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a project for Sustainable District Logistics

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Stakeholders Involvement in the Sustainable District Logistics approach

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Contents

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Summary

The objective of this Paper is to favour and facilitate the participation of local stakeholders in the development of a Sustainable District Logistics (SDL) project. The methodologies examined and evaluated have resulted from the experimentation performed in five local case studies of the EU INNESTO project. The SDL approach aims at integrating spatial and business plans to improve the access to goods, services, people and places, maintaining and renewing the natural, human and human-made resources (see the Discussion Paper *Sustainable District Logistics: a Theoretical framework for understanding a new paradigm*).

According to the SDL approach developed in the INNESTO project, the stakeholder participation and empowerment are basic elements in the creation of a "new social and territorial approach" to local logistics. Fair partnerships, negotiation and co-decision processes are integrated into a long term strategy that considers the economic, environmental and socio-cultural resources of a local territory. Therefore, the results of the SDL approach are the reduction in economic, social and environmental costs of actual logistics operations, while adding value to businesses and the territory by integrating of spatial and business plans.

Stakeholders, participants in the process, are invited to participate, as representatives of

- the public sector (local and regional governments and authorities),
- the civil society (groups and organisations of diverse interests),
- the economic components (producers and suppliers, small and medium sized enterprises, larger companies, logistics and transport operators),
- the social and environmental components (local communities, citizens and families, environmental organisations).

Research organisations in both the private and public sectors act as initiators of the SDL process. The present Paper is directed towards facilitating the activities of the researchers who will direct the SDL process. These project promoters will need to identify and motivate the stakeholders in the active participation to meet specific project goals, related to

- formulating hypotheses of innovative options based on the most relevant features of the local territory (Local Context Analysis),
- examining logistics flows and business performances through a series of environmental, economic and socio-cultural indicators (District Logistics Analysis),
- determining locally shared visions and paths for the future development of sustainable district logistics, revising and reinforcing the main hypotheses of innovative options developed (Local Scenario Workshop).

Fair partnerships, negotiation and co-decision processes are the driving forces to successfully carry out the SDL approach. Promoters need to be in a position to favour the participation of stakeholders and influence development decisions in a territorial context. Governmental institutions are particularly well positioned to promote this new approach, since they have both the authority to create a favourable environment, giving clear direction, transparency, accountability and the necessary financial support to innovative projects.

The SDL stakeholders apply a set of instruments to develop hypothesis related to logistics and local development. Determining and guiding innovative courses of action, developed by the local stakeholders, will maximise the integration of the local potentials, capabilities and capacity to anticipate and manage change. Capitalising on the experiences gained in the five local study areas examined in the INNESTO project (Casentino Valley - IT, Trier – DE, Vega de Guadalquivir /Seville – ES, Brabrant – NL and Viborg – DK), this paper suggests some useful solutions, the main ones being:

- flexibility in the formation and management of the local groups
- the ongoing adaptation of the local groups to arrive at a well balanced involvement of a variety of stakeholders
- the involvement of public authorities as key members

These issues are described in the first section, *Overall evaluation of the stakeholder involvement"*. The comparisons of results are presented in the second section, *The SDL stakeholders in the INNESTO project"*, where the different degrees of stakeholder involvement is described. These experiences reveal the necessity to permanently support the stakeholder interests in relation to the scope of the specific project, taking into account:

- the close relationships between logistics issues and several policy fields of territorial planning (e.g. spatial, rural, social services, employment, vocational training, corporate social responsibility, governance)
- a wide range of relationships that can exist between the operators of an extended production chain or in a cross-border territorial area
- the different interests, expertises and professional roles that can favour the identification of a multidisciplinary core group of stakeholders
- the women involvement that can add new points of view to the traditional logistics approach

Further details of each case study are given in the final sessions regarding each partner and case study area.

Overall evaluation of the stakeholder involvement

Three groups of stakeholders are to be created in each SDL project:

- the LAG, Local Advisory Group
- the LPG, Local Project Group
- the LSW, Local Scenario Workshop

Each stakeholder group has a different role in carrying out a SDL project, as was experimented in the INNESTO project.

The LAG constitutes the local "political" branch of the SDL approach, involving representatives of main categories of local end-users, namely businesses, logistics and transport operators, public authorities and social communities. The LAG gives advice, discusses, addresses, suggests, supports and monitors the promotion and implementation of SDL initiatives. LAG specifically is helpful to carry out the Local Context Analysis (LCA), from which the main hypotheses of innovative options are derived.

The LPG is the local "operational branch" of the INNESTO project management, involving local experts in logistics, business organisation and/or sustainable development, chosen from existing local development & business innovation agencies, firms, local authorities and organisations. LPG specifically is useful to perform the District Logistics Analysis (DLA), in which flows (e.g. material, energy, information, but also people) are examined in depth together with business performance (e.g. logistics costs, organisational networks and typologies, SDL indices). New and specific hypotheses of options emerge from the DLA and they are correlated to those elaborated during the LCA in order to verify and strengthen common paths towards SDL with the aims of integrating solutions that concern both the local territory and the businesses' fabric.

The LSW is not a permanent group in the structure of a SDL project, but it constitutes a central step to enlarge the points of view with the aims of determining a locally shared vision and paths on the future development (e.g. 15 year perspective) of sustainable district logistics (SDL). Participants develop their own opinions and suggestions on the future characteristics of the local context to solve main problems where logistics dynamics are embedded. The results of the Local Context Analysis and District Logistics Analysis are utilised to support the creativity of the participants. For this reason the participants are selected in relation with the requirements of each case study.

In order to constitute the LAG and LPG, an analysis of the local stakeholders is made at the beginning of a SDL project, but it is useful to update the analysis during the project implementation both to adapt the composition of each group to the new developments (especially the hypotheses of innovative options) and to arrive at the final composition of the LSW.

After two years of experimentation with the SDL approach in the five case study areas of the INNESTO research project, it was possible to compare the results regarding the system of LAG, LPG and LSW.
To this end, a final enquiry was also carried by means of a specific questionnaire sent to all the INNESTO partners.

The overall evaluation is aimed at facilitating the further development of the SDL approach after the conclusion of the INNESTO project.
In this sense the resulting information can be used to capitalise on the wide diversity of local contexts examined.

Seven main issues have been considered:

- LAG, LPG and LSW creation
- LAG, LPG and LSW role
- Usefulness of groups with differentiated roles
- Diversity and overlap between LAG, LPG and LSW members
- Interests' involvement
- Women participation
- Stakeholders' interests and contribution to the project

LAG, LPG and LSW creation

The composition of LAG, LPG and LSW was decided by the INNESTO partners through consultation of relevant key persons and associations of different interests (e.g. economic, socio-cultural, environmental), as well as of public authorities.

Difficulties emerged during the research development in relation to the case study and the position of the research group (promoter) in each study area.

As a general consideration, group creation was found to be easier for project promoters with a governmental role than for private research institutes or universities.

- In the Casentino case study, the officers of the Arezzo Province (public authority) consulted the local associations and businesses to create the LAG, which was utilised to also identify the candidates for LPG and LSW.
- In the Trier case study, EURES (private research institute) acted together with the director of the office for city development and statistics of the city of Trier who at the same time is director of the regional association for Freight Transport, Training and Logistics.
- In the Vega de Guadalquivir case study, Grupo Entorno (private research institute) defined the composition of the groups in collaboration with local authorities and development agencies.
- In the Viborg case study, the RUC (university) research team decided the composition of the LAG and, in close cooperation with its members, that of the LPG and LSW.
- In the Brabant case study, the NEA consultants (private research institute) approached the different parties to select the participants on the basis of their expertise and the representation of different point of views.

A public authority that is committed to carrying out the SDL project is advantaged by the fact that it possesses a series of official consolidated relationships in different policy fields and with a wide range of stakeholders.

In any case, alliance with public authorities helps to overcome difficulties, as well as it is useful to identify and motivate key persons and associations of interests. Therefore, in a SDL project, it is necessary to integrate competences coming from the research side with those typically offered by local development agents and facilitators.

Difficulties can arise in the scheduled time to create the above-mentioned groups. In the INNESTO project, two main reasons were found to delay group formation, requiring specific actions from the promoters to resolve these difficulties.

In the Viborg case study, the composition of the LPG was retarded because delays occurred in the finalisation of a workable SDL-framework.
The formation of a LPG was therefore integrated as part of the LSW. The originally scheduled work plan to create LPG before LSW was inverted: participants in the LSW constituted participants in the LPG. This change was introduced since the collective process of exchanging knowledge and discussion of future local strategies was more likely to kick-off a common ground for the participants in the LPG to contribute with factual and actual knowledge & information on relevant challenges seen from their perspective.

Therefore, when there are difficulties due to the workability of a new approach, solutions should be pragmatically determined by combining the ingredients of the general framework and adapting the scheduled work plans according to the characteristics of the concerned local context.

In the German experience, there were six previous attempts to set up a pilot project that did not succeed.
The specific reasons were different but two general difficulties can be identified:

- a large cultural gap and hesitation to cooperate between public and private structures in the regions of Germany where case studies were investigated,
- the considerable economic pressure in the transport sector in the last three years which has led to an extremely short-term economic perspective,
- capacity problems in small and medium size companies.

Eventually, the Trier case study was positively defined with an approach that was aimed at constructing a innovative cooperation of three public-private companies for multi-modal transport.
This choice led to the creation of a limited but compact group of stakeholders, members at the same time of the LAG, LPG and LSW.

Therefore, when there are difficulties related to delays in setting up a pilot project, solutions should be pragmatically determined to concentrate the research efforts in a feasible way, acting on the basic interests of the local stakeholders and simplifying the originally scheduled steps and procedures.

It is expected that the creation of the EU SDL Network and the final test of the toolbox (especially the *SDL.development* system) will provide both the structure and the instruments to establish easier relationships with the stakeholders than those activated during the long phase of experimentation during the INNESTO project.

For instance, in the Brabant case study, it was pointed out that the development time of European projects is too long to keep the stakeholders optimally interested. This is particularly relevant in the transport sector where high-level people are short term goal-minded. Within a project like INNESTO, it is difficult to interest those people who want results at the first meeting not a year later.

LAG, LPG and LSW role

The different role assigned by the theoretical and operational frameworks of the SDL approach to LAG, LPG and LSW was confirmed to a large extent, as demonstrated by the following examples:

- LAG: is a group with guidance functions (Arezzo); it introduces the research team to relevant issues, providing knowledge on general challenges and opportunities (RUC).
- LPG: is a group composed of various technicians (Arezzo); it allows the research team to deal with problems and opportunities related to specific sectors of production and transport (RUC).
- LSW: is an useful place and stage to exchange knowledge among researchers, stakeholders from the local entrepreneurial fabric and from the local authorities in a strategy process (RUC).
- LAG, LPG and LSW: are useful roundtables to involve stakeholders in favour of a sustainable management of agricultural and urban waste (Grupo Entorno).

Usefulness of groups with differentiated roles

During the INNESTO project implementation, it was debated if the differentiation between the roles assigned to the local groups was really helpful and workable to support the research fieldwork: specifically LAG in relation to Local Context Analysis and LPG to District Logistics Analysis.

- In the Casentino case study, the availability of two different groups was useful because the role of the LAG was related to programming and representation, while the LPG group had a more operational role, for example they helped in the DLA research phase by establishing the contacts with various companies.
- In the Viborg case study, it was useful to operate with two groups with differentiated roles. The LAG-level proved relatively successful in identifying general challenges and opportunities at a more strategic level. The LAG members seemed open and willing to discuss alternative visions for the regional transport system in a more environmentally sustainable perspective. On this basis the research team developed relevant and specific concepts of SDL to be presented to stakeholders from the furniture and transport industries.

United groups were decided in some case studies both to arrive at useful results in limited time or because of the high professional profiles of the involved stakeholders.

- In the Brabant case study, it was found that, when the selected people have expertise on both theoretical and practical sides, it is not useful to create two distinct groups as the participants are capable of participating in the different tasks of the project.

- In the Trier case study, it was decided to have only one group. The pilot project was carried out in few months time and needed to be highly efficient. The decision makers of the relatively small companies involved wanted to maintain control of the process and delegate operational tasks only on a case by case basis.

The above examples demonstrate that it is necessary to define different missions to the stakeholder involved in a SDL project from the beginning of a local project, but also that it is necessary to combine participation and effectiveness in a flexible way especially when the time available for carrying out the research is short.

Diversity and overlap between LAG, LPG and LSW members

Flexibility in the way the groups are created and the distinction between tasks should be maintained throughout the overall management of a SDL project.
For instance, as underlined in the previous paragraphs, even though the same rationale was behind the LAG, LPG and LSW creation in all the case studies, differences emerged in their composition.

The differences were concentrated in four main typologies:

1) a clearly differentiated composition between LAG, LPG and LSW

In the Casentino case study, there is no overlap between people involved in the LAG or in the LPG. Changes occurred only to replace a previous member who moved to another region.
In the LSW, the representation of interests was enlarged involving stakeholders that were not present in the LAG and in the LPG.

2) a different composition of LAG and LPG and the formation of the latter as a part of the LSW

In the Viborg case study, the LAG and LPG are different.
The decision was taken to involve the LPG and LAG members in LSW in order to focus their attention on a coherent and shared future strategy.

3) a similar composition of LAG and LPG with a further enlargement of interests in the LSW

In the beginning of the Brabant case study, there was no differences in composition between LAG and LPG. Later on, it was decided to extend the LPG with the members of the LSW.
The selected stakeholders had a broader expertise due the decisional roles played in their own organisation.
However, there is a trade off between good and expert people and their available time. The approached stakeholders are good and expert people and because of this they have a busy schedule. Arranging a meeting with all the members appeared to be very difficult. To be sure that all knowledge would be used, several bilateral conversations with the members were taken place.

4) a similar composition of LAG, LPG and LSW

- In the Trier case study, the LAG, LPG and LSW were identical in stakeholders representation and members, while, for example, the composition of the LAG and LPG proposed for the first attempt in Southern Baden was much broader and corresponded to a larger project design.
  The Trier solution was necessary to form a small, efficient and competent team able to take decisions necessary for managing a pilot project in a short time.
  The members are the top decision makers of the organisations involved. Collaborators are involved only occasionally for data gathering. Interpretations of the analysis, scenarios and strategies however, are negotiated by the decision makers themselves.

- In the Vega de Guadalquivir case study, composition was similar between LAG, LPG and LSW, since it was useful to involve the some persons along the different phases of the project development. Sometimes it was necessary to have separated meetings on homogeneous issues (e.g. spatial planning, business strategies) and people (e.g. local development agencies, public administrations, entrepreneurs).

These examples demonstrate that in a SDL project, it is necessary to find pragmatic solutions utilising the theoretical and operational frameworks of the SDL approach to deal with a wide variety of different cultures, expectations, professional backgrounds in different local contexts.

Interests' involvement

During the project implementation, different degrees of stakeholder involvement were reached. The following examples demonstrate the necessity to support the stakeholder interests in relation to the scope of the case study and to the characteristics of the concerned local context.

1) A large variety of stakeholders is necessary when the purposes of a SDL project concern a close relationships between territorial planning and logistics issues.

In the Casentino case study, LAG and LPG had multiple role as representatives and logistics experts, however, there was the necessity to enlarge the stakeholder representation with the aims of incorporating new points of view on sustainable accessibility to goods, services, people and places, for instance from associations of consumers, households, students, parents, commuters, the third sector and environmental sectors, as well as from organisations and bodies involved in civil rights, social and health, equal opportunities etc.

2) Stakeholders should be carefully and progressively selected utilising the most appropriate parts of the SDL approach and instruments when the purposes of a SDL project regard close territorial relationships determined by the operators of an extended production chain.

- In the Viborg case study, the SDL-framework has been progressively adapted to the relevant interests of the local stakeholders (the logistics development of the furniture industry).
  As a result, logistics challenges and opportunities were used as a specific example on how to make the SDL-framework operational in a specific local context.
  In fact, it has been difficult to involve and convince local businesses of the relevance of developing a SDL-framework.
  The business stakeholders were focused on the question: *what's in it for me?*
  Stakeholders from consulting and the regional planning authorities were more willing and interested to be involved in the case study.

- In the Vega de Guadalquivir case study, attention was focussed on the utilisation of agricultural biomass and urban waste to produce renewable energy.
  The main guidelines for an integrated waste management were defined involving farmers (who manage by themselves the logistics operations), local authorities and development agencies.
  They actually played a very important role providing valuable information on the social and economic structure of the concerned large territory.

3) Similarly the selection of stakeholders should be progressively balanced when the purposes of a SDL project are specifically aimed at improving the logistics excellence of an integrated area with a wide range of cross-border relationships.

> In the Brabant case study, LAG and LPG had the same composition of interests (e.g. shippers, transport companies and members of the government, both local and national, and a university), but no specialised logistic operators.
> Looking at the improvement of logistics in a sustainable way at a Provincal level, logistic operators were invited to the scenario workshop because they play an important role in gaining information about the case study.

4) Finally, when a SDL project needs to be carried out in a short time it is necessary to identify a stakeholders core group that is capable of combining different interests and professional roles , working in a efficient way.

> In the Trier case study, most members of the LAG had more than one function. Each person represented more than one interest group and perspective. This facilitated discussions.
> To involve other stakeholders (e.g. trade unions or NGOs) directly into the groups was not possible with the actual project design and the main issues at stake, but it was decided to provide specific occasions for consultation later.

Women participation

A low degree of involvement regarded women participation in LAG and LPG. The reasons for this low involvement are closely linked to the traditional culture of the logistics domain, as demonstrated by the following considerations that are common to all the case study areas.

> In the Viborg case study, the low involvement of women was deemed to be a result of a structural development within the field of logistics and transport, which traditionally recruits male candidates. Specifically, in the road haulage sector it has proved difficult to find females employed at strategic levels in the firms.

"The conclusion is that the logistics sector is a men's world" as clearly demonstrated by the Brabant case study.

Freight transport and logistics are recognised to be really a man's world. Women are participating mostly in lower functions like administrative employees. A few years ago, there was an active policy to engage more women in logistics. Presently, women drivers are more common due to changes in technology. Despite this policy, the percent of female total truck drivers rose only from 1 to 2 percent but fell back again to 1 percent.
Another factor for the low participation of women in the transport sector is that traditionally family owned transport companies are passed from father to son and the work historically involved physically demanding activities.
Another point is that one-vehicle companies are arranged in two divisions: Operational (male) and administrative (female). The manager functions in larger companies are almost all men too. This is due to the fact that some truck drivers are promoted into management positions. Another fact is that education programmes for managers are mostly attended by men.
Notwithstanding some interesting attempts (see above) a general opinion exists that equal opportunities between women and men are not realisable. For the physical operations men still fulfil the most jobs, because the sector is and maybe always will be a male world. Men as well as women do spatial planning policies. In logistics there is a development of 'value added logistics' (for example: preparing/assembling computers). This is fine tuned work that mostly is done by women.

Women have still a limited access and few opportunities to manage high levels of decision making and this problem regards not only transport and logistics, but also other economic sectors. For this reason, the issue of equal opportunities is a transversal issue in all policy fields and it is necessary to have a coherent and complete approach.

- In the Trier case study, women's representation was typical of other industries in this region at a high level of decision making.
  The only woman involved has a strong position and a high reputation, but as an overall consideration, women are weakly represented in the logistics business.

- In the Vega de Guadalquivir case study, very few women have a relevant professional position in transport and logistics domains, but this happens also in other sectors (e.g. agriculture).

The SDL approach is useful to change, attempting solutions that favour the involvement of women interests in the logistics domain. It is, in fact, necessary to open the logistics towards new points of views involving women in the range of stakeholders to be taken into consideration for strategic decisions.

In the Casentino case study, it was recognised that the involvement of a low number of women depended on cultural reasons: in general the representative roles are still predominantly male; in particular the logistics field is still a male interest sector.
To counterbalance this disparity in interests, it was decided to perform the LSW with an equal number of women and men (50%).

Stakeholders' interests and contribution to the project

The involved stakeholders manifested a significant willingness to invest time and energy in each case study, as it is demonstrated by the following examples.

- In the Trier case study, most of the decision makers involved were highly motivated, since the project concerned their core business strategies.
- In the Vega de Guadalquivir case study, the selected stakeholders demonstrated a good willingness to collaborate along the project development, even though sometime problems arose to meet them all together.
- In the Casentino case study, the stakeholders manifested interest from the project beginning. This motivation has been further strengthened by the responsibility assigned to the Province of Arezzo of chairing the EU SDL Network in the first years after the end of the INNESTO project.
- In the Brabant case study, there was an enthusiastic reaction from different people, especially during the selection phase of the stakeholders to be involved into the LAG.
- In the Viborg case study, the LAG participants expressed an interest in highlighting issues of importance for their specific stakeholder interests (furniture, transport and local planning).
  It has also been an interest to get access to new knowledge provided by the other participants and the local research team.
  The participants of the LAG have contributed with knowledge on specific issues about transport, furniture production and relevant challenges in the local physical planning & regional development.
  The information has been provided via interviews with the research team.
  Due to problems adopting the SDL-framework, the LAG participants were not involved in an interactive process of the SWOT-analysis.
  The analysis was carried using information from the interviews and other relevant material on the selected issues (reports, analysis, etc.).
  The Local District Analysis was intended to rely on information from a LPG, but since this group was formed at the LSW, the research team gathered information about logistical flows and logistical organisation via questionnaires and interviews among furniture producing firms and transport firms.

The SDL stakeholder in the INNESTO project

LAG Local Advisory Group

The following table shows the overall range of stakeholder typology as determined by the persons involved in the LAG.

Governance area	Stakeholder typology	Persons involved in LAG	
		Number	Percentage
Public sector	Governments, public authorities and administrations	14	35%
Supporting bodies	Development agencies, universities and research institutes	11	27%
Civil society	Business and trade associations, trade unions, environmental associations	9	23%
Economic components (glue)	Logistics and transport companies, SMEs and larger manufacturing and trading companies	6	15%
	Total	40	100%

Each stakeholder has specific fields of interest, as shown in the following tables.

Governance area: Public sector	
Stakeholder typology: Governments, public authorities and administrations	
Fields of interest	**Number of fields involved**
Transport	9
Infrastructure	5
Spatial planning	4
Economy	4
Environment	2
Research & Development	2
Tourism	1
Training and employment policies	1

Governance area: Civil society	
Stakeholder typology: Business and trade associations, trade unions, environmental associations	
Fields of interest	**Number of fields involved**
Business and trade	3
Transport, shippers, haulers, logistics and warehousing	2
Environmental and ecological interests	1
Trade unions	2
Farmers	1

Governance area: Economic components (glue)	
Stakeholder typology: Logistics and transport companies, SMEs and larger manufacturing and trading companies	
Fields of interest	**Number of fields involved**
Shippers and hauliers (transport, warehousing)	2
Small – medium manufacturing and trading companies	2
Large transportation companies (e.g. railways)	2

Governance area: Supporting bodies	
Stakeholder typology: Development agencies, universities and research institutes	
Fields of interest	**Number of fields involved**
Business, technology and innovation centres	9
Chambers of commerce	1
Universities and Research Institutes	1

Adopting the following method and criteria (Justice T., Jamieson D. W., *The facilitator's fieldbook*, AMACOM, New York 1999), each research team evaluated the characteristics of the each organisation in order to determine the degree of involvement.

The main characteristics of the logistics stakeholders were examined by each research team, attributing a commonly agreed score (from 0 to 5) to the following criteria:

Person	**Interest**	**Influence**	**Impact**	**Information**	**Involvement degree (total)**

Person	What organisation does the stakeholder represent?
Interest	How strong is her/his interest in the work of the group, fostering decisions and initiatives in relation to specific field of activity?
Influence	How strong is her/his influence to block decisions and initiatives?
Impact	To what extent will she/he be affected by decisions and initiatives?
Information	To what extent does she/he possess data needed to contribute to and facilitate decisions and initiatives
Involvement degree	To what extent is her/his participation important for the work of the group? (Total of the results)

The following table shows the overall involvement scores attributed to each stakeholder typology involved in the LAG.

Governance area	Stakeholder typology	Involvement degree in LAG	
		Score	Percentage
Public sector	Governments, public authorities and administrations	220	36%
Supporting bodies	Development agencies, universities and research institutes	173	29%
Civil society	Business and trade associations, trade unions, environmental associations	109	18%
Economic components (glue)	Logistics and transport, companies, SMEs and larger manufacturing and trading companies	103	17%
	Total	605	100%

As an individual average, the involvement score reveals particular attention on the following stakeholder typologies (max score = 20):

Stakeholder typology	Involvement degree in LAG
	Individual average score
Logistics and transport companies	18
SMEs and larger manufacturing and trading companies	17
Development agencies	16
Governments, public authorities and administrations	16
Environmental associations	14
Business and trade associations	13
Universities and research institutes	13
Trade unions	10

Specific roles were assigned to each person involved in the LAG on the basis of her / his characteristics and of the involvement degree of the stakeholder organisation.

The following roles are present within the LAG: to chair the LAG, to promote the LAG in the local context; to facilitate contacts with other local contexts, organisations, etc.; to help the gathering of information on specific matters; to monitor the activities, to support and communicate with LPG members and so on.

Moreover, taking into account all these elements, members can participate in the meetings regularly (permanent member) or occasionally (temporary member) because they are called only for specific matters.

Person	**Role**: Chair, Promotion, Contacts, Information, Monitoring, LPG, other (specify)	**Participation**: Permanent, Occasional

As an overall result, the following table gives the current (December 2003) composition of the LAG in each local case study:

Stakeholder typology	**Arezzo**	**NEA**	**EURES**	**RUC**	**Grupo Entorno**	**Total**
Governments, public authorities and administrations	4	2	1	3	4	14
Development agencies	2	1	1	3	3	10
Business and trade associations	3	2		1		6
Logistics and transport companies	1		3			4
SME's and larger manufacturing and trading companies			0		2	2
Trade Unions	2					2
Universities and research institutes		1				1
Environmental associations	1					1
Total	13	6	5	7	9	40

Results for each INNESTO partner are summarised later in specific paragraphs at the end of this report.

The following areas of experience are shown by the overall picture that emerges from the five LAGs.

Areas of experience	**Number of areas involved**
Local development initiatives	20
Strategic planning	20
Promotion of networking and partnership	18
Information diffusion and exchange	13
Logistics management	13
Development of relationships with other communities	12
Support to economic projects (business creation, assistance, etc.)	10
Community services	9
Marketing and promotion of territory	9
Research and development	8
Quality management	8
Relationships with universities and research institutes	7
Marketing	6
Promotion of equal opportunity	6
Environmental monitoring	4
Quality certification (ISO, EMAS, SA, etc.)	4
Training	4
Transfer of technologies activity	4

Development of local identity and diversity (economic, socio-cultural and environmental)	3
Customer services (client satisfaction, etc.)	3
Diversification and re-conversion	3
Social training	3
Environmental research and development	2
Environmental training	1

LPG Local Project Group

Generally LPG was articulated into specific workshops and subgroups. Attention was dedicated to combining different disciplines and professional backgrounds (e.g. economy, urban and rural planning, landscape science, transport, business management, logistics, sustainable development and so on).

After the consultations, the following characteristics of the LPG members were determined.

Person	**Excellence**	**Disciplinary background**	**Organisation role**

Person	Which stakeholder is represented?
Excellence	What is the quality of the stakeholder organisation, specifying field of activity and interest?
Disciplinary background	What are the specific fields of knowledge and expertise of the person?
Organisation role	What role is played by the person involved in LPG in her/his organisation (stakeholder)? Is she/he at a strategic top, middle and operative levels

The overall results of the current composition of the LPG are summarised in the following tables.

Governance area: Public sector	
Stakeholder typology: Governments, public authorities and administrations	
Excellence (fields of activity and interests)	Number of fields involved
Regional and local planning	7
Transport planning	6
Spatial planning	5
Business development	3
Research & Development	2
Environment	1

Governance area: Civil society	
Stakeholder typology: Business and trade associations, trade unions, environmental associations	
Excellence (fields of activity and interests)	Number of fields involved
Business and trade	1
Transport, shippers, haulers, logistics and warehousing	1

Governance area: Economic components	
Stakeholder typology: Logistics and transport companies, SMEs and larger manufacturing and trading companies	
Excellence (fields of activity and interests)	Number of fields involved
Small - medium manufacturing and trading companies	6
Large forwarding company	4
SME hauling company	3
Large manufacturing and trading companies	1
Logistics operators	1

Governance area: Supporting bodies	
Stakeholder typology: Development agencies, universities and research institutes	
Excellence (fields of activity and interests)	Number of fields involved
Business, technology and innovation centres	6
Universities and Research Institutes	3

The disciplinary background of the persons involved in the LPG is summarised as follows.

Disciplinary background (fields of knowledge and expertise)	Number of fields involved
Business experience, commercial knowledge, logistics knowledge	13
Strategic development planning	11
Transport and logistics	10
Marketing	4
Logistics management	4
Business and economics	3
Architecture	3
Quality management	2
Environmental science	2
Promotion of networking and partnership	2
Landscape and spatial planning	2
Marketing and promotion of territory	2
Relationships with Universities and research institutes	2
Research and development	2
Transfer of technologies activity	2
Development of local identity and diversity (economic, socio-cultural and environmental)	1
Environmental monitoring	1
Environmental research and development	1

The persons involved in the LPG have different roles in their parent organisation, as it shown in the following table.

Organisation role	Number of persons
Managing director	11
Director	11
Officer	10
Firm owner	8
Consultant	4

The above - reported results characterise the LPG composition according to the different local contexts of the five case studies (see following table).

Stakeholder typology	**Arezzo**	**NEA**	**EURES**	**RUC**	**Grupo Entorno**	**Total**
Governments, public authorities and administrations	5	2	1	4	4	16
Logistics and transport companies	1		3	4		8
SME's and larger manufacturing and trading companies	1			4	2	7
Development agencies	1	1	1		3	6
Universities and research institutes	2	1				3
Business and trade associations		2				2
Total	10	6	5	12	9	42

Results for each INNESTO partner are summarised in the following paragraphs at the end of this report.

LSW Local Scenario Workshops

The characteristics of the persons chosen to participate in LWS depended on the requirements of each case study. The role of the LSW within the SDL approach is to develop locally shared visions and paths on the future development. Participants develop specific visions of the future characteristics of their own local context and identify alternative paths to solve main problems that are identified. The results of the DLA and LCA are utilised to support the scenario elaboration of the participants.

The LSWs are articulated in two events, a vision workshop and a paths workshop. The main hypotheses developed in the LCA and DLA are then reinforced through the scenario methodology and participation of stakeholders in these two events (workshops). For the criteria for the selection of participants varied from case study to case study.

Participants in the LSWs in each case study represented different disciplines and professional backgrounds (e.g. economy, urban and rural planning, landscape science, transport, business management, logistics, sustainable development and so on).

The overall results of the composition of the LSW are summarised in the following table.

Stakeholder typology	Arezzo	NEA	EURES	RUC	Grupo Entorno	Total
Governments, public authorities and administrations	4	2	1	4	3	14
Logistics and transport companies		7	3	4		14
Civil society (citizen associations)	8					8
Manufacturing and trading companies				4	2	6
Development agencies	1	1	1		2	5
Business and trade associations	2	2				4
Equal opportunity structures	3					3
Universities and research institutes		2				2
Total	18	14	5	12	7	56

Results for each INNESTO partner are summarised in the following paragraphs.

Province of Arezzo: the Casentino Valley case study

The productive system of the Casentino area, which is prevalently constituted by SMEs in all sectors (from agriculture and industry to services), has demonstrated a high capacity for innovation and has a good relationship with the European markets. Although the environmental situation is less compromised (in comparison to other Tuscan and Italian areas), problems arise in relation to traffic and congestion.
Good quality in government and co-ordination characterise the local municipalities that are aggregated in a Mountain Community according to the subsidiarity principle.
The case study is dedicated at giving the basic guidelines for the elaboration of an integrated "Sustainable accessibility plan" to goods, services, people and places, without compromising the territorial integrity (social, environmental, economic) of the Casentino Valley.

LAG

Person	Interest	Influence	Impact	Information	Involvement degree (total)
Dori Alessandra, representative of the provincial government (Arezzo)	4	4	4	4	16
Versari Ivano, representative of the Mountain Community government of Casentino	4	4	4	4	16
Basagni Giovanni, vice-president of the provincial employers' association (Arezzo)	4	3	4	4	15
Bernardini Franco, Chamber of Commerce (Arezzo)	4	3	4	4	15
Pucci Stefano, vice-president of Federimpresa (agency of the Arezzo artisans' confederation)	4	3	4	4	15
Iaconis Maria Carmela, officer of the provincial government (Prato)	4	3	3	4	14
Murras Aleandro, officer of the provincial government (Firenze)	4	3	3	4	14
Valentini Enrico, president of the provincial environmental association *Legambiente* (Arezzo)	4	3	3	4	14

Person	Interest	Influence	Impact	Information	Involvement degree (total)
Balzini Vincenzo, manager of the regional railway company *La Ferroviaria Italiana*	4	2	3	4	13
Agnelli Sergio, vice-director of the provincial association of commercial and tourism enterprises (Arezzo)	3	3	3	3	12
Cerofolini Mauro, trade union executive officer (CISL Casentino)	3	2	3	2	10
Milaneschi Lauro, trade union executive officer (CGIL Casentino)	3	2	3	2	10
Tamburini Paolo, president of the provincial farmers' association (Arezzo)	3	2	3	2	10

Person	**Role:** Chair, Promotion, Contacts, Information, Monitoring, LPG, other (specify)	**Participation**: Permanent, Occasional
Agnelli Sergio	Contacts, information	Permanent
Balzini Vincenzo	Contacts, information	Permanent
Basagni Giovanni	Contacts, information	Permanent
Bernardini Franco	Contacts, information	Permanent
Cerofolini Mauro	Contacts, information	Permanent
Dori Alessandra	Chair, promotion, LPG	Permanent
Iaconis Maria Carmela	Knowledge, LPG	Permanent
Milaneschi Lauro	Contacts, information	Permanent
Murras Aleandro	Knowledge, LPG	Permanent
Pucci Stefano	Contacts, information, LPG	Permanent
Tamburini Paolo	Contacts, information	Occasional
Valentini Enrico	Promotion, contacts, information	Permanent
Versari Ivano	Chair, promotion, information, monitoring, LPG	Permanent

LPG

Person	Excellence	Disciplinary background	Organisation role
Bolletti Stefania	Provincial government (Arezzo)	Landscape and spatial planning	Officer, spatial planning department
Cardinali Giovanni	Provincial government (Arezzo)	Logistics and transport (infrastructures) planning	Managing Director, transport infrastructures' department
Donatelli Giuseppe	Private institute of transport (Bibbiena)	Transport and logistics knowledge	Managing director, transport planning
Galastri Italo	Casentino Forest Park	Environmental (forest) science	Director
Iaconis Maria Carmela	Provincial government (Prato)	Transport and logistics planning	Officer, transport planning department
Lammioni Paolo	Forwarding company *SIMAT* (Arezzo)	Business experience, commercial and logistics knowledge	Firm owner, logistics department
Lenzi Carlo	Building company *BARACLIT* (Arezzo)	Business experience, commercial and logistics knowledge	Managing director, industry department

Person	Excellence	Disciplinary background	Organisation role
Meacci Francesco	*Federimpresa*, agency of the artisans' confederation (Arezzo)	Transport (road haulage, inter-modal) and logistics knowledge	Officer, logistics department
Niccolai Luciano	Provincial government (Firenze)	Logistics and transport planning	Consultant in transport planning and local development
Ventura Paolo	University of Florence, Architecture	Landscape and town planning	Consultant, responsible for the Bibbiena town plan

LSW

Person	Stakeholder type
Bottai Laura	Committee for Equal Opportunities between men and women
Pieri Marilena	Councillor for the Equal Opportunities between men and women
Rubbiani Chiara	Consumers' Association
Cresci Elena and Betti Sara	Students' Council
Parri Luciano	Parents' Council
Tassini Danilo	WWF (local branch)
Cantalupi Bruna and Nocentini Daniela	Commuter workers
Becucci Serafino	Vocational training department (Arezzo Province)
Mariottini Roberto	President of the Casentino Mountain Community
Tartaglia Luciana	Time & Rights Committee (urban planning to make services accessible to citizens)
Ralli Giovanni	Social and health services planning (Arezzo Province)
Farini Rossana	Consortium for tourism promotion in the Casentino
Materazzi Nino	Third Sector Forum
Meacci Francesco	Artisans' Confederation
Bennati Luca	Shopkeepers' Association
Conaccini Marco	Responsible for the Casentino Local Agenda 21

EURES: the Trier / Luxemburg case study

The city of Trier and a regional logistics association are developing a new cooperation between the regions largest operators on waterways, rail and road haulage, in particular concerning tri-modal logistics in the cross-border region of Luxemburg/Trier. The case study focuses on the organisational challenges of a seamless tri-modal cooperation. The objectives for the regional case study are related to the development of an overall concept for inter-modal transport services to be offered in the cross-border region by the new public/private company taking into account the available capacities and regional infrastructure. This will be achieved through the development of an organisational concept that optimises the cooperation of the actors in the three different modes considering the interests of public bodies and their possibilities to shape the frame conditions of logistics activities in the region (city of Trier, etc.). The large transport volumes involved and their implications for infrastructure (e.g. investments in rail and waterways) present a strategic opportunity for experimentation with the SDL approach, combining economic, social and ecological aspects (sustainable development) both from a single business and from a regional development perspective.

LAG

Person	Interest	Influence	Impact	Information	Involvement degree (total)
Calmes, Marc : EuroLuxCargo S.A., Luxembourg	5	5	5	5	20
Rass, Dr. Christoph: TSW Trierer Stahlwerk; Speralux SA, Luxembourg; WAL e.V., Europäisches Zentrum für Wirtschaftsverkehre, Ausbildung und Logistik	3	5	5	4	17
Schmitt, Roswitha: TCT, Trierer Container Terminal, Luxport S.A., Mertert, Luxembourg	5	5	5	5	20
Waldschmidt, Jürgen, department for city development, City of Trier	5	3	5	4	17
Weinand, Dr. Johannes: Office for city development and statistics, City of Trier; WAL e.V., Europäisches Zentrum für Wirtschaftsverkehre, Ausbildung und Logistik	5	5	5	5	20

Person	**Probable role:** Chair (not yet decided), Promotion, Contacts, Information, Monitoring, LPG, other (specify)	**Participation**: not yet decided
Calmes, Marc,	industrial partner of the new cooperation	Permanent
Rass, Dr. Christoph,	industrial partner of the new cooperation	Permanent
Schmitt, Roswitha,	industrial partner of the new cooperation	Permanent
Waldschmidt, Jürgen,	public authority	Permanent
Weinand, Dr. Johannes,	public authority	Permanent

LPG

Persons	Excellence	Disciplinary background	Organisation role
Calmes, Marc,	EuroLuxCargo S.A., the freight division of the Luxemburg railways	Economist	director
Rass, Dr. Christoph,	Speralux S.A., Luxembourg (road transport company), TSW, Trier (steel mill)	Engineer	director and owner
Schmitt, Roswitha,	Luxport S.A. Mertert (port operating company of the main port in Luxemburg), CTC, Trier (Container Terminal)	Economist	director
Waldschmidt, Jürgen,	department for city development, City of Trier	Geographer	head of department
Weinand, Dr. Johannes,	Office for city development and statistics, City of Trier; WAL e.V., (European Centre for transport training and logistics)	Planner	director

LSW

Person	Stakeholder type
Calmes, Marc,	transport industry, public infrastructure
Rass, Dr. Christoph,	transport industry, manufacturing industry, regional logistics association
Schmitt, Roswitha,	transport industry, public infrastructure
Waldschmidt, Jürgen,	public development agency
Weinand, Dr. Johannes,	public authority, regional logistics association

GRUPO ENTORNO: the Vega de Guadalquivir case study

This case study concerns a large territory characterised by a nested network of medium and small cities, with a specialised irrigated agriculture and an important role exerted by the industrial sector to the metropolitan area of Seville. Co-operation is one of the standing traditions of the regional territory, where local and provincial authorities participate together along with local businesses.
The case study is concentrated in providing the main guidelines for the "integrated management of the waste and the utilisation of renewable energy", applying the principle of Sustainable District Logistics (SDL) within a programme of territorial development. The utilisation of agricultural biomass and urban waste for energy generation is evaluated in relation to the ecological impact (e.g. transport emissions and efficiency), the impacts on mobility, agricultural production, employment, education, local R&D initiatives, stakeholders' participation and municipal networks.

LAG

Person	Interest	Influence	Impact	Information	Involvement degree (total)
Agustín Cosano-Prieto, Provincial Government (Seville)	5	5	5	5	20
Manuel López-Peña, Waste Consortium between several municipalities	5	5	5	5	20
Rocío Sainz-Flores, Development Agency for "La Vega (SODEVEGA)"	5	5	5	5	20
Manuel Dorado, SCA, farmers' co-operative	4	5	5	4	18
Ángel Cárceles-Ríos, Development Agency "La Aceña"	5	4	4	4	17
Francisco Bas-Jiménez, Company for the Energy Development of Andalusia	4	4	4	5	17
Miguel Sousa-Márquez, Regional Ministry of Environment	4	4	4	5	17
Enrique Ramírez-Ron, Bética Agrícola, agroindustry company	4	4	4	3	15
Juan Millán, Regional Ministry of Public Works and Transport (Transport Department)	3	4	4	4	15

Person	**Role:** Chair, Promotion, Contacts, Information, Monitoring, LPG, other (specify)	**Participation**: Permanent, Occasional
Francisco Bas-Jiménez	Contacts, information, LGP	Occasional
Ángel Cárceles-Ríos	Promotion contacts, information, LPG	Occasional
Agustín Cosano-Prieto	Chair, promotion, information, monitoring, LPG	Permanent
Rocío Sainz-Flores	Chair, promotion, information, monitoring, LPG	Permanent
Miguel Sousa-Márquez	Contacts, information, LGP	Occasional
Juan Millán	Contacts, information, LGP	Occasional
Manuel Dorado	Promotion contacts, information, LPG	Occasional
Manuel López-Peña	Chair, promotion, information, monitoring, LPG	Permanent
Enrique Ramírez-Ron	Promotion contacts, information, LPG	Occasional

LPG

Person	**Excellence**	**Disciplinary background**	**Organisation role**
Francisco Bas-Jiménez	Company for the Energetic Development of Andalusia	Environmental monitoring and science	Department director
Ángel Cárceles-Ríos	Development Agency "La Aceña"	Strategic development planning	General Manager of La Aceña
Agustín Cosano-Prieto	Provincial Government (Seville)	Economic development and new technologies	Director of Area
Rocío Sainz-Flores	Development Agency for La Vega (SODEVEGA)	Strategic development planning	General Manager of SODEVEGA
Miguel Sousa-Márquez	Regional Ministry of Environment	Landscape and spatial planning	Chief of service
Juan Millán	Regional Ministry of Public Works and Transport (Transport Department)	Transport and logistics planning	Chief of service
Manuel Dorado	SCA, farmers' co-operative	Business experience, commercial and logistics knowledge	General Manager of SCA Productores del Campo
Manuel López-Peña	Waste Consortium between several municipalities	Transport and logistics planning	General Manager of the Waste Consortium
Enrique Ramírez-Ron	Bética Agrícola, agroindustry company	Business experience, commercial and logistics knowledge	General Manager of Bética Agrícola

LSW

Person	**Stakeholder type**
Agustín Cosano-Prieto	Provincial Government
Manuel López-Peña	Waste Consortium between several municipalities. Transport and logistics planning
Rocío Sainz-Flores	Local development Agency
Miguel Sousa-Márquez	Regional Goverment
Juan Millán	Regional Goverment
Manuel Dorado	Agroindustry company
Enrique Ramírez-Ron	Agroindustry company

NEA: the Brabant case study

Brabant is a province of the Netherlands, located in the South, at a strategic position between the harbour of Rotterdam and the hinterland Germany. The Province of Brabant is focused on the development of sustainable logistics. Brabant has a very strong transport and logistics sector, because of its good road, train and waterway connections. However, one of the main problems in Brabant is the lack of sufficient space for industry. The central hypothesis to improve the Brabant logistics performance with respect to other Northern Provinces. Researchers together with local stakeholders analyse the larger territorial context and elaborate hypotheses to meet the evolving logistics situation in the territory, namely: the development of a virtual network between independent transport companies to increase the efficiency and decrease the cost of transport operations; the Northern-Brabant development as a 'young' sustainable province, able to offer opportunities to young people to develop themselves.

LAG

Person	Interest	Influence	Impact	Information	Involvement degree (total)
Ard de Vries, Province of Noord-Brabant	4	3	4	4	15
Peter vd Bilt, transport association (Transport & Logistiek Nederland)	3	4	3	4	14
T. Beckers, expert on sustainability (TELOS)	5	2	2	4	13
Bart Lammers, shippers association (EVO Dutch)	3	3	3	3	12
Bert Hilberts, multi-modal coordination centre (MCA), Brabant	3	3	3	3	12
Marcel Kleijn, SENTER, agency of the Dutch Ministry of Economic Affairs	4	2	3	3	12

Person	**Role**: Chair, Promotion, Contacts, Information, Monitoring, LPG, other (specify)	**Participation**: Permanent, Occasional
Ard de Vries	Chair, contacts, information	Permanent
Bert Hilberts	Contacts, information	Permanent
Peter vd Bilt	Contacts, information	Occasional
Bart Lammers	Contacts, information	Occasional
T. Beckers	Information, monitoring	Permanent
Marcel Kleijn	Contacts, information	Occasional

LPG corresponds exactly to the LAG

Person	**Excellence**	**Disciplinary background**	**Organisation role**
Ard de Vries	Provincial government (Noord-Brabant)	Strategic development planning, transport and logistics	Officer
Bert Hilberts	Multi-modal transport company (MCA)	Strategic development planning	Managing director
Peter vd Bilt	Transport and logistics association	Transport and logistics	Consultant
Bart Lammers	Shippers' association	Strategic development planning	Officer
T. Beckers	Research institute on sustainability	Environmental science	Managing director
Marcel Kleijn	Organisation on sustainable development (transport included)	Regional development, sustainability, logistics, transport	Officer

LSW

Person	**Stakeholder type**
Kooimans	Road Haulage Association
Enthoven	Road Haulage Association
v. Tilburg	Transport company
Schijvens	Transport company
Hamerlinck	Transport company
v. Dop	Transport company
Groenewoud	Transport company
Stokbroekx	Road Haulage company
Smits	Shipper
Verhoeven	Chamber of Commerce
Kleijn	Senter
Goedvolk	Senter
v.d. Leede	University
Heuvelmans	University

RUC: the Viborg case study

The county of Viborg is placed in the North-West of Denmark. In this county, an important role is played by the furniture industry, with a particularly localised and specialised network among local firms in the area of Salling – a peninsula in the North-Western part of Jutland. The case study is dedicated at analysing the knowledge system (mainly tacit and hidden) that is at the basis of the dense co-operation clusters between the furniture SMEs of Salling and the local transport firms. Although the firms are modest in size, they have an extensive geographical influence with close links to suppliers and customers. Therefore, there is an intensive flow of resources (materials, information, knowledge, goods, people, and so on) that can add value in order to improve logistics through the creation of innovative networks among local furniture and transport firms to implement regional policies for Sustainable District Logistics.

LAG

Person	Interest	Influence	Impact	Information	Involvement degree (total)
Christensen Karsten Bay, Viborg County, regional and spatial planning, co-ordinator of different departments	5	3	3	5	16
Frisbæk Jack, Danish Technological Institute, Høje Taastrup, consultant on SME's and logistics	5	3	3	4	15
Herholdt Kry, Danish Technological Institute, Høje Taastrup, consultant on SMEs, furniture industry and logistics	5	3	3	4	15
Dueholm Leon, Viborg County, regional and business development, director of infrastructure and transport strategies	2	4	4	4	14
Sørensen Per Høj, manager of the Development Centre for Furniture and Wood	4	3	3	4	14

Person	Interest	Influence	Impact	Information	Involvement degree (total)
Sørensen, Hanne-Marie Sieg, Viborg County, regional and business development, project consultant on infrastructure and transport strategies	3	3	3	5	14
Thorup Bendt, regional representative of the Danish road hauling association (DTL), senior consultant	3	3	2	4	12

Person	**Role**: Chair, Promotion, Contacts, Information, Monitoring, LPG, other (specify)	**Participation**: Permanent, Occasional
Sørensen, Hanne-Marie Sieg	Contacts, information, LPG	Permanent
Dueholm Leon	Contacts, monitoring	Occasional
Christensen Karsten Bay	Contacts, information, LPG	Permanent
Thorup Bendt	Contacts, information	Occasional
Sørensen Per Høj	Contacts, information, monitoring	Permanent
Herholdt Kry	Contacts, knowledge	Permanent
Frisbæk Jack	Contacts, knowledge	Permanent

LPG = LSW

In the Viborg case the formation of a Local Project Group (LPG) will take place at the Local Scenario Workshop (LSW) in the beginning of 2004. The LPG is planned to involve a number of individuals and organisations, which represent stakeholders from three different sectors in the region of Viborg: production, transport and regional/local government. Below is the intended composition of the three stakeholder sub-groups in the LPG presented:

Production: furniture firms

Persons	*Excellence*	*Disciplinary background*	*Organisation role*
▪ *will be appointed in January 2004*	*SME furniture production*	*Practical experience* *Commercial knowledge* *Logistical knowledge*	*Firm owner* *Sales/procurement* *Logistical department*
▪ *will be appointed in January 2004*	*SME furniture production*	*Practical experience* *Commercial knowledge* *Logistical knowledge*	*Firm owner* *Sales/procurement* *Logistical department*
▪ *will be appointed in January 2004*	*SME furniture production*	*Practical experience* *Commercial knowledge* *Logistical knowledge*	*Firm owner* *Sales/procurement* *Logistical department*
▪ *will be appointed in January 2004*	*SME furniture production*	*Practical experience* *Commercial knowledge* *Logistical knowledge*	*Firm owner* *Sales/procurement* *Logistical department*

Transport: hauling and forwarding firms

Persons	***Excellence***	***Disciplinary background***	***Organisation role***
▪ *will be appointed in January 2004*	*SME hauling company*	*Practical experience* *Commercial knowledge* *Logistical knowledge*	*Firm owner* *Logistical department*
▪ *will be appointed in January 2004*	*SME hauling company*	*Practical experience* *Commercial knowledge* *Logistical knowledge*	*Firm owner* *Logistical department*
▪ *will be appointed in January 2004*	*Large forwarding company*	*Practical experience* *Commercial knowledge* *Logistical knowledge*	*Sales/procurement* *Logistical department*
▪ *will be appointed in January 2004*	*Large forwarding company*	*Practical experience* *Commercial knowledge* *Logistical knowledge*	*Sales/procurement* *Logistical department*

Regional and local government: Region and municipalities

Persons	***Excellence***	***Disciplinary background***	***Organisation role***
▪ *will be appointed in January 2004*	*Regional planning, spatial planning*	*Academic* *Public planning & administration, architect*	*Strategic planning of regional and spatial development*
▪ *will be appointed in January 2004*	*Regional planning, regional and business development*	*Academic* *Public planning & administration, business & economics*	*Strategic planning of regional and economic development*
▪ *will be appointed in January 2004*	*Local planning and administration*	*Academic* *Public planning & administration, architect*	*Practical planning of local and spatial development*
▪ *will be appointed in January 2004*	*Local planning and administration*	*Academic* *Public planning & administration, business & economics*	*Practical planning of local and economic development*