

# POLIS

CITIES AND REGIONS FOR TRANSPORT INNOVATION

ANNUAL  
CONFERENCE  
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## Sustainable neighbourhood logistics: Opportunities for hubs?

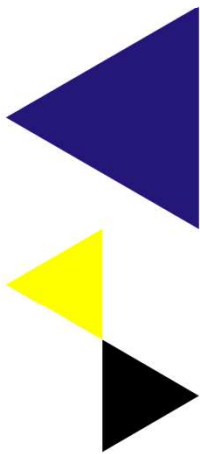
Wout Nijhuis, Amsterdam University of Applied Sciences  
Koos Johannes, Amsterdam University of Applied Sciences



# The urban logistics reality



Source: Coding the Curbs



Creating Tomorrow

# How did we get here?

## 1. Car-centric city design



(City of Amsterdam, 2021)

## 2. Increased demand for logistics

E-commerce



Stores

Construction &  
renovation



# Hubs might be the solution, however

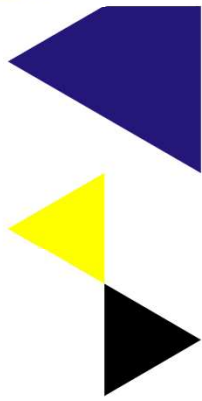
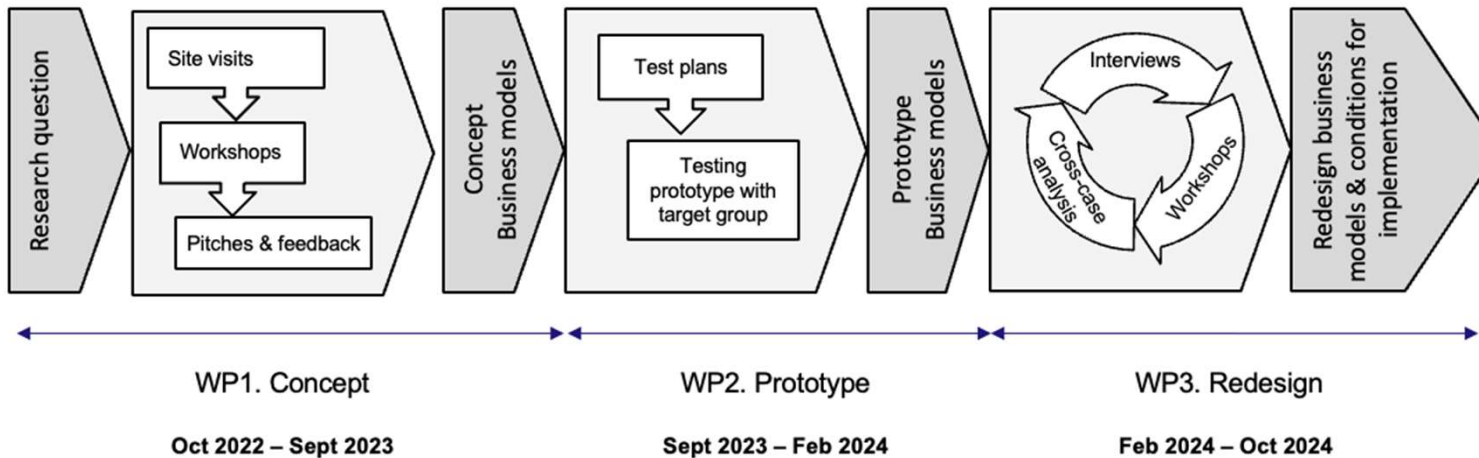
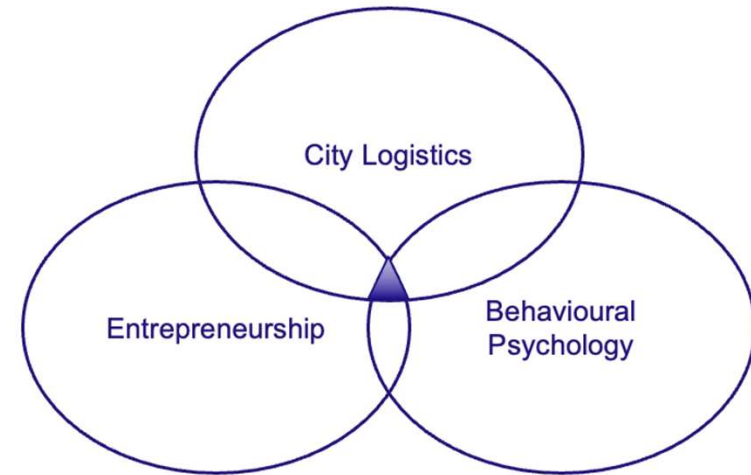


**1. Space is scarce and expensive, profit margins are low**

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

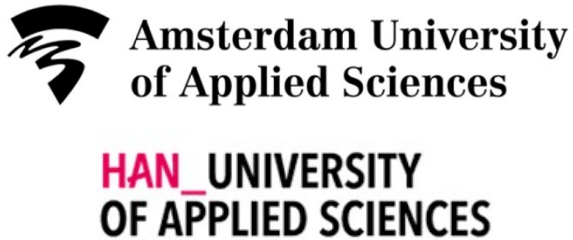
# Where we come in

*RQ: With which collaborative business models and under what conditions can urban logistics service providers deliver sustainable value with hubs?*



# We're doing this together

## Research



## Case studies



Living Lab  
Campus  
Heijendaal



## Logistics service providers (SMEs)



MEGO



## Advice

& morgen

## Government



## Other



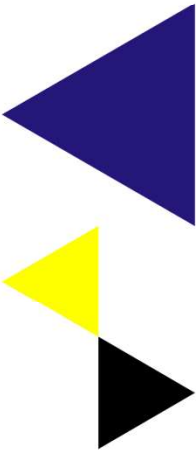
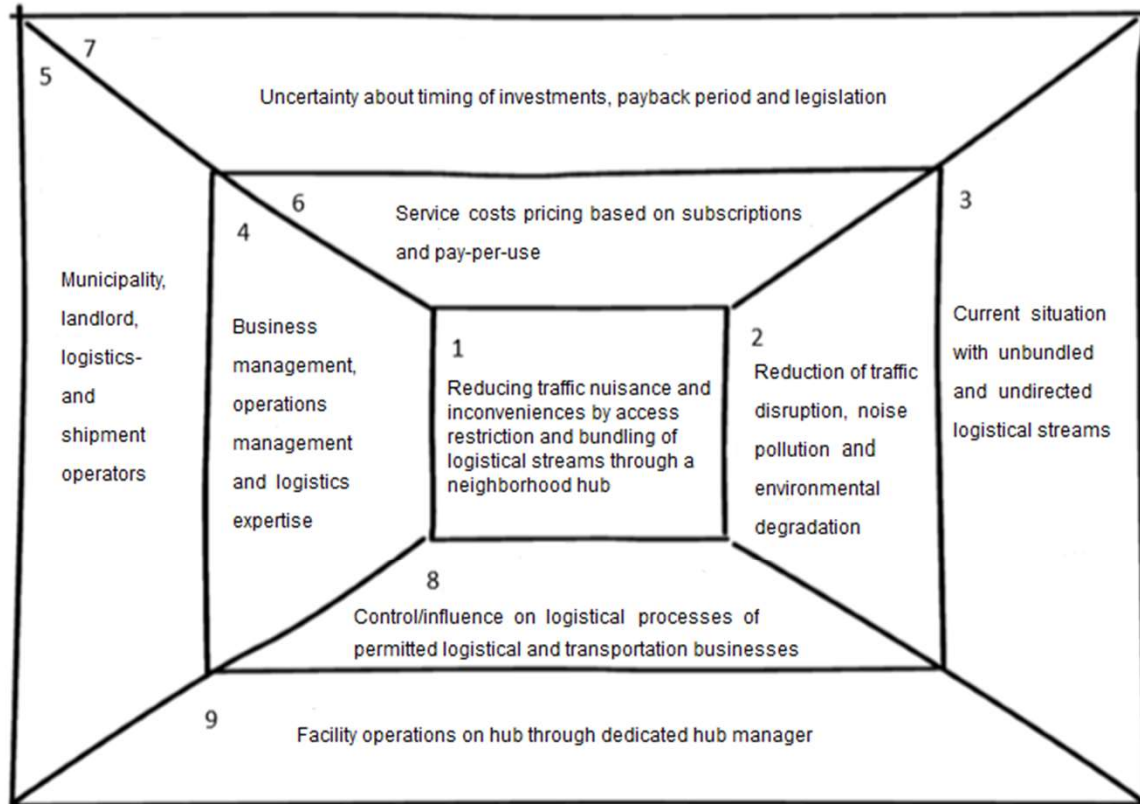
# Open Collaborative Business Modelling: the approach

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



# Collaborative Strategy Sketch: an example

1. Value proposition
2. Added value
3. Alternatives
4. Input
5. Cooperation
6. Revenue model
7. Risks and costs
8. Values and goals
9. Organization
10. Frameworks and context



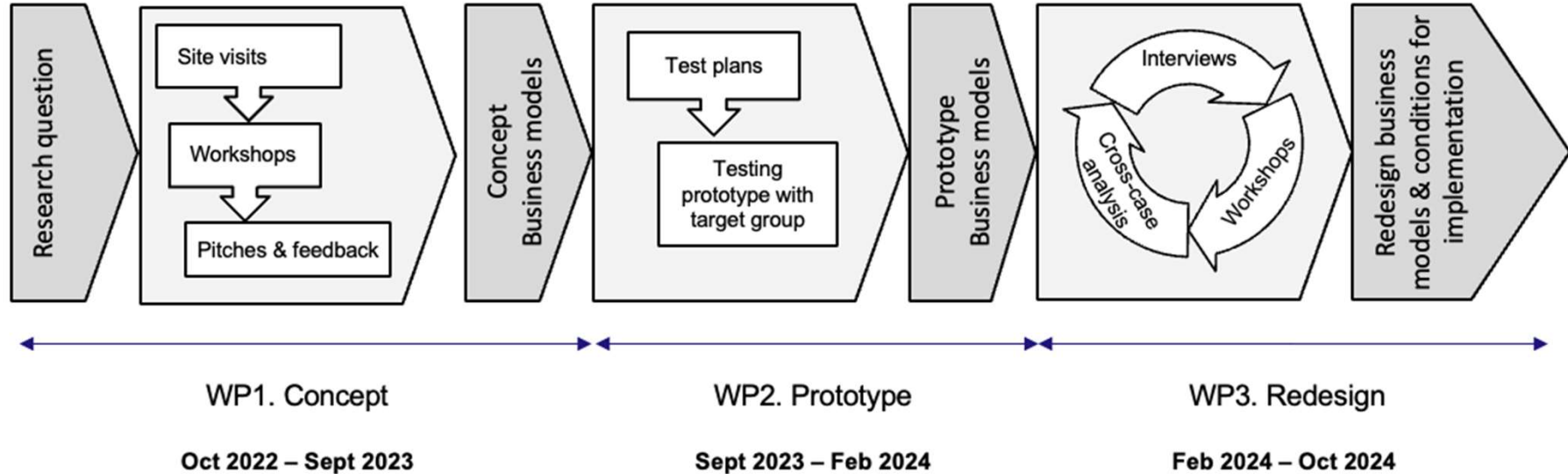


# Lessons learned

- 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



# Next steps in the research



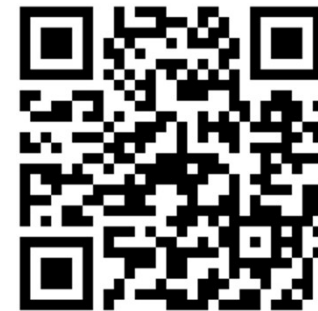
# Thank you!

## 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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