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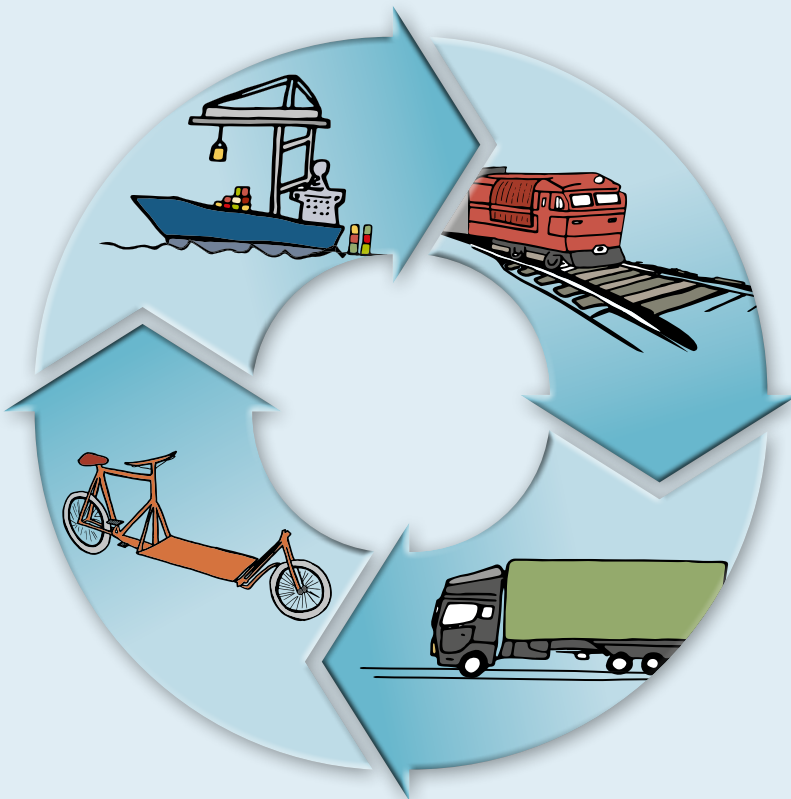
LEUPHANA
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Steinbeis Innovation Center
Logistics and Sustainability

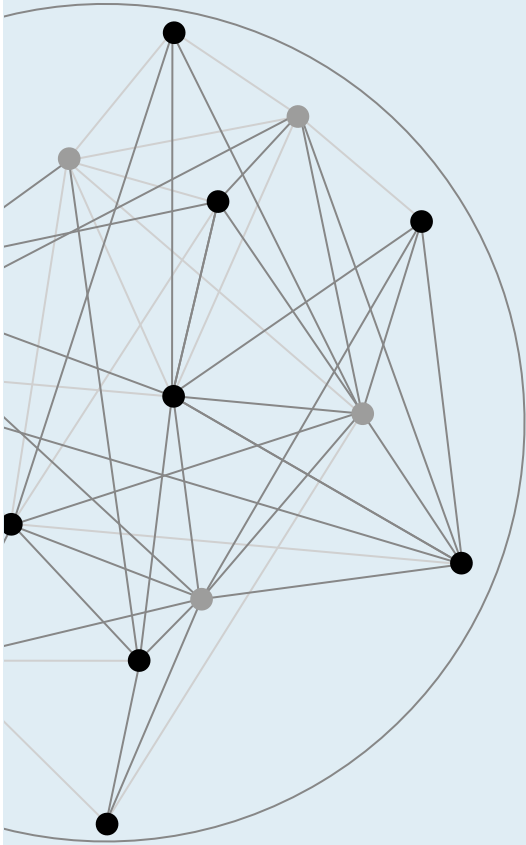
SIMULATION

“COMBINED TRANSPORT.
HAULAGE AND LOGISTICS OF THE FUTURE!?”

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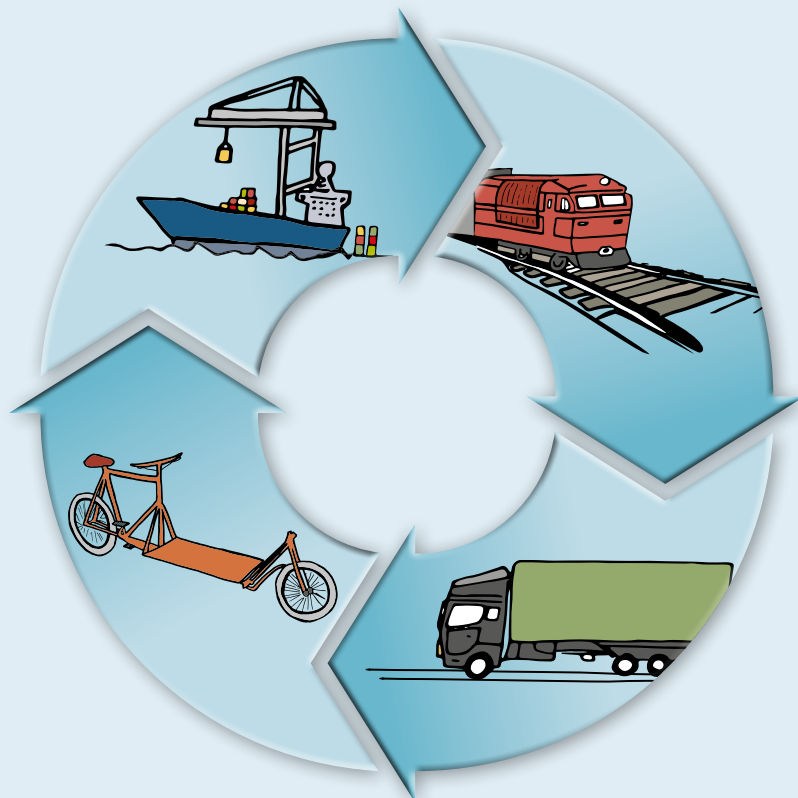
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- 3.1 Name badges
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1

THE SIMULATION SCENARIO: PRESENT AND FUTURE

Around 4.6 billion tonnes of goods were transported in Germany in 2016. This represents a quantity of around 56 tonnes per inhabitant. The prognoses suggest that this volume will increase to 75 tonnes by the year 2050. In terms of transport performance (base year 2015), most goods (71 per cent) are conveyed by road. The modes of transport of rail and inland waterway account for a further 18 per cent and 8 per cent respectively (source: TCI Röhling, StBA). Storage nowadays thus mainly takes place on the road in the form of “rolling warehouses”. At the same time, the requirements made of delivery services and the logistics process chain are becoming ever more complex. When a new car is handed over to a customer, for example, the various components and parts contained within it have often completed more transportation kilometres than the vehicle itself will ever travel. Increasing growth in traffic volume is causing more jams and bottlenecks, and this problem is not just confined to major built-up areas. The annual costs incurred are running at several billion euros.

The goal of the federal government is to combat climate change by reducing CO₂ emissions by 40 per cent by 2020. The target set for 2050 is as high as 80 to 95 per cent. In 2015, the transport sector accounted for a proportion of 18 per cent of overall emissions. However, this figure could increase dramatically if the amount of freight transport continues to rise. Better levels of efficiency in the commercial vehicle sector, e.g. as a result of technical improvements, are being offset by the ongoing increase in traffic volume. Transport-related CO₂ emissions are therefore stagnating. In 1990, the transport sector was responsible for 163 tonnes of CO₂ equivalents. The corresponding figure for 2014 was 164 million tonnes.

Increasing online trading is an important reason behind the rise in the volume of freight transport. Parcels and packages now make up four in five items sent. In 2016, for example, approx. 7.2 per cent more courier, express and package and parcel deliveries were transported than in the previous year. The volume of items sent was 3.16 billion. This was the first time that the three billion mark has been exceeded, and figures continue to rise. The growing number of small-scale shipments including returns and increasing demand for “same day delivery” mean that innovative delivery concepts are required, particularly over the “last mile”.

Environmentally friendly and future-proof transport and logistics networks are a prerequisite if successful and sustainable business development is to be achieved. This is particularly true for a country like Germany, which is deeply integrated into global economic cycles and is also one of Europe’s key transit hubs by dint of its central position. But expansion and modification of the road, rail and waterway network also forms an important foundation for forward-looking transport and logistics networks. The answer to the question as to what we should view as being a sustainable structure for the road, rail and waterway network is, however, far from obvious. The spectrum of responses is characterised by different perspectives and firm views held by different vested interest groups.

You will now take on these different perspectives within the game and form part of an interest group. The idea is to help shape Germany’s future and forward-looking infrastructure policy. The federal government has made a total of 50 billion euros available over the next five years for the future-oriented expansion and modification of the road, rail and waterway network. This money is divided into two separate pots. The first of these pots encompasses funding for the expansion and reconstruction of infrastructure. The second pot is set aside for environmentally conscious innovations (e.g. traffic control systems or new types of drive systems). Interest groups

for the individual modes of transport sit up and take notice when such a sum of money is allocated. The railways, the roads, and the waterways all suddenly seem to be particularly important. The Ministry of Transport and the Ministry for the Environment have called together various interest groups to attend hearings in order to decide how the funding will be used. Politics is, after all, a matter of negotiation. Who gets what? Who is able to press home an advantage against whom?



**AROUND 4.6 BILLION TONNES OF
GOODS WERE TRANSPORTED IN
GERMANY IN 2016.**

FEDERAL MINISTRY OF TRANSPORT AND DIGITAL INFRASTRUCTURE

Germany boasts a well-developed transport infrastructure. The Federal Ministry of Transport and Digital Infrastructure (BMVI) views its goals as being to retain this level of infrastructure and to develop it further whilst also exploiting existing capacities more effectively through the use of modern traffic guidance systems. The BMVI also has the task of balancing the various interests and conflicting objectives within the area of transport policy. The focus is on future-proof solutions which secure the mobility and logistics for the long term. These solutions also need to be economically viable, socially balanced, and environmentally friendly. Within this context, it is vital to use investments, innovations and tax instruments in a way that enables mobility to be shaped more efficiently. In turn, this will reduce the transport intensity of the economic processes.



YOUR TASKS

a) Content-related

The Ministry of Transport does not make a sole decision regarding the dividing up of the two funding pots. This procedure takes place in conjunction with the Ministry for the Environment. Before you receive the interest groups from the associations during the public hearing, you should therefore sit down with the Ministry for the Environment to discuss the most important benchmarks for future transport policy. In entirely general terms, you are of the opinion that most public funding should be spent on maintenance and expansion of the infrastructure (funding pot I). No funds are currently available for costly innovations (funding pot II). Two questions need to be answered.

1. How will the 50 billion euros be divided up between the two funding pots (“Maintenance and expansion” and “Innovations”)?
2. How much money will each area get (roads, cycle pathways, rail, and waterways)?

The final decision regarding distribution of funding will be made after the hearings and must be based on a consensus, meaning that both ministries will need to agree.

A number of aims and demands of future transport policy are set out below. Experts at the Ministry of Transport find these particularly important, and the intention is that these will assist you in the decision-making process. But make sure you listen carefully to the proposals put forward by the interest groups. You need to decide how the available funding should be best divided in order to achieve as many of the objectives as possible.

- In order to increase the overall efficiency of the freight transport system, each mode of transport will have to be able to bring its own specific strengths to bear in the most effective manner possible. Inland shipping, for example, offers benefits for the transport of mass goods. Both these strengths and the advantages benefits afforded by the flexibility and high speed of lorries should be exploited. Railways should be allowed to make use of the environmental edge they provide, particularly over longer routes.
- Roads are the mode of transport that have the largest burden to carry in freight traffic. Better use should be made of the potential they offer, especially on the national motorways. Management of roadworks will have to improve for this to happen. There will also need to be an expansion of traffic management systems with a view to driving forward the notion of the “smart motorway”. Dynamic displays indicating speed limits, overtaking bans, or lane uses allow a timely reaction to the current traffic situation or to events that are just unfolding.





- The growth in traffic volume forecast to take place means that roads will need to become a more efficient primary mode of transport. Larger transport units can continue to support this aim. The idea of permitting long lorries and long goods trains is to provide opportunities for more efficient capacity utilisation.
- The conversion of ports into multifunctional logistics and commercial locations is also something that should be encouraged. The problem of capacity bottlenecks at ports should be remedied. Process sequences at ports, including the use of information technology, telematics, and routing, should be enhanced. Ports also need to be networked in a better way.
- The environmental compatibility of logistics activities should be improved. To this end, uniform standards to calculate CO₂ emissions from logistics services should be developed.
- Bicycles and freight bicycles represent an economic and ecological alternative to the use of motorised vehicles. They have the potential to offer an environmentally compatible, citizen-friendly and efficient solution, especially over the last mile of commercial and delivery transport. Strengthening the use of cycling for economic purposes is therefore a desirable objective. A study conducted by the German Aerospace Centre (DLR) has shown that approximately between 8 and 23 per cent of journeys could be shifted to the bicycle.



b) Formal approach

You will be hosting the hearing together with the Ministry for the Environment. To this extent, you are jointly responsible for the course it takes.

You will need to chair the hearing. This involves greeting the participants, providing an introduction, ensuring that language used is appropriate, keeping an eye on speaking times and on the overall time allocated to the event, allowing everyone to have their say, speaking appropriately yourself and ultimately providing a summary and a conclusion. You are interested in the arguments of the individual interest groups, so make sure that they all state their positions. Ask questions and encourage a discussion on the various concepts. You then present your final resolution regarding the use of funding to a plenary group comprising the interest groups and possibly the press representatives. Provide reasons for your decision.

FEDERAL MINISTRY FOR THE ENVIRONMENT, NATURE CONSERVATION AND NUCLEAR SAFETY

The goals of the Federal Ministry for the Environment (BMUB) are climate protection, maintenance of the diversity of plant and animal species, the careful use of raw materials and energy, and the protection of human health against environmental pollution. German environmental policy always follows the overarching principle of sustainability. The objective is, therefore, to satisfy the needs of today in such a way so as also to afford future generations the opportunity to satisfy their requirements.

The core task of a sustainable transport policy is to shape society's necessary mobility in an as environmentally compatible way as possible. Overcoming the constant growth in traffic volume represents one particular challenge. Environmental policy has achieved reductions in pollution in many areas. One example of this is the significant decrease in the output of various air pollutants (e.g. nitric oxides, hydrocarbons, and carbon monoxide).



YOUR TASKS

a) Content-related

a) Content-related

The Ministry for the Environment does not make a sole decision regarding the dividing up of the two funding pots. This procedure takes place in conjunction with the Ministry of Transport. Before you receive the interest groups from the associations during the public hearing, you should therefore sit down with the Ministry of Transport to discuss the most important benchmarks for future transport policy. Generally speaking, you should endeavour to obtain more funding for innovative resource-efficient technologies (funding pot II) whilst trying to break the dominance of road as a mode of transport (funding pot I). Two questions need to be answered.

1. How will the 50 billion euros be divided up between the two funding pots ("Maintenance and expansion" and "Innovations")?
2. How much money will each area get (roads, cycle pathways, rail, and waterways)?

The final decision regarding distribution of funding will be made after the hearings and must be based on a consensus, meaning that both ministries will need to agree.

A number of aims and demands of future transport policy are set out below. Experts at the Ministry for the Environment find these particularly important, and the intention is that these will assist you in the decision-making process. But make sure you listen carefully to the proposals put forward by the interest groups. You need to decide how the available funding should be best divided in order to be able to achieve as many of the objectives as possible.

- The expectation must be that additional transport performances in freight traffic will be associated with rising levels of environmental pollution. In 2005, for example, CO₂ emissions accounted for a proportion of around 34 per cent of the total emissions produced by road transport. This figure is predicted to rise to 40 per cent by the year 2030.
- On longer trips, it is more efficient to deploy larger means of transport rather than smaller vehicles as long as sufficient capacity utilisation can be ensured. Conveying goods by rail is also more energy-efficient than road transport because the former offers lower frictional resistance and a more even transport flow. This means that less energy is consumed.





- Heavy lorries are a particular cause of costs for the construction, maintenance and operation of motorways. The way in which the infrastructure is financed should therefore take greater account of the damage incurred due to lorries. An increase in lorry toll charges may therefore be a useful step to take.
- An increase in the amount of traffic on the railway and waterways is also desirable given the levels of energy consumption and the associated CO₂ emissions. Nevertheless, everyone accepts that the environmental advantage offered by rail and the inland waterways can only be realised if certain ancillary conditions are in place. These include sufficient capacity utilisation, reasonable alternative routes, and suitable initial and final legs. Barges are currently not much better than lorries in terms of overall production of air pollutants. Modernisation of the fleet would therefore be required before greater ecological potential could be achieved.
- The long-term aim of the Federal Ministry for the Environment is to increase energy efficiency by shifting transport onto the railways. In the medium term, however, it also sees electricity as a new energy base for the traffic that remains on the roads. The environmental compatibility of logistics activities needs to be improved. To this end, uniform standards to calculate CO₂ emissions from logistics services should be developed.
- Freight bicycles with or without an electrical source of power are a climate and environmentally friendly option. They also offer great areas of potential for delivery over the last mile in urban areas.



b) Formal approach

You will be hosting the hearing together with the Ministry of Transport. To this extent, you are jointly responsible for the course it takes.

You will need to chair the hearing. This involves greeting the participants, providing an introduction, ensuring that language used is appropriate, keeping an eye of speaking times and on the overall time allocated to the event, allowing everyone to have their say, speaking appropriately yourself, and ultimately providing a summary and a conclusion. You are interested in the arguments of the individual interest groups, so make sure that they all state their positions. Ask questions and encourage a discussion on the various concepts.

You then present your final resolution regarding the use of funding to a plenary group comprising the interest groups and possibly the press representatives. Provide reasons for your decision.

PRO RAIL ALLIANCE

Allianz pro Schiene (Pro Rail Alliance) is a not-for-profit transport association. Its goal is to achieve a higher market share for the railways in the transportation of both goods and people. Members include environmental and passenger organisations, trade unions, institutes of higher education, transport and automobile clubs, groups of railway enthusiasts, and professional organisations from within the railway sector.

Rail currently accounts for only 39 per cent of federal government investments in transport infrastructure. This figure has been set far too low. Your view is that the expansion of the railway network must be driven forward rapidly. How else is Germany's transport and logistics sector going to reduce its carbon footprint and embark upon a pathway of sustainable development?

Your aims and demands

Your main goal is clear. 50 per cent of public funding should be spent on rail. At the very least, the proportions of monies invested in rail and road should be the same. Up until now, 85 per cent of funding has gone into the first pot (maintenance and expansion of the infrastructure) and 15 per cent into the second (innovations). Try to secure as much funding as possible from both pots. During the negotiations, use the arguments you have drawn up and the strategy tips listed.



YOUR TASKS

1. Work together on the basis of the following key questions to develop your arguments for
 - a) greater expansion of the rail network (funding pot I) and
 - b) encouragement of innovative technologies (funding pot II).
 Your considerations should take both provision of the railways and railway network and daily operations into account. Use the Internet to conduct your research if necessary.
2. Read through the arguments against the modes of transport of road and the waterways and prepare to present these convincingly in the forthcoming negotiations.

Key questions to inform your arguments for the greater expansion of the railway network (funding pot I)

Between 1950 and 1990, particular priority was given to the further development of federal trunk roads and motorways. Now it's the railway's turn! The railway needs to concentrate its infrastructure network once more and increase the number of track connections so that more freight traffic can be accommodated. But why?

- What advantages can you think of that the railways offer as a mode of transport?
- Which goods are already transported by rail, and which goods could/should be transported in this way in future?
- "Rail is definitely one of the most environmentally friendly modes of transport." Which specific factors make rail transport environmentally friendly?
- What does the term "external costs" mean, and how are these costs connected with the transport infrastructure?
- How safe and secure are the railways?
- How well has the railway network been developed in Germany up until now? Which regions still need to catch up?



**Key questions to inform your arguments for the funding of innovative technologies (funding pot II)**

- What disadvantages can you think of that the railways offer as a mode of transport?
- In which of these weak areas could innovative technologies bring about improvements, e.g. with regard to environmental compatibility (for instance, use of materials, energy consumption, noise) and with regard to performance (such as volume, speed)?
- Which technical trends could be of interest to the railways?

**Note: tips for conducting research**

- Determine search terms. Before researching, think about the terms you can use to achieve your research objectives. It may be useful to also search for related terms. When searching on the Internet, make sure you use quotation marks to surround known phrases (“...”) adding any unknown words with an asterisk (*).
- Checking the quality of sources: once you have found the information you need, you must check the quality of the source. The following questions may be useful to you in this regard.
 1. Who is the author or publisher of the source?
 2. How up-to-date is the source?
 3. Is the information from the source identical to other sources?
- Backing up information: if you believe that the information comes from a reputable source, you must back this up by adding a reference to the source.
- By the way, your interest group actually exists. Make use of its web presence when conducting your research.

**Your arguments against the other modes of transport**

- Conflict between flood protection and expansion of the waterways. The deepening and straightening of rivers increase the flow rate and thus increases the risk of floods.
- The expansion of ports takes up a lot of space. Each port also requires a good traffic connection through rail and road to enable the transportation of goods.
- Road produces five times more climate emissions than rail during freight transport. Road haulage thus faces large challenges in terms of bringing about any considerable reduction in emissions.
- Every year in Germany, climate change, fine dust, and the noise caused by road freight transport combine to create costs of over 50 billion euros. These are not reflected in the transport prices. Lorry transport in Germany generates an annual total national deficit of 13 billion euros. State revenues of 14 billion euros must be contrasted against macroeconomic costs of 27 billion euros. The latter occur because transport by lorry fails to cover all the accident and environmental costs it causes.
- Long lorries measuring up to 25.25 metres in length are now permitted on certain routes in Germany. This extra weight is having a disproportionately negative effect on road surfaces.
- The German national network of trunk roads and motorways takes up an enormous amount of space. One kilometre of high-speed rail usually equates to land usage of one hectare. The corresponding figure for one kilometre of motorway is as high as four hectares.

**Note: strategy tips**

- Formulate clear demands that have their basis in the information accessible to you.
- Consider which demands are most important to you.
- Network with the other interest groups. Pooled explanations are more effective than individual points of view.
- Think about the kind of public image you wish to portray.
- Prepare a concise statement of your demands for the public hearing.

GERMAN ROAD HAULAGE, LOGISTICS AND WASTE DISPOSAL ASSOCIATION (BGL)

The German Road Haulage, Logistics and Waste Disposal Association (BGL) represents the interests of medium-sized transport and logistics companies. 80 per cent of member companies are small firms with between one and ten vehicles. They suffer enormous price pressures because they frequently work as sub-contractors for major hauliers. The boom in online trading has brought about a significant increase in the transport of packages and parcels over recent years. These figures are continuing to rise. The transport of goods and raw materials is essential for an economic location such as Germany. A well-developed and intact road infrastructure constitutes the backbone of freight traffic. In Germany, 79 per cent (2016) of all goods are transported by lorry. There is a good reason for this.

Your aims and demands

Currently, around 85 per cent of public funding goes into the maintenance and expansion of the infrastructure (funding pot I) and 15 per cent into innovative technologies (funding pot II). In your view, the first of these pots should receive even greater funding. Every year, the German economy (and your member companies) incur billions of euros in costs because of roadworks and traffic jams. You are generally in favour of the expansion of all transport routes, but have a particular affinity to the idea of making more use of the roads as a mode of transportation. Try to secure as much funding as possible from both pots. During the negotiations, use the arguments you have drawn up and the strategy tips listed.



YOUR TASKS

1. Work together on the basis of the following key questions to develop your arguments for
 - a) retention and greater expansion of transport routes (funding pot I) and
 - b) encouragement of innovative technologies (funding pot II).

Your considerations should take account of the fact that the roads, which are dominated by lorries, are your preferred mode of transport. Use the Internet to conduct your research if necessary.

2. Read through the arguments against the other modes of transport and prepare to present these convincingly in the forthcoming negotiations.

Key questions to inform your arguments for the greater expansion of the road network (funding pot I)

Lorries are the number one means of providing freight transport in Germany and Europe. But why is this actually the case?

- What advantages are offered by freight transport on the roads?
- How flexible is freight transport on the roads?
- How environmentally friendly is freight transport on the roads?
- How efficient is freight transport on the roads?
- Which goods are already transported by lorry, and which goods could/should be transported in this way in future?
- How well has the road network been developed in Germany up until now? Which regions still need to catch up?

Remember:

Larger transport units help deliver greater efficiency. Long lorries measuring up to 25.25 metres in length have been permitted on certain routes in Germany since January 2017. A report by the Federal Highway Research Institute states that two trips via a long lorry replace three using a conventional lorry. Efficiency gains and fuel savings thus range from 15 per cent to 25 per cent.



**Key questions to inform your arguments for the funding of innovative technologies (funding pot II)**

- What are the disadvantages of transport by road?
- In which of these weak areas could innovative technologies bring about improvements, e.g. with regard to environmental compatibility (for instance, emissions, noise) and with regard to performance (such as capacity, traffic jams)?
- Which technical trends could be of interest for freight transport on the roads?

**Note: tips for conducting research**

- Determine search terms. Before researching, think about the terms you can use to achieve your research objectives. It may be useful to also search for related terms. When searching on the Internet, make sure you use quotation marks to surround known phrases (“...”) adding any unknown words with an asterisk (*).
- Checking the quality of sources: once you have found the information you need, you must check the quality of the source. The following questions may be useful to you in this regard:
 1. Who is the author or publisher of the source?
 2. How up-to-date is the source?
 3. Is the information from the source identical to other sources?
- Backing up information: if you believe that the information comes from a reputable source, you must back this up by adding a reference to the source.
- By the way, your lobbying group actually exists. Make use of its web presence when conducting your research.

**Your arguments against the other modes of transport**

- Combined transport (e.g. from lorries onto rail) does not deliver many benefits. It makes little sense in terms of energy use and also means time is wasted.
- The technical standard of the railways needs to be revolutionised. Average freight transport speeds are about 65 km/h for lorries and approximately 32 km/h by rail. These figures speak for themselves.
- Inland shipping is notorious for exhaust emissions. Concentrations of fine dust and rust on Germany’s waterways are very high.
- The particular advantages of inland shipping are low transport costs and large loading capacities. This mode of transport is therefore not suited to small units of goods which need to be transported from one place to the next within a short space of time.
- The use of alternative concepts for the last mile, such as freight bicycles, should be rejected on the whole. One bicycle has a transport capacity of only one pallet, and this leads to an unacceptable rise in costs when making deliveries in city centres.

**Note: strategy tips**

- Formulate clear demands that have their basis in information accessible to you.
- Consider which demands are most important to you.
- Network with the other lobbying groups. Pooled explanations are more effective than individual points of view.
- Think about the kind of public image you wish to portray.
- Prepare a concise statement of your demands for the public hearing.

GERMAN INLAND SHIPPING ASSOCIATION

The German Inland Shipping Association (BDB) represents inland shipping companies in Germany. Germany's waterways extend over a total length of 7,500 kilometres. The BDB lobbies for this waterway infrastructure to be expanded in line with economic needs and in a way which takes account of ecological issues. The economic and environmentally relevant benefits of inland shipping include its ability to offer incomparably low costs per tonne kilometre. Waterways also serve a multifunctional purpose as spaces which can be used for business, everyday life and recreation.

Your aims and demands

Your main goal is clear. Only 7 per cent of public funding has been previously spent on the federal waterways. This is too little. You wish to see inland shipping accorded equal status with rail freight transport, which currently receives 39 per cent of funding. Think about how the 50 billion euros should be best divided across the two areas of “Maintenance and expansion” and “Innovations”. Up until now, 15 per cent of the funding has been spent on innovations whilst the remaining 85 per cent has been earmarked for maintenance and expansion of the infrastructure. Try to secure as much funding as possible from both pots. During the negotiations, use the arguments you have drawn up and the strategy tips listed.



YOUR TASKS

1. Work together on the basis of the following key questions to develop your arguments for
 - a) retention and greater expansion of waterways (funding pot I) and
 - b) encouragement of innovative technologies (funding pot II).

Your considerations should preferably take account of the waterways as a mode of transport and of the barge as a means of transportation. Use the Internet to conduct your research, if necessary.

2. Read through the arguments against the other modes of transport and prepare to present these convincingly in the forthcoming negotiations.

Key questions to inform your arguments for the greater expansion of the waterways (funding pot I)

Inland shipping is the mode of transport which delivers the best ecological footprint. Barges have the lowest level of energy consumption amongst all means of transport. On average, a barge uses 67 per cent less energy than a lorry and 35 per cent less than the railways. What other advantages are offered by using barges on waterways?

- Why does a barge have such a good life cycle assessment? Does this mean that is an environmentally friendly means of transport?
- What other advantages of inland shipping can you think of?
- How efficient are barges? Think about transport costs and loading capacities in this regard.
- How flexible and reliable is a barge?
- Which goods are already transported by barge, and which goods could/should be transported in this way in future? Which additional infrastructure will the German waterways network require in future?



**Key questions to inform your arguments for the funding of innovative technologies (funding pot II)**

- What disadvantages can you think of that the waterways offer as a mode of freight transport?
- In which of these weak areas could innovative technologies bring about improvements, e.g. with regard to environmental compatibility (for instance, emissions, water pollution control), to performance (such as capacity, speed) and to safety?
- Which technical trends could be of interest for freight transport on the waterways? What, for example, would be alternatives to using internal combustion engines in inland shipping?

**Note: tips for conducting research**

- Determine search terms. Before researching, think about the terms you can use to achieve your research objectives. It may be useful to also search for related terms. When searching on the Internet, make sure you use quotation marks to surround known phrases (“...”) adding any unknown words with an asterisk (*).
- Checking the quality of sources: once you have found the information you need, you must check the quality of the source. The following questions may be useful to you in this regard:
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- Backing up information: if you believe that the information comes from a reputable source, you must back this up by adding a reference to the source.
- By the way, your interest group actually exists. Make use of its web presence when conducting your research.

**Your arguments against the other modes of transport**

- Loading and unloading trains is time-consuming and inefficient and can only take place at railway stations. A goods depot or goods siding is needed.
- Transport of freight by road produces five times as many emissions that are harmful to the climate than inland shipping. Road haulage thus faces large challenges in terms of bringing about considerable reductions in emissions.
- Every year in Germany, climate change, fine dust, and the noise caused by road freight transport combine to create costs of over 50 billion euros. These are not reflected in the transport prices. Barges cause virtually no noise pollution. Their engines can hardly be heard on the banks of the waterway. The noise protection walls constructed alongside railway lines are not needed on the waterways. The transport of goods by barge therefore also does not cause any significant noise costs.
- The German national network of trunk roads and motorways takes up an enormous amount of space. One kilometre of high-speed rail usually equates to land usage of one hectare. The corresponding figure for one kilometre of motorway is as high as four hectares.

**Note: strategy tips**

- Formulate clear demands that have their basis in information accessible to you.
- Consider which demands are most important to you.
- Network with the other lobbying groups. Pooled explanations are more effective than individual points of view.
- Think about the kind of public image you wish to portray.
- Prepare a concise statement of your demands for the public hearing.

EUROPEAN CYCLE LOGISTICS FEDERATION

The European Cycle Logistics Federation (ECLF) was founded in 2014 with the aim of supporting a shift of freight from lorries to (freight) bicycles in European cities. Freight bicycles are available to support any type of deployment up to loads of 300 kilogrammes. According to a study, 51 per cent of all motorised goods transports in European cities could be carried out by bicycle/freight bicycle (Cyclelogistics 2014). The ECLF now has hundreds of members. One of its calling cards is a self-designed label which reads “delivered by bike”. The ECLF wishes to use its association to strengthen the interests of those who see the (freight) bicycle as an environmentally friendly and useful alternative for making deliveries over the “last mile” in city traffic.

Your aims and demands

Your main goal is clear. At least 10 per cent of public funding should be spent on promoting the use of the freight bicycle in commercial transport. Perhaps this figure should be even higher? The transport and logistics sector is showing a growing interest in freight bicycles. There is a need for comprehensive city logistics concepts which include freight bicycles for detailed distribution over the last mile. The federal government needs to support local authorities in the preparation of distribution concepts of this nature. Try to secure as much funding as possible from both pots. Also think about how the 50 billion euros should be best divided across the two areas of “Maintenance and expansion” and “Innovations”. Up until now, 15 per cent of the funding has been spent on innovations whilst the remaining 85 per cent has been earmarked for maintenance and expansion of the infrastructure. During the negotiations, use the arguments you have drawn up and the strategy tips listed.



Note

The subsidiarity principle applies to transport policy. This means that state tasks should be performed at a lower policy level or by a smaller unit wherever possible. To this extent, the municipal authorities and districts are responsible for the cycling infrastructure at a local level. The federal states are responsible for infrastructure provided at federal state level, and the federal government takes charge of the cycling infrastructure which is in place alongside national trunk roads, motorways, and waterways. The funding of pilot projects and trials constitutes an exception. In these cases, the federal government can also provide funding for local government projects.



YOUR TASKS

- Work together on the basis of the following key questions to develop your arguments for
 - retention and greater expansion of bicycle paths (funding pot I) and
 - encouragement of innovative technologies (funding pot II).

Your considerations should take account of the (bicycle) roads as a mode of transport and of the freight bicycle as a means of transportation. Use the Internet to conduct your research, if necessary.
- Read through the arguments against the other modes of transport and prepare to present these convincingly in the forthcoming negotiations.



Key questions to inform your arguments for the greater expansion of the cycling infrastructure (funding pot I)

Each measure that supports cycle traffic will improve the general conditions governing commercial transport by bicycle. Rapid cycle paths that are as seamless as possible are required in order to connect outer urban areas with city centres more effectively and to improve inner-city mobility. Consideration needs to be given to the needs of multi-track cycles carrying freight. But why should the ministries prefer this mode of transport or indeed even support it at all?



- What advantages can you think of that the freight bicycle offers as a mode of transport?
- Making commercial use of a bicycle is the most environmentally friendly freight transport option. How can this be explained? Do not merely consider harmful emissions. Also think about the manufacturing process, noise, land usage, and consumption of resources. →



- Are freight bicycles that use a back-up electricity supply just as environmentally friendly?
- How flexible, reliable, and safe and secure is a freight bicycle?
- How cost-effective is the use of a freight bicycle?
- Which goods are already transported by freight bicycle, and which goods could/should be transported in this way in future? Also think about societal trends such as e-commerce, urbanisation and relocalisation (the key term here being regional production).



Key questions to inform your arguments for the funding of innovative technologies (funding pot II)

- What disadvantages can you think of that cycling offers as a mode of transport?
- In which of these weak areas could innovative technologies bring about improvements, e.g. with regard to practicability and performance (such as capacity, speed) and to safety?
- Which technical trends could be of interest for freight transport using the bicycle?



Note: tips for conducting research

- Determine search terms. Before researching, think about the terms you can use to achieve your research objectives. It may be useful to also search for related terms. When searching on the Internet, make sure you use quotation marks to surround known phrases (“...”) adding any unknown words with an asterisk (*).
- Checking the quality of sources: once you have found the information you need, you must check the quality of the source. The following questions may be useful to you in this regard:
 1. Who is the author or publisher of the source?
 2. How up-to-date is the source?
 3. Is the information from the source identical to other sources?
- Backing up information: if you believe that the information comes from a reputable source, you must back this up by adding a reference to the source.
- By the way, your interest group actually exists. Make use of its web presence when conducting your research.



Your arguments against the other modes of transport

- The average speed of cars is less than 30 km/h in most cities. Freight bicycles with an electrical back-up system can travel at up to 25 km/h and are faster on many routes. This applies even more to trips which have several short stops.
- Every year in Germany, climate change, fine dust, and the noise caused by road freight transport combine to create costs of over 50 billion euros (external costs). These are not reflected in the transport prices.
- Noise and harmful emissions from commercial transport are a massive environmental problem in many cities. The transport infrastructure also uses a lot of land, and safety is negatively impacted by the frequent stops and starts made by delivery traffic which is operating under time pressure. The EU has set itself the goal of achieving CO₂-free city centre logistics by the year 2030. For this reason and in order to improve the quality of life in cities, commercial transport will also need to shift vehicle traffic to more environmentally compatible modes of conveyance.
- The volume of packages being sent is continuing to grow. This generates a higher volume of traffic which leads to congestion and makes it increasingly difficult to find a parking space in city centres. The lorry is therefore no longer an efficient option, especially for short delivery legs in inner cities.

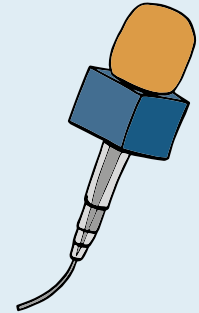


Note: strategy tips

- Formulate clear demands that have their basis in information accessible to you.
- Consider which demands are most important to you.
- Network with the other lobbying groups. Pooled explanations are more effective than individual points of view.
- Think about the kind of public image you wish to portray.
- Prepare a concise statement of your demands for the public hearing.

PRESS TEAM

You are reporting for the ARD and ZDF German broadcasting services on the upcoming negotiations for the new infrastructure package of the federal government. Your job is to undertake a critical scrutiny of the decision-making process. There are plans to spend 50 billion euros on infrastructure in the coming years, and a lot of money is therefore at stake. This may whet appetites on the part of many lobbying groups. Ultimately, the focus needs to be on making the best decision for the population as a whole rather than merely on meeting the vested interests of certain individual associations. Take a close look at what the lobbying groups and the government are planning. Some information to help you in your task is presented below.



The press

- The press accompanies policymakers wherever they go. The role of the press includes reporting on new government laws and decisions and to explaining these to citizens.
- You will present the individual stakeholder groups and find out who has which objectives, who is collaborating closely with whom and how compromises are being made.
- You collect this information and broadcast it in two news programmes.

YOUR TASKS

1. Conduct interviews with the interest groups and ministries.
2. Before the public hearing takes place, provide an initial report on the basis of the interview, which introduces your audience to the topic.
3. Follow the arguments put forward by the participants during the hearing and the publication of the decision.
4. Then report live from the scene and provide a comprehensive statement on the negotiations and the outcome.



The news programmes

- ... should be informative, interesting, and varied.
- ... should take account of each stakeholder group.
- ... should comprise elements such as background reports, interviews, and brief news stories.
- ... should be between five and ten minutes long.
- ... will usually impart a wealth of information within a single sentence – who, when, what, where, and why.
- ... will bring the individual interviews together to form a programme and make sense of what has happened.
- ... will be shown the plenum via the projector.



The interviews

- ... should definitely not be too long. One or two succinct questions will suffice.
- ... should answer critical and relevant questions. Don't just enquire about general objectives, but instead formulate questions provocatively and specifically, e.g. “Why don't you care about climate protection?”
- ... should highlight concrete details. Do not allow yourself to be fobbed off with meaningless responses that are devoid of content. Keep asking until you get concrete answers!
- ... should be short and sweet. Feel free to interrupt the politicians or lobbyists if their answers become too long and long-winded.

Your concept

Ultimately, you have free rein. Be creative and develop your own ideas. The contents of the news programmes can concentrate on different main topics. You may, for example, present short clips on the questions of “Why is sustaining the infrastructure so important?” or “What role does lobbying play in legislation?” Experts or bypassers may be asked for their views. The important thing is to showcase the decision-making process for the federal government's new infrastructure package in a critical and exciting way.

Use name badges for each group. Cut along the dashed line, write in your name and attach the badge to your top – **enjoy the game!**



PRO RAIL ALLIANCE

Name _____



**GERMAN INLAND SHIPPING
ASSOCIATION (BDB)**

Name _____



PRO RAIL ALLIANCE

Name _____



**GERMAN INLAND SHIPPING
ASSOCIATION (BDB)**

Name _____



PRO RAIL ALLIANCE

Name _____



**GERMAN INLAND SHIPPING
ASSOCIATION (BDB)**

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PRO RAIL ALLIANCE

Name _____



**GERMAN INLAND SHIPPING
ASSOCIATION (BDB)**

Name _____



PRO RAIL ALLIANCE

Name _____



**GERMAN INLAND SHIPPING
ASSOCIATION (BDB)**

Name _____



**GERMAN ROAD HAULAGE,
LOGISTICS AND WASTE
DISPOSAL ASSOCIATION (BGL)**

Name _____



**EUROPEAN CYCLE LOGISTICS
FEDERATION (ECLF)**

Name _____



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LOGISTICS AND WASTE
DISPOSAL ASSOCIATION (BGL)**

Name _____



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FEDERATION (ECLF)**

Name _____



PRESS TEAM

Name



PRESS TEAM

Name



PRESS TEAM

Name



PRESS TEAM

Name



**FEDERAL MINISTRY OF
TRANSPORT AND DIGITAL
INFRASTRUCTURE**

Name



**FEDERAL MINISTRY OF
TRANSPORT AND DIGITAL
INFRASTRUCTURE**

Name



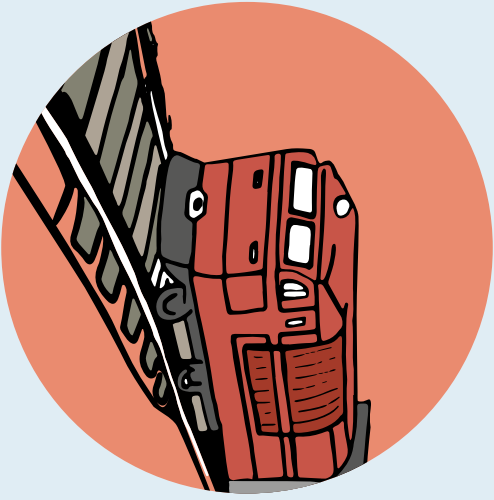
**FEDERAL MINISTRY FOR THE
ENVIRONMENT, NATURE
CONSERVATION AND NUCLEAR SAFETY**

Name



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ENVIRONMENT, NATURE
CONSERVATION AND NUCLEAR SAFETY**

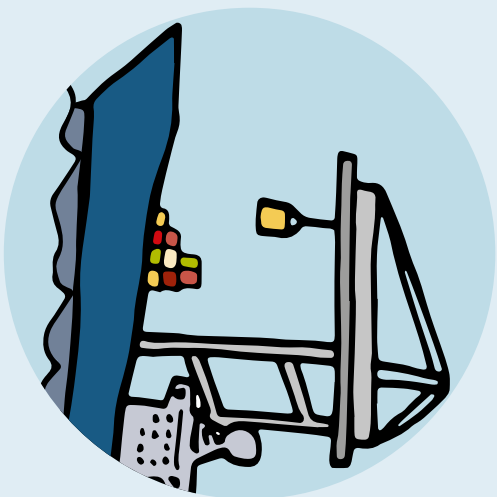
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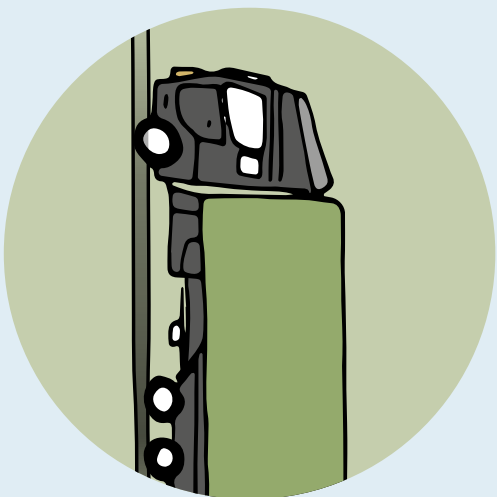
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GERMAN INLAND SHIPPING ASSOCIATION (BDB)

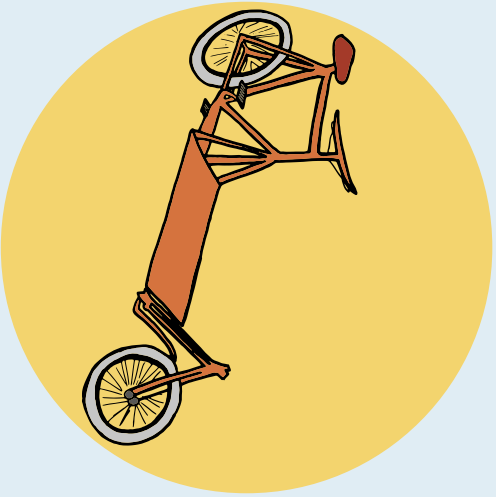
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**GERMAN ROAD HAULAGE,
LOGISTICS AND WASTE
DISPOSAL ASSOCIATION (BGL)**

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EUROPEAN CYCLE LOGISTICS FEDERATION (ECLF)

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**FEDERAL MINISTRY OF
TRANSPORT AND DIGITAL
INFRASTRUCTURE**

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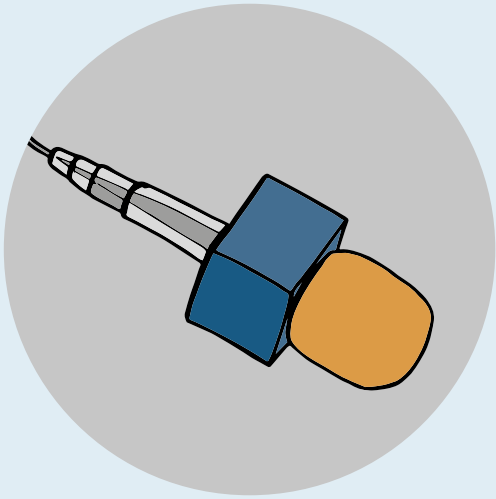
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**FEDERAL MINISTRY FOR THE
ENVIRONMENT, NATURE
CONSERVATION AND NUCLEAR
SAFETY**

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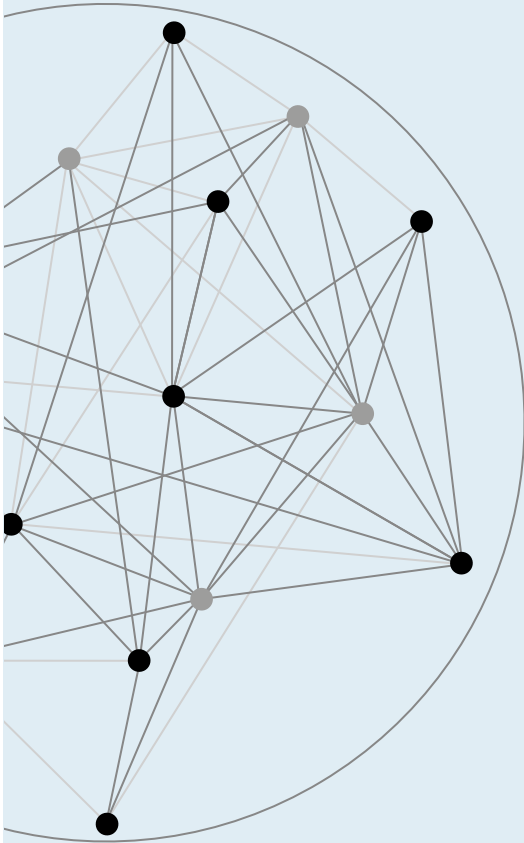
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PRESS TEAM

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