



## Business models and strategic approaches for CO2-free City Logistics

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# How to build a CO2-free City Logistics business model (summary)

- City logistics projects: actions and targets
- Business model examples
- The Smartset action matrix
- Focus: how do we deal with stakeholders?
- Conclusions and hints

# City logistics projects: actions and targets

**Demand**

**Retailers, traders,  
economic activities**

- **Fast deliveries and known schedules**
- **Acceptable costs**
- **High frequency of deliveries**

**Supply chain operators**

- **Compliance between scheduling of deliveries and specific needs of different economic activities**

# City logistics projects: actions and targets

Supply	Carriers on own's account	<ul style="list-style-type: none"><li>▪ Freedom for self-provision</li><li>▪ Freedom for hawking</li><li>▪ Freedom for supply of services in urban centers</li></ul>
	Third party carriers	<ul style="list-style-type: none"><li>▪ Guarantees of efficiency and effectiveness of the service, with minimising of restrictions</li><li>▪ Management of the restriction process for most polluting vehicles</li><li>▪ Recognise the organisational effort to keep loading factors high.</li></ul>
	Logistics, terminals, real estate operators	<ul style="list-style-type: none"><li>▪ Involvement in city logistics programming</li><li>▪ Supply of areas (inside and outside the city centre)</li><li>▪ Supply of logistics services</li></ul>

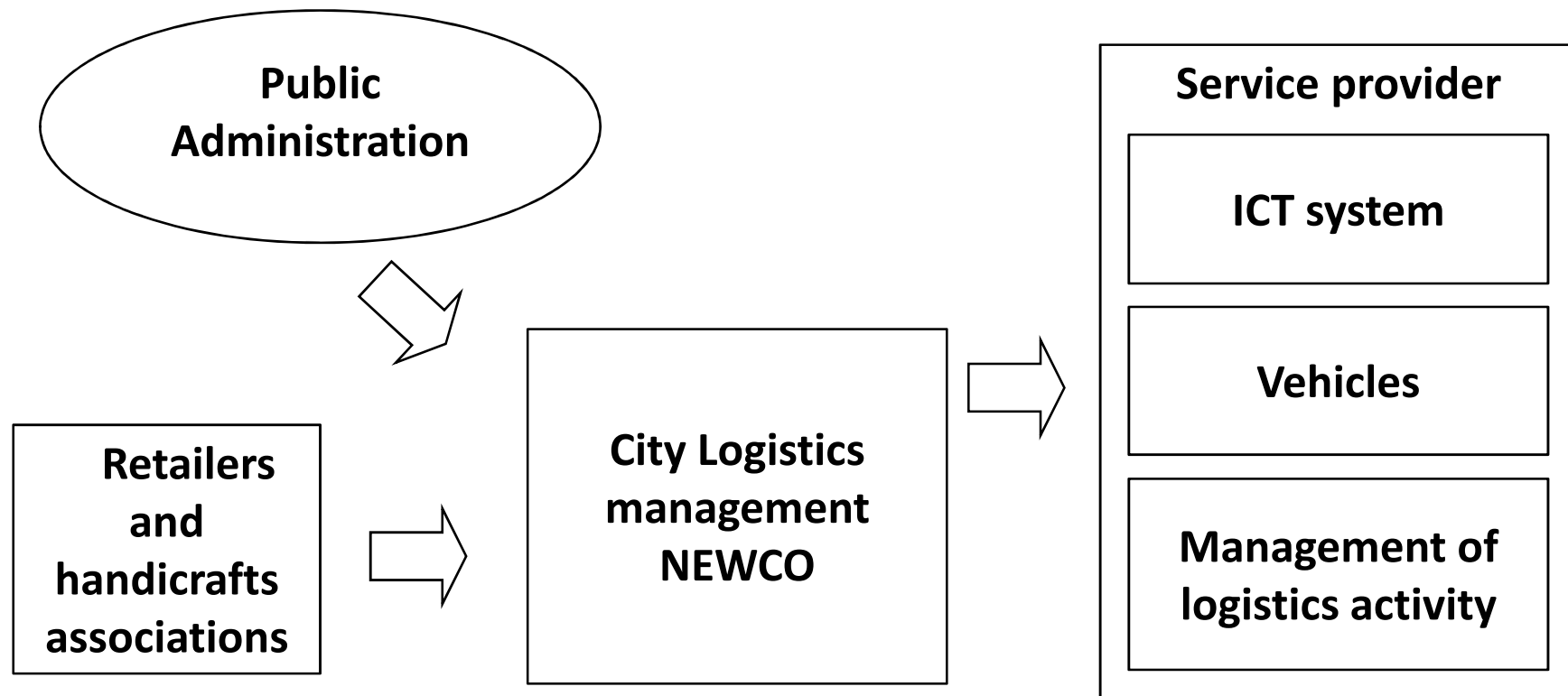
# City logistics projects: actions and targets

## **PUBLIC AUTHORITIES**

- **PRESERVING THE SUSTAINABILITY OF URBAN ENVIRONMENT**
- **MANTAINING OF HIGH COMPETITIVENESS OF THE ECONOMIC AND COMMERCIAL URBAN STRUCTURE**
- **REACHING HIGH LEVELS OF PUBLIC/SOCIAL ACCEPTANCE**

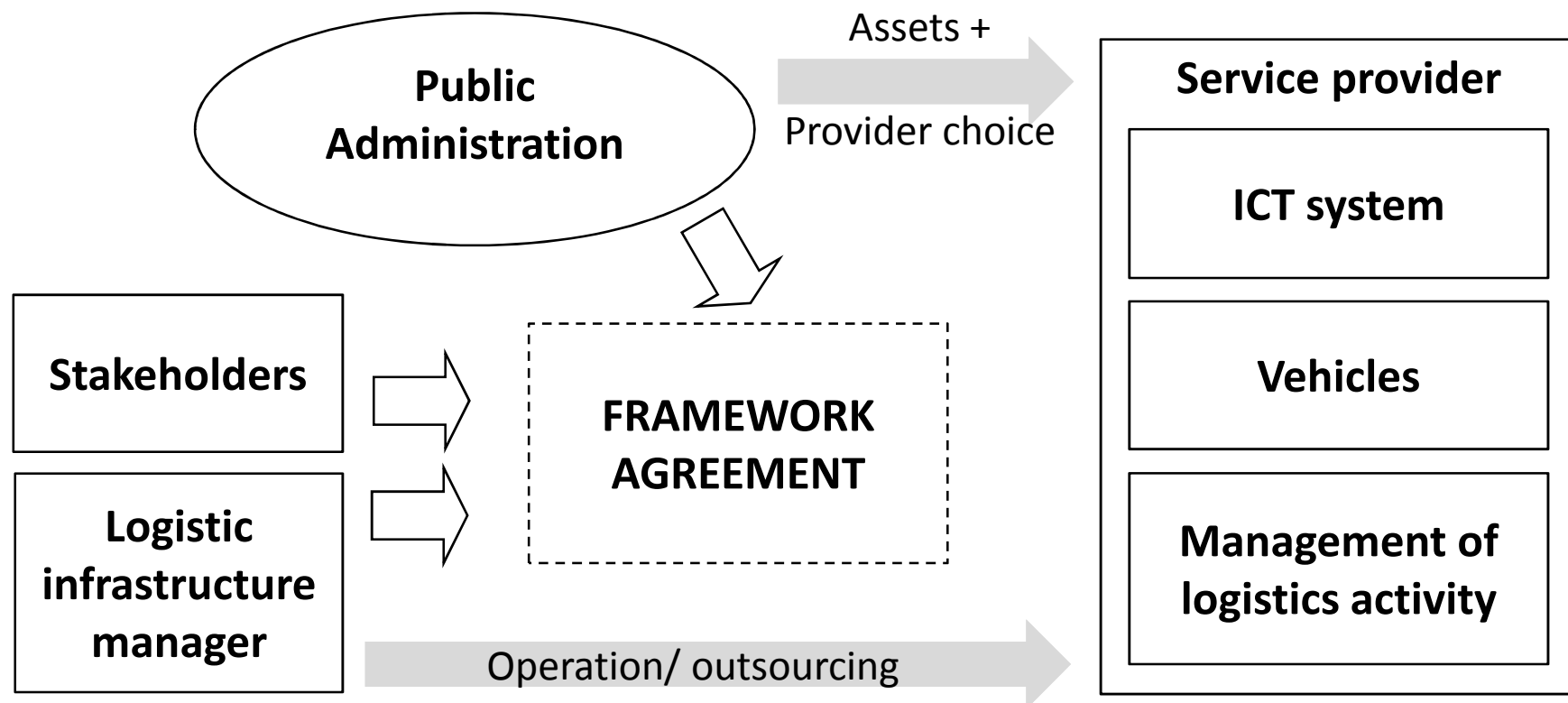
# Business model examples (1)

## “Management Company” model



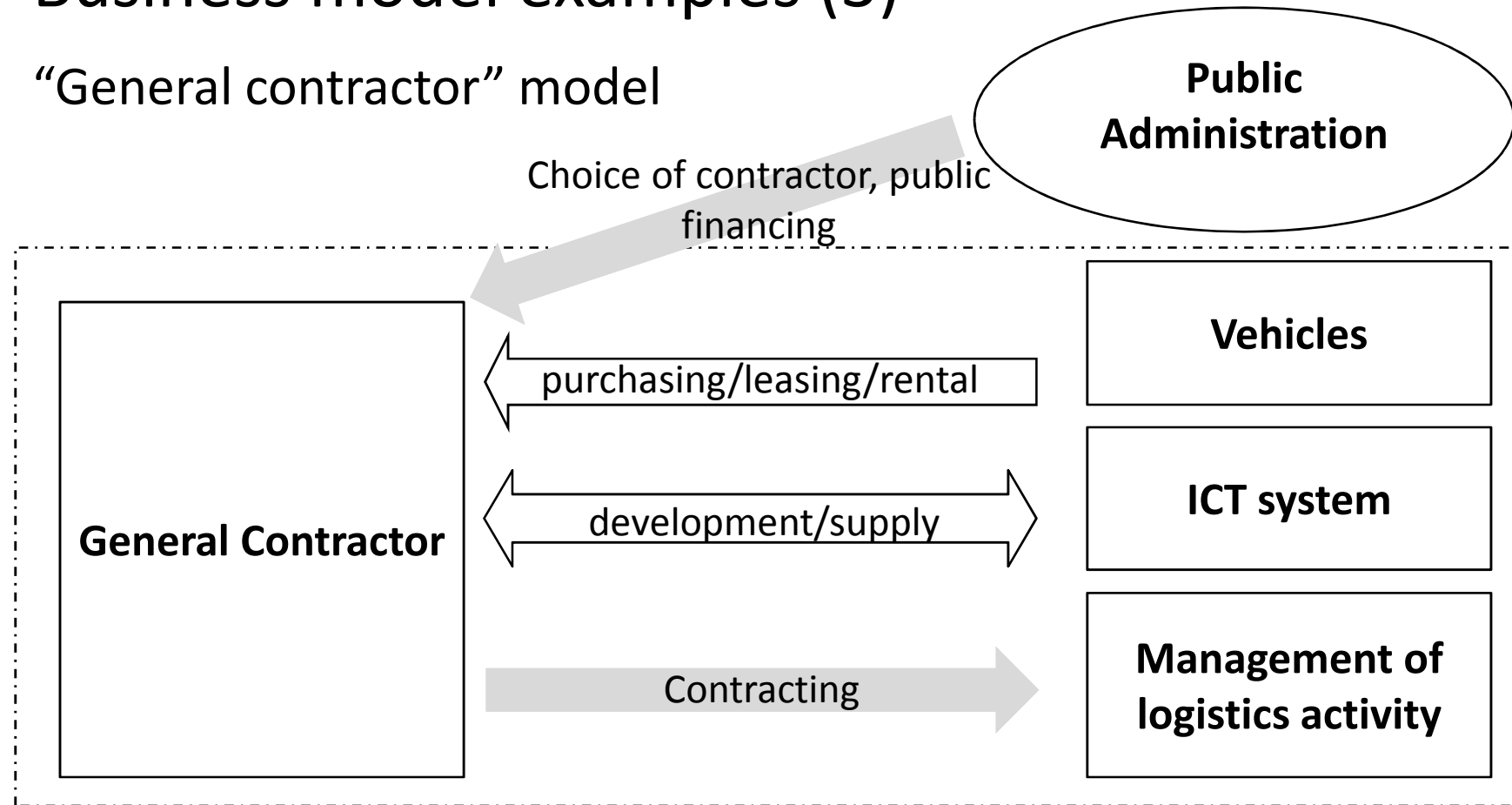
## Business model examples (2)

### “Framework agreement” model



## Business model examples (3)

### “General contractor” model





# The Smartset Action matrix

INFRASTRUCTURE			
UDC	Urban platform	Pick up point	<i>Other</i>

VEHICLES TYPE						
Light Duty Vehicle	Lorry	Train	Tram	Motorised quadricycle/tricycle	Cargo bike	<i>Other</i>

VEHICLES POWER				
ICE (traditional)	EV	NGV	Hybrid	<i>Other</i>

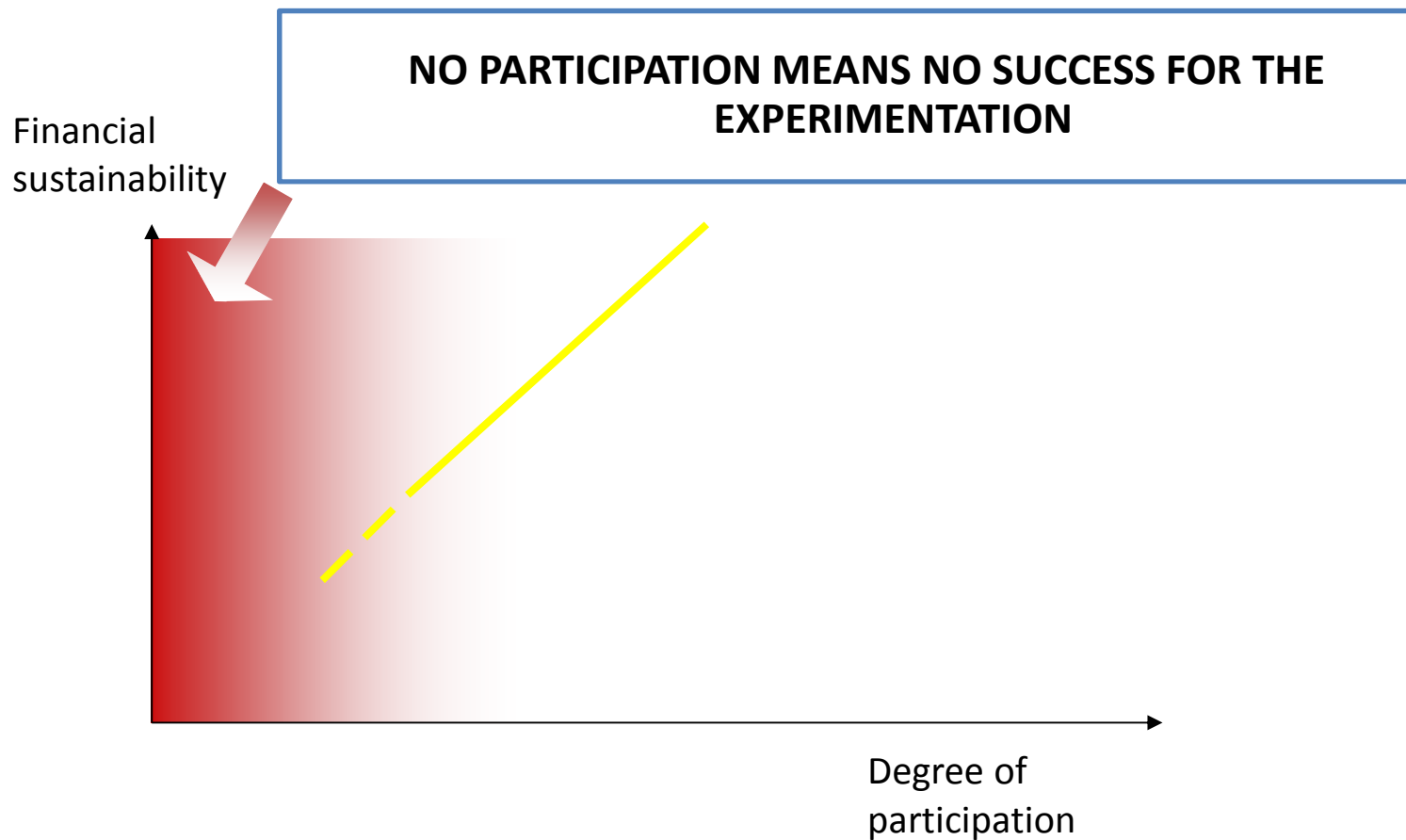
# The Smartset Action matrix

OPERATIONS						
Consolidation	Last mile delivery	Reverse logistics	Van sharing	Temporary storage	Home deliveries	<i>Other</i>

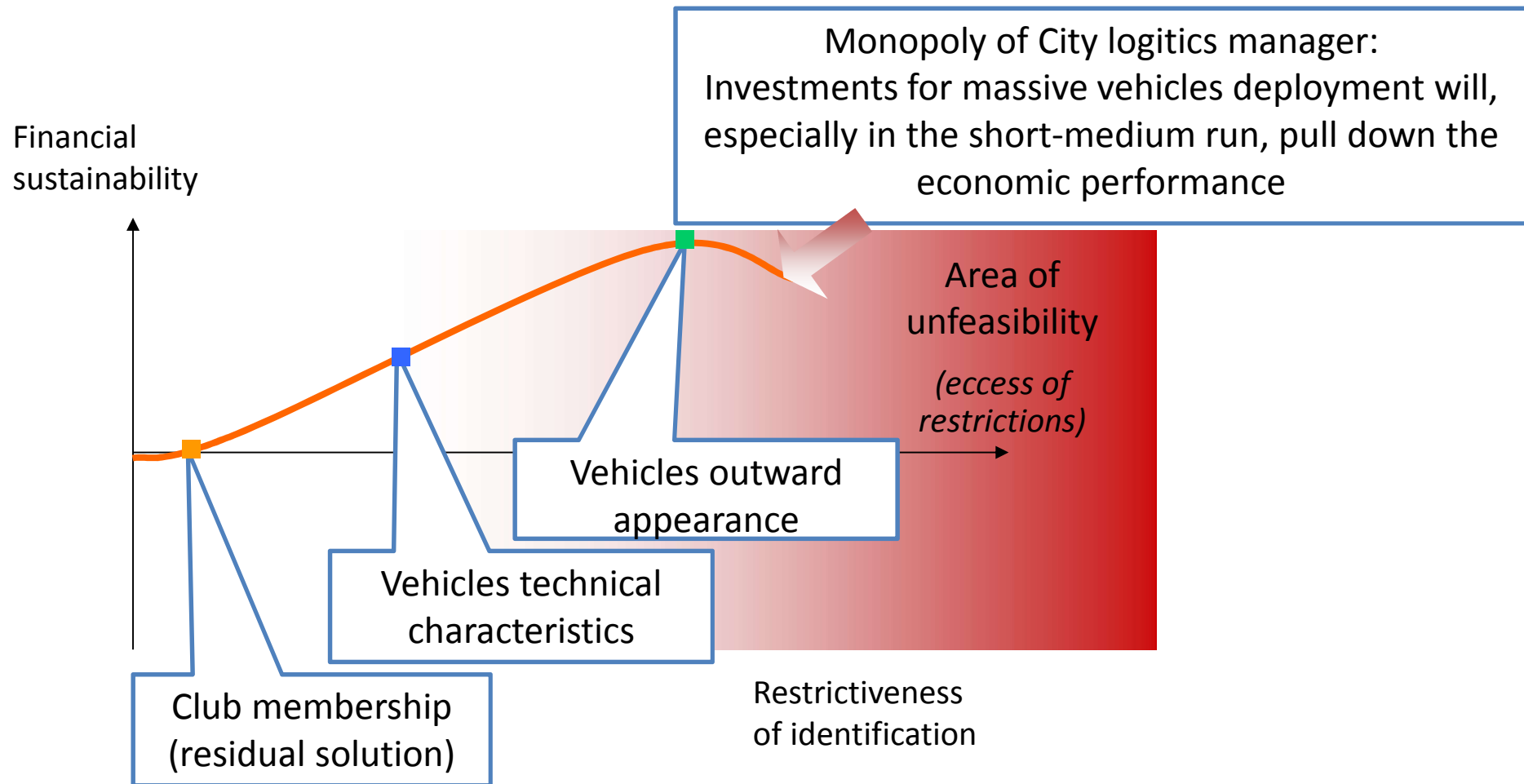
REGULATIONS					
Length/weight	Emissions	Noise	Time windows	Type of goods	Loading/ unloading/ parking

INCENTIVES		
Monetary	Availability of assets (e.g. temporary storage facilities, van sharing, etc.)	Use of dedicated infrastructure (e.g. bus lanes)

## How do we deal with stakeholders? (participation)



## How do we deal with stakeholders? (identification)



## Conclusions and hints

- Identify problems, solutions
- Valorise available resources
- Find opportunities for experiments
- Build consensus and viable solutions
- Develop consistent and feasible action and business plans
- Keep stakeholders on board

# Thank you for your attention!

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