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Sustainable neighbourhood logistics: Opportunities for hubs?

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## The urban logistics reality



**Creating Tomorrow** 

Source: Coding the Curbs



## How did we get here?

#### 1. Car-centric city design



(City of Amsterdam, 2021)

#### **2. Increased demand for logistics**

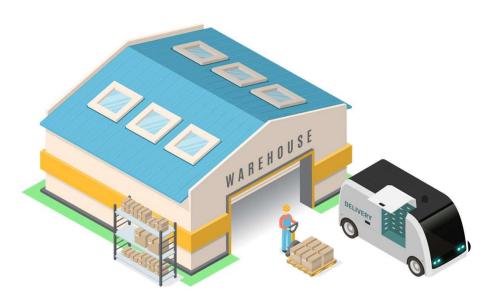


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3 Sustainable neighbourhood logistics: opportunities for hubs?



## Hubs might be the solution, however

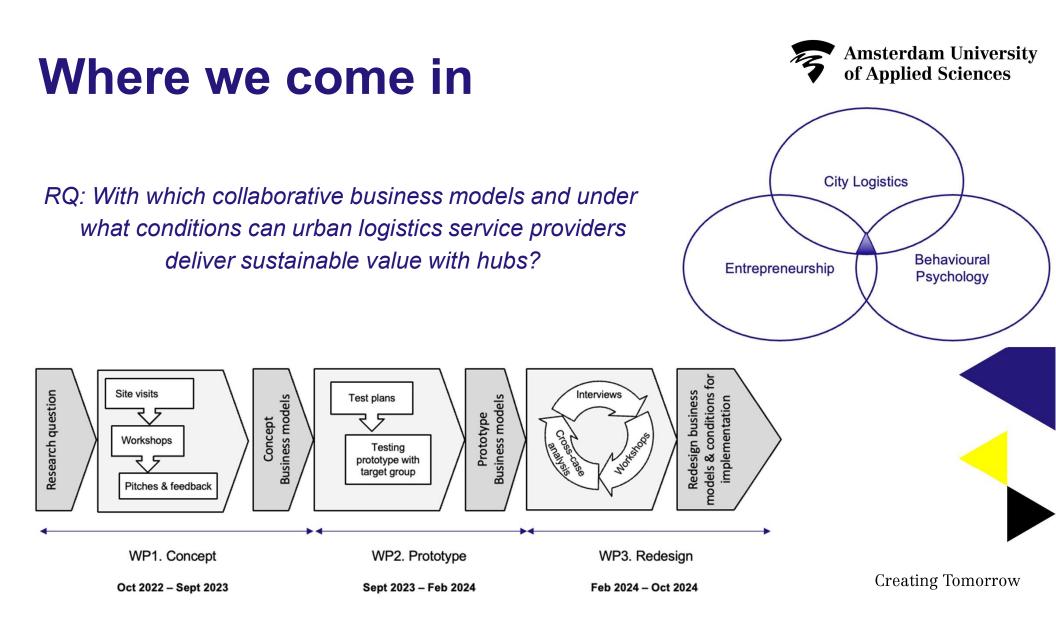


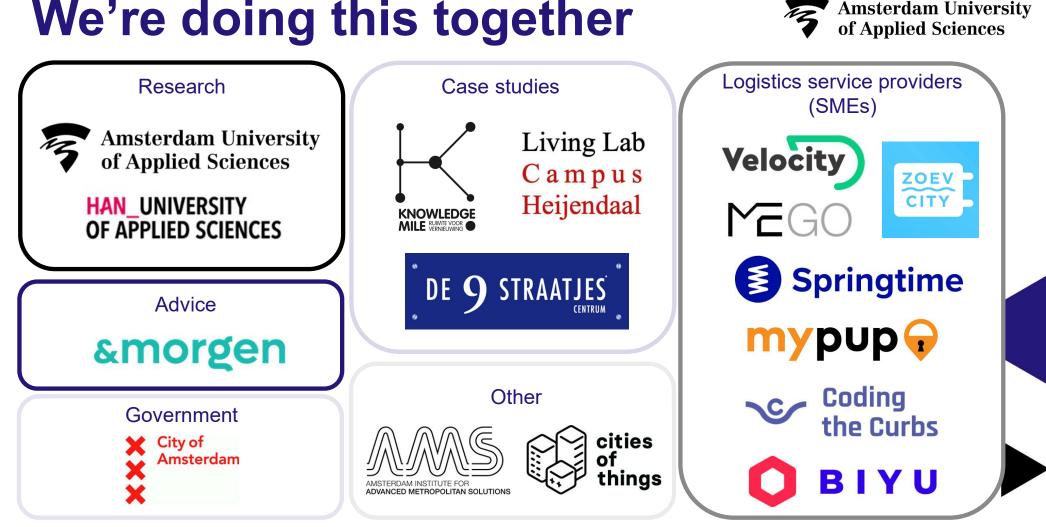
**1. Space is scarce and expensive, profit margins are low** 

2. Traffic to and from the hubs lead to congestion, unsafety and nuisance



4 Sustainable neighbourhood logistics: opportunities for hubs?

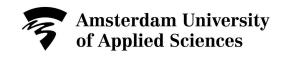




Sustainable neighbourhood logistics: opportunities for hubs? 6

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# **Open Collaborative Business Modelling: the approach**

- Step 1: Online tutorial
- Step 2: Data collection from questionnaires
- Step 3: Interactive half-day workshop

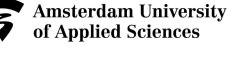


7 Sustainable neighbourhood logistics: Opportunities for hubs?

### **Collaborative Strategy Sketch: an example**

Uncertainty about timing of investments, payback period and legislation 3 Service costs pricing based on subscriptions 4 and pay-per-use Municipality, Current situation landlord, Business 2 1 with unbundled logisticsmanagement, Reduction of traffic Reducing traffic nuisance and and undirected and operations inconveniences by access disruption, noise logistical streams shipment restriction and bundling of management pollution and logistical streams through a operators and logistics neighborhood hub environmental expertise degradation 8 Control/influence on logistical processes of permitted logistical and transportation businesses 9 Facility operations on hub through dedicated hub manager Governance of inner-city areas, access restriction policies, public-private collaboration, concessions 10

Value proposition
Added value
Alternatives
Input
Cooperation
Revenue model
Risks and costs
Values and goals
Organization
Frameworks and context





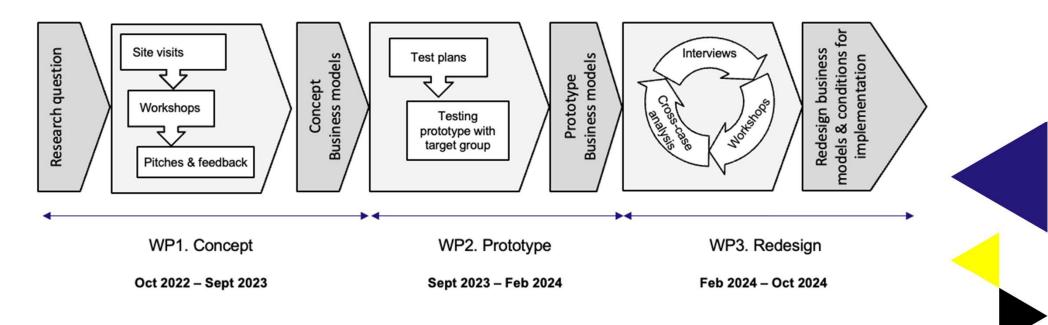
## **Lessons learned**

- The definition issue: what is a 'hub'?
- Start-ups and scale-ups change their business models on-the-go
- Governance design for zero emission zones is important
- Behavioural changes in the logistics supply chains are required on multiple levels:
  - Organisational level: shipment companies, transportation companies
  - Employee level: shipment administrators, transportation planners, truck drivers

9 Sustainable neighbourhood logistics: Opportunities for hubs?



### Next steps in the research



10 Sustainable neighbourhood logistics: Opportunities for hubs?

# Thank you!



### Your thoughts and suggestions are welcomed:

- What would you consider relevant for the governance of zero emission zones?
- Complementary business services on hubs: ideas, studies and examples?



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11 Sustainable neighbourhood logistics: Opportunities for hubs?



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