

# SoCool@EU

## Sustainable Organisation between Clusters Of Optimised Logistics @ Europe



### **WP6 - Dissemination and Valorisation**

#### **Deliverable D6.3 Report on Final Conference**

Dissemination Level: CO (Confidential, only for members of the consortium)

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## List of Partners

Beneficiary nº	Partner	Country
1	Dutch Institute for Advanced Logistics (DINALOG)	The Netherlands
2	House of Logistics and Mobility (HOLM)	Germany
3	Asociación Logística Innovadora de Aragón (ALIA)	Spain
4	Lund University (ULUND)	Sweden
5	Mersin Chamber of Commerce and Industry (MTSO)	Turkey

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## Executive summary

The SoCool@EU (Sustainable Organisation between Clusters Of Optimised Logistics @ Europe) project aims to create an open European platform of excellence in the area of supply chain management and logistics in connection with hubs and gateways. Its purpose is to enable research-driven regional clusters throughout Europe to collaborate and exchange experiences for increasing sustainability and competitiveness of logistical services and (intermodal) transport operations.

The consortium consists of five clusters that represent essential areas of logistics (deep-sea hubs, airports, land-hubs and short-sea hubs). In the project the needs of the stakeholders will be analysed, a strategy for international cooperation will be elaborated, and adequate plans for joint action will be initiated and implemented. In addition, training activities will be carried out. The project will pursue its objectives especially through extensive dissemination and exploitation activities.

As part of the dissemination tasks, a final event was planned and organised. This event intended to bring together stakeholders, experts, researchers and companies working in the logistics and supply chain field. The final event was held on 14-15 October 2014, in Brussels. It was a joint action with another two EU-funded projects: LOG4GREEN and LOG2020 (Logistics and Supply Chain Management 2020: training for the future).

This document gathers relevant information regarding this join final event, including the preparation and organisation issues, feedback, as well as the conference proceedings.

## 1 Background and overview of the SoCool@EU final event

During the project lifetime of SoCool@EU (Sustainable Organisation between Clusters Of Optimised Logistics @ Europe), a strong relationship was built with other two EU-funded projects (under FP7 Regions of Knowledge): LOG4GREEN and INTRAREGIO. This relationship led to the possibility of holding a joint final conference for the three projects, avoiding overlapping and concurrence among them. In addition, a joint event would attract a wider European audience in the area of logistics and supply chain management.

In July 2013, it was agreed to organise a joint event and, later, on 22th October 2013, a meeting was held in Zaragoza between representatives from the three projects. Out of this meeting, a draft concept document was prepared, being the main basis for the event organisation.

In January 2014, INTRAREGIO decided to step out. On the other hand, few weeks later LOG2020 (Logistics and Supply Chain Management 2020: training for the future) confirmed its willingness to join the final event organisation. LOG2020 is an EU-funded project under LLP (Life Long Learning Programme), coordinated by DINALOG. Step by step, the programme and all details were being arranged by the three projects (SoCool@EU, LOG4GREEN and LOG2020), which held Skype meetings on a fortnightly basis.

It was decided that the final joint conference will be organised on 14-15 October 2014. In this way, it was convenient for the three projects. LOG2020 requested for a one-month extension of the project in order to be able to participate in October 2014, and this was approved by the EC.

It was specified from the beginning that the event would be done in Brussels, since it's well communicated with almost every part in Europe and, in addition, it was quite neutral for every partner in the three projects.

In order to make it attractive for all stakeholders in Europe, as well as reflecting the event's nature, the event was named as "The European Forum of Logistic Clusters" and a graphical image was created ad-hoc.

The event was addressed to all stakeholders working in the arena of logistics and supply chain management (European logistic clusters, shippers, logistic service providers, port and terminal operators, supporting companies, researchers and public authorities.) and it intended to offer a great opportunity to do networking and meet new potential cooperation partners.

To reach these objectives, it was decided to organise the event in two days. It would include a plenary session, as well as several parallel sessions. The participants, which would belong to the three axis of the triple helix, would also have the opportunity to establish new relationships during a brokerage event focused on logistics sector. In addition, a mini-fair and a poster session were also planned during the event time. A networking dinner was also planned in order to allow participants to meet in a more relaxed environment.

Around 200 people registered. According to the received feedback, most participants were very positive about the event in general and the networking opportunities.

## 2 Co-organisers of the joint conference

As well as SoCool@EU, the final conference was also the final event for LOG4GREEN and LOG2020.

### LOG4GREEN

The LOG4GREEN cooperation aims at awareness raising and strengthening the competitiveness in Europe's Logistic sector. To this end logistic clusters of six regions - Carinthia (Austria), Ruhr (Germany), Wallonia (Belgium), Normandy (France), Istanbul (Turkey), Odessa (Ukraine) - have joined forces to elaborate a Joint Action Plan (JAP) which is built on regional analyses and strategies.

The LOG4GREEN partnership builds upon existing bilateral cooperation between the partner regions promotes synergies but also identifies complementarities in both, research and economic fields. The consortium further improves existing links between the actors involved and stakeholders in clearly defined mentoring and benchmarking regions.

For more information, see: <http://log4green.eu/>

### LOG2020

The EU project "LOG2020 – Training for the future" is developing a Master Class program that meets academic standards and practical requirements. The program intention is to deliver properly qualified Chief Supply Chain Officers who are able to tackle the key strategic decisions of the future.

The funding for LOG2020 comes from the European Union "Lifelong Learning Program". Seven partners representing outstanding logistic research institutions with special experience in higher education and training programs in logistics from five different European countries are involved in this program.

For more information, see: <http://www.log2020.eu/>

### 3 Conference venue

LOG4GREEN partners took over the task of looking for a place in Brussels, since one of them is located in Belgium.

The place should be big enough for 300 people, and it should have a big room for the plenary session, some smaller ones for the parallel sessions and the brokerage event, and enough space for the mini-fair and the poster session.

Following the EC directions, three places were considered. Finally, Le Passage 44 was selected (<http://www.b44c.com>). It was the cheapest one and it provided with all the specified requirements. In addition, it was located in the city centre and therefore it was quite accessible by bus, metro or on foot.

## 4 Programme

The event programme consisted of two parts: one plenary session on 14 October, and three parallel sessions on 15 October. In addition, a mini fair, a brokerage and a poster session took place during the conference. The final event started at 14.00, just after the Mirror Group meeting of ALICE (an ETP on Logistics). The participants of the ALICE event are representatives of logistics clusters and national representatives. The date, time and location of the ALICE event was especially arranged to support the joint final conference of the three projects..

### 4.1 Plenary session

The plenary session, entitled "A cluster approach: the key for economic growth in logistics and supply chain", was held on 14 October. Several presentations were done, offering the participants a good overview of logistics clusters' role nowadays.

#### **A CLUSTER APPROACH: THE KEY FOR ECONOMIC GROWTH IN LOGISTICS AND SUPPLY CHAIN**

introduced by **Mr Thorsten Huelsmann, CEO at EffizienzCluster Management GmbH**

13:00 - 14:00	Conference registration   Welcome Area
14:00 - 14:15	The Challenge and the Opportunity of Smart Specialisation for Europe's regions: towards a new perspective in cluster policies <b>Mr. Dimitri Corpakis, Head of Unit - Spreading of excellence and widening participation - DG RTD</b>
14:15 - 14:30	Logistics in the EU transport strategy: Collaboration for more efficiency <b>Mr. Keir Fitch, Head of Unit - Research and Innovative Transport Systems - DG MOVE</b>
14:30 - 15:15	Cluster development in the logistic sector - a road to innovation or a road to nowhere? Do's and don't's in cluster development from a logistic sector perspective <b>Mr. Jakob Stoumann, Head of department - Regional development, Innovation, Clustering and Competence - Oxford Research</b>
15:15 - 16:00	The role of cluster development from a logistic sector perspective <b>Mrs. Claire Nauwelaers, Independent Policy Analyst and Governmental Adviser, Former Policy Analyst at OECD</b>
Coffee Break	Exhibition and poster session   Welcome Area
17:30 - 18:15	Regional development <b>Mr. Richard Tuffs, Director - Research and Innovation Organisations and Stakeholders in Regions (ERRIN)</b>
19:30	Networking Dinner   Belgium Comic Strip Center

Mr. Dimitri Corpakis, Head of Unit "Spreading of excellence and widening participation" in the DG RTD, presented the Smart Specialisation Policy regarding the clusters and clusters' policies.

Mr. Corpakis outlined how great results of projects are important for taking shape on the ground and that Smart Specialisation needs to be used as a link to cluster policies. According to him, Growth through knowledge is a key for success.

Mr. Keir Fitch, Head of Unit "Research and Innovative Transport Systems" in the DG MOVE, presented the role of Logistics in the EU transport strategy.

For Mr. Fitch, logistics is the key for the European Economy, since it helps to create a single market. Not only freight gets moved, also people, which leads to several challenges, such as competitiveness in a global economy, growth in freight volumes, environmental issues... These



challenges are tackled by the EC through H2020, which has a pillar on transport. In this way, EUR 6.2 billion shall be used to deliver solutions in this field.

Mr. Jakob Stoumann, Head of department “Regional development, Innovation, Clustering and Competence” at Oxford Research, exposed a set of dos and don’ts in cluster development from a logistic sector perspective.

According to Mr. Stoumann, cluster development within logistics matters because challenges can be faced more easily through close collaboration and integration (i.e. increasing congestion and urbanization, green logistics, etc).

Mrs. Claire Nauwelaers, Independent Policy Analyst and Governmental Adviser, Former Policy Analyst at OECD, explained what a cluster policy is and what should be expected from it.

Claire Nauwelaers’ talk focussed on the linkages between clusters and smart specialisation strategies and the specific role of clusters in regional innovation policies. Based on an introductory definition of cluster as a “mode of organization of the productive system, characterized by a geographical concentration of a critical mass of economic actors and other organizations, specialized in a common field of activity”, she emphasised the important contribution of clusters to innovation and competitiveness not only of their members but also of the related territory. Cluster is seen as a place-based phenomenon with structural character (exceeding project-based collaborations) and a certain critical mass, increasing knowledge flow and focusing on innovation support.

Finally, Mr. Richard Tuffs, Director - Research and Innovation Organisations and Stakeholders in Regions (ERRIN), did a presentation about the role of regions in research and innovation.

Quoting his previous speaker, Richard Tuffs highlighted that “cluster policies have to be integrated into a wider regional development strategy” in order to create a beneficial interrelation for both, clusters and regions. After presenting the network ERRIN and its general role in research and innovation, Richard explained the structure in detail: ERRIN is focused on supporting the member regions with regard to the four P: influencing EU research and innovation policy, supporting partnerships in different technology areas, engaging member regions in EU projects (ERRIN has collaborated with SoCool@EU, for instance) and raising profile their profile in Brussels.

## **4.2 Parallel sessions**

On 15 October, the conference was split in three times, with two possible sessions for each of them. In this way, a participant had the opportunity to attend three out of six potentially interesting parallel sessions. Every registered attendee made his decision about which sessions he would join at the registration time. Hereby there is a short summary of every session:

### **Session 1A: Supply Chain Network Coordination and Collaboration: What will be the success factors for supply chain collaboration in the future?**

The vision of supply chain collaboration is to create a supply network that is operated as a whole, meaning full vertical and horizontal integration and coordination. The mission of this session is to identify research and innovation challenges of the future to achieve breakthrough EU logistic efficiencies by means of removing barriers through new concepts and approaches, wherever they

are, for closer vertical and horizontal collaboration among different supply network owners in Europe, with the aim of delivering sustainable and cost effective supply network services.

Moderator: Mr. Nik Delmeire, Vice-chairman European Shippers Council (ESC)

Panellists:

- Mr. Christophe Campe, VP, Country General Manager Germany, CHEP Germany; European Delegate for LEAN and GREEN
- Dr. Andrew Palmer, Director, Preston Solutions Ltd
- Mr. Jerker Sjögren, Programme Manager, Lindholmen Science Park / CLOSER
- Mr. André Nijhuis, Head of IT, Consumer & Technology Sector, IT BD DHL Supply Chain Europe
- Mr. Sergio Barbarino, Research Fellow, R&D Supply Chain Innovation, Supply Network Innovation Centre, Procter & Gamble

In the role of the panel discussion moderator, Mr Delmeire asked a set of questions to the panelists regarding different supply chain-related topics, such as regional differences for coordinating Supply Chain networks, the relevance of data-driven transports, cargo pooling and Collaboration drivers and barriers.

### **Session 1B: Designing smart cities thanks to urban logistics: dream or reality?**

Nowadays, approximately 75 per cent of the total EU population live in cities, towns and suburbs and the urban population continues to grow. The existing structures will not be able to guarantee a sustainable supply of goods and services to the people in such highly complex and concentrated living environments. Retail companies, suppliers, couriers, express and parcel delivery companies (CEP) as well as service providers, will therefore require efficient logistic solutions, specifically designed for urban areas. Many proposals for innovative solutions have already been developed over the last decade. However, only a few have been successfully implemented; most of the cities in Europe are a long way from having an efficient and future-ready urban logistics system.

Moderator: Mr. Xavier Aertsens, Director - ERTRAC SIG Office, ERTRAC

Panellists:

- Ms. Karen Vancluysen, Executive Director, POLIS
- Mrs. Milena Janjevic, Researcher, Université libre de Bruxelles
- Mrs. Hinde Boulbayem, CEO & Mobility Manager, SUMY for Sustainable Urban Mobility
- Mr. Mark Goossenaerts, Director Business Development - City Logistics, BPost
- Prof. Dr. Rômulo Dante Orrico Filho, Professor, Transportation Engineering Institute (COPPE) of the Universidade Federal do Rio de Janeiro (UFRJ)
- Mrs. Tanja Ballhorn Provstgaard, Project Manager, City Council of Copenhagen

In this session, after a general introduction done by Mr. Aertsens, as moderator, every panellist made a presentation, giving their answers to the open points exposed in the topic.

### **Session 2A: E-commerce explosion: how to tackle the consequences of virtual logistics?**

The Internet has helped transform and shape today's companies and has created a leading role for e-commerce in today's Supply Chain Management (E-SCM). E-business infrastructures such as information tools nowadays are used for optimizing the entire business management and operation process and the competition in the 21st century will be between supply chains, rather than individual companies. E-commerce does not just mean trading and shopping online. It means

business efficiency at all operational levels. Just as the SCM is the backbone of e-commerce, so e-commerce changes the SCM of the companies that apply it significantly. And, since the growth of e-Commerce has been spectacular, changes in the SCM might also be dramatic.

Moderator: Mr. Stéphane Tomczak, Chair of the e-Logistics Expert Group of Ecommerce Europe

Panellists:

- Mrs. Gillian Towney, Client Services Director, PFSweb
- Dr. Herbert Götz, Director Marketing, Internatinal Post Cooperation
- Mr. Olivier Coryn, Founder / Manager, LOG-VAD
- Prof. Dr. Jhr. Walther Ploos van Amstel, Associate Professor, VU University Amsterdam
- Mr. Pieter Van Bastelaere, Head of ecommerce & Sector Manager, Comeos

Mr. Stéphane Tomczak introduced the topic by presenting some figures:

- Internet is very young – during the last 20 years 2,2% of the European GDP is based on e-commerce → half of ecommerce is physical.
- There is way to go – those figures will triple until 2020.
- Europe is leading the way – that is a very proud aspect; and logistics is completely transformed through this development
- 75% internet penetration in Europe's households
- But, under developed cross-border transactions, high shipping fees and minor service are still present. This is important as delivery scares the users most!

After this introduction, Mr. Tomczak asked a set of questions to panellists. These questions concerned the situation between consumers demands and e-commerce capabilities, the transformations within organizations due to e-commerce, the customer perception about the e-commerce being free of charge and the role of clusters in terms of e-commerce developments. In this sense, it's important to remark the role of clusters in gathering knowledge and technical partners, as well as helping to develop combined and bundled logistics strategies in e-commerce.

**Session 2B: Green investments in supply chains: the inevitable choice towards competitiveness.**

There is an increasing focus on the industry's possibilities for reducing carbon emissions from their logistics and supply chain activities, including the possibilities for monitoring and accounting emissions. There are several drivers for this trend. Reducing emissions often leads to a reduction of total costs as well as a reduction of the risks related to sudden increases in fuel prices or the impact of new environmental regulations. Furthermore, mapping fuel consumption and emissions shows that the company has good knowledge and management of its process and activities and it provides a green image that is considered as a sign of good governance.

Moderator: Dr. Fernando Liesa, Secretary General, ALICE

Panellists:

- Prof. Dr. Albert Veenstra, Scientific Director, DINALOG
- Dr. Klaus Hufschlag, VP Carbon Accounting & Controlling, Deutsche Post DHL
- Dr. Alan Lewis, Manager Global Logistics Emissions Council, Smart Freight Centre
- Prof. Dr. Henk Zijm, Vice-chair of ALICE, Vice-chair of Working Group 1. Full professor Production and Supply Chain Management, University of Twente
- Mr. Marcel Huschebeck, Manager Logistics Research, PTV Planung Transport Verkehr AG

In this session, the panellists were discussing about the balance between environmental efficiency and cost efficiency, as well as the ways in which the transport companies may “go green”. Mr. Liesa also asked the panellists about the role of R&D in the search for the sustainability and in which way it should be performed depending on the kind of organization. Talking about green logistics, it was clear that e-commerce and ICT tools were also discussion topics.

### **Session 3A: Change of mode, change of mind-set: how to give inter- and synchromodality more chances to expand.**

Synchromodality is a concept that takes a holistic view of freight transport, including integrating all available transport modes, applying innovative logistics and transport concepts, and facilitating infrastructures, technologies, services, new policies, and governance. The concept of synchromodality does not only ensure continuity of flows but also promotes an efficient transport through bundling and consolidation of goods, sometimes leading to a bit slower flow but with far higher loads, less energy use and environmental damage. The session will identify the role of logistics clusters in the concept of synchromodality, generate new ideas concerning the use of alternative transport modes in a flexible manner that would take into consideration temporary circumstances and product and supply chain characteristics, and discuss potential business models.

Moderator: Mr. Peter Wolters, Secretary General, European Intermodal Association (EIA)

Panellists:

- Mr. Steve Declercq, Director, Benelux Duisport Agency GmbH
- Mr. Ole Schack-Petersen, Global Head of Commercial - Reefer Management, Maersk Line Denmark
- Mrs. Martine Mostert, Researcher, University of Liege
- Prof. Dr. Lorant Tavasszy, Senior consultant in mobility and logistics / Endowed Professor of Freight and Logistics, TNO / TU Delft
- Mr. Benjamin Hofmann, Policy Officer to the Secretary-General, CCNR

### **Session 3B: Meeting the challenges of sustainability: requirements for tomorrow's Supply Chain Executives**

Logistic managers of tomorrow need to be properly prepared for challenges. Technological enhancements, stronger collaboration requirements and resource efficient procedures force us to reconsider conventional management and decision-making processes. Even if primary education considers these changes and challenges increasingly in their curriculums, logistics and supply chain management calls for continuous education. Companies demand excellent skilled personnel not only at the operational, but increasingly at the strategic level. Thus, the mission of this session is to discuss the requirements of the industry concerning logistic specific (executive) programs. The design of future programs will be discussed as well as new concepts of (blended) learning.

Moderator: Dr. Antonio Cameirão Jorge, Vice-President, ELALOG

Panellists:

- Dr. Denyse Julien, Senior Lecturer-Course Director of the Executive MSc in Logistics and Supply Chain Management, Cranfield Management School
- Mr. Ben Beddegenoots, Development Manager, Nike European Logistics Center

- Prof. Dr. Ton de Kok, Professor of Quantitative Analysis of Operational Processes, Eindhoven University
- Mr. Lars Michael Nagel, CEO, GlobalGate GmbH
- Mr. Marc Fourny, Senior Partner, Acclivity Management Consultants
- Mrs. Mette Moerk Andersen, European Commission - DG Education and Culture

This session was focussed on training-related topics. Mr. Cameirão shortly introduced himself as a supply chain manager with a wide professional experience in medium-sized and multi-national companies and as teacher and trainer for logistics and supply chain management as well.

During this session, the panellists discussed about the kind of professionals that companies needed in order to achieve their own objectives and the kind of training that should be delivered to new students and professionals. It was agreed upon that the sustainability aspect should be taken into account and the necessity for logistics executives or logistics managers to be aware of of sustainability approach and new challenges.

### **4.3 Mini-fair**

After some discussions, the organization committee decided to limit the possibility of having a booth in the mini-fair at the European Forum of Logistic Clusters. In this way, instead of a public call, only the regions where the projects' partners belonged to would have the opportunity to have an exhibition place.

The exhibition area, split in two floors, hosted stands for several European logistic regions and clusters. It was stated from the beginning that only regions could have a booth and clusters should be included in the regions' booths. In this way, every region could display its regional capacities regarding logistics. Thirteen regions were represented in the exhibition:

- North-Rhine Westphalia (Ruhr) - DE
- Wallonia - BE
- Normandy - FR
- Istanbul - TK
- Odessa - UK
- Carinthia - AU
- Veneto - IT
- North Brabant - NL
- Öresund - DK+SE
- Aragón - ES
- Rhein Main/Frankfurt - DE
- Mersin - TK
- Flanders - BE

### **4.4 Poster session**

Relevant projects and organizations in the area of clusters, logistics and supply chain management were represented in this poster session. The objective of the poster session was to increase the awareness of logistics-related projects and activities within the conference participants. A secondary objective included to allow an exchange of points of view between the presenters and observers of the poster material, encouraging discussion and debate among them.

The following projects and organizations participated in the poster session:

- CHASM game – A game based on LOG2020 results
- CO3 - European project funded by FP7 programme
- DOROTHY - European project funded by RoK programme
- eBase4Mobility – Cooperation project funded by a national German programme
- ECoL – Network about emerging application fields of logistics services and technologies
- Ecologistics - Cooperation project funded by INTERREG IVB North West Europe
- FUTUREMED - Cooperation project funded by MED programme
- GLEC initiative - Global logistics emission council
- LAMILO - Cooperation project funded by INTERREG IVB North West Europe
- LOG2020 – European project funded by Lifelong Learning Programme of the European Union
- LOGICON – European project funded by FP7 programme
- LOGINN - European project funded by FP7 programme
- NICTA – The poster shows the interests and strengths of this Australian organization
- ODESSA – Logistics-related capacities of this Ukrainian region
- PRO-E-BIKE – Cooperation European Project funded by IEE programme
- REWIN – Dutch organization working in logistics
- SCALE – Cooperation project funded by INTERREG IVB North West Europe
- SMART Freight Centre – Project done by Global logistics emission council
- SMARTFUSION - European project funded by FP7 programme
- SoCool@EU - European project funded by RoK programme
- TK Blue – European TK Blue agency
- WINN - European project funded by FP7 programme

Every participant in the poster session was requested to bring (or to send in advance) the poster to the venue place. Every poster had to be A0, in order to keep coherence.

#### **4.5 Brokerage event**

In order to promote the networking and the establishment of new relationships, a brokerage event took place on 15 October. The main objective of the event was to create a meeting forum for companies, research institutes, universities and other organizations that are actively engaged within the field of logistics. Participants may provide opportunities for collaboration and new projects, through bilateral meetings. For logistic professionals, researchers and representatives of public bodies, this brokerage event was a good chance to:

- Initiate cross-border contacts and co-operations
- Discuss new project ideas or other business
- Select interesting partners and establish long-term relationships
- Meet potential business partners in one day at one location

Participants who wished to join this brokerage activity had to register themselves at the website, which was different from the European Forum of Logistics Clusters' website. To make it easier, when registering in the big event, interested participants were forwarded to the brokerage website.

Participants had the possibility of providing at least one technology/business profile describing themselves and their requirements. To make easier the matchmaking, the deadline date for registration was established on 10 October. Once registered, every participant had the opportunity to read the rest of profiles and select the ones that could be interesting to meet. Shortly before the event, each participant having requested a meeting received a personalized meeting schedule.

38 participants coming from 16 different countries participated in the event, having a total of 30 meetings

## 5 Joint conference registration and web page

Cooperation between ALICE (the European Technology Platform on Logistics) and the SoCool@EU partners helped to reach an agreement in order to disseminate and promote the project final conference through ALICE's website. In this way, the final conference website - including the registration page - would be lodged in via ALICE.

To make the access to this page easier, a domain was booked:

[www.logisticsclustersforum2014.eu](http://www.logisticsclustersforum2014.eu)

When using this URL, the user was forwarded to ALICE's website ([http://www.etp-logistics.eu/alice/en/news\\_\\_\\_events/events\\_and\\_projects/final\\_conference/](http://www.etp-logistics.eu/alice/en/news___events/events_and_projects/final_conference/)), which contained the complete information on the website.

In addition, an email address was created only for this event ([info@eflc.eu](mailto:info@eflc.eu)). In this way, all questions/comments and doubts may be addressed through an only way.



## 6 Dissemination material

Since three projects organised the event, it was agreed from the beginning upon having a completely separated and distinguishable graphical image for the event. A graphic company was in charge of the design, which included the selected logo:



While working in the agenda and confirming the availability of keynote speakers and panellists, a save-the-date was issued and disseminated among all the potential participants in April 2014.



Dear Madam, Dear Sir,

We are pleased to announce the first major Forum dedicated to businesses, researchers and public authorities, working with the support of European Logistics Clusters to increase the competitiveness of Logistics as a key economic function in the regional, national and international trade.

If you wish to attend that event and share knowledge, experiences and opinions, save the date now and be attentive to further information coming soon!

The Log4Green and SoCool@eu partners





At the end of July 2014, a new save-the-date with more detailed information and the registration page was sent.



Dear Madam, Dear Sir,

On October 14th and 15th, we will celebrate the first European Forum of Logistic Clusters in Brussels. This major European event is addressed to all stakeholders working in the logistics arena (European logistic clusters, shippers, manufacturers, logistic service providers, shipping companies, researchers public authorities, etc.) and it will offer a great opportunity to do networking and meet new potential cooperation partners.

Worldwide-known international experts will provide their knowledge in cluster developments and supply chain strategies and innovation. The event will highlight the role of clusters in smart specialization and outline current and upcoming challenges of several supply chain topics in six parallel sessions:

- Supply Chain Network Coordination and Collaboration: What will be the success factors for supply chain collaboration in the future?
- Designing smart cities thanks to urban logistics: dream or reality?
- E-commerce explosion: how to tackle the consequences of virtual logistics?
- Green investments in supply chains: the inevitable choice towards competitiveness & resilience.
- Change of mode, change of mind-set: how to give intermodality more chances to expand?
- Changing & challenging the logistic sector: requirements & perspectives for (executive) education.

Additional opportunities for meeting people, exchanging ideas, and discussions will be available:

- For logistic professionals, researchers and representatives of public bodies: Meet collaboration partners in the B2Match area. Take the opportunity to meet new potential cooperation partners in order to:

From then on, several mails were sent regarding the conference and the brokerage event. In addition, several European projects and organizations were contacted regarding the poster session.

All these mails were disseminated by every partner in the three projects through:

- Web sites of partners, participating third parties and other network partners
- Social media, such as LinkedIn and Facebook
- Mailing to all network partners
- Mailing to partners of other projects in the area of logistics, supply chain and clusters.

To complement the mailing, a flyer was created and distributed by partners of the three projects, and several press releases were published regarding the event.

In addition, an e-mail signature including the event's logo was designed, so that every partner in the three projects could use it in every communication to their contacts and stakeholders.

Finally, a comprehensive program of the conference was printed and distributed to registered attendees at the venue.

After the event, a joint press release was written and published, and presentations were set available at the web sites of the three projects and of ALICE.

## 7 Feedback analysis

After the final conference, a feedback form was prepared and sent to every participant in the event, in order to collect their view on the event.

**Your feedback is important!**

**European Forum of Logistic clusters 2014**  
Networking event held in Brussels, 14<sup>th</sup> and 15<sup>th</sup> October

Thank you for taking part in the first European Forum of Logistic Clusters. We kindly ask that you spend a few moments to fill in this questionnaire and return by e-mail to [info@effc.com](mailto:info@effc.com). By doing so, you help us to improve on future events.

In which field / area are you working in?

☐ industry ☐ research/academic ☐ cluster development ☐ public administration

☐ other (specify): \_\_\_\_\_

**Event Programme**  
Did we meet your expectations concerning

	Yes, completely	Yes, mostly	Yes, partially	No, not at all
- the programme structure?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
- the presentations held?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
- the topics discussed on 14 <sup>th</sup> ?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
- the parallel sessions on 15 <sup>th</sup> ?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
- the possibility to meet new stakeholders?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
- the selection of people in the parallel sessions?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Comments: \_\_\_\_\_

**Contacts**  
Have you been satisfied with

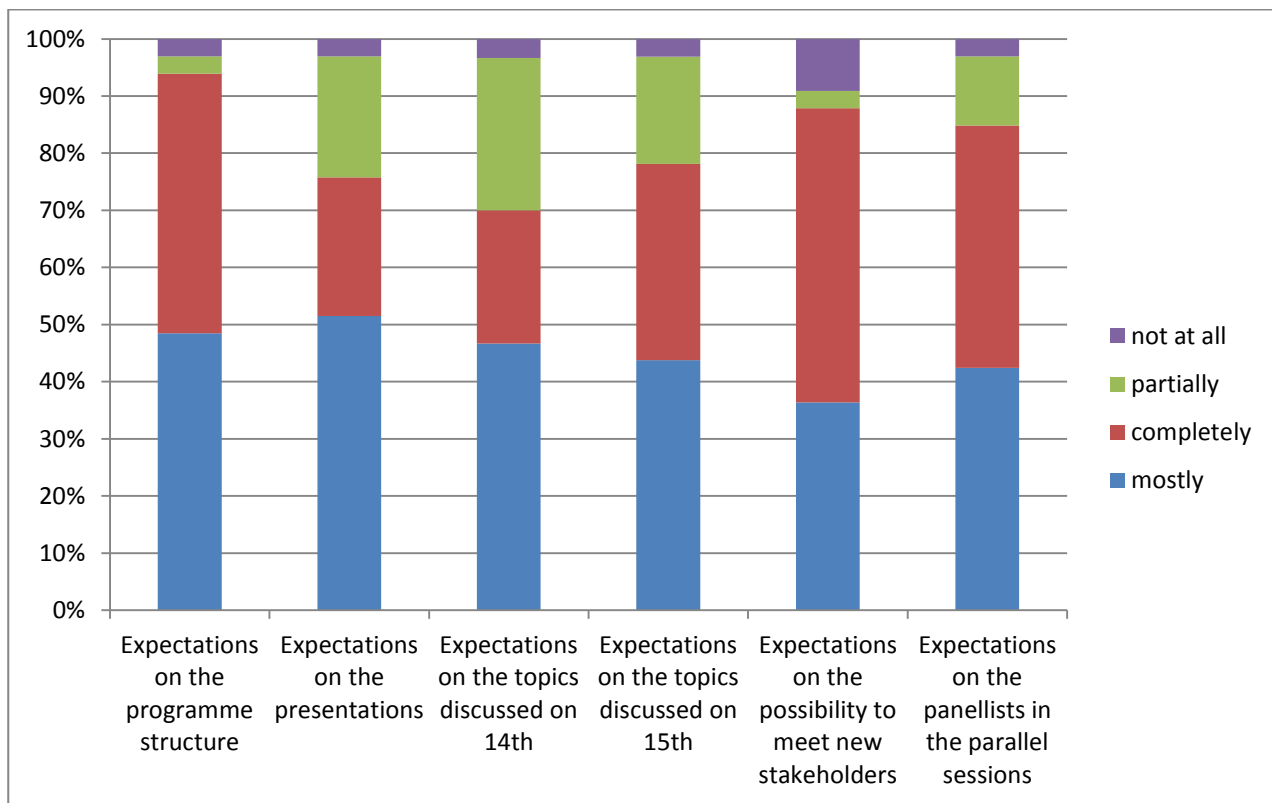
	Yes, completely	Yes, mostly	Yes, partially	No, not at all
- the B2B event (if you have participated)?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
- the networking possibilities?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Please comment: \_\_\_\_\_

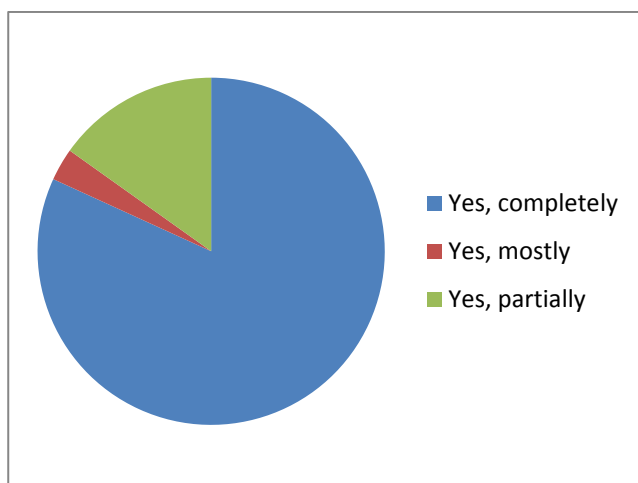
page 1 of 2

According to the received feedback, the attendees were mostly satisfied with the conference, even though there is some room for improvement.

The following chart shows the fulfilment of expectations of the participants in the event.

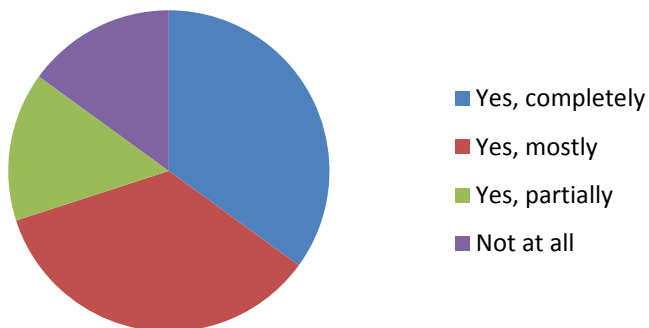


When asked about their interest in a follow-up event, most answers were positive:

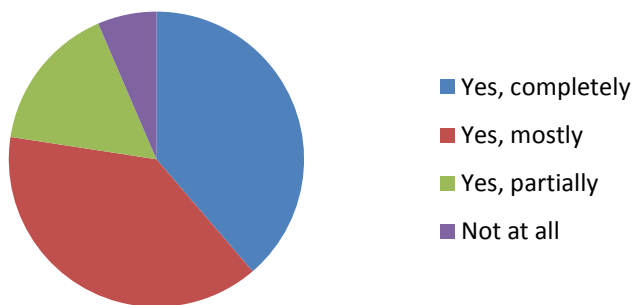


Regarding the networking possibilities, most feedback was also positive:

### Satisfied with B2B event



### Satisfied with networking possibilities



In addition, a more technical survey regarding the six selected logistics- and cluster-related topics was created in order to help to assess future trends and priorities. This survey was sent to a wide range of stakeholders in Europe (not only to event participants).

## 8 Final conference outcome

### 8.1 Plenary session

**The Challenge and the Opportunity of Smart Specialisation for Europe's regions: towards a new perspective in cluster policies**

***Mr. Dimitri Corpakis, Head of Unit - Spreading of excellence and widening participation - DG RTD***

Great results of projects are important for taking shape on the ground. Smart Specialisation needs to be used as a link to cluster policies, that's very important for European policies. The main problems are:

- 1.) Knowledge economy
- 2.) Globalization
- 3.) production outsourcing
- 4.) companies get marginalised

Growth through knowledge is needed to succeed.

The innovation performance percentage is different within European regions, there are major players that concentrate on a few parts of the EU. 34 regions are responsible for 45% of R&D quote in Europe, most of them in Northern European parts.

The Innovation Union flagship initiative aims at creating the best framework conditions for Europe's researchers and entrepreneurs to innovate as a part of the H2020 strategy.

New cohesion policy to stimulate growth contains 11 thematic objectives that have been developed around the Europe 2020 priorities.

Investments of companies need to be focused. 80% of rich regions spend money on R&D. There should be a concept for all regions - Smart Specialisation can be used to solve this problem (Smart technological diversification strategy). e.g. Catalonia – they identified growth sectors and worked through it. These transregional learnings are very important. This data needs to be collected very precisely and needs to be spread.

Major issues:

- Structural deficiencies in the planning authorities at national and regional level
- Small players have difficulties of integrating global innovation value chains but the EC can support trans-regional learnings on cluster policies
- Difficult or non-existent cooperation between universities and the business communities
- Spiral of marginalisation and lack of ambition
- Huge gaps in research and innovation investments correlate with gaps in innovation performance

The EC's conclusion: More institutional networking is needed, rise and gain of quality of excellence.

**Logistics in the EU transport strategy: Collaboration for more efficiency*****Mr. Keir Fitch, Head of Unit - Research and Innovative Transport Systems - DG MOVE***

Mr. Fitch stated that “without logistics there is no single market”, and since transport is the number 1 sector in Europe investing in R&D, it is widely covered by EU programmes.

According to Mr. Fitch the following fields will be supported by the forthcoming calls:

- International Cooperation (especially with Asia and (South)America)
- Innovation (“build a bridge between developments and the logistics sector”)

In detail important fields of research and development will be:

- E-Freight (the goal is to have all documentations in electronic way. Even for the smallest companies)
- Fostering synergies between actors of the Supply Chain
- De-stressing the Supply Chain
- A common communication and navigation platform for the EU
- Innovative project ideas
- More technical demonstrators to bridge the gap for market entry
- Infrastructure development

Mr. Fitch believes that especially cluster will become more important in the coming years. Cluster have several advantages:

- They consist of different partners with different individual specialisations
- Cluster management can choose the best partners from the cluster according to the tasks of a project

Cluster can even drive research projects and support the individual partners in the collaboration.

**Cluster development in the logistic sector - a road to innovation or a road to nowhere? Do's and don't's in cluster development from a logistic sector perspective*****Mr. Jakob Stoumann, Head of department - Regional development, Innovation, Clustering and Competence - Oxford Research***

Clustering is one of the most suited tools to meet the challenges of the logistics sector; they are means to reach goals, rather than ends.

Cluster development within logistics matters because challenges can be faced more easily through close collaboration and integration (e.g. increasing congestion and urbanization; green logistics).

Climate and environmental friendly solutions demand

- broad collaboration on development and implementation of new technologies
- better integration and efficiency across modes of transports and supportive logistic services
- closer cooperation between shippers and logistic providers to enhance efficiency and the use of sustainable solutions
- closer cooperation between authorities and the sector in order to ensure the needed supportive regulations as well as infrastructure.

The logistics sector is too price driven, it's a low “added-value-sector” in which stakeholders need to work together for a change: clustering for collaboration and finding innovative solutions. Potentials are brought together to share know-how.

Cluster development essentials:

- 1) Avoid 'death by analysis'
- 2) Cluster development is no 'quick fix'
- 3) Create ownership and buy-in among participants and stakeholders
- 4) Find the right organisational form or 'host organisation'
- 5) You don't run a cluster – you run a cluster initiative

Specific challenges for cluster development within logistics:

- Central role of the customer
- Logistics is everywhere
- Sustainability → win-win situation is important for acting sustainable
- Competition and collaboration → carefully define where to cooperate and where to compete

The role of cluster development from a logistic sector perspective

Claire Nauwelaers, International expert in Science, Technology and Innovation Policy

Claire Nauwelaers' talk focussed on the linkages between clusters and smart specialisation strategies and the specific role of clusters in regional innovation policies. Based on an introductory definition of cluster as a "mode of organization of the productive system, characterized by a geographical concentration of a critical mass of economic actors and other organizations, specialized in a common field of activity", she emphasised the important contribution of clusters to innovation and competitiveness not only of their members but also of the related territory. Cluster is seen as a place-based phenomenon with structural character (exceeding project-based collaborations) and a certain critical mass, increasing knowledge flow and focusing on innovation support.

Among cluster benefits like increased productivity, creating an attractive image of the related territory and industrial restructuring, the support of collective learning and knowledge spillovers are most important. However, these benefits of clusters like remain largely undemonstrated.

Discussing benefits, some potential dangers of clusters have also been mentioned: if triple helix actors in one territory collaborate very intensely they might get "locked in" their own traditions, networks, actors, and markets and might lose sight of the external environment. The result might be a decrease of the perceived competitive pressures.

Clusters exist in very diverse theoretical models. Claire Nauwelaers discerns between Mega Clusters, which represent industrial sectors on the macro scale, local networks characterized by enterprise dynamics of SMEs, and knowledge-based networks where knowledge flows are the most important vector for defining the cluster. Real life clusters might involve elements of several of the presented models.

The notion of success varies between the models. The Mega Cluster has to contribute to the competitiveness of the entire economic area. The effectiveness of a local cluster corresponds to the "thickness" of the interaction and collaboration intensity between its actors (e.g. Italy) - for the knowledge-based cluster, the innovative capacity is the key success factor.

Cluster policies are either directed towards the cluster environment in a rather "light-handed" way or target cluster development directly (regional initiatives) or indirectly through the support of collaborative projects (e.g. the Pôles de Compétitivité in France). However, there is no agreed definition of what cluster policies are in reality. For Claire Nauwelaers, the most important aspect is that cluster policies represent an effort to improve policy interfaces rather than creating new policy



areas. The challenge for cluster policies is to address the different facets of companies' needs and to find the right mix of instruments. "Clusters are not object of policies for themselves, they are means to reach goals."

The main question remains: "How can clusters help to achieve a transformation of economy towards higher value-added, more competitive and future-oriented economic activities." This is the deeper meaning of smart specialisation strategies. But the contribution of clusters to regional specialisation strategies can only be clarified when the clusters are systematically evaluated in this regard.

Claire Nauwelaers presented insights from the report of the Expert Group (\*) on the role of clusters as vehicles for smart specialization in European regions, which was set up by the DG Research & Innovation. According to the findings, clusters and the frameworks of S3/RIS3 share key concepts regarding the drivers of performance, the role of the regions and the role of policy. One of main differences however lies in the fact that clusters build on a regional status quo (shared infrastructure, critical mass and specifically linked companies), while S3/RIS3 explore emerging market opportunities and facilitate the interaction between different areas leading to new domains of knowledge beyond traditional sectors.

Claire Nauwelaers refers to the core message of the report, which highlights six challenges for a successful implementation of S3/RIS3 policies: well-adapted prioritization and stakeholder engagement in view of the available regional potentials, as well as multilevel governance, integrated and evidence-based policies which are aligned with the economically relevant regions (cross-border collaboration).

Regarding all six challenges for S3/RIS3, there is an immense potential for benefits from effective cluster policies, which is unfortunately often not realised to the full extent. One important issue could be e.g. the database provided by clusters in order to support policy evaluation and the development evidence-based policies. A new subject is the cross-border collaboration, which could be facilitated by aligned cluster policies, which follow the "economic" reach that might cross the administrative borders. An emerging case of successful cross-border collaboration is e.g. the Top Technology Region Eindhoven/Leuven/Aachen (ELAt) between Belgium, Netherlands and Germany.

At the end of her talk, Claire Nauwelaers gave recommendations for cluster policies based on practice examples. She stressed that the measures should strengthen both the local interaction and the global connectedness, new opportunities should be systematically explored and goals and impact of should be regularly evaluated. Clusters should be professionally managed; business should act as driver. Cluster policies should follow the cluster and should be integrated into a wider regional development strategy.

\*Christian Ketels (chairman), Claire Nauwelaers (rapporteur), Jennifer Harper Thymos, Göran Lindqvist, Beata Lubicka, and Frank Peck.

### **Research and innovation: the role of regions**

***Richard Tuffs, Director of the "European Regions Research and Innovation Network" (ERRINN)***

Quoting his previous speaker, Richard Tuffs highlighted that "cluster policies have to be integrated into a wider regional development strategy" in order to create a beneficial interrelation for both, clusters and regions. After presenting the network ERRIN and its general role in research and

innovation, Richard explained the structure in detail: ERINN is focused on supporting the member regions with regard to the four P: influencing EU research and innovation policy, supporting partnerships in different technology areas, engaging member regions in EU projects (ERRIN has been involved in SoCool) and raising profile their profile in Brussels. The ERRIN working groups (groups of regions) cover different European topics including transport. As a new cross-sectoral field of activity, a new group targeting Blue Innovation & Growth is being set up. ERRIN started in 2001 at the time of the Lisbon strategy, when regions were not very much aware what was going on in research and innovation policy. Since then, innovation agendas are changing rapidly and continuously – “now we have got four working groups on Design, Smart Specialisation, Tourism and Smart Cities and if we had said in 2001 that these were the four groups that would start off with, people would have said you are mad”. Currently, ERINN is involved in the process of reviewing the Europe 2020 strategy.

European policy is more and more focused on innovation in order to achieve growth since it has been clearly demonstrated that investing in research and development has direct positive and stabilizing effects on GDP growth. This correlation is backed up by the distribution pattern of EU research funding and participation in the FP7 programme among regions. Here, key areas like e.g. Cambridge in UK are clearly marked out. In addition, the regional innovation scoreboard highlights patterns like e.g. the “Blue Banana Effect”, the corridor of urbanisation between North-West England to Northern Italy. In addition, ERRIN has also identified the “Nordic Arrow” which includes the Øresund region and stretches to Northern Finland, also building connections with the St. Petersburg area. Recently, ERRIN has set up the “Capital of Innovation” prize, which was won by Barcelona in the last year.

From these perspectives, innovation is looked at as a system, as a collective endeavour in a place-based area. The innovation ecosystem can be compared with how “you do your own cooking”. Everyone has own specialities and “often the cooking process is hidden - you don’t really know how people are doing it....very much with a regional flavour in it. What we are trying to build in the regions, is a regional innovation ecosystem where you get all the partners who are involved in innovation talking together, working together and aligning their strategies.”

Here, cluster can have a key role in creating the necessary “local buzz”. For a logistics cluster, not only logisticians should be included but also universities, different government policy areas, government planning, intermediaries, etc. Nevertheless, Richard Tuffs makes it very clear that “once you have joined up inside, the key area is not just sitting there but connecting outside”. In this respect, S3 helps in identifying related global value chains.

Three topics are important for regional innovation support and will be explained in more detail: Structural funds, smart specialisation and synergies.

Structural funds cover four main areas: Research and innovation, ICT, low carbon, and SME competitiveness, spending ca. 110 billion across Europe. In all policy areas, innovation is asked as a key requirement, and 80% of the funds have to be spent on research and innovation.

Regarding smart specialisation, Richard Tuffs cites his previous speaker: “If taken seriously, this requirement will introduce a change in perspective, new processes and in some cases even radically new orientations in regional policies” (Claire Nauwelaers, Final Report Assessment of Interreg Europe 2014-2020, April 2014) and asks the audience, how many of them were involved in their regional strategies. He comments the result of approximately 4% as “not very encouraging, bad for the regions and for the clusters” represented in the audience. The most important process within smart specialisation is “smart entrepreneurial discovery”, which means that smart

specialisation has to be built on the input of the regional networks, and at the same time engage them from the very beginning. Entrepreneurial discovery is the internal dimension of smart specialisation, identifying “Who is in it, how is it happening and when is it happening”. Correctly understood, smart specialisation is a continuous process, it cannot be “put in a drawer”. Changes require continuous readjustments.

To encourage the external dimension of smart specialisation, Richard Tuffs recommends the Smart Specialisation Platform set up by the Joint Research Centre in Seville, which is a good benchmarking tool to identify related other European regions and link to them. 44 regions already had a peer review and all related presentations are uploaded on the website, so there is an excellent overview about their specialisations already available.

To put it all together, the European Commission now has created synergies of structural funds with H2020. The general idea is that in a first step regions finance research infrastructures with the 80% of structural funds mentioned above and go then for a related competitive H2020 project of “research excellence”. After completing the project work they should come back asking “how do we take this idea that we have built forward, how do we use it to get an SME out of here, how can we get something out of it that has commercial benefit”.

Richard Tuffs explains why that looks very easy in theory, but is very complicated to implement at the regional level. The two communities behind H2020 (central management in Brussels) and the Structural Funds are not used to speak to each other. One is looking at research excellence and the other group has to think about “how do I spend my money and not lose it”. From the perspective of ERRIN, actors have to be aware to take the “Synergies” to a more strategic level. Clusters could play an important role here because H2020 is oriented towards higher technology readiness levels (TRL), prototypes, pilot lines, etc. and projects require a set of different players not from university.

In this context, some instruments should be mentioned explicitly: Knowledge and Innovation Communities (KIC) expand continuously for new areas, currently there is a new one built up in health and in addition, raw materials and urban mobility will be addressed soon. Key Enabling Technologies (KET) are less relevant for the logistics sector, but Joint Technology Initiatives (JTI) - having an industrial driven agenda - should be taken into account. Another area are the Public Private Partnerships (PPP), where some transport related topics are addressed.

A long-term strategic thinking is required to align and address these different mixes of funding instruments. Here, regions and clusters that work together for several years with a long-term perspective, have a competitive and strategic advantage. In addition, interregional partnerships can be built up and supported by different means, e.g. INTERREG, EASME, PPPs, KETs, KICs, JTIs, Erasmus, or the Teaming and Twinning calls led by Dimitri Corpakis (if they include “modest” innovating regions).

Concluding, RT stresses that regions play a key role in developing effective regional innovation ecosystem if they are “joined up” internally and involve the “Quadruple helix” (see Citizen Engagement EIP Smart Cities and Communities Action Cluster). Knowledge absorption is just as important as knowledge generation. Regions need to ‘join up’ externally. Regions have a key role for European smart specialisation through strategic thinking and effective implementation.

## 8.2 Parallel sessions

### 8.2.1 Session 1A: Supply Chain Network Coordination and Collaboration: What will be the success factors for supply chain collaboration in the future?

In the role of the panel discussion moderator, **Mr Nik Delmeire** (European Shippers Council ESC/EVO) introduced the speakers of the panel discussion on “Supply Chain Network Coordination” and posed the first question regarding regional differences for coordinating Supply Chain networks by asking the first discussant on the panel, Mr. Jerker Sjögren (Lindholmen Science Park / CLOSER):

*Are there different approaches in northern compared to southern regions in terms of green transport?*

**Mr. Jerker Sjögren** (Lindholmen Science Park / CLOSER)

The answer makes reference to the geographical position, often used to anticipate/explain a difference in the future logistics management. Using the example of Sweden, which is in the “periphery” compared to other European countries, the issue is about dealing with a demand driven development, what means: how to better serve the industry (Ruhr area e.g.) from the north? Indeed, the country is dealing with long distances especially in terms of raw materials to transport. To that end, they are very attentive to corridors development, which will make transport more efficient/direct (in FMCG-perspectives, the Swedish market is very small; so the corridors are most important to use in terms of efficient transport).

*Transports are driven by data, not by trucks – do you agree?*

**Mr. André Nijhuis** (IT BD DHL Supply Chain Europe)

DHL is more than transport and warehousing – we are aware looking for innovation aspects (future systems, close collaboration with customers & companies), markets are changing and need to be reached with good services on top. From the DHL point of view, the challenge is to be continuously aware with innovation to answer shippers’ demands.

*Are full truck loads an important aspect for the company CHEP?*

**Mr Christophe Campe (CHEP Germany and European Delegate for Lean & Green)**

We do outsource transport services and close look at the return-shipment to be fully load; specified transport collaboration contracts – the company CHEP exists to help businesses with effective logistics services. That way of thinking transport and logistics is a very good example of collaboration and efficient sharing of resources, ensuring positive return to all actors of the chain.

**Dr. Andrew Palmer (Preston Solutions Ltd.)**

Nearly the whole range of logistics aspects is currently going on in the UK: esp. because of fuel prices, which are higher because of high UK-taxes.

In terms of logistic clusters, The Midlands (an area comprising central England) turns out to be a high important region (cluster) for locating warehouses and realize the “centre of gravity” for distributing in the whole country. Logistics services though require a fine balance between inventory, transport and innovation strategies.

*How logisticians believe in cargo pooling strategies?*

**Mr. Sergio Barbarino (Procter & Gamble)**

Ideed, there are touch points to refer to:

First, the **CO3-project.eu** with the mission to encourage a mind change in the competitiveness and sustainability of European logistics by stimulating horizontal collaboration between European shippers. There where necessities and frameworks identified, that can enable pooling strategies.

Second, the European Technology Platform **ALICE** (set-up to develop a comprehensive strategy for research, innovation and market deployment of logistics and supply chain management innovation in Europe) is finally there and is a chance to work along the given instruments – organize technology and innovating a new way of thinking.

### *8.2.2 Session 1B: Designing smart cities thanks to urban logistics: dream or reality?*

#### **Xavier AERTSENS**

##### **ERTRAC (European Road Transport Research Advisory Council)**

Xavier Aertsens is giving a short introduction to ERTRAC. ERTRAC is a technical forum supported by the EU. It sets a technological agenda and cooperates with ALICE. This technological agenda includes the automation of vehicles and urban logistics activities.

Agenda setting starts with a look at societal challenges, which for the EU currently include growing urbanization, aging population, growth of e-commerce, and other socio-economic changes.

Focusing on urban logistics, we see that there are still big shopping malls outside cities and community shops which need to be supplied. He highlights that many issues have to be tackled at the same time. Here, the general objectives are decarbonisation, the reduction of greenhouse gas, pollutant and noise emissions and congestion as well as safety.

Many cities in Europe have a problem with accessibility. This involves efficiency of city logistics, which companies, researchers, public authorities, regulatory authorities ask for.

One key field to address is the improvement of efficiency for sustainability, both environmentally and economically.

#### **Karen VANCLUYSEN**

##### **POLIS (European cities and regions networking for innovative transport solutions)**

POLIS is the European network for city logistics. As city logistics is an area with increasing importance, it is high on the urban agenda.

The ECOSTARS project involves a recognition scheme for clean trucks, aimed at the greening of fleets in order to reduce negative impacts on the environment. ECOSTARS EUROPE established seven new Fleet Recognition Schemes in six countries, and has supported the continued development of the original ECOSTARS scheme in South Yorkshire, in the United Kingdom. Its further deployment in other cities is planned.

Other projects include

Smart Fusion: Electric vehicles are tested in big cities, aimed at streamlining logistics in a better way. It supports the “Leading Cities Concept” in cities such as Barcelona and Berlin.

Bestfact: Aims to run good practice cases in freight transport and looks into environmental impacts and other aspects (competitiveness etc.)

FOT: Provides for ICT interfaces exchanging data to better manage traffic. City logistics should be considered in a wider concept.

An integrated approach in a wider context is needed, rather than isolated initiatives. Cities/Regions such as Berlin, Paris, Barcelona, and Emilia Romagna show possible paths to take.

Cooperation/interaction among all stakeholders is the key for success for efficient and sustainable logistics. The logistics planners need to overcome lack of data and have to integrate stakeholders in planning process.

POLIS cities are test beds/living labs, esp. for ICT & clean vehicles.

**Milena JANJEVIC**  
**Université libre de Bruxelles**

We are helping to assess urban distribution scenarios.

- Consolidation centres or networks of consolidation centres
- What type of vehicles are used
- Best type of services

Many projects focus on specific aspects, but for a self-sustainable model one needs a wide spectrum of measures.

While assessing the scenarios, specific methodology is used and stakeholders are involved in the decision-making for certain scenarios (analysis integrated approach). Thus, if citizens and local authorities are not involved, decisions would not be successful. Even though there may be very elaborate theoretical models, in practice these may not be feasible. This is why both approaches are needed.

Suppliers and receivers have to be integrated for they do create the traffic (and not the logistics and transport companies).

ICT is important, but not the main focus. The main focus has to be cooperation. All stakeholders should build a solution together.

**Tanja BALLHORN PROVSTGAARD**  
**City Council of Copenhagen**

Until a few years ago, Copenhagen did not allow trucks to drive downtown. The general flow in cities needs to be understood better – the flows within a city are much more important than the outbound flows. It has been tried to build road, rail, and waterway networks based on very complex mathematical models and there are ongoing projects to improve urban logistics. Distribution centres in metropolitan areas are planned to avoid unnecessary traffic and ease transport. It is important to find solutions for existing problems.

When trying to win companies over to reduce vehicles in the city, Tanja Ballhorn Provstgaard is not talking about the environment but concrete benefits for businesses, i.e. saving money. Therefore one needs a strong business case, and good will (“carrot instead of stick”) to tackle existing problems. Before implementing regulation, cooperation ought to be achieved.

**Rômulo Dante ORRICO FILHO**  
**Department of Traffic Technology (PET), Federal University of Rio de Janeiro (UFRJ)**

In Rio de Janeiro, a city with growing population of currently 12 mio inhabitants, and 3,7 mio vehicles, growing at an even higher rate, restrictions (“stick”) are in need, e.g. trucks are allowed to enter the city at certain times. At PET one approach is to describe the traffic as a mathematical problem and find solutions using operations research methods.

Not the regulations but financial benefits should be the bait for companies.

### **Mark Goossenaerts**

In Belgium the biggest congestion problems occur in Brussels. bpost aims to find solutions for transport companies at no cost.

In Antwerp, the number 1 problem was related to traffic mobility. A market research among 150 companies was carried out in order to determine who had the biggest mobility problems. For efficient urban logistics policy making (new measures), it is important to determine whether the transport company is ready to pay, whether it is operationally possible, whether it brings money or whether it could be done without subsidies.

In March 2014 in Antwerp a depot for cross-docking was started with three pilot transport companies. Initially, only a very small difference was achieved. Only five trailers entered the warehouse. Through the combination of goods and kilometres, money can be saved.

In 2015, a city logistics project will be started in Brussels – using the lessons learned from the Antwerp project.

Trucks do not need to be in a city at 8/9 o'clock in the morning when there is rush hour (i.e. people going to work).

### **Hinde BOULBAYEM**

#### **SUMY for Sustainable Urban Mobility**

SUMY is working with city logistics and developed a strategy to establish sustainable logistics centres around/within cities. An (oil-free) urban consolidation centre in Brussels was established and has been operational for one year. Green vehicles running with natural gas (CNG) are deployed (same performance with diesel trucks but 56 % less gasoline use).

SUMY tries to avoid half-empty runs (in average trucks are loaded only at 20%) through the use of smaller vehicles. Through an indirect refrigeration system (running on liquid nitrogen (LIN)), the regularity of delivery times increased by 70 % and led to a reduction of costs; investment is the same, but running costs are just half to conventional systems. While clients were waiting for the freight every morning, thanks to the changes they have earned time. Furthermore, noise emissions decreased by 90 % (electric engine, and silent refrigeration system) and congestion by one percent. Since it is only a small pilot project this figure seems small, but the potential is big if applied to more partners.

To be successful, you need to have a very strong business case, based on the win-win principle. Companies should be given a reason to enter the project. In a pilot project, a freight network was built in Copenhagen/Denmark. This company provides the money, SUMY provides the network.

The urban consolidation centre integrates logistics solutions for refrigerated goods adapted to the need of food and pharmaceutical sectors but the company has experience to get involved in different sectors as pilots.

#### *8.2.3 Session 2A: E-commerce explosion: how to tackle the consequences of virtual logistics?*

First, the moderator Mr. Stéphane Tomczak describes the e-commerce association as one working on the European level by developing a platform, a “one-stop-shop” and cross border e-commerce enabler, where all the information for cross-border ecommerce is available: e.g. information platform in terms of legal aspects, deliver habits in certain countries, list of suppliers/player in Europe and serving as a contact base for e-commerce shippers and providers.

The panel discussion starts with the question: *“How do you feel in between consumers demands an e-commerce capabilities?”*

**Mrs. Gillian Towney (PFS Web)**

The company PFS Web started originally in B2B-services and moved to B2C: one of their main challenges is the competition with local service providers, what doesn't help to fulfill demands for local consumers.

**Dr. Herbert Götz (International Post Corporation IPC)**

Post activity is not naturally made for e-commerce; postal companies are used to deliver things (sender-driven business)... but finally, even if e-commerce is completely different (receiver-driven business), they face the demand to ensure profitability.

The receivers have different demands than the senders: trust, visibility and convenience, flexibility in where to get the item, to be able to send it back (in e-commerce, return is not an accident any more, it's a service!) → postal operators shift from supporting senders to supporting receivers; integrated networks are required to become a natural partner for serving the demands.

**Mr. Pieter Van Bastelaere Vandenberghe - COMEOS**

The company COMEOS drives its service portfolio within 4 aspects:

- Retailers feel the prices are too high; they don't want to pay for logistics/transport services.
- Transparency is important – especially when operations go abroad (negotiate with solutions), asked for a “roaming”-tariffs (there is a need in consolidation).
- Customer needs & flexibility demands (weekend, evening-deliveries,... options are not existing – members do discuss that; discuss to consolidate shipments)
- Quality is a serious issue (time delivery... etc.)

**Mr. Olivier Coryn – LOG-VAD**

Logistics is not a “back-office topic”. Logistics from LOG-VAD point of view is a marketing tool to create faithful customers where logistics starts the move from virtual to real.

The central idea in the LOG-VAD business is to use logistics as a marketing tool. Logistics is seen as a gift: the parcel which arrives, the packaging, and the documents: these details are very important. Logistics need to be aware of delivery options such as home delivery, low-cost delivery, short-time delivery, etc. The way of setting things (e.g. name of person who packed this parcel) is a further aspect to make services of more individual character.

**Prof.Dr. Walther Ploos van Amstel ( VU University Amsterdam)**

We face a completely new of conceiving logistics:

- Logistics must be forecastable: we need the best possible planners
- Retailers accept they do no profit on it!
- Technology and innovation will more than ever do the difference
- Omni-channel strategy
- Organizing logistics in “normal” operations is organized by each specialist
- e-fulfilment need to be profitable beside the sales, the inventory, the service costs...



- A complete new way of logistics structures for future; away from functional structures – towards balancing structures and distribution networks; technologies in warehouses (pick rates), warehouse management and planning solutions;

The fastest growing market in e-commerce is not considered B2C but B2B and we need to take it as an integrated approach to involve the partners. It is not about the physical process but the planning, ICT and mindset to face that dramatic change.

*Although e-commerce is new, it has already changed SCM-Organizations: what were the biggest transformations within organizations,... data-management, human resources?*

**Mrs. Gillian Towney (PFS Web)**

Infrastructure was there, HR was there: most often, it is about e-commerce websites and digital websites. E-commerce technologies require e-commerce profiles (for digital services for example). When e-commerce studies in the past started in Liege and over Belgium, it was hard to anticipate that demand. Now they meet difficulties to find experts in this field.

Transport was on the traditional b2b, now they changed the roadmap but the basic logistics does not really change from b2b to b2c. Complexity is more a question of technologies and about finding the related workforce.

The lack of e-commerce academic programs is often a problem: retail education programs are missing and need supplement e.g. in Belgium. There is a high need for highly qualified staff in the future. In the end, e-commerce can be not that profitably as one might believe, but it will be very hard in any case if you don't find high qualified people.

From the IPC point of view, there are often very good operational people but they have never considered integrative thoughts that involve a customer end-to-end seamless environment. It is the challenge even for higher executives and their stable mindsets.

Statements

- Anyway, the internet is setting the pace in the supply chain structure.
- Border free → in my language, in my currency...
- New distribution networks emerging at the corridors
- The market is international: we have to create one digital European market and have pick-up points for e-commerce products.
- All the decisions – marketing, process scm, products developments... – need to be consolidated to have an e-commerce strategy.

What is expected from the EU for promoting and fostering e-commerce in Europe

- Barriers for shippers/carriers (need for an encouraging agency)
- Visibility/Predictability of customs and cross border traffic-times
- Landing costs

In terms of cross-border commerce you find out that there is no “complete Europe”.

Smart solutions (e.g. shutl) with very efficient networks evolve. These solutions are creating a new vision, away from just considering costs and congestion towards health aspects, e-solutions, and developments in urban logistics.

- Local to local delivery (from one person to another – not from the seller itself)
- Circular-economy (change from owning it to using it → car-to-go)
- Government (dynamic traffic control, green light zones in cities,... ITS)

*Ecommerce trends give the feeling that transport is “free of charge” and that certainly gives a wrong perception of the topic, doesn’t it?!*

If the parcel is ten-times bigger than the good which is inside, the problem is obvious. Packaging is a topic to consider closely and to find out how to do that efficiently.

It is a trend to note that consumers ask for a free delivery. That is the demand of the customers today.

Retailers are asked to rearrange the carton, the packaged and also the shippers do have efforts to deal with that aspect. The idea is that interesting, to think about it on an SCM-level.

#### *8.2.4 Session 2B: Green investments in supply chains: the inevitable choice towards competitiveness.*

In this session, the panellists were discussing about the balance between environmental efficiency and cost efficiency, as well as the ways in which the transport companies may “go green”. Mr. Liesa also asked the panellists about the role of R&D in the search for the sustainability and in which way it should be performed depending on the kind of organization. Talking about green logistics, it was clear that e-commerce and ICT tools were also discussion topics.

Question 1: Are environmental efficiency and cost efficiency going hand in hand or are they different sides of a coin?

Mr. Marcel Huschebeck, PTV AG

Yes, there are two sides of the coin. No green solution will be implemented if it causes more costs. But if you have deeper look at what is behind the cost factors, you often recognize that there should be much more focus on green solutions. You also need fair partners, because you have to pay in advance for green solutions. But regarding global KPIs, a green solution can never be more expensive than another solution.

Mr. Alan Lewis,

Manager Global Logistics Emissions Council, Smart Freight Centre

Sustainability and competitiveness go hand in hand. In transport, green scores well in competitiveness. But for decision making we need reliable information to be able to compare apples with apples, especially when it comes to more complex supply chains. My position deals with transport companies and shippers and we try to harmonize and make them comparable by a simple approach to make it workable.

Mr. Henk Zijm,

Vice-chair of ALICE, Vice-chair of Working Group 1; Full professor Production and Supply Chain Management at University of Twente

My feeling is that it is a little bit more complicated. That's why the ETP ALICE was founded. Purely from transport point it is easy. More consolidation and cooperation simply reduces emissions. In that sense - yes, greening and cost reduction go together.

For example if a fast moving consumer goods producer redesigns his goods, like bottles, 40% more goods can be loaded to a pallet and so transport costs could be reduced in the same way than through collaboration and cooperation. But there is also a counter argument: it may be profitable for the society but what about the companies? That depends on the business-model. It is not easy discussion. It is not easy to answer what is the best business model? Should there be regulations or incentives, what about external cost, should they be internalized and how? There are quite a lot of unanswered questions.

Mr. Klaus Hufschlag,

VP Carbon Accounting & Controlling, Deutsche Post DHL

Sustainability is about saving resources. If you put a bit more brain into it in the beginning, it is going to pay off later. Sustainability is important for us and will be.

Mr. Albert Venstraa,

Scientific Director, Dutch Institute for Advanced Logistics (DINALOG)

From a supply chain point of view, it is in fact not so easy for companies to show whether they are sustainable or not. The issue for companies is not to know what sustainability is but to show they are sustainable and to make their concept tangible and visible.

What are the drivers for going green?

- Business case behind green environmental efficiency
- Cost savings by driving down energy consumption
- Regulations are a topic
- Customers asking for green solutions

Question 2: What can be done by transport companies to make transport more "green"?

Mr. Alan Lewis

Simple vehicle improvements, alternative fuels, driver trainings, increase load factor within the company. But the solutions can go much further. When we talk about emission calculation and data used for that, there is a big discussion about the factors, data accuracy or collective industry associations that can be used. Another topic is the interaction between carriers and shippers. Shippers request and collect data and therefor use many different forms, standards and tools so that in the end it is not comparable. Improving those interactions and finding a standard would be important, but not only as a European solution as supply chains are global.

Mr. Henk Zijm

It is all about sharing information. Technology allows a lot, like track & trace, sharing information or smart combinations. Counter argument: not everybody is willing to share data. Some companies are afraid to lose control over their business. Not only ICT, but technology in a more general term could help. Modular design or miniaturization reduces the amount of transported air. Also 3D printing is a new aspect, production styles are getting different.

But also the customers influence the supply chain: for example a web based purchase. A customer orders two different articles. One can be delivered the next day. For the other one he has to wait five days. Normally the customer gets the possibility to choose if he wants to wait for both articles or gets two deliveries. The customer needs to know that the environmental friendly way would be to wait!

Mr. Marcel Huschebeck

Measure and calculation of carbon has a purpose. This leads to a point to have long time process. I called it "lean" transportation. Establishing such an efficient process, introducing lean approach leads process reliability. More performance based approach.

Electric cars in the city centre. Do you need any assistance by city? They say no. It is a micro level. If we look at national and European; Swiss subsidy multi-modal transport. Large amount of regulations. Difficult to harmonize. Germans, new a less emission truck subsidies. Who wants what? Talking about e-vehicle, a lot different schemes. German got. is hesitating. It is very difficult to have common European framework for subsidizing e-vehicles.

Question 3: Who can do more towards the sustainable-way in different kind of organizations? Who is responsible for what? What are the next steps in research? Many question R&D is faced with. What can R&D do for going green?

Mr. Albert Venstraa

We are working on emission calculations and workable tools. One research line will not disappear in the near future. Facilitating research building real time data exchange systems. It can give much data access and sharing as well as sophisticated infrastructure. This will help monitoring. Main research priority should be information infrastructure. There is a system called "Neural logistics information systems" in the NL. But we think it should be real time system. Another item incentive systems, customer is important party (DHL). We need to understand better, why the customer is doing what. We develop a concept called "synchro-modality (multi modal)" in the NL. How should they articulate the customer behavior?

Mr. Klaus Hufschlag

Choice about who is the "greener" provider. Who cares more about environment? Visibility is limited. More transparency is needed. We are happy that new institutions helps. Meaning of the data wrong choice compare apples with peas.

We did monitor carbon emission monthly, it does not make sense annual. Regular monitoring helps.

Mr. Henk Zijm

Previous session on urban logistics: city of Copenhagen, carrot and incentives: some regulation is simply needed. Business do not do something against its profits. Regulations.

Mr. Klaus Hufschlag

Several industry initiatives wants to drive efficiency forwards. Logistics become a global industry. There is no authority for regulation. We need to see the world as whole for effective regulation. Industry is willing to improve, politics should support this process and sharing best practices, not only regulatory head.

Mr. Henk Zijm

Urban logistics; what is the right benchmark? Research can help pave the role to find that. What are realistic regulations? There is no such global authority. At global scale we see movements, wood harvest in France transport to china, back to France. French companies are not competitive, non-tangible/external costs. At least able to assess the "true cost".

Question 4: How can e-commerce influence the environment? What are the opportunities and challenges?

Mr. Marcel Huschebeck

B2C and C2C, flexibility, speed. This brings a lot challenges: positive and negative. Forwarding companies are newly for residential area. Complete new process for transport operators. Postal services it should be old. But whom/what/where? How balance affecting the business. More distributed delivery systems. Changing patterns.

Mr. Henk Zijm

E-commerce provides opportunities. Customers smart enough to combine many issues when going to the city. I do observe this, partly loaded. There will be smart solutions. You will be able to switch different options. More ways to combine loads by utilizing facilities. Parcel delivery points and ask customers to come. It relays knowing about what is going on.

Mr. Klaus Hufschlag

There are many smart solutions from Post DHL like dynamic routing. Number of vans going out. But we cannot avoid empty trucks. We are working on smart solutions. Germany packet custom, letterbox for parcels. Postmen puts package in, you do not have to be at the home, or preferred space. Notified by sms or e-mail, in order to make sure you are at home. It is always a question how you are doing smart. Internet of Goods. You need institution guarantees the quality of services.

Mr. Albert Venstraa

Growth is a problem. Dutch customers have a lot of distribution center. Many people purchase from Asia, all goods come to Dutch ports. Some of them are looking suspect/strange, so they need to be opened because no one really knows whats inside of them (maybe drugs etc.). This is very time-costly already.

Mr. Alan Lewis

Commission is running consultation for carbon footprints. Outputs should be finished. We are waiting for the results. Need for European level framework. What about the benchmark? It is a starting point. Many difficulties. Even if you support the legislative area. You would need recognized global standard.

#### *8.2.5 Session 3A: Change of mode, change of mind-set: how to give inter- and synchromodality more chances to expand.*

Hereby there are some of the comments the panellists made during this session:

**Steve Declercq, Director, Benelux Duisport Agency GmbH**

Synchromodality could be a threat to intermodal players.

**Lorant Tavasszy, Senior consultant in mobility and logistics / Endowed Professor of Freight Transport and Logistics, TNO / TU Delft**

- Allocation is complicated; if you charge the carrier you cannot be sure he or she will charge the customer.
- A life-cycle approach should be used.
- Synchronization comes from the need to align things in time and not only in place.

- Synchromodality does not guarantee more use of rail or waterborne, just what will be best for the customer.

**Benjamin Hofmann, Policy Officer to the Secretary-General, CCNR**

Terminals have agreements with big ocean carriers, if they do not load/unload in time, they are penalized. But terminals do not have this kind of agreements with inland port operators; therefore they suffer from long waiting times.

**Peter Wolters, Secretary General, European Intermodal Association (EIA)**

Lack of agreements for one party means more flexibility for another party.

### *8.2.6 Session 3B: Meeting the challenges of sustainability: requirements for tomorrow's Supply Chain Executives*

After taking over the moderation for this session, Antonio Cameirão Jorge, Vice-President of the European Logistics Association (ELA) shortly introduced himself not only as Vice-President of ELA but as supply chain manager with profound professional experience in medium-sized and multi-national companies and as teacher and trainer for logistics and supply chain management as well.

Antonio introduced to the session by raising the main questions: What kind of profiles and what kind of professionals do the companies need to achieve their own objectives? And in return, what kind of training should we deliver to the students and professionals? These questions have been raised once in a while already. What is new to the discussion is the sustainability aspect. 20 years ago, nobody cared about including sustainability aspects in training courses. Today, the question is to what extend logistics executives – or logistics managers – need to be aware of great challenges we are facing and of sustainability approaches in general.

Mette Moerk-Andersen from the European Commission, DG Education and Culture started the introduction round by pointing out, that the European Commission does not have a clear vision of how logistic professionals of the future have to look like. Educational institutions need to have the autonomy and flexibility to teach whatever the market demands. However, the Commission attaches great importance to quality standards. Whatever is thought by any intuition, public or private, European guidelines for quality assurance should be applied. Another important aspect for the European Commission is cooperation. Institutions, irrespective private or public and irrespective which training methods they are following, should collaborate intensively between each other as well as with the civil society and stakeholders from the labour market.

To answer the question, what competences companies (at least in the southern part of Belgium) demand from logistics professionals, Marc Fourny, Founder of Acclivity s.a. Management Consultants and Guest Lecturer at Catholic University of Louvain, conducted a study of 1,800 job offers. Having analysed technical as well as soft skills in different sectors across the supply chain, he realised that a change in requirements indeed has taken place. At the same time, he is confident, that the universities and other educational institutions do more than react: "We put ourselves in the seat of helping out with anticipation of what the future competencies will be about." Denyse Julien, Course Director of the Executive MSc in Logistics and Supply Chain Management at Cranfield Management School agreed that a change not only on the demand side, but on the supply side has taken place already. One indicator might be that her department at Cranfield University changed its name some years ago into "Demand Chain Management". The approach aligns the strategies of marketing, supply chain and operations and thus indicates a different perspective on how to structure courses. As a second indicator, Denyse quotes the raising demand

of so-called “T-shaped” people in executive positions instead of “I-shaped” people. Whereas the latter are experts in specific fields of logistics or supply chain management, the former need to have the capability not to just be excellent in what they do, but to have a broader view of how the supply chain and services the company provide fit into the bigger picture.

As a second representative from the research side, A. (Ton) G. de Kok, Professor of Quantitative Analysis and Operational Processes at Eindhoven University of Technology and Academic Director of TIAS Executive Master on Operational Excellence introduced the LOG2020 project in more detail. The project, which developed a training course, directed towards supply chain executives. It started by looking at inevitable challenges such as the demographic development including urbanisation and a growing society, material scarcity and energy generation transition. The program tries to sensitise the participants to these challenges in order to integrate impacts to the company's key strategic decisions.

Even if there is quite a number of high quality business schools and universities in Europe already, more and more big companies develop their own academies and training programs. Ben Beddegenoots Development Manager at Nike European Logistics Campus explains that the intention for Nike to establish the Logistics Innovation & Training Centre (LITC) in 2012 was not to compete with these, but to collaborate. The aim is, to train executives from inside and outside Nike with best practice examples and thus to share experiences among peers. LITCs mission is, to drive open innovation in sustainable logistics. In doing so, LITC follows a free and independent agenda.

The start-up Global Gate GmbH also follows the concept of cooperation but with a slightly different approach. Lars Nagel, founder and Chief Executive Officer stressed, that universities and business schools are the main knowledge pools. However, they do not always succeed in bringing this knowledge on short-term demand to the companies. Thus, GlobalGate acts as mediator and broker between these stakeholders and provides demand-specific, individual and flexible learning arrangements to companies. Offering an elaborated blended learning tool and splitting the teaching and learning content into small learning nuggets, individual learning paths with “unique learning experiences” will be created.

Picking the example of GlobalGate, whose competitive advantage is to customize programs to the needs and requirements of companies, Denyse Julien pointed out, that universities, too, react on the fact that executives do not have the time and flexibility to attend standard classroom trainings. At Cranfield for example, there is a series of different programs, from degree-programs as kind of bottom-line programs to corporate customised programs. More and more universities and business schools offer a lot of flexibility in terms of modular learning, pre-learning material or virtual platforms to meet the requirements. However, this is not true for all universities. Marc Fourny stressed that universities subsidised by the government do not have full flexibility to react at short notice. They have to act in a kind of rigid context as any change of programs demands a lot of work in preparation, evaluation and certification.

Ton de Kok stressed that the way, executives have to be trained is changing, too. They do not only want gain new knowledge, but they want to understand complex ecosystems. Information and process technology will enable companies to change supply chains – but how can they make the best use of them? One of the best methodologies in his opinion is to discuss first hand cases from researchers. Thus, professors shall not stay in their universities, but go out to the companies, to explore what the real problems are about.

Another way to get in contact with the companies is to establish research clubs, like they call them at Cranfield University. The research club at the University of Eindhoven, the “European Supply

Chain Forum”, aims at creating a platform for executives where they can meet to exchange, but not to get educated. “We try to provide a different angle to things that seem to be obvious. We are the sceptical guys” Ton de Kok explained. Denyse agreed that this is a “great way to engage with companies” and added that at Cranfield companies even pay for joining the club. Like this, the universities give companies the possibility to exclusively discuss about topics the members of the club determine. Both sides’ benefit: Companies appreciate the possibility to inspire training courses for their employees with special inputs; universities profit by the open discussion within the meetings. However, both researchers stressed the fact that they do not follow every trend: the universities’ mandate is to offer robust education that outlasts trends.

Also LITC follows this approach, like Ben Beddegenoots stated: The Centre aims at bringing people together to discuss topics they are most interested in and thus creating a platform for high-level exchange. The institution itself acts as facilitator: it takes the initiative, defines the program, brings interested people together, invites high-quality speakers to present first-hand-cases and organises company visits to see innovative solutions.

Wondering to which extent a technology focussed company like GlobalGate can contribute to this kind of experience-sharing and in a way also benchmarking, Antonio asked Lars Nagel how his contribution may look like. Lars explained that an internet environment is not the right medium for that. However, the tools GlobalGate provide are perfect for spreading the knowledge or the ideas the executives gained in these clubs to a bigger audience within a company. With innovative and even exceptional learning approaches, they are able to customise the content for different target groups within the company and present it in individual ways, like with audio-books, podcasts or online-presentations.

Coming back to ‘regular’ executive training, the panellists agreed that there are still some executives who would like to learn and gain knowledge in order to ground themselves. They attend classical Master or MBA programs, especially if they have other backgrounds than supply chain management. To support the executives in attending these classes, blended learning is a great option, especially in respect of pre-class-preparation. “Like this, all participants have all the same knowledge when they come together in class and they can start discussing right away.” Lars Nagel stressed.

The European Commission supports these new learning methods and would appreciate having even more institutions offering high-quality continued professional education. “This is very important as these programs bring individuals to their next position”, Mette Moerk-Andersson explained. Not only training courses have changed during the past 20 years, but also has the labour market. People do not stay for their entire life in one position, but move on. This is why accreditation and recognition processes are of high importance. Executives benefit from having accredited degrees as a proof of high-quality education. Also educational institutions recognise that the accreditation is of gaining importance. This is not only because of attracting students, but because of the flexibility in adapting curricula. Thus, public as well as private universities increasingly try to get an institutional accreditation instead of program accreditations only.

Another advantage of this accreditation process is the increasing comparability of degrees, like ELA intended 15 years ago already by establishing the ELAQF, the European Qualification Standards for logistics competence. Also the European Commission noticed that these common initiatives are important. Accordingly, they integrated two new programs in the Erasmus + programme, as Mette explained: The ‘Sector skills alliances’ and the ‘Knowledge alliances’ program. Both programs intend to bring together stakeholders from the labour market and the educational institutions in order to intensify the dialog.



This dialog is needed for basic education rather than for executive training. Even if this question was not the main issue of the session, the panellists agreed that it is of major importance as the discussion showed that there still is a growing demand of supply chain managers in the forthcoming years and a lot of countries in Europe do not have the capacity yet to serve this demand. To tackle this problem, it is important to not just offer more Bachelor and Master programs, but to sensitise pupils in school already. This is especially true for the logistics sector, as it still suffers of a bad image in most of the European countries.

Another question discussed was to which extend, Master programs shall adapt trend-related or challenge-related content which is increasingly thought in executive programs. Ton de Kok advocated that universities should continue to offer robust education instead of teaching case studies and solutions and responding to trends. Training the executives of the next 10-15 years is not the same than training executives. "We still need to teach them the general principles and methodologies behind the solution". Denyse completely agreed but added that external advisory boards from industry still give the universities the capability to sense when something is really starting, even if it is up to the university at the end to decide whether they take it into their courses or not.

Discussing these kinds of general requirements for basic education, the panellists agreed that also for logistics, language skills and soft skills like mobility, openness and a curious mind are getting more and more important for the sector, too.

## **Annex: Proceedings of the final conference**



Oct 14-15, 2014  
Brussels44Center, Passage 44. 1000 Brussels  
[www.logisticsclustersforum2014.eu](http://www.logisticsclustersforum2014.eu) | [info@eflc.eu](mailto:info@eflc.eu)

## FORUM PHILOSOPHY

Europe is seeking to support the research potential of its regions by strengthening the role of triple-helix clusters that associate companies, universities, research institutions and public authorities in their support for innovation. This is a way of increasing the capacity of European regions to invest and develop their commitment to research, which can significantly contribute to economic development within the logistic sector.

Through their ability to mobilise a broad range of actors, clusters are capable of maximising stakeholders' potential for successful involvement, since they build an innovative and creative ecosystem where academia, business and public authorities work together and turn excellent research results into new products and services.

Today logistics and supply chain management have become a vital component of most businesses. This cross-functional activity has become more and more strategic, which significantly influences the economy of today's industry, both economically and environmentally.

As increasingly prominent functions, logistics and SCM should be reconsidered in the light of sustainability. The environmental impacts are numerous, ranging from transport and specific SCM activities, to business models that probably no longer give correct answers to emerging challenges and needs.

Future logistics and SCM also focus on indisputable questions of education and training in an ever-changing world, where nothing is more challenging than adapting to supply and demand, while simultaneously managing the constantly fluctuating consumer needs!

These are the challenges that the member regions of LOG4GREEN, SoCool@EU and LOG2020 will address at this event. They want to mark the end of the 3 projects within the setting of a common international event that will provide new opportunities for collaboration.

The main reasons for the celebration of the 1st European Forum 2014 of Logistic Clusters are to share knowledge, boost collaboration, and join forces for even more success.

Together for competitiveness!

Thanks for joining us,  
The project partners

## PROGRAMME

**Oct 14, 2014**

### **A CLUSTER APPROACH: THE KEY FOR ECONOMIC GROWTH IN LOGISTICS AND SUPPLY CHAIN**

introduced by **Mr Thorsten Huelsmann, CEO at EffizienzCluster Management GmbH**

13:00 - 14:00	Conference registration   Welcome Area
14:00 - 14:15	The Challenge and the Opportunity of Smart Specialisation for Europe's regions: towards a new perspective in cluster policies <b>Mr. Dimitri Corpakis, Head of Unit - Spreading of excellence and widening participation - DG RTD</b>
14:15 - 14:30	Logistics in the EU transport strategy: Collaboration for more efficiency <b>Mr. Keir Fitch, Head of Unit - Research and Innovative Transport Systems - DG MOVE</b>
14:30 - 15:15	Cluster development in the logistic sector - a road to innovation or a road to nowhere? Do's and don'ts in cluster development from a logistic sector perspective <b>Mr. Jakob Stoumann, Head of department - Regional development, Innovation, Clustering and Competence - Oxford Research</b>
15:15 - 16:00	The role of cluster development from a logistic sector perspective <b>Mrs. Claire Nauwelaers, Independent Policy Analyst and Governmental Adviser, Former Policy Analyst at OECD</b>
Coffee Break	Exhibition and poster session   Welcome Area
17:30 - 18:15	Regional development <b>Mr. Richard Tuffs, Director - Research and Innovation Organisations and Stakeholders in Regions (ERRIN)</b>
19:30	Networking Dinner   Belgium Comic Strip Center

**Oct 15, 2014**

### **FROM THE IDENTIFICATION OF CHALLENGES TO CONCRETE LOGISTIC SOLUTIONS: ONE STEP FORWARD THROUGH COLLABORATION**

introduced by **Mr. Bernard Piette, Manager at Logistics in Wallonia**

**Mr. Thorsten Huelsmann, CEO at EffizienzCluster Management GmbH**

09:00 - 09:30	Conference registration   Welcome Area
09:30 - 10:45	<p>Round 1 - Parallel breakout sessions</p> <p><b>1A   Supply Chain Network Coordination and Collaboration: What will be the success factors for supply chain collaboration in the future? Room 1</b></p> <p>Moderator: <b>Mr. Nik Delmeire, Vice-chairman ESC / EVO</b></p> <p>Panellists:</p> <ul style="list-style-type: none"> <li>· <b>Mr. Christophe Campe, VP, Country General Manager Germany, CHEP Germany; European Delegate for LEAN and GREEN</b></li> <li>· <b>Dr. Andrew Palmer, Director, Preston Solutions Ltd</b></li> <li>· <b>Mr. Jerker Sjögren, Programme Manager, Lindholmen Science Park / CLOSER</b></li> <li>· <b>Mr. André Nijhuis, Head of IT, Consumer &amp; Technology Sector, IT BD DHL Supply Chain Europe</b></li> <li>· <b>Mr. Sergio Barbarino, Research Fellow, R&amp;D Supply Chain Innovation, Supply Network Innovation Center, Procter &amp; Gamble</b></li> </ul> <p><b>1B   Designing smart cities thanks to urban logistics: dream or reality? Room 2</b></p> <p>Moderator: <b>Mr. Xavier Aertsens, Director - ERTRAC SIG Office, ERTRAC</b></p> <p>Panellists:</p> <ul style="list-style-type: none"> <li>· <b>Ms. Karen Vancluysen, Executive Director, POLIS</b></li> <li>· <b>Mrs. Milena Janjevic, Researcher, Université libre de Bruxelles</b></li> <li>· <b>Mrs. Hinde Boulbayem, SUMY</b></li> <li>· <b>Mr. Mark Goossenaerts, Director Business Development - City Logistics, BPost</b></li> <li>· <b>Prof. Dr. Rômulo Dante Orrico Filho, Professor, Transportation Engineering Institute (COPPE) of the Universidade Federal do Rio de Janeiro (UFRJ)</b></li> <li>· <b>Mrs. Tanja Ballhorn Provstgaard, Project Manager, City Council of Copenhagen</b></li> </ul>
Coffee break	Poster Session, Exhibition and Matchmaking event   Welcome Area

**Oct 15, 2014**

11:45 - 13:00	<p>Round 2 - Parallel breakout sessions</p> <p><b>2A   E-commerce explosion: how to tackle the consequences of virtual logistics? Room 1</b></p> <p>Moderator: <i>Mr. Stéphane Tomczak, Chair of the e-Logistics Expert Group of Ecommerce Europe</i></p> <p>Panellists:</p> <ul style="list-style-type: none"> <li>· <i>Mr. Joseph Farrell, VP &amp; Managing Director of European Operations, PFS Web</i></li> <li>· <i>Dr. Herbert Götz, Director Marketing, Internatinal Post Cooperation</i></li> <li>· <i>Mr. Olivier Coryn, Founder / Manager, LOG-VAD</i></li> <li>· <i>Prof. Dr. Jhr. Walther Ploos van Amstel, Associate Professor, VU University Amsterdam</i></li> <li>· <i>Mr. Pieter Van Bastelaere, Head of ecommerce &amp; Sector Manager, Comeos</i></li> </ul> <p><b>2B   Green investments in supply chains: the inevitable choice towards competitiveness &amp; resilience Room 2</b></p> <p>Moderator: <i>Dr. Fernando Liesa, Secretary General, ALICE</i></p> <p>Panellists:</p> <ul style="list-style-type: none"> <li>· <i>Prof. Dr. Albert Veenstra, Scientific Director, DINALOG</i></li> <li>· <i>Dr. Klaus Hufschlag, VP Carbon Accounting &amp; Controlling, Deutsche Post DHL</i></li> <li>· <i>Dr. Alan Lewis, Manager Global Logistics Emissions Council, Smart Freight Centre</i></li> <li>· <i>Prof. Dr. Henk Zijm, Vice-chair of ALICE, Vice-chair of Working Group 1. Full professor Production and Supply Chain Management, University of Twente</i></li> <li>· <i>Mr. Marcel Huschebeck, Manager Logistics Research, PTV Planung Transport Verkehr AG</i></li> </ul>
Lunch	Poster Session, Exhibition and Matchmaking event   Catering Area
14:45 - 16:00	<p>Round 3 - Parallel breakout sessions</p> <p><b>3A   Change of mode, change of mind-set: how to give inter- and synchromodality more chances to expand? Room 1</b></p> <p>Moderator: <i>Mr. Peter Wolters, Secretary General, European Intermodal Association (EIA)</i></p> <p>Panellists:</p> <ul style="list-style-type: none"> <li>· <i>Mr. Steve Declercq, Director, Benelux Duisport Agency GmbH</i></li> <li>· <i>Mr. Ole Schack-Petersen, Global Head of Commercial - Reefer Management, Maersk Line Denmark</i></li> <li>· <i>Mrs. Martine Mostert, Researcher, University of Liege</i></li> <li>· <i>Prof. Dr. Lorant Tavasszy, Senior consultant in mobility and logistics / Endowed Professor of Freight Transport and Logistics, TNO / TU Delft</i></li> <li>· <i>Mr. Benjamin Hofmann, Policy Officer to the Secretary-General, CCNR</i></li> </ul> <p><b>3B   Meeting the challenges of sustainability: Requirements for tomorrow's Supply Chain Managers Room 2</b></p> <p>Moderator: <i>Dr. Antonio Cameirão Jorge, Vice-President, ELALOG</i></p> <p>Panellists:</p> <ul style="list-style-type: none"> <li>· <i>Dr. Denyse Julien, Senior Lecturer-Course Director of the Executive MSc in Logistics and Supply Chain Management, Cranfield Management School</i></li> <li>· <i>Mr. Ben Beddegenoots, Development Manager, Nike European Logistics Center</i></li> <li>· <i>Prof. Dr. Ton de Kok, Professor of Quantitative Analysis of Operational Processes, Eindhoven University</i></li> <li>· <i>Mr. Lars Michael Nagel, CEO, GlobalGate GmbH</i></li> <li>· <i>Mr. Marc Fourny, Founder - Guest Lecturer, Acclivity s.a. Management Consultants - Catholic University of Louvain</i></li> <li>· <i>Mrs. Mette Moerk Andersen, European Commission - DG Education and Culture</i></li> </ul>
Coffee break	Catering Area
16:30 - 17:15	<p>Summary of the breakout sessions &amp; conclusions of the forum   Main Auditorium</p> <p><i>Moderated by Mr. Bernard Piette, Manager at Logistics in Wallonia and Mr. Thorsten Huelsmann, CEO at EffizienzCluster Management GmbH</i></p>

## PARALLEL ACTIVITIES

### Poster Session

Visit our poster exhibition in the catering area to acquire information on relevant projects in the area of clusters, logistics and supply chain management.

### Regional Exhibition

Our exhibition area will host stands for several European logistic regions and clusters. Please visit catering area where you can learn about logistics capacities and the infrastructures.

### Matchmaking Event

The individual meetings among participants will take place in the catering area for networking on partnership in international projects.

## PARALLEL BREAKOUT SESSION DESCRIPTIONS

### 1A. Supply Chain Network Coordination & Collaboration: What are the success factors for supply chain collaboration in the future?

The vision of SC collaboration is to create a supply network that is operated as a whole, meaning full vertical and horizontal integration and coordination. The mission of this session is to identify research and innovation challenges of the future, to achieve breakthrough EU logistic efficiencies, by means of removing barriers through new concepts and approaches, wherever they are, for closer vertical and horizontal collaboration among different supply network owners in Europe. Transversal is the aim of delivering sustainable and cost-effective supply network services.

### 1B. Designing smart cities thanks to urban logistics: dream or reality?

Today, approximately 75% of the total EU population live in cities, towns or suburbs and the urban population continues to grow. The existing structures will not be able to guarantee a sustainable supply of goods and services in such highly complex and concentrated living environments. Retail companies, suppliers, couriers, express and parcel delivery companies (CEP) as well as service providers, will therefore require efficient logistic solutions, specifically designed for urban areas. Many proposals for innovative solutions have already been developed over the last decade. However, only a few have been successfully implemented; most of the cities in Europe are a long way from having efficient and future-ready urban logistic systems.

### 2A. E-commerce explosion: how to tackle the consequences of virtual logistics?

The Internet has helped transform and shape today's companies and has created a leading role for e-commerce in today's SCM (e-SCM!). E-business infrastructures, such as information tools, are used nowadays for optimising the entire business management and operation process, and the competition in the 21st century will be between supply chains, rather than individual companies. E-commerce does not just mean trading and shopping online, but rather business efficiency at every operational level. Just as the SCM is the backbone of e-commerce, so e-commerce changes the SCM of the companies that apply it to a significant level. Moreover, since the growth of e-commerce has been spectacular, changes in the SCM might also have a huge impact...

### 2B. Green investments in supply chains: the inevitable choice towards competitiveness and resilience.

There is an increasing focus on the industry's possibilities for reducing carbon emissions from their logistic and SC activities, including the possibilities for monitoring and accounting for emissions. There are several drivers for this trend. Reducing emissions often leads to a reduction of total costs as well as a reduction of the risks related to sudden increases in fuel prices or the impact of new environmental regulations. Furthermore, mapping fuel consumption and emissions shows that the company has good knowledge and management of its process and activities and it provides a green image that is considered a sign of excellence in management.

### 3A. Change of mode, change of mind-set: how to give inter-and synchromodality more chances to expand?

Synchromodality is a concept that takes a holistic view of freight transport, including integrating all available transport modes, applying innovative logistics and transport concepts, and facilitating infrastructures, technologies, services, new policies, and governance. The concept of synchromodality not only ensures continuity of flows but also promotes efficient transportation through bundling and consolidation of goods, sometimes leading to a slightly slower flow, yet with far higher loads, less energy use and environmental damage. The session will identify the role of logistic clusters in the concept of synchromodality, generate new ideas concerning the use of alternative transport modes in a flexible manner, and discuss potential business models.

### 3B. Meeting the challenges of sustainability: requirements for tomorrow's Supply Chain Executives

Logistic managers of tomorrow need to be properly prepared for challenges. Technological enhancements, stronger collaboration requirements and resource efficient procedures force us to reconsider conventional management and decision-making processes. Even if primary education increasingly considers these changes and challenges, logistics and SCM calls for continuous education. Companies demand excellent skilled personnel, not only at the operational, but increasingly at the strategic level also. The mission of this session is to discuss the requirements of the industry concerning logistic specific (executive) programmes. The design of future programmes will be discussed as well as new concepts of (blended) learning.



## SPEAKERS BIOS

### **ALAN LEWIS, *Smart Freight Centre, Manager, Global Logistics Emissions Council***



Alan Lewis is Operations Director of UK-based consultancy Transport & Travel Research and currently seconded to Smart Freight Centre to manage the Global Logistics Emissions Council (GLEC). Alan has a PhD in Natural Sciences from Cambridge University which has been followed by 20 years in transport consultancy, much of which has been spent on logistics projects, freight transport policy and emissions mitigation. GLEC is an industry-led initiative to develop a single, harmonised framework for carbon footprint calculation in the freight sector. The GLEC methodology will build on existing, workable methodologies to support effective decision making in modern, multi-modal supply chains to drive efficiency improvements.

### **ANDREW PALMER, *Preston Solutions Ltd, Director***



Andrew Palmer is a specialist in sustainable logistics network design and quantitative modelling techniques, and is the original author of the CAST network design software which is used by more than 300 major companies around the world. For over 30 years he has undertaken a wide range of projects for companies around the world, plus local, national and international governmental departments, the European Commission and the OECD. He was recently employed by the European Commission as a logistics expert to evaluate proposals, under the Seventh Framework transport call – TREN 2010. He has just completed a three year project sponsored by the European Commission called CO3 (Collaboration Concepts for Co-modality) which had the aim of identifying and implementing horizontal freight transport collaboration opportunities in Europe to improve vehicle capacity utilisation and reduce empty running. He is also currently working on various projects for the joint Heriot Watt and

Cambridge Universities Centre for Sustainable Road Freight. He is a visiting lecturer at various universities in Europe, has published many articles, and is a regular speaker at logistics planning and sustainability conferences. His work in home deliveries and sustainable logistics has received media coverage with television interviews and articles in national newspapers.

### **CLAIRE NAUWELAERS, *Independent Policy Expert***



Claire is an independent Policy Analyst and Governmental Adviser, specialised in research and innovation policy, working in an international environment. She has 30 years of experience in this field and a wide network of contacts with experts, academics and policy-makers. Until 2011 she was working on innovation as Senior policy analyst in the Regional Development Policy Division at OECD. Previously, she was Research Director at UNU-MERIT, the University of Maastricht and United Nations University, in charge of the research team: “Governance of Science, Technology and Innovation”, and researcher at the Interdisciplinary Centre in Regional Development, and the Interdisciplinary Centre Law-Economics) at the University of Louvain

in Belgium. Her main areas of research and expertise revolve around the analysis and policy advice about the functioning of research and innovation systems, notably at the regional level. She is working on policy development, analysis and evaluation in the areas of Research, Technological Development and Innovation in response to needs from the European Commission, national and regional authorities. She is currently one of the leading experts in Europe on Smart Specialisation Strategies. She is member of Scientific Steering Committees of several Research Networks, part of policy review teams, and is regularly invited as expert in High-Level Expert groups for the European Commission or Member States. She has published numerous books and articles on policy aspects of research, technology and innovation.

### **HENK ZIJM, *DIALOG, Vice-chair of ALICE, Vice-chair of Working Group 1. Full professor Production and Supply Chain Management, University of Twente***



There is an increasing focus on the industry's possibilities for reducing carbon emissions from their logistic and SC activities, including the possibilities for monitoring and accounting for emissions. There are several drivers for this trend. Reducing emissions often leads to a reduction of total costs as well as a reduction of the risks related to sudden increases in fuel prices or the impact of new environmental regulations. Furthermore, mapping fuel consumption and emissions shows that the company has good knowledge and management of its process and activities and it provides a green image that is considered a sign of excellence in management.

**JAKOB STOUMANN, *Oxford Research, Head of department***



Jakob specialises in regional- and industry development. He leads Oxford Research Denmark's activities related to clustering, SME development, entrepreneurship, innovation and education & competence. Jakob is a highly skilled analyst and a very experienced project manager. He has been leading a large amount of analyses, evaluations and strategy development projects for local, national as well as international customers including the EU Commission, regional authorities and several cluster organisations. He forms part of Oxford Research's cluster team and is responsible for planning and executing Oxford Research's international cluster management courses. In recent years Jakob has worked increasingly with the transport and logistics sector including analyses and mappings of barriers and potentials for green corridors, a master plan for the Port of Grenaa, feasibility studies for transport and

logistic hubs and logistic clusters and evaluation of logistic cluster initiatives and innovations projects. Jakob holds a master degree in social anthropology from University of Copenhagen and University of Barcelona.

**MARK GOOSSENAERTS, *Bpost, Director Business Development - City Logistics***



Mark Goossenaerts studied Political Sciences and followed Advanced Management at HEC ULG. After different Sales & Marketing Management positions within different transport companies, he joined bpost in 2001. First as Commercial Director of the press distribution division (Deltamedia) and later on as Sales & Customer Service Director of the International division. End of last year he decided to change direction and co-founded with Hans Robben en Pieter Dewulf, the entrepreneurial bpost Business Unit "City Logistics". City Logistics addresses itself to transport companies experiencing difficulties with their last mile transport and stands for innovation in logistics and for cleaner, safer and more efficient distribution of goods within the urban environment.

**MARTINE MOSTERT, *HEC-ULg - QuantOM, Researcher***



Martine Mostert is a researcher at HEC-ULg, the Management School of the University of Liege. She is working on a PhD which focuses on intermodal network design. First results of the research highlight the importance of drayage operations (i.e. terminal location and pre- and post-haulage distances) in the competitiveness of intermodal transport related to road transport. Based on these conclusions, an analysis of the optimal location of intermodal rail and inland waterways terminals is now performed, from the costs and environmental perspective. The developed model allows assessing the impact on modal split of adopting different transport policies, such as the internalization of external costs.

**OLE SCHACK PETERSEN, *Maersk Line AS, Director and Global Head of Reefer Commercial and Markets***



Ole Schack Petersen has been with Maersk Line AS since April 2013. Based in Copenhagen he is Director and Global Head of Reefer Commercial and Markets. He came from a position as Head of Reefer Logistics in sister company, Damco and earlier as CEO of LCL AB, Sweden, the NYK Group reefer logistics company, where he worked from 2004 to 2008. Ole was responsible for the global expansion of the logistics and network activities of LCL and after having initiated the company during his tenure in South America. From 1996 to 2003 Ole held different positions with J. Lauritzen AS in South America latest as Regional MD and Chairman of the Boards. Activities that included reefer - and container liner services, freight forwarding, container freight station, haulage, and port & terminals in countries like Chile, Brazil, Peru, Argentina and Uruguay. From 1991 through 1996 he worked in Brazil as general

manager of J. Lauritzen do Brasil Ltda, initiating the company's reefer dry, gas and tanker activities there. Ole joined J. Lauritzen AS the 1st time in 1978 as cadet at Kogtved sea-fare college and again in 1982 after 3 years at the commercial college, working in different operational and commercial management roles until his stationing abroad. He has received a number of management trainings from Insead, IMD, IE and latest IESE, Barcelona, from where Ole graduated with a Global Executive MBA in April 2012.



**XAVIER AERTSENS, *ERTRAC, Head of department***



Xavier Aertsens is in charge of the ERTRAC office since 2009. ERTRAC is the European Technology Platform for road transport. Acting as advisor to the European Commission, the platform gathers the actors involved in Research and Development on automotive and road transport. It publishes a research agenda and thematic roadmaps, as well as recommendations for the European Research Programme. One of the last roadmaps published addresses Urban Freight research needs.

**ANTONIO CAMEIRAO JORGE, *European Logistics Association - ELA, Vice-President***



Antonio Cameirão Jorge graduated in Geography, has a post-Graduation in International Hotel Management and holds a Master Degree in Transportation. He also holds the APICS Certified Supply Chain Professional (CSCP) Certification. Antonio has 30 years of professional experience both as Executive in major corporations and as trainer and teacher in the Transportation and Logistics fields of expertise.

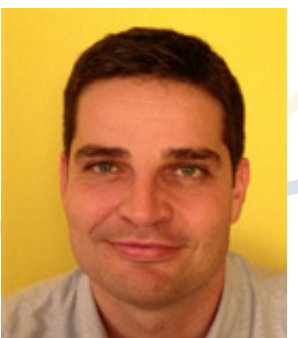
Currently, he works as an international consultant leading supply chain optimization processes mainly in the retail sector. Since 2000, he is Board member of the Portuguese Logistics Association and is serving at the European Logistics Association ELA since 2004. Since the beginning of 2013, he is Vice-President of ELA.

**BEN BEDDEGENOOT, *Nike, Head of Logistics Innovation and Training Center,***



Ben Beddegenoots has 20+ years of firsthand experience in logistics, SCM and international business. He currently leads the Logistics Innovation and Training Center, based in Nike's European Logistics Campus in Laakdal (Belgium). In that role, he promotes and organizes logistics education and training at Bachelor, Master and professional level. He focuses on bridging the gap between the existing education and training programs on the one hand and the real needs of the logistics industry at operational, tactical and strategic level on the other. By spreading best practices in innovative and sustainable logistics, he strives to improve the image of the logistics sector, with the goal to attract talent, resources and investments to logistics.

**FERNANDO LIESA, *ENIDE / ALICE, Logistics Innovation Leader / Secretary General***



Dr. Fernando Liesa is Logistics Innovation Leader at ENIDE and Secretary General at ALICE European Technology Platform on Logistics and holds a by University of Zaragoza (Spain). Fernando worked in Zaragoza Logistics Center (one of the MIT Global Scale Network centers and the only one in Europe) from 2006 to 2014 as Knowledge Transfer Director, from 2007 to 2014 as General Manager of the Spanish Center of Competence in Logistics, CNC-LOGISTICA and Coordinator of the Spanish Technology Platform in Logistics, Logistop. Dr. Liesa has coordinated and participated in several national and FP7 projects such as WINN, SECURESCM, SoCool@EU, CASSANDRA, CO3, SAFEPOST, LOGICON, CORE and EUROSKY. Contribution in these projects ranked from developing research to doing technology and knowledge transfer aiming industry take up. Fernando Liesa led the creation of

the European Technology Platform in Logistics, ALICE through the WINN project acting as coordinator of the former. Fernando cooperated with EIRAC in the definition of the EIRAC Strategic Agenda 2010- 2030<sup>+</sup>, and with ERTRAC in the definition of the Research and Innovation Roadmap: Sustainable Freight System for Europe: Green, Safe and Efficient Corridors (2011).

**HERBERT GOETZ, *International Post Corporation (IPC), Director Marketing***



In his role as Marketing Director, Götz heads IPC's Markets, Regulatory Affairs, Communications and Intercompany Pricing services.

Herbert Götz, an Austrian national, joins IPC from Österreichische Post, where he was responsible for sales and the branch network. He led the restructuring of both the branch network and the product portfolio of Österreichische Post, and was involved in its initial public offering. Before being recruited by Österreichische Post in 2004, Götz held several positions at Siemens AG Austria. As Head of the Information and Communication Networks Division, he managed a major re-organisation within the company as the Austrian and central/eastern European telecommunications markets were liberalised.

**ALBERT VENSTRAA, *Dutch Institute for Advanced Logistics (DINALOG), Scientific Director***



As of April 2013 Veenstra is Professor International Trade Facilitation and Logistics, at the School of Industrial Engineering and Innovation Sciences, Technical University Eindhoven (TU/e), the Netherlands. Until October 1, 2014, he combines his work at TU/e with a position as Senior Business Consultant, at TNO, department of Sustainable Transport and Logistics. As a lead consultant and researcher Veenstra is and was involved in a number of projects in the Netherlands, Europe, Brazil and China, dealing with the assessment of market development, fleet development, information management in supply chains and logistics and the design of optimal multimodal hinterland transport networks. Amongst which: the EU FP7 project Cassandra, The Dinalog project Ultimate and various projects in the IDVV program. As project lead

of the EU FP7 project Integrity he focused on security in global container transport chains. Veenstra has developed courses, taught and supervised master & PhD level students at several Dutch and Chinese universities, as well as teachers at universities of professional education. He wrote and contributed to a global supply chain management course for the World Bank Global Facilitation Program. On top of that Veenstra has developed and contributed to several courses for Executives (industry). He is a member of the research school BETA since 2014. Veenstra is member of several advisory committees and boards for a number of institutes, the EC and the Dutch government. He is responsible for the maintenance of the roadmap synchronicity of the Top Sector Logistics. He has published in scientific journals and contributed to a number of scientific books. Between 2006 and 2008 Veenstra lived in Beijing, China, where he conducted research and worked with several Chinese universities. From 1989 to 1999 Veenstra studied at Erasmus School of Economics, Erasmus University Rotterdam, departments of Econometrics and Transport Economics and Ports. He received his PhD in 1999 with a dissertation titled: 'Quantitative Analysis of Shipping Markets'.

**ANDRÉ NIJHUIS, *IT BD DHL Supply Chain, Europe, Head of IT, Consumer & Technology Sector***



André Nijhuis graduated in Physiotherapy and subsequently in Business Logistics at College/University in Amsterdam. Initially he worked as consultant and later on as EMEA Logistics Manager for NCR, optimising and managing their EMEA spare parts inventory. In this period he had a specific focus on logistics services needing innovative IT solutions and created further awareness and interest in Information Technology within the Logistics area. Following that he joined TNT Logistics as European IT Business Development and Deployment Manager for the Technology Sector, as responsible for the development of several EMEA logistics operations for major Technology Companies. Then he joined UPS SCS as their EMEA IT Strategy Manager with focus on streamlining several existing IT platforms, supporting similar services.

Since the last seven years he has worked within DHL Supply Chain as EMEA Head of IT Business Development responsible for development of (innovative) IT solutions in the Technology and Consumer Sectors for multinational logistics service needs.

## **CHRISTOPHE CAMPE, *CHEP Deutschland GmbH, VP Country General Manager Germany***



Christophe Campe studied Licentiate in Applied Economics and Special Licentiate in Financial Management, both with honour. After his studies he started his career with CHEP, a global leader for supply chain solutions in managed, returnable and reusable packaging. As Finance Director he was responsible for Benelux, Germany, Scanda and North Central Europe. In 2008 he became Country General Manager of CHEP Benelux. Since 2012 Christophe Campe is VP, Country General Manager of CHEP Germany; responsible for more than 2.300 customers and for over 45 Mio flows of CHEP Pallets. As ambassador he is committed to the European Lean and Green Initiative. Beside his engagement for the CO2 reduction in the supply chain he is dedicated as Advisory Board Member of the German Logistics organization

Bundesvereinigung Logistik (BVL) e.V.

## **DIMITRI CORPAKIS, *Head of Unit - Spreading of excellence and widening participation - DG RTD***



Dr Dimitri CORPAKIS, an engineer by training, has to date more than 30 years' experience in European affairs. Before joining the European Commission in 1990, he worked as an EU expert with the Greek Ministry of Education. His Brussels career started in Education and Training (Task-Force Human Resources, 1990) before moving in 1992 in the area of R&D.

From March 2006 to the end of December 2010 Dimitri served as the Head of the Coordination and Horizontal Aspects Unit of the Directorate for Science, Economy and Society of the Directorate General for Research, managing two Programmes of the 7th Community RTD Framework Programme (Research on Socio-economic sciences and Humanities and Science in Society). From 1.1.2011 to the end of Dec.

2013, Dimitri led DG Research's Unit on the Regional Dimension of Innovation managing the FP7 Programmes on Regions of Knowledge and Research Potential and building links with the Union's Cohesion Policy, with a strong focus on developing Research and Innovation Strategies for Smart Specialisation (RIS3), ensuring the Commission's link with the JPI Urban Europe and preparing future actions on closing the innovation divide.

As of Jan.1st, 2014, Dimitri leads the new Unit on Spreading Excellence and Widening Participation, in the new Directorate for the Innovation Union and the European Research Area of the Directorate General for Research and Innovation. He has also immediate responsibility for the Horizon 2020, new Part IV on Spreading Excellence and Widening Participation, which published its first open calls for proposals in December 2013 (Teaming, Twinning and ERA Chairs).

Dimitri can be reached at [dimitri.corpakis@ec.europa.eu](mailto:dimitri.corpakis@ec.europa.eu). He can be followed on LinkedIn (<http://be.linkedin.com/in/dimitricorpakis/>) and on Twitter (<https://twitter.com/gpstune>)

## **KAREN VANCLUYSEN, *POLIS, Executive Director***



Karen was appointed as Executive Director of Polis in September 2014, after having been the network's Research Director for 8 years. Prior to joining POLIS as senior research coordinator in 2004, she was Network Manager at ACCESS-EUROCITIES for a New Mobility Culture and project manager at Langzaam Verkeer, a Belgian centre for mobility management. Since 1998, she has been involved in urban transport networking and policy activities and many EU transport and urban mobility projects, including urban freight projects such as BESTUFS, SMARTFREIGHT, and SUGAR.



**LARS MICHAEL NAGEL, *GlobalGate GmbH, CEO***



Lars Michael Nagel studied Mechanical Engineering at the Technical University, Dortmund, specialising in material flow technologies. He finished his studies with a diploma in Mechanical Engineering in 2005. In the following year Nagel worked as a research fellow at the Chair of Material Handling and Warehousing of the TU Dortmund. As Head of Strategic Development at the Fraunhofer-Institute for Material Flow and Logistics, Dortmund, which he joined in 2006, he implemented and headed important projects such as “Pictures of the Future” and the “Supply Chain School Project”. For three years he was also member of the executive board of the EffizienzCluster Management GmbH in Mülheim/Ruhr, which manages Europe’s biggest research project in the field of Logistics and SCM. Since September 2013 Lars Michael Nagel has been CEO of GlobalGate GmbH in Dortmund, developing and

managing customized blended learning educational programs for companies as strategic solutions for HR Development.

**MARCEL HUSCHEBECK, *PTV Planung Transport Verkehr AG, Manager Logistics Research***



Marcel Huschebeck (47) received his Diploma in National Economics at the University of Freiburg, Germany. He has gained more than three years’ experience in the field transport, logistics and transport policy as officer for the German association Bundesverband Güterkraftverkehr Entsorgung und Logistik (BGL). Since 1999 he is involved in research and consultancy projects in the field of freight transport and transport telematics at PTV Planung Transport Verkehr AG. Today he has the position of a Manager responsible for the Logistics Systems group within the Research & Innovation unit at PTV. As project co-ordinator he has managed several EU research projects: IRIS, IDIOMA, AIMS, BESTUFS, BESTUFS II, PROMIT, BESTFACT, MODULUSCA.

**PIETER VAN BASTELAERE, *COMEOS, Head of ecommerce & Sector Manager***



Pieter Van Bastelaere graduated as Master Business Science and Business Didactics the year after, but also specialised in Finance and Marketing in Ghent and Brussels. After multiple years in consulting with Accenture and KPMG (both Big Five), he joined Comeos in 2010 where he developed its e-commerce department from scratch with seminars, workshops, trainings and also the largest e-commerce report in Belgium (hundreds of participants join the presentation of the yearly results at Comeos’ Summer Happening in June).

**RÔMULO DANTE ORRICO FILHO, *Transportation Engineering Institute of the Universidade Federal do Rio de Janeiro, Professor***

Dr. Prof. Orrico has been working as Professor at the Transportation Engineering Institute (COPPE) of the Universidade Federal do Rio de Janeiro (UFRJ) since 1979 and he was the Deputy Secretary of Transport for the city of Rio de Janeiro from 2009 to 2011. He has worked as a consultant in numerous national and international projects in the area of urban logistics and mobility. Dr. Prof. Orrico is Vice-president of the National Public Transport Association (ANTP), founding member and first president of the National Association for Transport Research and Education (ANPET), and member of the ANTEP steering committee. Furthermore, he is the coordinator of a network research group called the Network of Transport Engineering and Socio-Economic Studies/Latin America (RESET/AL).

**A.G TON DE KOK, *Technical University of Eindhoven, Professor of Quantitative Analysis of Operational***



Prof. Ton de Kok graduated at the Rijksuniversiteit Leiden, The Netherlands in Mathematics and Economics in 1981. After his doctorate (Ph.D. degree) he worked several years at Philips Electronics and gained working. Since 1992, Ton is a full time professor Operations Management at the University of Eindhoven. He is the Director of the European Supply Chain Forum (eSCF) and Academic Director of the TiasNimbas Executive Master on Operational Excellence and member of the TiasNimbas Academic Council. Ton has been invited for guest lectures at a multitude of US top schools. In August 2014 he was granted the honor of being appointed as Fellow of the International Society for Inventory Research (ISIR). Ton's main research areas are Supply Chain Management and Concurrent Engineering with emphasis on quantitative analysis.

**WALTHER PLOOS VAN AMSTEL, *VU University Amsterdam, Associate professor***



Dr. Walther Ploos van Amstel is associate professor at VU University in Amsterdam, lector City Logistics at Hogeschool van Amsterdam and expert for TNO Mobility and Slimstock Professionals focusing on sustainable logistics, development of main-ports, sense and respond logistics, mobility and cross chain control centers.

He received a doctorate in Economics in 2002 from the Vrije Universiteit in Amsterdam for his research on logistics organization.

From 2002 to 2009 he was professor in logistics at the Netherlands Defence Academy. His field of research includes: creating winning supply networks, alliances, intelligent logistics concepts supported by ICT and asset management control.

Walther worked as consultant for KPMG Consulting, CapGemini, TNO in the field of supply chain management for more than 20 years. He worked for many Fortune 500

companies in the electronics, FMCG, office equipment, health care and paper industry.

**HINDE BOULBAYEM, *SUMY, CEO & Mobility Manager***



Hinde Boulbayem is Mobility Manager and founder of SUMY for Sustainable Urban Mobility a young Belgian start up. She's also advisory board member of the BROAM project (Brussels Research on the Opportunities of Alternative vehicle technologies for urban Mobility). SUMY's objectives is to set up a « zero harm to the environment » logistics model for consumer product companies—ranging from fresh foods to pharmaceutical drugs. Her mission at SUMY is to build up an innovative logistics service, that is quickly duplicable to the industries supply chain and a model of OHD ( Off Hours Delivery ) by helping policies that allow noiseless night transport in urban areas and clean energy supply network development to solve the high level of GHG, congestion and increase sustainable profitability for the logistics sectors.



[www.logisticsclustersforum2014.eu](http://www.logisticsclustersforum2014.eu)

Organized by the European projects LOG4GREEN, SoCool@EU, LOG2020 in collaboration with the European Technology Platform Logistics ALICE



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