

Orientation - SWOT Report

Orientation towards sustainable development

OR.01 Environment

Sustainable District Logistics (SDL) orients logistics towards:

- Reduction of natural resource consumption (energy, soil, water, fuel, etc.)
- Preserving landscape configuration (density of hard infrastructures, etc.)
- Re-utilisation of products
- Recycling of parts of products, semi-products and wastes
- Pollution prevention and reduction
- Diffusion of new clean technologies, eco-efficient means and modes of transport
- Utilisation of renewable sources of energy

SWOT Analysis

Strengths

- Actions programmed for the management of the waste
- Plan of Urban Waste of Andalusia
- Energetic Plan of Andalusia
- Programmes for the economic sustainable development
- Project of center of innovation and technology of the waste
- Project of a power plant of biomass
- Plan of Environment of Andalusia
- Environmental improvement of the Guadalquivir river

Weaknesses

- Lack of management of agricultural waste
- Excessive urban and infrastructures pressure on very fertilesoils
- Bad quality of the superficial and underground water
- Predominance of intensive agriculture. Excessive consumption of water and chemical products
- Shortage of importance of the environmental industry

Threats

- Lack of coordination between the agricultural activities and the waste management
- Lack of coordination between the energetic and environmental planning
- Not consideration of the environmental industry in the Plan of Sustainable Development

Opportunities

- Construction of a plant of biomass
- Creation of the center of innovation and technology of waste
- Improvement of the logistics of the urban waste

Main hypotheses

Development of one coordinated program for the integrated management of waste based in the concertation of the diferents institutional and planner agents with the local economyc agents.

OR.02 Economy

Sustainable District Logistics (SDL) orients logistics towards efficiency, customer satisfaction and community well-being based on:

- Reduction of the material, energy and transport intensity (flows) in the economy (decoupling) also by means of soft and clean technologies
- Investments for the incorporation and reduction of the environmental and social costs in logistics accounting
- Dematerialisation of economy (durability of goods and services, miniaturisation of products, substitution of products by services)
- Reduction of transport growth and more balanced modal split in favour of rail and water
- Information and Communication Technology to substitute transport (e.g. telecommuting, home-shopping and delivering, teleconferences, teleworking, etc.)

SWOT analysis

Strengths

- Development of profitable agriculture
- High level of exportation of the agricultural production

Weaknesses

- Shortage of industrial transformation of the agricultural products
- Shortage of integration between agriculture, industry and services

- New industrial and services sectors due to the proximity of the Metropolitan Area of Seville
- Existence of societies for the intermunicipal economic development

Threats

- Shortage of sostenibilidad of the model of use of the natural resources for the intensive agriculture

- Shortage of industrial sectors and of innovative services
- Lack of collaboration between local companies
- Water shortage for the agriculture in dry periods

Opportunities

- Plan of modernization of the agriculture of irrigation
- Public support for the economic activity

Main hypotheses

To incorporate the enviromental criteria in the key productive sectors: agriculture and agroalimentarie industry.

OR.03 Socio-Culture

Sustainable District Logistics (SDL) orients logistics towards:

- Promotion of sustainable styles of production and consumption
- Investments in human capital (education and training) especially on sustainable development, logistics, transport, etc.
- Transdisciplinarity for integrated management of logistics and integrating planning
- Investments on innovation (Research & Development)

SWOT Analysis

Strengths

- Programs of formation for companies and unemployed
- School of environmental education
- Public support to the technological innovation in waste

Weaknesses

- Low level of qualification of the population
- Low level of innovation in the companies
- Difficulty for the cooperation between companies and institutions

Threats

- Lack of qualified professionals
- Shortage of integration of the productive system
- Technological obsolescence of the productive system

Opportunities

- Dissemination of the innovations in the companies
- Consolidation of the cooperation networks between companies and institutions
- Coordination between regional and local planning

Main hypotheses of alternative options

Development of a program of formation for environmental management directed to the companies.

OR.04 Equity between individuals

Sustainable District Logistics (SDL) orients logistics towards:

- Improvement of accessibility to goods, services, people and places, developing services that meet the needs of local population, including women, the poor, the rural, the disabled, elderly people, immigrants, ethnic minorities, etc. (equal accessibility)
- Balanced local development
- Health and safety activities
- Reduction of unnecessary and undesirable travels, movement and material flows

SWOT Analysis

Strengths

- Programs of public social equipments
- High accessibility to public an private advanced services in the regional capital (Seville)

Weaknesses

- High rate of unemployment
- Low level of qualification of the population

Threats

- Extension of the metropolitan phenomenon
- Loss of the cultural local identity
- Unequal access to the technologies of the information

Opportunities

- Diffusion of infrastructures and telecommunication services
- Development of the electronic administration
- Creation of new employments in the environmental industry

Main hypotheses of alternative options

Development of a program of promotion of the employment in the environmental industry.

OR.05 Equity between territories

Sustainable District Logistics (SDL) orients logistics towards:

- Balanced interlocal development (economic, socio-cultural and environmental)
- Development of fair and solidarity relationships between different local / regional contexts (equal accessibility in trade, economy, socio-culture, environment)
- Balanced alliance between logistics operators of different local areas
- Diffusion of connecting high technology systems (e.g. digital cities, interlocal digital networks)

SWOT Analysis

Strengths

- Municipal consortiums and societies of local development
- Programs of rural development

Weaknesses

- Changeable geometry of the territorial areas of intermunicipal management and cooperation
- Shortage of cooperation with external territories
- Shortage of cooperation between companies and institutions inside the region of La Vega

Threats

- Extension of the metropolitan phenomenon partly of the region of La Vega

Opportunities

- Development of agendas of territorial cooperation of social, economic and institutional agents

Main hypotheses of alternative options

Establishment of homogeneous objectives of environmental endowment for the municipalities of the area.

OR.06 Equity between generations

Sustainable District Logistics (SDL) orients logistics towards:

- Research concerning sustainable logistics scenarios, patterns, methods and technologies
- Education to nourish the ability of future generations to conceive new styles of production and consumption
- Conservation and development of environmental resources
- Strategic impact assessment of the logistics patterns (long-term risks and damaging changes) considering the aspects of the other 9 components on the future generations

SWOT Analysis

Strengths

- Progressive improvement of the qualities levels of life and welfare
- Improvement of the qualification level of the young generations
- Incorporation of the concepts of sostenibilidad in the regional Programs of Development

Weaknesses

- Inefficient use of the water in the agriculture
- Loss of water quality
- Not utilization of the energetic resources of the zone

Threats

- Weaknesses of the model of use of the natural resources for the agriculture

Opportunities

- Introduction of a system of integral management of the urban, industrial and agrarian waste
- Program of utilization of the energetic resources of the zone
- Plan of modernization of the agriculture of irrigation stops the efficient use of the water

Main hypotheses of alternative options

Establishment of objectives of environmental quality in the long term for all the area.

OR.07 Diversity

Sustainable District Logistics (SDL) orients logistics towards coherence, flexibility, permeability and diffusion of:

- Local identities and fabrics (biodiversity, habitat, socio-cultural heritage, economy vocations, etc.)
- Innovation and development of economic sectors, focused especially on small and medium sized

enterprises, income sources both in rural and urban areas, styles of production and consumption (values and ethics)

SWOT Analysis

Strengths ●●●

- Existence of a system of medium and small size cities with potential for the cooperation and common development
- Existence of an ecological resource of great potential importance: the Guadalquivir river

Weaknesses ●●

- Deterioration of the biodiversity and environmental quality for the agricultural model of irrigation
- Loss of biodiversity of the Guadalquivir river

Threats ●●

- Loss of economic and cultural local functions for the metropolitan influence
- Loss of territorial and landscape diversity for the urban growth and the homogeneization of the agricultural model

Opportunities ●●●

- Maintenance of the diversity of economic and territorial functions of the cities networks
- Development of a protection and environmental improvement program of the Guadalquivir river

Main hypotheses of alternative options

Participation of all the Town Councils in the programs of supralocal environmental development

OR.08 Subsidiarity

Sustainable District Logistics (SDL) orients logistics towards capacity building (knowledge dissemination and decision-making openness) based on:

- Integration of local and wider (global) dimensions (glocacity)
- Reduction of the spatial range of material flows
- Streamlined organisation of material flows
- Integration of top-down and bottom-up approaches in streamlined organisations (businesses, public administrations and other associations)
- Empowerment of local communities

SWOT Analysis

Strengths ●●●●●

- Importance of the instruments of territorial cooperation (municipal consortiums and societies of local and regional economic development)
- Increase of the local initiatives for the development

Weaknesses ●●●●

- Multiplication of public organisations of promotion of the development
- Lack of territorial perspective of the instruments of regional planning
- Shortage of financial and technology capacity of the Town councils
- Shortage of integration and cooperation of the companies that integrate the productive local system

Threats ●●●●

- Control of the economics decision support exterior to the zone
- Future uncertainty about the financial instruments of the European Union

Opportunities ●●●●●

- Cooperation for the establishment of aims and own strategies of development of the territory
- Possibility of development of a strategy for the development of the environmental industry in the zone
- Possibility of development of an energetic strategy in the area
- Integration of the agricultural, industrial and services companies of the zone for the integrated management of waste

Main hypotheses of alternative options

Development of the provisions for the regional planning by the institutional local agents.

OR.09 Networking and partnership

Sustainable District Logistics (SDL) orients logistics towards:

- Development of regional / local networks of production, distribution and consumption

- Investments in social capital (community glues, intermediary bodies, bridges and networks)
- Networked organisations (e.g. consortia between businesses, co-operation between private, public and social sectors, co-operation between local and metropolitan consortia of transport and logistics)
- Alliances between environmentally friendly transport modes and operators
- Exchange of experiences and good practice of sustainable transport and logistics between different local and regional contexts
- Alliances and collaboration between public authorities and private actors of different local / regional contexts

SWOT Analysis

Strengths

- Importance of the instruments of intermunicipal territorial cooperation
- Existence of a system intermunicipal of management of waste

Weaknesses

- Low level of integration between the companies and subsectors of the zone
- Low level of introduction of the technologies of the information
- Shortage of experience in processes of negotiation and co-decision



Threats

- Consideration of the ecological problems to local scale without global perspective
- Difficulty to overcome the inequality in the access to the technologies of the information

Opportunities

- Potentiality of the cities system to be organized in a network
- Networks of cooperation between productive sectors and companies
- Plan of Ordination of the Territory of Andalusia



Main hypotheses of alternative options

Creation of a table of coordination between the institutional local agents and the economic and social agents.

OR.10 Participation

Sustainable District Logistics (SDL) orients logistics towards:

- Enlargement of the stakeholders constellation to incorporate in the logistics processes new points of view, cultures, interests and behaviours (e.g. those concerning women, new generations, elderly, disabled, poor people)
- Information, animation and facilitation
- Stakeholders involvement and legitimate acknowledgement in the decision-making processes of spatial planning, transport, logistics, etc.
- Involvement of different agencies (private, public and social) in the management of logistics processes
- Community participatory forms of co-operative management of proximity logistics processes
- Democratic management of the strategic impact assessment of logistics processes

SWOT Analysis

Strengths

- Existence of instruments of participation of the companies in the public societies for economic promotion

Weaknesses

- Difficulty to manage in the territory the regional plannings
- Shortage of operability of the mechanisms of conciliation and social and managerial participation



Threats

- Different social and economic interests in opposition to the aims of the sustainable development in the long term

Opportunities

- Consolidation of new instruments for the government of the territory



Main hypotheses of alternative options

Development of instruments for information and participation of social, economic and civil agents in the environmental programs.

Social Potential - SWOT Report

The Social Potential of the district

SP.01 Perception of a variety of development approaches

The Sustainable District Logistics (SDL) approach is facilitated by:

- Willingness and practices of the logistics stakeholders (businesses, public authorities, civil society and communities) to open their views and ways of thinking, looking at new issues and conceptions on local and logistics development (debates, seminars, interdisciplinary working groups, animation and mobilisation of citizens, new plans on sustainable development, etc.)

SWOT Analysis

Strengths

- Existence of instruments of territorial cooperation para the development

Weaknesses

- Difficulty to articulate and to consolidate the different social and economic positions

Threats

- Contradiction between the interests of economic growth and the aims of sostenibility
- Difficulty to apply the regional strategy of development in a global economy

Opportunities

- Increase of the experience in the cooperation and the establishment of a strategy of common development

Main Hypotheses for action

Development of a program of territorial development based on objectives of sostenibility, that integrates the regional planning in the supralocal scale, and elaborated of participative form.

SP.02 Entrepreneurial creativity and innovation

The Sustainable District Logistics (SDL) approach is facilitated by:

- Reproductive capacity of the local context, based on common cultural roots, mobilisation of potential resources and research to improve the quality of life (projects and plans for sustainable businesses, banking, agriculture, tourism, etc.)
- Fertilisation of the local economic fabric to embed the single business into the fluxes of internal and external production relationships (typology and number of businesses, their life expectancy, sizes, markets, eco-efficiency technologies, etc.)
- Corporate Social Responsibility (CSR), defined by the recent (2002) European Union action framework, as "a concept whereby companies integrate social and environmental concerns in their business operations and in their interaction with their stakeholders on a voluntary basis" (typology and number of businesses and public bodies with social and environmental quality certifications, etc.).

SWOT Analysis

Strengths

- Public instruments for the promotion of the innovation and technological development

Weaknesses

- Low level of technological innovation in the companies
- Low level of professional qualification
- Predominance of small companies

Threats

- Increase of the technological unequalities

Opportunities

- Creation of the Center of Technological Innovation of Waste
- Dissemination of the innovations for the nearness of the Metropolitan Area of Seville

Main Hypotheses for action

Program of diffusion of the technological innovations in the companies from the Center of Technological Innovation of the waste.

SP.03 Capacity to cope with complexity and to anticipate change

The Sustainable District Logistics (SDL) approach is facilitated by:

- Strategies at local level able to increase the capacity of the logistics stakeholders to anticipate changes and to cope with a large amount of problems finding solutions that can reduce uncertainty while evaluating and managing local / global interdependencies (flexibility of the local economic and social fabric, integrated programmes and common medium and long term projects supported by training and education on visioning methods, chaos and complexity theories, etc)

SWOT Analysis

Strengths

- Instruments of territorial cooperation for the development



Weaknesses

- Predominance of strategies and objectives of short term
- Difficulty to adapt to the territory the instruments of regional planning



Threats

Opportunities

- Development of instruments for the government of the territory



Main Hypotheses for action

Pontetation of new forms of governance of the territory of supralocal scale.

SP.04 Enrichment of the local knowledge to create a cohesive multicultural environment

The Sustainable District Logistics (SDL) approach is facilitated by:

- Open interrelationships between different knowledge and cultures, considering both the current and future components of the local context and their probable impact on logistics processes (programmes for the emersion of black-market activities, exchange programmes with other local systems, projects on multicultural integration, labour and social insertion, etc.)

SWOT Analysis

Strengths

- Improvement of the level of qualification of the youngest generations
- Increase of the influence of the urban culture



Weaknesses

- Perception of the immigration as a threat
- Excessively localist culture



Threats

- Resistance to the innovations



Opportunities

- Increase of the opening and exterior relations of the population and the companies



Main Hypotheses for action

Development of activities of interchange of experiences for territorial development, technological innovation and environmental management.

SP.05 Discovery and re-encoding of the local specificities and knowledge

The Sustainable District Logistics (SDL) approach is facilitated by:

- Close interrelationships between the components of the concerned local context, considering different cultures and knowledge that can have an impact on logistics processes (number of endogenous companies, projects on local diversity recovery, cultural heritage, arts & crafts, oeno-gastronomy, agro-eco-natural tourism, economic and social diversification, etc.)

SWOT Analysis

Strengths

- Existence of instruments of territorial cooperation for the development



Weaknesses

- Nonexistence of a territorial express model in the zone
- Nonexistence of a strategy of utilization of the traditional know-how



Threats

- Loss of cultural and territorial identity for the proximity of the Metropolitan Area



Opportunities

- Consolidation of instruments for the government of the territory



Main Hypotheses for action

To reinforce the identity of the supralocal territory in the institutional, managerial and civil area.

SP.06 Ability to reach optimal levels of attainment and fulfilment of life

The Sustainable District Logistics (SDL) approach is facilitated by:

- Dialogical capacity of a territorial system to be simultaneously open and cohesive in order to create the knowledge preconditions for integrated logistics plans (interdisciplinary training and university courses on individual and collective empowerment, motivation and participation, etc.)

SWOT Analysis

Strengths



Improvement of the professional qualification of the youngest generations

Weaknesses



Low level of professional qualification



Predominance of employment of low qualification for the women

Threats

Opportunities



Public instruments for the improvement of the qualification



Initiatives for the incorporation of the woman to the work

Main Hypotheses for action

Development of formative programs directed the youngest generations and the women.

SP.07 Fractal distribution of responsibilities and competence

The Sustainable District Logistics (SDL) approach is facilitated by a multi-level governance of the logistics processes, based on:

- Integration of top-down and bottom-up approaches in decision-making at a territorial level (diversity of institutional characteristics in number of structures, distribution of responsibilities and power, etc.)
- Integration between local and global dimensions (balanced responsibilities and co-operation between small and large transport and logistics companies, etc.)
- Close interaction between economic actors, the society and the institutions (informal relationships and formal procedures of decision-making in public policies and programmes, etc.)

SWOT Analysis

Strengths



Instruments of territorial cooperation for the development

Weaknesses



Nonexistence of local competences in energetic policies



Difficulty of local coordination of the regional planning



Lack of coordination of the sectorial policies

Threats



Maintenance of the lack of territorial perspective of the regional planning

Opportunities



Development of instruments for the government of the territory



Development of a strategy for the environmental industry in the area

Main Hypotheses for action

- Potentiation of new forms of governance of the territory of supralocal scale.
- Application for the local and supralocal institutions of the regional planning.

SP.08 Facilitating structure for autonomy and collaboration into the decision-making

The Sustainable District Logistics (SDL) approach is facilitated by:

- Collective identity of the local context where political institutions, civil society and citizens manifest different economic, environmental and social interests (participation at public budget allocation and shared responsibilities in public spending, mutual and co-operative collaboration between the logistics companies and their stakeholders, etc.)

SWOT Analysis

Strengths

- Instruments of territorial cooperation for the development

Weaknesses



- Dependence of the strategies of territorial development with respect to the regional and European financing
- Dependence of the agricultural model with respect to the exterior trading
- Weakness of the instruments for the decision supports to in the area
- Predominance of the small enterprises

Threats

- Uncertainty with respect to the European financing in the future
- Nonexistence of centers decisionales managerial



Opportunities



- Capacity for the development of an integrated policy of management of waste
- Development of instruments of government of the territory

Main Hypotheses for action

To reinforce the capacity of decision of the supralocal level.

SP.09 Primary reliance on the endogenous resources without compromising the ones of the others

The Sustainable District Logistics (SDL) approach is facilitated by:

- Collaboration between the local actors to utilise endogenous and exogenous resources in a synergetic way (common territorial marketing plans, locally based investments, exchange of good practices with other local contexts, pilot projects between universities, businesses, trade associations, etc.)

SWOT Analysis

Strengths

- Strategy of development based on the activation of the endogenous potential



Weaknesses



- Agricultural model dependent on exogenous resources
- Not utilization of the own energetic resources
- Inefficiency in the use of the water in the agriculture of irrigation
- Productive system technologically dependent

Threats

- Increase of the model of energetic dependence
- Increase of the agricultural dependence



Opportunities



- Development of the system of integrated management of waste
- Development of instruments of government of the territory
- Creation of a power plant of biomass

Main Hypotheses for action

- Development of policies of sostenibility in the key economic sectors.
- Development of the program of integral management of the waste.

SP.10 Shared value system taking into account environmental, socio-cultural and economic interdependencies

The Sustainable District Logistics (SDL) approach is facilitated by:

- Collaboration between the logistics stakeholders (businesses, public authorities, civil society and communities) in taking into account the economic, social, cultural and environmental values and interdependencies (programmes for public awareness raising, typologies of stakeholders involved in relevant local initiatives, committees, forums, inter-departmental groups, etc.)

SWOT Analysis

Strengths

- Instruments of territorial cooperation for the development



Weaknesses



- Weakness of the objectives of sostenibility in opposition with that of economic growth

●●●●● Incorporation of the sustainability in the objectives of development

●●●●● Perception of the environment as decrease of the development

Threats



Opportunities



●● Maintenance of the contradiction between objectives of economic growth and sustainability

●●●●● Development of an environmental strategy integrated with the economic planning

●●●●● Maintenance of the agricultural model

●●● Plan of Environment for Andalusia

●●● Plan of Ordination of the Territory of Andalusia

Main Hypotheses for action

Program of supralocal territorial development orientated towards the sustainability.

SP.11 Social cohesion

The Sustainable District Logistics (SDL) approach is facilitated by:

- Networks of interpersonal relationships, common culture, sense of belonging, mutual trust between local operators and communities (role of the volunteer sector, socio-ethics funds, plans for urban renovation, social inclusion, employment, housing, etc.)

SWOT Analysis

Strengths



Weaknesses



●●● Progressive improvement of the qualities levels of life and welfare

●● Low level of social development in the European context

● Importance of the agricultural smallholders

● High level of unemployment

●● Low level of qualification of the population

●●●● Unequal integration of the women in the labour market

Threats



Opportunities



●●● Increase of the inequality in the access to the technologies of the information

●●●● Development of a strategy of the society of information in the territory

● Appearance of phenomena of social marginality of metropolitan character

Main Hypotheses for action

- Development of policies of social well-being.
- Development of a strategy on the society of the information in the territory.

SP.12 Opportunity and room for fair interactions

The Sustainable District Logistics (SDL) approach is facilitated by:

- Interactions aimed at guarantying the rights to be parts and citizen of the local system through appropriate structures and services (logistics plans based on eco and fair trade with other local contexts, projects on equal opportunities between men and women, human and not-only-human civil rights, involvement in public spending management, etc.)

SWOT Analysis

Strengths



Weaknesses



●●●●● Instruments of territorial cooperation for the development

●●●● Shortage of development of the culture of the negotiation and conciliation between the social and economic agents

●●● Difficulty of local coordination of the regional planning

Threats

Opportunities



●●●●● Development of instruments of government of the territory

●●● Plan of Ordination of the Territory of Andalusia

Main Hypotheses for action

Potentiation of the forums of participation and co-decision at local and supralocal level.

SP.13 Capacity for creating shared visions of local development

The Sustainable District Logistics (SDL) approach is facilitated by:

- Courses of action based on long term strategic thinking, transdisciplinary co-operation between the logistics stakeholders, flows of knowledge and participative decision-making (territorial pacts and agreements, Local Agenda 21, environmental education plans, etc.).

SWOT Analysis

Strengths

- Instruments of territorial cooperation for the development

Weaknesses

- Shortage of development of the culture of the negotiation and conciliation between the public and private agents
- Difficulty of local coordination of regional plannings

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Threats

Opportunities

- Development of instruments of government of the territory
- Network of Medium Cities of La Vega (Plan of Ordination of the Territory of Andalusia)

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Main Hypotheses for action

Managerial and civil participation in the program of territorial development.

SP.14 Integration of social and technical skills for innovative processes

The Sustainable District Logistics (SDL) approach is facilitated by:

- Integration of "tacit" (embedded in the local context) and codified (formalised learning methods) knowledge (professional, technological and business-orientated), as well as access to higher technologies to smaller businesses (training courses, connection with universities, inter-companies collaboration, stages and professional mobility, participatory planning for urban and rural renovation and development, etc.)

SWOT Analysis

Strengths

- Strategy of development based on the activation of the endogenous potential

Weaknesses

- Nonexistence of instruments that they should recognize the local know-how

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Threats

- Loss of knowledges and local technologies

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Opportunities

- Development of public instruments of promotion of the innovation

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Main Hypotheses for action

To take advantage of the endogenous potential and to incorporate the traditional know how in the strategies of development and technological innovation.

SP.15 Access to information and dialogue

The Sustainable District Logistics (SDL) approach is facilitated by:

- Information and debate on transport and logistics issues and processes to favour connective tissues between local actors, communities and institutions (transparent procedures in decision-making, acknowledgement of what decision can be really influenced by the citizens' participation, campaigns and projects for awareness raising, etc.)

SWOT Analysis

Strengths

- Instruments of territorial cooperation for the development

Weaknesses

- Predominance of small companies
- Shortage of development of the culture of the negotiation and conciliation between the public and private agents

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Threats

Opportunities

- Development of instruments of government of the territory

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Main Hypotheses for action

Potential of the instruments of information and communication in the frame of the strategy on the society of the information.

SP.16 Existence of facilitators and animators of multiple interactions

The Sustainable District Logistics (SDL) approach is facilitated by:

- Local development agencies and agents to facilitate interactions between the logistics stakeholders through a knowledge flow aimed at capacity building (promotion of participatory spatial and logistics planning, joint projects on corporate social and environmental responsibility, networks of businesses innovation and support services, etc.).

SWOT Analysis

Strengths

- Instruments of territorial cooperation for the development
- Network of local agents for the development

Threats

Weaknesses

- Shortage of culture of the negotiation and the conciliation between public and private agents

Opportunities

- Development of instruments of government of the territory

Main Hypotheses for action

Potential of the activity of the agents of local and supralocal development.

Dynamics - SWOT Report

The transformation Dynamics of the district

DY.01 Enhancing problem understanding

Changes in favour of Sustainable District Logistics (SDL) can be produced by:

- Increasing the capacity of the logistics stakeholders to enlarge scope and perspective of analysis in order to nourish innovation and creativity that are based on social and environmental awareness and responsibility; this means, for instance, to consider the close interrelationships between organisations, territories, spatial and temporal dimensions

SWOT Analysis

Strengths

- Existence of forums of relation between companies and public local and areal administration

Weaknesses

- Not creation of instruments of conciliation between companies

Threats

- Not creation of instruments of conciliation between companies

Opportunities

- Process of negotiation led by the public administration and the intermunicipal consortia

Main Hypotheses for action

Increase of the knowledge on the territorial, economic and environmental reality of the supralocal area.

DY.02 Open collective learning

Changes in favour of Sustainable District Logistics (SDL) can be produced by:

- Improving the capacity of the logistics stakeholders to acquire and utilise knowledge and know-how; this means to develop a culture of co-operation in several policy fields, for instance in spatial planning and territorial flows management

SWOT Analysis

Strengths

- Instruments of public support to programs of qualification for companies

Weaknesses

- Shortage of demand of qualification from the companies
- Resistance to the innovations
- Lack of collaboration between companies

Threats

- Lack of development of programs of cooperation and qualification of the companies

Opportunities

- Specific program of qualification for the environmental industry

Main Hypotheses for action

Program of formation in the sectors of the environmental industry and the technological innovation.

DY.03 Negotiation and co-decision

Changes in favour of Sustainable District Logistics (SDL) can be produced by:

- Improving the capacity of the logistics stakeholders to determine strategies that have the wider possible consensus; this means to develop a culture of participation, attributing, for instance, equal decision role to the different interest groups (economic, social and environmental)

SWOT Analysis

Strengths

- Existence of forums of relation between companies and administration

Weaknesses

- Unsuccessful experiences in processes of participation of the companies
- Nonexistence of instruments of co-decision

Threats

- Not creation of instruments of co-decision

Opportunities

- Process of negotiation and co-decision led by the public administration

Main Hypotheses for action

Development of the capacity of management of the territory at supralocal scale.

DY.04 Creation of a shared vision

Changes in favour of Sustainable District Logistics (SDL) can be produced by:

- Improving the capacity of the logistics stakeholders to think strategically in a long-term perspective; this means, for instance, to define transparent business and territorial purposes and to follow them with coherent organisational behaviours (missions)

SWOT Analysis

Strengths

- Existence of a Program for the sustainable Development agreed by consensus with the companies

Weaknesses

- Few concretion of the objectives of sostenibility
- Predominance of the small companies
- Conflicts of interests between municipalities and companies

Threats

- Not establishment of a strategy of development really compromised between companies and public administration

Opportunities

- Creation of instruments of negotiation and co-decision between companies of the local productive system and public administration

Main Hypotheses for action

Potentiation of the forums of participation and co-decision at local and supralocal level.

DY.05 Client orientation

Changes in favour of Sustainable District Logistics (SDL) can be produced by:

- Improving the capacity of the logistics stakeholders to elaborate and perform eco-prosumerism strategies; this means, for instance, to create alliances between producers, consumers, local communities and suppliers taking into account the natural environment, the non human species and the future generation

SWOT Analysis

Strengths

- Existence of forums of relation between companies and public administration

Weaknesses

- Shortage of experience in negotiation and co-decision between companies and public administration

Threats

- Development of public policies without effective participation of the companies
- Not consolidation of instruments of integration of the local productive system

Opportunities

- Creation of instruments of negotiation and co-decision between companies of the local productive system and public administration

Main Hypotheses for action

Managerial and civil participation in the program of territorial development.

DY.06 Result orientation

Changes in favour of Sustainable District Logistics (SDL) can be produced by:

- Improving the capacity of the logistics stakeholders to assess constantly the outcomes of business and territorial plans; this means, for instance, to monitor client-satisfaction, stakeholders appreciation, performance costs and revenues, taking into account also the impacts of logistics on the environment, health and socio-culture in terms of styles of production, consumption and life

SWOT Analysis

Strengths

- Existence of a Program of Sustainable Development with mechanisms of follow-up

Weaknesses

- Lack of experience in the follow-up of the planning

Threats



- Lack of experience in the follow-up of the planning

Opportunities



- Establishment of global strategies made concrete in specific projects with measurable objectives and periods

Main Hypotheses for action

Creation of an observatory of territorial development.