intensive preparation phase (e.g. by questionnaire to application sites) is followed by different interactive settings at the peer review meeting itself.

1.2.   First Peer Review Meeting, 7.11.2013

1.2.1. Preparation:

The first SMARTSET Peer Review meeting was held on the 7th of November 2013, back-to-back with the 2nd Consortium Meeting, in Graz, Austria.

The aim was a first exchange and mutual support on following topics:
- Topic 1: City Freight Committees
- Topic 2: Feasibility Studies
- Topic 3: Business Models

The first Peer Review meeting was intensively prepared by sending out self-evaluation questionnaires to each application site. Responses received were summarized and sent out to all SMARTSET-partners to provide a basis for the Peer Review meeting and to already think of possible solutions for problems raised in the application sites' responses. The summary of the self-evaluation questionnaire responses is added to this documentation as a separate file (SMARTSET__First Peer Review_2013_11.pdf).

Figure 1 below describes the sequence of the first SMARTSET peer review.
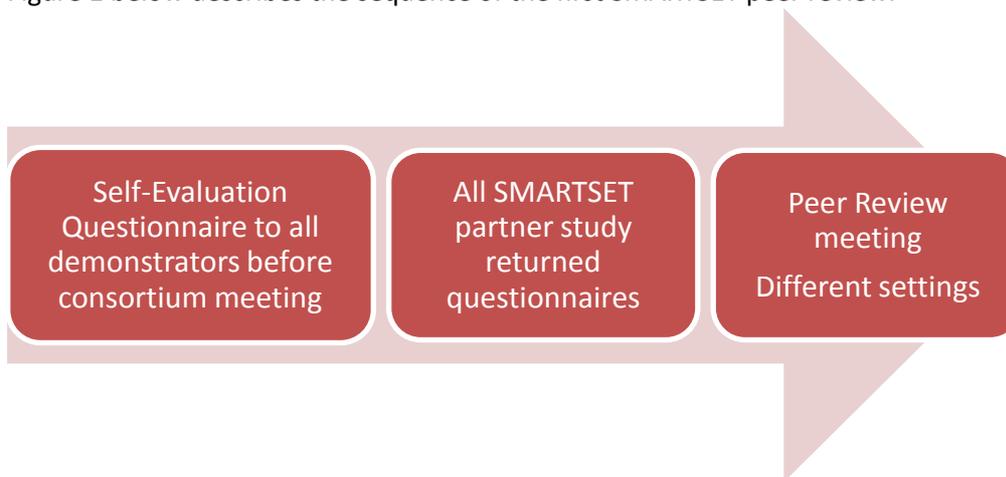
Self-Evaluation Questionnaire to all demonstrators before consortium meeting → All SMARTSET partner study returned questionnaires → Peer Review meeting Different settings

Figure 1: Sequence of the first SMARTSET Peer Review

Based on the summary and types of application sites a concept for the Peer Review Meeting was developed.

1.2.2. Documentation Peer Review Meeting:

1.2.2.1. Topic 1: City Freight Committees

This first part of the Peer Review meeting was dedicated to the topic "City Freight Committees" and was designed in the first round as a "Walk and Talk Session" where; if possible, representatives of Lead and Follower cities were mixed in pairs (partly also forming smaller groups):

- Malcolm Lundgren (Trafikverket) – Christoffer Widegren (Göteborgs komun)
- Federica Frigato (Interporto Padua) – Floor Wolkswinkel (Roma – RSM)
- Francesco Bacarini (Interporto Padua) – Francesca Ravaioli (Commune di Forlí)
- Hans Dunder (City of Sundsvall) – Philipp Michalk (TH Wildau)
- Fred Dotter (FGM-AMOR) – Magnus Jäderberg (Göteborgs komun)
- Gerhard Ablasser (City of Graz) – Julius Menge (Senatsverwaltung Berlin)
- Fabio Nussio (Roma – RSM) – Bertram Meimbresse (TH Wildau)
- Thomas Lundin Larsoon (Trafikverket) – Maciej Tumasz (University Newcastle)

These pairs then discussed in a bilateral informal way following given questions:
- Major challenges encountered when starting or revamping City Freight Committees
- Possible solutions

In a second round all participants gathered and discussed their findings. Following key inputs were documented:
- Strong political commitment and restrictions for implementation of efficient urban freight transport needed
- Freight Committees important to build a common view and perspective
- Important to find a proper operator for the application area
- Advisable to transform the Freight Committee into a long term project
- The size of the Freight Committee shall be limited to stay operational
- In a Freight Committee and in Local Networks problem solving with all stakeholders is possible
- For the implementation in the application sites it is important to involve stakeholders as much as possible
- Try to find out stakeholders' needs and try to offer solutions like project pilots, etc., and new perspectives
- It is important to find the right time for an idea
- Local Networks shall be given time to develop - Change and adapt them if needed

Figure 2: Discussions on Topic 1

1.2.2.2. Topic 2: Feasibility Studies

The second part of the Peer Review meeting had a different setting. Representatives of the three application sites carrying out a feasibility study within SMARTSET (Graz, Rome, Forlì), describe briefly their plans for the feasibility study to the whole consortium:

- Cornerstones envisaged
- How it shall be done and why
- Challenges you would like to ask (see self-evaluation questionnaire)

Following open questions were raised to the consortium:

- How to reach people after receiving data from a feasibility study?
- Creation of special offers for freight delivery?
- Areas for free parking?
- What incentives can be developed?
- Management/administration of the delivery scheme?
- Integrate further services in this area?

Feedback from the whole consortium comprised:

- Consider working with the trade association as a neutral actor or operator!
- Marketing is a potential selling point!
- Consider the aspect of competition!
- Find or develop a proper IT-system!
- Get an expert to link study with implementation and that has the whole range of knowledge!
- Get to know your status quo in the city!
- Consider EU regulations and incentives!
- Consider critical size as well as E-Vehicles!

1.2.2.3. Topic 3: Business Models

The third and final part of the Peer Review meeting addressed the issue of business models in efficient inner-urban freight transport.

Along three guiding questions three working groups were set up with one representative of a lead city (Newcastle, Padova, Gothenburg) each answering questions and also raising issues on the topic for discussion.

In the following the guiding question and the key points reported from each working group to the whole consortium is documented:

Working Group 1: Guiding Question: What quality of the business model is acceptable? WG Leader: Newcastle
Explanations to guiding question on quality (provided by Gruppo CLAS):
- Consumers and freight companies have to answer the question of which quality is acceptable.
- Quality should stay the same or should improve, never decrease.
- Eventual problem of a successful new business model: losing jobs

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Key points reported from Working Group 1:
- Perceived constraint: when you change the system, people will adapt.
- Components of quality are the price, the delivery performance (can't be the same in the new system, but can be handled with added value services or solutions) and jobs.

Working Group 2: Guiding Question: Why chose the new service/measure elaborated in the business model (opportunities/regulatory framework)? WG Leader: Gothenburg
Explanations to guiding question on opportunities (provided by Gruppo CLAS):
- Attraction and competition
- Added value of a measure
- Cooperation with merchandizing organization can be a driving factor
- Eventual problems: time consuming

Key points reported from Working Group 2:
Regarding the importance to create interest and awareness among shopkeepers: What are the added values/arguments for shopkeepers?
- Shops receive one delivery instead of several deliveries in a day
- Shops can keep storage at the UFT
- Focus on the small-medium size shops, not the chain retailers (f. ex. Zara, H&M)

Regarding the need to liaise with the forwarders and transport companies: What are the added values/arguments for the forwarders/transport companies?
- First, there is no money for them in the last mile distribution
- Less drop points, one drop point instead of several
- They save time = money
- Better call it "common goods reception" instead of "terminal" (the term "terminal" is confusing for the forwarders/transport companies; it has another meaning for them)

Where did the need for this delivery service (Stadsleveransen) come from in the beginning, who first asked for the service?
- The service started as joint offer from the real estate owners in the city, the merchants association (shop keepers), and the City of Gothenburg.

Which is the preferred location of the UFT, in the city centre or outside?
- Preferred location is outside, but very near the city centre, in order to avoid heavy trucks in the city centre.
- Flexibility is important, UFT operators need to be able to deliver very quickly in case necessary, so the location has to be very near the city centre.
- Price of land is very high in the city centre, so if located in there it has to be on an underground location, which may be difficult to find in the size required.

Why are the real estate owners important stakeholders?
- Real estate owners have a long term perspective; they need to create a sustainable area around their buildings. For this reason, they are usually interested in this kind of initiatives.
- In this case, the real estate owners are interested in improving the environment in the city centre.

- City centre stores need to compete with the shopping centres outside town, hence need to offer customers an added value, something which is different from only for example "extra parking space". Stadsleveransen is a different concept, which adds a competitive edge to the city centre.

Working Group 3: Guiding Question: Financial sustainability in times of austerity/economic crisis)?
WG Leader: Interporto Padova
Explanations to guiding question on opportunities (provided by Gruppo CLAS):
- Step by step development
- Contract is needed
- Help via funding from public bodies

Key points reported from Working Group 3:
- The Padova inter-modality rail- road has been topic of the working group.
- In the past funding from public authorities has been received. Without funding it is important to keep the even-point or make profit while still looking for funding for investments. Padova borrows money from banks.
- Padova owns 11 electric vehicles for city logistics and they also own the UFT property.
- When environmental restrictions appeared, they started to charge 5 Euro together with the introduction of time restrictions. Interporto started with parcels.

Figure 3: Reporting from Working Groups and Wrapping Up

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