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The SETRIS project consortium consists of:

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2	European Conference of Transport Research Institutes	ECTRI	Belgium
3	AVL List GmbH	AVL	Austria
4	BMT Group Limited	BMT	United Kingdom
5	Centro National de Competencia en Logistica Integral	CNC-LOGISTICA	Spain
6	The European Earth Friendly Logistics Association AISBL	CO-TREE	Belgium
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15	Union Internationale des Transports Publics	UITP	Belgium
16	The Association of the European Rail Industry	UNIFE	Belgium
17	Nederlandse Organisatie voor Toegepast Natuurwetenschappelijk Onderzoek	TNO	Netherlands
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Final	07.12.2015	Quality Assurance review	CO-TREE (ENIDE)

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EXECUTIVE SUMMARY

The purpose of the SETRIS project (SETRIS) is to deliver a cohesive and coordinated approach to research and innovation strategies for all transport modes in Europe. SETRIS seeks to identify synergies between the transport European Technology Platforms' (ETPs´) strategic research and innovation agendas (SRIAs) and between these and relevant national platforms. The 5 ETPs are:

1) ACARE (Advisory Council for Aviation Research and Innovation in Europe),
2) ALICE (Alliance for Logistics Innovation through Collaboration in Europe),
3) ERRAC (The European Rail Research Advisory Council),
4) ERTRAC (European Road Transport research Advisory Council) and
5) WATERBORNE.

SETRIS aims to develop a framework for long-term cooperation between actors from all transport modes, to facilitate the delivery of a truly integrated transport system.

This SETRIS Deliverable "*D2.2 Defining the concept a "truly integrated transport system for logistics"* is a working document developed by SETRIS partners and the advice of the *Transport ETPs´ cross-modal permanent group of stakeholders and experts in long distance freight transport (annex 1)*. It aims to be an initial proposal for further consultation and consensus building among the ETPs´ stakeholders towards the final document endorsed by all transport ETPs.

The final version of the document is targeting transport and logistics industry stakeholders, including Transport ETPs´ members, as well as the European Commission and Member States to provide a holistic overview of a truly integrated transport system for logistics gaining common understanding on the path towards the future and the expected contributions from the different stakeholders.

The objective of the final document is to define, describe and identify specific components, characteristics and requirements of the truly integrated transport system for logistics. It also addresses the societal trends impacting the system, the enablers and barriers for such system and also the individual plans of the different transport ETPs contributing to the achievement of such a system. The aims to achieve the truly integrated transport system for logistics are:

- To maximize the efficiency and effectiveness of freight transport supported by current infrastructure, corridors and hubs and taking into consideration future developments.
- To maximize the support to EU policies, in particular transport, energy and environment increasing vehicles´ load factors, asset utilization and minimizing empty travels.

In this working document we have included:

- Key characteristics, components and requirements of the truly integrated transport system for logistics.
- Key trends and policies impacting the process of achieving a fully integrated transport system for logistics.
- Key enablers and barriers to achieve the truly integrated transport system for logistics.
- Identification of the key stakeholders addressing this concept, their role and expected developments contributing to the fully integrated transport system for logistics as well as their interest in achieving the truly integrated transport system for logistics.

After further consultation on these aspects with the ETPs´ stakeholders the final document expected to be delivered in February 2016 will also include a description of the truly integrated transport system for logistics.

As an initial statement:

A truly integrated transport system for logistics is based on an open federated system of proprietary transport and logistics assets, hubs, resources and services. They are fully visible and accessible for market players and can be operated and acceded as a network of logistics networks. Coordination of logistics, transport chains, infrastructure and supply networks aims to move, store, supply and use physical objects throughout the world in a manner that is economically, environmentally and socially efficient, secure and sustainable. The system will be based on physical, digital, and operational interconnectivity, enabled through modularization, standard interfaces and protocols[1].

KEY CHARACTERISTICS, COMPONENTS AND REQUIREMENTS OF THE TRULY INTEGRATED TRANSPORT SYSTEM FOR LOGISTICS

To achieve the truly integrated transport system as described above, the following components and requirements need to be ensured[2]:

1. **Fully available transport services.** Transport services are still not fully visible to end users and shippers. Market places and other initiatives are providing full visibility of transport services from the offer and demand perspective and first attempts for supply chain composition tools have been made. A lot of potential is still in this area that is expected to be deployed fast in the upcoming years.
2. **Seamless information exchange in end to end logistics**: including SMEs, public administrations, and different stakeholders in the supply chain on top of transportation modes allowing: (i) full visibility of operations improving end to end management of logistics chains, (ii) fulfillment of legal and administrative requirements: customs, statistics, CO2 reporting, (iii) the enhancing of horizontal collaboration opportunities, (iv) an improving of freight traffic management and (iv) Interoperability of electronic road toll systems for Heavy Goods Vehicles.
3. **Physical interoperability through further modular load units** (following the example of Maritime transport) and extended end to end, up to last mile and urban distribution to facilitate handling and transshipment of goods.
4. **Seamless transshipment (automation) between transport modes and between modes and warehouses/hubs.** Reducing transshipment costs will favor synchromodal transport.
5. **Transport and logistics costs (€, CO2, Energy) are fully accountable and comparable** allowing identification of measures to allocate it and reduce them and the impact associated.
6. **New business models.** The evolution to the truly integrated transport system will generate new business opportunities. To achieve full exploitation of the truly integrated transport system appropriate business models will need to be developed.
7. **Horizontal and vertical collaboration is common practice between shippers and Logistics Service Providers** pursuing increase in load factors and assets utilization: vehicles, hubs, warehouse, and reducing empty runs. Also important is to ensure an appropriate (not excess) capacity in terms of infrastructure, fleets, etc. associated to market or public incentives

[1] See the Physical Internet concept: http://physicalinternetinitiative.org/ and www.etp-alice.eu

[2] The list of components and requirements is NOT listed in any order of relevance or importance.

8. **Resilient transport and logistics networks by design** minimizing negative impacts of unexpected events due to weather or terrorism.
9. **Ensure safety and security for workers and goods.** This includes preserving the integrity of the goods minimizing theft and damage. Special attention is needed to ensure safety for the workers and people regarding transport operations.
10. **Seamless and fully operational long distance and last mile transport links**. This requirement means (i) the introduction of more efficient handling systems and cross-dock operations in consolidation/distribution hubs close to cities, and (ii) efficient trans-shipment of goods from long distance to last mile vehicles (e.g. modular logistics unit designs and automated trans-shipment).
11. **Seamless cross borders transport operations** (at least in Europe), especially cross border infrastructure links.
12. **Harmonization of regulation** dealing with transport in terms of administrative burden, operations, reporting, etc.

These components and requirements answer the question about what needs to change and into what it needs to change.

TRENDS AND POLICIES IMPACTING THE PROCESS OF ACHIEVING THE FULLY INTEGRATED TRANSPORT SYSTEM

1. **Policy and society push towards low carbon, low energy and circular economy.** This, in combination with energy and oil long term price trend, will push stakeholders to look for more efficient solutions in terms of transport and logistics emissions and energy consumption as well as recycling and reuse that could potentially create new freight flows.
2. **Society moving to a shared and collaborative economy.** Emergence of social networks is changing citizens´ lives. Making use of social networks, new transport business models are appearing such as Uber for freight. This societal trend may impact the whole transport system and the way operations are running, for example reducing existing mental shift barriers towards sharing assets and networks.
3. **E-Commerce is growing at a double digit rate in all European Countries**. On top of big e-commerce new companies such as Amazon, Zalando or Privalia, traditional retail is facing this challenge which implies running two different distribution channels; the traditional one and the on-line. This trend will impact transport systems in cities as while shopping trips should be reduced, personalize parcel deliveries in cities will increase then creating a new opportunity improve overall management of the transport system. Moreover, packaging demand and management will grow accordingly.
4. **Integration of transportation as a policy support** (white paper). The white paper[3] addresses specifically the need of having a single transport space in Europe and further integration of transport including the TEN-T Network deployment.
5. **Societal push for a better utilization of existing infrastructure,** not to build new infrastructure.

[3] White paper 2011. Roadmap to a Single European Transport Area - Towards a competitive and resource efficient transport system

6. **Need for European economy** to provide efficient transportation and logistics **to keep industry competitive and sustainable.**
7. **Fast technology developments and changing world:** Industry 4.0 and 3D printing, Automation, robotics, IoT, Big Data, Future Internet, Machine Learning and connectivity.

KEY ENABLERS AND BARRIERS TO ACHIEVE THE TRULY INTEGRATED TRANSPORT SYSTEM FOR LOGISTICS

In order to reach the truly integrated transport system for logistics as described above, there are some elements that should enable or trigger the change. However, there are other elements that are identified as barriers or gaps and would need to be specifically addressed with specific measures to overcome them.

The technological and non-technological elements that will enable and will impact transport in the process of reaching the "Truly Integrated Transport System for Logistics" are:

1. **Current development on robotics for logistics and autonomous operations**: warehouses, transport systems, transshipment points: vehicle to vehicle, vehicle to storage. This should enable automated trans-shipment (see point 4 of the *"Key Characteristics, Components and Requirements"* section, above)
2. **Autonomous transport.** Autonomous transport will impact the sector in terms of asset utilization, efficiency improvement and social impact.
3. **Internet of Things.** The "*Internet of things"* should be supporting asset monitoring and enabling asset sharing as well as generating better information on the status of cargo. Associated to this, new technologies for easy interconnection and interoperability of current legacy systems need to be developed
4. **Big Data.** Big data should increase logistics chains resiliency, reducing risks through better forecasting, anomaly detection when executing transport and logistics. High performance computing, optimization and matching algorithms might also contribute to identify synergies across supply chains and thereby contribute to increasing both asset utilization and load factors.
5. **Crowdsourcing and sharing economy.** On top of the technological barriers, a mental shift towards more open and collaborative environments is required in order to achieve a fully integrated transport system for logistics. New trends in crowdsourcing and sharing economies should impact the behaviour and position of people regarding sharing and collaboration.
6. **Fast evolution of interoperability towards easier connectivity of independent ICT systems.** Machine learning and other technologies are demonstrating their value in many different applications. Application to the transport and logistics sector will contribute to interoperability and connectivity.

On top of the enablers and triggers, there are current barriers preventing to reach the truly integrated transport system for logistics:

1. **Lack of industry well recognized business and operational models implementing horizontal collaboration.** The development of appropriate revenue/cost sharing models to make it easier for logistics stakeholders: shippers, logistics service providers and transport companies to

engage broadly in this kind of collaborations. However, revenue/cost sharing models are usually negotiated and then it is not necessarily rational for individual actors to cooperate even though it would be more efficient overall.

2. **Lack of modular load units facilitating inland transport.** Containerization of goods has been a game changer in commercial trade facilitating bundling cargo in maritime routes and allowing outstanding performance and efficiency. However, this is still not transferred into the inland transport, making use of smaller sub-containers and boxes more adequate to some flows and combination of flows. This is preventing both easy bundling of cargo and reduction of trans-shipment costs hence preventing the reaching of appropriate conditions to fully deploy synchromodal transport.
3. **Too many regulations that hinder innovation (e-freight,…).** Different standards, regulation and procedures in member states prevent the seamless cross border transport operations as well as the synchromodal transport when the logistics chains involve several countries.
4. **Market dynamics.** Logistics has traditionally been a sector with slow innovation investments, due to smaller margins and fragmentation that (i) make it difficult to implement new technologies and processes, (ii) discourage collaboration because collaborations are currently negotiated at huge cost, (iii) prevents data sharing because stakeholders fear competition/disintermediation/commodification of services, and (iv) disrupt opportunities for investment because (a) investors cannot be sure they will capture the benefit of investment (i.e. no one is prepared to invest in common infrastructure) and (b) because some investments only improve one link in a chain which does nothing if the next link is still a bottleneck .
5. **Lack of appropriate transshipment technology** enabling fast and low cost handling of freight in loading and unloading operations: vehicle to vehicle, vehicle to warehouse, warehouse to vehicle for long distance and urban transport.
6. **Lack of ICT to rapidly connect to, and disconnect from, supply networks at two levels, the business level and the technical ICT level.** ICT systems are usually complex and customized, therefore information interfaces are not suited to efficiently execute transport and logistics operations. Systems and device interconnections are still quite complex and costly. Moreover, open cloud based collaboration platforms to facilitate the dynamic and cost effective formation and management of complex supply networks are still not deployed mainly due to governance, control, trust and investment issues. Market players (i) do not want to become dependent and cede strategically important platforms to another party – e.g. cloud platform provider, (ii) have different agendas which complicate governance, (iii) have difficulty with agreements on who and how common ICT infrastructure is paid. iv) some 4PLs (organizing logistics services for a company) may feel their business model threaten due to standardization of service composition.
7. **Lack of trust on sharing information services and systems.** Information sharing across the logistics chain is critical to ensure a truly integrated transport system. Currently, information systems and business models do not ensure the secure and reliable data management approaches that facilitate the collection and analysis of authorized data so that operational efficiency can be improved while assuring the public that privacy is maintained. In the urban deliveries part, the lack of knowledge on freight traffic and its load factors prevents the possibility to identify opportunities and synergies of combining flows (e.g. pooling solutions to reduce traffic and congestion). Additionally, parcel companies are reluctant to share vehicles due to fear of losing their image.
8. **Lack of appropriate standards and data collection systems for reporting commercially and socially important information** (e.g., emissions, load factors, congestion levels, etc.) so that

proper comparisons between value chains, and including all modes of transport, can be obtained and informed decisions made.

STAKEHOLDERS´ INCENTIVES TO REACH A FULLY INTEGRATED TRANSPORT SYSTEM FOR LOGISTICS

Reaching a fully integrated transport system for logistics should be driven by the benefits of reaching this system. In the following table, different stakeholders are listed including positive and negative incentives of reaching the new situation:

Stakeholder	Positive incentives	Negative Incentives
Shippers	1. Reduce costs[4] 2. Increasing product accessibility to end consumers 3. Reducing overall lead times and increasing reliability, 4. Better control and reliability of stock in transit, 5. Improved management (ability to change destination to satisfy unexpected demand)	1. Solutions in cities linked to traffic restrictions could affect retailers operations.
Freight Forwarders	1. Reduce transport coordination costs	1. Freight forwarder/shipping agent role may be undermined as coordination and visibility becomes commoditised. i.e. ICT platform for data sharing, organisation and booking may reduce value added of freight forwarders.
Logistics Service Providers	1. Reduce operation costs[3], 2. Increase asset utilization.	1. Not clear impact on benefits for the individual companies, the benefits could go to other stakeholders. 2. More flexible systems may further increase intensity of competition and variability of return.
Road transport operators	1. Reduced costs[3]. 2. Increased value added to customers.	
Rail Transport operators	1. Increased attractiveness as flexibility and timeliness of rail freight increase its competitiveness, 2. Better integration in the chain as transhipment costs are reduced.	
Maritime Transport operators.	1. Opportunity for short sea shipping as it becomes better	

[4] Euro, emissions, energy

	integrated into rest of transport system (i.e. reduced transhipment cost)	
Air Freight transport	1. Reduced costs[3]. 2. Increased value added to customers	
People/consumers	1. Increased availability and accessibility to products. 2. Less congestion, emissions and energy usage. 3. Increased market competition will lower prices. 4. Reduced number of accidents with fatalities and severe injuries	
Vehicles manufacturers	1. Modernization of fleets required	
Ports and Hubs	1. Easier (standardized) collaboration with shippers and LSPs will increase added value to customers 2. Automated/autonomous operation will lower costs and raise throughput	
ICT and Technology	1. Potential new markets creation. . 2. Easier market access for SMEs.	
European and Member States Governments	1. Meeting policy targets on emissions and Energy reduction, 2. Higher added value employment in the sector, 3. Reduced number of accidents with fatalities and severe injuries. 4. Less waste due to better management of perishable goods.	1. Some labour force may be not so intensively required: truckers, warehouse and hubs handling.
Customs and other administration dealing with illicit trade and security (food safety)	1. Increased visibility of freight flows end to end as better input for risk assessment tools.	
Local authorities	1. Optimized urban freight traffic, reducing congestion, emissions, noise and congestion: meaning better life for urban citizens	
Common to all stakeholders	1. Moving forward to a more efficient overall system.	1. Low profit margins hamper investment the required investment in new technology. 2. Change management required in organizations

STAKEHOLDERS CONTRIBUTIONS TO REACH A FULLY INTEGRATED TRANSPORT SYSTEM FOR LOGISTICS

Transport and Logistics stakeholders have prepared their own vision of the future and drafted research and innovation roadmaps to reach that vision. In this section, the potential contribution of the implementation of those roadmaps to the achievement of the fully integrated transport system for freight is listed. Additionally, projects advancing in that specific field are referenced.

Stakeholder	Contribution
ACARE	In line with ACAREs Vision 'Flightpath 2050' and the SRIA: 1. Improved **on-time performance**, predictability and resilience of aircraft operations. 2. Coherent **ground infrastructure and airspace capacity**. 3. Aviation´s contribution to a **seamless, resilient, predictable and integrated transport system for freight** (transport system architecture, procedures, protocols, systems, infrastructure, etc.) 4. **Efficient security checks and procedures allowing seamless security**
ALICE	1. Establishing appropriate business models and procedures for further deployment of **horizontal collaboration** across supply chains. (NEXTRUST, CO3). Improve cost/revenue sharing models; develop markets and other tools to reduce the game theoretic barriers, legal, negotiation and implementation costs of entering into collaborations. This should increase load factors and asset utilization. 2. Advancing and progressing towards **slow steaming and synchromodal transport** extension: logistics integration between long distance and last mile transport adapting speed to the lead times. SYNCRHONET project will advance in this direction. Advancing in the creation of **modular load units** enabling consolidation, bundling and collaboration in the hinterland. From boxes to full containers. 3. Achieve **full visibility and reporting of CO2 emissions and energy consumption** in end to end logistics. 4. **Facilitating trade while keeping or improving security in EU borders.** This is being worked on through FP7 project CORE. 5. Available and affordable **ICT** for all types of companies, whether large or small, and enabling **Real time configurable supply chains** (business and technical ICT level) in (global) supply chain networks. 6. **Full integration of freight flows in cities** operations and activities that allow citizens to access the goods and the goods to access the citizens they require, while at the same time supporting sustainable development in cities *(Shared with ERTRAC).*
ERRAC	1. Improvements of Rail Freight in Europe through Shift2Rail – Innovation Programme 5; intelligent and predictive **train operation command systems** thus giving higher capacity of a given line, higher performance freight trains that are **easier to blend with regional passenger traffic**, **automation of handling and driving**, electrification of wagons-facilitating distributed braking, sensors, **customer information and status of wagons.**

	2. Better **integration of rail freight terminals/intermodal hubs** into the **corridor management** process. New transhipment technologies and operational concepts for **low cost terminals and fast handling**. 3. Finding a good **equilibrium between freight and passenger traffic across the Rail Freight Corridors** in order to ensure appropriate capacity for freight in line with market needs and ensuring that common punctuality, reliability and **service level** targets for freight trains are met. 4. Development of transport services within single or multiple dry-ports 5. Horizontal collaboration between shippers of the same modality. 6. Spatial planning for mega hubs freight villages necessary for development of co-modality and long distance transportation, 7. Urban green logistics associated to the mega hubs and freight villages
ERTRAC	1. **Electrification and greening of commercial vehicles** transferring energy demand to sustainable energy sources such as wind, hydro, solar and biomass. Key is **solving the current limitations in energy storage** capacity and **energy transfer speed** which will require considerable investments in the whole energy supply infrastructure. 2. Advancing in the **automated road transport** starting by platooning in long distance freight transport and **(semi) autonomous vehicles in last mile delivery.** 3. **Supporting green corridors concept** (in Collaboration with ALICE) and de bottlenecking road, rail, sea, and air transportation *"infrastructure"* (where it is not possible to create new links) by, for example, increased utilization of the available capacity through different means requiring a systems approach involving vehicle, trailer and load carrier manufacturers, infrastructures, logistics operators, etc. 4. Novel and highly **advanced co- and intra-modal hubs** (in collaboration with ALICE) to enhance further optimisation of the available modal mix. By co-utilisation between different freight forwarders and by speeding up transfer times, land resources can be freed. In both cases vehicles, load carriers and the equipment for transferring loads must be optimised to work in these new physical environments.
WATERBORNE	1. **Increased visibility, efficiency, safety and predictability of maritime link**. (Ship2Shore communication, enhanced routing path planning and scheduling). 2. Autonomous and semi autonomous ships for freight. 3. "*As a Service*" **business models** to promote investment in new technologies (e.g. maritime track and trace and visibility of cargo). 4. **Port optimisation and robotisation towards the physical internet**. 5. Port as **market maker for last mile** provider ensuring that container empty returns are matched with pickups and port gate congestion is minimised. 6. Port as a provider of **consolidation, modification and value added services** 7. Tradeable **smart e-weigh bills**. 8. Inland waterways development for **slow steaming low cost transport** into the hinterland.

CONCLUSIONS

A first draft of the document defining the truly integrated transport system for logistics is ready and agreed among SETRIS partners and the Cross-modal ETP group of stakeholders in the Long Distance Freight Transport that met on the 26.10.2015 (see Annex 1).

This document will be the starting point for further consultation with ETPs´ stakeholders.

After feedback and collection of input, a new chapter will be included describing what the truly integrated transport system for logistics is.

After the consultation, the final document is expected to be ready in February 2016 for final endorsement and approval by the ETPs.

ANNEX 1. TRANSPORT ETPs´ CROSS-MODAL PERMANENT GROUP OF STAKEHOLDERS AND EXPERTS IN LONG DISTANCE FREIGHT TRANSPORT

The transport EPTs´ cross-modal permanent group of stakeholders and experts in long distance freight transport has been established contributing to the development of this document. The duties and objectives of this group are the following:

- Being a permanent communication and coordination channel between the transport ETPs for issues impacting Long Distance Freight Transport with the aim to provide an integral view on freight transport and logistics.
- Review and provide feedback on documents issued by the different ETPs individually and/or collectively that are scoping long Distance Freight Transport. Specifically, the document defining the concept of a "*truly integrated transport system for logistics/freight transport*" and SETRIS deliverable D2.6, resulting from Task 2.3.2: *"Monitoring research and innovation activities and cross modal SRA Implementation Plans on Long Distance Freight Transport"*
- Engage with the appropriate and interested organizations in each independent ETP to review above mentioned documents. This will include engagement of the relevant Working Groups in the individual ETPs.
- Any other action proposed by this group and agreed by a majority of Transport ETPs.

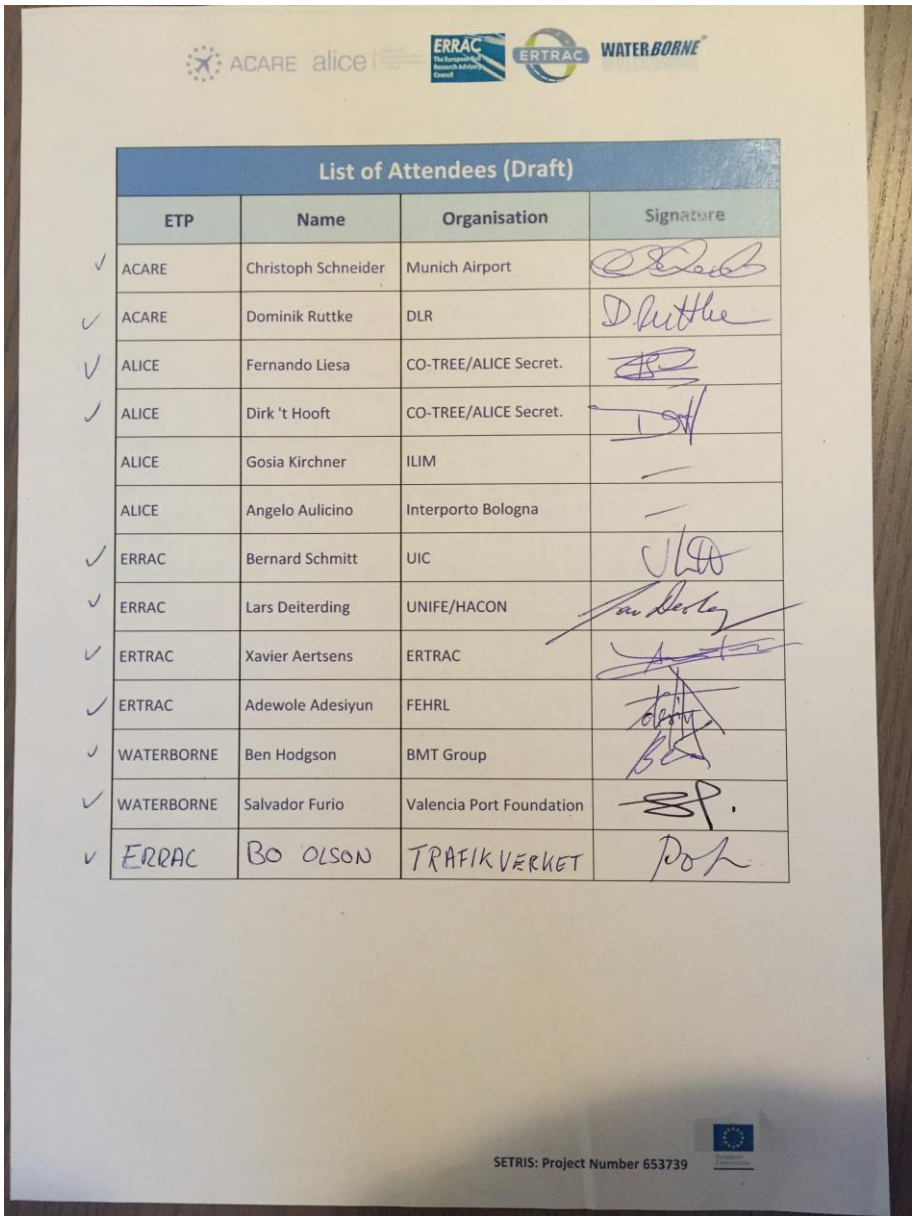
The members of this group representing the different ETPs are:

ETP	Name	Organization
ACARE	Ovidiu Dumitrache	EUROCONTROL (BE)
ACARE	Dominik Ruttke	DLR (GE)
ACARE	Christoph Schneider	Munich Airport (GE)
ALICE	Angelo Aulicino	Interporto Bologna (IT)
ALICE	Lori Tavazsy	TNO (NL)
ALICE	Malgorzata Kirchner	ILIM (PL)
ERRAC	Bo Olson	Trafikverket (SE)
ERRAC	Bernard Schmitt	UIC (FR)
ERRAC	Lars Deiterding	UNIFE/HaCon (GE)
ERTRAC	Anders Berger	VOLVO (SE)
ERTRAC	Loes Aarts	RWS (NL)

WATERBORNE	Cliff Funnell	SEAEUROPE (BE)
WATERBORNE	Salvador Furio	VALENCIAPORT (ES)
WATERBORNE	Benjamin Hodgson	BMT (UK)

This Group met for the 1st time on the 26th of October 2015 in Brussels and reviewed this document. The input provided is briefly incorporated in this version of the document.

List of attendees to the meeting on the 26th of October 2015:



List of Attendees (Draft)

	ETP	Name	Organisation	Signature
✓	ACARE	Christoph Schneider	Munich Airport	
✓	ACARE	Dominik Ruttke	DLR	
✓	ALICE	Fernando Liesa	CO-TREE/ALICE Secret.	
✓	ALICE	Dirk 't Hooft	CO-TREE/ALICE Secret.	
	ALICE	Gosia Kirchner	ILIM	
	ALICE	Angelo Aulicino	Interporto Bologna	
✓	ERRAC	Bernard Schmitt	UIC	
✓	ERRAC	Lars Deiterding	UNIFE/HACON	
✓	ERTRAC	Xavier Aertsens	ERTRAC	
✓	ERTRAC	Adewole Adesiyun	FEHRL	
✓	WATERBORNE	Ben Hodgson	BMT Group	
✓	WATERBORNE	Salvador Furio	Valencia Port Foundation	
✓	ERRAC	BO OLSON	TRAFIKVERKET	

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