

Report Swot orientation

01 - The environmental dimension

Sustainable District Logistics (SDL) orients the corporate strategy towards:

- Reduction and optimisation of natural resource consumption (energy, soil, water, fuel, etc.)
- Reduction, re-utilisation and recycling 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

Strengths



- Interesting trends towards environment-friendly systems (also in transportation and warehousing), processes (e.g. recycling) and product (e.g. ecological property) in a limited number of industrial businesses and in examples of organic farming, sometimes supported by environmental quality certifications (i.e. ISO 14000/1 and bio-logical marks)

Weaknesses



- Lack of dissemination of methods and strategies for sustainable business as well as lack of environmental awareness and commitment in some economic sectors (e.g. services)

Threats



- Probable isolation of the local good practices within the re-emerging traditional entrepreneurial culture inattentive to environmental issues

Opportunities



- Probable willingness and capacity of implementing the principle of corporate environmental culture supported by EU, regional and local schemes

Main hypotheses of alternative options

To promote the corporate environmental awareness and commitment through measures that favour:

- the exchange of good entrepreneurial practices, starting from the attempts made in the Casentino Valley and putting them in contacts with other examples at EU and international levels
- the integration of several types of local resources in a visible and streamlined path of financial, technical and management support.

02 -The economy dimension

Sustainable District Logistics (SDL) orients the corporate strategy towards:

- Reduction of the material, energy and transport flows with the related costs, including those concerning negative impacts on the environmental, work and social conditions
- Investments for improving corporate quality
- Investments in Information and Communication Technology to provide efficient customer services, rationalising logistics and substituting physical transport

Strengths



- Modern entrepreneurial culture in industrial companies that have national and international relationships
- Some interesting logistics cases with a positive effects on rationalising and lowering the related costs

Weaknesses



- Lack of logistics knowledge in many firms as well as scarce entrepreneurial culture in the farming sector (e.g. management, marketing, accounting)
- Logistics flows based on the prevalent utilisation of road transport, confirming the LCA results on environmental and social impacts and costs (externalities)

Threats



- Probable unbalance between sectors and companies due to entrepreneurial individualism
- Probable increase in considering logistics as an exclusive business issue without a more integrated territorial strategy (e.g. spatial planning)

Opportunities



- Probable development of business services (e.g. administrative, management, financial and technical support)
- Probable willingness of leading companies in lowering logistics costs by means of a more balanced transport system that will increase railroad utilisation

Main hypotheses of alternative options

To favour changes in business strategy on logistics management opening a long-term path aimed at reducing road transport in favour of rail mode with immediate measures that rationalise freight transport organisation through:

- consolidation of freight loads in small logistics centres located in the existing railways stations and supported by ICT to connect businesses and transport operators

- improvement of railways services (e.g. night-freight-trains) connected with the regional and national railways networks
- specific logistics plans co-decided between the large sized enterprises (especially in the industry sector) and the public authorities (e.g. the Mountain Community and the Province) in order improve efficiency and safety of the not-immediately converting road flows into rail freight transport
- flexible (e.g. dial-a-ride) but in common (e.g. share-a-ride) services (e.g. van-pool) of supply and distribution, supported by the existing e-government network ("rete civica") and privately managed (e.g. in association, partnership and more structured consortia)
- business investments in e-logistics and e-commerce integrated into the existing e-government network in order to be potentially accessible from and to the Valley households
- an annual award in service-voucher for business assistance co-financed by a Valley trust of credit institutes and local authorities closely devoted to the small and medium sized enterprises, with selection criteria formulated according the sectoral typologies and business performances

03 - The socio culture dimension

Sustainable District Logistics (SDL) orients the corporate strategy towards:

- Promotion of sustainable styles of production and consumption
- Investments in human capital, innovation, research and studies
- Investments for improving the corporate social quality

Strengths



- Some interesting business cases (e.g. industry) that consider human capital as an internal resource

Weaknesses



- Lack of dissemination of methods aimed at taking into account the interests of a wide range of stakeholders in order to determine business strategy (e.g. social audit)

Threats



- Probable decreasing in investment and expenses to improve the internal human capital and to ameliorate the business social image due to the foreseen economic crisis

Opportunities



- Probable increase in social awareness supported by the dissemination of knowledge on total quality management (e.g. client centrality) and social accounting (stakeholders involvement)

Main hypotheses of alternative options

To facilitate investment in human capital, integrating business strategy with external support (private and public) in the fields of training, research, managerial and technical assistance (e.g. on social audit with a specific focus on logistics management).

04 - Equity between individuals

Sustainable District Logistics (SDL) orients the corporate strategy towards:

- Improvement of management, work conditions and organisational behaviour (e.g. equal opportunities between women and men, eradication of any types of discrimination, health and safety)

Strengths



- Attention to work conditions and human capital due to good industrial relations in relevant companies

Weaknesses



- Lack of support to methods and strategies for social equity due to an increasing reduction of national public spending in social inclusion policies

Threats



- Probable reduction in investment on this multi-dimensional aspect due to a reduction in company economic profits and dumping effects on the national and international markets

Opportunities



- Probable willingness and capacity of implementing the principle of corporate social responsibility and quality certification (e.g. SA 8000) supported by EU, regional and local schemes

Main hypotheses of alternative options

To promote the principles of SA 8000 through a co-ordinated action plan elaborated by the Mountain Community, the Province, trade associations, trade unions and relevant NGOs.

05 - Equity between territories

Sustainable District Logistics (SDL) orients the corporate strategy towards:

- Contribution to a balanced interlocal development through fair and solidarity relationships and alliances between entrepreneurs of different territorial areas

Strengths



- Very few cases of fair and solidarity trade that involve other countries with a low development rate

Weaknesses



- Lack of dissemination of methods and strategies to support fair and solidarity trade

Threats



- Probable increase in wild competition between companies and developed countries

Opportunities



- Probable willingness and capacity of implementing strategies based on mutual exchange of knowledge, technologies and market chances

Main hypotheses of alternative options

To create the knowledge preconditions necessary for the elaboration of logistics plans in favour of fair trade through the dissemination of good practices among the Casentino stakeholders opening a specifically dedicated web-site in the e-government network ("rete civica") with information on strategies, programmes and actions (e.g. the European World Shops, Fair Trade Organisation, ethical banks).

06 - Equity between generations

Sustainable District Logistics (SDL) orients the corporate strategy towards:

- Investments in research and studies looking at the future generations

Strengths



- Very few examples of investment in this aspect that concerns the long-term entrepreneurial strategy

Weaknesses



- Lack of stable long-term orientation in macro-economic strategy towards the future generations according to the principle of sustainable development (e.g. environmental and social inclusion policies) from the part of the national government

Threats



- Probable increase in conflicting interests related to long-term environmental and social issues (e.g. energy crisis, immigration, poverty)

Opportunities



- Probable increase in willingness and measures to promote sustainable development from the part of regional and local governments, supported by EU strategies

Main hypotheses of alternative options

To support the business investments with a stable monitoring and evaluation system on strategic (long-term) impacts of processes, products and consumption utilising international sources of information and knowledge (e.g. the Dow Jones Sustainability Indices).

07 - Diversity

Sustainable District Logistics (SDL) orients the corporate strategy towards:

- Innovation and diversification considering local identities and fabrics (biodiversity, habitat, socio-cultural heritage, economy vocations, small and medium sized enterprises)

Strengths



- Interesting business cases aimed at promoting process and product diversification

Weaknesses



- Lack of awareness concerning the integration between economic, socio-cultural and environmental diversification in the industry and services sectors, whilst in agriculture bio-diversity and biological quality are not very well publicised and disseminated

Threats



- Probable isolation of the economic diversification from environmental and socio-cultural conservation and diversification with the risk of reducing or jeopardising them

Opportunities



- Probable increasing support for entrepreneurial strategies based on an integrated approach for diversification promoted by regional and local programmes, plans and schemes

Main hypotheses of alternative options

To support business innovation and creativity with a stable benchmarking system on local and international good practices accompanied by enquiries, research and scientific studies on biological, social, cultural and economic diversity.

08 - Subsidiarity

Sustainable District Logistics (SDL) orients the corporate strategy towards:

- Contribution to a balanced local development, reducing the spatial range of material flows

- Contribution to the local communities empowerment, integrating top-down (global dimension) and bottom-up (local dimension) approaches

Strengths



- Interesting examples of reduction in material flows mainly in agricultural sector (e.g. organic farming) as well as examples of good business relations between larger industrial companies, local firms and networks

Weaknesses



- Lack of integration between individual logistics plans and a co-ordinated spatial planning

Threats



- Probable increase in logistics costs and in dependency from outsider companies

Opportunities



- Probable willingness and capacity of implementing territorial marketing and logistics with the involvement of relevant public bodies and initiatives

Main hypotheses of alternative options

To elaborate a plan concerning the promotion of the corporate environmental and social responsibility (CSR) involving all the enterprise associations and sectors (agriculture, industry and services), experts, NGOs, public and private development agencies.

09 - Networking and partnership

Sustainable District Logistics (SDL) orients the corporate strategy towards:

- Investments in social capital (associations and networks) and alliances between businesses and environmental, socio cultural, ethical organisations
- Networked organisations (e.g. consortia between businesses, co-operation between private, public and social sectors)

Strengths



- Several examples of involvement in networks of economic interests

Weaknesses



- Lack of a diffused involvement in networks that promote social and environmental interests

Threats



- Probable isolation of the local good practices within the re-emerging traditional corporate culture inattentive to the environmental, socio-cultural and ethical issues

Opportunities



- Probable willingness and capacity of developing relationships and memberships in existing business networks orientated towards sustainable development

Main hypotheses of alternative options

To promote territorial marketing (e.g. local brands) and integrated logistics networks aimed at facilitating the creation of clusters and networks of supply, production and consumption with the collaboration of environmental departments and agencies as well as with the integration of this issue into the elaboration of the Valley Local Agenda 21, supported by the participation on CSR and sustainable business networks.

10 - Participation

Sustainable District Logistics (SDL) orients the corporate strategy towards:

- Improvement of the relationships between the firm and the stakeholders constellation, taking into account new points of view, cultures, interests and behaviours
- Information, animation and facilitation

Strengths



- Attention to improve quality, business promotion and marketing strategies mainly in the industry sector

Weaknesses



- Lack of dissemination of methods and strategies for the involvement of a wide range of stakeholders taking into account also those "without voice" (e.g. the environment and the future generations)

Threats



- Probable reduction in the attention on stakeholder participation due to the re-emerging of a less responsible corporate culture nourished by controversial schemes and behaviours at a national level (e.g. government strategies)

Opportunities



- Probable willingness and capacity of opening and promoting new awareness on stakeholder participation nourished by EU, regional and local schemes

Main hypotheses of alternative options

To support local businesses (especially small and medium sized enterprises and farms) in the elaboration of environmental and social marketing creating a few numbers of "quality circles" per sectors and activity with the

involvement of stakeholder samples (e.g. households, customers, suppliers, consumers' associations, environmental organisations).