

The European Technology Platform for Logistics

Terms of Reference

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1. INTRODUCTION AND BACKGROUND

ALICE, Alliance for Logistics Innovation through Collaboration in Europe, is the European Technology Platform (ETP) on Logistics that was launched on the 11th of June 2013. ALICE is managed by ALICE AISBL, a non for profit international association based in Brussels (Belgium) Avenue Jacques Brel 38/0 – 1200. This document presents the Terms of Reference (ToR) of ALICE ETP, including governance model and structure elements, complementary to the governance already established in ALICE AISBL Statutes¹. These ToR are aligned with the key principles of openness, accountability and transparency established by the European Commission².

ALICE received official recognition as a European Technology Platform by the European Commission in July 2013³. This recognition includes a mandate to provide external advice for the programming and implementation of Horizon 2020 and develop the following activities:

- developing industry-focused strategic research and innovation agendas including technology roadmaps and implementation plans;
- encouraging industry participation in Horizon 2020, the EU's framework programme for research and innovation, and cooperating with networks in Member States;
- fostering networking opportunities with other ETPs and other partners along the value chain to address cross-sectoral challenges and promote the move towards more open models of innovation;
- identifying opportunities for international cooperation;

ALICE will focus on and contribute to specific targets set in the HORIZON 2020: *Developing and applying new concepts of freight transport and logistics, contribution to low carbon supply chains, achieving virtually CO2-free city logistics in major urban centres by 2030 and make a better and efficient utilization of the transport modes.*

ALICE is established to develop a comprehensive strategy for research, innovation and market deployment of logistics and supply chain management innovations in Europe with the mission: *“to contribute to a 30% improvement of end to end logistics performance by 2030”*. The ultimate challenge will be to make European Industry resilient by a true *“people, planet, profit”* oriented logistics and supply chain sector, i.e. a sector that is economically, environmental and socially sustainable contributing to both industry competitiveness and the EU policy.

In December 2014, ALICE delivered five Research and Innovation roadmaps in key areas to achieve this Mission and as part of the mandate from the EC as an ETP:

1. [Sustainable safe and Secure Supply Chains](#)
2. [Corridors, Hubs and Synchronicity](#)

¹ http://www.etp-logistics.eu/wp-content/uploads/2015/08/STATUTES-OF-THE-ALLIANCE-FOR-LOGISTICS-INNOVATION-THROUGH-COLLABORATION-IN-EUROPE_20150504-rev_CLEAN.pdf

² European Technology Platforms, Ensuring Openness and Transparency. ftp://ftp.cordis.europa.eu/pub/etp/docs/etp-061114_en.pdf

³ http://ec.europa.eu/research/innovation-union/index_en.cfm?pg=etp

3. [Information Systems for Interconnected Logistics](#)
4. [Global Supply Networks Coordination and Collaboration](#)
5. [Urban Logistics](#)

The roadmaps included research and innovation gaps and challenges that needed to be addressed to drive the process from current situation to the desired one included milestones for 2020 and 2030.

Logistics is a key sector for the European economy. Improved and more efficient logistics is a major enabler for sustainable growth.

Logistics contribute close to 14% to the GDP of Europe⁴ directly and it indirectly impact on the quality of the EU manufacturing and service sectors, thereby determining the competitiveness of Europe vis-à-vis other world regions. The EU is the world's largest exporter and biggest trader in goods⁵. It is estimated that in the next 10-15 years, 90% of the world's growth will come from outside the EU, so the EU has every interest in making sure that its companies remain very competitive and are able to access new markets and benefit from these sources of growth. Globalisation is not just about facilitating trade and exchanges. It is about joining global value chains and delivering products, services and technologies that no individual country would be able to produce on its own. In this context, logistics is a key aspect to lead value chains and access these new markets in competitive way. On top, e-commerce is also rapidly and drastically changing mobility patterns and last mile logistics.

According to the World Bank, the best 4 logistics performers are from the EU and out of the global top-10, 7 of them are from the EU in 2014⁶. According to experts, the long-term annual growth rate of the logistics industry is between 4% and 8% and exceeds on average 2.5 times the GDP growth rate of the EU⁷. However, some EU countries are exhibiting a decoupling of GDP and freight tonne-km growth due to increased efficiency and therefore saving energy and reducing environmental impacts. As an example of this virtuous circle, transportation is responsible for around a quarter of the EU greenhouse gas emissions. Eurostat surveys estimate that 24% of good vehicles in the EU are running empty and the average loading of the rest is 57% giving an overall efficiency: of 43%. Flow imbalances can explain only half of this loss. The total cost burden of road freight transport inefficiency is estimated as €160 billion and 1.3% of EU27 CO2 footprint demonstrating that increase in efficiency is at the same time meaning reduction in energy and environmental impacts.

Logistics is a cross-sectorial activity impacting all productive sectors. It is estimated that logistics account for 10 to 15% of the final cost of finished goods⁸. A 10% to 30% improvement in efficiency in the EU logistics sector would potentially equal a € 100 – 300 billion cost relief for the European industry⁹. Efficiency in logistics, therefore, is a key element for the further growth of industrial activity and trade on a global scale.

⁴ "Freight Transport Logistics Action Plan" European Commission, Brussels, 18.10.2007. COM (2007) 607 final.

⁵ *Strategic approach for Horizon 2020 - a contribution from foresight. Ref. Ares(2014)1202380*

⁶ World Bank "Connecting to Compete 2014". <http://www.worldbank.org/content/dam/Worldbank/document/Trade/LPI2014.pdf>

⁷ Prof. Dr. Dieter W. Rebitzer (University of Nürtingen-Gieslingen), "The European Logistics Market".

⁸ COM(2006) 336 final. "Freight Transport Logistics in Europe – the key to sustainable mobility". Brussels, 28.6.2006

⁹ *A Technology Roadmap for Logistics. Alliance for European Logistics. (2010)*

Research and development in logistics and supply chain management is fast moving.

Shippers and logistics service providers such as P&G, DHL, Geodis, FM-Logistics and K+N are establishing their own research and development centers for Logistics and Supply Chain Management. Some national initiatives have emerged to overcome sector fragmentation and take-up of R&D in logistics and supply chain management leading to industry innovation: DINALOG (Netherlands), LOGISTOP (Spain), ILIM (Poland), VNL (Austria). At the regional level, industry, academia and public authorities are developing joint initiatives to establish research driven clusters for logistics and supply chain management in a number of European Regions in Austria, Belgium, France, Germany, Italy, the Netherlands, Spain, and Sweden, among others.

European transport and research policies increasingly recognize the importance of logistics for the economy and the sustainability of transport. This is evidenced by the High Level Group on Logistics advising the former Vice-president and Commissioner for Transport and the Launching in 2015 of the Digital Transport and Logistics Forum (DG MOVE).

While emissions from other sectors are generally falling, those from transport (still primarily based on fossil fuels, i.e. oil and gas) have increased by 36% since 1990¹⁰ due to the linkage between transport and economic growth. The European Union¹¹ has identified as one of its objectives the decoupling of economic growth and the use of resources, by a shift towards a low-carbon and energy-efficient economy, and by modernization of the transport sector. The European Commission has established a 60% reduction of Green House Emissions as the target to be reached by 2050 compared to 1990 figures¹². Concerning the freight logistics sector, similar targets have been established for the reduction of CO₂ emissions¹³. Sustainable economic growth is a fundamental challenge for Europe

The European Technology Platform on Logistics, cuts across all modes of transport, road, rail, water and air as well as vertical industry sectors: automotive, chemical, food, textile, steel, forest among others and manufacturing. Therefore, one of the aims of ALICE is to be the connection between the modes and industrial ETPs for an Optimized Logistics and Supply Chain Management. Strong cooperation with existing ETPs is in place to address this target.

¹⁰ http://ec.europa.eu/clima/policies/transport/index_en.htm

¹¹ COM(2010) 546 final "Europe 2020 Flagship Initiative – Innovation Union", European Commission, Brussels, 06.10.2010

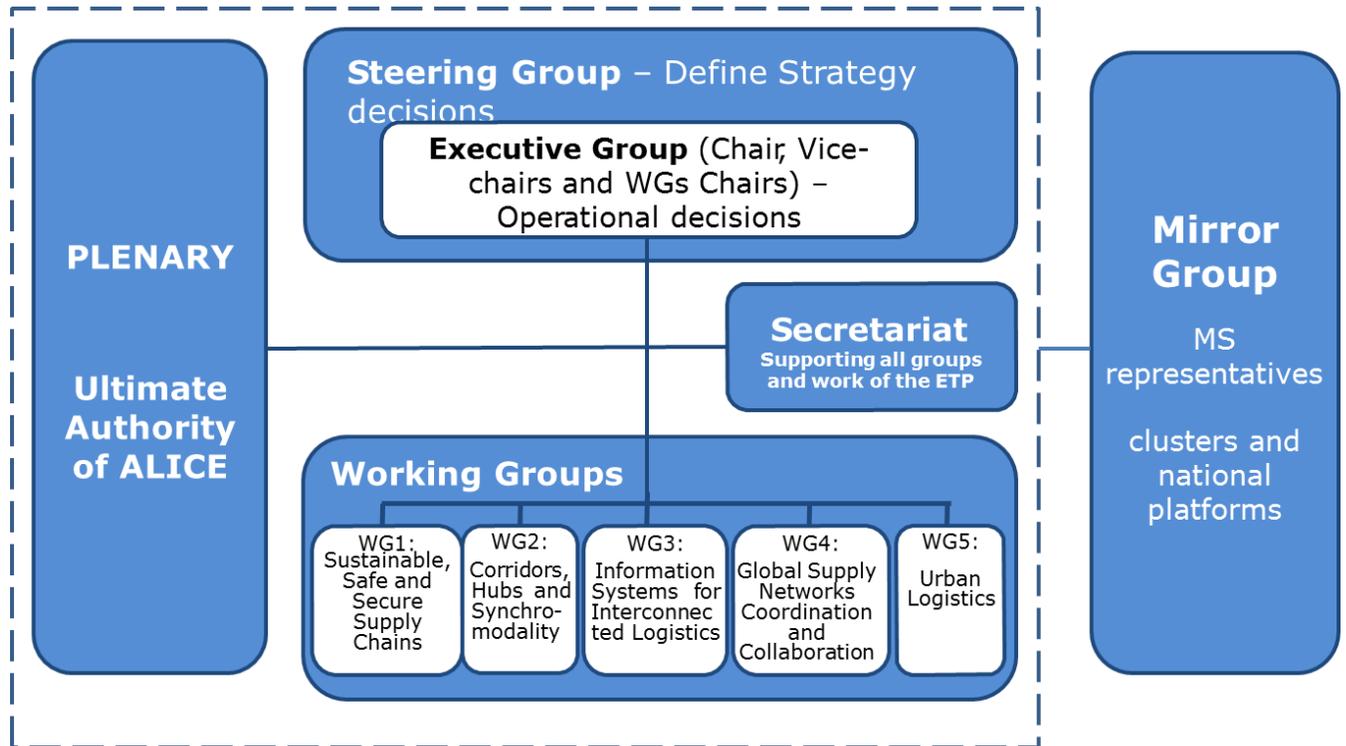
¹² COM(2011) 112 final. "A Roadmap for moving to a competitive low carbon economy in 2050" European Commission, Brussels, 8.3.2011

¹³ COM (2011) 144 final "Roadmap to a Single European Transport Area – Towards a competitive and resource efficient transport system" European Commission, Brussels, 28.3.2011

2. STRUCTURE AND FUNCTIONING

Figure 1 presents the governing structure for ALICE ETP:

Figure 1. Structure of the ETP on Logistics



2.1. PLENARY

Responsibilities: The Plenary of ALICE ETP is the ultimate authority in ALICE. The Plenary is composed by all Members of ALICE AISBL and has the powers, functions and rules established in ALICE AISBL Statutes¹.

The Plenary elects the Chair, two Vice-Chairs and the Executive Group of ALICE AISBL and ALICE ETP being the same persons. ALICE ETP Plenary elects the members of the Steering Group. They also elect the members of the ETP Executive Group.

Working rules:

- Plenary meets 1-2 times a year.
- Plenary members have access to the relevant working papers through the collaborative work space and information e-mails, and they should contribute to the deliverables of ALICE through the Working Groups.

Decisions of the Plenary shall be valid on the basis of a simple majority of the votes; However, a Two thirds majority of the votes:

- any amendment to the Terms of Reference of ALICE, including the extension of qualification of membership;
- the dissolution of the ETP.

Composition: ALICE membership and voting rights are established in ALICE AISBL and in the following [link](#). Any potential member should send a [membership request](#) to the Secretariat, including their expertise and potential contribution to the ETP (through participation in Working Groups) as well as an estimate of resources to allocate to the ETP work. New members should be approved by the Executive Group.

Participation: Members should be compliant with the decisions of the Steering Group and the Plenary and active participants in the Working Groups of their interest.

2.2. STEERING GROUP

Responsibilities: The Steering Group is industry led and it is empowered by the Plenary to decide the strategy, work programs and the ETP's main areas of activity. It may decide on the creation of Task Forces to address specific activities informing on this to the Plenary. The Steering Group proposes research and innovation challenges to the Commission as input for the HORIZON 2020. The Plenary will be informed on the decisions made by the Steering Group.

Working rules: The Steering Group meets 2-3 times per year or otherwise as required by the Chair of the Plenary and the Steering Group.

Steering Group decisions will be taken by consensus whenever possible. Each Member of the Steering Group has one vote and decisions will be taken on the basis of a two thirds majority of votes in case consensus cannot be achieved.

Composition: Steering Group members need to be decision-makers from Industry (associations, big companies and SMEs), Universities or Research institutions, and three representatives from the Mirror Group. The Steering Group consists of not more than 25% of the members and with a Maximum of 30 members including the representatives of the Mirror Group.

The industry representatives must constitute at least 2/3 of the total Steering Group members. Shippers and logistics service providers are the primary group of companies addressed. They should come from the following areas, among others:

- Shippers:
 - Manufacturing and base industry.
 - Wholesale and retail companies.
- Logistics service providers.
- Transport companies.
- Ports and terminal operators.
- Support industry (finance, law, ICT, equipment/vehicle/vessel manufacturers, infrastructure construction companies)

It is desirable that Steering Group members are also active in the governing bodies of other European Logistics-related Associations and Platforms including: ELA, ESC, ELUPEG, CSCMP, SCC, CLECAT, EFFRA, MANUFUTURE, EALTH, ERTICO, EUCAR, CEFIC, ECTRI, ERTRAC, ERRAC, WATERBORNE, IRU, ECR, UIRR.

Participation: The election of an ETP member as part of the Steering Group can be proposed by any ETP member including self-nomination. The Plenary members will approve it by at least two-third of positive votes. They will be appointed for a 2-year period and can be reappointed by at least a two-third positive votes of the Plenary members.

If as a result of this process, the number of Steering Group members exceed the maximum in each category, the list will be composed of those candidate with higher number of positive votes.

2.3. EXECUTIVE GROUP

Responsibilities: The Executive Group of ALICE ETP is formed by the members of the Executive Group of ALICE AISBL. ALICE ETP Executive Group is in charge of ensuring timely and successful delivery and fulfillment of the ALICE ETP mission following the mandate of the Plenary and the Steering Group. It is responsible for the internal coordination and day-to-day decision making and management. The Executive Group activities include:

- Developing the activities requested by the Steering Group (Development of Strategic Research and Innovation Agendas, implementations actions, etc.) with the support of the Secretariat and the Working Groups.
- Representing the ETP in public events and consultation bodies. This function maybe delegated to the Secretariat on a case-by-case basis.
- Liaise with national and European funding and policy making bodies (sector, government, public, etc.) and other relevant bodies and agencies (ERA, etc.)
- Link with any other European and national institutions and other technology platforms
- Connecting the strategy to tactical activities through the defined Working Groups.
- Defining the Information and Communication Strategy of the ETP
- Approval of new ETP members.

Working rules: The Executive Group members meet either face-to-face or virtually at least 3-4 times a year.

Composition: The Executive Group consists of the ETP Chair and two Vice-Chairs, and the Chairs of the defined Working Groups.

Participation: The Executive Group members will be appointed by the Plenary following the procedure established in ALICE Statutes for a 2-year period and can be reappointed twice for a period of 2 (two) years each.

2.4. MIRROR GROUP

Responsibilities:

- To provide information and advice on a periodic voluntary basis to the Plenary and the Steering Group on policies and programs in the Member States, and the Regions that are relevant to realizing the goals and deliverables of the technology platform.
- To promote an enhanced co-operation and co-ordination among Member States, Regions and European activities.
- To act as the body representing collectively and individually the interests and views of the Member States; and regions.
- To act as the body to allow discussion on integration and establishment of synergies between innovation policies at European, national and regional level in logistics and supply chain management.
- To provide responses to the recommendations and actions of the Steering Group and to ensure proper dissemination of the ETP at member states regional level.

Working rules: The Mirror Group members meet at least twice a year. Recommendations made by the Mirror Group through its representatives will be the result of a consensus.

Composition: The Mirror Group is composed of two sub-groups:

- Member States sub-group. It is made up of representatives of all Member States, candidate members and associate members on senior, director level or representing the Member States in any Horizon 2020 Program Committee, nominated by the appropriate government body responsible for logistics research and innovation. Coordination and integration of national programs is an important role for technology platforms and all Member States are expected to take an active role and to be represented in the Plenary. To allow close cooperation with Member States, Transport Program Committee will be the initial contact point between MS and the ETP; and
- The national and regional platforms and logistics clusters sub-group. These networks and clusters are an important source of innovation practices and initiatives that can be shared across Europe. Moreover, they constitute a good asset to reach a broader audience to disseminate the ETP work and results.

The Mirror Group elects three representatives with the authority to represent the entire MG in the Steering Group being at least one of each of the two sub-groups.

The Mirror Group members may also appoint contributors to participate in the working groups.

Participation: Each subgroup will appoint its representatives at national/regional or platform/cluster level.

2.5. WORKING GROUPS

Responsibilities: The Working Groups are responsible for the drafting and preparation of the ETP documents such as i) Strategic Research and Innovation Agendas, ii) Research and Innovation Roadmaps, iii) Implementation Plans identifying research gaps to be proposed to the Steering Group as potential input for the HORIZON 2020. Moreover, Members of the Working Groups will contribute with their knowledge in order to assess the progress made in the implementation of Roadmaps recommendations.

Working Groups are approved by the Steering Group. The initial Working Groups are:

- WG1. Sustainable, Safe and Secure Supply Chains.
- WG2. Corridors, Hubs and Synchromodality.
- WG3. Information Systems for Interconnected Logistics
- WG4. Global Supply Network Coordination and Collaboration
- WG5. Urban logistics

Working rules: Workshops are organized on regular basis, with the possibility to invite external experts.

Composition: The Working Groups consist of experts coming from the ETP members. The Working Groups are managed and chaired by Working Group Chairs, selected by the Plenary. The Working Groups are managed and chaired by Working Group Chairs, selected by the Plenary. Furthermore, each Working Group shall have one or two Vice-chair elected by the Executive Group.

Participation: Participation in a Working Group is open to any ALICE member that has proven expertise in the field. ALICE members may propose to the Chair of the Working Groups experts to participate in Working Groups and to be invited as external experts.

2.6. SECRETARIAT

Responsibilities: The Secretariat delivers technical and administrative support to ALICE ETP activities and its groups.

The Secretariat is responsible of:

- Providing organizational, secretarial and operational support to the Steering Group, Executive Group, Working Groups, Mirror Group and Plenary as required: organizing meetings; preparing agendas and minutes; receiving, publishing and distributing documents.
- Preparing working documents for the different groups within the ETP.
- Processing new membership requests.
- Implementing the Information and Communication strategy defined by the Executive Group, by acting as the Information and communication center for the ETP. This includes the launch and maintenance of a dedicated website.

- Providing IT support to the ETP allowing the platform and its bodies to make efficient use of electronic communication, information exchange and document handling.
- Handling financial matters pertaining to the operations of the platform.

Working rules: The Secretariat works under the direction of the Executive Group and will directly report to it.

Composition: The Executive Group will decide on the composition and organization of the Secretariat. The Secretary General is nominated by the Executive Group for a period of 2 (two) years. It is responsible of the representation of ALICE ETP in the daily management.

3. OPERATING PRINCIPLES

The ETP on Logistics will operate using the five principles of good governance¹⁴:

- **Openness:** The ETP will be open to any interested organization that supports the strengthening of research, development and innovation efforts in the Logistics sector in Europe, the only requirement being active participation in the Working Groups of interest.
- **Participation:** As above, all organizations wishing to be associated with the ETP must participate actively in the Working Groups of its interest.
- **Accountability:** Roles and responsibilities of any group of the ETP must be clearly defined.
- **Effectiveness:** Clear objectives for the ETP, and the criteria related with the impact of the different activities will be established.
- **Coherence:** Actions and initiatives must be aligned with, and cascade from, the ETP mission, vision, general objectives and the objectives of the Research Agenda.

4. COST AND FUNDING

Given the essential bottom-up character of ETPs, the Commission will not fund recurrent cost such as ETP secretariats. ETPs should rely on self-organisation and financing. However, ETPs will be able to apply for EU funding for specific activities such as the development of technology roadmaps, fostering collaboration between ETPs to address cross-sectoral challenges and networking events for stakeholders by responding to competitive calls for support actions.

Each participant of the ALICE ETP needs to cover his or her own costs. Additionally, the ALICE ETP expects to raise public and private funds so as to cover the coordination and secretariat expenses needed to achieve the Platform objectives.

A system of membership fees is set up and annual fees approved by the Plenary in order to support Platform activities. All ETP members should pay the fee to become full member.

¹⁴ COM(2001)428 Final. "European Governance. A White Paper". http://ec.europa.eu/governance/white_paper/index_en.htm

5. PARTICIPATION BENEFITS

- 1) Contribute needs and challenges to industry research and innovation in logistics and supply chain management
- 2) Assist the European Commission to define EU co-funded programs, starting with HORIZON 2020, to implement these innovations needs and to meet competitiveness and sustainability targets.
- 3) Access a network for interdisciplinary collaborative research involving industry, academia and public institutions.
- 4) Be at the forefront of industry innovation development and implementation.
- 5) Have a role in developing regulatory requirements needed for innovation implementation.
- 6) Have the right to participate in the WGs and Plenary and have the option to be part of the Executive and Steering Group.
- 7) Recommend experts to participate in the different WGs.