

European Review of Regional Logistics

Quarterly Journal of Open ENLoCC



- Recommendations for Sustainable Urban Logistics Plans
- Trolley Truck controversy
- Cargo bikes beyond parcel delivery
- Classic logistics text: Trieste and the Far East a historical perspective
- News, Next dates





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Cover photo (Martin Brandt): Baker's electric speed roll

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In this summer edition of the Review, we focus on methodology for urban and regional logistics plans as well as on lessons learned from them.

While the guidelines for sustainable urban mobility plans (that is, mainly for mobility of people) have been updated these days, they now go along with guidelines for sustainable urban logistics plans. We present an excerpt from these new guidelines that focus on functional regions more than on cities within administrative borders.

In this context, we also present "lessons learned" from the project SULPiTER that came to an end this May after three years, resulting in urban logistics plans in seven European regions. There are plenty of lessons to learn from, which we also publish.

You can find many more news and topics around regional logistics and regional logistics projects in this issue. Very noticeable is the idea of overhead wire for roads, so that electric trucks do not rely on large and heavy batteries. We offer you more about the controversy around these projects.

Furthermore, a set of articles has been published lately in an open access magazine. We outline those which deal with regional logistics and invite the reader to access them and read them at full length.

In the past months, we have learned about the new role of Trieste in the Chinese "Belt and Road" initiative. The connection of East Asian connections and the port of Trieste apparently is far more than a century old. We found a text that on one hand comes along with the bombastic language of 19th century imperialism, but on the other hand clearly shows that "location" still has the same defining meaning for the economic position of a city and a region, and that in the case of Trieste this has been quite constant since the completion of the Suez canal. This includes the obstacles, caused by national borders and natural barriers.

Last not least there is change ahead: The "Review" will be adapted to support the new network structure of Open ENLoCC. We are still working out the future needs and the optimum positioning of our flagship. Most likely, there will no longer be a "one size fits all" publication four times a year, but a separation of a less fequent content-based "Review" and a more continuous news presentation.

We wish you all good reading!

Martin Brandt

Editor

News

LCA South: New agreement with Henan Province



Illustrations: LCA Süd

At the end of May, the regional government of Carinthia together with LCA-South Managing Director Tarmann, welcomed high-ranking business delegation from the province of Henan in Carinthia.

China is Carinthia's fourth strongest export market — with a great further potential. To ensure the basis for successful trade, close economic-political relations with the Chinese economy are a must. The agreement signed between Carinthia and the Chinese province of Henan end of May commits to the cooperation between the two regions.

"The ties made with the Henan Provincial Government have been intensively cultivated since 2017, and the recently signed agreement ensures the Logistics Hub Fürnitz an important role" Mr Tarmann said. Especially in the area of goods export, overall food, a hub specialised in exports towards the Chinese market will be located in Fürnitz, primarily supporting SME in exporting to China.

The Logistics Center Southern Austria Fürnitz is a public business location agency that offers services to companies in the field of logistics and logistics-related business, renting out industrial areas and existing commercial buildings at attractive prices – paired with a free investor service.

GREEN C PORTS project to improve environmental sustainability of ports and performance of port operations in TEN-T Core Network

Last June, the Green and Connected Ports project (GREEN C PORTS), led by the Fundación Valenciaport and funded by the European Commission's Connecting Europe Facility (CEF) programme, was launched. GREEN C PORTS aims to provide a suitable array of digitalization tools and technologies to support port environmental sustainability and performance of port operations in the TEN-T Core Network. This project will address six business cases consisting of prototypes and pilot tests that will be implemented in different European ports.

The first business case, in the port of Valencia, seeks to integrate different platforms, sensor networks and sources of information to predict the date and time of entry and departure of trucks using predictive analytics and business intelligence tools. In this way, and by achieving high accuracy in the predictions made, it will be possible to determine how many trucks/hour will leave and enter the port at a certain future date and time.



Trucks at Valencia port *Photo: Martin Brandt*

The second business case aims to predict the closure of the Port of Venice due to tide, wind, fog, and consequently to optimize date and time of entry and departure of ships using predictive analytics and big data tools, avoiding closing the port with very short notice.

Business cases 3 and 4 aim to improve air quality and noise in both the Greek port of Piraeus and the port of Valencia. In this regard, a series of sensors, meteorological databases, optical-imaging cameras and other equipment will be deployed.

Likewise, the fifth business case will evaluate, in the German ports of Bremerhaven and Wilhemshaven, how ship to shore (STS) crane productivity is affected by wave agitation, currents and wind.

Finally, the sixth and last business case will evaluate the impact in terms of emissions of a series of goods from the

time they are loaded in the warehouse of origin to the time they are unloaded in the warehouse of destination. A series of sensors and emission cameras will be installed so that carbon emissions can be determined for each of the products that are transported.

First implementation of MAMCA(*) within the energy sector

MOBI has an important role in two European funded research projects about 'Local Energy Communities' that started off this year. The first project is called RENAISSANCE or 'Renewable integration and sustainability in energy communities', an H2020 project with four pilot sites throughout Europe. The second project ROLECS or 'The Roll out of Local Energy Communities' is a unique cooperation between all Flemish research institutes active in the energy sectors and 25 companies, focusing on the Flemish context, trough 10 pilot sites within Flanders.

The main goal of these two projects is to deliver the pieces needed to advance the energy landscape in line with the view of the European Commission: first of all it needs to be more sustainable and secondly there has to

^{*} The MAMCA tool is explained in the European Review of Regional Logistics, 4-2016, available for download under www.openenlocc.net.

be a more active participation of the end-consumer. The next couple of years we'll notice the roll out of an energy transition changing the traditional energy market.

The broad range of involved partners have a joint interest in both projects, namely:

- To make 'Local Energy Communities' a relevant part of our energy system.
- To enable more local renewables.
- To provide new business opportunities without increasing societal cost of public infrastructure.

To assess how stakeholders will be affected by these new developments and to gain insight in what their needs are, a MAMCA will be set up for an array of pilot sites. These MAMCA exercises are a central part of the two research projects because social acceptance is crucial for a successful roll out of an energy community, and you need to have a clear overview of what it takes to get people and businesses involved. It will be the first time that this analysis method is tested and implemented within the context of the energy sector. The first MAMCA results are expected near the end of 2019.

Kouvola (East Finland) Rail Road Terminal construction advancing with EU funding

The Rail Road Terminal project Kouvola RRT is going forward. The construction effort in Kouvola's Kullasvaara area kicked off in January 2019 and in April came the much-awaited news from the EU: the RRT project will receive funding for EUR 7.9 million.

Looking ahead into the 2020's, Kouvola RRT is poised to be one of the most significant spearhead projects in Southeast Finland — and beyond. Kullasvaara will feature an intermodal terminal area, loading rails for extra-long container trains as well as local road/street infrastructure. This means that a fully competitive logistics corridor between North Europe and Asia will be created for international container traffic.

The total cost estimate of the implementation phase of Kouvola RRT stands at EUR 39.3 million, of which the City of Kouvola is set to cover 33.8 million and the State of Finland 5.5 million. The State funds will cover the construction of the two long loading rails of the RRT area; the City is charged with the building of the terminal field. The Kouvola RRT project receives the 20 % funding of the total project implementation costs which is the maximum share, percentage-wise, available for old Member States in this case.

Open ENLoCC General Assembly 2019

The Open ENLoCC network had its yearly meeting in Liège, Belgium, upon invitation of Open ENLoCC member Logistics in Wallonia. So far, Open ENLoCC operates as a de facto association under German law, which seriously restricts the chances of cooperation and of offering services to members

and to others. The main topic therefore was the founding of an Open EN-LoCC ASBL, a non-profit society under Belgian law. Preparations had been made for some time. This year, the details for the new association were finalized. The remaining legal issues were brought up and solved, and an official founding act is scheduled for late September in Brussels.

Open ENLoCC was founded in 2006, as the result of the project "ENLoCC" (European Network of Logistics Competence Centres), that was co-funded by the European Union's Interreg IIIC programme for four years, from 2004 to 2007. It has since grown from five members during the project phase to 11 members at its founding to the current 19 members.

Open ENLoCC members have presented their work results in Brussels on several occasions, to the science community as well as to lawmakers. They have set up various projects about regional logistics, jointly participated in other projects. The yearly General Assemblies have in the past always been meetings for intense exchange of ideas and knowledge. Exchange of regional knowledge is crucial to create the members' international competence in regional logistics. And, of course, Open ENLoCC stands behind the "European Review of Regional Logistics", spreading the knowledge across Europe and beyond.

IMIS project on multimodal hubs

Innovation is essential to drive the integration of Europe's transport systems and reach a single, multimodal, European transport network. The European Commission's Mobility and Transport DG has initiated the Pilot Action IMIS "Towards a single and innovative European transport system: implementation of multimodal innovative solutions" to investigate ways to speed up the market uptake of R&I results in areas vital for a fully inte-

grated transport system: Multimodal hubs for freight and logistics. Three pilot cases have been be selected, they were studied and have demonstrated if and how innovation implementation can speed up: Main hub Antwerp (Belgium), Hamm - Lanfer terminal Hamm (Germany) and Quadrante Europa Verona (Italy). The IMIS project is contracted and financed by the European Commission's DG MOVE. See "next dates" for its final conference on September 17.

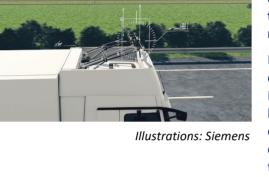
Quadrante Europa, a key intermodal hub *Photo: Zailog*

Trolley Truck controversy:

Additional system creating too much overhead?

The quest for electrification of goods traffic among other things has caused establishing of several test routes with overhead wire for heavy trucks. However, not the whole industry views this as the best way to make truck transport more ecologically friendly.

In Germany alone, three test routes on public roads are equipped with overhead wire: A section of the Autobahn Lübeck-Hamburg close to Lübeck, a section of Autobahn south of Frankfurt, and a section of federal highway ("Bundesstraße") in the Black Forest. All three sections are in locations that serve lots of regional goods traffic, so that the few kilometers of overhead wire cover a somewhat significant portion of at least some truck routes. A similar concept is behind the electrification of a route near Los Angeles in the US. For the time being, each line will operate with just a few test trucks. The line near Frankfurt is already open. The technology is described by a Siemens statement:





"Siemens and the 'South Coast Air Quality Management District (SCAQMD)' are running a one-mile, zero-emission eHighway demonstration in the Californian city of Carson, U.S., near the ports of Los Angeles and Long Beach. Three trucks hauling freight are running along the stretch of highway which uses Siemens technology to electrify select highway lanes via an overhead catenary system. This catenary system supplies the trucks with electric power, similar to how modern-day trolleys or street-cars are powered on many city streets. The system also allows for truck operation outside of the electrified sections of infrastructure."

The key is the newly developed actively moveable pantograph: "This enables automatic connection to/disconnection from the overhead contact line at speeds of up to 90 km/h and also automatic compensation of all vehicle movements within the electrified lane. Depending on the operation mode, the pantographs can be raised or lowered automatically or even manually at the touch of a button and enable full vehicle flexibility in comparison with trolley buses or hybrid trucks in open-cast mining."

However, the industry is not united in the drive towards overhead wire. Daimler, while taking part in the test, quite openly favours battery driven trucks. The company concludes that it would be easier to install charging facilities and increase the range of battery-powered trucks. A manager is quoted saying: "There already is an efficient goods transportation system under overhead wire: Deutsche Bahn." (Die Welt, 15.4.19) Daimler apparently sees the overhead wire as a costly long-term investment that may take many years before it is ready to carry significant volumes of freight.

The same article of Die Welt also explains an important reason behind the hesitation of Daimler in its role as a large truck manufacturer: Manufacturers need quick fixes to lower the CO_2 emissions of their fleet. Overhead wires simply will not be available on time to meet this demand. Manufacturers therefore are more inclined to go for solutions that may limit the range of the truck but that can be implemented immediately.

Cargo bikes: Beyond parcel delivery

Usability of cargo bikes was demonstrated in Stuttgart on an event held by the Baden-Württemberg State Ministry of Transport.

In the ongoing debate, we usually find cargo bikes mentioned when it comes to inner city parcel deliveries. But there also is a program in place in Baden-Württemberg to support families that replace their cars by electric cargo bikes. Furthermore, for most of the past 100 years special bicycles have seen commercial use across the world, be it as rickshaws, transport tricicles, baker's bikes or mobile ice cream vendors.

With e-mobility, there are more innovative ideas coming up. Here are a few pictures from the Stuttgart event on July 28.

Photos: Martin Brandt









6th European Conference on Sustainable Urban Mobility Plans (SUMPs)

The 6th European Conference on Sustainable Urban Mobility Plans took place on Monday 17 and Tuesday 18 June 2019 in Groningen, The Netherlands. The focus of the conference was on providing support to sustainable and active cities within the SUMP context, i.e. how to make cities more walkable and cycle-friendly.

Guidelines for SUMPs updated

The European Conference on Sustainable Urban Mobility Plans is Europe's leading annual event for all those involved in putting the SUMP concept into practice. It serves as a forum for policy makers, local authorities, urban transport planners, academics, NGOs and other mobility professionals. The event offers opportunities to network, debate key issues and to exchange ideas on sustainable urban mobility planning. The conference is co-funded by the European Commission in cooperation with the Municipality of Groningen.

The updated SUMP guidelines were presented for review by the SUMP community. Since their launch in 2013, the guidelines have become the main reference for the development of Sustainable Urban Mobility Plans and have been adopted widely across Europe. The Guidelines were updated to reflect recent trends in mobility, technology and society. At various sessions with different formats, participants provided their comments and feedback on the draft-updated guidelines and gave their views on long-term planning for sustainable urban mobility.

Open ENLoCC member HIT involved with SUMP and SULP

The Hellenic Institute of Transport as member of the Editorial Board for updating SUMP guidelines had a strong presentation in the conference.

Dr. Georgia Aifandopoulou, author of the new SUMP guide for Sustainable Urban Logistic Plans, presented the relevant work in the specific session D3. STRATEGIC PLANNING FOR EFFICIENT URBAN FREIGHT LOGISTICS. See next page for an excerpt from the new guide's draft!

Dr. Maria Morfoulaki of HIT, as co-author of the SUMP guide for Metropolitan Areas co-presented in the session D5 the specific guide and also presented the results of the REFORM project, "Recommendations for strengthening the role of Regions in achieving sustainable urban mobility" which is coordinated by HIT.

Other presenters with specific relevance for regional logistics were:

- Karl Reiter, FGM AMOR Austrian Mobility Research, "CityChanger-CargoBike and cycle logistics",
- Alessandro Delpiano, Metropolitan Area of Bologna "Linking SULP and SUMP in the Functional Urban Area (FUA)", and
- Cosimo Chiffi, TRT "Innovation Brief on city logistics solutions".

The presentations are available via https://www.eltis.org/sump2019.

Guide for Sustainable Urban Logistic Plans (SULPs)

The excerpt below is from the SULP draft, prepared specifically for the sixth annual SUMP Conference in Groningen, 17-18 June 2019. The final version will be published at the CIVITAS Forum Conference in Graz, 2 - 4 October 2019. The full text comes with recommendations and checklists.

Principles

The 8 SUMP principles in the context of 'a Sustainable Urban Logistics Plan':

- Plan for sustainable mobility in the 'functional city'.
- Develop a long-term vision and a clear implementation plan.
- Assess current and future performance.
- Develop all transport modes in an integrated manner.
- Cooperate across institutional boundaries.
- Involve citizens and relevant stakeholders.
- Arrange for monitoring and evaluation.
- Assure quality.

SULP Implementation Steps

Set up working structures. Create inter-departmental core team & consider getting external support. Ensure political and institutional ownership & plan stakeholder and citizen involvement. Evaluate capacities and resources.

Define the development process and scope of the plan. Assess planning requirements and define geographic scope ("functional urban area"). Link with other planning processes. Involve the stakeholders in the planning process. Agree time plan and work plan.

Analyse the current UFT situation. Identify information sources and cooperate with data owners. Analyse problems and opportunities.

Build and jointly assess scenarios. Develop scenarios with citizens and stakeholders. Discuss scenarios with citizens and stakeholders.

Develop vision and objectives with stakeholders. Agree a common vision of mobility and beyond (input from SUMP Activity 5.1.). Co-create objectives for all modes with stakeholders.

Set targets and indicators. Identify indicators for all objectives and Agree on measurable targets.

Select measure packages with stakeholders. Create and assess measures with stakeholders & Define integrated measure packages. Plan measure evaluation and monitoring.

Agree actions and responsibilities. Describe all actions. Estimate costs and identify funding sources. Agree priorities, responsibilities and timeline. Ensure wide political and public support.

SULPITER Project:

Results and recommendations

This May, the SULPITER project was finalized, with seven regional logistics plans in seven European regions, as well as with a set of recommendations.

The SULPITER project was 1st place winner of LOW CARBON LOGISTICS AWARD 2018 in the category "NGO Project of the Year"! LOW CARBON LOGISTICS AWARD 2018 aimed to search for "Agents of Change" which are environmentally, socially and economically conscious of future logistics challenges and opportunities and develop long-term, low-carbon, innovative and value adding investment strategies and partnerships. The international jury, composed of experts with both academic and entrepreneurial backgrounds, jointly elected the best candidates in three categories: "Business", "Municipality" and "NGO", which have demonstrated leadership and developed a low carbon logistics project with significant economic, environmental and social benefits on local, national or even multinational economies and communities. The winners were officially announced and presented during the international conference "Green Cities: green logistics for greener cities", held in SZCZECIN, Poland on 13-14 September 2018.

Here are the project's recommendations:

These recommendations are based upon the experience carried out within the SULPiTER project. But it is also important to mention here other Networks, projects and conferences which contributed to the capacity building of the partners involved:



In particular, the parallel activities carried out within the CIVITAS projects funded under the H2020 Programme NOVELOG, SUCCESS, U-Turn and Citylab, the possibility to exchange information with VREF conference, TRB conference, Collaborative Innovations Days (organized by the European Commission) and the help given by the Center of Excellence on Sustainable Urban Freight Systems. The SULPiTER partnership is glad for the collaboration with these initiatives.

1. Urban freight is complex – It includes different players, different stakeholders. Moreover, 90% of urban distribution is on the road network, it is possible to have multiple origin, diverse and sometimes incompatible types of goods and flows. In this environment, highly recommended to develop and use tools for observing and understanding city's urban freight transport and its dynamics. These observations show that specific supply

chains might need more attention (e.g. food or construction); thus, analysis needs to be focused to supply chains relevant for particular city.

- 2. Tools are important also for logistics to better understand logistics flows, cities and metropolitan areas must be equipped with transport models, able to estimate the freight demand generated by commercial activities, but also by privates (including e-commerce). Data are important to assess, to understand and to compare.
- 3. These observations already done in SULPiTER show that specific supply chains might need more attention in specific fields (e.g. food or construction) thus analysis needs to be focused to supply chains relevant for particular city.
- 4. Certainly, cities need to define clear goals for logistics domain, supporting these goals with strategies. It would be advisable to define (and fund) emblematic initiative of cities for integrated paradigm shift in city logistics structure and operation in the context of a holistic approach at local level for sustainable urban logistics Action Plans implementation.
- 5. Sustainable Urban Logistics Plan is the right policy tool to address the city logistics problems. In such a complex environment, it is fundamental to have a set of policy tools at disposal, facing the city logistics problem

with a multi-criteria and multi-stakeholder approach, including also the land use planning.

- 6. As done in the past for the Sustainable Urban Mobility Plans, specifications for the development of the Logistics plans should be foreseen. The European Commission, and Public Authorithies, should promote these Plans towards cities, in order to raise awareness on the importance of the logistics sector in mobility planning.
- 7. In Europe, the city centric approach of last 30 years, caused lack of planning and related services in peripheral areas. Cities are strongly connected with their hinterlands, so it is important to harmonize services and to guarantee inclusion of people living in peripheral areas. For these reasons, planning must be at least at Metropolitan level. This is a requirement in order to maximize the use of infrastructures and to harmonize the rules at regional level
- 8. Privates are an important piece of the logistics chain. They are the only allowed to guarantee a concrete change in order to have low carbon strategies. Without planning and in particular without rules with transparent visions, privates are working on high business risks. Long term planning is needed in order to allow privates to make investments on low carbon strategies and vehicles.
- 9. Establish public-private collaboration formats which can go beyond the definition of the plan and become a permanent partnership. This partnership can co-create and contribute to the definition of rules and measures by institutionalizing the stakeholder platform. It also ease the development of policies which stimulate the optimization of the supply chain without imposing a re-organization of the supply chains themselves in a "collaborative" frame. This is possible with an open dialogue and with a strict cooperation between public and private. As mentioned in recommendation 3, specific meetings can face specific problems or specific topics with specific stakeholders (e.g.: construction logistics, port logistics, ecommerce).
- 10. SUMP and SULP shares activities and roles, but stakeholders are completely different. Moreover, passenger mobility usually cannibalizes logistics planning in terms of resource (time, money, attention and promotion). Consider to work on two plans in different stages
- 11. Formal or informal cooperation on level of functional urban areas in all aspects could advance mitigation of negative impact of urban freight transport while it could also support economic activities in such areas. This partnership can co-create and contribute to the definition of rules and measures by institutionalizing the stakeholder platform.
- 12. A single measure cannot provide a universal solution for a city. Cities must take into consideration to gradually activate a set of measures with the aim to make logistics more efficient. Pilots and tests are fundamental in order to check if the measures are compatible with the problem identified.
- 13. Cities and privates should promote the use of European Funds in order to make collaborative research on logistics. It allows the cities to check the application of measures and to better identify rules, business models and governance.



- 14. SUMP and SULP rely on a concrete change of behaviours approach. Privates, Public administrations and residents must be aware that changes need more time than expected. It is recommended to keep rules on track, aware that changes will provide concrete and visible results only if the complete supply chain will work in a collaborative framework.
- 15. City Logistics is reflecting on the demand of inhabitants. In order to have a real change, a perspective change is needed also from resident side (e.g.: reducing the number of e-commerce or using new collaborative ways to receive goods, like as lockers). Public Administrations must provide an adequate promotional activity in this field, as the city of the future can be built together only.
- 16. The most important part of Europe is composed of small and mid-sized cities, covering more than 400 million European inhabitants. However, big EU funds (e.g. H2020, Interreg, CEF) are mainly for big cities, where a critical mass exists. In those big cities (with more than 500,000 inhabitants) business models already exist, and in some cases, privates are leading innovative projects. The same is not true for the small and mid-sized cities, which do not have enough staff to work on innovation, do not have budget at all for the implementation of new tools, and in general are suffering the emergency, as they cannot tackle the trends as done in big cities. European Bodies should be focused on these problems in order to allow also small cities to develop innovative solutions for low carbon mobility.

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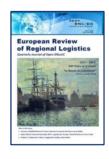
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Reading

Proceedings of EURO Mini Conference on "Advances in Freight Transportation and Logistics"

The EURO Mini Conference on "Advances in Freight Transportation and Logistics" was held in Padova, Italy, in March 2018, organised by the Transportation Engineering Laboratory of the Department of Civil, Architectural and Environmental Engineering - University of Padova, under the patronage of the EURO Working Group on Transportation (EWGT) and the Association of European Operational Research Societies (EURO). The event was hosted within the "Green Logistics Expo", an international event hosted by Padova Fiere S.p.a. and conceived by Interporto Padova S.p.a. The proceedings are available as an Elsevier Open Access publication.

A number of topics deal with regional logistics. In many cases, the focus is on explanation of a mathematical model. While such models are important and indeed should be behind any quantitative research, the model description as such is not helpful to understand urban or regional logistics (but is fundamental to understanding the scientific approach behind the understanding). For the practical purposes of the readers, some articles were selected for the overview below. These articles not only explain a methodology, but also allow the reader to understand research results.

• Jaume Barceló, Massimiliano Gastaldi, Riccardo Rossi: **Editorial.** Transportation Research Procedia 30 (2018), p. 1–3.

Basically, the editorial lists the topics for which the papers were submitted:

- Advances in urban freight logistics.
- Operations performance at different level of complexity.
- Integrated modes and crowdshipping in urban freight distribution.
- Maritime transportation: evaluation of port performance.
- Vehicle routing in freight distribution.
- Optimization in freight logistics planning and design.
- Decision making in freight transportation.
- Tools for managing demand, supply and their interaction.
- Case studies.

As is typical for open access publications, the chapters can be downloaded individually. This way, there is quite a likelihood that the editorial will never be read, which is why we suggest to start with it.

 Pasquale Carotenuto, Massimiliano Gastaldi, Stefano Giordani, Riccardo Rossi, Alberto Rabachin, Alessio Salvatore: Comparison of various urban distribution systems supporting ecommerce.
 Point-to-point vs collection-point-based deliveries. Transportation Research Procedia 30 (2018), p. 188–196.

E-commerce is a sector in continual growth in all countries and, in particular, the increase in B2C (Business to Consumer) ecommerce market has important effects on last-mile deliveries in city areas. The delivery of a

parcel to a consumer's address involves not only high costs for both couriers (extended car routes) and consumers (high prices) and also greater environmental pollution. The growing demand for deliveries in urban areas involves increases in traffic and congestion problems and, consequently, environmental issues. In recent years, many studies have focused on alternative measures to reduce the negative aspects and impact of last-mile deliveries. Good practice to rationalize last-mile delivery should involve the use of various systems, such as reception boxes, delivery boxes, controlled access systems, collection points and lockers. This paper compares two alternative options to home delivery. In particular, it makes comparisons between point-to-point and lockers, states the pro and cons of both, and defines the best positions to locate lockers to reduce consumers' deviations. The proposed method is applied to a real case: the Italian municipality of Dolo (near Venice).

 Lucio Rubini, Luca Della Lucia: Governance and the stakeholders' engagement in city logistics: the SULPITER methodology and the Bologna application. Transportation Research Procedia 30 (2018), p. 255–264.

Many actors are involved in the urban freight delivery system. They hold different visions, perceptions, goals. However, city logistics affects a welldefined set of subjects: their acceptance of (and even positive contribution to) policy can be enhanced by continuing consultation. This evidence stresses the need for the stakeholders' engagement as a strategic factor of any decisionmaking process. The paper presents the guidelines of the EU-funded project SULPiTER (Interreg Central Europe Programme) for the stakeholders' involvement (both public and private) in the definition of city logistics policies. In particular, the FQP (Freight Quality Partnership) tool is analyzed and discussed. After an overview of the institutional references and the implemented experiences, a methodological approach is presented, describing the steps for an effective FQP implementation. The case of the Metropolitan city of Bologna is presented as the local application of the SULPITER methodology, considering two aspects: the way of defining the governance for combining horizontally different public authorities, and the tool for engaging the private stakeholders in the definition of Sustainable Urban Logistics Plans (SULPs).

 Antonio Comi, Luca Persia, Andrea Campagna, Antonio Polimeni: Revealing urban goods movements: empirical evidences from some European cities. Transportation Research Procedia 30 (2018), p. 275–284.

The paper compares the characteristics of urban freight transport in some European cities, implementing a methodology which uses similar interviews with retailers and transport operators. The main objective of this study is to evaluate the similarities and differences in terms of socioeconomic characteristics and commercial structures, and current distribution patterns followed by different transport and logistics operators. The study shows the flexibility of the methodology used in different applicative contdifferences in terms of socio-economic characteristics and commercial structures, and current distribution patterns followed by different transport and logistics operators. The study shows the flexibility of the methodology used in different applicative contexts and points out that there are some different patterns of urban

distribution that need to be taken into account when implementing city logistics measures. This research also was done within the SULPITER project.

 Snežana Tadić, Slobodan Zečević, Mladen Krstić: Assessment of the political city logistics initiatives sustainability. Transportation Research Procedia 30 (2018), p. 285–294.

This is a methodology for the assessment process, rather than a comparison of outcomes.

City is the place of the largest concentration of economic and social activities, and goods delivery is a prerequisite for maintaining the urban life and business activities that encourage the growth and development of the city. Locistics systems and processes that enable the realization of goods flows also support employment and generate income, but moreover they can have negative impacts on all important functions of the city. From the aspect of sustainable development, i.e. social, ecological and economic efficiency, logistics processes, primarily urban freight transport, are far from optimal. The growth of road freight transport and traffic congestion, air pollution and other negative environmental impact, inefficient land use and growth of the goods delivery costs influence the definition and research of various City Logistics (CL) initiatives. Their sustainability depends on the degree of acceptability and interest by the key stakeholders. For this reason, it is very important to identify problems and assess the impacts of the solution on all stakeholders. The main goal of this paper is to analyze the sustainability of political CL initiatives and their ranking in relation to the goals and requirements of different stakeholders, as well as to develop and implement a methodology for solving this problem. The new model of multi-criteria decisionmaking which combines Delphi, AHP and SWARA methods in the fuzzy environment is developed in this paper.

 Chitresh Kumar, TAS Vijayaraghavan, Abhishek Chakraborty, Russell G. Thompson: Urban Freight Regulations: How much they cost the consumers? Transportation Research Procedia 30 (2018), p. 373–383.

Many measures are politically introduced. It is rather important to know their economic consequences, which usually sooner or later are carried by the end consumer.

The paper discusses a multi-criteria decision-making model to identify costs due to time-windows based vehicle entry restrictions as percentage of product retail price. The study was done for two Indian supply chains in carbonated beverage, and fashion and clothing product categories from retailer's, supplier's and 3PL logistics player's perspective. Profit differential for scenarios when urban freight regulations were in place and when they were not in place were analysed for varied service levels of back orders and time-windows based entry restrictions. We found that for various decision-making and cost bearing structures, profit differentials varied from -6.0% to 7.5% of the product retail prices. The results highlight the comparative significance of urban freight regulations for the respective supply chains in developing country like India, and emphasise upon the need for changes in supply chain strategy to reduce costs due to urban freight regulations.

Text from: Karl von Scherzer

sche Expedition nach Siam,

Illustrations from: Karl von

Stuttgart 1872.

Wien 1864.

(ed.): Fachmännische Berichte über die österreichisch-ungari-

China und Japan. (!868-1871.)

Scherzer: Reise der Österreichi-

Erde, in den Jahren 1857, 1858,

1859. Volksausgabe, Bd. 1 + 2,

Translation: Martin Brandt

schen Fregatte Novara um die

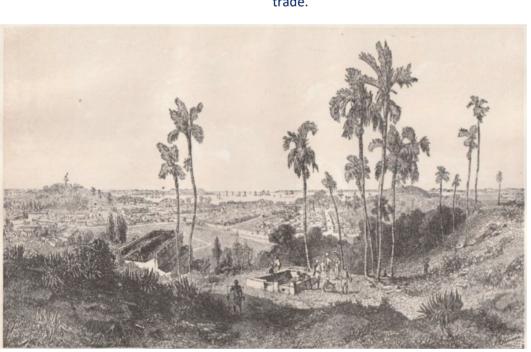
Classic text:

Trieste and the Far East – a historical perspective

This year, we will celebrate the 150th anniversary of the Suez Canal, which opened in November 1869. Construction took about 10 years, and even before it opened it became pparent that the Mediterranean Sea would get a huge locational advantage.

The government of the then Austro-Hungarian Empire subsequently sent out one expedition before the opening of the canal. It was one of the last expeditions around the world by a sailing ship and became famous (at least in the German speaking parts of Europe) as the "Novara expedition". With approximately 30,000 copies of Karl von Scherzer's book being sold, it is considered the second most successful popular scientific work in the German language in the 19th century. After the opening of the canal, a second expedition was launched that went to India and China. From this book, the following text is taken.

Text and illustrations are an example of European thinking during the imperialist age and should not be mistaken for a contemporary statement. However, locational advanages persist, not only for Trieste, but also for the other places depicted here in an early stage of integration to the world trade.



"Singapore"

"The way from Trieste and Fiume (now: Rijeka) to India is shortened by the new world traffic passage by 37 days when using steam power, to China even by 57-60 days. For traffic with East Asia thereby the Mediterranean ports, namely Trieste and Fiume, have a heavily weighting advantage against all North Sea ports, and now that the impacts of the new route slowly surface, it appears less than ever surprising the English politics has for so long resisted cutting the isthmus of Suez.

Wares from southwestern

Europe, which so far take the route via England and Holland or Hamburg and Bremen eastwards around the Cape, will surely prefer to take the new route, as soon as a saving not only in time, but also in freight cost and insurance can be proven. This however will not be difficult, once the most important connecting lines will be established and put into operation.

According to a comprehensive economic study of Dr. W. Zenker about the Suez Canal (Bremen 1870) it came out that a large share of the goods going to East Asia can be considered canalworthy, and that in future most

articles of world trade will take this shorter though somewhat more costly way, by saving in interest and insurance what transport by steamer costs more, while for goods of higher value the canal passage is even more advantageous.

Once there is a direct connection between Trieste and the East and by attracting enough foreign manufactured ware enough export freight, then the success of the project appears fully secured. Because there will never be a lack of return freight (the writer then lists many natural products, now obsolete, and especially debates the silk trade with Japan).

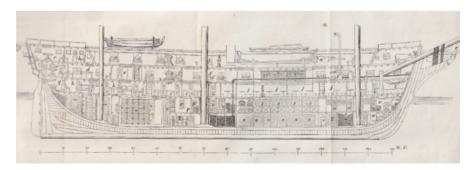


"Hong Kong harbour with Victoria Settlement"

But the existence of a direct link will result in the further and incalculable advantage to make Trieste and Fiume stacking places of Indian and East Asian products for the whole Danubian empire, as well as for southern Germany, Switzerland and the Italian and Levantine markets, and will give the larges two warehouses of the Austro-Hungarian monarchy the same role in southwestern Europe as Liverpool, Hamburg and Bremen so victoriously keep in the north of our continent. [...]

During our stay in India, China and Japan we have made all inquiries to prepare the ground for a direct steamship line from Trieste and Fiume to Bombay, Hong Kong and Shanghai and to interest the relevant circles for it. [...]

Indispensable for the prosperity of the projected steamer line would be the reduction of transport fees on the Austro-Hungarian railways, since only in the case that the fees are low enough to stand competition with the other routes, the new undertaking would accumulate flows of goods from domestic production areas as well as from neighbouring countries; only a moderate rail and steamship tariff will enable an Austro-Asian line to gather a respective amount of the produce destined for India and East Asia."



Next Dates

August 2019

Kassel (D), August 26

15 years of MoWiN.net

MoWiN, the network for the industry around mobility themes with 130 members in the German region of Northern Hesse state, celebrates its 15th birthday and invites all interested parties to Kassel.

September 2019

Rhodes Island (GR), September 4

HITE-HIT workshop on "Transport and Tourism"

The Hellenic Institute of Transportation Engineers (HITE), within the framework of its "Safe and Smart Transportation in the decade of 2020-2030" roadmap and in collaboration with the Hellenic Institute of Transport (HIT/CERTH), are organizing a workshop entitled "Transport and Tourism" in Rhodes Island, under the auspices of the South Aegean Region. Through a dialogue between stakeholders of transport and tourism, the workshop aims to present the current situation, to highlight problems as well as good practices. It will explore how the transport sector can be promoted in relation to tourism (and vice-versa), so that the Greek touristic destinations can provide safe and high standard transport services and infrastructures, also taking advantage of the technological developments in the field.

Rome (I), September 10-12

Maritime Transport 2019

The first International Conference on Maritime Transport is organised by Sapienza University of Rome and the Wessex Institute, UK, in the city of Rome, with the aim to discuss new developments and advanced technologies in a wide variety of topics. Among them are navigation and ship operations, ports and their operation, port infrastructure, safety and security, emergency response, pollution and the protection of the marine environment, marine geodesy and cartography, marine applications of geomatics and GIS, satellite navigation, routes planning and monitoring, and much more.

Irvine, CA (USA), September 10-13

Sixth International Conference on Women's Issues in Transportation

The 2019 WIIT conference, sixth in a series that began in 1978, will focus on women's issues related to all aspects of travel and transportation. The 2014 conference, under the theme "bridging the gap," explored and addressed the gender differences in access to transportation and mobility, responsiveness of transport systems to needs and preferences of women, transportation safety, personal security, and participation of women in decision-making and wealth creation in the transportation sector. The 2019 conference will pick up similar themes, this time guided by an evaluative framework of three lenses: insights, inclusion and impact.

Frankfurt (D), September 11-13

IAA Conference 2019

Discover how the automotive industry, tech companies and startups invent the future of mobility. Join three days of interesting talks, stories, debates, keynotes and more! The IAA Conference launches the discussion on such hot topics as artificial intelligence, infotainment, alternative drives, solutions for climate change, smart cities and the sharing economy.

Brescia (I), September 12-13

24th International Conference "Living and Walking in Cities"

"Pedestrians, Urban Spaces and Health", University of Brescia.

Bern (CH), September 16-19

Schweizer Mobilitätsarena

With the Swiss Mobility Arena, Mobility Academy of TCS is creating a unique international innovation hub to support the transformation of mobility in the 21st century. During European Mobility Week from 16 to 19 September 2019, free-thinking scientists, political visionaries and entrepreneurial pioneers from the transport sector will meet for the first time in Bern to discuss the present and future of mobility in the 21st century.

Europen cities, September 16-22

European mobility week

Projects and actions presented in various European cities: Since 2002, EUROPEANMOBILITYWEEK has sought to improve public health and quality of life through promoting clean mobility and sustainable urban transport. The campaign gives people the chance to explore the role of city streets and to experiment with practical solutions to tackle urban challenges, such as air pollution.

This European mobility week puts the spotlight on safe walking and cycling and the benefits it can have for our health, our environment, and our bank balance! Active transport modes such as walking and cycling are emission-free and help to keep our hearts and bodies healthy.

Brussels (B), September 17

IMIS Final Conference

IMIS is "Towards a single and innovative European transport system: implementation of multimodal innovative solutions." Its Final Conference will provide information on the IMIS project findings, facilitate discussions between stakeholders from the multimodal transport industry, the research and innovation community as well as European and national institutions, enable a direct contact with European Commission representatives and conclude on recommendations towards better take-up of innovations from EU research. The IMIS project is contracted and financed by the European Commission, DG MOVE.

Amsterdam (NL), September 22-24

ICITT 2019

Third International Conference on Intelligent Traffic and Transportation; aims to provide a forum for researchers, practitioners, and professionals from both the industry and the academia to share their newest research findings and results.

Sacramento, CA (USA), September 22-26

ICOET 2019

The 2019 International Conference on Ecology & Transportation. The tenth biennial ICOET conference hosted by the California Department of Transportation (Caltrans) and California Department of Fish and Wildlife, with support from the US DOT Federal Highway Administration. ICOET is the foremost interdisciplinary, inter-agency supported conference addressing the broad range of ecological issues related to transportation systems in all modes. The conference is organized by the Road Ecology Center (UC Davis), with assistance from the UC Davis Institute of Transportation Studies and the National Center for Sustainable Transportation at UC Davis.

Turku (FI), September 24-25

The Baltic Seas International Maritime Conference



Join and share the latest innovations and developments in maritime technologies, seaborne logistics and port operations. The first day of the Conference is scientific and the other day consists of two parallel sessions that are aimed at professionals, academics and students. Themes of the sessions concern the Baltic and the Adriatic. The second day also involves a visit to Meyer Turku Shipyard.

Kouvola (FI), September 26

RailForum

Every other year RAILFORUM brings together experts of rail-way logistics from all over the world. The day is about high-class speeches, fresh aspects, useful contacts and investment possibilities in the field. **See advertising on back cover.**

Rostock (D), September 26

11th Baltic Logistics Conference

This year's topics deal with jobs and with rail freight.

October 2019

Graz (A), October 2-4

CIVITAS Forum Conference

The 17th edition of Europe's top sustainable urban mobility event will gather the leading figures in the field from across the continent and beyond. This varied group of city representatives, practitioners, policymakers and academics will debate and analyse the most pressing mobility topics and witness the pioneering solutions bringing cleaner, better transport to Europe.

Due to overwhelming demand, the capacity for this year's event has been reached. Aside from speakers and moderators, all those who now register will be placed on a waiting list.

Abu Dhabi (UAE), October 6-10

26th World Road Congress

Since 1908, the World Road Congress has been a defining voice for the road infrastructure and transport industry. A quadrennial platform featuring the World Road Association, its members and the world's most influential voices in the road and transport sector. In 2015, Seoul, Korea, hosted the World Road Congress in close cooperation between the World Road Association, the Ministry of Land, Infrastructure and Transport of Korea. A TOTAL OF 114 NATIONS PARTICIPATED, WITH NEARLY 3,000 ATTENDEES AND OVER 40 UNIQUE SESSIONS. The 26th World Road Congress, hosted by Abu Dhabi and featured for the first time in the Middle East will focus on Connecting Cultures and Enabling Economies and will demonstrate the commitment of the UAE to promote and foster innovation in the surface transport, tunnels, bridges and infrastructure space.

Rotterdam (NL), October 7-11

Walk21

20th International Conference on Walking and Liveable Communities "Putting Pedestrians First: Smart, Healthy and for Everyone!" Walk21 started in 2000 with a conference in London and the conference has been held every year since, in different cities around the world.

The Walk21 conference series supports, encourages and inspires the Global Walking Network to confirm the importance of walking politically and in policy, provide an international platform for an inclusive discussion, acknowledge current research, practice and promotion, and identify the need for future research and networking.

Dublin (Ireland), October 9-11 2019

European Transport Conference

47th Annual Conference of the Association for the European Transport. The European Transport Conference (ETC) is the

annual conference of the Association for European Transport, which attracts policymakers and researchers from across the transport industry. Attend the 2019 European Transport Conference to hear from a series of industry experts on Autonomous vehicles: looking beyond the technology. What are the implications for accessibility, equity, traffic management, business models? Climate change; Aviation; Big data: its use in, and implications for, network resilience, control centres, cities, climate change, emissions, mobility as a service, smart cities; System dynamics representation of complex systems in modelling without detailed data.

Shenzhen (PRC), October 10-12

China International Logistics & Transportation Fair (CILF 2019)

Leading logistics and transport expo in Asia to be held in Shenzhen China for logistics service, SCM, port and shipping, transport, express, e-commerce, IT solutions, mobility, air cargo, material handling and beyond. Including the 4th Forum of 21st Century Maritime Silk Road and the 7th Shenzhen World Port Chain Strategy Forum.

Oslo (Norway), October 15-18

2019 GreenPort Cruise & Congress.

The GreenPort Congress brings together the whole port community and is a platform for the exchange of information on the latest in sustainable environmental practice. The event helps maritime ports and terminals to reduce their carbon footprints whilst becoming more sensitive to environmental considerations, which is vital to their future success.

Marseille (F), October 16-17

Top Transport Europe 2019

Top Transport Europe is the only event in France gathering as many European suppliers and qualified shippers, creating B2B meetings for European buyers.

Paris (F), October 16-19

International Conference of Transport, Traffic and Mobility (T2M)

Since 2003, T²M is an association of scholars, practitioners and concerned citizens who seek to encourage and promote historically informed understanding of transport, traffic and mobility. The history of transport and mobility includes the interactions between people, material objects, infrastructures, representations, and embodied experiences. The association invites participation by anyone sharing an interest in its activities. This year, the theme is "Mobilities and Materialities: Building Bridges Between Past and Future".

Singapore (SGP), October 21-25

26th World Congress on Intelligent Transport Systems 2019

The world's leading transport technology congress 2019 theme of "Smart Mobility, Empowering Cities" reflects Singapore's commitment to create the most liveable smart city in support of a higher quality of life and an ever-connected community.

Linköping (S), October 22-23

Swedish Transportation Research Conference

The conference covers all traffic modes and all transport related questions. It welcomes contributions from all disciplines and areas covering analysis, understanding, planning and evaluation of the transportation system.

Riga (LT), October 22-24

ResQU2 Best-Practice Seminar & Workshop on Inventory of technological innovations and future development

ResQU2 project platform is organizing a seminar and a workshop on how to make maritime rescue operations safer and



more efficient, especially when hazardous and noxious substances are involved. The seminar will go deeper into risk management, organising international exercises, and the meaning of communication between the authorities in an incident. In the workshop, new technological innovations and solutions and their influence to the rescue operations are under a loop. Experts from several countries will contribute to the discussions on how to increase maritime preparedness. ResQU2 project platform consortium comprises 10 partners from eight countries. More info at blogit.utu.fi/resqu2.

Berlin (D), October 23-25

International Supply Chain Conference 2019 "BVL-Kongress"

"Inspire – Encourage – Act" is the theme for the 2019 International Supply Chain Conference. The shifting political and social landscape and the dynamic developments on the technology front need to be met with spirited action, inspiration and mutual encouragement – the central ideas behind this theme.

Kyiv (UA), October 23-25

Trans Ukraine

International specialized exhibition on transport, logistics, infrastructure, storage. Together with Inter Storage 2019 (technological equipment and means of mechanization of loading and unloading operations, warehouse complexes, automated storage systems) and an exhibition of cargo and commercial vehicles (TIR) 2019 and World Food Ukraine 2019 (International food and beverages exhibition).

Auckland (New Zealand), October 27-30

ITSC 2019

The 22nd Intelligent Transportation Systems Conference, the annual flagship conference of the IEEE Intelligent Transportation Systems Society (IEEE-ITSS). The ITS industry practitioners (both the technology makers and end-users) are encouraged to present their papers addressing ITS case studies, field operational tests and deployments. The ITS industry is invited to showcase their products and services. The Industry – Government – Academia Networking Night is the salient feature of the IEEE-ITSC2019.

November 2019

Hamburg (D), November 5-7

Intermodal Europe

For over four decades, Intermodal Europe has been the most targeted annual meeting point in Europe for companies associated with container shipping and intermodal transport across road, rail, and sea. The event facilitates the opportunity to meet and do business with 140+ leading global suppliers, discover the latest container innovations and technology, network with senior-level peers, and hear about the challenges and opportunities facing the container shipping market today from field experts.

Warsaw (PL), November 5-7

TransLogistica Poland

The International Transport and Logistics Exhibition in Warsaw – TransLogistica Poland is the biggest in CEE business event for everyone professionally associated with transport, freight forwarding and logistics, as well as for all producers and distributors who use or seek transport and logistics services.

Budapest (H), November 13-14

TRANSLOG Connect Congress

The market leading cross-industrial B2B business summit and partnering event for transportation, logistics and supply chain management professionals in the Central Eastern European region taking place annually in November, in Budapest, Hungary. With its 500+ participants from over 20 countries in the region and beyond, the Congress is a great platform to benchmark and network with an exclusive group of senior peers. We are here to help and accelerate the effectiveness of your marketing strategies, maximise ROI and stay ahead of the competition.

Istanbul (TR), November 13-15

Logitrans Turkey

The strategic position of Turkey in combination with enormous infrastructure investments is taking Turkey forward to become one of the world's logistic hotspots. Every year logitrans brings together the decision makers of the transportation and logistics industry. In 2019 the professionals from three continents will meet for the 13th time.

Brussels(B), November 14

MOBI Seminar 2019 - Closing the gap in mobility: From objectives towards reality

The transport sector is facing huge challenges in the coming decades: Rising congestion every year, unresolved local emissions from transport and an ever increasing demand make it a challenge to tackle the impeding climate crisis. Still, concrete goals have been formulated and the direction is clear: we need to go for more awareness, avoidance of unnecessary kilometres, a shift towards the more active and environmentally friendly modes and an anticipation of new technologies! But how can we close the gap between where we are now and the goals that are put forward?

Brussels (B), November 27-28

Annual POLIS conference

The annual event of the leading European network of cities and regions on transport innovation: "Innovation in Transport for Sustainable Cities and Regions".

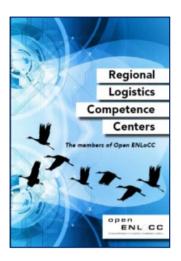
January 2020

Washington, D.C. (USA), January 12-16

The Transportation Research Board (TRB) 99th Annual Meeting

The information-packed program is expected to attract more than 13,000 transportation professionals from around the world. The meeting program will cover all transportation modes, with more than 5,000 presentations in nearly 800 sessions and workshops, addressing topics of interest to policy makers, administrators, practitioners, researchers, and representatives of government, industry, and academic institutions. A number of sessions and workshops will focus on the spotlight theme for the 2020 meeting: A Century of Progress: Foundation for the Future.

Suggestions for publication of "next dates" are always welcome via info@openenlocc.net. For promotion beyond this column, ask for the advertising guide.



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 international exchange of experience and knowledge between its participants, and 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. Dissemination of results from network activities and of the best practices takes place on a wide scale.

Members

- CMS, Centre for Maritime Studies of Brahea Centre at the University of Turku (FI).
- CRITT Transport et Logistique, Le Havre (F).
- CTL, Centre for Transport and Logistics of the University of Rome La Sapienza, Roma (I).
- LCA LOGISTIK CENTER Austria Süd GmbH, Fürnitz / Kärnten (A). NEW
- HIT Hellenic Institute of Transport, Thessaloniki (GR).
- ILiM, Institute of Logistics and Warehousing, Poznan (PL).
- ITL, Institute for Transport and Logistics Foundation, Bologna (I).
- KINNO, Kouvola Innovation Oy, Kouvola (FI).
- LCS, Logistik-Cluster Schwaben (LCS) e.V., Augsburg (D).
- Logistics in Wallonia, Liege (B).

- Mau, Malmö University, Department of Urban Studies/Transport Management, Malmö (S).
- MOBI, Vrije Universiteit Brussel MOBI (Mobility, Logistics and Automotive Technology Research Group) Brussels (B).
- MoWiN.net e.V., Kassel (D).
- NewRail, Newcastle University (GB).
- TØI, Institute of Transport Economics, Oslo (N). NEW
- UM, University of Maribor, Faculty of Civil Engineering – Transport Economics Centre, Maribor (SLO).
- Fundación Valenciaport, Valencia (E).
- WRS, Wirtschaftsförderung Region Stuttgart GmbH, Stuttgart (D).
- Consorzio ZAILOG, Verona (I).

RAILFORUM KOUVOLA - FINLAND

26 September 2019

International Seminar focusing on container transports between North Europe and Asia.

We bring together experts, clients and decision makers in the field of logistics. Save the date!

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Top themes in Railway Logistics

0

Future Outlooks for Markets & Investment Opportunities 0

Over 200 participants, 100 companies and organizations

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