SUMMARY REPORT:
TRANSPORT AND LOGISTICS CENTRES

Annex 3.2.5 to the Final Report

April 2007
Preface

This report is a summary covering Work Package 3 (WP3) - Transport and Logistics Centres - of the SUTRANET project. SUTRANET (‘Sustainable Transport Research & Development Network in the North Sea Region’) is a project within the European Commission’s (EC’s) Interreg IIIB North Sea Programme. The North Sea Programme belongs to one of the three different strands of the European Community Initiative INTERREG III. It is part-financed from the European Regional Development Fund (ERDF) covering the period 2000-2006. Strand B of the INTERREG Initiative supports transnational co-operation to enhance balanced and sustainable development of the European territory. SUTRANET is a project within Measure 2.3 of the North Sea Programme: Development of spatial, integrated strategies on transportation networks and the promotion of intermodal transport systems.

Under the frame of WP3 this report has been written based on the active participation of all involved WP3 partners. The report has been under the management of the WP3 Leader (FDT –Association of Danish Transport Centres) and is known as the “WP3 Summary Report”.

The objective of WP3 has been to develop innovative intermodal transport systems and concepts through the use of transport and logistics centres. Transport & Logistics Centres in relation to transport and economic corridors was the main focus of this work package.

As a part of the overall output of WP3, different case studies on how to develop North Sea Region ports into integrated and intermodal logistics centres have been undertaken. This among others means include focus on:

- Identification of environmental and spatial barriers to intermodal transport.
- Recommendations and measures for increased use of sustainable and effective intermodal transport.
- Best practices within the field of Transport and Logistics Centres

Four different institutions have been involved in the making of this report.

- Erasmus University - The Netherlands
- Swedish Environmental Research Institute (IVL) - Sweden
• ISL - Institute of Shipping Economics and Logistics – Germany
• FDT – Association of Danish Transport and Logistics Centres – Denmark

All four partners have participated in different meetings and workshops, where it among others have been discussed how to make best use of the made results and how to disseminate the findings to interested partners, authorities and consultancies. This summary report should be regarded as the main result of the Work Package 3; and hopefully it can supply other interests with valuable information about Transport and Logistics Centres in the North Sea Region.

The summary report consists of 7 sections.

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1. Introduction

Continuing globalisation of economic activities, changes in consumer behaviour and developments in advanced technologies have led to many developments in freight logistics. According to the EU White Report, the transport demand has been constantly increasing over the last 20 years especially within the modes of road transport and short sea shipping. Meanwhile there has been a decrease in the amount of rail freight transport. The predictions are that the total freight transport will continue to rise significantly the forthcoming years if new solutions are not found.

Over the past few years, companies have rationalized their production capacity meaning fewer locations and expanded geographical scale of their sourcing and distribution operators. The consequence of this is a wider logistic reach of companies in both supply lines and distribution. This is especially affecting transportation in urban areas, which has become more integrated with long distance transport but it also means more freight transport in general.

Companies not only rationalize their production capacity, but also their inventory capacity by fleet management and reorganisation of transport networks. The numbers of warehouses have been reduced and also outsourcing of specific transport activities has happened. A co-operation between transporters and shippers could optimise the use of and thereby reducing the number of warehouses in metropolitan areas. However, the needs for warehouses are not gone and this opens the opportunity for new business and new focuses on the possibilities of intermodal transport solution near the cities.

The Transport & Logistics Centres in relation to transport and economic corridors will be the focus of this WP. The strategic focus of the WP3 is to research and develop in the area of transport and logistics centres in order to provide the R&D network with relevant knowledge. The following will summarise how this can be achieved.
2 Methodology

This summary WP3 report summarises the findings and conclusions, which can be drawn from the four technical reports or reports, which have been produced under WP3. Each of the four reports has in overall followed the same structure, but all four report writers have been given free hands to follow their own method of working. At the different SUTRANET meetings it has been discussed how each part-report in overall should be structured. In this way all four part-reports would get a common overall design and none of the reports would be diverging from the overall red line of the WP3.

This summary WP3 report is based on data from the four partners, and will sum up the findings of the contributions in order to give a clear indication of how the role of Transport and Logistics Centres in the intermodal based supply chain can be enhanced.

Basically the data collection for the report is based on qualitative data, mainly because most of the data has been collected from reports, homepages, books and interviews with experts within the goods transport area. For the interviews the qualitative methods offer the opportunity to investigate different issues and gain in-depth information about them, particularly in situations where the range of possible answers is not known beforehand. Unlike the quantitative data collection methods, qualitative approaches do not require a large number of responses for their results to be useful, provided you could be sure that the respondents are sufficiently insightful in the investigated topic.

By using interview as a method of getting information there is used an inductive method where the opinion of the interviewed person to a certain degree is generalised to the institution he or she represent. At the same time a deductive method is used when homepages of different institutions and authorities are used, because the statements on their homepages outwardly are common for the institution. The homepages therefore to some degree represent what an interview expectedly could have shown, just often without the same insight into the statements, because the lacking possibility of asking supplementary questions.
3 Summaries of the four technical reports

This summary report will focus on the findings, conclusions and recommendations, drawn from the four technical reports described below, with relation to the increase in freight transport and the increased focus on intermodal solutions. The four technical reports concern the following:

1. Case study of the economics and logistics of intermodal network components, port terminals and logistics centres.
2. Analysis of institutional and organisational solutions in the development of transport & logistics centres.
3. Case study on the spatial and environmental impact of port / logistics centres development.
4. Promotion strategies for intermodal transport solution.

In the following sub-sections a short introduction to each of the four topics will be given:

AD1: Case study of the economics and logistics of intermodal network components, port terminals and logistics centres.

Ports are not only transition points for freight, ports are also the connection between the maritime network on the seaside and the hinterland network on the landside. This underlines the role of seaports in logistics networks. Ports are areas where value added activities can take place and where goods can be stored. Seaports have therefore always attracted activities in logistics. These activities can be clustered in certain areas, which supply facilities to accommodate these logistics activities. These facilities are for example access to several transport modalities to connect the logistics facilities to the hinterland.

The port of Rotterdam encompasses three logistics centres (the distriparks). Two of these logistics parks (the Eemhaven and the Maasvlakte) are used for a case study on the developments in logistics centres and the use of intermodal transport. Two hypotheses are introduced as guidelines for the case studies.

- The developments towards hybrid distribution concepts decrease the potential for ports to develop into an integrated intermodal logistics centre.
• There is a weak relationship between in-port logistics centres and the use of intermodal transport.

Interviews with the port authority and companies at these distriparks are the basis of the conclusions on the developments of these distriparks and the use of intermodal transport.

The freight and logistics market is rapidly transforming towards more consignments of a higher quality - often delivered at odd hours. This increases the total transport work, with negative consequences for e.g. the environment. This is where the Transport & Logistics Centres play an important role.

**AD2: Analysis of institutional and organisational solutions in the development of transport & logistics centres.**

The focus of this report is to give presentations of collected examples on Transport & Logistics Centres. The cases may vary in information and detail level due to the accessibility of information about the cases and the stage of development of the Transport & Logistics Centres; therefore the case descriptions will not appear exactly the same for the different examples. It has been prioritised to present as much information as possible on the cases of the Transport & Logistics Centres related to organisational and institutional aspects.

In order to get a common understanding of the concept Transport and Logistics Centre emphasis is also put on defining a Transport and Logistics Centre and its facilities.

**AD3: Case study on the spatial and environmental impact of port / logistics centres development.**

As part of achieving the objective of Work Package 3, 'Transports and Logistics Centres', of the SUTRANET-project - "to develop innovative intermodal transport systems and concepts through the use of transport and logistics centres" - a case study on the spatial and environmental impact of port/logistics centres development has been carried out, in order to identify environmental and spatial barriers for intermodal transport in the North Sea Region. The case that was chosen for this study was the Port of Gothenburg. It was considered suitable for the purpose for several reasons:

• it constitutes one of the major ports in the North Sea Region, and is developing rapidly both in terms of overall turnover, and from a conventional port into a more holistic logistics centre.
• with its location inside or close to a major city both environmental and spatial barriers exist.
• the port has come a long way as regards increasing environmental concern and improving environmental performance.
• the port is presently in the process for applying for legal environmental permits to increase both the port area and the port throughput substantially within the next ten year period.

**AD4: Promotion strategies for intermodal transport solution.**

The distribution and networking of know-how concerning solutions (best practices) within intermodal transport is one of the most important challenges of a sustainable transport-policy and modern logistics. On this, the EU-Commission has already created an important milestone by initiating the Intermodal Development Centre - IDC concept.

The IDC’s mission is to stimulate, develop and promote intermodal transport services combining all relevant modes of transport. Since these centres are focused on the promotion and development of intermodal transport the marketing of IDC services is difficult to separate from the activities taken to promote the intermodal transport and are thus an ideal starting point to examine and analyse possible promotion strategies for intermodal transport solutions.

This part of the work-package aims at the identification of the content and chances of the IDC-concept considering “transport and logistics centres” as an example. Thus, the training and distribution of know-how concerning intermodal solutions are in the main focus. In common the four topics described above, should supply information about Transport and Logistic Centres and the possibilities to enhance intermodal transport solutions.
4 The four technical reports written by the WP3 partners

- Case study of the economics and logistics of intermodal network components, port terminals and logistics centres. Made by Erasmus University
  
  **Contact information:** Erasmus University, Post box 1738, 2000 DR Rotterdam, The Netherlands

- Analysis of institutional and organisational solutions in the development of transport & logistics centres. Made by FDT – Association of Danish Transport and Logistics Centres.
  
  **Contact information:** FDT, Rordalsvej 201, Postboks 8410, 9220 Aalborg, Denmark

- Case study on the spatial and environmental impact of port / logistics centres development. Made by the Swedish Environmental Research Institute (IVL)
  
  **Contact information:** IVL, Aschebergsgatan 44 Post box 5302, SE-40014, Gothenburg, Sweden

- Promotion strategies for intermodal transport solution. ISL - Institute of Shipping Economics and Logistics
  
  **Contact information:** ISL, Universitaetsallee GW I, Block A, DE-28359 Bremen, Germany
Each of the reports have primarily been written by the institution in charge of the report, but the other partners have, where applicable, helped with the making of the reports by commenting them, and by giving inputs, at different meetings and workshops.

Further details about each of the different part-reports, than the ones described in this summary report, can be achieved by contacting the specific SUTRANET partner.
5. Overall recommendations

In overall the following recommendations can be made based on the four technical reports. First the recommendations for each of the technical-reports will be given. Afterwards a summed up recommendation based on all four recommendations will be given.

5.1 Recommendations Erasmus

The logistics facilities that are involved in the case studies give a low congested road network as one of the main location factors. The congestion in seaports increases, which has negative influences on the costs and reliability of the hinterland transport. Inland logistics locations are often chosen for the low congested road networks and the lower costs of logistics (for example the costs of land. The importance of low congested road networks and the importance of logistics cost together with logistics concepts (slowly) developing towards hybrid distribution show that port locations are no longer the ideal location for logistics centres.

Another important recommendation is that the use of intermodal transportation should be easy and especially competitive with road transport in terms of costs and time.

The study gives strong indications that the development of logistic parks in large seaports does not add to the use of intermodal transport. Seaports that want to develop logistic centres have to take into account that doing so will have an effect on the modal split towards more use of trucking. When increasing the use of intermodal transport is the aim in a country, it is probably more effective to develop logistic centres in the hinterland of the port, or at least closely to the market. This will give more opportunities for bundling of cargo and use of rail and barge for transport between the port and the logistic centre.

5.2 Recommendations FDT

The study has shown that in order to develop efficient Transport and Logistics Centres it is a good idea to focus on the following aspects. Therefore well functioning Transport and Logistics Centres very often:
are placed on the TEN-T
have a clear legal entity
with active co-operation between private and public
with a strong focus on innovation, intermodality and business orientation
that at the same time meets the increasing political demands to the sector

By following these advices the first step is made to enhancing the role of Transport and Logistics Centres in the NSR. Another good idea is to make contact with person and companies that have the knowledge and the skills in relation to developing Transport and Logistics Centres in the most beneficiary way. Therefore there is also much to learn from the different good examples of how to develop and maintain good and efficient Logistics Centres.

5.3 Recommendations IVL
Reducing emissions of both SO₂ and NOₓ from shipping is very cost-effective compared to many other measures to reduce these emissions. Policies need to be developed that take advantage of this fact, so that maritime emissions within the next decade are more in line with corresponding emissions from road transport per unit goods transported. Here, both the European Commission, national governments as well as local governments, including ports and port authorities, can play a significant role. An interesting initiative is that by the Swedish Maritime Administration on environmental fairway dues (www.sjofartsverket.se).

Research and standardisation work that aims at finding technical solutions on how noise emissions from port activities, e.g. loading and reloading of ships, can be reduced substantially, but need to be strengthened. The European Commission is in this case a key player.

The railway network and associated railway transports connecting to ports should be improved by e.g. new infrastructure, improved transport efficiency and transfer of goods between transport modes, electrification of tracks, etc. Local governments together with railway and port operators can present good examples.
Another important issue is careful and advanced planning and protection of natural habitats and cultural heritage when ports expand spatially. Local governments, ports and NGO's in co-operation can help with this planning.

5.4 Recommendations -ISL

Due to the fact that Freight Villages (Logistics Centres) often have a comparatively long history, several Freight Village development companies are known by their consulting activities on the sector of intermodal transport solutions. They thus can provide a specific know-how, which is appreciated and provides revenues.

Therefore it can be said that Logistics Centres are the “ideal” solution for the implementation of the IDC concept. A Freight Village is more than an industrial estate which “by instance” has the possibility of an intermodal interface, but provides a neutral moderation unit via the management unit and an existing network of contacts, reputations, references or additional opportunities to gain revenues by consulting and development activities due to their experiences.

The chances for the IDC concept by the implementation through the Logistics Centres in Europe are first of all a considerable saving of time. The implementation process as proposed by the IDC-survey needs not only time to establish the roof organisation, but also to develop a criteria scheme to identify possible IDC’s and to nominate them. In a first approach using the Logistics Centre Network can save this time.

5.5 Overall recommendations based on all four reports

The area with logistics and co-modality is very important at the moment. Logistics Centres could be the engines for development of intermodal solutions in a region. Three aspects, which it is recommendable to focus on when developing NSR ports and terminals into integrated intermodal logistics centres, are therefore:

- Identification of environmental and spatial barriers for intermodal transport development.
- Recommendations and measures for increased use of sustainable and effective intermodal solutions.
• The performance of supply chains can be improved through co-operation and communication between various supply chain partners on a regional level.

The more focus there is both the medias and in political circles, the larger possibility there is of enhancing the promotion of the Logistics Centre concept. This report has in overall given some perspectives on how to develop the concept of Transport and Logistics Centres.
6 Overall conclusion

The conclusion section is structured in the same way as the overall recommendations section. First the conclusions of each of the technical reports are given. Afterwards a common conclusion for the whole project is stated.

6.1 Conclusions Erasmus

The main conclusions of the case studies on the developments of the logistics centres in the port of Rotterdam can be summarised as follows:

In global logistics a trend towards more hybrid distribution systems is expected. Hybrid distribution means that there are several DC’s in Europe that serve a few countries, but that there is a strong central planning at the same time. This provides companies with the possibility to manage their supply chain more efficient and to make more use of large scale intra-European transport.

Most of the facilities in Rotterdam acknowledge a development towards hybrid distribution concepts but not all logistics facilities are actually developing a hybrid distribution function. The Port of Rotterdam expects a relatively stable development in the coming 5 years for the distribution concepts in the port of Rotterdam. The port location remains important for most of the logistics facilities. The location factors that are considered most important by the logistics facilities are a low congestion road network and logistics costs.

Intermodal transport for logistics facilities with a regional distribution function is seen as essential even though the companies do not all use intermodal transport. Most logistics facilities at the distriparks do not make use of intermodal transportation for both incoming as well as for outgoing goods. The main reasons they give for this limited use of intermodal transport are higher costs due to extra handling of the goods and time loss. The Port of Rotterdam tries to stimulate the use of intermodal transportation with the available means and the presence of intermodal transport is seen as important for both regional and multinational distribution. However, the use of this intermodal transportation lags behind. There is actually a weak relation between the logistics centres in the port of Rotterdam and the use of intermodal transport.
6.2 Conclusion – FDT

Logistic centres are oriented to the requirements of the transport and logistics industry, therefore it is often important with sufficient road and rail access. Often the location of a Transport and Logistics Centre is close to a motorway junction, and the centre almost always has direct access to the main road network. As far as rail and sea access is concerned, the terminals are preferably located close to railway mainlines and if possible also main ports.

It has in many cases been proved helpful for the Logistics Centres developer to gain competence in the logistics sector. This can be an important advantage in the cooperation with other transport and logistics companies. In overall the conclusions of FDT can be summed up to the following:

- The peripheral regions’ access to the main European corridors.
- Improve sustainable freight mobility.
- Improved use of existing infrastructure.
- Reduce empty loads by consolidation of freight.
- City distribution concepts and solutions.
- Improvement of the whole transport chain.
- Strengthen the SME’s.
- Increased use of telecommunication.
- Improved business opportunities

A successful Transport and Logistics Centre is most often based on a public private partnership. Successful PPP depends on the effectiveness of the national and municipal legislative and regulatory structures. The effectiveness and impact of a PPP depends to a large extend, on the regulatory mechanisms used to influence and guide the parties and in particular the private sector decision-making process.

6.3 Conclusions IVL

Sea ports play an important role for trade and societal development in the North Sea Region - this was true in the earlier days, and is even more so today with the increasing globalisation. Thus, ports develop in order to meet an increasing demand of goods transport. However, although this might have been the case in the past, port development today is no longer only synonymous with a raw expansion,
mainly since the general concern in the society of health and environmental issues keeps growing. As promoters of sea transport and of modal shifts from road to sea, ports are important in this respect, since transport at sea is roughly three times more energy efficient than road transport, which means that the impact on global warming is equally smaller from sea transport compared to road transport per unit goods transported. On the other hand, ports and sea transport cause other emissions than CO₂ that are hazardous for both human health and the environment, in which case sea is less favourable than road transport (per unit goods transported). Thus, for port development and the increasing transport of goods by sea to move in a more sustainable direction, substantial measures need to be taken within the next decade to reduce emissions of primarily SO₂ and NOₓ from shipping. It is also important, since many ports co-exist with major urban settlements, that noise emissions from port activities are reduced. To reduce both congestion and population exposure for health hazardous air pollutants in these settlements, a modal shift for transport of goods to and from the port from road to rail needs to be promoted. Simultaneously, an increasing share of rail transport to and from the port should be operating on electricity rather than on diesel. Furthermore, in order to avoid conflicts from land use and deterioration of cultural heritage and natural habitats, the needs of ports' physical expansion must to a much larger extent than before be met by more efficient use of existing port areas.

- emissions from port activities, e.g. loading and reloading of ships, can be reduced substantially, need to be strengthened. The European Commission is a key player.

- The railway network and associated railway transports connecting to ports should be improved by e.g. new infrastructure, improved transport efficiency and transfer of goods between transport modes, electrification of tracks, etc. Local governments together with railway and port operators can present good examples.

- Careful and advanced planning and protection of natural habitats and cultural heritage when ports expand spatially. Local governments, ports and NGO's in co-operation.

6.4 Conclusion - ISL

The IDC concept and the strong possibility to implement the concept via the existing structure of the Logistics centres (e.g. FV) emphasize why this gives more or less a guideline to the possibilities of promotion strategies for the intermodal transport.
The institutional services of the IDC generate the public awareness, even by the specific promotion as well as by the implementation of the concept itself. A strong position on the market may just as well be a promotion as for example a workshop, a lecture or media presentation. One has to keep in mind that the actors that should be informed and affected to use the intermodal transport are not driven by academic interest but by economical necessities.

Within the recent consultation report on “Logistics for Promoting Intermodality” intermodal logistics is considered as the transport part of the whole supply chain. This implies the need for an integrated view on intermodal transport solutions and the need for door-to-door promotion activities over the whole supply chain.

The study gives a first indication of the diversity of intermodal promotion on regional, national and European level. Aiming to support intermodality there is the need for co-operation and co-ordination of activities leading to the vision to establish a strong network of co-operating national intermodal promotion centres being a focal point for promoting intermodality.

6.5 Overall conclusion for the four technical reports

In order to meet the market demand for new, commercial transport and logistics solutions, which at the same time can meet the increasing political demands to the transport and the logistics sector, e.g. concerning environment and utilization of capacity it is important to focus more on the concept of transport and logistics centres. There should therefore be more focus on Logistics Centres facilities to support supply chain development and efficiency. The performance of supply chains / transport corridors can be improved through co-operation and communication between Logistics Centres. The more open structure the Logistics Centre has, the better opportunity there is of increasing the use of Transport and Logistics Centres in the supply chains, because more companies have the opportunities of utilising the facilities of the different Logistics Centres.

It is of most importance to bear in mind that the modal shift not will occur automatically. As the study of distriparks in Rotterdam has shown, the transport companies often have little interest in using...
intermodal transport solutions. The study from Rotterdam also shows that logistics parks in large seaports does not add to the use of intermodal transport. Instead there seems to be an inclination towards an added use of trucks in the transport chain. Another very interesting result, which emerged from the case study conducted by Erasmus, is that access to a low congested road network seems to be a key location factor for the logistics parks – a result, which also estimates the need for a mentality shift in the mind of the transport haulers, if the transport chain should be based on the use of intermodal transports.

It is therefore of much importance that the focus on the benefits of intermodal transport and hereunder the use of intermodal transport centre, which can facilitate this modal shift, is strengthened. For this strengthening of the intermodal solutions, the report of ISL supply an approach for, how to increase the focus on intermodal transports and how the development of IDC’s can support this.

The use of transport and logistics centres can under the right conditions, which would say when the transport companies are willing to utilise the benefits of the centres and acknowledge the constraints of them, help to enhance a modal shift, or at least be beneficiary to supply the right framework conditions for a model shift between road, rail and waterborne transport. But the last step towards a greater use of intermodal transport should be found in the minds of the shipping agents.

One of the prerequisites for an effective dissemination of the logistics Centre concept is that people within the transport sector has a common understanding of the concept – Transport and Logistics Centre. This report has stated the following definition of a Transport and Logistics Centre:

**A Transport & Logistics Centre** is a centre in a defined area within which all activities relating to transport, logistics and the distribution of goods – both for national and international transit, are carried out by various operators on a commercial basis.

The operators can either be owners or tenants of buildings and facilities (warehouses, distribution centres, storage areas, offices, truck services etc.), which have been built there. In order to comply with free competition rules, a Logistics Centre must be open to allow access to all companies involved in the activities set out above.
A Logistics Centre must also be equipped with all the public facilities to carry out the above-mentioned operations. If possible, it should include public services for the staff and equipment of the users. In order to encourage intermodal transport for the handling of goods, a Logistics Centre should preferably be served by a multiplicity of transport modes (road, rail, deep sea, inland waterway, air).

To ensure synergy and commercial cooperation, it is important that a Logistics Centre is managed in a single and neutral legal body (preferably by a Public-Private-Partnership). Finally, a Logistics Centre must comply with European standards and quality performance to provide the framework for commercial and sustainable transport solutions.

This definition is regarded as a good description of well functioning a Transport and Logistics Centre and can hopefully supply transport planners and other interest with a common understanding of what facilities the Logistics Centre can supply.

The dissemination of the results of this contemporary report can hopefully increase the focus on Transport and Logistics Centres and intermodal solutions. For this process of putting more emphasis on the role of intermodal transport and the associated facilities the introduction of the concept IDC can hopefully play an active role.
7 Perspectives

A basis for further research is initiated by this SUTRANET project. The topic of the developments in logistics centres and the use of intermodal transport can be further explored in depth by:

- Research in multiple countries, which can increase the value of the research on the development of integrated intermodal logistics centres.
- Involving more parties along the supply chain, for example the shippers, which can provide more scope on the modality choice and reveal the preferences of all decision makers.
- Including inland logistics facilities in the research, which can possibly reveal differences in characteristics between inland and port locations due to the different composition of the trades handled there.

The EU has become aware that the already existing SPC - the Short Sea Shipping Promotion Centres - may generate impulses for the intermodal transport. These impulses are less concentrated on the “classic” intermodal interfaces road/rail. Therefore the EU aims at a shift or transfer of the SPC-concept into the hinterland. The SPC approach is thus the interesting basic framework. Even a closer relation the EU hopes to gain by the new developed concept, established as IPC – Intermodal Promotion Centre (“from IDC to IPC”).

It is very important to enhance the focus on Transport and Logistics Centres and intermodal solutions. Especially in a time where there is plenty of space on the sea and insufficient capacity on the roads. The Transport and Logistics Centres can in this occasion play an important role in developing the supply chain by facilitating a modal shift towards more sea based transport. Enhancing the focus on Transport and Logistics Centres are not the overall solution to the increasing transport problems on the European roads. But an increased focus on intermodal transport and Transport and Logistics Centres, could be a step in the right direction for a more sustainable goods transport sector.
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