

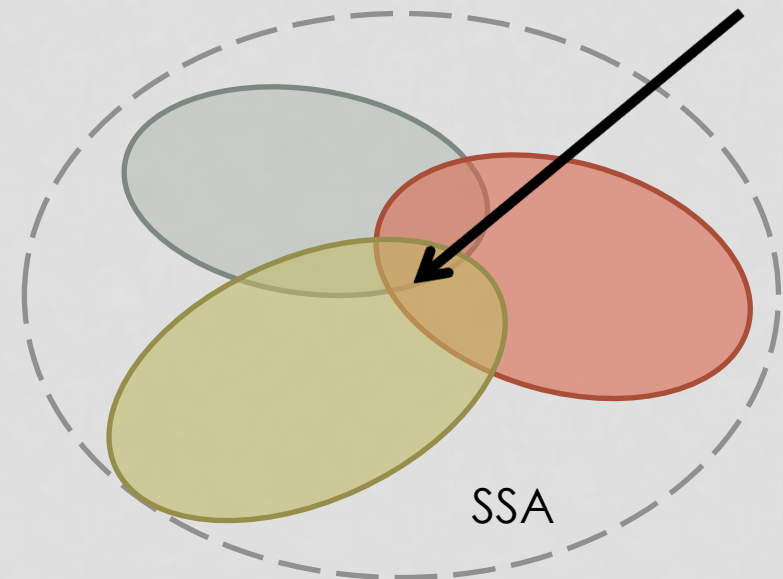
# IDENTIFICATION OF DOMINANT STAKEHOLDER PERSPECTIVES IN CITY LOGISTICS

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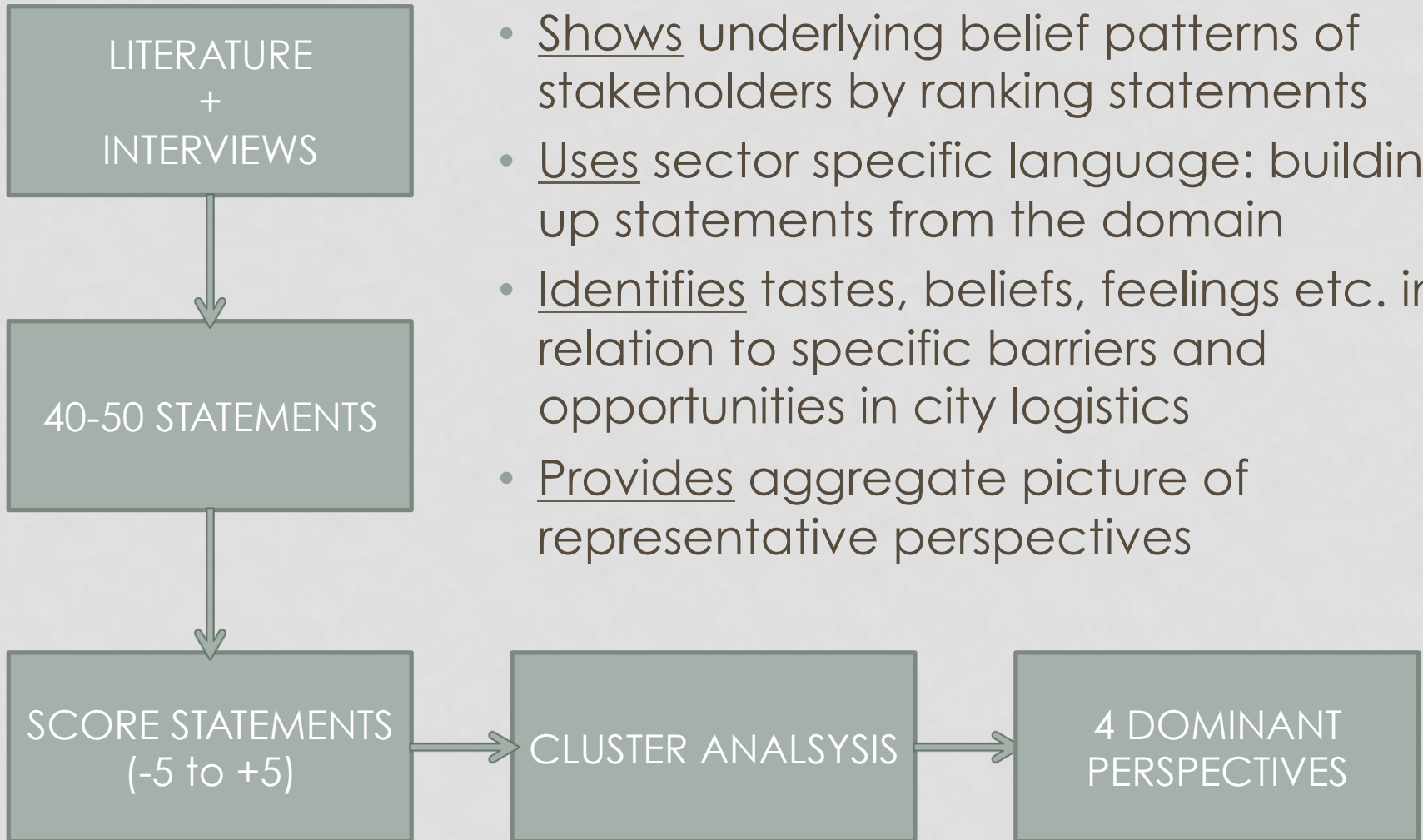
This presentation is a result of independent MSc. Thesis research at the TU Delft and does not necessarily represent views of DHL or the co-sponsor of the research, GreenCity Distribution.

# PROBLEM DEFINITION: WHY PERSPECTIVES?

- Solutions exist, but small scaled
- Searching for large-scale support in a multi actor environment
- Diversity in stakeholders and their beliefs & experiences
  - Need for insight in the dominant perspectives
  - How to draw a representative picture of this complex field?
- Practical use:
  - Input for new “ambassadors”
  - Stakeholder inclusion
  - Finding consensus
  - Agenda setting
  - Shared situational awareness



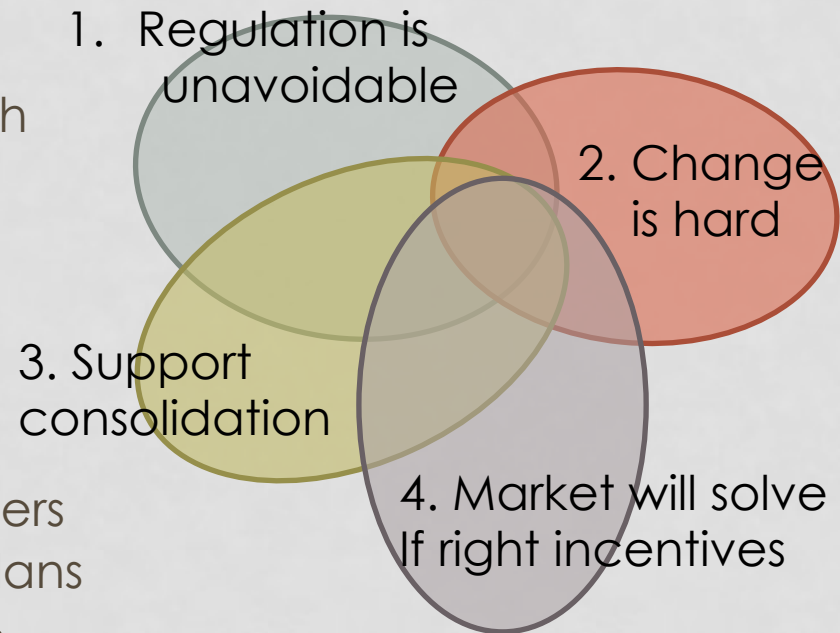
# HOW TO IDENTIFY DOMINANT PERSPECTIVES: Q METHODOLOGY



# RESULTS (1)

## Dominant perspectives

- *Regulation is unavoidable*
  - Key actors: government & research
  - Message: Crisis therapy needed
- *Change is hard*
  - Key actor: carriers' association
  - Message: Sector is locked in
- *Consolidation is key*
  - Key actors: Logistics service providers
  - Message: Support consolidation plans
- *Market will solve if right incentives*
  - Key actors: Shippers & retailer initiatives
  - Message: rewards instead of restriction



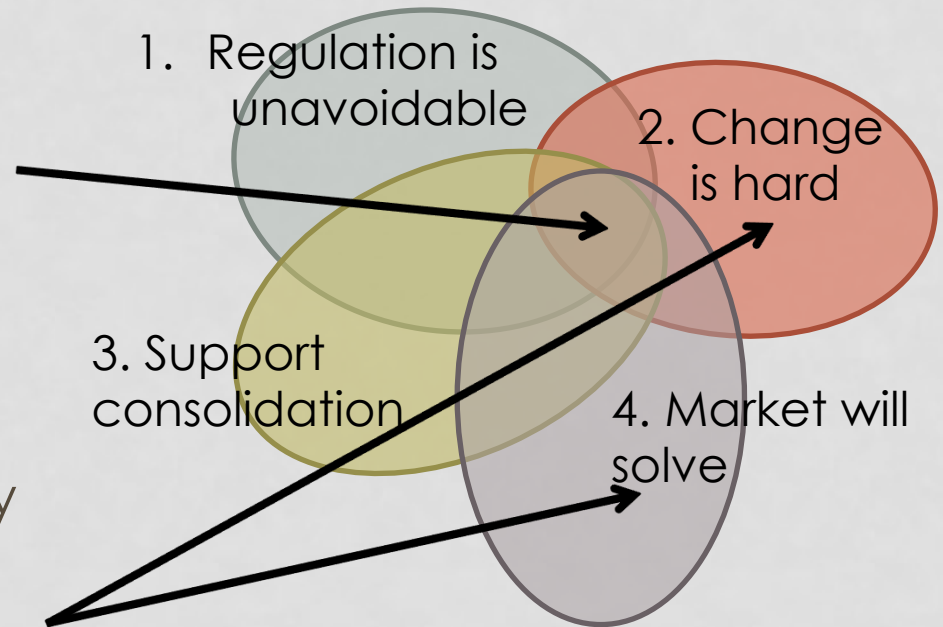
# RESULTS (2)

## Consensus:

- Cost reduction and scale
- Shipper determines
- Significant effect restrictions

## Dissensus:

- Differences between industry association and firms
- Solutions have to come from regulation instead of the industry



# CONCLUSIONS

- Q-method is a simple tool to identify the key cross-cutting perspectives in a multi-stakeholder situation
- Common perspectives are *not* provided directly by stakeholders but *emerge* from analysis
- For city logistics, 4 dominant perspectives were found
- These perspectives are partly contrasting and roughly represent different stakeholder groups
- Designers and policy makers can use this information to develop acceptable solutions