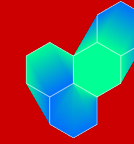




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Collaboration in Logistics: Motivation and Success Factors

Prepared by: Valerija Golubić, Berfu Ünal, Kees Jan Roodbergen, Ilke Bakir

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The case for collaboration in logistics



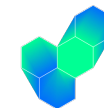
Collaboration among
logistics companies ->
improved efficiency and
sustainability



... but few examples



Source: AI generated image



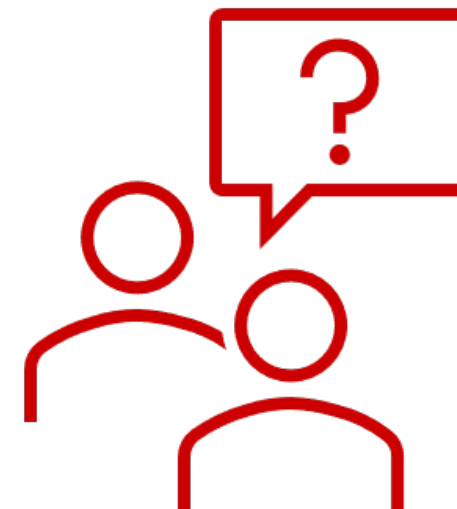
Our guiding questions

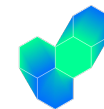


What would be the motivation of logistics companies to start collaborating with each other (for the sake of sustainability)?



How can this collaboration be made successful?

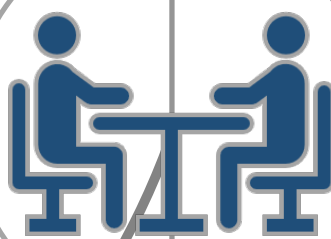




Methodology

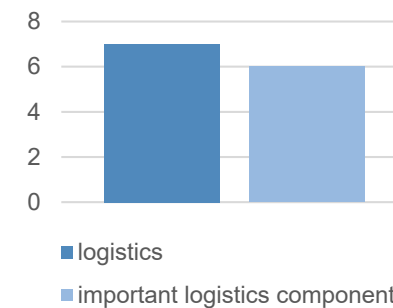


13 companies and one professional organisation with experience in collaboration

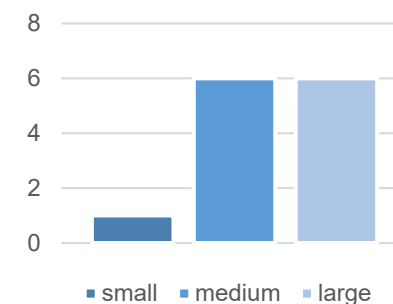


Semi-structured interviews with 19 managers, managing directors or owners

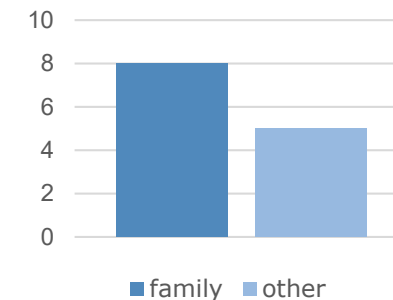
Activity



Size



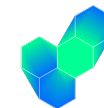
Ownership





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Collaboration examples in our sample

Low intensity

High intensity



Knowledge exchange



Jointly executing a
contract



Jointly training truck
drivers



National network of companies
working in different areas



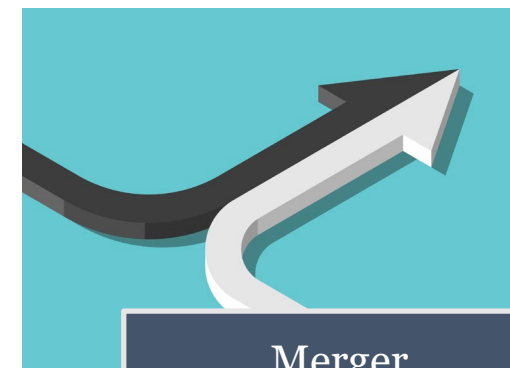
Filling up truck
capacity



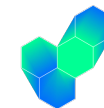
Participating in
working groups



Dividing the delivery
territory



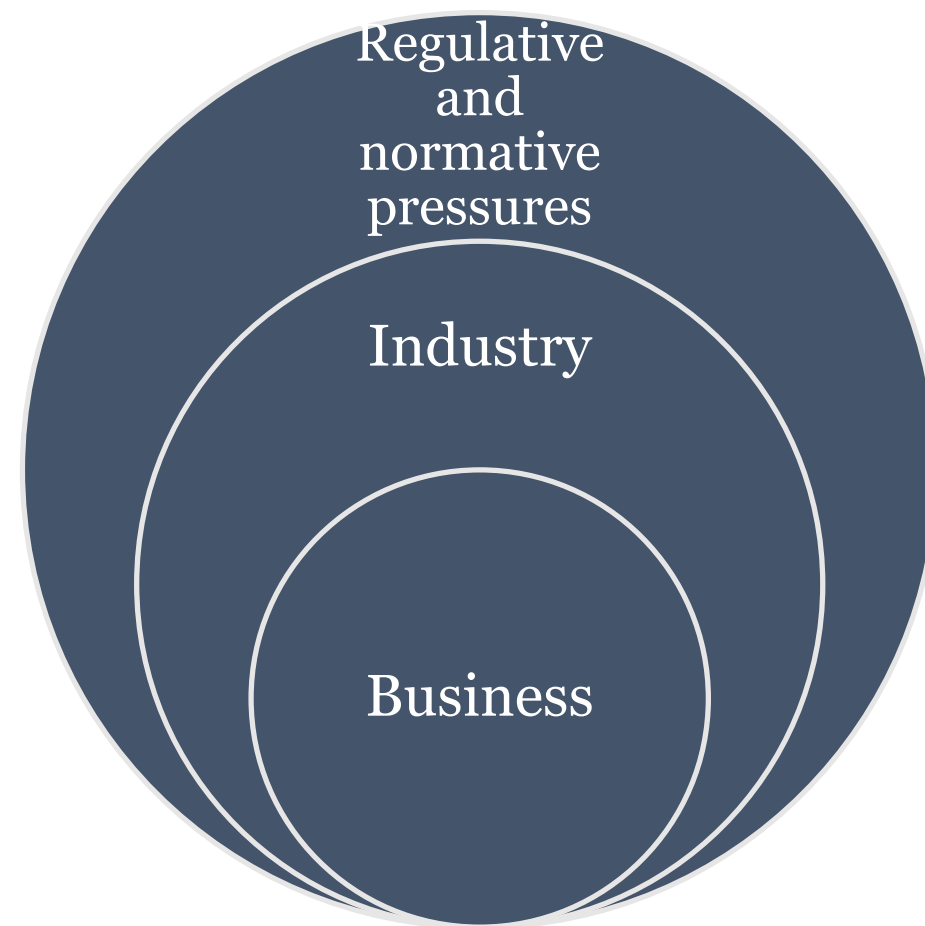
Merger

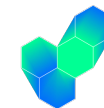


Motivation to collaborate

*”Nou, je moet er wat uit kunnen halen, zeg maar.
Dit moet wel echt een voordeel aan zitten.” (P5, C)*

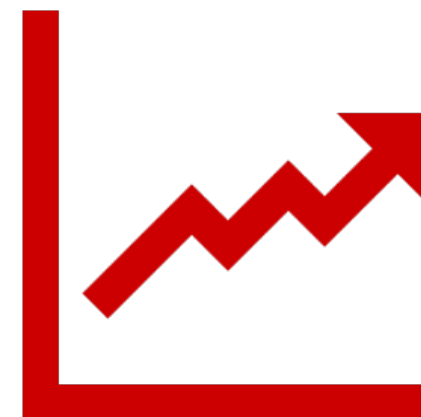
A common business case

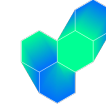




Business domain incentives

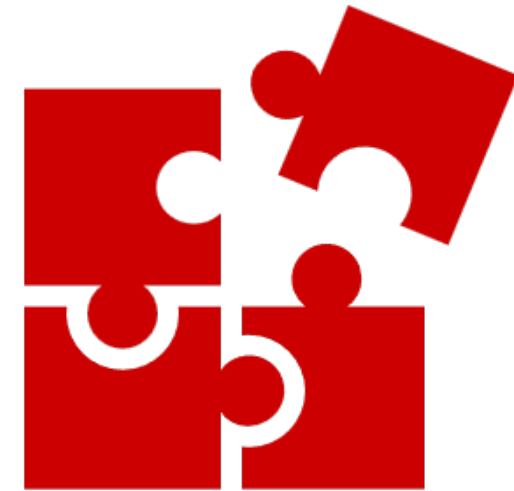
- Increasing **efficiency**
- Reducing **costs**
- Increasing **revenue**
- Supplementing **capacity**
- Providing additional/specialised/expert **services** to satisfy customer demands and exploit a market opportunity
- Exploit a new **business opportunity** with good potential
- Expand the **customer base** in order to ensure stability

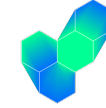




Industry domain incentives

- Gaining **knowledge** and exchanging **experience**
- Tackling **staff shortages**
- Increasing **competitiveness**

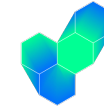




Regulatory or normative domain incentives

- **Stronger representation** towards the government
- Finding **solutions for sustainability issues**
- Undertaking **joint investments**

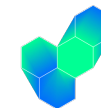




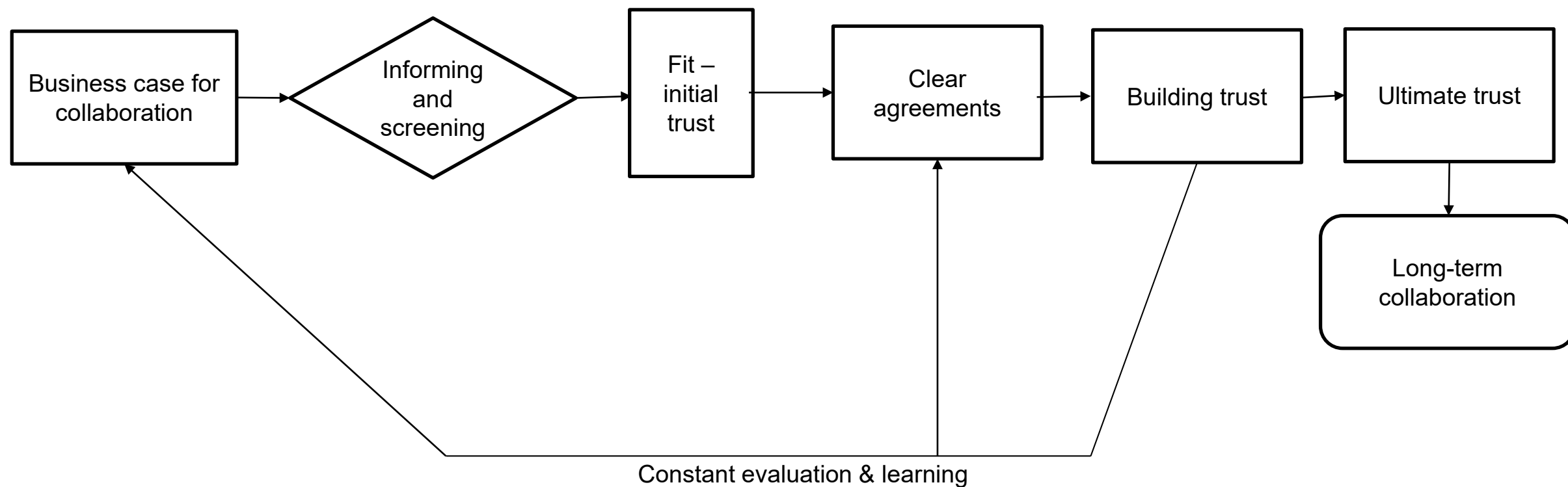
Sustainability as an incentive to collaborate

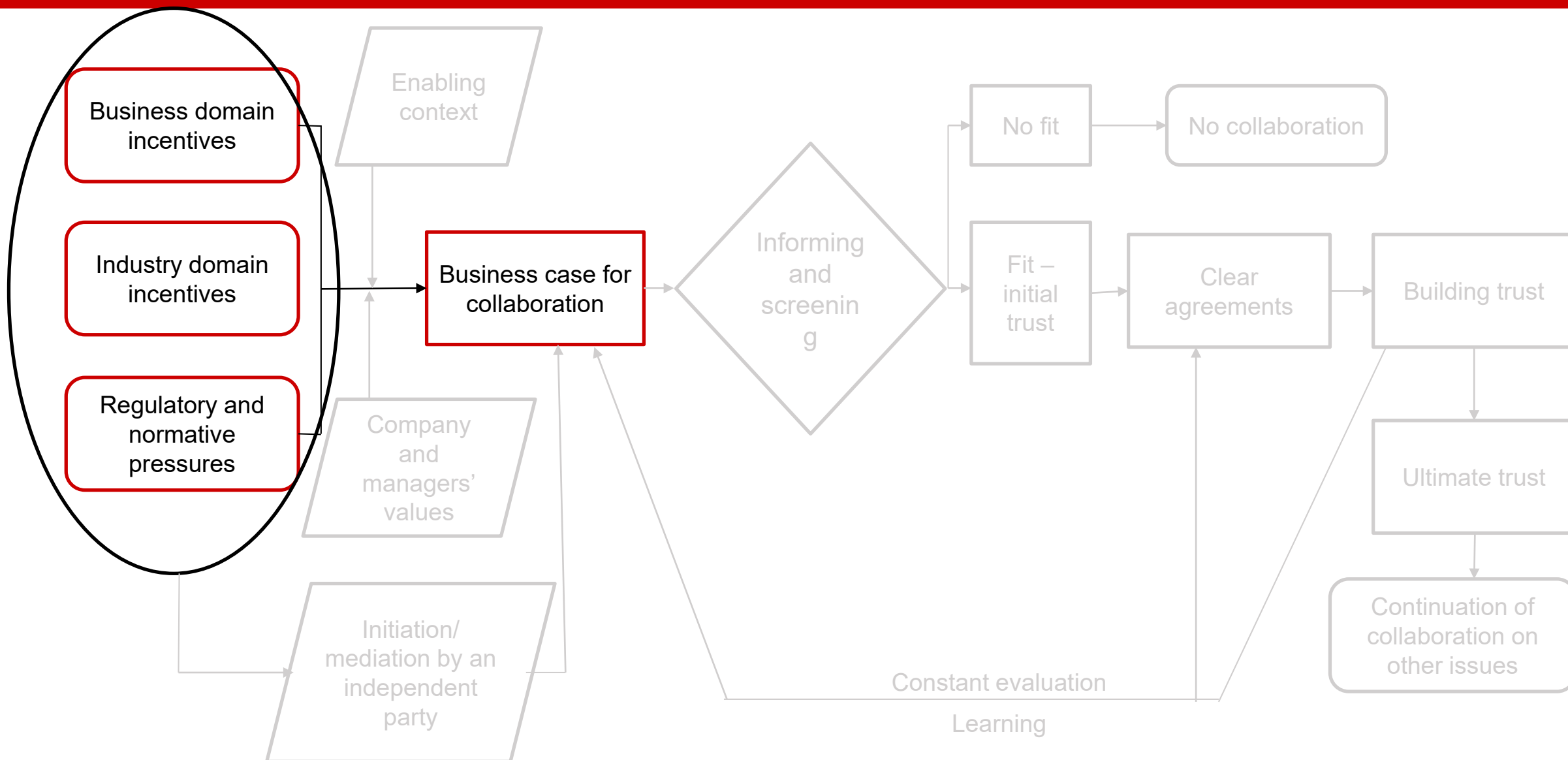
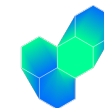
- Sustainability is **not** an incentive to collaborate, unless it presents a too big an issue to tackle alone!
- **Individual** company actions to become more sustainable

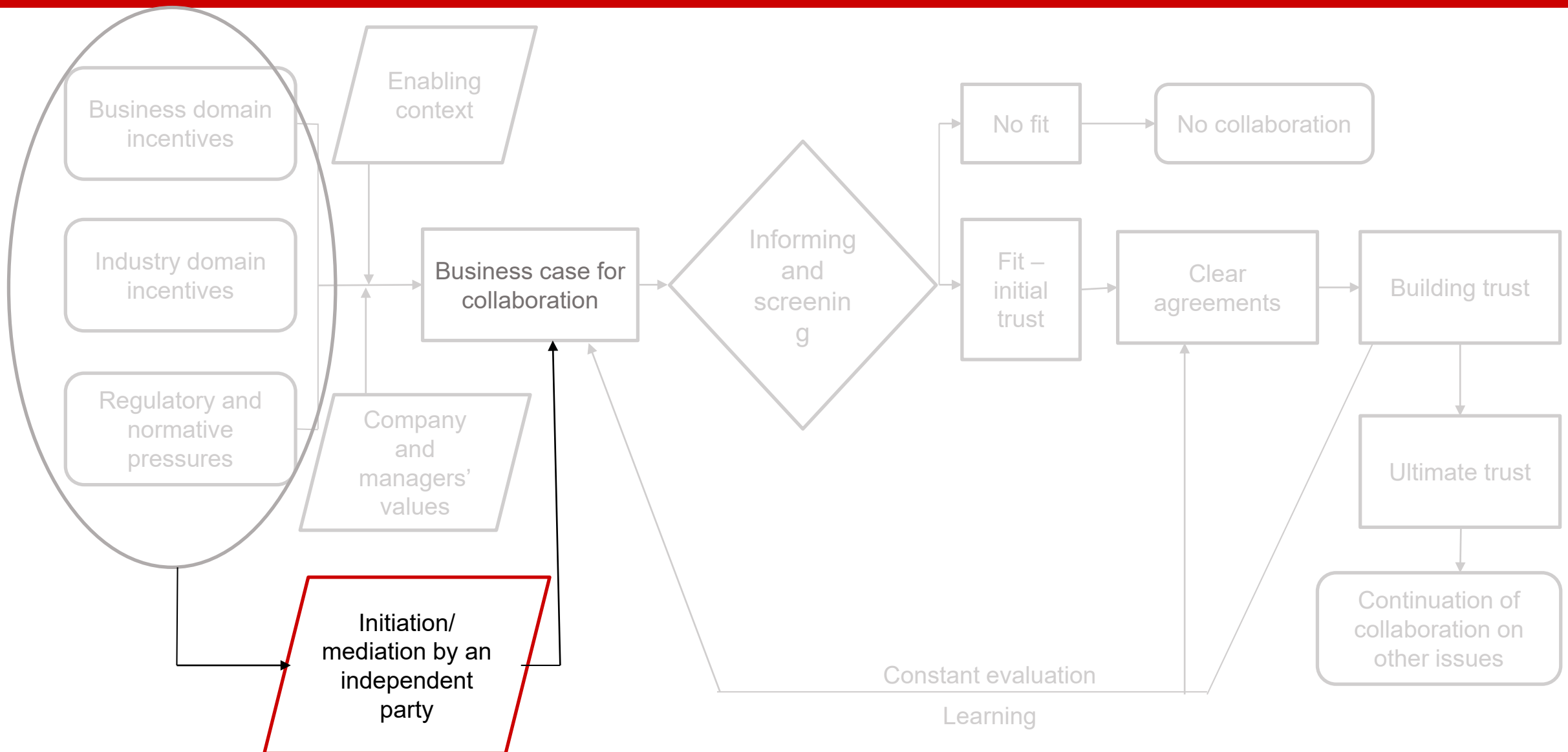


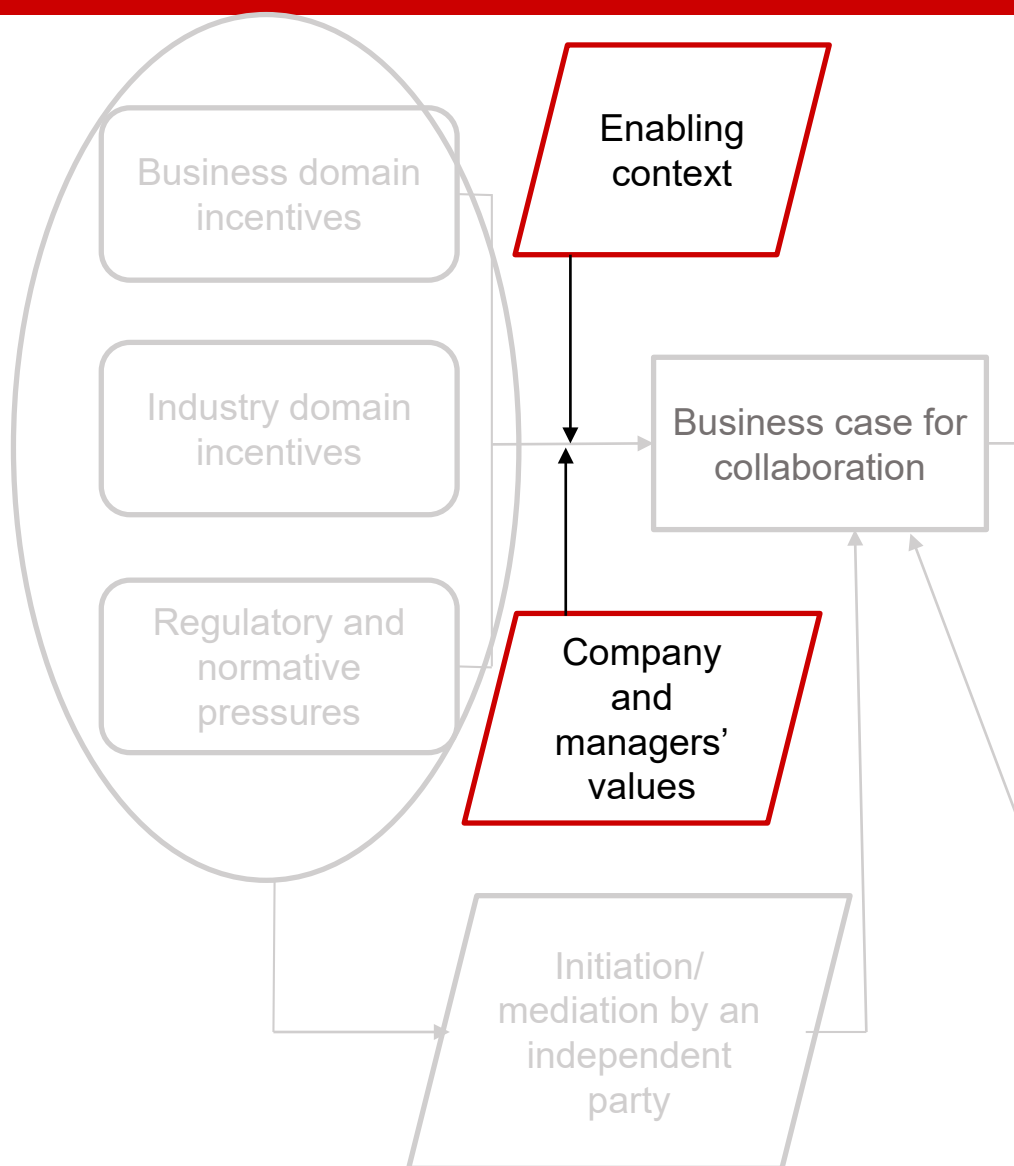


Collaboration process









Enabling context for **collaboration**:

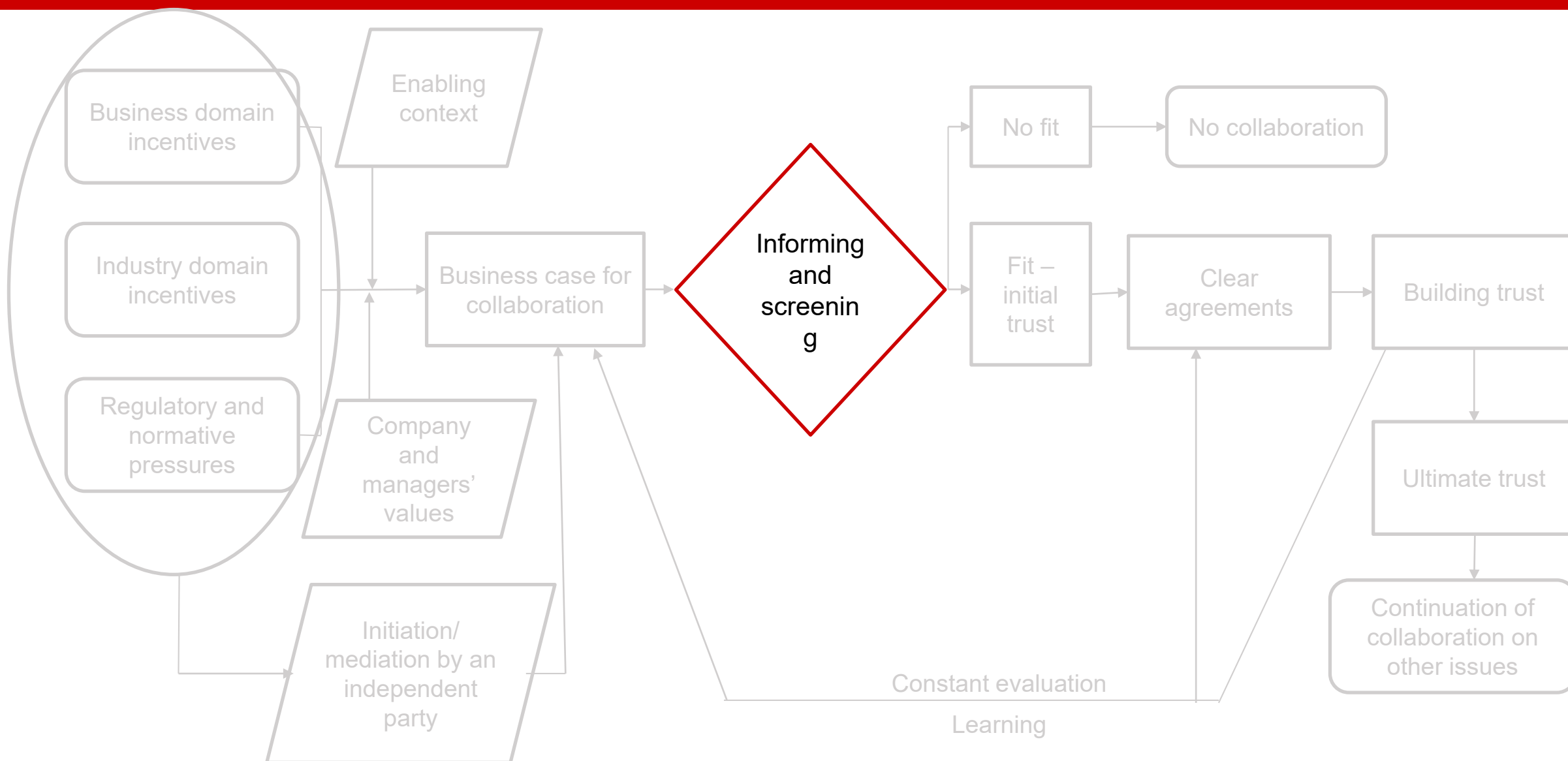
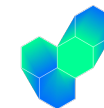
- Surrounded by potential collaborators
- Seeing collaboration examples, successes and best practices

Enabling context for **sustainable logistics**:

- Long-term policy vision
- Investment support
- Availability of infrastructure

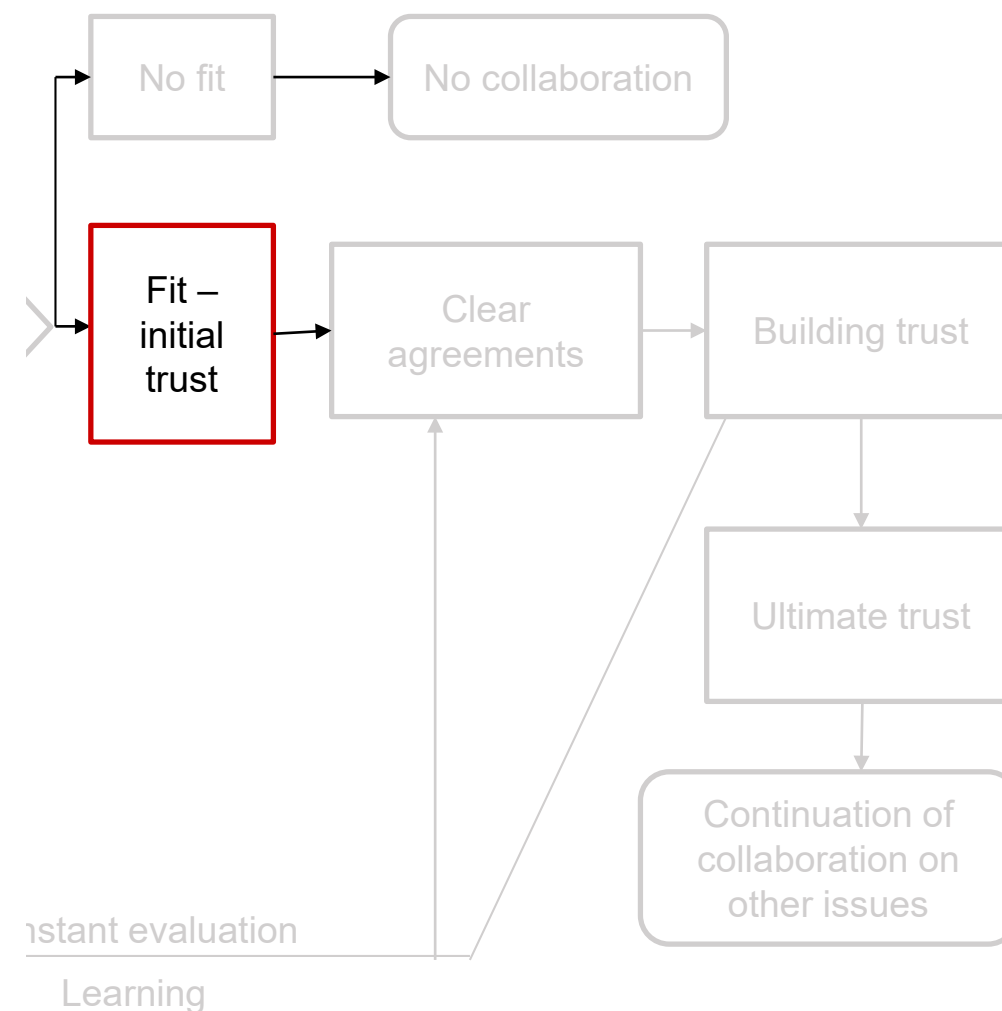
Company and manager's **values** that contribute to:

- Openness to collaboration
- Long-term vision and perseverance
- Non-material investments



An ideal partner:

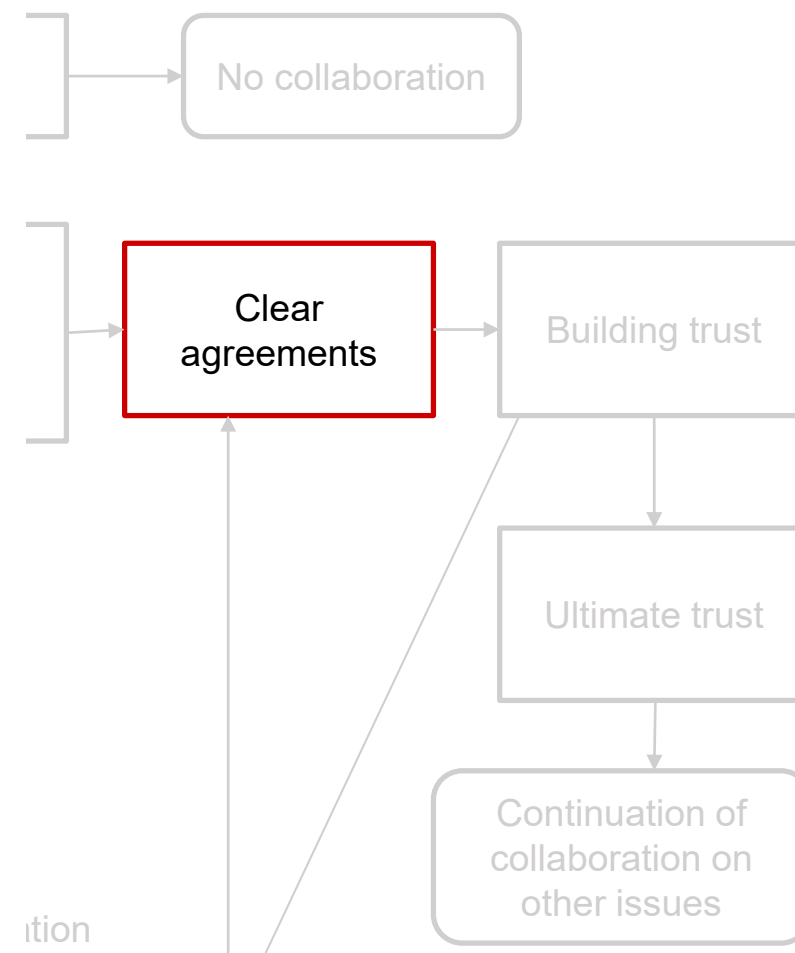
- **Technological fit:** similar activities/goods, development phase, customer relations strategy, procedures; compatible IT systems
- **Cultural fit:** the same basic principles, values, DNA, fits the identity
- **Geographic proximity**
- **Good reputation** or previous positive experience
- **Preferably not direct competitors!**

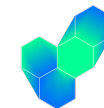


Clear agreements should define:

- **Balance** between partners regarding **costs and benefits**
- Potential needed **costs and investments**
- Way of working
- Expected performance

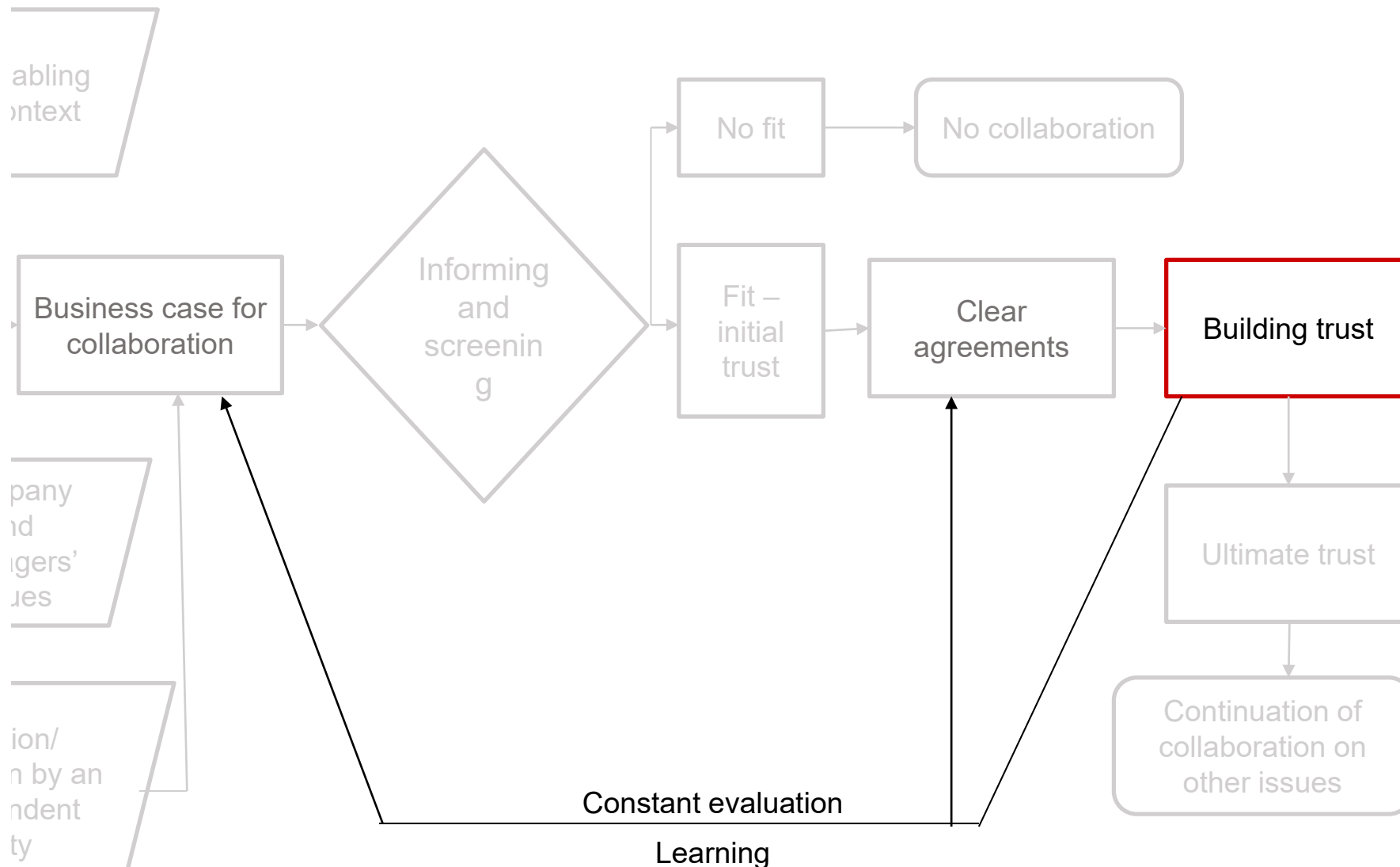
Good and clear agreements should ensure that all sides are satisfied.

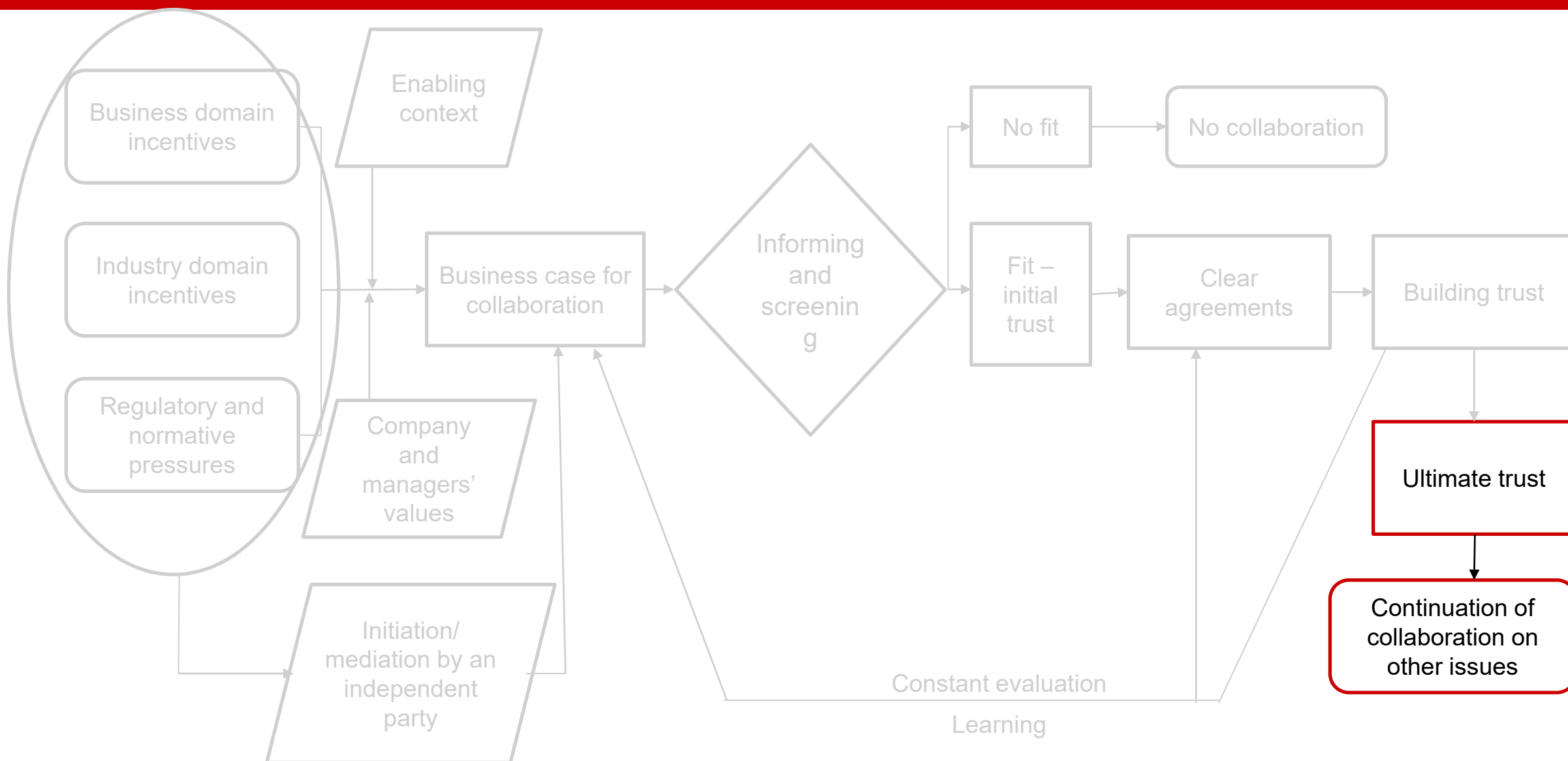
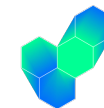


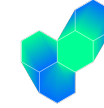


Subject of
evaluation –
sticking to the
agreement:

- Performance
- Reliability
- Transparency
- Honesty

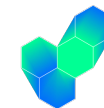






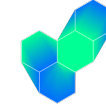
Key takeaways /1/

- 💡 A **sound** (and **common**) **business case** is the driver of collaboration efforts. An **enabling context** plays a role in building a business case.
- 💡 Regulatory pressures for sustainability in logistics can be **a push** to start collaborating on **solving larger issues**.
- 💡 Collaborative issues for sustainability would be further enabled by a **long-term policy vision**, **investment support** and **the availability of infrastructure**.



Key takeaways /2/

- 💡 **Mediation of an independent party** might facilitate establishing and maintaining (some forms of) collaboration, especially among competitors.
- 💡 Existing successful collaboration examples should be disseminated and used as **case studies**.



Key takeaways /3/

- 💡 Finally, logistics is complex, and **collaboration is not always possible** – not all activities can be combined in a way that creates benefits for all.



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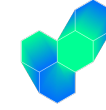
We kindly thank Logistiek Kenniscentrum and its members for help in data collection, as well as all the research participants and supporters who selflessly devoted their time to talking to us or providing us with contacts.

Questions?



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Thank you for your attention!

