

European Review of Regional Logistics

Quarterly Newsletter of Open ENLoCC



In this issue:

- **News.**
- **Network member NewRail.**
- **Logistics region of Northern Hesse.**
- **Reports on projects, policies and regions.**
- **City logistics.**
- **Mark Twain on the rise and fall of a trade union in transport.**
- **Next dates.**

Table of Content

Editorial <i>by Martin Brandt, Secretary of Open ENLoCC.</i>	3
Debate <i>Road toll in Japan.</i>	4
News from partners and logistics <i>Low bridges: Inland navigation forced to keep low profile, KINNO and CTL joined Open ENLoCC, RAILFORUM 2015 in Kouvola, New book 'Decarbonization in the European Union', Short Sea Shipping: Call for papers, ALOT (Brescia) continues, Hamburg: Logistics and Warehousing area now World Heritage, MOBI participates in 3 new European projects, People.</i>	4
Open ENLoCC member NewRail <i>Learn about the specific competences of NewRail.</i>	8
Northern Hesse – Central and close by <i>A central logistics region in Germany, by Eva Braun-Luedicke.</i>	10
Smart Urban Freight Conference 2015 <i>Smartfusion project presents results.</i>	12
SMARTFUSION Newcastle City Logistics awarded <i>Successful delivery project, including a consolidation center.</i>	13
Stuttgart Region: Analysis of rail freight facilities <i>Understanding the role and functioning of rail freight in the region.</i>	14
Call for papers on Environmental Performance <i>Rensselaer Polytechnic Institute plans publication on supply chains.</i>	15
Arthur D. Little issues Urban Logistics Report <i>Structured overview on Urban Logistics.</i>	16
GeoWeastflows <i>Interactive platform for infrastructure data in North-West-Europe.</i>	17
Classic text: Mark Twain about the pilots' association on the Mississippi <i>A tale about the rise and fall of a small trade union in transportation.</i>	18
Next dates	20
Open ENLoCC – the network and its members	23

The European Review of Regional Logistics, quarterly newsletter of Open ENLoCC, is issued by KLOK Kooperationszentrum Logistik e.V. on behalf of Open ENLoCC, the European network of regional logistics competence centers.

KLOK Kooperationszentrum Logistik e.V.
Stammheimer Straße 10
D-70806 Kornwestheim
+49 7154 96500 50, info@openenlocc.net.

The work of Open ENLoCC is financed by member fees and by a grant of Wirtschaftsförderung Region Stuttgart GmbH (WRS). KLOK serves as the Secretariat of the network. Editor: Martin Brandt
Open ENLoCC is listed in the EU Transparency Register under ID 138828413651-57.

Cover photo: Off-peak use of bus lane for unloading, Martin Brandt



Editorial

Open ENLoCC, the European Network of Regional Logistics Competence Centers, presents another issue of its “European Review of Regional Logistics”, with information about the logistics trends and initiatives around Europe, with specific hindsight to their consequences for the regions of Europe. The “Review” is a keen follower of European projects and policies in the sector, and debates their results from a regional standpoint.

In this issue, we welcome two new members of the Open ENLoCC network: KINNO Kouvola Innovation Oy in Kouvola (Finland), and CTL, the Centre for Transport and Logistics of the University of Rome La Sapienza. While both are renowned in the field of logistics, they also stand for the variety among our members.

In detail we present NewRail, the Centre for Railway Research, at Newcastle University. You will find that its activities span far beyond railways. With Northern Hesse, we also present a region in central location and its logistics functions. Furthermore, we present work results of several projects from our members and beyond, which may be important for policies of other regions of Europe as well. In this issue, the main focus is on city logistics as part of urban mobility. Several articles deal with the debate around its various aspects.

The series of classic texts is continued in this issue with an excerpt from the work of Mark Twain, who wrote about the rise and fall of a trade union in the field of transport and logistics. The lesson to be learned is that this trade union was so successful because it managed to organize in a way that resulted in benefits not only for its members, but also for its natural opponents, i.e. the employers. At least, this is how Mark Twain presents it. And Mark Twain loves to present facts. Actually, there is nothing he values higher than facts. Except, of course, a good story. So, while the story certainly is food for thought, the reader should perhaps not take it too literally.

We, the members of the Open ENLoCC network, invite the readers to give feedback and generally to exchange ideas regarding the field of regional logistics with the network and its members.

Martin Brandt

Secretary “Open ENLoCC”

September 2015

Debate

Road toll in Japan

(regarding Adam Smith on Road Toll, "Review" 2/2015)

I read the article with much interest. As you mentioned about Adam Smith, he is very famous in Japan. The topic of toll roads is also an important theme in Japan. And actually we charge a big amount of money to the cars. This money will be spent for the construction of the next highways. We discharge a road after 40 years usually. The term is decided by calculating the construction cost.

Takeki Suzuki

*The Director of control, fifth construction office,
construction department of the Tokyo metropolitan government.*

News

Low bridges: Inland navigation forced to keep low profile



*Just 10 minutes in February 2015
separate these two photos
by Martin Brandt (above) and
7aktuell© (right).*

When the inland waterways were built, the transported commodities were heavier than water, so there was no need of high bridges. Meanwhile, low bridges are a serious constraint for container transport on inland waterways. Many canals and rivers allow only two layers of the relatively lightweight containers. Our two photos coincidentally prove the resulting problems: A container ship went upstream on the Neckar, a tributary to the Rhine, on its way to Stuttgart harbour. It was loaded with just one layer of containers (probably mostly empty), plus just some additional boxes in the rear. As a result, it raised significantly higher above the water than if fully double-stacked with containers.

The editor of the "Review" happened to pass by and by chance took the photo on the left. The ship's hydraulic bridge, routinely elevated above the few second level containers for better view, just ten minutes later collided with some low road bridge in Stuttgart harbour (see below). The captain fortunately was not hurt as seriously as the photo suggests.



KINNO joined Open ENLoCC

Kouvola Innovation Ltd – KINNO – is a non-profit development company fully owned by the City of Kouvola. KINNO is responsible for the business development, tourism and business premise service on behalf of City Kouvola. Key business focus areas are Digitalization, Freight Village, Bio Valley and VisitKouvola.

Nowadays Kouvola is labeled as the only railway core node in the European TEN-T network in Finland. Kouvola is tending to develop further the more efficient traffic flows and volumes between Northern Europe and Asia, including Russia and the former CIS-countries. Located in South-East Finland, Kouvola is close to main sea ports as well as to the Russian border and the Russian metropolises.

Kouvola (Finland):**RAILFORUM 2015 discusses Railway Hubs and Corridors**

The RAILFORUM 2015 seminar on September 24th brings together leading international specialists in the railway logistics sector. The Rail Forum 2015 focuses on the themes of RAILWAY HUBS and RAILWAY CORRIDORS. The event, organized by KINNO, is taking place in Kouvola (Finland), a logistical meeting point between east and west.

The RAILFORUM 2015 offers perspectives on the latest trends and investment possibilities. The speeches and discussion focuses on the increasing efficiency of rail freight in the rail freight corridors, and prospects and future challenges of rail traffic in Europe and connections between Europe and Asia.

Paavo Lipponen, former Prime Minister of Finland, will deliver the opening speech.

CTL of University of Rome La Sapienza joined Open ENLoCC

CTL, Centre for Transport and Logistics, belongs to the University of Rome La Sapienza and has been acknowledged as a centre for excellence by the Italian Ministry of University and Research in 2003.

CTL's mission is to improve research and education on transport and logistics, and to generate connections between the academic world, businesses and institutions. Research at CTL is coordinated via subject groups in: sustainable mobility, freight transport and logistics, ITS, safety, demand and network modelling, innovative road vehicles, railway engineering.

CTL has contributed to basic research and consultancy for the public and the private sectors in Italy and abroad. In the past, CTL worked in the Freightwise EU project (2007-2010), cooperated at the Urban Freight Transport Study for the DGMOVE of the European Commission. CTL is currently involved in the Novelog project (2015-2018) within the Horizon Programme, on city logistics, and is elaborating the Regional Transport and Logistics Plan for the Lazio Region.

New book 'Decarbonization in the European Union' out now!

Just in time for the United Nations Climate Change Conference in Paris (COP21), Palgrave launched the book 'Decarbonization in the European Union, internal policies and external strategies'. The book is edited by Claire Dupont and Sebastian Oberthür of the Institute for European Studies (Vrije Universiteit Brussel) and deals with the EU's transition towards decarbonisation, related policy developments and how the decarbonisation goal affects the EU's external relations with its energy partners. The chapter on transport is contributed by MOBI's prof. Cathy Macharis and Tom van Lier.

Short Sea Shipping: Call for papers

A call for papers for the second edition of the DEVPORT International conference about Short Sea Shipping is available on the conference website: <http://devport2016.sciencesconf.org/?lang=en>. The conference will take place in Le Havre (France) on May 19-20, 2016.

ALOT (Brescia, Italy) continues as private consultancy

Brescia-based former Open ENLoCC member ALOT, founded as the logistics agency of East Lombardy, continues its consulting work in the logistics sector as a private business in mobility consultancy and EU project development, under its long-term Partner and CEO director, Mr. Guido Piccoli, past director of the old ALOT.

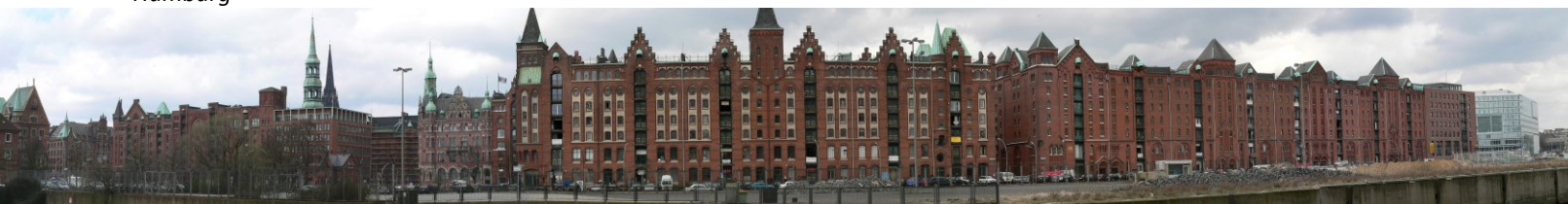
Hamburg: Logistics and Warehousing area now World Heritage

The "Speicherstadt" (literally: "Warehouse City") of the Hamburg harbour became a UNESCO World Heritage site on July 5, 2015. The neo-gothic storage buildings were erected between the 1880's and the 1920's in a location that until recently was part of the Hamburg "free port" and thus exempt of import duties.

This made the site attractive not just for re-export storage, but also for processing or temporary storage, with duties to be applied only afterwards. Thus, it was (and in part still is) used for long-term storage of rather valuable goods, not for short-term storage like the dockside storage sheds. Today, the buildings also hold many museums and public attractions.

While it is good news that a logistics area is now a world heritage site, what was considered so valuable is its "medieval" camouflage, developed partly to hide the buildings' function rather than to show it. The appreciation thus can also be seen as a hint that something remains to be done towards acceptance of technologies and processes. /ed.

*Photo: Wolfgang Meinhart,
Hamburg*



Horizon2020:**MOBI participates in 3 new European projects**

Open ENLoCC member MOBI, the Mobility, Logistics and Automotive Technology Research Group of Brussels Free University, recently became partner in three European projects: CITYLAB, ELIPTIC and FiveVB within Horizon2020, a European Union funded programme that envisions breakthroughs by combining research and innovation.

CITYLAB concerns city logistics in urban areas. The projects aims to develop knowledge and solutions towards an emission free city. In CITYLAB, the urban areas of Brussels, London, Oslo, Paris, Rome, Rotterdam and Southampton act as 'living laboratories' in order to address the highly fragmented last-mile deliveries in city centres, public administrations, waste management and warehouse facilities.

ELIPTIC develops case-study business models for the further electrification of public transport in a number of cities, among which Brussels, Bremen, London and Barcelona.

Within the "FiveVB" project, a novel battery cell with a rated voltage of five Volt will be developed.

People

This year, the Vrije Universiteit Brussel awarded their Price for Societal Valorisation to Prof. [Cathy Macharis](#) and Prof. [Joeri Van Mierlo](#) from the MOBI research centre! Since 2012, the VUB's research board allocates this price to scientific researchers with a strong societal charisma, thanks to their commitment and enthusiasm. Valorisation of research implies making scientific knowledge accessible and competent, allowing practical usage outside of the university walls. The price is attached to the considerable sum of € 150.000.

On the 9th International Conference on City Logistics, MOBI researcher [Bram Kin](#) won the Best Paper Award for his paper titled "Is there life after subsidy for an Urban Consolidation Centre? An investigation of the total costs and benefits of a privately-initiated concept". The paper reports on a social cost-benefit analysis (SCBA) of an operational UCC, which is based on real data and volumes. In 2011, the first time MOBI participated in the conference, [Sara Verlinde](#) (see "Review" 2/2015) received the award.

Prof. [Michael Browne](#) of Gothenburg University was awarded the VUB chair 2015-2016. See "next dates" for his inaugural speech on Oct. 26.

After seven years in the Cluster Mobility / Network MoWiN.net, the cluster manager [Mrs. Nadja Gläser](#) left the Regionalmanagement Nordhessen GmbH in June 2015. Her new employer is consultant Ernst & Young GmbH in Hannover. New cluster manager is [Dr. Astrid Szogs](#) since 1st September, 2015., deputy manager is [Markus Oeste](#).

Mr [Sakari Kajander](#), M.Sc. (tech), has been appointed as Director of the Centre for Maritime Studies (CMS). Kajander has a long experience in the field of maritime logistics research, working in the CMS since 1999. Before the appointment he was Head of Research and Consulting Unit.



Open ENLoCC member NewRail of Newcastle University.



The leading European university-based centre for railway research, engineering, logistics, testing and consultancy

NewRail is the Centre for Railway Research, at Newcastle University. Its aim is to deliver university research, information and consultancy to meet the complex technological and managerial challenges of industry, operators and customers. Working at both national and international levels it has established strong links with policy makers, operators, manufacturers in the UK, throughout Europe and internationally, and is globally recognised and respected through its innovation, quality, engineering and logistics excellence.

NewRail acts as an interface between the rail & freight industries and academia, provides a focus for transport research activities across Europe, and undertakes university research that is of relevance to industries and cities. NewRail has forged strategic links with industry, academia and transport associations, being a member of the European Rail Research Advisory Board (ERRAC), the International Rail Research Board (IRRB), the Industry Research Strategy Group (ISRG), the Rail Research UK Association (RRUKA), and the European Logistics Technology Platform (ALICE). Staff are active fellows and organisers within the Chartered Institute of Logistics (CILT).



In the last 10 years, NewRail has been involved in projects involving over 200 different international partners.

NewRail has four main research groups focused on the following areas:

- Vehicles;
- Infrastructure;
- Rail Systems;
- Freight & Logistics.

Freight & Logistics Group

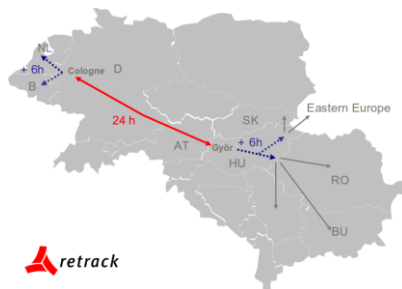
Led by Research Manager Tom Zunder, the Freight & Logistics Group concentrates on a wide range of areas, including:

Sustainable Transport Development

- Policy measures and recommendations;
- Green Corridors;
- Clean Freight vehicles;
- Sustainable City Logistics;
- Logistics policy and practice.

Rail Freight Transport

- Policy Measures for Competitive Rail Freight Transport;
- Operations Management, Planning and Scheduling;
- Administrative and Infrastructure Management;
- Utilisation and Allocation of Resources in a Rail Network;
- Freight Terminal Management;
- Safety and Security of Rail Freight Systems;



Retrack: Pilot route (above) and
Budapest meeting (below)



- Standardisation of Transport units;
- Development of new rail freight vehicles and systems.

eFreight & eLogistics

- Expertise in ICT;
- Internet for cargo;
- eLogistics platform development for SMEs;
- Data collection and benchmarking;
- Critical understanding of the Physical Internet.

What kind of projects do we do?

Some examples of European projects where NewRail Freight & Logistics has played a key role are:

RETRACK: European Intermodal project with the objective to develop, demonstrate and implement an innovative and viable rail freight service along an East-West axis in Europe.

SPECTRUM: Developing a rail freight service to match seamlessly with customers' supply chains. Effectively integrating low density, high value, time sensitive freight services with existing passenger services, without detriment to either service type and taking into consideration operational, technological and logistics requirements.

SMARTFUSION: Research, demonstration and evaluation of the technical and logistical feasibility of electric and hybrid freight vehicles in urban and inter-urban freight operations.

FREIGHTWISE: An integrated project bringing together Transport Management; Traffic & Infrastructure Management; and Administration, in order to develop and demonstrate suitable intermodal transport solutions, in a range of business cases, to support the complex service integration into integrated transport chains.

BESTUFS I & II: created an open European network of urban freight transport experts, user groups/associations, projects, European Commission Directorates and representatives of transport administrations and operators in order to identify, describe and disseminate best practices in city logistics solutions.

Our latest project, under the European Commission's Horizon 2020 programme, will be NOVELOG – the enabling of knowledge and understanding of freight distribution and service trips by providing guidance for implementing effective and sustainable policies and measures. This guidance will support the choice of the most optimal and applicable solutions for urban freight and service transport, and will facilitate stakeholder collaboration and the development, field testing and transfer of best governance and business models.

Author / Contact:

Thomas Zunder MCIPS FCILT
NewRail, Newcastle University
t: +44 191 208 3975
tom.zunder@newcastle.ac.uk
www.ncl.ac.uk/newrail



What do we expect from our Open ENLoCC membership?

- Partnerships;
- Shared Knowledge;
- Opportunities for real world added value towards sustainable logistics.



© SMA Solar Technologie AG

Northern Hesse – Central and close by

Northern Hesse (German: Nordhessen) is the northern part and historical heart of the German federal state of Hesse.

It comprises five districts and the city of Kassel: The Waldeck-Frankenberg district in the east, the district of Kassel in the middle of the region, the city of Kassel and the Schwalm-Eder district are located in the middle of the region whereas the districts Werra-Meißner and Hersfeld-Rotenburg form the eastern edge. In total, the region consists of 6.908 km² and 983.079 people are living there. The City of Kassel is by far the biggest city in the region and constitutes the cultural and economic centre.



© amazon.de

© Kasseler Verkehrs-Gesellschaft AG



© Volkswagen AG, Factory Kassel

Furthermore, Northern Hesse is the geographic centre of the Federal Republic of Germany measured in terms of its accessibility. Thanks to its central location and infrastructure, destinations in the south, north, west and east can all be reached in almost the same time. German metropolitan areas like Munich and Stuttgart in the south, Hamburg in the north, Berlin in the east and the whole Rhur Area in the west can all be reached within 2-5 hours due to the excellent transport links in Northern Hesse. The national north-south route (A7/A5) and the east-west route (A44/A4) both run through the region. In addition to this, the extension of the A44 and the A49 will result in further improvements of journey durations.



© Bombardier Transportation GmbH

Moreover, this region not only has a perfect link to the motorway. It is also in the middle of the north-to-south high speed route of the Deutsche Bahn. Being a railway junction since the middle of the 19th century has had a positive impact on the development of the city of Kassel and the region Northern Hesse. The region profited from the industrialisation as regional companies like Henschel became extremely successful. During World War II this success especially in the railway as well as in the defense industry was the city's undoing: At the end of the war 70% of the city's lodging and 65% of the industrial plants were destroyed. Nevertheless, Northern Hesse stayed a transport hub.

Due to its transport connections, Northern Hesse is a logistics centre of Germany. Well-known companies such as *Amazon*, *DHL*, *GLS* and *DB Schenker* make use of this location advantage which secures significant cost savings for the companies. The region also has the latest "cut-off time". This means that orders are accepted in Northern Hesse until the latest possible time of day and are still guaranteed to reach a recipient living in Germany the next day.

**Contact:**

Dr. Astrid Szogs
Cluster Manager Mobility
Director MoWiN.net e.V.

Markus Oeste
Deputy Cluster Manager Mobility
Deputy Director MoWiN.net e.V.

**Regionalmanagement
Nordhessen GmbH**
Tel. +49 561 97062-27
info@mowin.net



The good location, the good availability of low-cost space and the well qualified local work force predestine the region of Northern Hesse as a location for distribution centres. The most prominent example is the Volkswagen spare parts warehouse (in German: Original Teile Center – OTC) in Kassel. It is the biggest of its kind in Europe. The OTC is equipped with the latest technology and is through the intelligent combination of manpower exemplary of the warehouse logistics of the future. Thus, due to its central location and optimum transport links Kassel is the ideal logistical location, an asset which Volkswagen wants to develop further in the future.

Its central position ensures major logistic efficiency and engenders synergy effects by combining the energies from production, trade and the Kassel University. That spells out ideal conditions for various businesses to settle, ranging from branches of fresh goods to general services.

Networking effectively helps the region to develop further and to increase added value in the region. To further support this, the Network MoWiN.net was founded in 2004. A network for the mobility sector in Northern Hesse with more than 120 companies. It brings together players from business, science and administration in the fields of logistics, the automotive industry/vehicle construction, railway engineering, mobility and e-mobility. Therefore, the Mobility Cluster in Northern Hesse is one of the most successful Clusters in Germany: Since 2002 more than 80 investments over the amount of nearly € 3,5 billion have been made in the logistics sector of the region. Moreover, the mobility sector has created more than 7,000 new jobs in the last decade, which is an extremely positive outcome for a region that has had an unemployment rate above the national average.

Eva Braun-Luedicke
Public Relations
Mobility
Regionalmanagement NordHessen GmbH



Smart Urban Freight Conference 2015

The European Commission-funded Smartfusion project held its final event in Berlin, on June 3. Entitled "Smart Urban Freight Conference 2015", it showcased how urban policymakers and operators can now analyse the likely success and benefits of applying green vehicle technologies to their city regions and supply chains, and leverage proven best practices.

The results of the Smartfusion project were unveiled to an expert audience of city and regional authorities, logistics operators, fleet managers, industry representatives and academics. The project showcased novel transport innovations to effectively improve the efficiency, as well as the social and environmental sustainability, of urban freight in last mile operations and related urban and inter-urban shipment processes.

The results included the Smart Urban Freight Designer Tool as well as best practices from the partner cities and regions. In its demonstration cities (Berlin, Newcastle and Como) Smartfusion determined the critical success factors in stimulating the market uptake of new sustainable vehicle technology. In addition, different stakeholders presented their state-of-the-art solutions to urban freight challenges in European cities.

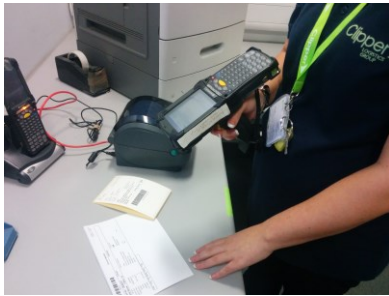
The Smartfusion project is built upon existing urban freight development strategies from the three trial city regions:

- The City of Berlin demonstrated integrated technology solutions,
- Como in Italy showcased a remote monitoring system for fully-electric vehicles, and
- Newcastle upon Tyne examined collaborative approaches for urban and interurban shipments, using electric trucks.

Sergio Fernández Balaguer (EMT, Madrid Public Transport Authority) believes that involving the final users - the shop-keepers - is a real challenge. He said: "As cities we should be able to demonstrate the process in the most sustainable way. Cities should think about how to deliver a useful message and explain benefits of the use of clean vehicles, and how to reach decision makers and politicians."

The need to engage the correct stakeholders, and bringing them into the process, are key success factors in freight logistics. "Dealing with cross-cutting issues, building freight communities and stakeholder involvement, were the most valuable innovation aspects in Smartfusion", said Gabriele Grea of Gruppo Clas. "It's also important to not just identify the first top-down best solution, but a range of alternative, but effective solutions that can be brought forward in cities and towns."

Major IT developments were made in Smartfusion by creating a common architecture, which was tested across the three pilots and can also be taken up at other sites, as highlighted by Marcel Huschebeck of PTV. The Smart Freight Designer Tool offers an interaction with web services that are monitoring and taking control of electric vehicles and can link them with planning systems. This is a ground-breaking innovation which can be implemented and applied from policy directly to the driver.



SMARTFUSION Newcastle City Logistics awarded

The consolidation solution developed by Clipper and Newcastle University has been recognised for excellence at the highly prestigious Times Higher Education Leadership & Management Awards (THELMAS). The event brings together the best universities to celebrate quality, innovation and leadership in the higher education sector.

The delivery solution, developed in collaboration, sees University deliveries directed to an off-site consolidation centre at the Clipper Wynyard facility. The deliveries are then consolidated onto electric vehicles which then perform the final leg of the journey, thereby greatly reducing carbon emissions and the vehicle movements on campus, providing a much safer environment for students and University staff.

When commenting on the winning entry, the judges said: “The benefits include cost savings to the University along with improvements to health and safety around the campus, while protecting the environment using electric vehicles.”

Clipper Chief Executive, Tony Mannix, said: “We’re a market leader in green consolidation solutions, but this is the first time we’ve worked with a Further Education institution in this way. We’ve applied the extensive experience we’ve gathered in the world of retail consolidation, and applied it to this project. Working with Newcastle University to develop and implement this green solution has been an exciting and engaging experience, that has its success rooted in collaboration.”

From the University’s side, the initiative arose from the EU funded Smartfusion research project. Project Manager Bruce Carnaby said: “As well producing substantial benefits for staff and students at Newcastle University, the model we have developed is undoubtedly transferable to other customers, cities and public institutions.”

Newcastle success factor: University campus as nucleus

What is the success factor that makes this project different from previous “joint delivery” failure stories? The quality of the cooperation? The software? The more economic or ecological delivery truck? Surely, all these factors play a role. But the main difference is that delivery was consolidated within just one large organization (the university), which is spread over an area the size of a downtown and is genuinely interested. Any city has such potential nuclei, be they town administrations, universities, hospitals, chain stores or others. They can set up the service, including cooperation with a consolidation center, with much less hassle than dealing with loose groups of “all key stakeholders” at the start. Later, others could and should join. /NEWRAIL, ed.



SMARTFUSION “Newcastle Pilot”

More than 30 of the University’s top suppliers are now signed up to the scheme, which ultimately aims to reduce the number of vehicles on campus by 300 per week and save 90 tonnes of carbon per year. The project is recognised as unique in the Higher Education sector and has received universal praise from environmental and industry commentators.



Stuttgart Region: Analysis of rail freight facilities

Rail freight needs loading and unloading facilities. While public and political attention in the past decades has been directed mostly at multimodal terminals, most of the rail freight volume – at least in Germany – still is not intermodal in the strict meaning of that word.

This rail freight is basically handled by specialised facilities of private businesses, among them factories, logistics operators and power plants. Another important player are the port authorities with their quayside rail networks. On the other hand, the rail infrastructure divisions of the former national railways in most European countries hardly maintain any loading or unloading facilities of their own.



The size of these facilities is measured mainly in meters of rail, which besides the loading tracks may include shunting tracks, storage tracks as well as the connecting track from the rail system, as long as it is under the control of the individual infrastructure operator. Little more is known publicly about these facilities. The actual traffic is a business between the rail companies and the private shippers or infrastructure owners.

Stuttgart Region encourages the use of railways for freight transport. To check the potential for modal shift, the rail infrastructure within and around the region was documented and analyzed by KLOK e.V., the regional logistics competence center. Some results were challenging:

- The number of rail interfaces is much higher than previously documented, since about half of them connect to non-national track (as within ports or along branch lines), so their interfaces are not listed in the documentation of the national network.
- The vast majority of the region's rail freight is handled in a number of facilities in and around just four locations: The marshalling yard, the harbours of Stuttgart and Plochingen, and the largest automotive plant.
- The size of a loading facility says little about its actual throughput: There are rather small facilities that handle large amounts of traffic.
- Various cooperation models are in effect.
- Shunting operations can and do conflict with passenger transport schedules.
- Necessary shunting track may be designated simply as storage track, its function for the nearby industry is not understood.
- Municipalities as infrastructure operators still may operate rail networks in industrial areas, but may not be much interested in maintaining that costly last mile.



Top to bottom:

- Shunting outside a factory.
- Loading of scrap metal.
- Storage track at an automotive plant.
- Stuttgart harbor marshalling yard with unit train of petrol.



These results will help the region to plan for necessary and potential infrastructure and to understand the role of railways in freight transport to and from the region of Stuttgart. Another part of the study, elaborated in parallel, dealt with the role of inland navigation to and from the region, including both the harbours and the several privately operated landing places for freight barges along Neckar river.

Martin Brandt
Project Manager
KLOK e.V.



Prof. Jose Holguin-Veras of the Rensselaer Polytechnic Institute lecturing at the joint seminar of Brussel Free University's MOBI and Open ENLoCC, Brussels 2014.

Rensselaer Polytechnic Institute calls for papers on Environmental Performance

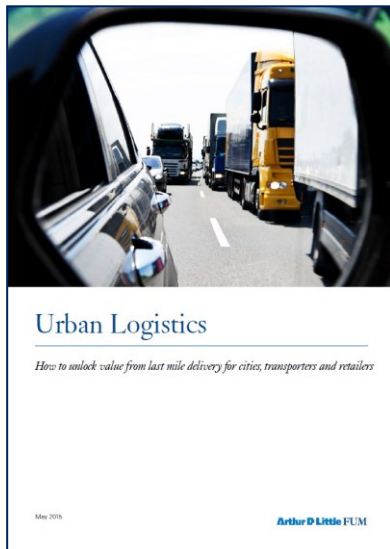
The Rensselaer Polytechnic Institute (NY/USA), leading the Center of Excellence for Sustainable Urban Freight Systems (CoE-SUFS - <https://coe-sufs.org/>), informs about the Call for papers on Innovative Approaches to Improve the Environmental Performance of Supply Chains and Freight Transportation Systems. Transportation Research Part D: Transport and Environment.

"The significant progress that has been achieved in reducing the environmental impacts of freight activity has been made possible, to a great extent, by the use of regulation and the development of novel technologies. Notwithstanding how successful they have been in the past, regulation and technology development are bound to have limits. Regrettably, most efforts have overlooked the potential improvements that could be achieved by means of operational changes, collaborative logistics, freight demand management, behavior changes, and a host of other innovative concepts that do not necessitate the use of regulations, or the development of new technologies. For instance, a truck that makes off-hour deliveries produces 40% to 70% less pollution than the same truck making deliveries in the congested hours of the day; booking systems could play a huge role in reducing the truck pollution produced by trucks that arrive at marine ports to pick-up or deliver cargo; delivery and servicing plans have achieved reductions that exceed 20% in the delivery traffic to large buildings thus reducing urban congestion; land use policies that push large freight facilities to the outskirts of urban areas have been found to produce negative impacts on the environment on account of the increases they produce on freight vehicle-miles-traveled.

These examples (a sample of the multitude of concepts that could be conceived) have rarely been considered by policy makers. Essentially, large environmental improvements could be achieved by broadening the focus of environmental policy, which should focus on fostering a holistic transformation of supply chains and freight transportation systems. Unfortunately, the lack of a solid understanding of the potential environmental improvements that could be achieved by these innovative schemes prevent policy makers from evaluating worthiness of these concepts. Research that helps conceive, design, and assess the environmental impacts of innovative paradigms of freight operations is badly needed.

This call for papers is intended to galvanize the attention of the research community on the need to conceive, design, and assess the environmental impacts of innovative paradigms of freight planning and operations that could improve environmental performance of freight activity. This Special Issue will complement a Special Issue of Transportation Research Part A on Freight Behavior Research. "

<http://www.journals.elsevier.com/transportation-research-part-d-transport-and-environment/call-for-papers/call-for-paper-innovative-approaches-to-improve-the-environm/>



Arthur D. Little: Urban Logistics Report

"Today, 64% of all travel happens within urban environments, and the total amount of urban kilometers traveled is expected to triple by 2050. A similar trend is anticipated in terms of urban goods distribution, with e-commerce being the fastest-growing driver of urban deliveries, which also impacts the length and fragmentation of urban logistics flows. As a growing number of vehicles in urban areas implies increased congestion, air pollution and noise, which negatively impact traffic safety, quality of life and urban economic competitiveness, more and more cities are experiencing issues related to last mile delivery of goods.

Last mile delivery of goods is a difficult issue to apprehend, as it involves several levels of complexity. In addition to the heterogeneity of the goods transported and of the means of transportation, urban logistics encompass diverse levers and multiple stakeholders." (Arthur D. Little)

This is the rationale behind a report on Urban Logistics, issued by Arthur D. Little in May 2015, on "how to unlock value from last mile delivery for cities, transporters and retailers." Its ten pages make interesting reading. They first list the elements of a complex situation in urban logistics, and then present "a cocktail of solutions" which can be distinguished into four categories:

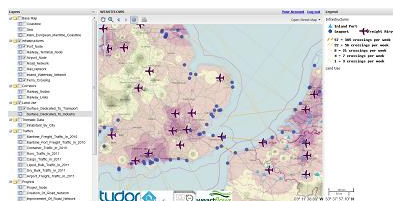
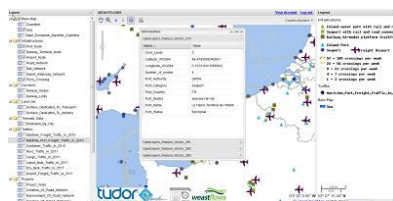
- Regulatory and land planning,
- Infrastructure,
- Financial incentives,
- Equipment and technology.

Each potential measure ("solution") is then explained in one paragraph, also including one or two sentences on evaluation resp. the necessary framework.

Now, this approach in itself may not really be new, and neither are the individual measures. Also, the list of measures certainly is not complete. Furthermore, no sources are given. However, the listing of measures across and beyond Europe, including locations of their implementation, clearly shows that the field has been reviewed. The report is not meant to be a scientific work on its own, but an example of a pragmatic consulting approach to supply the reader with an overview as a starting point.

Thus, for many active players in the field of urban logistics, who already have in-depth-knowledge, the main benefit of the report is not in the individual problems and measures described, but in the structure and conciseness. Arthur D. Little published its report without connection to a specific project or cooperation. As a result, it is obviously not a "deliverable" of a "work package", and it is free of "EU-speak" or of other project internals, which so easily sneak into publications.

Many books are written about the topics, analyzing one or more aspects in depth, and certainly all longer than ten pages. But for the condensed overview, the report by Arthur D. Little can be a valid benchmark. /ed.



GeoWeastflows, the interactive platform of the European project Weastflows

GeoWeastflows offers online access to cartographic and statistical freight transport data in North West Europe, of all types of infrastructure and all types of freight (rail, road, river, sea, air).

Based on the findings that the historic north-south transport corridors in Europe are becoming increasingly saturated, the European project Weastflows, an Interreg IVB North West Europe (NWE) project funded by the European Regional Development Fund (ERDF), aimed to improve logistics and freight transport in Northwest Europe and to decongest the hinterlands of North-range ports and traditional north-south routes, by:

- encouraging the shift from the use of road transportation to more sustainable modes (rail transportation, short distances on sea and river);
- promoting the deployment of cargo flows on a new west-east axis.

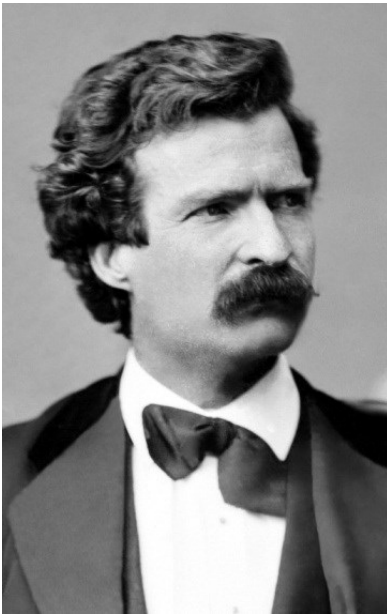
Led by the regional innovation and technology transfer centre for Transport and Logistics CRITT-TL of Le Havre and by the Institute for Sustainability in London, the project involved 22 European partners, including the Agence d'Urbanisme de la région du Havre et de l'Estuaire de la Seine (AURH, the planning agency of the region of Le Havre and the estuary of the river Seine) and the former Luxembourgish Public Research Centre Henri Tudor (CRP), now Luxembourg Institute of Science and Technology (LIST), as well as approximately thirty observers from across Europe. The project covers seven countries: Germany, Belgium, France, Ireland, Luxembourg, the Netherlands and the United Kingdom.

One result is the platform GeoWeastflows. The platform, an innovative knowledge tool for transport infrastructures at European level, has been developed in the framework of the European Weastflows programme by CRP and AURH. The GeoWeastflows platform allows the user to profit from detailed and accurate knowledge of the characteristics of freight networks that have been developed through the Weastflows project <http://geo.weastflows.eu>. The platform is open to all, by simple registration, particularly to those involved in logistics, to local politicians, to researchers and students.

The user has the option to show or hide the different layers of information to his convenience:

- Infrastructures (existing or in project status),
- European corridors (existing or in project status),
- Traffic data and description of port traffic (modal shift, distribution of shipping depending on the type of navigation ...),
- Thematic, demographic and economic data (GDP, population...).

Data gathering from various sources of different countries goes with an inherent risk of inconsistencies, which may result in misrepresentation of the relative strengths and weaknesses of the region. In setting up the underlying data base, much of the effort in this international approach was thus directed towards consistency. The result is a rather high level of information, regarding the logistics infrastructure in the whole region of North-West Europe. /ed.



Mark Twain (1835 – 1910):
"Life on the Mississippi",
Boston 1883.

Text: Excerpt from chapter XIII,
somewhat shortened.

Mark Twain (1883): Raise and Fall of the Mississippi Pilots' Trade Union

For a long time wages had been two hundred and fifty dollars a month; but curiously enough, as steamboats multiplied and business increased, the wages began to fall little by little. It was easy to discover the reason of this. Too many pilots were being 'made.'

Plainly, something had to be done, and quickly; but what was to be the needful thing. A close organization. Nothing else would answer. To compass this seemed an impossibility; so it was talked, and talked, and then dropped. It was too likely to ruin whoever ventured to move in the matter. But at last about a dozen of the boldest—and some of them the best—pilots on the river launched themselves into the enterprise and took all the chances. They got a special charter from the legislature, with large powers, under the name of the Pilots' Benevolent Association; elected their officers, completed their organization, contributed capital, put 'association' wages up to two hundred and fifty dollars at once—and then retired to their homes, for they were promptly discharged from employment. But there were two or three unnoticed trifles in their by-laws which had the seeds of propagation in them. For instance, all idle members of the association, in good standing, were entitled to a pension of twenty-five dollars per month. This began to bring in one straggler after another from the ranks of the new-fledged pilots, in the dull (summer) season.

By and by, all the useless, helpless pilots, and a dozen first-class ones, were in the association, and nine-tenths of the best pilots out of it and laughing at it. However, winter approached, business doubled and trebled, and an avalanche of Missouri, Illinois and Upper Mississippi River boats came pouring down to take a chance in the New Orleans trade. Captain ——— was the first man who found it necessary to take the dose, and he had been the loudest derider of the organization. He hunted up one of the best of the association pilots and said—

'Well, you boys have rather got the best of us for a little while, so I'll give in with as good a grace as I can. I've come to hire you; get your trunk aboard right away. I want to leave at twelve o'clock.'

'I don't know about that. Who is your other pilot?'

'I've got S——. Why?'

'I can't go with him. He don't belong to the association.'

The captain stormed, but to no purpose. In the end he had to discharge S——, pay him about a thousand dollars, and take an association pilot in his place. The laugh was beginning to turn the other way now. Every day, thenceforward, a new victim fell; every day some outraged captain discharged a non-association pet, with tears and profanity, and installed a hated association man in his berth.

Soon all the laughers that were left were the owners and crews of boats that had two non-association pilots. But their triumph was not very long-lived. For this reason: It was a rigid rule of the association that its members should never, under any circumstances whatever, give information about the channel to any 'outsider.' At every good-sized town from one end of the river to the other, there was a 'wharf-boat' to



land at, instead of a wharf or a pier. Upon each of these wharf-boats the association's officers placed a strong box fastened with a peculiar lock which was used in no other service but one—the United States mail service. Every association man carried a key which would open these boxes. That key, or rather a peculiar way of holding it in the hand when its owner was asked for river information by a stranger was the association man's sign and diploma of membership. Imagine the benefits of so admirable a system in a piece of river twelve or thirteen hundred miles long, whose channel was shifting every day!

Now came another perfectly logical result. The outsiders began to ground steamboats, sink them, and get into all sorts of trouble, whereas accidents seemed to keep entirely away from the association men. Wherefore even the owners and captains of boats furnished exclusively with outsiders, and previously considered to be wholly independent of the association and free to comfort themselves with brag and laughter, began to feel pretty uncomfortable. Still, they made a show of keeping up the brag, until one black day when every captain of the lot was formally ordered to immediately discharge his outsiders and take association pilots in their stead. And who was it that had the dashing presumption to do that? Alas, it came from a power behind the throne that was greater than the throne itself. It was the underwriters!

Of course it was supposed that there was collusion between the association and the underwriters, but this was not so. The latter had come to comprehend the excellence of the 'report' system of the association and the safety it secured, and so they had made their decision among themselves and upon plain business principles.

The organization seemed indestructible. By the United States law, no man could become a pilot unless two duly licensed pilots signed his application; and now there was nobody outside of the association competent to sign. Consequently the making of pilots was at an end.



©Photos: Victor Sredl, Paducah, USA

As I have remarked, the pilots' association was now the compactest monopoly in the world, perhaps, and seemed simply indestructible. And yet the days of its glory were numbered. First, the new railroad began to divert the passenger travel from the steamers; next the war came and almost entirely annihilated the steamboating industry during several years; then the treasurer of the St. Louis association put his hand into the till and walked off with every dollar of the ample fund; and finally, the railroads intruding everywhere; so straightway some genius from the Atlantic coast introduced the plan of towing a dozen steamer cargoes down to New Orleans at the tail of a vulgar little tug-boat; and behold, in the twinkling of an eye, as it were, the association and the noble science of piloting were things of the dead and pathetic past!

Mark Twain „Life on the Mississippi“ (1883)

Mark Twain (Samuel Clemens) is world famous for inventing the characters of Tom Sawyer and Huckleberry Finn. He was journalist and steamboat pilot before he became freelance writer. In „Life on the Mississippi“ he recalls navigation as it was twenty years earlier. „Mark Twain“ (two fathoms, 3.65m) was a mark on the plumb line representing the approximate draught of a Mississippi steamboat and thus often called out in alarm resp. relief. Mark Twain also experienced European inland navigation on Rhine and Neckar.

Next Dates

September 2015

METALOG final conference

The project METALOG has developed a Europe-wide Logistics Qualifications Framework which will serve the logistics sector as a reference tool in their recruitment activities on the one hand, and as a useful tool for the development of career and learning paths for the various occupational profiles within logistic companies on the other. METALOG is supported by the EC under the Lifelong Learning Programme.

Hamburg, September 15.

TIDE final conference

TIDE is a European project that kicked off in October 2012 and brings together cities in the field of urban transport innovation. The mission of TIDE is to enhance the broad transfer and take-up of fifteen innovative urban transport and mobility measures throughout Europe and to make a visible contribution to establishing them as mainstream measures. The TIDE final conference will feature results from the five clusters and practical site visits, including a visit to the construction of Metro Line 9 in Barcelona.

Barcelona, September 15/16.

URBAN NODE BERLIN-BRANDENBURG TEN-T regional conference

The capital region Berlin-Brandenburg has grown to an important European transportation hub and is located at the intersection of three trans-European central network corridors. The conference discusses perspectives, problems, challenges and potentials of Berlin-Brandenburg as important transportation hub. Goods transport plays an important role on the agenda.

Berlin, September 21/22.

6th International Conference on Computational Logistics

This conference, hosted by Delft University of Technology, provides an opportunity for academia, industry, and governmental agencies to share solutions, address new challenges, and discuss future research directions on the application of information, communication, optimization and control technologies to logistic activities. Keynote lectures (among them by the director of Open ENLoCC member MOBI, Prof. Cathy Macharis) on big data in logistics, trends in synchromodal logistics, and shippers' demands from supply chains, over 65 technical presentations, computational logistics experience in the Port of Rotterdam.

Delft, September 22-25.

International Railway Seminar

RAILFORUM 2015 brings together top specialists in railway logistics from all over the world. The seminar offers high-class speeches, fresh viewpoints and useful contacts. The seminar focuses on two themes: RAILWAY HUBS and RAILWAY CORRIDORS.

Kouvola (Finland), September 24.

Hamburg international conference of logistics (HICL)

10 years since the first HICL, customers are demanding more innovative, more diverse and greener products at a competitive rate. Heading into the next decade, the anniversary event of the HICL focuses on research concepts and ideas in Logistics and Supply Chain Management that take learnings from the past and address today's and future challenge.

Hamburg University of Technology (TUHH), September 24/25.

Final conference of PROMOTEO project

PROMOTEO has identified and developed eight qualifications belonging to the 4th EQD level. European Case Studies (Best Practices) have been elaborated. The Final Conference aims to discuss how these results fit into the national context and their subsequent exploitation. For each qualification, both the Competence Standards (Learning Outcomes) and the Educational Standards (Duration, Requirements, Train-

ing Units) have been elaborated, and the “ideal” training path (from 4th to 5th EQF level) has been defined. <http://www.prometeotraining.eu/news-events/events/final-conference.html>.

Piacenza (Italy), September 29.

Assises du port du futur

This national ports conference is meant for French and European policy-makers, executives from major international ports, industry leaders, hauliers and academics to work together and discuss today and tomorrow’s port-related issues.

Topics: ports as driving forces for sustainability, ports as architects of their hinterlands, the connected port, and for environmentally friendly and energy efficient ports. www.eau-mer-fleuves.cerema.fr/les-themes-des-assises-the-topics-of-our-a1237.html.

Paris, September 30 to October 1.

October 2015

URBE - URban freight and BEhavior change

URBE aims at identifying the behavioral game changers, responding to the sustainability challenges urban freight distribution possess to modern cities given the role it plays in linking production, logistics and society. The conference is organized by Department of Political Sciences and Centre for Research on the Economics of Institutions, University of Roma Tre. Researchers, practitioners, politicians and public authorities are invited. The conference is endorsed by: Center of Excellence for Sustainable Urban Freight Systems, WCTRS’ Freight Modelling (SIGB5), Italian Society of Transport Economics and Logistics.

Roma, October 1/2.

ITS World Congress

The ITS World Congress has grown into a leading event in its field (see above, page 6). With its plenary, executive, special interest and technical/scientific sessions it covers the field widely. 10,000 participants are expected.

Bordeaux, October 5-9.

(Within “ITS”:) [NOVELOG](#) project workshop “Cooperative business models for freights in the cities”, participation of Open ENLoCC members NewRail and ITL.

Bordeaux, October 5-9, 11:00.

CIVITAS Forum 2015

The theme of the Conference will be “Sharing the city” with a focus on sustainable urban mobility as an important driver to build an accessible and liveable city for all, as well as to constantly improve the quality of urban life. Details at: <http://www.civitas.eu/content/civitas-forum-conference-2015>. The Open ENLoCC member ITL is presenting a work on “The relevance of extra-urban short-range freight for urban mobility interventions” in the conference Session 6 – New schemes for urban freight delivery.

Ljubljana, October 7 – 9.

10th China (Shenzhen) International Logistics and Transportation Fair (CILF)

A leading logistics and transport expo in Asia for logistics service, SCM, port and shipping, transport, IT solutions, mobility, air cargo, material handling and beyond, expecting 1,200 exhibitors from more than 30 countries, and 80,000 visits.

Shenzhen Convention and Exhibition Center, October 14 – 16.

9th International BME/VDV Railway Congress

Rail Freight Transport to and from South Eastern Europe: How are the railway companies dealing with the demands from customers? How will/must the Corridors develop? Strategies of Service Providers pursuing for the development of rail traffic to South Eastern Europe? Services offered today and in the future? Hungary, Romania, and Bulgaria – emerging countries with Hub functions, Turkey on the “Fast Track”.

Wien, October 20-21.

Michael Browne: 'Home shopping, delivery and last mile logistics – experiences from the UK'

Prof. Michael Browne from the University of Gothenburg (Sweden) was awarded the VUB chair 2015-2016. His inaugural speech discusses the consequences of the dramatic growth in online shopping and the different urban levels and stakeholders involved. This will be the start of a series of lectures dealing with city distribution. Vrije Universiteit Brussel, October 26, 18:00.

32. Deutscher Logistik-Kongress ("BVL-Kongress")

This yearly International Supply Chain Conference, organized by the German logistics association "BVL", is the main event for German decision makers in logistics. Berlin, October 28 – 30.

November 2015

3rd ALICE Mirror Group Meeting

The European Technology Platform ALICE is set-up to develop a comprehensive strategy for research, innovation and market deployment of logistics and supply chain management innovation in Europe. The platform will support and assist the implementation of the EU Horizon 2020 Program for research. The members of the Mirror Group meet regularly. Dourges (France), November 4.

Horizon 2020 Info Day on Transport

The Info Day on the Horizon 2020 Work programme 2016-2017 'Smart, green and integrated transport' will be held by the Directorate for Research & Innovation. Brussels, November 5.

FERRMED Conference

FERRMED and Port of Brussels are pleased to invite you at the FERRMED CONFERENCE on the impact of intercontinental trade on EU competitiveness and Core Network Corridors (2015 - 2030). Brussels, November 12.

POLIS Annual Conference

Topic: Innovation in Transport for Sustainable Cities and Regions, regarding both passenger and freight services. Brussels, November 19-20

Course on Freight Transport & Logistics

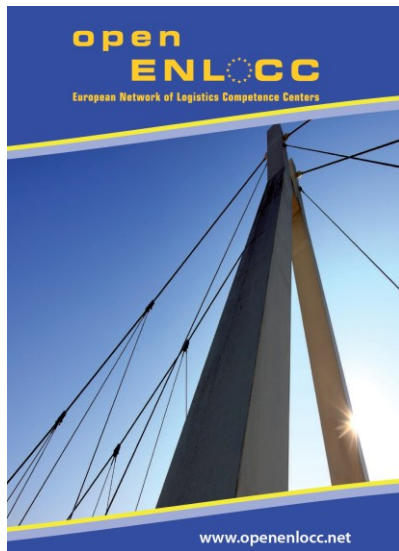
The course, hosted by TransportNET at University of Lisbon, is open to professional managers (from industry and public authorities) and academic researchers (professors, senior researchers, PhD students), holding at least a Master's degree or equivalent. Lectures cover among others following topics: Trends in Supply Chains and Logistics, Freight Transport Policy & Regulation, Freight Transport Technology, Information and Communication, Freight Transport Infrastructure, Niche markets and Specific markets. Lisboa, November 23 – 28.

Closing event of the Policy Research Centre "Mobilo"

By the end of 2015, the current Policy Research Centre Mobilo (2012-2015) will cease to exist. A closing event, entitled: 'Policy supporting Research: luxury or necessity?', will be organized. University of Antwerp, November 24.

Final Conference SWIFTLY Green

The aim of the project has been to develop a toolbox for greener transport corridors. The conference will share the results from the project including the ambitious development of a Green Corridor Portal and a Green Corridor Development Plan to secure the greening potential in TEN-T Core Network Corridors. Brussels Innovation Center, November 26.



Open ENLoCC – the network

Open ENLoCC (European Network of Logistics Competence Centers) is an open network of regional competence centers in the field of logistics, run by public authorities or similar bodies. It was established as a follow up of the “ENLoCC”-project (from 2004 to 2007), then co-financed by the EU under the Interreg IIIC programme. It is self-supporting since.

The main task of the network is the international exchange of experience and knowledge between its participants and the promotion of a higher level of cooperation among European institutions.

Its members work together on common projects with the aim to develop the regional economy by solving infrastructural, organisational and technological problems of logistics and transport. The dissemination of the results of the network activities and the best practices take place on a wide scale.

As per September 2015, the European network of regional logistics competence centers Open ENLoCC has the following members:

- CMS, Centre for Maritime Studies of Brahea Centre at the University of Turku, Finland.
- CRITT Transport et Logistique, Le Havre, France.
- CTL, Centre for Transport and Logistics of the University of Rome La Sapienza, Roma, Italy. **NEW**
- EAK, Entwicklungsagentur Kärnten GmbH, Klagenfurt, Austria.
- i-Fret, Innovation platform i-Fret for freight logistics, Dunkerque, France.
- ILiM, Institute of Logistics and Warehousing, Poznan, Poland.
- ITL, Institute for Transport and Logistics Foundation, Bologna, Italy.
- KINNO, Kouvola Innovation Oy, Kouvola, Finland. **NEW**
- KLOK Kooperationszentrum Logistik e.V., Kornwestheim / Stuttgart, Germany.
- LCS, Logistik-Cluster Schwaben (LCS) e.V., Augsburg, Germany.
- Logistics in Wallonia, Liege, Belgium.
- Mah, Malmö University, Department of Urban Studies/Transport Management, Malmö, Sweden.
- MOBI, Vrije Universiteit Brussel – MOBI (Mobility, Logistics and Automotive Technology Research Group) Brussels, Belgium.
- MoWiN.net e.V., Kassel, Germany.
- NewRail, Newcastle University, Great Britain.
- PBN, Pannon Business Network Association, Szombathely, Hungary.
- UM, University of Maribor, Faculty of Civil Engineering – Transport Economics Centre, Maribor, Slovenia.
- WRS, Wirtschaftsförderung Region Stuttgart GmbH, Stuttgart, Germany.

Contact persons:

Alberto Preti, President of Open ENLoCC and Bologna Branch Manager at the Institute for Transport and Logistics – ITL.

Martin Brandt, Secretary of Open ENLoCC and Project Manager at the logistics cooperation center KLOK in Stuttgart Region.

