

# **PURCHASING OF TRANSPORT SERVICES**

## **A SURVEY AMONG MAJOR SWEDISH SHIPPERS**

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### ABSTRACT

**Purpose** - The purpose of this paper is to describe the purchasing of transport services by the largest shippers of goods in Sweden.

**Design/methodology/approach** - This paper presents empirical results from a survey conducted in 2012 on manufacturing and wholesale companies in Sweden with more than 100 employees. Respondents were employees responsible for the purchase of goods transport services. In total, 586 companies were asked to participate in the survey, and 175 responses were received, which is a response rate of 30%.

**Findings** - The results include an increased knowledge of the purchase of goods transport services in Sweden. This paper presents a general picture of companies purchasing transport services that generate a large share of the goods flows in Sweden. The findings include a description of the transport buyers and their customers, the function of the decision-makers, the selection of transport modes, demands on the services and the relation with transport providers in terms of contracts, and environmental aspects of transport purchasing.

**Research limitations/implications (if applicable)** - This paper presents a limited selection of data from the survey, which is mainly analyzed by univariate data analysis. The survey is planned to be repeated every two years to make it possible to study changes in demand for transport purchase. This work forms a baseline for future surveys.

**Practical implications** - The result is available for transport buyers and transport companies, and can be used as benchmarking of their activities related to logistics and purchasing of transport.

**Social implications** – Improved awareness of the role of transport purchasing process in contributing to put focus on environmental sustainability will have a long term effect on minimising negative effects on the environment.

**Originality/value** - The extensive empirical data add to the general knowledge of the structure of demand for transport services among the largest transport buying manufacturing companies and wholesale companies in Sweden

Keywords: goods transport, transport purchasing, environmental demands, survey, Sweden

## 1. INTRODUCTION

Transport is of high economic importance for companies and the society, but it also contributes to a substantial environmental impact. As a consequence, it is high on the political agenda and long-term political goals have been formulated. Efficient transport and logistics is an important competitive factor for suppliers of goods (Morash and Ozment 1996; Morash, 2001). Purchasing of transport services might be key in increasing the logistics performance and reaching the environmental goals.

There is much concern among governments how growing transport flows affects the environment, and also the available infrastructure, in the future. The global effects of atmospheric emissions by the six Kyoto greenhouse gases, where CO<sub>2</sub> account for the largest part (85%), is of major concern. Globally, freight accounts for 1/3 of all energy consumed by transport (IPCC, 2007). The goal in the European Union is to cut carbon emissions from transportation by 60% by 2050 compared to today's levels (European Commission, 2011). However, it seems unlikely that these goals will be reached and there is an increasing gap between forecasted emissions and the goals. In the EU, the transport sector is the third largest emitter of GHG emissions and account for 19.5%. This share is predicted to have doubled by 2050, and 80% of these come from the road sector. The growth in tonne-km between 1995 and 2007 was approximately 36% (European Commission, 2011).

The European Commission has adopted a roadmap of 40 concrete initiatives for the next decade to build a competitive transport system (European Commission, 2011). Key goals include a 40% use of sustainable low carbon fuels in aviation, at least 40% cut in shipping emissions, a 50% shift of medium distance intercity passenger and freight journeys from road to rail and sea. The commercially viable decarbonisation opportunities in the logistics and transportation industry are calculated at a total of 1400 million tonnes of CO<sub>2</sub> equivalents (CO<sub>2</sub>e) in the medium term, where 60% is from the sector's own emissions (World Economic Forum, 2009). Two of the highest rated feasibility abatement measures were "Despeding the supply chain" (potential of reducing 171 million tonnes of CO<sub>2</sub>e) and "clean vehicle technologies" (175 million tonnes of CO<sub>2</sub>e). "Modal switches" was considered a medium feasible abatement measure (115 million tonnes of CO<sub>2</sub>e). This involves adaptations for both the transport providers and the shippers.

Technology improvements will not be sufficient to achieve the emission reductions required, both shippers and service providers have to change their systems and how they are operated. In the purchasing of transport services, shippers are restricting and creating opportunities for how the transport service providers may design the transport service to be delivered, according to Rogerson (2012). Shippers of goods face the challenge to reduce emissions and a key process that influences both the logistics and environmental performance is the purchasing of transport services. In the global Logistics Performance Index (LPI) published every two years, shippers were asked how often they ask for environmentally friendly options (e.g. in view of emission levels, choice of routes, vehicles, schedules, etc.) when shipping to different areas (The World Bank, 2012). The results show that one-third of shippers in average do this when shipping to OECD countries, but only one-tenth when shipping to developing countries.

Rogerson (2012) argues that awareness of the influence of the purchasing process on CO<sub>2</sub> emissions can over time and combined with an increased focus on environmental sustainability help buyers and sellers design practises intended to minimise negative effects

on the environment. The shippers' demands on transport time, reliability and environmental-related aspects (such as environmental performance of the engines used or the use of intermodal transportation) are important in this setting.

Shippers put forward demands to the transport providers in their purchasing of transport services. There have been various studies about the trade-off between mainly cost, frequency, transport time, environmental aspects. Several international surveys have identified service and cost as the most important selection criteria for shippers (Pedersen and Gray, 1998; Matear and Gray, 1993; Whyte, 1993). In 2001, a survey of 493 Swedish companies used a Stated Preference (SP) technique where modes of transport, cost, frequency, environmental labelling, transport time and on-time delivery were included (Laitila and Westin 2001). The results showed that time accuracy was the most important transport characteristic for shippers and its importance increased with distance of transport to be performed. Also, the environmental impact was taken into account to a certain extent.

It can be noted that the LPI ranked Sweden as number 13 of all countries in 2012 (and rank 3 in 2010), and the country scored especially high on "excel in timeliness" and "infrastructure" (both rank 5). Notable also is that 97% of shipments meet the quality criteria, which result in a high score on the indicator "Logistics quality and competence". Environmental demands in purchasing of transport services have received more and more attention in research. In the beginning of 2000, a study mapped Swedish shippers' environmentally preferable purchasing practice concerning transport services (Björklund, 2005). The study showed that many companies had taken actions to reduce the environmental impact of their transport services, such as co-ordinated transport flows. One of the largest surveys in Sweden among shippers was conducted in 2003 and included responses from 567 company units in manufacturing and wholesale companies (Lammgård, 2007). The results showed that the larger companies rated environmental considerations considerably higher than smaller companies, as well as the manufacturing companies rated environmental considerations much higher than wholesale companies. Further, the size of the company had a greater impact on the willingness-to-pay for environmental concerns than business type among the manufacturing companies.

Isaksson (2012) observed that transport buyers exert various levels of pressure on transport service providers with regard to green solutions. Wolf and Seuring (2010) showed a discrepancy between the perceptions of environmental demands at the demand side and the supply side of transport services: the shippers identified purchasing of transport services as part of their environmental strategies, but the transport providers stated that they receive no environment-related requirements from the buyers. Although the shippers sent out environmental performance questionnaires to their transport providers, it was uncertain how the results were used.

A vast majority of the large shippers in Sweden purchase transport services, 95% (Lammgård, 2007). The decision-makers of purchasing of transport services at the shippers may differ. Previous research has shown that the responsibility for inbound transport decisions may be shared between the purchasing and the distribution departments (Gentry and Farris, 1992) and that the responsibilities for inbound and outbound transports are handled by different units in the companies (Drewes Nielsen et al., 2003).

The **purpose** of this paper is to describe the purchasing of transport services by the large Swedish shippers. The paper presents empirical results from a survey study carried out in autumn 2012 among Swedish manufacturing and wholesale companies with more than 100 employees.

The structure of the paper is as follows. Firstly, the transport buyers and their customers are described including trade of business, position in the supply chain and the importance of

transport costs. Secondly, the decision-makers in transport purchasing are described, relating to function and the selection of transport modes. Thirdly, the purchasing of transport services is described in terms of purchasing demands (related to time, price and environmental aspects) and the use of contracts. This will give an overview of the structure behind the current demand for transport services.

## 2. METHOD

This paper presents empirical results from a survey conducted in the autumn of 2012 among employees responsible for the purchasing of goods transportation, e.g. transport managers, logistics managers, purchasing managers, supply chain managers or similar. The target group was manufacturing companies and wholesale companies in Sweden with more than 100 employees, and the survey did not target the supply side of transport services, i.e. the transport providers. The target group was selected based on the fact that these companies have a significant impact on goods transportation in Sweden due to their high share of goods volumes transported. In 2003, they were responsible for 72% of the freight sent in tonne equivalents in Sweden (Lammgård 2007). The person responsible for purchasing goods transport services at the shippers answered the survey. The total frame was the official Swedish statistics on business units register, the SNI Swedish Standard Industrial Classification<sup>1</sup>.

The total number of companies in the selected group with more than 100 employees was 953 local units (762 manufacturers and 191 wholesalers). The term local unit is not equal to company, as a company may have several local units. A local unit is each address, or building(s), where a company carries out economic activity (SCB, 2013), and the register classifies each local unit in one or several industry codes. However, in this paper “company” is used for “local unit” since no company is represented by more than one local unit.

A single random sampling was used for selecting 715 units (7475% of the total). The selection of unit numbers was based on the goal of reaching at least 150 answers. After removing 129 units from this sample (mainly due to the fact that they did not buy transport services, the respondents were not located in Sweden, double posts, and that the respondents did not speak Swedish), 586 units were left. All companies were contacted by telephone in order to find the most appropriate person for answering the survey. If a person agreed to answer the survey, a link to the web-survey was sent by an e-mail, which was sent to 343 persons. Several contact trials were made if a person was not available when calling, with a maximum of 22 trials per local unit. After the survey was sent out, frequent reminders and personal contacts were necessary to increase the response rate. After the survey was accepted and sent out, the most common reasons for not answering were lack of time and not answering due to unspecified reasons. The telephone-initiated method applied by finding the proper respondents for answering the survey by phone increase the response rate and, above all, the validity of the results (Lammgård, 2007).

A total of 156 questionnaires were completed in full (initial response rate 27%) and further 50 were partly answered. Based on a deployed criterion that 30% of the questions should be answered in order to be included, 19 of the 50 partly answered were kept. Thus, in total 175 answers were analyzed, which is equivalent with a final response rate of 30%.

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<sup>1</sup> From September 2011 the new industrial classification, SNI2007, is used in the Swedish national accounts. This classification corresponds with the European activity classification NACE rev. 2 on 4-digit level (SCB, 2013).

The web-survey contained 31 main questions and several sub-questions and attitudes items (Appendix 1 contains the questions this paper directly relates to). Respondents' attitudes were mainly measured on a closed-ended semantic differential scale. The survey was very extensive and some questions required transport statistics from the respondents.

The survey included various aspects of the transport services. The main areas in the survey were: (1) The role of transport in the organization, (2) Purchasing of transport services, (3) Modes of transport, (4) Environmental aspects, (5) Collaboration with transport providers and (6) Future. In this paper, the results presented are mainly within the areas 1 and 2, but to a limited extent also from 3 and 4.

### 3. RESULTS

The empirical results of the survey are presented in three parts. First, the transport buyers and their customers are presented, followed by the decision-makers in transport purchasing. Finally, the purchasing demands on transport services and contracts are described.

#### 3.1. The transport buyers and their customers

This chapter describes the companies that answered the survey and contributes to the understanding of the context of transport purchasing.

##### 3.1.1. Industries

The 175 respondents represented 146 manufacturing companies and 29 wholesale companies. Thus, the wholesale companies represented 17% of the total respondents.

The SNI Swedish Standard Industrial Classification was used to divide the companies into different trade of businesses. Production units, as companies and local units, are classified after the activity which is carried out. A company or a local unit can have several activities and, consequently, many industry SNI-codes. Further, the industry codes were combined to generate larger groups of similar activities. The results are shown in Figure 1. The respondents represented a variety of industries and no obvious bias towards any sector was noted.

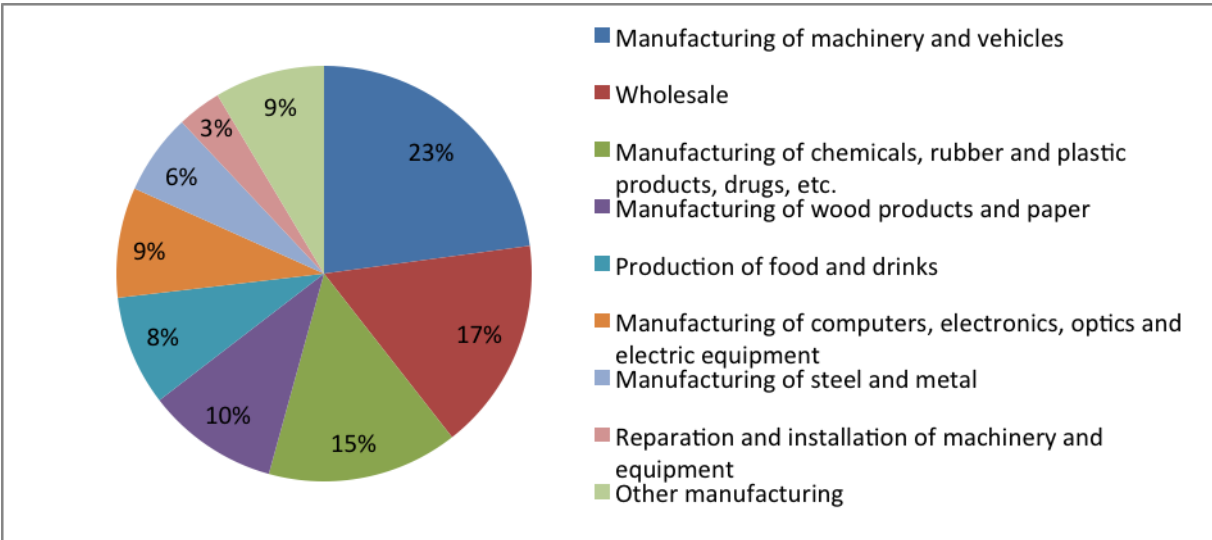


Figure 1 The division of the companies into different industries (n=175)

### **3.1.2. Type of customers receiving the goods**

To further investigate the transport-buying companies' position and role in the supply chain, the respondents were asked to distribute their total volumes between different customer categories. The respondents' largest customer category is within the manufacturing industry (36%,  $n=167$ ) and the second largest is wholesale (16%) and retail comes thereafter (10%). Building and installation also accounts for 10% and other units in the company receive 7% of the goods and the same amount goes directly to consumers. Finally a small portion (5%) of the outbound goods is sent to the public sector.

### **3.1.3. Transport costs in relation to product costs**

It is often difficult to get figures from companies of the share of the logistic costs and the transport costs, respectively, in relation to the total product cost. In this survey, the product cost is defined as "the total cost per product without add-ons and profit margins". As expected, the response rate was lower for this question compared to most of the other questions, both for the logistics cost ( $n=95$ ), as well as for the transport cost ( $n=88$ ).

The result shows that the logistics costs had an average share of the product cost of 11% (median value: 9%) and the transport costs were 6% in average (median value: 5%). However, the spread of the values in the data set is very large. With the exception of an outlier, the values vary between 1-70% for the logistics costs and 1-30% for the transport costs.

## **3.2. The decision-makers in transport purchasing**

The results presented in this part describe the organization of decision-makers in transport purchasing, followed by the usage and selection of different modes of transport..

### **3.2.1. The purchasing of transport services in the organisation**

Traditionally, it has been the seller of goods that purchase the transport services, however it is known if this still is the case. Therefore, it was interesting to ask the respondents about who is responsible for their transport purchases. The survey results show that the majority of the transport volumes bought by the transport buying companies (62%) constitutes of outbound transports and the rest is inbound transport (38%,  $n=170$ ).

The most common situation for the companies in the study is that the local unit to some extent purchases their own transport services, which is the case for 84% of the local units ( $n=166$ ). In 63% of these companies, the local unit buys almost all transport services (i.e. from 90 to 100%). A central unit is involved in the purchasing of transport services in 26% of the companies, but often only partly. It is only in 13% of the companies that a central unit purchases at least 90% of the purchased transport services.

### **3.2.2. The selection of transport modes and its effects**

The respondents seemed to have a good knowledge of the modes used, which was demonstrated when they were asked to distribute the transport volumes between the transport modes. As expected, road transportation was the most commonly used transport mode with a share of the total volumes of 74%, see Table 1. Actually, 98% of the companies use road transport to some extent.

Trucks in combination with other modes are used by many of the respondents: intermodal truck/ train (33%), truck/ship (62%) and ship/train (12%). Air transport, in combination with

trucks, is to some extent used by half of the shippers. Rail transport with industry sidings (without connecting trucks) is used by 9%. Table 1 shows both the average share of volumes between transport modes and to what extent each transport mode (or a combination of several) is used by the shippers.

(n=163)	Truck <sup>1</sup>	Truck/ train <sup>2</sup>	Train	Truck/ship <sup>2</sup>	Ship/train <sup>2</sup>	Air/Truck
<b>Share of volumes between transport modes</b>	73.6%	4.5%	2.3%	11.8%	2.2%	5.6%
<b>Share of shippers</b>	98%	33%	9%	62%	12%	50%

1) Also when the lorry is partly transported by ferry.  
 2) Using detachable load carriers.

Table 1 Percentage of shippers that to some extent use the transport modes. (n=163).

To gain additional knowledge about the modal choice, the respondents were asked about *who* makes the decision regarding what transport modes to be used. Note that the respondent could choose more than one option. It is most common (65% of the cases, n=166) that the logistics/transport manager makes this choice. However, the second most common is that the customer decides which mode to use (38%). The transport provider and the purchasing manager make the decision in about one fifth of the cases (22% and 21% respectively). The management of the local unit is more often involved (14%) than the management of the company (11%).

The modal choice affects the level of the environmental impact caused by transport. A share of 41% of the respondents did calculate the environmental emissions from their transport (n=164). Why the remaining 59% of the respondents did not calculate environmental emissions were further investigated in the survey. The results show that the two most common reasons were “our transport provider calculate the emissions” (29%) and “no demand from customers for this information” (28%, n=95). This means that many of the large shippers rely on the transport service providers for calculate the environmental emissions.

### 3.3. The purchasing of transport services

The results presented in this part focus on the actual transport purchasing at the transport buying companies, both in terms of demands on the transport providers and contracts.

#### 3.3.1. The purchasing demands on the service providers

Transport buyers put various demands on the providers in a purchasing situation and sometimes these demands are conflicting. Therefore, it is interesting to investigate priorities and thus identify existing compromises that are accepted. The respondents were asked to distribute weights of 100% between four different demands on transport services according to their importance: price, transport time from door-to-door, on time delivery and environmental efficiency (represented by CO<sub>2</sub> emissions).

Price was the most important aspect in the selection of transport solution and it received a weight of 54%. On-time delivery door-to-door was second most important aspect (22%), followed by the total transport time from door-to-door (16%). Finally, environmental efficiency was attributed 8%, as shown in Figure 3.



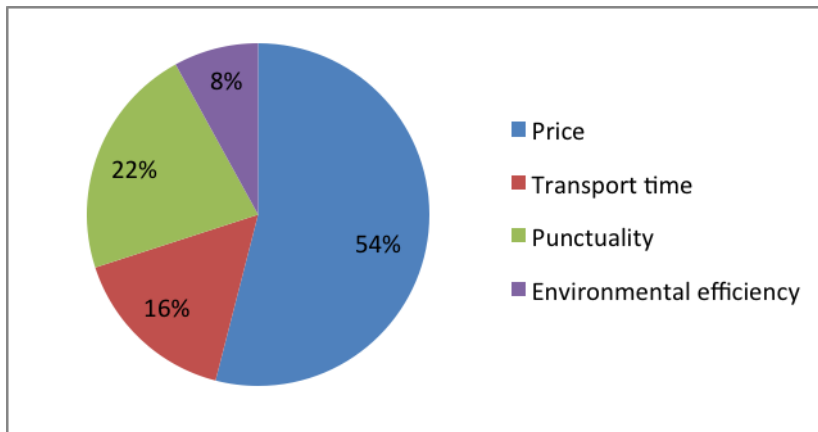


Figure 3 The trade-off between price, transport time, punctuality and environmental efficiency, where the respondents distributed 100% between these four aspects (n=168).

Even though the environmental aspects only accounted for 8%, most companies (83%) put environmental demands in their transport request to transport providers. The most common demands are that the transport providers should have an environmental certification e.g. ISO 14001 (63%), that they use trucks with engines of high environmental standard (57%) and that the transport providers publish CSR- or environmental reports (52%). The other demands were raised to a much smaller extent, these were that the providers “can offer intermodal transports” (12%) “use other fuels than diesel (7%), e.g. biofuels”, and “offers eco-services with less environmental impact” (17%).

Today, shippers that raise environmental demands in purchasing of freight transportation only follow up the requirements to some extent.. The most common request, that the transport providers have an environmental certification, is checked actively by 80% of the respondents that raise this demand. The demand that is least controlled by the shippers, with only 42%, is “the transport providers use other fuels than diesel, e.g. biofuels.

### 3.3.2. Framework agreements and contracts

Framework agreements are used by 77% of the respondents (n=172). When the shippers have framework agreements, these are most often signed at the local units – 62% of the contract are signed there (n=131). A central unit sign 33% of the framework agreements, and another function is responsible for 5% of them. In 18% of the companies, the framework agreements are managed jointly between different units.

The contract is essential in the purchasing process since it formalises the relation with the chosen transport providers. The survey contained questions about the number of transport providers with long-term contracts (at least one year), whether these contained other logistical services, as well as the length of the largest contract including its size (in per cent of purchased transports). These results are presented in Table 2. The average number of transport providers with whom the buyers have long-term transport contracts (i.e. more than one year) is 8.

	Number of transport providers contracted with long-term contracts (>1 yr.) (n=166)	Average length of largest contract. Yrs. (n=150)	Average years of cooperation with the transport provider with the largest contract. Yrs (n=133)	Share (%) of goods volume transported in largest contract (n=142)
Average	8.1	2	10.3	48

*Table 2 Average number of transport service providers with whom shippers have long-term contracts, and characteristics of the largest contract.*

The length of the largest contract is in average 2 years. However, the cooperation between the transport buyer and the transport provider with the largest contact has in average been going on for 10.3 years. In fact, 22% of the companies that answered the question stated that this cooperation has been on-going for more than 20 years. Further, the largest contract stands for almost half of the total volumes transported).

#### **4. SUMMARY AND CONCLUSIONS**

This paper describes the purchasing of transport services among the large goods transport buying companies in Sweden. The majority of the companies in the survey are manufacturing companies and their main customers are in the manufacturing industry. The median cost for logistics was 9% and the median transport cost was 5% in relation to the product cost,, but there is a large spread of the values in the data set of. In most of the cases, the local unit (and not a central unit) bought their own transport services. In previous research it has been argued that different departments may be in charge of purchasing of transport services. In the surveyed companies it is shown that for instance the mode selection has be made by different departments but it some cases it has also been made by service providers as well as customers. The logistic and transport manager makes the modal choice in 65% of the companies, whereas their customers are responsible for the decision for 39% of the transport assignments. The share of volumes between transport modes is road transport 74%, rail transportation (with/without combined with trucks) 7%, shipping (combined with trains or trucks) 14%, and air transport (combined with trucks) 6%.

The demands on the transport services are in line with previous research. The respondents distributed weights of 100% between four different characteristics of transport services according to their importance: price, , on-time delivery from door-to-door, transport time from door-to-door and environmental efficiency. Price was the most important aspect in the selection of transport solution (as it received a weight of 54%). On-time delivery door-to-door was second most important aspect (22%), followed by the transport time from door-to-door (16%) and environmental efficiency (8 %). These findings can be compared to what the companies in the same target group answered on the same trade-off question in a prior survey conducted in 2003: price 51%, transport time 23%, on-time delivery 18% and environmental efficiency 8% (Lammgård, 2007). It can be concluded that no shift in priority between these aspects have taken place during these nine years. A few per cent differs in three of the aspects and in the fourth one, environmental aspects, there is no change at all. Environmental aspects have most likely received more attention during the first decade of 2000, as Corporate Social Responsibility in general, but the economic recession has also increased the cost focus among shippers (Lammgård, 2012). It might be that these two changes have balanced out

each other so the final result is unchanged. The environmental aspects still have a limited impact today but they will probably be more important in the future.

Frame agreements for transport services are used to a large extent (and these are typically signed at the local units. The buyers of transport services have long-term transport contracts (i.e. more than one year) with eight transport providers in average and more than half of the companies have contracts including other logistical services. Finally, there is in general a long-term relation between buyers and providers of transport services: the average company has bought transport services for 10 years from the transport company with the largest contract.

The survey data will be used and further analysed in future research, for example by applying multivariate data analysis methods, in order to better understand the structure of the demand for transport services in Sweden. This is important not at least for understanding the tradeoffs between cost, time and environmental considerations among these large shippers of goods. The survey will be repeated every two years for studying changes in demand for freight transport over time. Thus, this survey is a baseline for future work. Further research includes quantitative analysis of the survey including different aspects of purchasing in combination with qualitative case studies to further understand the activities and decisions related to transport purchasing. Interesting questions to find answers to in forthcoming work are how environmental aspects are included in the transport purchase process and how the interplay between buyers and providers of transport services affect the organization and performance of transport.

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## Appendix 1: Survey instrument

### Selection of questions from the survey

#### ”Inköp av transporttjänster– idag och i framtiden”

Denna undersökning avser Ert arbetsställes inköp av transporttjänster. Vi följer SCB:s definition av arbetsställe, dvs. en lokal verksamhetsenhet som ägs av ett företag (eller en enhet av företagstyp), finns på ett enda ställe och producerar varor eller tjänster av främst ett slag ([www.scb.se](http://www.scb.se)), exempelvis är fabriker och lager.

**Ange** vilka arbetsställen Ert svar omfattar:

Svar:.....

**Vilket ansvarsområde** har Ni på Ert arbetsställe?

- Samtliga godstransporter vi köper (*transporter till, från eller inom Sverige*)
- Vissa godstransporter vi köper, nämligen:  
.....  
som står för ungefär ..... % av den totala volymen inköpta transporter.

**Svaren i enkäten innefattar:**

Om Ni inte kan besvara alla frågor i enkäten, var god lämna över den till lämplig person på Ert arbetsställe.

- Arbetsställets samtliga inköpta transporter.
- Endast de transporter som jag ansvarar för.

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Enkäten är **inte** tillämplig för oss, därför att:

- vi köper inte transporttjänster på vårt arbetsställe
- annat (ange orsak):  
.....

I svaren vill vi helst ha uppgifter gällande år 2011. Om Ni inte kan lämna uppgift för detta år, ange här (eller vid respektive fråga) vilket år som avses. Uppgifter gäller för år: .....

## I. FLÖDEN OCH TRANSPORTER I ORGANISATIONEN

1. Ange vilka kundkategorier (inklusive andra arbetsställen inom företaget) Ert arbetsställe levererar till och deras andel av den utgående godsmängden.

Andel av utgående godsmängd

Tillverkningsindustri <sup>1</sup>	.....%	<sup>1</sup> Förutom byggindustri / -installatörer
Byggindustri / -installatörer	.....%	
Partihandel / grossist	.....%	
Detaljhandel	.....%	
Annan enhet inom företaget	.....%	
Offentlig sektor	.....%	
Slutkonsument	.....%	
Annat, nämligen:.....	.....%	
Summa	100 %	Kommentar:.....

2. Av den totala produktkostnaden (dvs. den totala kostnaden nerlagd på produkt utan pålägg och vinstmarginal), uppskatta hur stor andel är:

- a) logistikkostnader (transport, lagerhållning, etc.) Svar: .....%  Vet ej
- b) endast (inköpta) transporter Svar: .....%  Vet ej

## II. INKÖP AV TRANSPORTTJÄNSTER (som Ert arbetsställe köper in och betalar för)

3. Hur stor del av de totalt inköpta transporterna för arbetsstället köps av:

Ert arbetsställe	.....%
Central funktion på företaget	.....%
Annan enhet:.....	.....%
Summa	100 %

4. Uppskatta grovt hur den (av arbetsstället) inköpta transportvolymen är fördelad på:

Ingående transporter	.....%
Utgående transporter	.....%
Summa	100 %

5. Används ramavtal gällande transporttjänster på Ert arbetsställe?

ja  nej

Om ja, var har dessa ramavtal slutits?	
Ert arbetsställe	.....%
Central funktion på företaget	.....%
Annan enhet:.....	.....%
Summa	100 %

6. Hur många transportföretag har Ni långsiktiga avtal med (minst ett år) rörande transporter och hur många av dessa innehåller tjänster utöver ren transporttjänst?

Svar: Vi har totalt.....st långsiktiga transportavtal varav.....st även inkluderar annan logistisk tjänst

(lagerhållning, plockning, märkning, prissättning, etc).

**7. Var god specificera det största avtalets längd och andel.**

Svar: Det största avtalets längd är på .....år och täcker .....% av våra inköpta transporter.

Vet ej

**8. Under hur många år har arbetsstället köpt transporter från transportören ?**

Svar: .....år

Vet ej

**9. Fördela viktsumman 100 procent på nedanstående egenskaper i förhållande till deras betydelse för Ert arbetsställe när Ni väljer transportlösning.**

Priset	.....%	
Transporttiden från dörr till dörr	.....%	*Upphämtning och leverans sker inom överenskommet tidsfönster
Tidsprecisionen* från dörr till dörr	.....%	
Miljöeffektiviteten (representerad av koldioxidutsläpp).....%		
Summa		100 %

**III TRANSPORTSLAG**

**10. Fördela volymen av de transporter som köps in av ert arbetsställe på respektive transportslag**

*Transportslag som Uppskattad används från dörr-till-dörr:*

*andel av totala transporter*

Lastbil	..... %	(även då färja delvis används)
Intermodalt Tåg+lastbil*	..... %	(*dvs där enbart lastbäraren, t.ex. semitrailer el container överförs och transporteras)
Tåg	..... %	via industrispår)
Fartyg+lastbil	..... %	
Fartyg+ tåg	..... %	
Flyg (+lastbil)	..... %	
		100 %

**11. Vem beslutar om valet av transportslag (lastbil, tåg, fartyg, flyg eller en kombination)?**

Företagsledningen / koncernledningen

Ledningen för arbetsstället

Transportchef /-ansvarig

Inköpschef

Vår speditör / transportör

Vår kund

Annan, nämligen .....

Vet ej



## IV MILJÖASPEKTER

### 12. Vilka miljörelaterade krav ställs i Era transportförfrågningar?

	Kravet ställs	Kravet ställs ej	Om ja, följs kravet upp?
Miljöcertifiering tex ISO 14001	<input type="checkbox"/>	<input type="checkbox"/>	
Kan erbjuda intermodala transporter	<input type="checkbox"/>	<input type="checkbox"/>	
Hållbarhets- eller miljöredovisning	<input type="checkbox"/>	<input type="checkbox"/>	
Använder andra bränslen än diesel t ex biobränslen, gas	<input type="checkbox"/>	<input type="checkbox"/>	
Använder lastbilar med hög miljöklass	<input type="checkbox"/>	<input type="checkbox"/>	
Erbjuder eco-tjänster med mindre miljöbelastning	<input type="checkbox"/>	<input type="checkbox"/>	
Annat krav (ange vilket i textrutan till höger)	<input type="checkbox"/>	<input type="checkbox"/>	

## V SAMARBETE MED TRANSPORTÖRER

## VI FRAMTID