Executive summary

In this document the Local Context Analysis (LCA) of Viborg is described. The LCA is based on the Swot analysis that identified a number of Strengths, Weaknesses, Opportunities and Threats in the case of Viborg. Based on these findings we have identified hypothesis of innovative actions.

The hypothesis of innovative actions will be used to guide the focus in the next steps of Logistics District Analysis (LDA) and development of Local Scenarios (LS).

The empirical data used in this document is based on interviews and publicly accessible publications on transport, infrastructure, economic development and spatial planning in Viborg County. These data have been used as input in the SDL-SQM framework.

On the basis of a selection within the SDL-SQM framework a number of activities related to logistics, the local furniture and transport industry, regional spatial planning and environmental objectives has been selected for a SWOT-analysis.

The SWOT-analysis has lead to the formulation of a hypothesis of innovative actions, which will be the starting point for the scenario workshops within the INNESTO-project. The hypothesis of innovative actions is: Innovative networks as the basis for sustainable district logistics.

Regional profile

On the basis of the SDL-framework in INNESTO a first regional profile has been produced for Viborg County. The profile is an attempt to give an indication on, how strengths, weaknesses, opportunities and threats can be perceived from a perspective on sustainable district logistics (SDL). Below is the regional profile presented. A number of persons representing knowledge about transport, logistics, regional planning and development in Viborg County have been interviewed. On the basis of these interviews and publications on relevant issues in Viborg County a number of activities and projects have been selected for the SDL-assessment framework. The selected activities/projects have been assessed and ranked by a score (from 0 to 5) and fitted in as strengths, weaknesses, opportunities or threats for the 32 different components that reflect different aspects of Sustainable Districts Logistics. On the basis of this ranking a first profile of Viborg County has been produced, as illustrated in table 1 below.

Orientation

	Strengths	Weaknesses	Threats	Opportunities
The Environmental dimension	🟢🟢	🔴🔴🔴🔴	🔵🔵🔵🔵🔵	🟠🟠🟠
The economy dimension	🟢🟢🟢	🔴🔴🔴🔴	🔵🔵🔵🔵	🟠🟠🟠🟠🟠

Social Potential

	Strengths	Weaknesses	Threats	Opportunities
Perception of a variety of development approaches	🟢🟢🟢	🔴🔴🔴🔴	🔵🔵🔵🔵🔵	🟠🟠🟠🟠🟠
Creativity of a variety of development approaches	🟢🟢🟢	🔴🔴🔴🔴🔴	🔵🔵🔵🔵	🟠🟠🟠
Capacity to cope with complexity and ambiguity and to anticipate change	🟢🟢🟢	🔴🔴🔴🔴	🔵🔵🔵🔵🔵	🟠🟠🟠
Discovery an re-encoding of territorial specificities and local knowledge	🟢🟢🟢🟢	🔴🔴🔴🔴	🔵🔵🔵	🟠🟠🟠

Dynamics

	Strengths	Weaknesses	Threats	Opportunities
Open collective learning	🟢🟢🟢	🔴🔴🔴🔴	🔵🔵🔵	🟠🟠🟠🟠
Negotiation and co-decision	🟢🟢🟢🟢	🔴🔴🔴	🔵🔵🔵	🟠🟠🟠

Regional perspective

On the basis of the INNESTO SDL/SWOT-analysis a number of possible ideas and elements of a regional strategy of innovative action in the field of sustainable district logistics were identified (see Section 3). From these elements were a small number selected on the basis of their ranking in each dimension of Orientation, Social Potential and Dynamic Levers. The highest ranking elements are listed below:

Selected aspects of Orientations from the SDL-SQM analysis of Viborg County

- O1 Environment:

1. "Agenda 21 initiatives"

2. SEED - Sustainable European Economic Development

3. Interactive web-site on green indicators

- O2 Economy:

1. Strong specialisation within furniture and food production

2. Publicly financed programme aimed at supporting entrepreneurial activities

3. Focus on business, economic growth and welfare

Selected aspects of Social Potentials from the SDL-SQM analysis of Viborg County

- P1 Perception of a variety of development approaches

1. Local initiative to strengthen innovation and marketing processes of the local and national furniture industry

2. West-Link - a transport corridor from North Atlantic countries to Europe via Viborg County

3. SEED - Sustainable European Economic Development

4. Interactive web-site on green indicators

5. Transport Political Network

6. North Sea Commission, Network on transport corridors

7. Campaign on local traffic safety

- P2 Creativity of a variety of development approaches

1. Existing local firm networks among specific industrial sectors - e.g. furniture industry

- P3 Capacity to cope with complexity and ambiguity and to anticipate change

1. Transport Political Network

2. North Sea Commission, Network on transport corridors

- P5 Discovery and re-encoding of territorial specificities and local knowledge

1. A strongly localised industrial base within furniture and metalworking manufacturing with extensive export to world markets

Selected aspects of Dynamics from the SDL-SQM analysis of Viborg County

- D2 Open collective learning: "Close B-to-B relationships within the local furniture industry enhance rapid knowledge and experience exchange among furniture firms."

- D3 Negotiation and co-decision: "The integrated involvement of transport firms on organising supply chains within the furniture industry distributes logistical competencies and decisions."

Main hypothesis of innovative action

Hypothesis

D2	Open collective learning
D3	Negotiation and co-decision
O2	Economy
P1	Perception of a variety of development approaches
P3	Capacity to cope with complexity and ambiguity and to anticipate change

Short description
Development of innovative networks in the relationships among local furniture and transport firms as the basis for implementing regional policies aiming at promoting more sustainable district logistics.

Expected results
- reduction of traffic load on existing traffic infrastructure (primarily roads)
- reduction of emissions from transport
- reduction in costs on transport for SME's localised in a peripheral region
- development of new localised orientations of the local furniture industry in order to prevent a re-localisation of business, employment and competencies from the region.
- formalisation of inter-firm competencies on transport and logistics within the local furniture industry as example of good practice of mobility management. Established good-practices on transport and logistics (competencies) could be used as good examples of mobility management of freight transport in the County of Could serve as a new tool for mobility management of freight transport for the regional planning authorities.
- promotion of transport and logistics inter-firm competences as a regional and cluster-specific competence, which adds to the competitiveness of the local furniture industry.

Organisational measures
- combination of several attempts stemming from local initiatives to follow criteria of economic and environmental sustainable development (e.g. regional spatial plan, reports on transport and infrastructure development, Centre of wood and furniture)
- integration of a regional hub-and-spoke system for the furniture industry (and other SME's) in a formal mobility management policy for Viborg County
- monitoring of selected indicators on transport and logistics in existing web-site at the planning authorities at Viborg County in order to sustain interest in the mobility management initiative.