



P1. Logistics as a driver for competitiveness

23 October 10:00 - 11:10

Linked Projects: see [full list of exhibitors](#)

Session description

Logistics is key for the European economy, well-being and competitiveness in the global context. Europe plays a key role in the global logistics landscape and being transport and logistics a key asset to drive competitiveness. Only those economies that are mastering the transition of their transport operations to use renewable energy, making of digitalization, AI and automation the corner stone for competitiveness will succeed. Ensuring the economical dimension of sustainability in this transition for shippers and transportation companies is a must for innovation adoption at scale. Physical Internet is an integrative concept with growing global push. In this session, key stakeholders will share their views and approaches to competitiveness, reflecting on current situation and projecting the challenges and opportunities to be addressed by the end of this decade and beyond.

Moderator: [Fernando Liesa](#), Secretary General, ALICE

Speakers:

- [Annika Kroon](#), *Head of Unit, Maritime Transport and Logistics, European Commission - DG MOVE.*

Annika will drive us through the key policy files that are linked to the European Commission DG MOVE directorate D1 and frame policies that are relevant for multiple sessions during the summit, in particular: eFTI (addressed in session 1B), Count Emissions EU (linked to [CLEVER](#) project), Maritime Strategy, Ports Strategy (linked to session 4A), FuelEU and Combined Transport Directive (Linked to session 3C).

- [Andrea Gentili](#), *Clean Planet Partnerships Manager and Deputy Head of Unit, Clean Transport Transitions, European Commission - DG RTD.*

Andrea will explore key EU initiatives shaping the future of mobility, logistics, and competitiveness, including from the Competitiveness Compass and the Clean Industrial Deal to the Automotive Action Plan and its R&I components. The session will also highlight two flagship Horizon Europe Cluster 5 calls planned for the 2026 – 2027 Work Programme with a focus on logistics (linked to sessions 1A, 2A: Large Scale Demonstrations for Electric Trucks and 3B on Flagship project on road transport automation: Session 3B). Andrea will provide insights into EU Ports and Logistics R&I

(sessions 2C and Session 4A). Andrea will look ahead to the forthcoming FP10/European Competitiveness Fund.

- **Paolo Giacobbe**, *Contract Logistics Observatory, Politecnico de Milano*.

Paolo will share the key findings of the Contract Logistics Observatory that is annually debriefing the market situation, the challenges and evolutions the logistics sector is facing as well as new trends and pathways for development.

- **Sergio Barbarino**, *Ex- Chair and Board member of ALICE – Ex Senior Director Research Fellow. Procter & Gamble*.

Sergio Barbarino, one of the key founders of ALICE, will invite you to rethink logistics not as a background function but as a strategic driver of competitiveness. Through a pragmatic lens, he explores how logistics has evolved from a cost factor in commodity markets to a core enabler of innovation, sustainability, and resilience. From the transformative power of containerization to the challenges of surface transport and collaborative models, the presentation will highlight how agility, modularization, and digital collaboration (i.e. Physical Internet characteristics) can unlock efficiency without increasing transactional complexity — paving the way toward future-proof, sustainable logistics systems.

Background and link to other summit sessions and ALICE activities

The session “**Logistics as a Driver for Competitiveness**” positions logistics as a central enabler of Europe’s economic strength, sustainability, and technological leadership. It directly contributes to the **ALICE roadmap towards a zero-emission, efficient, and resilient logistics system**, aligning with the alliance’s mission to accelerate innovation and collaboration across all transport modes and logistics processes.

This session reflects the **integrative approach of ALICE’s Thematic Groups (TGs)**. The focus on renewable energy, digitalization, automation, and the **Physical Internet** concept aligns with **TG1 - Efficient and Low Emission Assets and Energy**, **TG2 - Corridors, Hubs and Synchronicity**, **TG3 - Systems & Technologies for Interconnected Logistics** and **TG5 - Urban Logistics**. By exploring the economic and innovation dimensions of logistics, the session also connects to **TG4 - Global Supply Network Coordination and Collaboration**, where competitiveness is understood as a function of collaboration and systemic efficiency across supply chains. The session is also connected to ALICE role in providing a vision for the sector and providing recommendations for R&I programmes (e.g. Horizon Europe) and creating the opportunities for stakeholders to respond to the EU Calls.

In the broader context of the **ALICE Logistics Innovation Summit 2025**, this plenary session sets the tone for subsequent discussions and acts as a conceptual bridge across several parallel sessions. It links to Session 1B on **eFTI, Data Spaces, and European Digital Infrastructure**, addressing the digital foundations of logistics competitiveness; to Session 1A **Beyond diesel: How transport companies are powering the green shift?** and 2A on **zero-emission transport corridors**, reflecting the transition to clean mobility; and to Session 3B on **automation in road transport**, emphasizing innovation and operational efficiency. The session also interfaces with discussions on **ports and maritime logistics**,

Session 4A, and **multimodal integration**, Sessions 2C and 3C, reinforcing ALICE's systemic view of logistics as a connected ecosystem.

By convening EU policymakers, research leaders, and industry practitioners, the session exemplifies ALICE's **collaborative model of innovation**, bringing together diverse stakeholders to co-create solutions that enhance Europe's logistics competitiveness. It highlights how digital transformation, automation, and clean energy transitions are not isolated developments but parts of a cohesive strategy toward the **Physical Internet vision** and a **sustainable, competitive European logistics system** by 2030 and beyond.

For more information, contact Fernando Liesa: fliesa@etp-alice.eu