



# A BRIEF INTEGRATED VEHICLE MANAGEMENT OVERVIEW AND A NEW LAST MILE STRATEGIC APPROACH

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**B:SM** Barcelona  
de Serveis  
Municipals



**Ajuntament  
de Barcelona**

# CONTENT

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A brief integrated vehicle management overview

A new Last Mile strategic approach

# CHAPTER



# 1

**A brief integrated vehicle management overview**

A new Last Mile strategic approach

# BSM is a global/local mobility service provider



# CHAPTER



# 2

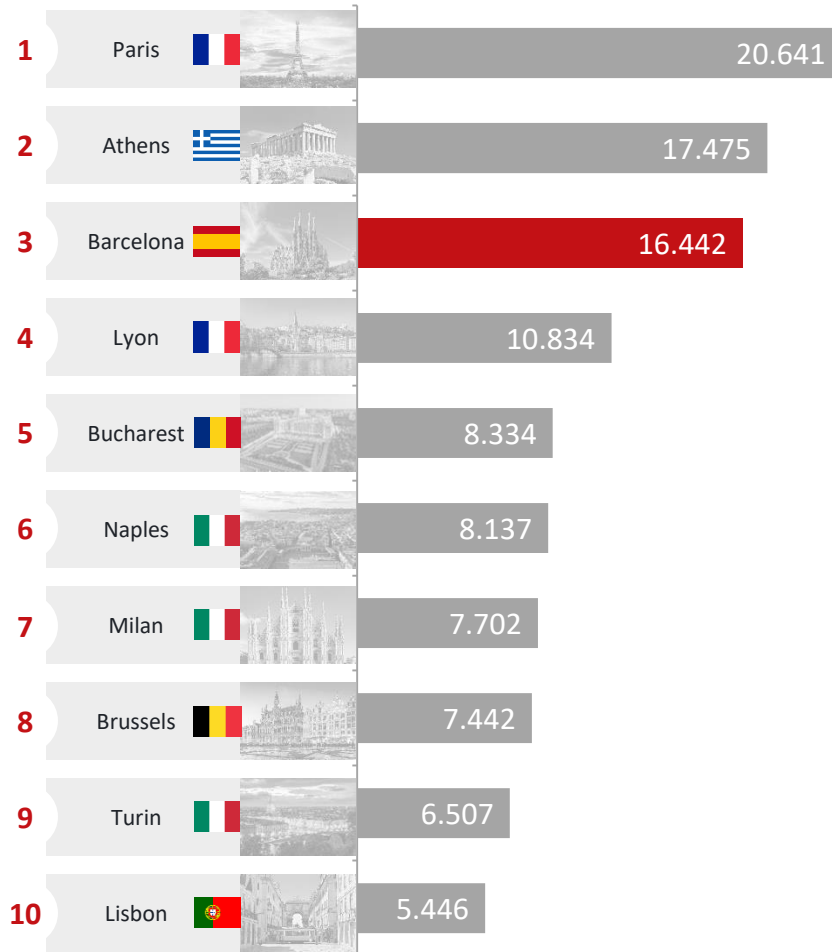
A brief integrated vehicle management overview

**A new Last Mile strategic approach**

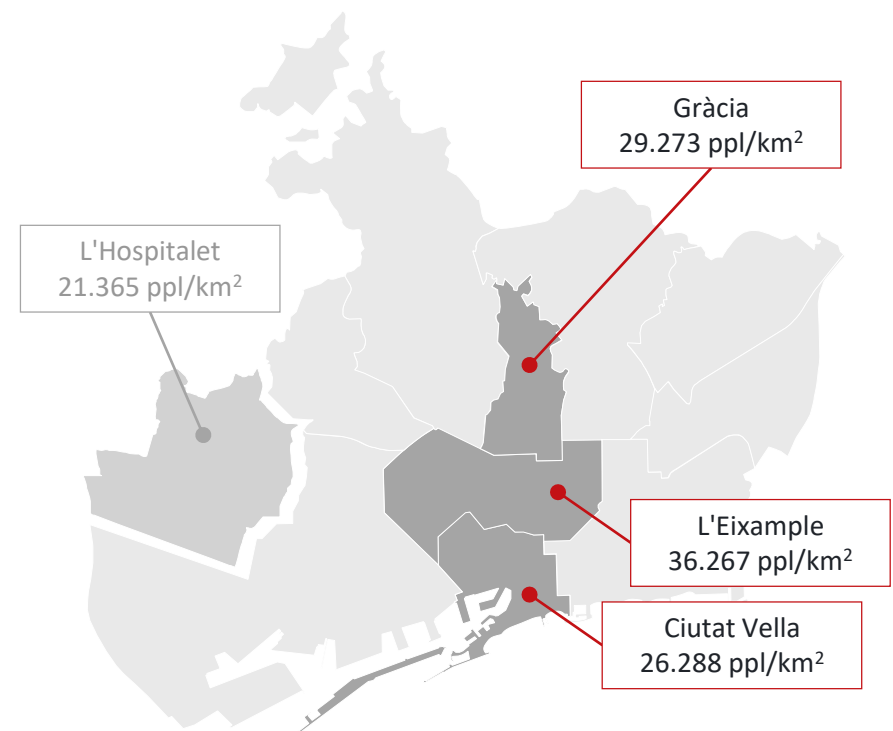


Since Barcelona is one of the densest cities in Europe, it's critical to properly manage last mile distribution in order to mitigate congestion, air pollution and other externalities

### TOP-10 densest cities in Europe over 0,5M population (ppl/km<sup>2</sup>)



### Population density in Barcelona by district (ppl/km<sup>2</sup>)



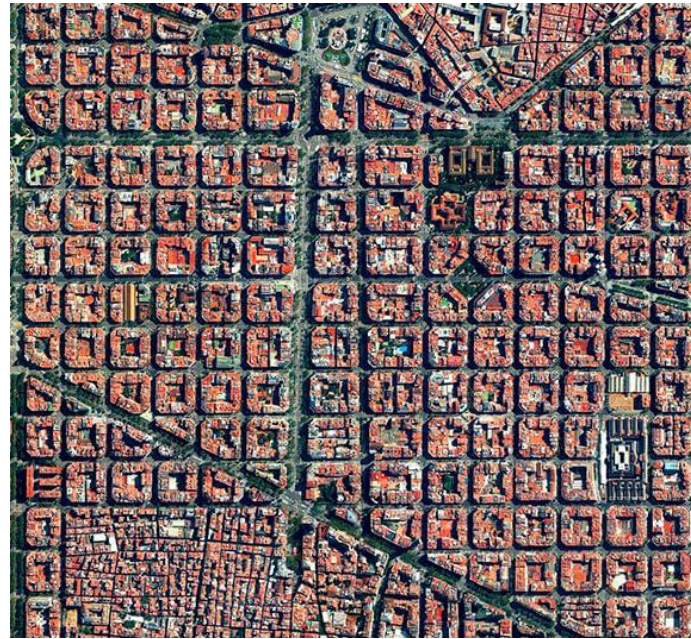
- **Three districts** in Barcelona -L'Eixample, Ciutat Vella and Gràcia- **account for 30%** of the city's **population**, **58% of hotel beds**, **32% of shops**, but only **16%** of the **surface**.
- **L'Hospitalet**, a city of 260.000 inhabitants that **borders with Barcelona**, is considered the **densest city in Europe**. In some neighborhoods, the population density exceeds **50.000 ppl/km<sup>2</sup>**.

Source: Eurostats, Barcelona City Council

Some districts in Barcelona have morphologically homogeneous structures, but this singular urbanism does not remove complexity



Paris

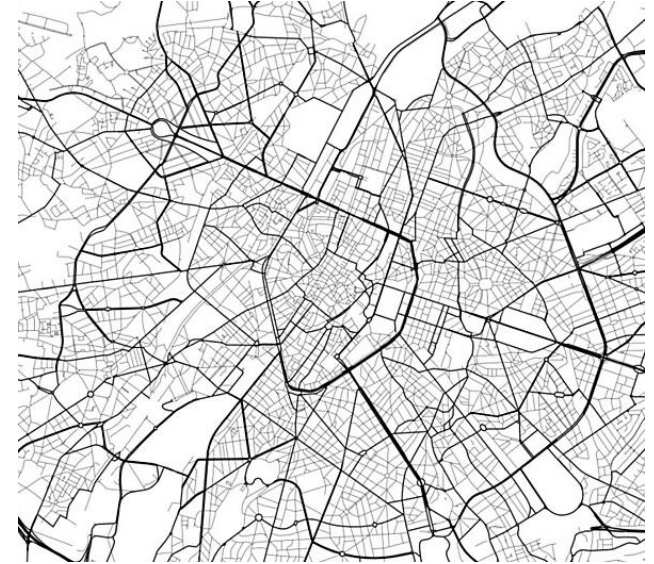


Barcelona



Lyon

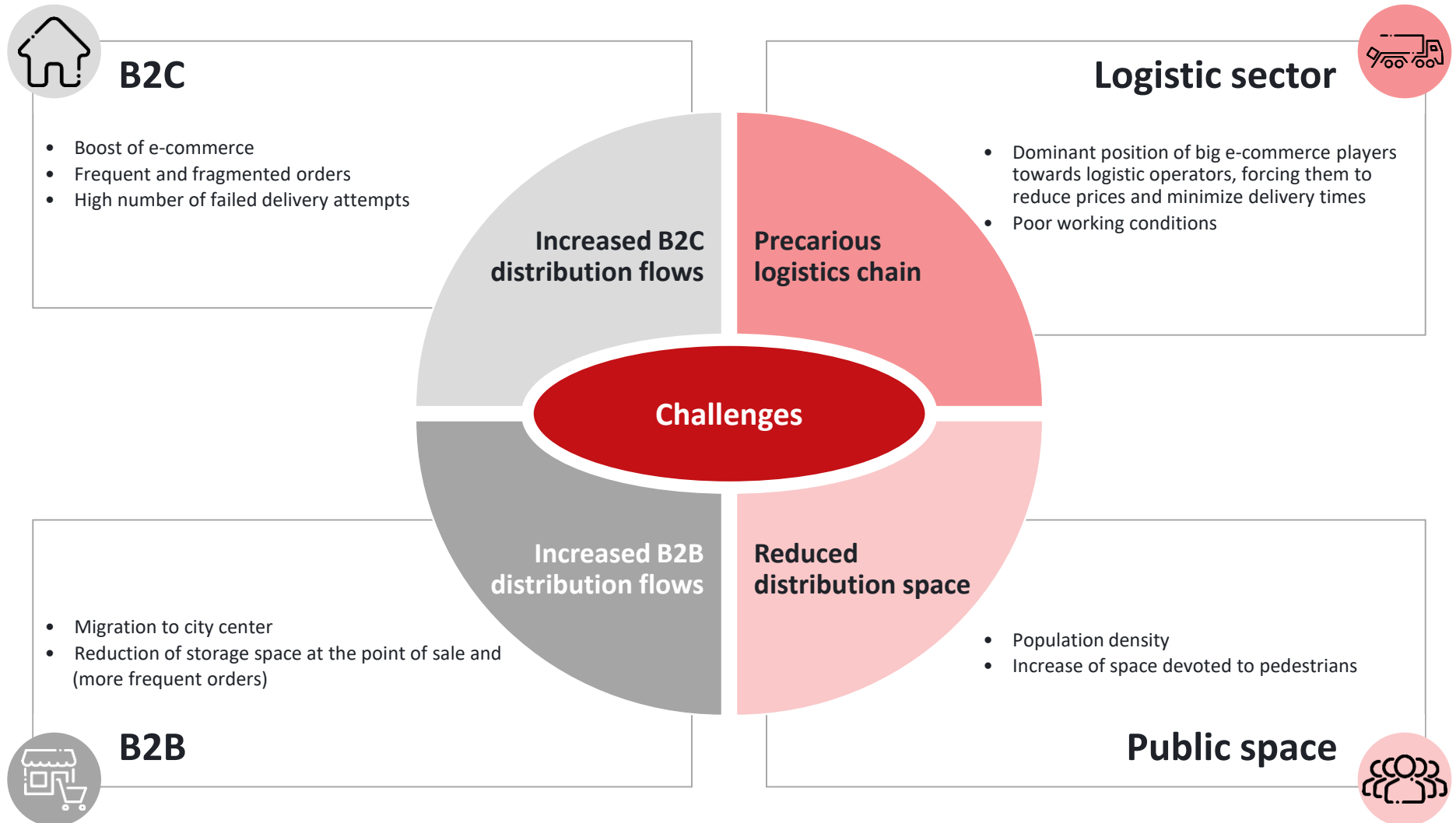
Brussels



Athens



A number of factors related to B2C, B2B, the logistic sector and the public space are in the root of challenges facing last mile distribution in Barcelona





# The Last Mile strategic approach is being built based on a set of values and priorities, summarized in 10 dimensions, that are aligned with a specific city model

## Dimensions of the new Last Mile strategic approach

1

### Economic model

A more sustainable and dynamic economic model that reduces inequalities and promotes local trade.

2

### Labor model

A labor model that generates decent and quality employment.

3

### Sustainability

A sustainable city model based on green and circular economy.

4

### Logistic model

A city model based on an efficient, innovative and sustainable Last Mile Distribution system, in harmony with local trade.

5

### Mobility

A clean, effective and safe mobility model, in balance with urban logistics.



6

### Public space

A city model based on a compact and polycentric structure and high quality public spaces.

7

### Consumption model

A city model that raises consumer awareness and responsibility.

8

### Innovation

A city model that generates a knowledge hub about urban logistics, in which technology, data and innovation are at the service of the city model.

9

### Taxation

A fair taxation model that promotes a clean city, a smooth mobility and high quality public spaces.

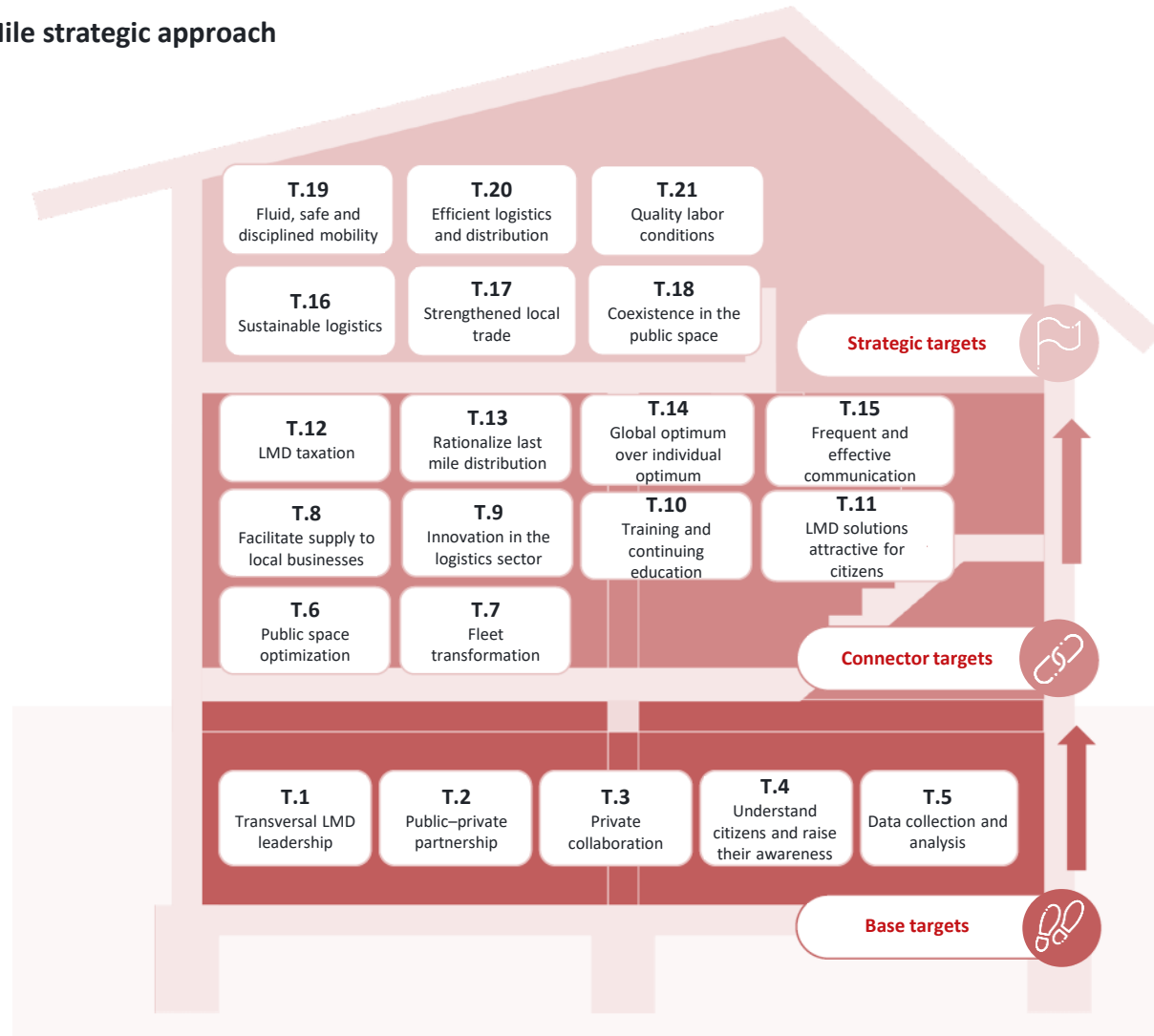
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### Governance

A city model based on a coordinated, transversal and integrative governance that catalyzes stakeholders' interests.

Concrete targets have been identified for each of the dimensions; targets have been classified as base. connector or strategic

### Targets of the new Last Mile strategic approach



# A set of KPI's have been defined for each of the targets in order to measure performance

## Examples of KPI's for each target

*Non exhaustive*



### T.19

Fluid, safe and disciplined mobility

- Percentage of return deliveries
- Percentage of deliveries that require a second trip
- Number of accidents that involve LMD vehicles
- Number of undisciplined LMD vehicle stops

### T.20

Efficient logistics and distribution

- Number of microplatforms, pick-up points and lockers
- Percentage of home deliveries
- Number of LMD movements per day
- Number of local businesses using shared distribution systems

### T.16

Sustainable logistics

- Percentage of electric vehicles over the total LMD fleet
- Number of charging stations
- Percentage of emissions coming from the LMD sector

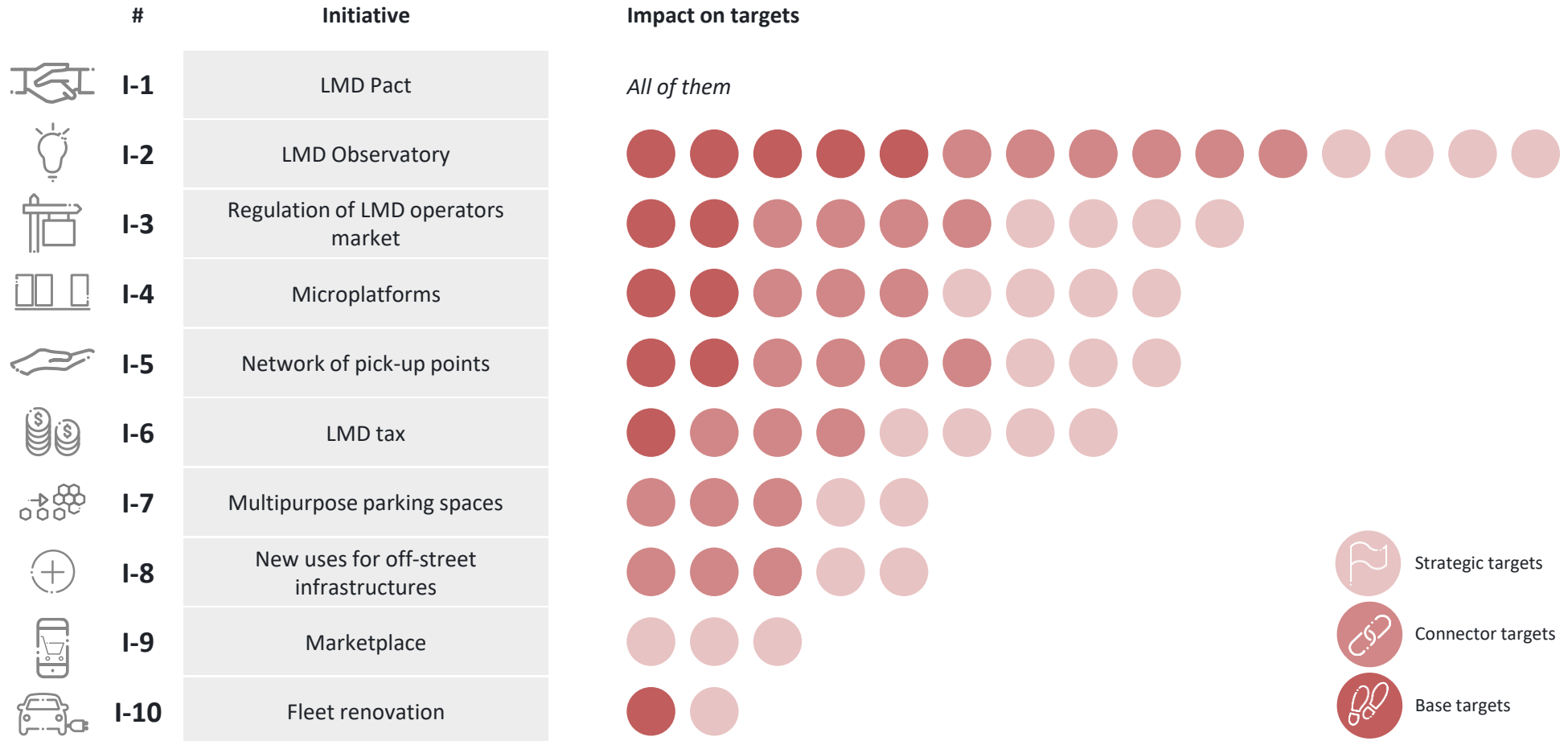
### T.17

Strengthened local trade

- Percentage of local businesses selling online
- Ratio offline/online sales for local businesses
- Percentage of empty retail units

In practical terms, targets will be achieved through the implementation of a set of initiatives; priority will be given to those impacting more targets at the same time

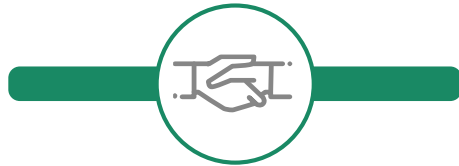
Top initiatives, sorted by the number of targets in which they have a significant impact



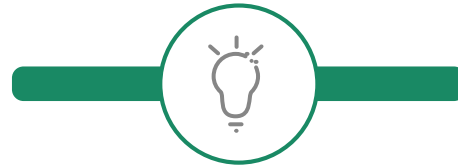


# Some of the initiatives will find consensus easier than others

## Example of initiatives



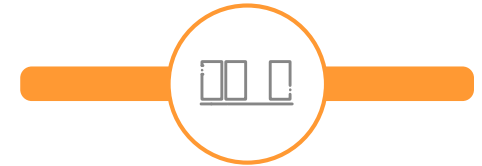
**LMD Pact**  
Governance



**LMD Observatory**  
Innovation



**Regulation of LMD op. market**  
Logistic model



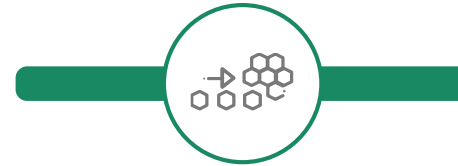
**Microplatforms**  
Logistic model



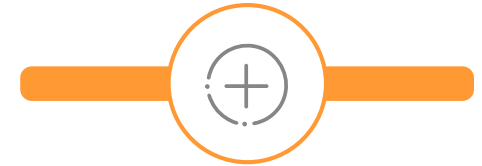
**Network of pick-up points**  
Consumption model



**LMD tax**  
Taxation



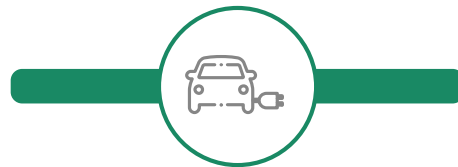
**Multipurpose parking spaces**  
Public space



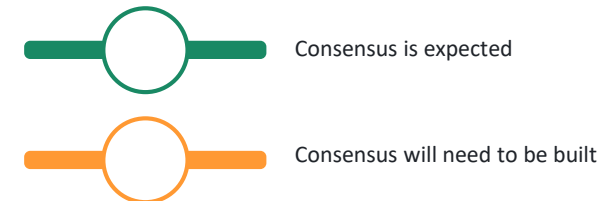
**New uses for off-street infra**  
Public space



**Marketplace**  
Economic model



**Fleet renovation**  
Sustainability



**Initiative**  
Dimension

# THANK YOU

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