

# PSD - PUBLIC PRIVATE PARTNERSHIP(S) IN THE NETHERLANDS FOR URBAN FREIGHT TRANSPORT

Contents :

PLAYING FIELD

PRACTISE (PSD)

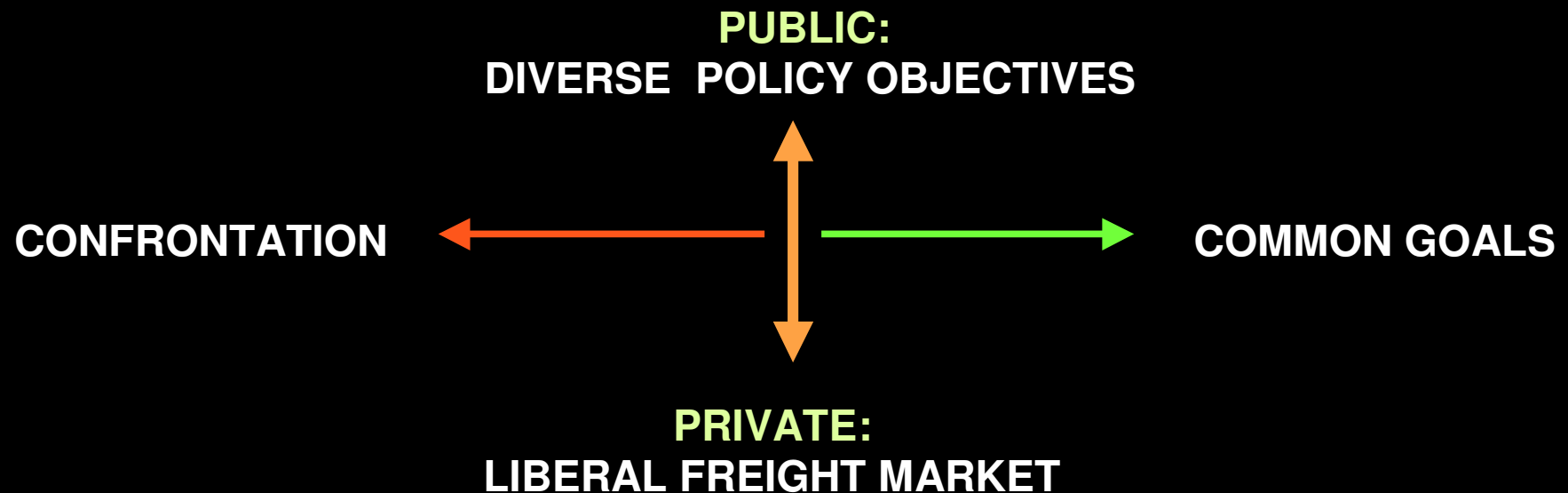
THEORY

RECOMMENDATIONS



# THE PROBLEMS URBAN FREIGHT TRANSPORT

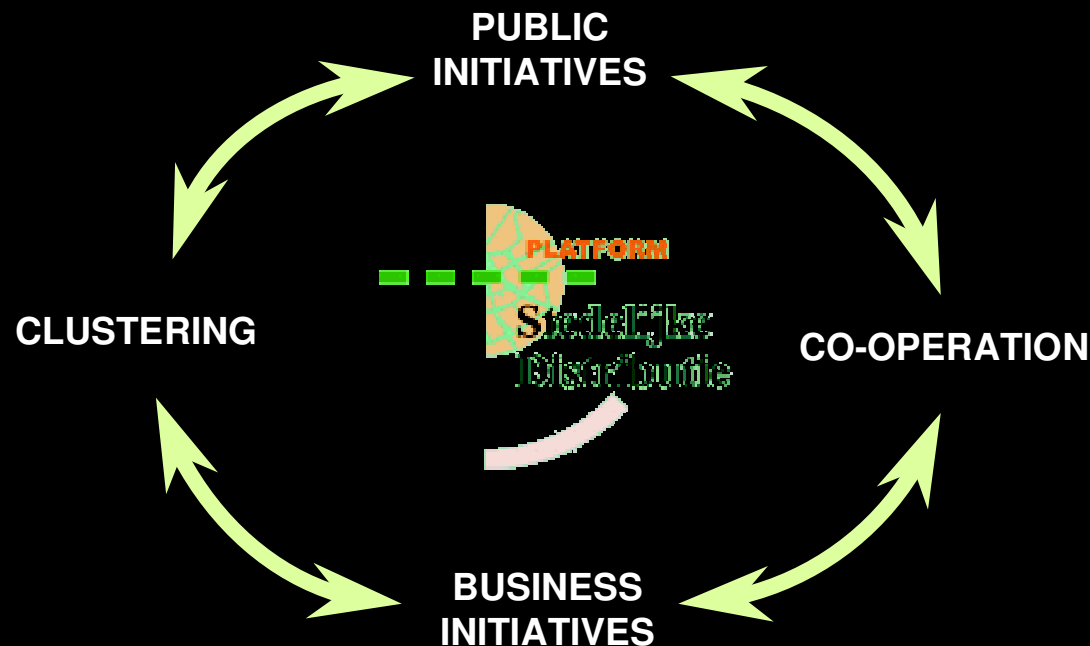
- DETERIORATING ACCESSIBILITY
- INCREASING ENVIRONMENTAL DEMANDS
- MUNICIPALITIES ARE AUTONOMOUS
- LOGISTICS ARE (OFTEN) NATION WIDE ORGANISED
- SHOPPING AND LIVING ENVIRONMENT HAVE A LOCAL FOCUS
- REGIONAL COMPETITION BETWEEN MUNICIPALITIES
- NO PUBLIC PRIVATE CO-OPERATION
- STATE INTERVENTION IN LIBERALISED MARKET
- FREE RIDERS



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# OPPORTUNITIES IN URBAN FREIGHT TRANSPORT

- POLDERMODEL (PEACE, PROFIT, PRINCIPLES)
- CULTURE OF PRAGMATISM
- FELT URGENCY TO CO-OPERATE
- NO SINGLE SOLUTION (S)
- LATENT NETWORKING STRUCTURE
- SPARE SPACE IN VARIOUS COMPETENCES AND AUTHORITIES OF PARTICIPANTS



COMMON GOALS:

RATIONALISATION  
STANDARDISATION  
INTEROPERABILITY

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# WHAT IS PSD ?

## PSD GOALS (Forum for urban goods freight transport):

- IMPROVE ACCESSIBILITY OF CITIES
- ENHANCE CITIES' LIVING ENVIRONMENT
- INCREASE TRANSPORT EFFICIENCY
- RETAIN AND / OR IMPROVE ECONOMIC SITUATION IN (INNER)CITIES



**OPERATES FROM SYNERGY BETWEEN GOVERNMENT  
AND LINE OF BUSINESS ORGANISATIONS**

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# WHAT DOES PSD ?

## PSD FUNCTIONS AS:

- DISCUSSION BODY
- FACILITATOR
- COMMUNICATOR
- PROJECTMANAGER
- KNOWLEDGE BODY FOR INDUSTRY AND PUBLIC AUTHORITIES.

## PSD MISSION STATEMENT

Develop physical transport as integral and uniform component of municipal policies and foster business-to-business and business-to-government co-operation

## LEVEL PLAYING FIELD

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# PSD STARTING POINT - ORIENTATION

**WHAT WE DID NOT WANT!**  
**UDC's**

## *START ME UP!*

- Discussions
- Find data
- Write programme

## MARKETING:

1. Translate trends & market experiences into products

**SCOPE OF WORK**

Knowledge  
Projects  
Innovation  
Vision

2. Generate awareness  
3. Market identity  
4. Be focus point

## REQUIREMENTS:

INVOLVEMENT  
11 PSD-PARTNERS

CONCERTED ACTIONS & SYNERGIZE POLICY OBJECTIVES

INNOVATE URBAN FREIGHT TRANSPORT

SUSTAINABLE DEVELOPMENT

**VISION:**  
TO SUBSTANTIALLY CONTRIBUTE TO THE STRENGTHENING OF THE DUTCH ECONOMIC AND SPATIAL URBAN INFRA-STRUCTURE

ORIENTATION

CONFRONTATION

1995

1996

1997

1998

1999

2000

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Practise (PSD)

Theory

Recommendations

# PSD COMMUNICATION POLICY

2 active stakeholders:

COMPANIES PUBLIC AUTHO.

PSD

- COMPOSITION
- Steering Group
  - Sounding Group
  - Secretariat
  - Working groups

ACTIVITIES PROJECTS

3 inactive stakeholders are becoming involved:

Politics Citizens Knowledge institutes.

- Interactive products
- Informatiebox
  - Contest
  - Awards
  - Co-operation
  - Labour/trainees

- (Communication) products
- Publications,
  - Meetings
  - Databank
  - Newsletter
  - WEB-SITE
  - PSD products

interaction and involvement

Knowledge gathering **LEARNING by DOING** Knowledge dissemination

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# STRATEGIC CHANGE

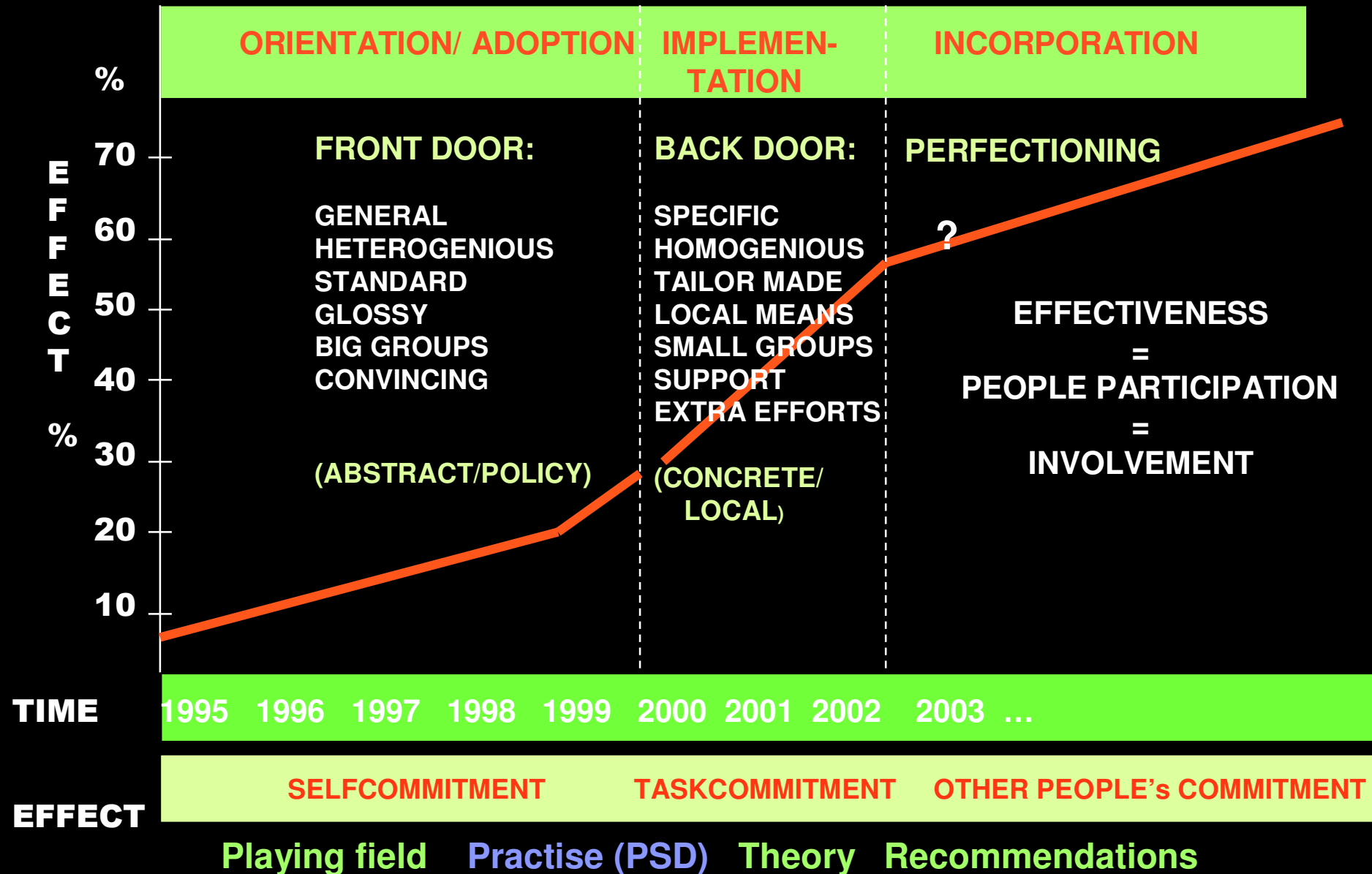
**PSD HAS REALISED A STRATEGIC CHANGE IN THE APPROACH OF URBAN FREIGHT TRANSPORT BEING: CO-OPERATION BETWEEN PARTIES IN DEALING WITH THE URBAN FREIGHT TRANSPORT PROBLEMS**

**THE 5 CONDITIONS FOR CHANGE HAVE BEEN MET SINCE 1995 :**

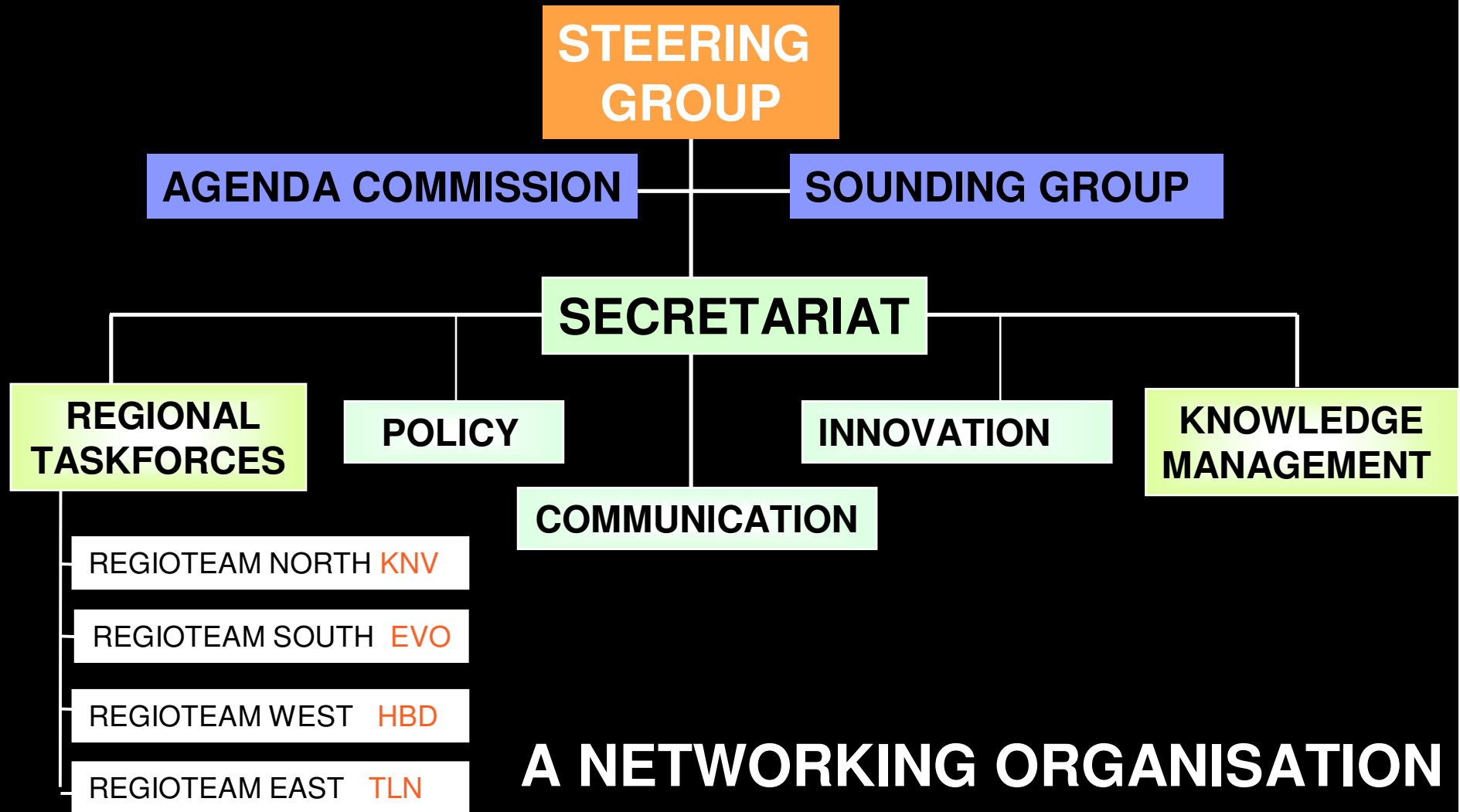
<b>PROBLEM</b>	=	<b>DETERIORATING ACCESSIBILITY, INFRINGEMENTS ON URBAN LIVING ENVIRONMENT, PRICING, SAFETY</b>
<b>VISION</b>	=	<b>24-HRS DELIVERY IN URBAN AREAS WITHIN FRAMEWORK OF SUSTAINABLE DEVELOPMENT</b>
<b>PATH</b>	=	<b>PARTIES WORK IN PSD FOR REQUIRED UNIFORMITY AND INNOVATION BASED ON PUBLIC BASIS</b>
<b>TRUST</b>	=	<b>TO DEVELOP CO-OPERATIVE PRODUCTS &amp; IMPLEMENT THESE, INCL PROJECTS</b>
<b>COST/BENEFIT</b>	=	<b>PARTIES ARE CONVINCED THAT TOTAL COSTS TOGETHER ARE LESS THAN TOTAL COST OF SINGLE MINDED ACTIONS</b>

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# PSD STRATEGIC CHANGE PROCESS



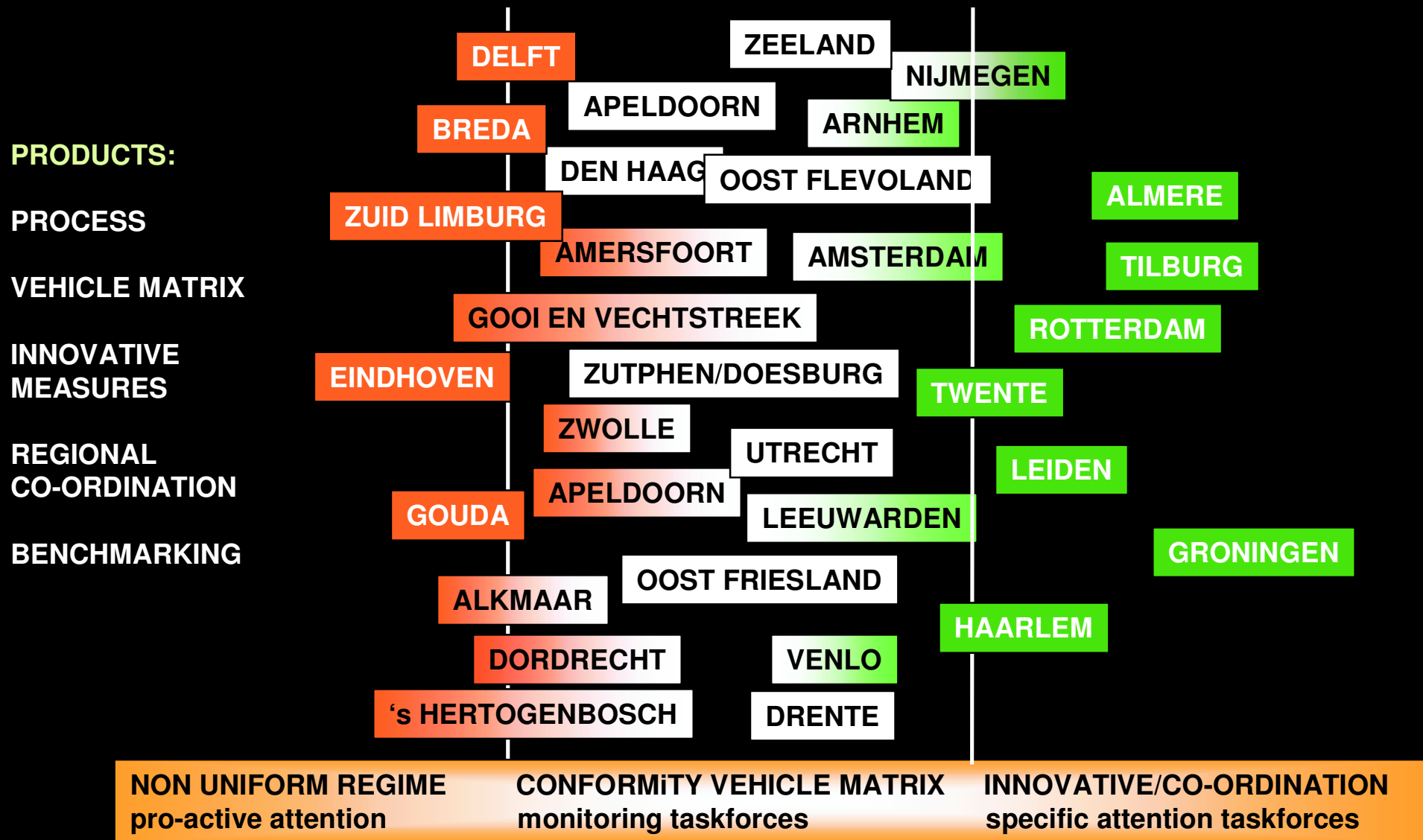
# PSD ORGANISATION



**A NETWORKING ORGANISATION**

**Playing field** **Practise (PSD)** **Theory** **Recommendations**

# IMPLEMENTATION OF PSD PRODUCTS



DELFT

ZEELAND

NIJMEGEN

BREDA

APELDOORN

ARNHEM

DEN HAAG

OOST FLEVOLAND

ZUID LIMBURG

ALMERE

AMERSFOORT

AMSTERDAM

TILBURG

GOOI EN VECHTSTREEK

ROTTERDAM

EINDHOVEN

ZUTPHEN/DOESBURG

TWENTE

ZWOLLE

UTRECHT

REGIONAL CO-ORDINATION

LEIDEN

GOUDA

APELDOORN

LEEWARDEN

BENCHMARKING

GRONINGEN

ALKMAAR

OOST FRIESLAND

HAARLEM

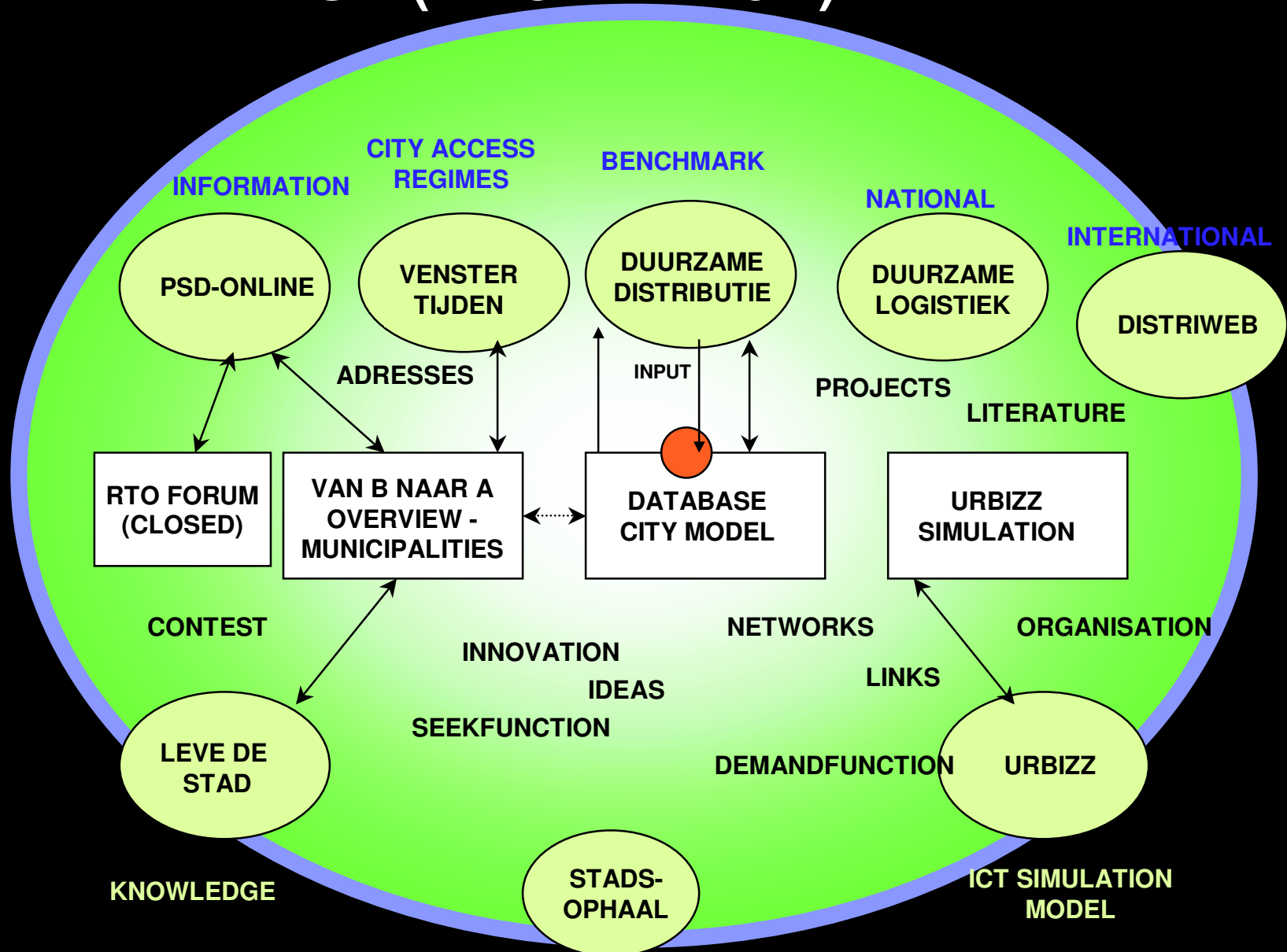
DORDRECHT

VENLO

's HERTOGENBOSCH

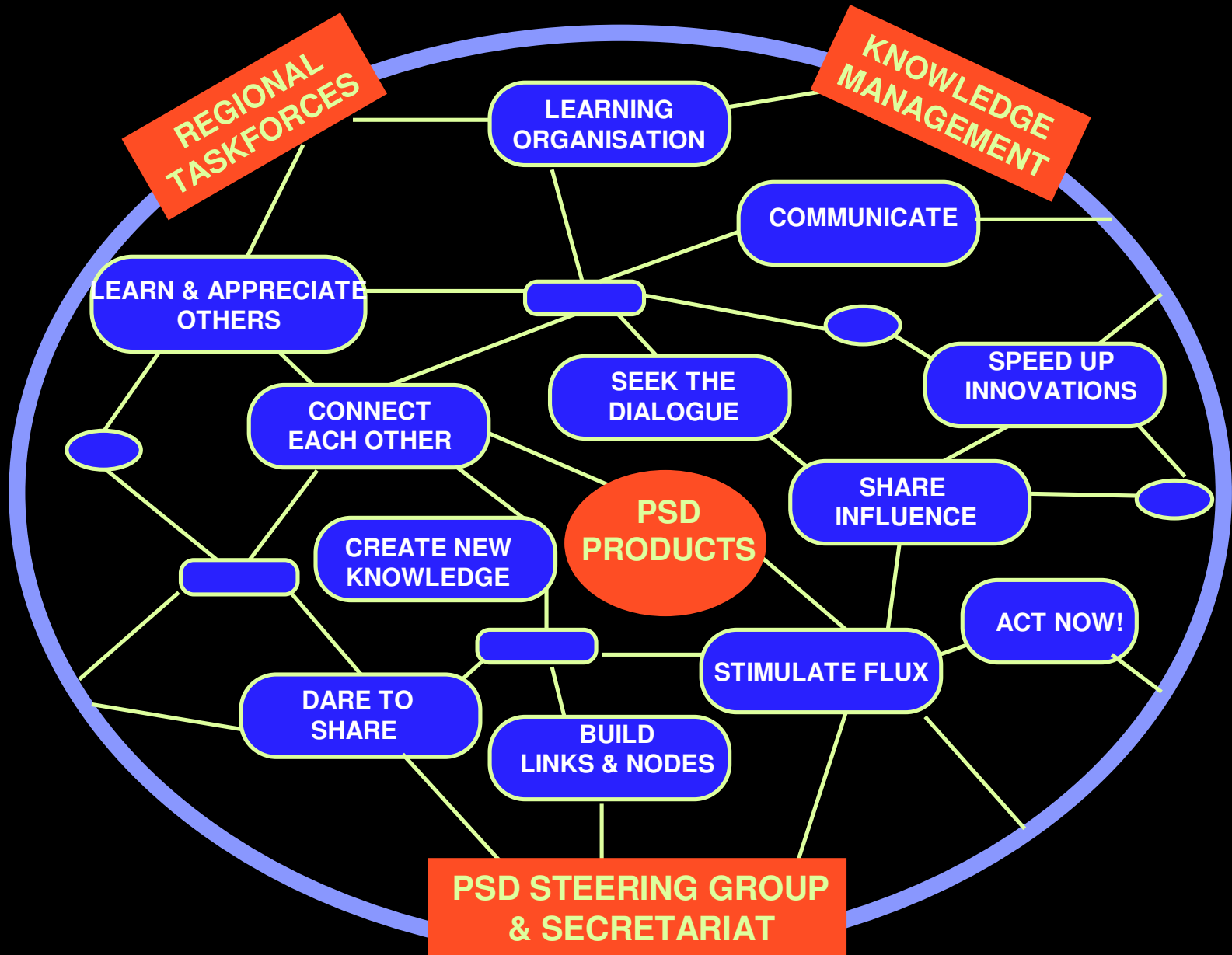
DRENTE

# THE PSD (KNOWLEDGE) WEBNET



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# ORGANISATIONAL REQUIREMENTS



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# ESTABLISHING A MUTUAL IDENTITY

**A COMMUNITY OF PRACTISE SERVING AS A BASIS FOR COMMITMENT AND INVOLVEMENT IN ORDER TO REALISE CO-OPERATION**

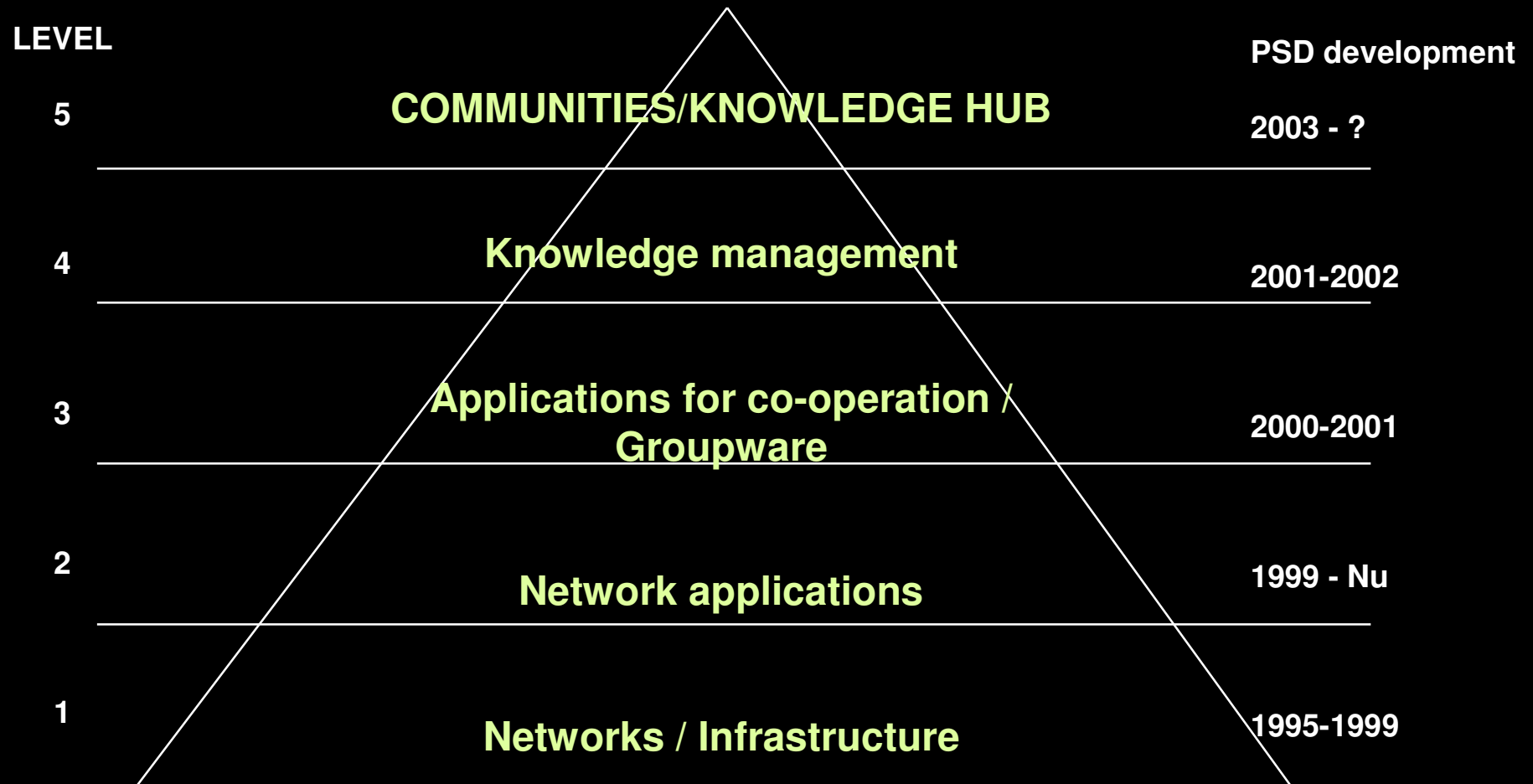
	GOAL	PARTICIPANTS	SOCIAL/PUBLIC BASIS	LENGTH
COMMUNITY OF PRACTICE	DEVELOP THE SKILLS OF THE PARTICIPANTS; CREATE AND EXCHANGE KNOWLEDGE	PARTICIPANTS THEMSELVES FEEL COMMITTED TO TAKE PART	PASSION, CONVICTION AND IDENTIFICATION WITH THE EXPERTISE OF THE GROUP	AS LONG AS THERE REMAINS AN INTERESTS TO KEEP THE GROUP ALIVE
FORMAL WORKING GROUP	MANUFACTURE/ DELIVERER OF A SERVICE OR PRODUCT	EVERYBODY WHO IS REQUIRED TO ACCOUNT FOR THEIR ACHIEVEMENTS TO THE GROUPMANAGER	FUNCTION REQUIREMENTS AND COMMON GOALS	TILL THE NEXT REORGANISATION
PROJECT TEAM	FULFILLMENT OF A SPECIFIC TASK	EMPLOYEES REQUESTED BY THEIR ADMINISTRATIVE SUPERIORS	THE MILESTONES AND GOALS OF THE PROJECTS	UNTILL THE PROJECT IS FINISHED

Source: Wenger en Snyder, Harvard Business Review, Jan-Feb 2000

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# CONNECTING THE NETWORKS

## PIRAMIDE of CO-OPERATION



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# OPTIMALISE NETWORKSTRUCTURE ACTORS

## ORGANISATIONS

TLN en 5 regionale afdeling  
EVO en 4 regionale afdeling  
KNV  
RND en lokale vertegenwoordigers  
MKB-Nederland en regionale afdelingen  
VROM en 4 regionale inspecties  
EZ en 4 regionale vestigingen  
V&W en 10 RWS regionaal  
IPO en 12 provincies  
VNG en 504 gemeenten  
NVG en verschillende branches  
Kamers van Koophandel  
Hoofdbedrijfschap Detailhandel  
Stichting Binnenstadsmanagers  
VNO-NCW  
IVBN  
NEPROM  
NDL  
NOVEM  
ICES-KIS projecten (m.n. Connekt,Klict)  
Vereniging Deltametropool  
Platform Agro Logistiek  
Platform Stedelijke Distributie

## MUNICIPALITIES

Alkmaar e.o.  
Oost Friesland,  
Leeuwarden e.o.,  
Groningen e.o.,  
Assen e.o.  
Zwolle e.o. en Flevoland oost,  
Twente,  
Knooppunt Arnhem-Nijmegen,  
Venlo e.o.,  
Maastricht e.o.,  
Eindhoven e.o.,  
'S-Hertogenbosch e.o.,  
Utrecht e.o.  
Tilburg e.o.,  
Zeeland,  
Breda e.o.  
Dordrecht e.o.  
Rotterdam e.o.,  
Haaglanden,  
Leiden e.o.,  
Haarlem e.o.  
Amsterdam en Flevoland West.

## PSD NETWORK

1100 participant  
decision makers  
with PSD

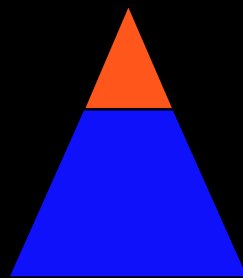
PSD has a direct  
reach to  
approx. 40.000  
people

Growing  
international  
attention for  
urban goods  
transport and  
PSD approach:  
•EU  
• OECD  
•international  
conferences  
•bilateral

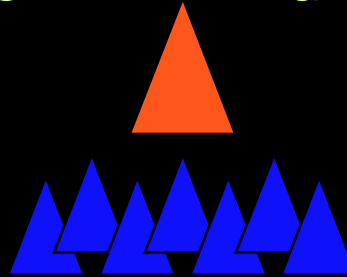
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# ENLARGING THE NETWORKING STRUCTURES OF THE PPP PARTICIPANTS

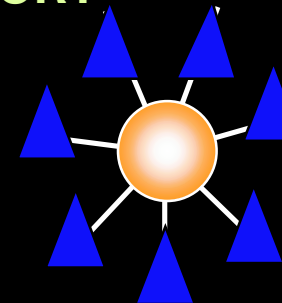
DEVELOP AND POSITION PARTICIPATING ORGANISATIONS WITHIN URBAN FREIGHT TRANSPORT



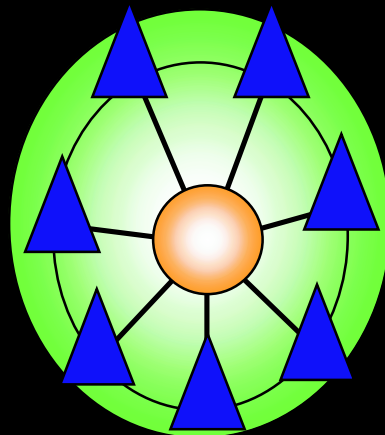
BEFORE 1995



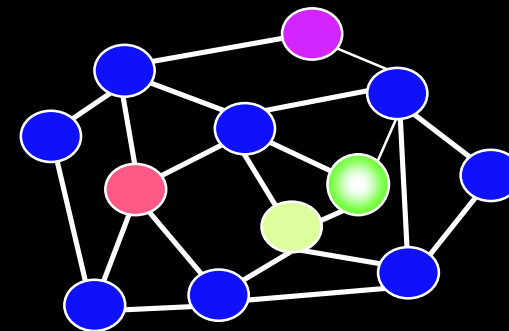
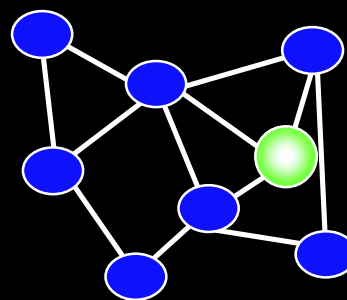
1995-1998



PSD 1998 - 2000



2001 - 2002



CHALLENGE COMING YEARS

OFFER FUTURE PERSPECTIVE AND DO NOT BECOME A POWER CENTRE

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# RECOMMENDATIONS

**PPP IS NOT A GOAL, BUT A WAY TO ACHIEVE SUSTAINABLE DISTRIBUTION.**

“We are such stuff as dreams are made of.”

**BUILD TOGETHER (make products, create knowledge, learn)  
ACQUIRE AND DISSEMINATE KNOWLEDGE TOGETHER**

## REQUIREMENTS (PPP)NETWORK:

1. **TRANSPARANT (OPEN, FAST, RELIABLE)**
2. **IDENTITY PPP EASY TO RECOGNIZE (ACT AND THINK)**
3. **IMPROVES ACTING CAPACITY PARTICIPANT**
4. **GENERAL SOLUTIONS**
5. **TAILOR MADE ACTIVITIES**
6. **SOME SECRECY (CLOSED FUNCTIONS)**
7. **CONNECTING NETWORKS**
8. **VALUE FOR MONEY**
9. **QUALITY CONTROL**
10. **GROWING ABILITY (ORGANIC GROWTH)**
11. **ANSWERS PROMPLY !**



# STEPS FOR A SUCCESSFUL PPP

PROBLEM SOLVING

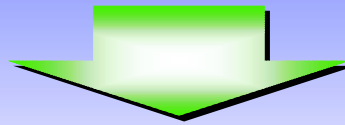


SUSTAINABLE  
APPROACH

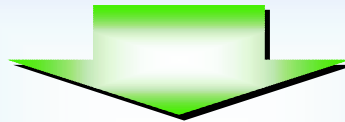


PUBLIC PRIVATE PARTNERSHIP

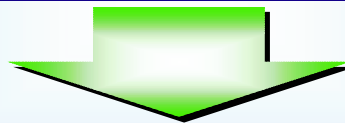
APPROACH REQUIRE FOR CO-OPERATION



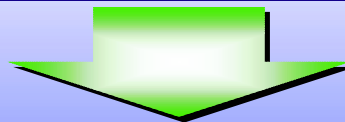
CO-OPERATION REQUIRES FOR SHARING



SHARING REQUIRES FOR LET GO



LET GO REQUIRES FOR TRUST



TRUST REQUIRES FOR LEARNING

KEEP IT  
STRAIGHT,  
SIMPLE, &  
EXCITING.  
FOCUS ON  
PEOPLE,  
NETWORKS, &  
COMMON GOALS.

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# CONCLUSION - THE PPP MODEL



**CREATE A LEVEL PLAYING FIELD**