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Key success factors for city logistics from the perspective of various groups of stakeholders

Maja Kiba-Janiak*

Wroclaw University of Economics, Nowowiejska 3, Jelenia Góra 58-500, Poland

Abstract

The main aims of city logistics are sustainability, mobility and quality of life by implementing various activities. There are several projects all over the world related to urban passenger and freight transport which have been implemented with success. While some cities can easily improve passenger and freight transport, the others have difficulties in these areas. One of the many solutions available for resolving this problem is to carry out a thorough analysis of the organisation in order to identify its strategic potential in the field of city logistics by use of the key success factors. The main purpose of this paper is the identification of key success factors for city logistics and their importance from the perspective of various groups of stakeholders on the basis of the authorial SLIM-PREF model. In the paper the survey results have been presented, conducted with the use of the Delphi method among experts from all over the world. The results show that the list of key success factors for city logistics should be different for various stakeholders in terms of their different expectations.

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1. Introduction

Many cities all over the world face problems of congestion, environmental degradation and accidents (Cheba et al., 2015). As a result these have an impact on premature mortality, disability, sleep disturbance and they also

* Maja Kiba-Janiak Tel.: +48 75 75 38 223.

E-mail address: maja.kiba-janiak@ue.wroc.pl

contribute to the effects of climate change (Browne et al., 2012). Those problems relate to city logistics which include planning, implementing, coordinating and controlling processes taking place within the boundary of a given urban area and are related to physical movement of people, goods and information in a manner that will reduce costs and improve quality of life obtained as a result of compromise between the differing requirements of stakeholders. The main purpose of city logistics is to improve sustainability, livability and mobility (Taniguchi, 2003) by implementing various activities.

There are several cities, such as Stockholm, Amsterdam, Copenhagen and London which have already implemented some solutions in order to resolve or at least alleviate those problems (Kiba-Janiak, 2014, Iwan et al. 2014)). However, in European cities a significant disproportion of undertaken activities in order to improve passenger and freight transport can be observed (Kiba-Janiak, 2014; Iwan et al. 2014). In such a situation those cities which have successfully implemented projects related to passenger and freight transport could become a benchmark for the other cities. One of the most important sources of information for learning cities could be the list of Key Success Factors also known as Critical Success Factors (Boynton and Zmud, 1984) for implementation of these projects. According to Bullen and Rockart (1981) "Critical Success Factors are the limited number of areas in which satisfactory results will ensure successful competitive performance for the individual, department or organization.". In the author's opinion it is very difficult or virtually impossible to identify key success factors for city logistics because of different expectations of stakeholders.

Therefore, the main purpose of the research is the identification of key success factors for city logistics and their importance from the perspective of various groups of stakeholders on the basis of the authorial SLIM-PREF model. In order to assess the importance of key success factors from different groups of stakeholders, such as: local authority; residents/consumers; shippers; receivers; transport companies; public transport operators, the Delphi method was applied. According to the experts who took part in the conducted Delphi method the identified key success factors for city logistics are the most important from the perspective of local authorities. At the same time the experts expressed their opinion that a significant number of these factors are of little importance from the perspective of other stakeholders. Therefore, the list of key success factors for city logistics will differ for various stakeholders.

The structure of the paper is as follow: the first part presents different expectations of various stakeholders. The next part introduces the construction of key success factors for city logistics from the perspective of local authorities on the basis of SLIM-PREF model. In this part the example of key success factors and indicators for city logistics from the perspective of various groups of stakeholders are presented. Following that, the procedure of conducting the Delphi method is described. In the next parts of the paper the research method and the results of the study are presented. The final part of the paper presents conclusions.

2. Different expectation of city logistics stakeholders

In the literature there are significant numbers of different classifications of city logistics stakeholders. The majority of them relate mainly to urban freight transport (Ogden, 1992; Muñuzuri et al., 2012; van Binsberger and Visser, 2001; Taniguchi and Tamagawa, 2005; Russo and Comi, 2011; Anand et al., 2012; Ballantyne et al., 2013; Maria Lindholm, 2014). According to the definition of city logistics developed by the author, six stakeholders can be distinguished: local authority, residents (consumers), shippers, receivers, transport companies and public transport operators. Each of these stakeholders represents different expectations and needs in terms of city logistics (Stathopoulos et al., 2012; Muñuzuri et al., 2012; Balm et al., 2014; Lindholm, 2014). These differences come from various interests and different political powers of particular stakeholders (Stathopoulos et al., 2012) with respect to the passenger and freight movement within a city. One of the most significant stakeholders is the local authority, whose main purpose is to improve the quality of life of residents. Public authorities are also responsible for planning, organising, controlling and improving policy measures (Taniguchi et al., 2014). Another expectation can be observed in relation to shippers. The main target of this group of stakeholders is to satisfy the customers' needs by providing goods at the lowest cost. On the other hand, receivers aim to obtain goods in the right time and place. Transport companies expect to meet the needs of shippers and receivers by providing high quality and effective transport services, while at the same time public transport operators would like to satisfy the passengers' requirements by organising high quality service. Finally, residents expect efficient and direct movement within the

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