Description of Selected Best Practices
CASTLE Best Practice

This brochure was compiled from contributions of all CASTLE partners and is published by the Stuttgart Region Economic Development Corporation (WRS)

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Introduction

According to the CASTLE methodological document for best practice consolidation (Output 3.1.a) partners carried out an analysis of the best practices within their regions, on the bases of the CASTLE project themes and of a joint description format.

Partners which qualified as donors of Best Practices Templates supplied altogether 41 practices descriptions, as summarized in table below.

According to the methodological document agreed by the partners, the best practices should target on clustering, networking and cooperation in logistics with a focus on SMEs. The best practice consolidation should:

▪ help policy makers to improve their capacity of building logistics policies,
▪ support regional economic competitiveness and logistics environmental sustainability,
▪ create a logistics culture, through the transfer and the exchange of best practices,
▪ create new knowledge and skills for logistics improvement.

According to those criteria 20 most suitable best practises have been selected in view of the first CASTLE Forum of the 28th September 2009, in order to include those best practices with special stress on SME’s participation and public bodies involvement and most relevant to CASTLE. The considered practises have been marked in bold in the above table. All the other best practices will be jointly analysed by the partners in order to grasp any possible useful input to the improvement of policy making of the partners and of other EU regions.
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1. ASTRALOG Consortium

Best practise:
- Region: Emilia-Romagna (Parma),
- Project theme: Strengthening the logistics supply & the logistics industry,
- Publics role: financing, promotion.

The practice pushed for the promotion of the logistics cooperation and integration (in form of consortium) among small and medium transport and logistics operators in order to increase their competitiveness through the rationalisation of purchasing, sales and logistics processes.

The main 3 focuses are related to formalised and established actions of cooperation and integration among small transport and logistics operators to better manage logistic activities and to supply an integrated logistics offer to manufacturing companies in order to:
- rationalise their logistics operations, also by means of decreasing the overall circulating vehicles within the provincial and regional context and enhancing the intermodal transport,
- cut their operational costs in order to heightening the efficiency of transport system,
- offer a complete range of logistics services to the market at regional, national and international levels in order to increase the international competitiveness of each involved enterprise.

The public role can be summarised in two bullets:
- Participating at the definition and operative testing of a logistics action which can support the logistics industry.
- Financing (through the CORELOG EU funded project – Interreg IIIB CADSES NP – ERDF) the tutoring and the consulting to the group of 10 small and medium sized transport enterprises, operating in Parma province, in order to set up the ASTRALOG Consortium.

The project was promoted by the Emilia-Romagna Region, Ministry Transports, with the support of the local association of SMEs (API) that works in the Parma area. ITL was the technical coordinator of the initiative.
2. Logistic broker solution in Modena

Best practice:
- region: Emilia-Romagna,
- project theme: Improving the logistics demand in the production systems,
- publics role: initiative, leadership, promotion.

The core benefit provided by the initiative is the optimisation of transport by developing a logistic broker solution on the base of destinations/quantity/timing of shipping, which leads to cost savings for user SMEs and less kilometres run by vehicles (with decreasing transport emissions).

The Logistic Broker initiative provides advantages for engaged companies and promotes at the same time transparent competitiveness among logistics operators.

The cooperation among manufacturing SMEs in transport management brings average cost savings of 20%, fewer kilometres (nearly 30%) run by vehicles and reduced number of transport routes by 37%.

The three main focuses are:
- average cost savings,
- rationalization of transports,
- less kilometres run by vehicles (it implies low emissions and less congestion of the routes).

The project was promoted on a first step by the Emilia-Romagna Region, Ministry Transports (through the CORELOG and MATAARI EU funded project – Interreg III – ERDF), with the support of the Modena Productive Areas Consortium (CAP) and of associations of enterprises. ITL was the technical coordinator of the initiative. On a second step the initiative was financed (without revenues) by ITL, CAP and directly by the involved companies.
3. Joint logistics buying and planning

Best practise:
- region: Emilia-Romagna,
- project theme: Improving the logistics demand in the production systems,
- publics role: promotion, financing.

The pilot focused in particular the following themes:
- the cooperation in logistics services management among manufacturing companies located in the same geographical area (Bologna metropolitan area),
- the increasing of the involved companies’ overall competitiveness (by means of obtaining savings in transport/logistic activities),
- the improvement of the environmental sustainability of their transport and logistics activities.

The public role can be summarised in two bullets:
- Participating at the definition and operative testing of a logistics action which can support the logistics industry.
- Financing the feasibility study for the group of enterprises involved in the pilot experience (through the I-Log and CORELOG projects – Interreg IIIB – ERDF).

The project was promoted by the Emilia-Romagna Region, Ministry Transports, with the support of the local association of companies that operate in the Bologna area and in cooperation with the associations of enterprises. ITL was the technical coordinator of the initiative.
4. Definition of training requirements for logistics job profiles in Emilia-Romagna

Best practise:
- region: Emilia-Romagna,
- project theme: Strengthening logistics training,
- publics role: financing.

The main goals of this practice were:
- to provide a comprehensive regional overview of the main training needs for job profiles in logistics, based on job descriptions in terms of activities and needed competencies,
- to represent a source of information regarding jobs and relevant training as input to training standards definition both at regional and EU level,
- to give technical support to educational and training institutes in order to tune future training courses and support the decisions of the bodies financing training courses,
- to define the short and medium term evolving scenario in terms of priority training needs (current and emerging) in the logistics and freight transport sectors,
- to develop a pilot training course based on companies’ needs.

Emilia-Romagna Region gave financial support to the survey and also gave the financial resources to start up one pilot course based on a the critical kjb profiles emerged (the traffic planner) - (through the ENLoCC Interreg IIIIC West project – ERDF).
5. Institute for Transport and Logistic (ITL) Foundation

- Best practise:
- region: Emilia-Romagna,
- project theme: Institutional & governance consolidation in logistics,
- publics role: financing, support.

The theme of the best practice is the creation and development of regional logistic institute in order to:

- trigger better networking among Public administrations (Regione Emilia-Romagna – RER, Provinces and Municipalities), logistics nodes, private companies (Logistics providers, Hauliers, Manufacturing companies, etc.) and training institutes (universities, business schools, professionals trainers, etc.) - triple helix principle,
- implement specific projects in the transport and logistics domain,
- support policy making in the fields of freight transports and logistics.

The Regional Government of Emilia-Romagna and Bologna, Ravenna and Piacenza Provinces started up ITL. All the present shareholders (Emilia-Romagna Region, Bologna, Piacenza and Ravenna Provinces, Piacenza and Ravenna Municipalities, the Universities (Bologna, Modena and Reggio Emilia, Parma, Politecnico di Milano - Polo di Piacenza, Cattolica del Sacro Cuore - Sede di Piacenza), the Emilia-Romagna Union of Chambers of Commerce, Ravenna Port Authority) equally contribute to ITL. ITL has a public no-profit mission which relies on public financing.
6. Central Information Logistics System (Prevent group)

Best practise:
- region: Slovenia,
- project theme: Improving the logistics demand in the production systems,
- publics role: (none).

In 2007, the Prevent Group implemented a transport ordering system named CILS, which stands for “Central Information Logistics System”. The initiative for the development of this transport ordering system came from the CORELOG project (CADSES EU INTEREG IIIB - ERDF). Namely, the logistic manager of the Prevent group actively took part in workshops organized within the project. On the basis of consultations and results of the project and of the experiences of the logistics department, a custom-made software solution was developed by the IT department of the company. It was designed for transport ordering, planning, coordination and accounting of transport services and was linked to SAP. The system was implemented in parallel with reorganization in the logistics department and with the direct support of the IT department.

The application runs on a remote server maintained by a third party. Users from different departments and subsidiaries enter their transport needs and all these needs can be seen by the administrator. On the basis of his own experience and separate applications (e.g. vehicle routing software), the administrator designs missions (with several loadings and unloadings, but never more than 3) so as to minimize the total costs of transport services. These missions are assigned to transport operators that have a long term contract with the group. The transport documentation can be printed out automatically and the time of departure of the vehicle is automatically entered into the system. On the basis of information about a mission, cost allocation is automatically performed and invoices are sent to all parties (including a copy for the transport operator). Apart from the facilitation of operative management of transport service, the information system supports the analysis of critical activities and products.

The aim of centralization was to have better control over the flows, which is a prerequisite for any optimization of logistic processes.
7. Industrial Clusters

Best practice:
- region: Slovenia,
- project theme: Institutional & governance consolidation in logistics,
- publics role: co-financing, support.

Based on the development of Strategy on Increasing the Competitiveness of the Slovenian Economy the Ministry started to promote clustering development in year 2001. Result of this activates were developing 29 clustering projects involving about 390 organisations and employing over 6,000 people during period 2001-2004.

We can identify two main areas on which this best practice is focused:
- enhancing the competitiveness, productivity and growth of SMEs,
- boosting innovations,
- improving productivity (efficient access to suppliers, skills, knowledge, technology),
- improving innovative abilities of enterprises (opportunities),
- creation of new enterprises that additionally increase innovation and efficiency (environment support start ups and spin offs),
- SMES combination of “small” advantages for “big” opportunities.

Main objectives of practice is:
- to gain experiences and develop knowledge,
- to strengthen linkages in supply chains,
- to strengthen linkages between R&D and business,
- to promote a cluster concept.

Measures aimed at:
- encouraging cooperation and networking between companies and between companies and R&D institutions,
- developing clusters in practice – Pilot Projects.

The public role is shown through Ministry of the Economy, which has adopted documents and policies at the strategic level. Ministry is also active at the implementation level, especially in co-financing the implementation of Cluster Programme.
8. Gateway Slovenia (and similar practices)

Best practise:

- region: Slovenia,
- project theme: Strengthening the logistics supply & the logistics industry,
- publics role: support.

Slovenian Railways Company and Adria kombi have developed and launched to the market a package of logistics services named „Gateway Ljubljana”. Development of this service package is based on a favourable geographic location of Ljubljana representing a central point of Central Europe and being located at the crossroads of the European Corridors V and X, at the same time.

The services of Gateway Ljubljana are characterised by upgrading the established carriage network by services of the rear logistics terminals providing additional services in storage, transhipment, services of the container and vehicle terminal and composition of direct trains.

The main focuses of the project are the following:

- complete logistics service (door-to-door),
- involvement of railways and container transport,
- shifting of the modal split.

Ministry of Transport and Ministry of the Environment and Spatial Planning, which in their strategic guidelines support such forms of transport and provide administrative conditions for as smooth implementation of such services as possible. For example, the Spatial Development Strategy of Slovenia includes the priority on developing the multimodal transport terminal at international level in Ljubljana.

Some other, similar best practises were supplied by Slovenia, concerned with intermodal transport services, like:

1. Rolling Motorway (Maribor-Wells) – transport of whole vehicles on freight wagons.
2. KOMAR NETWORK – intermodal railway and road transport of containers in Slovenia.
3. Adria Express – international intermodal railway and road transport of containers, swap bodies and semi-trailers.
Wielkopolska
9. Revitalizing rail freight transport in Wielkopolska

Best practise:
- region: Wielkopolska,
- project theme: Strengthening the logistics supply & the logistics industry,
- publics role: support.

The action (in the range of CORELOG Interreg project) aimed at transferring selected cargo flows from road to rail through business activation of railway stations areas in district towns, by developing a program of collaboration among local authorities, local/regional logistics operators & rail companies.

The main strategic goals of the project were:
- reducing road freight traffic,
- reducing the deterioration of road quality, the number of road accidents and the environmental impacts,
- making a better use of existing rail infrastructure,
- setting conditions for increased competitiveness of rail freight transport.

Public institutions (like Marshall Office of Wielkopolska Voivodship - department responsible for spatial development) have provided data necessary for the project (e.g. map of deactivated railway line, congestion in the region) and attended meetings with private sector.
10. **Organization of common transport processes within group of enterprises**

Best practise:
- region: Wielkopolska,
- project theme: Improving the logistics demand in the production systems,
- publics role: support, promotion.

Main focuses of the best practice are:
- developing of the new model of organizing of common transport processes by SMEs, which is in line with concept of sustainable development,
- reduction of road congestion in regions participating in the project.

Marshal Office of Wielkopolska has supported set up of the cooperation and promoted of new model of organizing of transport processes. The practise was conducted within CORELOG project - Interreg III B CASDES NP Program.
11. Polish Centre of Logistics Competence - POLLOCO

Best practise:

- region: Wielkopolska,
- project theme: Strengthening the logistics supply & the logistics industry,
- publics role: support.

The main objective of the project was supporting the development of intermodal transport infrastructure, allowing interoperability and facilitating integration of Candidate Countries into the Trans-European Transport Network. The Centre did it through:

- collecting knowledge and competence in the field of designing, implementing and functioning of logistics centres and their networks of various sizes,
- developing IT solutions supporting activities of logistics operators, logistics centres and their networks, particularly in the area of decision support.

Authorities at the local, national and possibly European level Provide have supplied data necessary for the project (e.g. map of deactivated railway line, congestion in the region) and attended meetings with private sector.
12. **Development of 4th party logistic concept**

Best practise:
- region: Wielkopolska,
- project theme: Improving the logistics demand in the production systems,
- publics role: (none).

Main focuses of the best practice are:
- the action aimed at development of a software which can be useful for companies during planning of transportation process and choosing mode of transport,
- additionally the tool enables contacts with transport service providers which can serve concrete route,
- intelligent organization of freight transport chains via intermodal logistics nodes and to shift goods from roads to rail.

13. **Development of transport planning tool within Electronic Logistics Platform**

Best practise:
- region: Wielkopolska,
- project theme: Improving the logistics demand in the production systems,
- publics role: support.

The action aimed at development of a software which can support rationalization of transport processes, especially milk-run systems and to reduce transport costs. The software will be available at Electronic Logistic Platform which has been developing by ILiM. Additional aim is to help regional authorities in reduction of congestion.

Marshall Office of Wielkopolska Voivodship has provided data necessary for the project (e.g. congestion in the region) and attend a meeting with private sector.
Carinthia
14. Junior Level Logistics Program, according to ELA Standards

Best practise:
- region: Carinthia,
- project theme: Strengthening logistics training,
- publics role: initiative, coordination, subsidizing.

Emanating from the Interreg III C operation ENLoCC (European Network of Logistics Competence Centres - ERDF) a logistic training programme according to the international standards of the ELA (European Logistics Association) is offered in Carinthia for the Junior Management Level (Supervisory/Operational Management Level) under the title “Expert in Logistics”.

The concept of the programme was elaborated within ENLoCC in close cooperation with the Alpen-Adria University of Klagenfurt. Organisational responsibility has been transferred to the BFI Carinthia (vocational training institute), one of the most important educational institutes in Austria, which is officially offering the courses and has concluded the contracts with the Austrian ELA board.

The target groups of the programme are logistics professionals with a certain work experience in logistics. Courses are held in German language. Lecturers are coming from the Alpen-Adria University of Klagenfurt being responsible for the content of the courses.

Attending the courses, participants are prepared to ELA examination and – if qualified – they are authorised to obtain the Europe-wide acknowledged EJLog certificate (European Junior Logistician Certificate).

The Programme is currently subsidised by the Regional Government of Carinthia. Participants can apply for regional funding before starting with the courses.
15. Development Agency of Carinthia – the Logistics Agency

Best practise:

- region: Carinthia,
- project theme: Institutional & governance consolidation in logistics,
- publics role: coordination, financing, management.

The Development Agency of Carinthia is defined as a Centre for Innovation & Technology. In 2004 a political Steering Group consisting of representatives of three Government departments (Department for infrastructure, Department for municipalities, Department for financing and economy) was established being responsible for strategic decisions and political guidelines. A document titled “Statement about the development of logistics in Carinthia” was accepted by the political Steering Group transferring all logistic issues in Carinthia to the Development Agency of Carinthia thus becoming the main contact point and coordinator in logistic questions.

The main targets of logistics in Carinthia have been defined in the “Statement about the development of logistics in Carinthia” and can be illustrated as follows:

Currently main activities of the Development Agency of Carinthia are focusing on the development of the freight village in Füntritz (ALPLOG) having in mind the development into a LoCC.

Public bodies involved in the project are:

- Development Agency of Carinthia (EAK): The EAK is responsible for the coordination of all logistic issues in Carinthia.
- Regional Government of Carinthia: 100 % owner of the Development Agency of Carinthia
- Political Steering Group: Consisting of representatives of three Government departments (Department for infrastructure, Department for municipalities, Department for financing and economy) and being responsible for strategic decisions and political guidelines.

The LoCC start up was supported by the ENLoCC Interreg III B project (ERDF) and is now being supported by the CASTLE LoCC model transfer contact point.
Stuttgart Region
16. AK Gütermobilität - Circle for Goods Mobility

Best practise:
- region: Stuttgart,
- project theme: Improving the logistics demand in the production systems,
- publics role: financing, participation.

The “AK Gütermobilität” is a circle in Stuttgart Region, organized by KLOK Logistics Cooperation Centre, to promote all questions of goods mobility. It has the following three main focuses:
- bringing together the key players,
- identifying the relevant questions of goods mobility,
- exchanging and debating the facts and interests behind these questions.

The public sector is financing the best practice and at the same time is the main recipient. Stuttgart Region Economic Development Corporation (WRS) and KLOK Kooperationszentrum Logistik were organizers of the best practice. Among the others to the participants were included state ministries dealing with logistics, regional chamber of commerce, territorial planning dept. of Stuttgart Region, representatives of towns where logistics is an important issue and representatives of harbours and airports.
KLOK - the regional competence centre for logistics

Best practice:
- region: Stuttgart,
- project theme: Institutional & governance consolidation in logistics,
- publics role: initiative, founding.

KLOK is the regional competence centre for logistics (KLOK Kooperationszentrum Logistik e.V.), with a main emphasis in transport logistics. In a highly industrialized area like Stuttgart Region, logistics is an elementary part of the supply chain.
- with KLOK, therefore, its members also strive for a leading role in logistics competence,
- in this context, KLOK cooperates with regional companies and institutions, but also with partners all across Europe,
- the partners in all participating regions profit from the work of KLOK, including, last but not least, the regions as a whole.

The public sector has initiated the founding of KLOK. This was in 1999 through an initiative of Stuttgart Region Economic Development Corporation to found regional competence centres for technological fields or economic sectors. The town of Kornwestheim reacted with the founding of KLOK for the field of logistics. Even the new KLOK is held by public or quasi-public bodies.

Beyond, on the part of the public sector, good work relationship is established to the relevant State Ministries, administrations of towns within the region etc.
Valencia Region
18. valenciaportpcs.net

- information technologies to integrate all actors around container logistics

Best practise:
- region: Valencia,
- project theme: Institutional & governance consolidation in logistics,
- publics role: leadership, financing, promotion.

valenciaportpcs.net is a web service platform created to coordinate all the agents involved in maritime logistics processes, and it is the result of a large process that aimed the improvement of port community productivity through IT. This reference technological platform is mainly focused on:

- modernising logistic management through standardized information exchanges to facilitate business and administrative procedures and operations concerning cargo movements at Valenciaport ports,
- Sea-Port-Land integration by extending the main port operations integration on both, the “land” side with haulage operators and on the “sea” side thanks to its integration with the world’s leading shipowners via INTTRA and GT Nexus. This means that users will be able to view the entire transport chain in the portal,
- interconnecting Associated Ports: making integration opportunities with other associated ports more accessible, thereby facilitating operations and the exchange of information between port communities.

The public sector (Port Authority) is leading and financing the project as well as promoting the involvement of the rest of the agents and institutions required. The project should be led by the Port Authority but to success it is necessary a decided compromise and involvement of the Administration (Customs, Harbour Master's, Inspection bodies, etc.) and all different agents around port activity.

The best practices is also oriented to the strengthening of the logistics supply.
19. **Transport Consortia (Valencia)**

Best practise:

- region: Valencia,
- project theme: Institutional & governance consolidation in logistics,
- publics role: organizing, co-sponsoring.

Service for the Promotion of Transport Consortia (SPCT) is a permanent service at the Chamber of Commerce intended to promote cooperation among transport and logistics SME. It has three main focuses:

- stimulating (actively, permanently) and sometimes leading the formalization of strategic alliances among SMEs,
- giving advice to SMEs in every subject related to cooperation: strategy, financial aspects, organization, legal figures, human resources, etc.,
- gaining experience and know-how in strategic alliances for the logistic industry.

Bodies involved in the project are Chamber of Commerce of Valencia (as organizer) and Valencian Region Autonomous Government (as co-sponsor). Additionally the Chamber of Commerce:

- promotes cooperation through conferences, speeches, meetings, etc. addressed to SMEs, transport organisations, etc.
- supplies specific counsels as soon as there is an opportunity for a project.

The best practices is also oriented to the strengthening of the logistics supply.
20. Development of industrial zones in Greece

Best practice:

- Region: Crete,
- Project theme: Institutional & governance consolidation in logistics
- Publics role: initiation, creation

Law 2545/1997 foresees the creation of Industrial and Business Activities (VE.PE) areas in all prefectures of the country. VE.PE operates under special organizational and operational framework and enterprises with several types of activities can be established in its area.

VE.PE can be one of the following types:

- Industrial Area (VI.PE): It is the area defined, planned, constructed and operated according to the provisions of Law 2545/1997 for any type of industrial and small-medium size industrial activities.

- Industrial Park (VI.PA): It is the area defined, planned, constructed and operated according to the provisions of Law 2545/1997 for any type of industrial and small-medium size industrial activities with medium/low harmful effects.

- Small to medium size industrial Park (VIO.PA): It is the area defined, planned, constructed and operated according to the provisions of Law 2545/1997 for any type of industrial and small-medium size industrial activities with low harmful effects and professional laboratories.

- Technopolis: It is the area defined, planned, constructed and operated according to the provisions of Law 2545/1997 for industrial activities of new and advanced technologies, research and training activities as well as for the enterprises for the provision of services.

The terms and prerequisites for the establishment of enterprises at VE.PE can be altered depending on the economic development of the Region and prefecture to be established.

The main objectives of this initiative are:

- Economic development of the Regions.
- Sustainable spatial planning.
- Decentralisation and improvement of quality of life in cities.
- Environmental Protection.
21. The Pannon Logistic Cluster

Best practise:
- Region: West-Transdanubia
- Project theme: Improving the logistics demand in the production systems
- Publics role: professional training and R&D opportunities for the network

Pannon Logistics Cluster was established as a bottom-up initiative and focuses on increasing competitiveness of the logistics companies in West Pannon Region.

The Pannon Logistic Cluster operates since 4 years in the field of logistics. PANLOG determines his activities according to the experiences of his surveys, organized meetings, interviews made during his operation in the following 3 priorities:
1. Getting together of regional logistic SMEs to find synergies:
   - marketing: common website, newsletters, publications, exhibitions, professional meetings and events, conferences, etc.,
   - common offer for the logistics stakeholders,
   - development programmes to the members by right of special needs.
2. Identify common action points to improve cost efficiency:
   - intensify the transport opportunities (develop the quality-support system),
   - common petrol station, warehousing, etc.
3. Implement training programmes in line with the logistic SME needs: chauffeur trainings, language education, judiciary consultancy, trainee offer, usage of digital tachograph training.
Europe
22. European Network of Logistic Competence Centres - ENLoCC

Best practise:
- region: EU
- project theme: Institutional & governance consolidation in logistics,
- publics role: support.

The ENLoCC project (“European Network of Logistics Competence Centres”) was established because transport logistics needed a stronger transnational cooperation on a European level. The project focused on enabling public bodies of a region and similar institutions to bring together the logistics key players on a regional as well as a transnational level, to initiate and to process projects to improve logistics services and infrastructure.

The project saw the active cooperation of ILIM, KLOK, Stuttgart Region Economic Development Corporation, Emilia-Romagna Region, Carinthia Region is setting up LoCCs and in the founding of their European Network Open ENLoCC (www.openenlocc.eu).
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