

M.Sc. Supply Chain Management
The Department of Operations Management

MASTER'S THESIS
Change Management in Citylogistik-kbh

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Executive Summary

The global society is changing and the ability to change is becoming more valuable for each year. Change and changes are becoming an increasing part of the modern society and the pace of change is still increasing. The new urban society has brought new challenges into the increasing metropolitan areas all over the world. In the last decade the concept of urban logistic has emerged among academics and governmental institutions in order to tackle some of these challenges. The years have shown that multiple urban logistic projects have emerged to become successful but the majority has failed.

In this explorative case study of Citylogistik-kbh, an urban logistic project in Copenhagen, the aim has been to seek a deeper understanding behind the barriers towards change in the eyes of the retailers. Earlier studies have been conducted primarily from a positivistic approach whereas this research seeks to apply a more hermeneutic approach which should provide new insights. The research has a qualitative approach and deductively explores how change management theory is applied in Citylogistik-kbh in order to build a bridge between theory and practice. In the first part of the research a theoretical framework is constructed which is later tested. Through interviews with actors of Citylogistik-kbh, it was possible to develop a better understanding of the barriers towards change and how those barriers were handled. During the research it thereby became evident that the main barrier towards change is a low sense of urgency felt between the retailers.

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1. Introduction

“Nothing endures but change.”

(Heraclitus 535 BC - 475 BC)

As the quote of Heraclitus state the world that we live in is ever changing and it is a fact that has become even more evident over the last decade. The global society has undergone a massive change which has increased global competition enormously. The process of change can have many faces and can happen in many different ways and tempos as planned, forced, chaotic or organic. The fact is that change happens all over the place and cannot be described in one universal way because when working with change there is no one way.

The drive for change can be activated by many different things. The external forces like the surrounding environment often pushes companies towards change, like in present time with the financial crisis. The drive to change may of course also arise from the inside as a part of an organic development. The aspects and goals of change processes are often economical which focuses purely on the economical benefits from change. The results of change are however in many aspects determined by other factors than the economical goals and the focus and interest is moving towards a more combined focus upon economical, social and environmental aspects as one (Hald, 2011).

The social and environmental aspects of change are nevertheless often in some way diminished into a second priority that has to yield to the economical preferences. The process of change is however much more than “hard” parameters that can be typed into columns as numbers. Change also consists of more “soft” parameters that involve people, groups and organisations ability to learn and develop. The aspects of how group dynamics and individuals change is an important aspect. To understand and implement change more than just an understanding of economical facts is essential. The “soft” parameters of change are in no way a lesser part compared to the “hard” economical parameters because without engaging and motivating the individuals in the process, the process is most likely bound to fail. The coordination between the “hard” and “soft” parameters is in this light essential to achieve change and accomplish the goal (Beer & Nohria, 2000).

1.1 Problem Statement

The population of the earth is increasing and has recently passed the step stone of 7 billion people. The increased amount of people living on the earth has changed the global society due to

urbanisation in the last century. The increased urbanisation and surplus populations bring new challenges to the existing global society in how to tackle the traffic pollution and waste that follows in these new metropolitans (European Commission, 2007). The growing metropolitan areas and the globally increased focus on the environment have forced researchers to rethink how the present generations can reduce the impact on future generations. In recent years the focus on sustainability has become a more integrated part of the society, and has affected most businesses and industries to be more aware of their impact on the environment (Elkington, 1998). Those businesses aiming to balance of economical, social and environmental aspects in their day-to-day operations are therefore pushed to incorporate sustainability as a core value in their strategy and vision. The road to becoming a sustainable organisation however contains a variety of changes and this is not easy.

The problem at hand regarding the environment is obvious to almost anyone that has tried taking a sneak peek into the crystal ball. The problems are not going to fade away by itself and the global society is most likely not given a divine hand to wipe the board clean. Change is needed, but from where does change come and how can it be controlled. The problems are real and the effects are just as much. The paradox at hand is that people and businesses tend to praise the idea of sustainable green change but they are seldom willing to apply the changes that are actually needed. The time to act is now because change does not happen overnight. There is however no one solution that can reduce the problems or make the change in one day. Citylogistik-kbh, a project striving for sustainable urban logistics, is a step stone in the right direction that can hopefully inspire others to follow. Citylogistik-kbh is however not without barriers and challenges of their own when implementing this change. The project consists of many different actors creating conflicts of interests which are affecting the change process. The key word is learning and most important of all how learning can lead to change.

The research question is constructed upon the reflections regarding change and the importance of a sustainable way of living. Based upon the introduction the research question will be as follows:

What are the barriers of change towards Citylogistik-kbh from the retailers and how are they handled?

1.2 Delimitation and Outline of Paper

The delimitation of this research is first and foremost a political delimitation. The delimitation of this research consists because this research does not scope all the political automatic mechanics which are affecting such a comprehensive project as Citylogistik-kbh. The researcher is aware that there in a project with such a complex political setting as Citylogistik-kbh are dozens of underlying interactions that affect the result. In this aspect the municipality of Copenhagen is a complex entity which consists of many individual actors. In this research the political delimitation is however made to be Ritt Bjerregaard, Christina Andersen and Tanja Provstgaard. Furthermore the municipality is throughout the research seen as the change manager.

The research consists of six chapters. Chapter 1 contains an introduction of the paper and problem statement. Chapter 2 presents the origin of urban logistics and Citylogistik-kbh. Chapter 3 presents the research philosophy and the methodology of the paper. Chapter 4 contains a theoretical analysis focusing on the literature found concerning change management ending in a theoretical framework. Chapter 5 addresses an operational analysis based on Citylogistik-kbh and how they have handled change in relation to the theoretical framework. The analysis will likewise be discussed in Chapter 5. The conclusion and future perspectives are placed in chapter 6. The outline of the research is illustrated in the figure below.

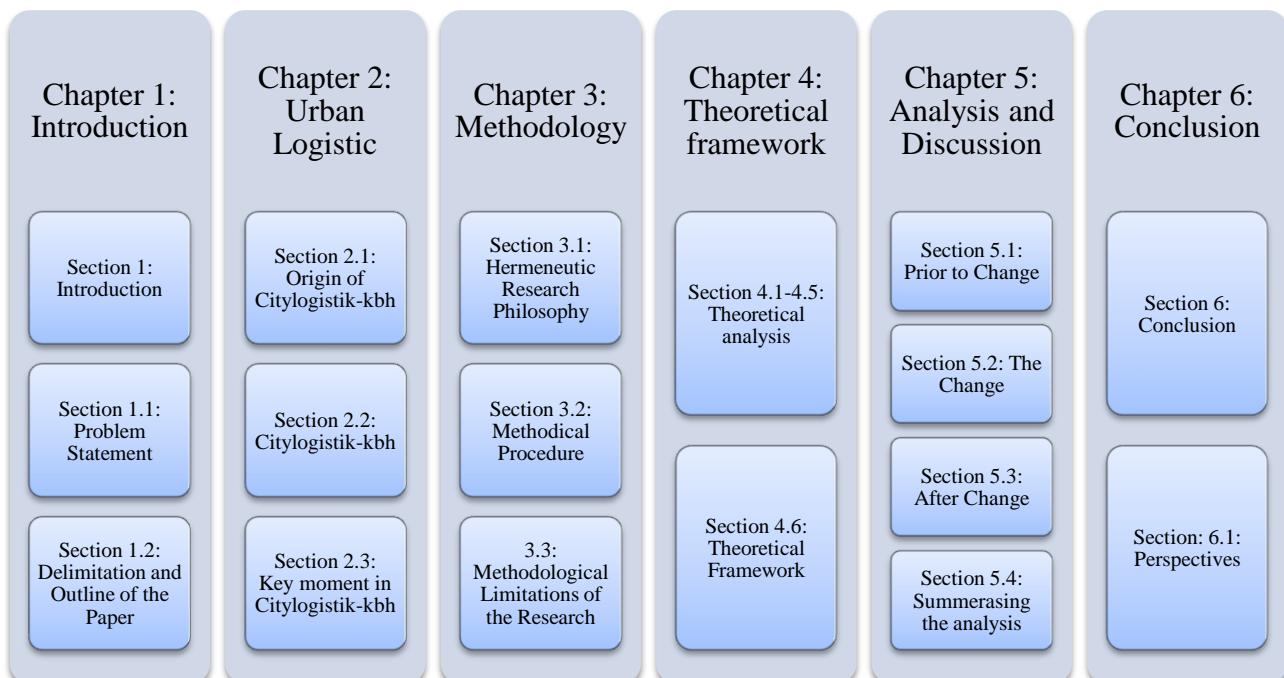


Figure 1: Research outline. (Own design)

2. Urban Logistics

2.1 The Origin of Citylogistik-kbh

Copenhagen is throughout the world known to be one of the greenest cities of all and is particularly known to be a city that inspires nature and bikes riding (Economist Intelligence Unit, 2009). Sustainability and environmental issues has played a crucial part in the development of the city which has also made Copenhagen one of the most liveable cities in the world according to the international magazine of Monocle (www.kk.dk¹). The municipality of Copenhagen is also striving to become the first CO₂ neutral capital in the world (Københavns Kommune, 2012). Copenhagen is however much more than a green oasis it is also the connection point for dozens of different industries. This development has increased after the opening of Øresundsbroen in July 2001 (Øresundskonsortiet, 2011). The increased urbanisation to metropolitan areas increases the amount of emission, noise and traffic congestion (Carlsson & Janné, 2012). In order to preserve Copenhagen's status as a green city action is therefore necessary. The focus on sustainability and the demand for efficient urban logistic has increased all over the world and to some extend developed into an integrated part of the international debate (European Commission, 2007). The focus on global warming and the urbanisation has brought the topic on the agenda. The focus on sustainability and efficient urban logistics is only one of many focus points that has been pointed out in the rapidly growing national interest in the environment (Carlsson et al., 2012). In an attempt to tackle the environmental challenges the municipality of Copenhagen has initiated several projects including Citylogistik-kbh (Københavns Kommune, 2012). Citylogistik-kbh is refined from a pioneer project with great success conducted in Holland under the name Binnenstadservice (Gammelgaard et al., 2011). Binnenstadservice wishes to combine the triple bottom-line aspect into the city and reduce the truck kilometres in and out of the inner city by increasing supply chain coordination which then will reduce the negative environment effects (Van Rooijen & Quak, 2009). Citylogistik-kbh is based on a destination perspective which seeks to reduce the commercial traffic and its negative external effects (Allen et al., 2007). This perspective challenges the existing origin perspective in which the supply chain is organised from the perspective of the transporters instead of the retailers. The destination perspective is a geographical perspective that puts the retailer in focus and focuses on the organisation of their supply chain (Van Rooijen & Quak, 2009). Unlike the origin perspective the destination perspective optimises the transport from a geographical

¹ http://www.kk.dk/nyheder/2012/juni/okf_englishmonocle.aspx

perspective and most often in combination with an Urban Consolidation Centre (UCC) in order to capture the environmental and social benefits (Gammelgaard et al., 2011). The definition for the UCC is often described as “*a logistics facility that is situated in relatively close proximity to the geographical area that it serves be that a city centre, an entire town or a specific site (e.g. shopping centre), from which consolidated deliveries are carried out within that area*” (Browne et al., 2005). In applying the destination perspective a high degree of collaboration is needed because the perspective works across a wide range of stakeholders with different objectives. The perspective balances the business objectives as well as an environmental focus of minimising the negative effects from transport of goods in the city. The destination perspective in combination with the UCC should result in a more transparent supply chain which should enable the retailers to release capacity and focus on their core competences instead of spending energy on logistical issues, and thereby the UCC creates more value and support for the retailers (Gammelgaard et al., 2011; Van Rooijen & Quak, 2009). In using the UCC in combination with transhipment and consolidation the result should be a reduction in the number of deliveries into the city (Gammelgaard et al., 2011). In the aspect of transhipment, the UCC gives the possibility to shift from larger trucks to smaller trucks in order to reduce heavy traffic (Browne et al., 2005). Furthermore if the UCC is consolidating the loads more efficiently the number of trucks into the city is additionally reduced. The potential gains of the UCC in a destination perspective are therefore environmental, social and economical (Allen et al., 2007; Browne et al., 2005). In the figure below the use of an UCC with a destination perspective is illustrated.

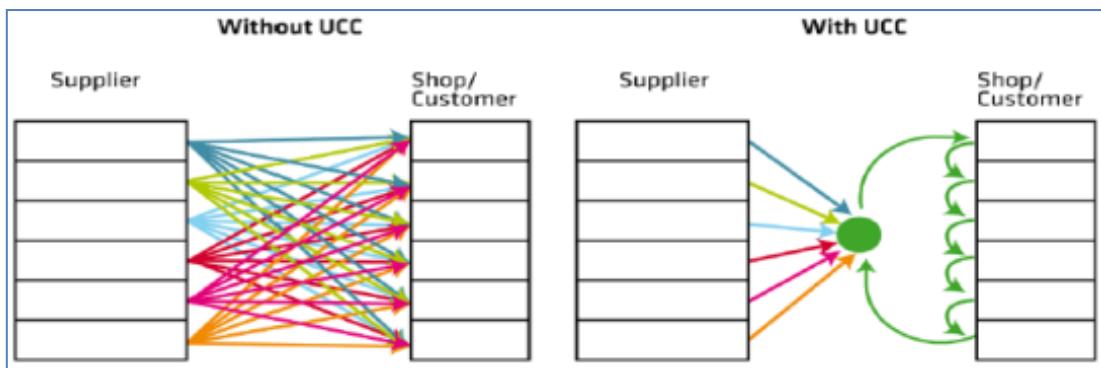


Figure 2: Urban consolidation centre combined with destination perspective (Adapted from ØE, 2012)

To sum up, Citylogistik-kbh emerged from the Dutch project Binnenstadservice which uses a destination perspective that implies that the retailers are in focus and the supply chain is viewed from their perspective. In supporting the retailers a UCC is used with the purpose of obtaining the environmental and social benefits of the increased supply chain coordination.

2.2 Citylogistik-kbh

When exploring Citylogistik-kbh in deeper terms it is important to recognise that Citylogistik-kbh is a small part of a greater concept surrounding urban logistic that is growing worldwide (Allen et al., 2007). Citylogistik-kbh is a combined project consisting of a wide variety of organisations. The project has five main partners that have responsibility for specific tasks within their area of knowledge, furthermore the five partner's acts as a steering committee on the project. The five partners are Copenhagen Business School (CBS), Danish Transport Authority², Technical University of Denmark (DTU), the municipality of Copenhagen and Roskilde University (RUC). The steering committee besides manage a variety of different organisations that are included in the project. The project is financially supported by Øresund Ecomobility as well as Danish Transport Authority (Gammelgaard et al., 2011, p. 4). The organisation of Citylogistik-kbh is temporary due to the funding of the project and it only exists as long as the conceptual development phase (DTA, 2012a). The temporary organisational structure of the conceptual development phase is illustrated below.

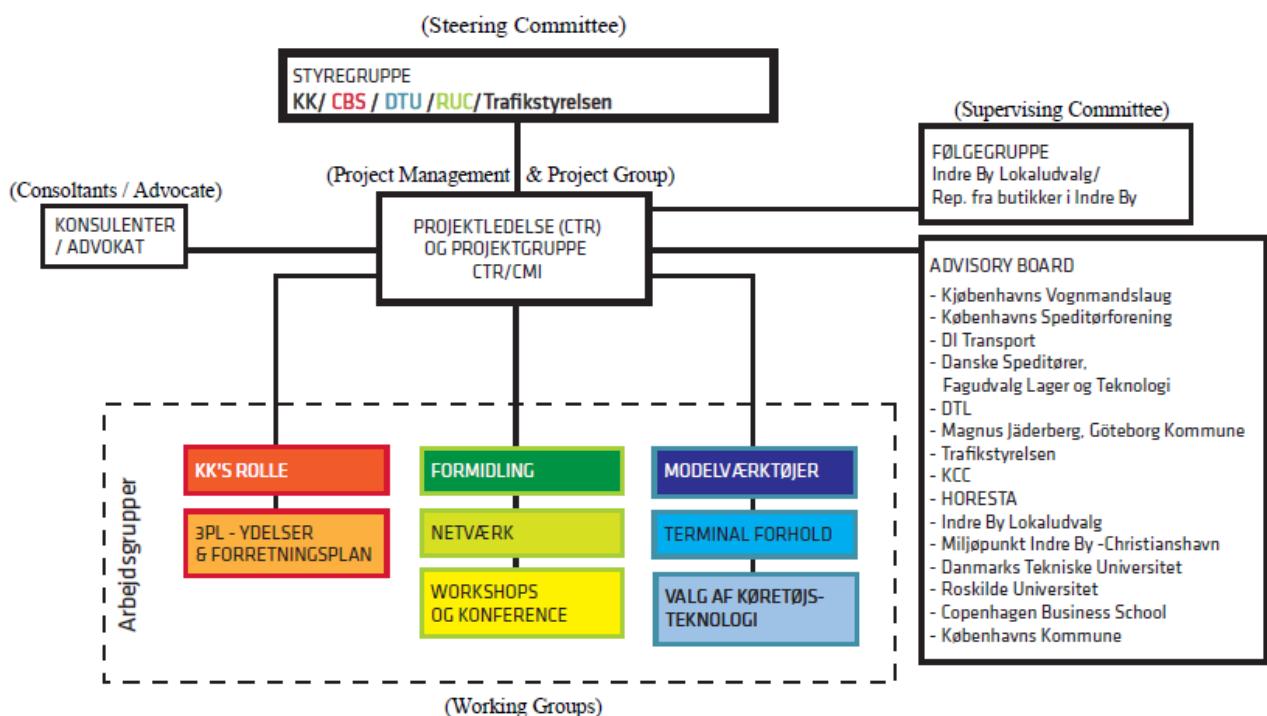


Figure 3: Organisational diagram over Citylogistik-kbh (Adapted from Citylogistik-kbh, 2012)

Citylogistik-kbh aspire to create an innovative and green third part logistic service that will reduce pollution, emissions of CO₂, noise from traffic, congestion and the use of heavy traffic within the

² The Danish Transport Authority is a part of the Danish Ministry for Transport

old part of Copenhagen. The project focuses on the requests of the retailers located in the old part of Copenhagen similar to Binnenstadservice and other projects in EU (Van Rooijen & Quak, 2009; Gammelgaard et al., 2011). Citylogistik-kbh has a destination perspective that combines an increased focus on optimisation of urban supply chains with the use of an UCC located outside the city. The suppliers will deliver their goods to the UCC so deliveries to retailers will be carried out by environmental vans instead of heavy trucks, which should help reduce the negative aspects of the present transport model and float soundless through the city (Citylogistik-kbh, 2012a). The essence is to make it easier to function as a retailer in the city as well as gaining economical benefits during the implementation of the project. Citylogistik-kbh is an environmental rewarding project but the correlation between the partners and the possible retailers attending are crucial to the success of the project (Abassi & Johnsson, 2012). The will and engagement of the retailers has to be high because the project is aiming for establishing a new set of behavioural rules for being a retailer. The shift in behaviour from a clearly economical focus towards an enhanced focus on the total combination of economical, social and environmental as one is a hurdle. The ability to change is therefore a necessity in order to achieve success (Kotter, 1996). The barriers are in this contexts the willingness and ability to change behaviour (Francke, 2012). Citylogistik-kbh provides the logistical tools to ease the change and to gain a total surplus on the triple bottom-line. The problem at hand is though more tricky because the economical factor is significant. The Binnenstadt project has however demonstrated that the retailers are interested in the environment and sustainability which can be combined with scheduled delivery and other products. The importance of scheduled deliveries into Copenhagen is also of high importance. The difficulties and problems that the retailers are experiencing in Copenhagen can be diminished and can be managed in a more suitable manner with Citylogistik-kbh. Citylogistik-kbh offers a solution regarding untimely deliveries and storage limitation which is increasing the complexity for the retailer. The complexity will be reduced because of the adaptation of a better logistic solution (Gammelgaard et al., 2011).

To sum up the aim is to create a better environment within the city in order to increase the quality of urban living. The environmental and social benefits from Citylogistik-kbh should help reach this goal.

2.3 Key Moments in the Development of Citylogistik-kbh

The development of Citylogistik-kbh officially started in 2011 with the financial support for a conceptual development project. The idea can however be linked backwards to a general shift in the

national debate regarding heavy traffic in cities. The politicians were already aware of the issue and discussed heavy traffic in Copenhagen back in 2006 (www.kk.dk/eDoc/Borgerrepr%C3%A6sentationen/30-10-2008%2017.30.00/Referat/05-11-2008%2018.05.55/4148894.PDF³). In this perspective a maturity towards a project like Citylogistik-kbh was initiated. In 2009 the municipality of Copenhagen increased the focus on heavy traffic even more and the expression of “killertrucks” became a national known trademark for trucks in the city. In addition the municipality of Copenhagen published “Strategi for Tung Trafik⁴” which included 12 different efforts towards reducing heavy traffic in the city. In the published report one of the proposals was a part of what at a later stage became the Citylogistik-kbh project.

In the starting months of 2010 the Danish Ministry of Transport arranged a study trip to Nijmegen in Holland. The study trip was arranged with the intention of studying the Binnenstadservice project with the aim of investigating the possibilities of a similar Danish project. The participants on the trip consisted of several government officials and Tanja Provstgaard from the municipality of Copenhagen. Tanja Provstgaard was in this aspect invited in the extension of the published report “Strategi for Tung Trafik” that was prepared by her. In the return from the study trip Tanja Provstgaard articulated Binnenstadservice in Denmark in order to raise awareness on the subject of a possible Danish project.

The fifteenth of August 2010 an application was therefore send to the Danish Ministry of Transport for funds to a conceptual development of Citylogistik-kbh. In the processing of the application the Danish Ministry of Transport additionally published the report “Effektiv Godstransport i Byerne⁵” (Transportministeriet, 2010) where Citylogistik was seen as one of eight solutions to urban logistic problems. The processing of the application was concluded the first of April 2011 and funds were granted for a conceptual development of Citylogistik-kbh. The funding was however less than what had been applied for, nevertheless with the funding in place, the conceptual development began and the first project meeting took place at the thirteenth of May 2011. After the grant a steering committee was established including Copenhagen Business School (CBS), Lund University, Technical University of Denmark (DTU), the municipality of Copenhagen, Roskilde University and the Danish Transport Authority. The steering committee was constructed in the slipstream of an EU-project conducted in Denmark and Sweden called Oresund Ecomobility. In the initial stage of the conceptual development stage EU was scanned for similar projects in order to study their

³ <http://www.kk.dk/eDoc/Borgerrepr%C3%A6sentationen/30-10-2008%2017.30.00/Referat/05-11-2008%2018.05.55/4148894.PDF>

⁴ Strategy regarding Heavy Traffic

⁵ Efficient Urban Logistic

experiences. The scanning was conducted in collaboration with Lund University, CBS and DTU. The course of the project has additionally been linked with project group meetings which have been conducted every second or third week during the project. Furthermore every month a general steering committee meeting has been held.

In the beginning of the process several other universities and possible contributors was contacted and enrolled in the project. In this aspect Malmö University, Oresund Ecomobility and several researcher/scientists from different part of Europe became part of the project in varying degrees. In the spring of 2011 a survey of the retailers in the old part of Copenhagen was conducted by Malmö University. In the extension of enrolling contributors into the project Christina Andersen was hired to support the project full time at the municipality of Copenhagen. The website of Citylogistik-kbh was in addition constructed during the summer of 2011.

The first advisory board meeting took place at the fourth of October. The advisory board consisting of a variety of different organisations and universities is portrayed in figure 3. This was followed up by a workshop hold by the municipality of Copenhagen for retailers at Vartov in Copenhagen at the twelfth of October. At this point in time the results from the first initial scanning started to tick in and CBS published their report on which services could be a part of Citylogistik-kbh in December. The municipality of Copenhagen did furthermore conduct a workshop/after-work meeting for carriers at Islands Brygge the eight of December.

In grasping the project a study trip to Holland and Belgium was conducted in January 2012 with members of the project group as well as Martin Hellung from the Danish Transport Authority. After the return an international Citylogistik-kbh conference was held the first of March in Danish Design Centre in Copenhagen with brought in international expert speakers. The second advisory board meeting was held the second of March and the last held the fifteenth of May. In May CBS delivered a business case about Citylogistik-kbh to the municipality of Copenhagen about the financial foundation, which was followed up by a traffic count of the old part of Copenhagen conducted by DTU in June. In the closing part of the development phase Danish Transport Authority has held presentations of the business case to promote other companies to bid on the next phase of the project which is a demonstration project for three years including the construction of a terminal. The application deadline for the next phase was the fifteenth of August and in this aspect the conceptual development phase with the municipality of Copenhagen as project leader has therefore ended and as a result the conceptual development phase officially ended the first of September. In figure 4 below the key points in the development of Citylogistik-kbh are portrayed.



Figure 4: Key points in the development of Citylogistik-kbh. (Own design)

The process of Citylogistik-kbh has been constructed on the basis of interviews with Tanja Provstgaard, Christina Andersen and conversations with Britta Gammelgaard. Furthermore additional information has been found on the website of Oresund Ecomobility and the website of Danish Transport Authority. An extended description of the development process of Citylogistik-kbh can be read in Appendix E.

3. Methodology

Methodology is important in the creation of knowledge and can be seen as the guiding principle for the creation of knowledge (Arbner & Bjerke, 1994, p. 21). Methodology constructs a framework that helps understand how knowledge has been created and how the results have been obtained. The methodological framework ensures that no approach has been taken for granted during the research (Gammelgaard, 2004). In the following section of this research the development and creation of knowledge will be unveiled as well as a clarification of the process will be presented.

3.1 Hermeneutic Research Philosophy

In the researcher's philosophy the general presumptions will be clarified in order to understand the foundation of this research. These general presumptions are important to clarify because they affect the researcher's perspective on the world (Arbner & Bjerke, 1994, p. 70). A clarification will increase the understanding of how and why results are analysed in a specific fashion, as well as help

the reader to understand how the research were conducted. The research philosophy will later be introduced but before the creation of knowledge will be argued.

Hermeneutic refers to the understanding of knowledge and here the world cannot be seen as an objective reality which is represented by statistical laws. Referring to ontology it is the difference between objectivism and subjectivism. Subjectivism represents a reality that exists in the actions of social actors, whereas objectivism represents a reality that consists of laws that reduce the social actors to objects and facts. In a hermeneutic aspect every case is seen as unique and cannot be restricted by an objective analysis because an objective reality does not exist in their eyes. The creation as well as the understanding of knowledge is always on the foundation of the interpretation of the individual. Therefore hermeneutic thinking does include the entire individual and does not simplify or restrict the creation of knowledge to laws but observe the limitations of the social world as norms, concepts etc (Arbnor & Bjerke, 1994, p. 62).

Hermeneutic thinking is well compliant to this study and has influenced the direction of the study into a focus on the huge aspect of the human mind. The philosophical direction of this research is an interpretivistic philosophy. The interpretivistic direction has been chosen in order to include the physiological aspects of the human mind in understanding why and how things happens in a fashion that is not represented by physical laws. The focus is on the individual in order to understand the actions of these and their interpretations which affect their actions in an environment. Therefore an understanding of the individual's reality is necessary in order to clarify and understand their motives, actions and intentions in a meaningful way. In this perspective the researcher is an integrated entity in the creation of knowledge which also includes the individuals in the reality (Fuglsang & Olsen, 2004, p. 342). The reality inspected is therefore being viewed as a social constructed reality in order to understand the many different interpretations and actions taken by the individuals (Saunders et al., 2003, p. 84). The social constructed reality creates an environment in which the researcher and the individuals during the process can influence each other (Fuglsang & Olsen, 2004, p. 339). For this reason it can be said that it focuses on the interactions between individuals as well as their interactions with the environment, but in order to understand the reality one has to make sense of and understand their motives, actions and intentions. Hence, the interpretivistic philosophy emphasises not to explain the reality but to understand the human as a social actor (Arbnor & Bjerke, 1994, p. 62).

3.1.1 Research Approach

The research approach will be examined accordingly to Arbnor and Bjerke (1994) methodological framework which they have developed for business studies. The three research approaches can be seen described and illustrated below.

- Analytical approach which is closely linked with positivism and objectivism
- System approach which builds on a reality that every components are mutually dependent.
- Actor approach which sees the reality as social constructed and takes impetus in the subject.

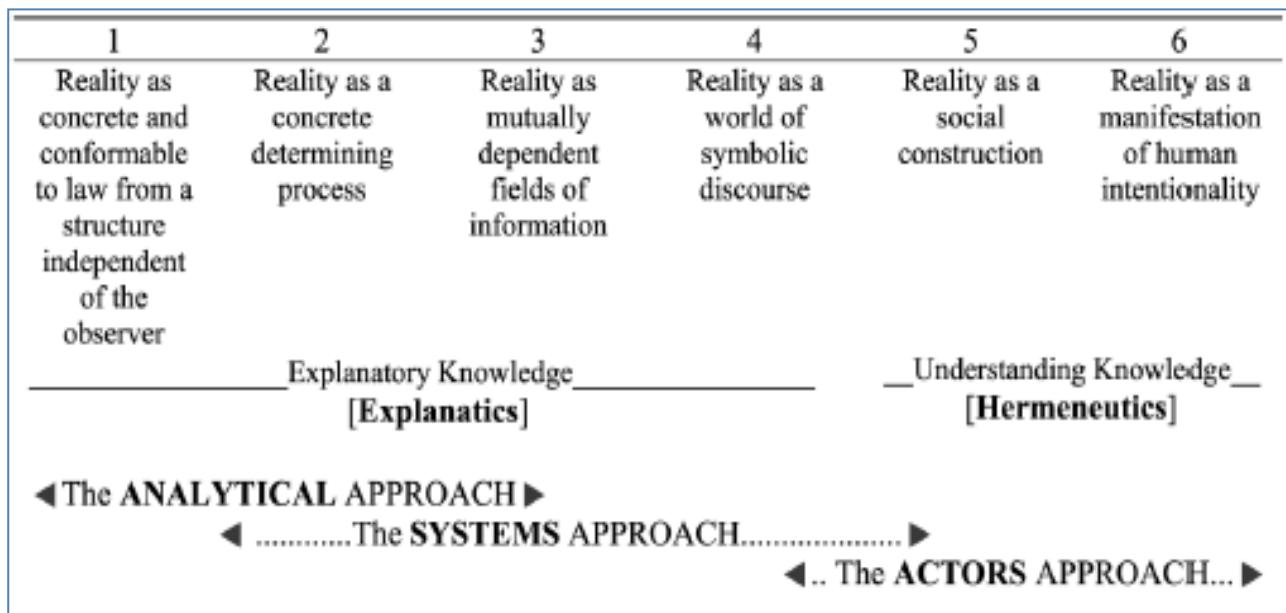


Figure 5: The three methodological approaches related to the six paradigmatic perspectives (O'Donnell, 2004, p. 307)

The reality of this research is seen as the interactions between humans. There is an appealing connection with thoughts of hermeneutic and focus on the entire human as a key component in the environment. Comparing the different methodological approaches constructed by Arbnor and Bjerke (1994) with the research philosophy and presumptions, the actor approach is seen as the most compatible approach of guiding the research. In the following section the central aspects of the actor approach will be presented and the research approach will be clarified as well.

The central aspects of the actor approach, and some have already been introduced earlier are that the actors are an active part of the environment. The approach seeks to understand the interactions between actors and not only to explain them. Therefore in that perspective, the reality cannot be

objective because it is a result of various social constructions (Gammelgaard, 2004, p. 481). The individual is an integrated part of a reality that is ambiguous and changeable, meaning that individuals acts, creates and reflects (Arbnor & Bjerke, 1997, p. 180). The approach allows a deeper interpretation of the components of the whole, the meaning and intention of their actions. In a more holistic viewpoint a component of the whole can create knowledge which helps the creation of an understanding of the whole (Arbnor & Bjerke, 1994, p. 67). This does however depend on the individual components of the whole. Hence, organisations as such cannot act, only their individual members can act. Furthermore a cause-effect-relation does not exist because it reduces the individual to a link in the objective world (Arbnor & Bjerke, 1994, p. 511).

3.2 Methodical Procedure

The use of theory in the research has been based on a deductive approach. The deductive approach has been chosen in order to test existing theory with empirical work based upon the research question of the research (Andersen, 2003, p. 39). The deductive approach has in this aspect not been used in its strict form because of the philosophy of the research and an inductive approach has also been used in some part of the research. The adaptation of the actor approach has influenced the approach to a great extent and has affected the choices of data collection.

The purpose of the actor approach is to investigate the development of individuals in a social constructed reality. This implies that the individual is an active part in the understanding and creation of knowledge. The interactions between subjects are in focus and the meaning of the different actors in the social context is investigated (Arbnor & Bjerke, 1994, p. 403)

3.2.1 Research Strategy

The strategy used in this research has been a case study approach. The research aims to create an understanding of what the barriers are towards Citylogistik-kbh in Copenhagen and why. In this situation the starting point of the research has been a deductive approach towards Citylogistik-kbh however as mentioned earlier a general inductive approach has also been used during the research. This is possible because by adopting a case study a mutual interaction between theory and practice exists (Fuglsang et al., 2007, p. 246). The use of the case study has been chosen because it helps increase the understanding of the context of a limited area (Saunders et al., 2003, 93; Fuglsang et al., 2007, p. 243). The overall philosophy of the research has also affected the choice of research

strategy. The construction and state of the research means that an exploratory approach to the case study has been used. This is possible because the focus of an explorative case study is to find “*what is happening; to seek new insight; to ask questions and to asses phenomena in new light*” (Robson, 2002, p. 59). Furthermore it is commonly used in aspects of social science to identify the interconnected relationships between individuals or organisations (Andersen, 2003, p. 151). The exploratory research allows for flexibility in the direction of the research and starts with a broad focus that becomes progressively narrower as the research progresses (Saunders et al., 2003, p. 97). The notion of time in the research is in some way divided into a “snapshot” of the present situation as well as an understanding of the development over time. The research seeks to seize the notion of time in a historical perspective in order to understand which change and development in actions there has happened over time. In this perspective the case study seeks to analyse and overcome the differences between theory and practice in order to build a bridge between the different perceptions (Fuglsang et al., 2007, p. 248).

The linear process from research question to research method described in every textbook and here can however not always be put into actions in a real life case. In the following section of the research the process and steps will be revealed.

3.2.2 Explaining the Hermeneutic Process

In order to understand the process and the development of the research it is important to go back to the philosophy of the research. The philosophical starting point of the research has been a hermeneutic approach where it has been the intention to incorporate the human into every reflection. The process the research has undergone can best be understood by the hermeneutic spiral. In the hermeneutic spiral the researcher are imbedded into an interlinked relationship with the case. The researcher exists in a sphere of experience between the subject and the object, and through reflections and questions generate new knowledge (Fuglsang et al., 2007, p. 249). This new knowledge is however always based upon a preunderstanding of the specific situation. In this aspect the new knowledge has to be continuously reflected upon and questioned in order to amplify the relevance of the knowledge towards the research (Fuglsang & Olsen, 2004, p. 281-283). The structure and development of the hermeneutic spiral are emphasised below.

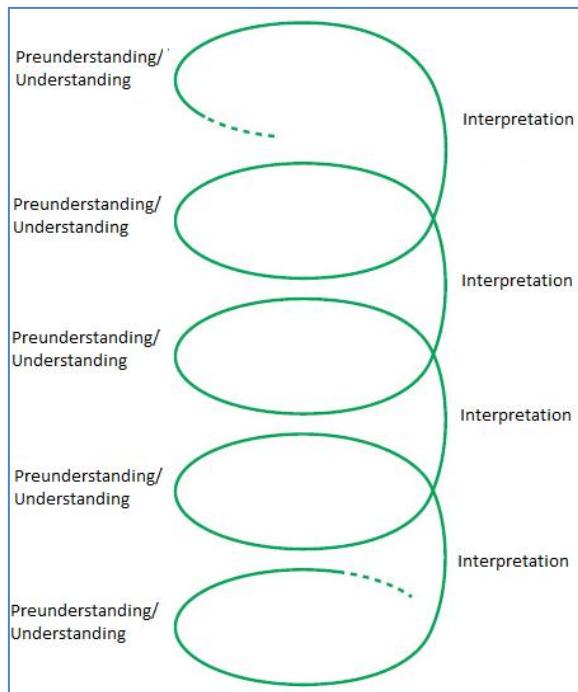


Figure 6: The hermeneutic spiral. (Own design)

The underlying philosophical approach towards the research has now been presented and the following sections will unveil the development of the research from the start.

3.2.3 The First Hermeneutic Circle

The hermeneutic spiral has worked as a foundation for the research. The thoughts of the hermeneutic spiral are that there will always be a preunderstanding/understanding in a specific situation. This preunderstanding/understanding will then function as a foundation for the interpretation of the situation. The interpretation of the situation will then generate new and more specific knowledge of the situation which will lead to a new preunderstanding/understanding of the situation which then once again can be interpreted and used for gaining knowledge about the new situation. In this aspect the hermeneutic spiral so to speak can continue into infinity but at every level new knowledge will be gained (Kvale, 1997, p. 57; Fuglsang & Olsen, 2004, p. 321). In this research the search strategy has followed the search typologies presented by Sørensen (2004) which can be seen below.

1. Domain-based strategy takes starting point in a specific defined topic. The purpose is to gain an overview of the research conducted in the area.

2. Trusted-review strategy is based on reviewed articles, describing and classifying the established area. The conducted reviews should be published by trusted sources.
3. Snow-ball strategy is the less structured approach and is based on identifying one relevant article. The referred sources are then used to “backtrack” in the search for new knowledge.

The application of the different research strategies depends on the considerations of several aspects of the research (e.g. purpose, experience, time etc). This means that the strategy used depends on selection criteria's (e.g. key words), relevance (suitable for purpose of study) and validity (the application of methods and tools). In addition to the presented search strategy the supervisor of the research Britta Gammelgaard also has delivered valid data about Citylogistik-kbh due to her participation in the project.

In the initial phase of the research there was a general reflection about the environmental impacts of the human race. There were thoughts and reflections about how green supply chains initiatives and an increased focus upon sustainability could help and diminish the negative effects of the current way of living. In this context the project of Citylogistik-kbh which works for an optimisation of logistical solutions in Copenhagen with the intention of diminishing the negative environmental effects were presented. With the aim of achieving a better understanding of the project at hand a deductive approach were taken towards obtaining knowledge about the project. This was all done in hand with a literature search about green supply chain and sustainability in order to obtain insight into the field. The primary search was conducted by the use of the databases EBSCO, Science Direct and the CBS Library. The key words for the search were sustainable/green urban logistic, sustainable/green supply chain change and urban logistic. At the same time an internet search were conducted about similar urban logistic project in Europe. The typology of the snow-ball strategy was in this context used with the foundation of the website of Citylogistik-kbh. The idea was to generate a broader understanding of the concept of urban logistic in other cities in Europe. The approach was used to identify the members and key actors of the network furthermore it widened the wondering of ideas (Fuglsang et al., 2007, p. 225). In this aspect the snow-ball search increased the understanding of the interconnected relationships of the project and the origins of it. In the chapter of Citylogistik-kbh the information gathered in this stage were used to describe the origin and the setup of Citylogistik-kbh.

The interpretations of the new knowledge in the first circle of the spiral lead to a curiosity towards change and the question of *what is change?* was asked and followed by a wondering of how does an organisation change from one perspective to another. *Adapting a green supply chain and abandoning the traditional supply chain what does it involve of change and development in an organisation?* These wonderings started the second circle of the spiral.

3.2.4 The Second Hermeneutic Circle

Looking at the second level of the spiral a new preunderstanding was established upon the new knowledge gained about Citylogistik-kbh. The development from level one to level two contained a deeper insight in similar projects in Europe and how they have developed their projects and implemented them in practice. The increased knowledge led to a deeper investigation of reports published by Citylogistik-kbh in order to investigate if the reports showed signs of ambition to change. In this aspect the willingness to shift from a traditional supply chain to a green supply chain in order to become more sustainable was researched. In this search it became clear that a paradox was at hand in one of the published reports (Gammelgaard et al., 2011). The report stated that the retailers wanted more sustainability in their retailers but they actually did not want to pay anything or only a limited amount in order to achieve these benefits. With the new paradox at hand the research focus shifted towards a more complete focus towards change management from green/sustainable supply chain. In this aspect the research also slightly shifted focus from a deductive approach towards an inductive approach were the empirical findings controlled the focus of search after theory (Saunders et al., 2003, p. 87). This new paradox initiates a new literature search about change management.

The initial gathering of data in the second circle was based on a domain-based strategy in order to obtain an insight into the field of change management. The primary search was conducted by the use of the databases EBSCO and the CBS Library. The key words for the search were change management, organisational development/change, resistance to change/development and supply chain change/development. At this stage a librarian at CBS Library was consulted in the search for information about change management. The consideration of using a librarian was to help establish a set of key authors within the vast field of change management in order to determine the different aspects of change management. In corporation with the librarian an understanding of key contributors to change management was established which also have affected the choice of

literature in this research. In this context the book “*Leading Change*” by Kotter (1996) was presented for the researcher. Furthermore the trusted-review strategy was used in the search for articles in addition to books. The strategy was used in accordance to an earlier taken elective on CBS’s master program. This elective was in reference to organisational change and development which then at this point also functioned as a preunderstanding of the knowledge surrounding the field of change management. In this aspect the book “*Organizational Development and Change*” by Cummings and Worley (2008) was used as a step stone for the search of new information about change management. Through these methods the foundation for the theoretical framework was constructed.

In this context with the new knowledge generated it was chosen to use qualitative interviews. The use of qualitative interviews was decided in order to “*obtain descriptions of the life world of the interviewee with the intent to interpret the meaning of the described phenomena*⁶” (Kvale, 1997, p. 41). The qualitative interview can equally be split into two types, the explorative interview and the in-depth interview (Fuglsang et al., 2007, p. 282; Saunders et al., 2003, p. 245). The use of interview was also chosen as a result of the hermeneutic philosophical approach of the research because the hermeneutic philosophy is based upon experiences gained through dialogue (Fuglsang & Olsen, 2004, p. 328). Under these circumstances it was decided to interview Tanja Provstgaard project leader of Citylogistik-kbh in the municipality of Copenhagen. The interview was rather explorative and focused on enhancing the understanding of Citylogistik-kbh instead of testing the actual hypothesis founded in the questionnaire conducted by Citylogistik-kbh (Gammelgaard et al., 2011).

The approach used at the interview was semi-constructed. This was chosen because it would give the interview a structure but also allow for a variation in the flow of the interview (Saunders et al., 2003, p. 247; Fuglsang & Olsen, 2004, p. 282). The interview was structured the following way. The interview started with an introduction of the research and the topic of change management. This was followed up by an introduction to why the interviewee was chosen for the interview and what the purpose of the interview was. This was all conducted before the beginning of the interview in order to make the interviewee feel comfortable in the situation of the interview. After the interview the interviewee was also asked if there was anything she wanted to add on the topic

⁶ Formålet med det kvalitative forskningsinterview er at indhente beskrivelser af den interviewedes livsverden med henblik på fortolkninger af meningen med de beskrevne fænomener.

(Kvale, 1997, p. 132-133; Fuglsang & Olsen, 2004, p. 285). The interview was recorded in order to allow the interviewer to focus on the topic and dynamic of the interview. The interview was subsequently transcribed in order to gather the data of the interview. The transcript of the interview was conducted with the approach of “More is less” (Fuglsang & Olsen, 2004, p. 289). The transcript has been produced in link with the hermeneutic tradition of dialog. The notion “*the translator is the traitor*” was also taken in to consideration (Kvale, 1997, p. 167). The transcript as well as the framework of the interview can be found in Appendix A, B, C and D. The overall impression of the interview made the research shift focus from change management in general towards a more narrow focus on the change manager. The reflections upon the interview created a new interpretation of the research which happened in connection with the development of knowledge regarding change management. The new founded interpretation of the topic pushed the already established understandings away from the hypothesis. This initiated the third circle of hermeneutic spiral which in the end developed into the main focus of the research.

3.2.5 The Third Hermeneutic Circle

Looking back at the second circle the new interpretation stated that a closer insight into the actions of the change manager was necessary in order to understand the process of change. The new perceptive upon change management and the importance of the change manager shifted the focus towards a narrower perspective on change and what is restricting it to happen. In this perspective the change manager is a key actor in the change process. Through the reflections around the change manager it was decided to research the question in-depth.

In order to investigate the new research question three interviews was conducted. The combination of the three interviews was one qualitative in-depth interview with chief advisor in transport Jesper Stenbæk from The Danish Chamber of Commerce, one focus-group interview with Christina Andersen and Tanja Provstgaard from Citylogistik-kbh and the municipality of Copenhagen. The last interview was an explorative group-interview with Jesper Aastrup from CBS and Casper Svensson from Elbilcenter.

The first interview conducted in the third circle was the group interview with Jesper Aastrup and Casper Svensson. The structure and focus of the group-interview was of a rather explorative nature in order to craft a better understanding of what the implications of a possible implementation of

Citylogistik-kbh in Copenhagen would represent. The interview was conducted at Elbilcenter in Copenhagen and the researcher participated as observer to a presentation made by Jesper Aastrup about Citylogistik-kbh and also conducted an explorative interview upon the attitude towards Citylogistik-kbh (Kvale, 1997, p. 104). The purpose of the research was revealed and all participants were aware of the researcher's role (Saunders et al., 2003, p. 226). The structure of the interview was relative unstructured with no interview guide and the only formal structure was the presentation of Citylogistik-kbh by Jesper Aastrup. This structure was applied to allow a free-flowing discussion regarding the topic in order to observe behaviour towards Citylogistik-kbh (Saunders et al., 2003, p. 270; Cummings & Worley, 2008, p. 127). The interview was due to technical problems not recorded but a summary of the interview can be read in Appendix B.

The second interview was an in-depth focus-group interview with Christina Andersen and Tanja Provstgaard. The interview followed a semi-structured approach. The topic of the interview was the implications of acting as a change manager. The overall structure of the interview was furthermore the same as the already described structure in interview in the second circle. The reason for conducting a focus-group interview was to seek an interaction between the interviewees so that they could build on each other's responses during the interview (Cummings & Worley, 2008, p. 127). Furthermore the interview was focussed upon creating detailed knowledge around the topic of change manager (Fuglsang & Olsen, 2004, p. 282). The transcript of the interview was conducted in accordance with the already established methods and can be read in Appendix C along with the interview guide.

In addition the two interviewees were asked to propose further interview partners that were relevant for the research. By using the snowball search strategy (Sørensen 2004) it was established that Jesper Stenbæk chief advisory in transport from The Danish Chamber of Commerce could help the research progress.

The third interview was an in-depth one-on-one interview with Jesper Stenbæk chief advisory in transport from The Danish Chamber of Commerce. The intention of the interview was to establish an in-depth understanding of how the change targets had experienced the development of Citylogistik-kbh. The semi-structured approach was once again used in order to establish a free-flowing discussion. The same overall structure of the interview was used as well as the same

transcription method. The transcript of the interview can be read in Appendix D along with the interview guide.

3.2.6 Data Documentation

Throughout the research different types of data documentation have been used. The research has used a large variety of different types of information in order to ensure that the research includes both hard and soft information. The table below illustrates in which circle the data has been found.

Research Stage			
Data Collection	First hermeneutic circle	Second hermeneutic circle	Third hermeneutic circle
Primary	N/A	<ul style="list-style-type: none"> ➤ One semi-structured explorative interview with Jesper Aastrup (CBS) and Casper Svensson (Elbilcenter) ➤ Impressions after meeting 	<ul style="list-style-type: none"> ➤ One semi-structured in-depth interview with Jesper Stenbæk ➤ One semi-structured explorative interview with Tanja Provstgaard ➤ One semi-structured focus-group interview with Tanja Provstgaard and Christina Andersen ➤ Impressions after interviews
Secondary	<ul style="list-style-type: none"> ➤ Research literature (Sustainable/Green urban logistics, Sustainable/Green supply chain change, Urban Logistic) ➤ Power Point Presentations ➤ Websites ➤ Reports (Urban Logistics) 	<ul style="list-style-type: none"> ➤ Research literature (Change Management, Organisational Change/Development, resistance to change/development, supply chain change/development) ➤ Reports (Urban Logistics) 	<ul style="list-style-type: none"> ➤ Literature applied from circle two

Table 1: Source of data in the different hermeneutic circles (Own design)

In total four interviews was conducted and three interviews was recorded and transcribed. One interview was not recorded and transcribed due to technical difficulties. The interviews were

transcribed in order to construct a further analysis upon the interviews. The interviews were transcribed as much as possible word by word. Furthermore, a deeper insight into the transcription method can be read in section 3.2.4.

3.2.7 Summarising the Research Process

The aim of this section has been to clarify the development of the research. The research has undergone a variety of alterations during the progression but it has not been without purpose. The philosophical saying “The more you know, the more you know you don’t know” can in this perspective be applied with a sense of reason. This can also be seen illustrated below in the hermeneutic spiral.

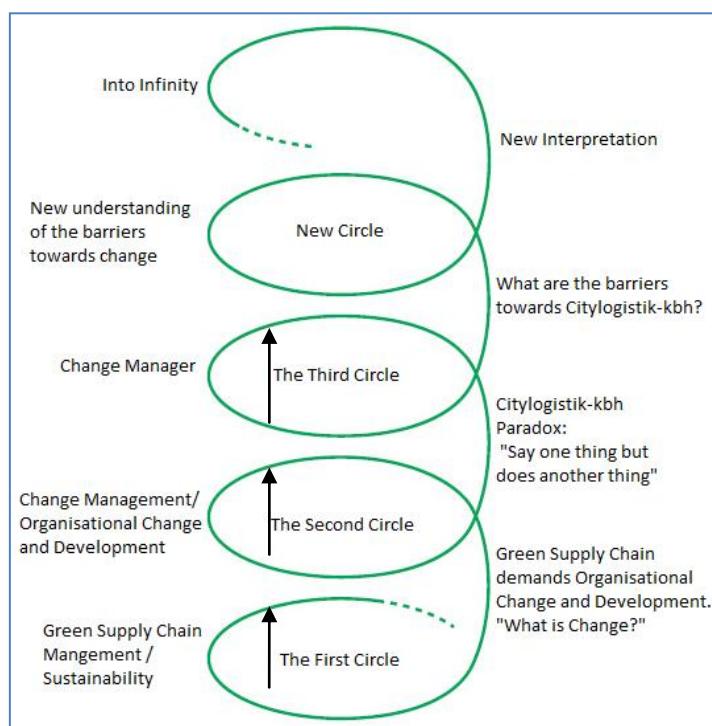


Figure 7: The hermeneutic process of the research. (Own design)

3.3 Methodological Limitations of the Research

In drawing the limitations of the research four points must be presented. First of all it is possible that the choice and application of research method not only are based on the basis of the research question but also are based on the basis of presumptions linked to the researcher. This has also been discussed in the beginning of the chapter. Furthermore it must be emphasised that as well as the presumptions can influence the choice of research method, it is also possible that the research can affect the presumptions (Arbner & Bjerke, 1994, p. 25-26). This is also emphasised in the illustration below.

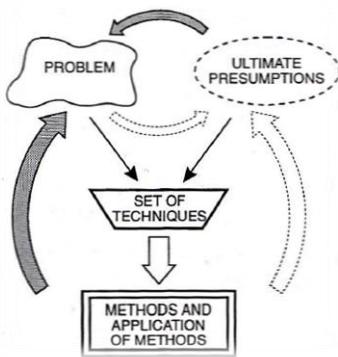


Figure 8: Methods and application of methods (Arbnor and Bjerke 1997, 9)

The second point concerns interview. Interviews are criticised for the lack of objectivism due to the interaction of the interview situation and therefore the data gathered has no scientific foundation and cannot be used for a generalisation (Saunders et al., 2003, p. 253). This can be argued to be the case in a positivistic philosophy but the critic cannot be posted on a hermeneutic philosophy. According to Kvale this is not the case because the interview is neither an objective nor a subjective method. The interview is a combination between objectivism and subjectivism which lays as a basis for the dialog. Therefore the essence of the interview is “intersubjective interactions” (Kvale, 1997, p. 74). In accordance to the criticism surrounding the use of interviews for generalisation Kvale also dismiss this argument. Kvale implies that interviews cannot be reproduced but various interviews with the same structure will generate the same answer (Kvale, 1997, p. 73). In hand with the general perspectives of the interview the focus on the possibility for interviewee bias must also be taken into account. Interviewee bias may occur due to the aspect of the topic explored, which may intrude sensitive information around the topic as well as the members (Saunders et al., 2003, p. 253).

The third point concerns the empirical data. In the gathering of data Henrik Busch from Copenhagen City Center (KCC) was contacted in order to establish a meeting on the subject of the research. The meeting was however never conducted due difficulties of arranging a date where the meeting could be conducted.

The fourth point is the application of theory. In this research the theory applied in the constructing of the theoretical framework has been limited to Lewin (1997), Schein (1992), Kotter (1996), Kotter and Schlesinger (2008) and Van de Ven and Poole (1995). The research does in this aspect only produce a limited understanding of change management. Others could have been chosen but these five researchers were chosen because their contribution to knowledge is internationally acknowledged.

4. Theoretical Framework

The notion of change has been widely discussed throughout the existents of time. Change is an outlaw in a society of rules and standardisation. The concept of change management has been hard to point down into a general term however some theorists have tried.

Kurt Lewin was one of the first and he is in the eyes of many considered a pioneer because of his work in the 1950s within the field of change management. Lewin's approach is highly inspired by psychology and the study of group dynamics and organisational development. The work of Lewin has inspired others in the field of change management including Edgar Schein and John. P. Kotter. The aim of this section is to establish which skills are needed to conduct a change process and how this change process may occur. The approach taken has generated five different aspects on change that are interconnected to each other. This chapter will show that change cannot be described singularly as one thing. Change is a combination of events that affects an organisation in different aspects and amounts over time.

4.1 Structures of Change

Change consists of many things and can rise in many different settings and modes. The process of change can therefore be difficult to decipher and map in one specified situation. A change can bring many different aspects into an organisation and can have even more outcomes than imagined from the beginning. The combination of several different levels of an organisation makes it difficult to understand when and where the change is taking place. In a effort to understand the different types of change and how they affect the organisation Van de Ven and Poole (1995) has constructed an article that helps increase the understanding of how change can be understood as well as to point out that change is not only change. The article tackles the issue of change by creating a theoretical framework in order to decipher the process of change. The theoretical framework is constructed on a foundation of an extensive interdisciplinary literature review over all material in social science (Van de Ven & Poole 1995, p. 512). The literature review provides Ven de Ven and Poole with four basic schools of thoughts: life cycle, teleology, dialectics and evolution which are the theoretical framework. The four types of theories can also be seen as motors of change because the four theories explains how and why change is unfolding according to Van de Ven and Poole (1995). The four types consists of life cycle theory, teleology, dialectics and evolution are nothing alike and will in the following section be described. The key aspects of the different theories will be

highlighted. Afterwards there will be a deeper examination of the theoretical framework constructed by Van de Ven and Poole (1995) to unfold the conditions of the four motors.

The life-cycle theory

The key concept of life-cycle theory is developmentalism. Life-cycle theory states that development only can be achieved in a linear sequence and only can be achieved on the basis of an earlier state (Ibid, p. 515). The development can likewise be seen in a biological setting were development is linear. This restricts the life-cycle because each stage has to be evolved from a previous one. The restriction of sequence links the life cycle closely to the heuristic approach of thinking. Furthermore it makes the sequence of change possible to anticipate. This is possible because change must go through the different stages in a predetermined sequence in order to develop the entity of the organisation “*The typical progression of change events in a life-cycle model is a unitary sequence*” (Ibid, p. 515).

Teleological theory

The key concept of teleological theory is that change is enacted by setting goals. The primus motor of change is then the goal which then guides movement of the entity. In order to change a set of goals formulation, implementation, evaluation and modification are necessary to keep the change process on track. During the movement of the entity the organisation will experience new learning which will function as a new premise in the organisation and manage the change. The process is therefore dynamic because “*Teleology does not prescribe a necessary sequence of events or specify which trajectory development of the organisational entity will follow*” (Ibid, p. 516). However different accomplishments may have to be achieved in order to arrive at the goal. The process of change in a teleological state is limited by the organisations resources and the environment it is existing in. This development in the organisation can only happen if the social composition of the organisation is working together within the entity (Ibid, p. 520). Furthermore the development is ongoing and a permanent equilibrium does not exist because new goals will be set.

Dialectical theory

The key concept of dialectical theory is that all things are dual. According to Van de Ven and Poole we live in “*A pluralistic world of colliding events, forces, or contradictory values that compete with each other for domination and control*” (Ibid, p. 517), meaning all existence consists of forces and opposing forces. The natural state of the forces is to engage in conflict which resolves in

confrontation. The notion of stability in the dialectical state can only be present when a deadlock between the forces exists. The competition between forces produce stability and this stability can only be shifted if an additional force for the better or the worse is being introduced.

Evolutionary theory

Evolutionary theory is a biological theory that builds upon the competitive survival. Natural selection processes and variation, selection and retention explain the change of the organisational entities. Furthermore, the changes in the organisational entities cannot be predicted because the entities in the organisation evolve through time. Survival of the fittest is essential. Internal competition between entities fighting for insufficient resources makes it nearly impossible to imagine which organisational entity will survive (Ibid, p. 521). To sum up, the key aspects of the four theories can be seen in the table below.

	Life Cycle	Teleology	Dialectic	Evolution
Change Process	Linear Successive Change. Change can be Anticipated	Goal Setting. Dynamic Change to Reach Desired End State	Battlefield, Conflict and Confrontation	Competitive Adaptableness
Key Symbol	Organic Growth	Envisioned end Stated	Thesis / Antithesis	Survival of the Fittest
Key Concept	Developmentalism	Purposeful Corporation	Pluralism	Natural Selection

Table 2: The key theoretical aspects of the structures of change (Own design)

As mentioned earlier change involves a large variety of organisational levels and entities. In order to understand the differences between the motors more aspects has to be presented. The unit of change as well as the mode of change will therefore be stressed out in the following part.

The four motors all consists of some limitations and restrictions that make them unique. By means of introducing entity and mode of change Van de Ven and Poole stress the individual qualities of the motors in a deeper sense and facilitates that in order to change the four motors needs a variety of conditions to match up. According to Van de Ven and Poole (1995) a distinction between multiple entities and single entity is crucial because the change manager needs to understand the difference between single and multiple entities in order to understand in which parameters the process of change are unfolding (Ibid, p. 522).

The motors that need multiple entities to change are evolutionary and dialectical. This is the case because dialectic and evolutionary theories consists of minimum two opposing forces competing to change the status quo. In an evolutionary change process this is the case because “*Evolutionary forces are defined in terms of the impact they have on populations...*” (Ibid, p. 521). The key aspect of natural selection and “Survival of the Fittest” cannot be placed in an individual entity. The pluralistic state of the dialectic approach clearly illustrate that more than an individual entity is needed to change. The key aspect of thesis and antithesis cannot operate because “*the motor focuses on the interaction between two entities*” (Ibid, p. 521).

Opposite to evolutionary and dialectic theory the life-cycle and teleological theory exists on a single entity level. Development in life-cycle and teleological motors can be undergone without the need of additional entities. In a life-cycle the development comes from within the entity “*as a function of potentials immanent within the entity*” (Ibid, p. 521) which also is the case of the teleological approach however the change process is different. The change does not occur organically as in the life-cycle but is driven by goals because “*the teleological motor that drives individual entities to enact an envisioned end state*” (Ibid, p. 522).

First-order Change

The mode of change can be described in two clearly distinguished terms following Van de Ven and Poole. Change can either be prescribed or it can be constructed. Prescribed change or first-order change which it is also identified by Van de Ven and Poole is built on what has been before and “*evokes a sequence of change events in accord with a preestablished program or action routine*” (Ibid, p. 522). Life-cycle and Evolutionary change process can therefore be illustrated as a prescribed mode of change because their process of change is pre-planned. The life-cycle has a well-established framework it only very seldom diverges away from and it is “*underlying continuity due to immanent form, logic, program, or code that drives development*” (Ibid, p. 523). Additionally evolutionary change happens gradually over time in small events.

Second-order Change

A second-order change or constructed change is vastly different from first-order change. The essential aspect of second-order change is to break with the past basic assumptions or framework (Ibid, p. 523). The break with the routines creates an unpredictable sequence of change that cannot be seen as a routine sequence as in the first-order change. The breaking of routines is a logical

development when addressing the dialectic as well as the teleological process. The teleological motor is goal driven which eliminates the possibility for planning the total change process because “*By their very nature, teleological processes seek to diverge from the current order*” (Ibid, p. 523). Sequences of the change process can however be planned in order to create a system of stages that creates some sort of sequence in the change process. The dialectic motor consists of two opposing synthesis where the outcome of the struggle cannot be predicted because “*It produces a revolutionary change, resulting in a new entity that is an original rather than the reproduction of some prior state or entity*” (Ibid, p. 524). The process of change can therefore not be prescribed into a scheme which makes it clearly constructed.

In a comparison of the two modes of change they are very different. The different aspects of the modes affect the organisational entity in two different ways. The first-order change because of its pre-planned order of change will only release small amounts of uncertainty in the organisation whereas the second-order of change will release quite a lot more. This is the case because the members of the entity in the second-order change do not know what comes next in the change process. In an aspect of change the change manager has to be aware of which type of process the change is taking in order to expect the amount of uncertainty the change process will release in the organisation. To sum-up, the key learning point of the different theories is that change can happen in different aspects and situations but it is important for the change manager to understand which type of change process is happening in order to navigate accordingly to the expectations.

The four theories can be seen in their full extent in the figure below.

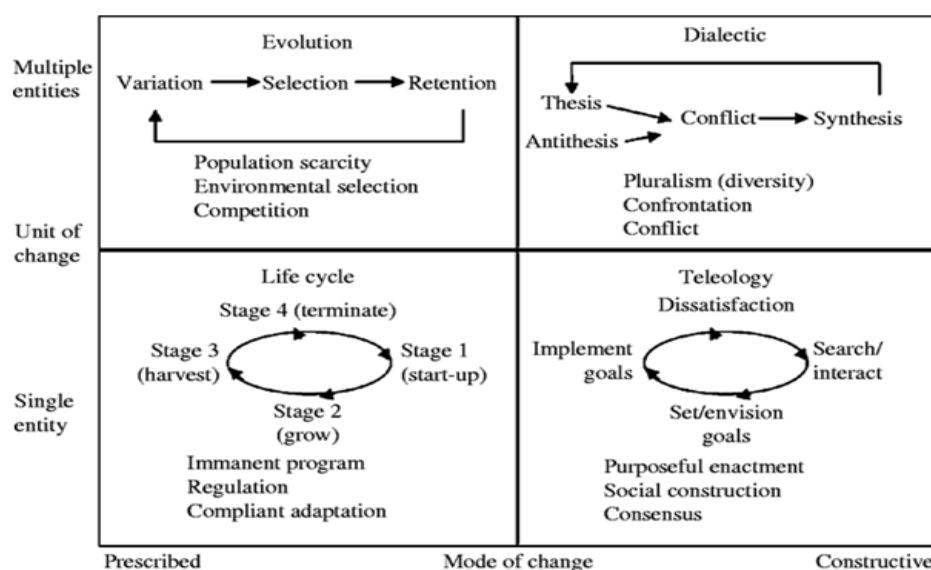


Figure 9: Structures of change (Van de Ven and Poole, 1995, p. 520)

4.2 The Psychology of Change

What is change? According to Lewin change is the process that describes the movement from a present level toward a desired level. However change consists of conflicting points; change is more than one thing it is a combination of many. To understand the notion of change one has to understand the notion of constancy also. Change and constancy are relative concepts but can be described philosophical as: *Is anything really constant or are life not merely a constant flow of change in differences amount and type?*

In proportion to Lewin, two crucial distinctions must be conceived. Behaviour can be defined as forces striving to maintain the status quo or those striving for change (Cummings & Worley, 2008, p. 23). This of course means that, “what makes changes happen” is limit by “what does not” and “stability” must be limit by “change”. Therefore to change the status quo, one has to increase or decrease those forces maintaining the current state. Change management may then be the study of resistance towards change, and the role of the change management is to identify what can be changed by identifying the restrictions of change (Lewin, 1997, p. 308).

The psychological approach Lewin uses indicate that change cannot be based on the past or the future because the behaviour (b) of the individual is linked to a present situation (S). The key word being time, according to psychology any behaviour or any other change in a psychological field depends upon the psychological field at that time (Ibid, p. 201). This can be described as behaviour being a function of time.

Now that the notion of time has been established the description of Lewin’s planned change model can begin. The model Lewin uses to describe the process of change is a quasi-stationary equilibrium model. The model is based upon force fields that fluctuate around a mean level (L). The mean level is “controlled” by group habits and is an equation of the forces pushing from either side. The forces surrounding the mean can also be described as the social equilibrium of the group. The area surrounding the mean is called the neighbourhood area. The neighbourhood area is a strong area that keeps the equilibrium within some boundaries. To fully understand the movements within the neighbourhood area a deeper understanding of the force field is necessary.

4.1.1 The Force Field of Change

To understand the process of change the term force is of crucial importance. The term *force* can be defined as energies generating dynamics that changes the equilibrium. Lewin calls this the “*force field*” and it implies several different types of forces. In general term Lewin positions two main types of forces; forces striving to maintain the equilibrium or those striving for change. The force field does however consist of a various amount of forces and as earlier explained they arise from the psychological approach taken by Lewin. The psychological approach taken to change includes the behaviour of people as an important part of change. Change is not only a physical phenomenon but also a psychological phenomenon. According to Lewin (1997) all behaviour including action, thinking, wishing, striving, valuing, achieving, etc. can be conceived of as parameters of change. Furthermore, the psychological level does not only exist on an individual level but also on a group level. The force field is the coexisting social entities that have existed and Lewin chose to attribute existence to anything having demonstrable effects. The existence is in this setting to be conceived as non psychological as well as psychological factors which influence the individual on a conscious and unconscious level (Ibid, p. 162). Lewin calls this the life space and furthermore defines the *field* as a totality of coexisting facts which are conceived as mutually interdependent (Ibid, p. 338). To clarify the psychological field it is everything that affects behaviour at a given time which is a part of the present field.

The relation between psychological and non psychological factors of course also sets up some limitations which can be described as boundary conditions. The limitations of non psychological factors are simplified things or happenings that the individual has no control over (Ibid, p. 289).

In general term forces can be described as direction and strength of the tendency to change. The different types of forces influence the equilibrium in different manors. A combination of forces functioning at the same point at a given time is called *resultant force*. When functioning in combination the forces generating locomotion this is called *driving forces* which generate change whereas forces working as obstacles is called restraining forces (Ibid, p. 351).

In the figure below the force field is illustrated and the forces affecting the equilibrium can be seen.

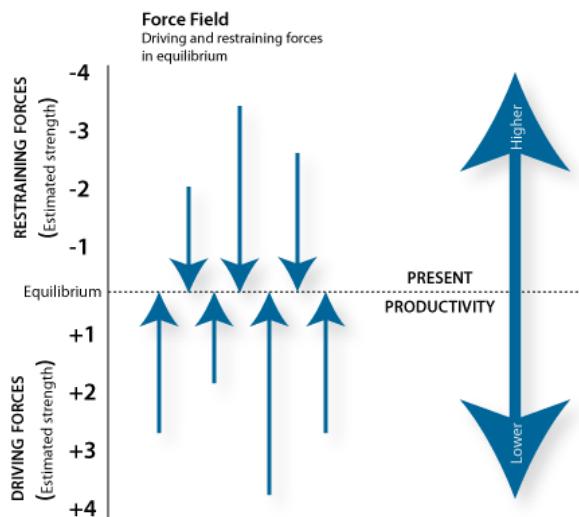


Figure 10: Lewin's force field (Accel-team 2012)

The overall mapping of the forces has now nearly been done. Lewin's approach is however from a psychological point of view which state that the social habits also have to be stated as a force. Lewin states that when applying forces towards the equilibrium the social habits of the group will act as a type of inner force that resists change. In other words, to overcome the inner resistance or "social habits" from the group additional force is required. Lewin explain the difference between the actual change ($L + n$) and desired change ($L + n$) is due to inner resistance caused by social habits also called inner resistance. The figure below shows the problem in a more clearly fashion. The social habits create an additional force within the neighbourhood area which works to keep up the present level of equilibrium. To escape the neighbourhood area an additional force bigger than the inner resistance has to be introduced (Ibid, p. 327). This is illustrated in figure 11.

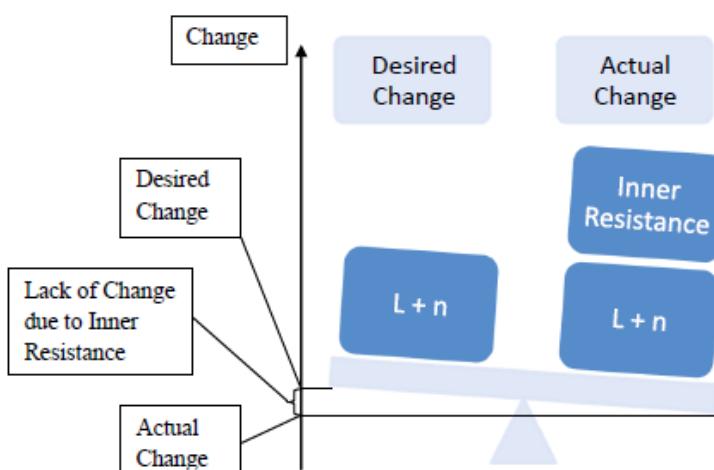


Figure 11: Inner resistance portrayed graphically. (Own design)

To conduct a change activity that will bring permanent change additional force needs to be introduced to overcome the initial state. Lewin states that forces surrounding the equilibrium can be used in this context. By adding a stronger force towards change or weakening the forces of inner resistance the change will overcome initial resistance in the neighbourhood area and go beyond creating a permanent change (*Ibid*, p. 313).

4.1.2 The Role of the Change Manager in the Three Phases of Change

The definition of time, force and behaviour has to some extent been described in order to understand the parameters of the model. To sum up, a particular set of behaviour at a given time is the result of the two types of forces; those striving to maintain the status quo and those pushing for change. To achieve permanent change the change manager has to tackle the anxiety and uncertainty throughout the three phases. The change manager has to initiate the process of change and try to control it. The object of the change manager is to guide the process of change through the three phases by using different tools to do so.

According to Lewin (1997) it is of crucial importance that the three steps are undergone because if not the change will be short lived. The three phases consists of an unfreezing of the present level, a movement from the present level to the desired level and a freezing of group standards at the desired level. The completion of all the phases is therefore the most important task of the change manager. The change manager cannot change individuals or the group, they can change by themselves, but the change manager can add forces striving towards change by affecting the members of the group.

The task of the change management in the unfreezing phase is to challenge the equilibrium by creating noise, make emotional stir-up, more or less to break the shell of complacency that the group is experiencing at the moment. The focus of the change management can be to diminish the values of the group and individuals by showing the differences between the present level and the desired level (*Ibid*, p. 330). The change manager may in this first phase focus on a overall stir-up because Lewin states that individuals are more likely to change their behaviour if the equilibrium of the group changes. The focus of the change manager therefore should be on interventions with the group in focus and targeting on reducing the inner resistance to change. By changing the group norms the individual is more receptive to change in extension of the changing of the group norms

(Ibid, p. 329). To focus strictly on the individual will only increase the resistance to change because if the individual should try to diverge too much away from group standards the individual will be treated inadequately compared to other group members (Ibid, p. 328).

The movement and refreezing phase is only mentioned in an extremely short coherence by Lewin. The change manager must however in the movement phase and refreezing phase carry on from the unfreezing phase. The change manager is in the movement phase applied to bring forward forces that can contribute to the movement. Lewin gives an example with young boys in a group: "*Forces against intergroup aggression might be: friendship between members; presence of an adult leader; the dignified character of the setting*" (Ibid, p. 315). An example that shows that the change manager has to question the practice of the old state as well as interacting with the group on a more individual level to gain support. The task of the change manager must be expected to act a lot like in the unfreezing phase but with a sharp focus on creating movement by steering up the equilibrium and initiating movement as well as reducing resistance in the group. Furthermore to create new values that is aligned with the expected values in the desired level.

Additionally the movement phase is also the time where the change manager is facilitating the actual change from the present level towards the desired level, so the change manager has to act trustworthy with openness, compassion and empathy to help members to change and ease the process of change (Peus et al., 2009).

In the refreezing phases the primary objective of the change manager is to anchor the new social equilibrium in the organisation. The movement phase has been undertaken and has brought forward a high amount of instability in the organisation. In order to make the change permanent the change manager has to act as a peace broker in the organisation by increasing the stability in the organisation, so the new social equilibrium can exist. The actual tools to use to increase the stability can be supporting mechanisms as rewards, penalties or new structural processes.

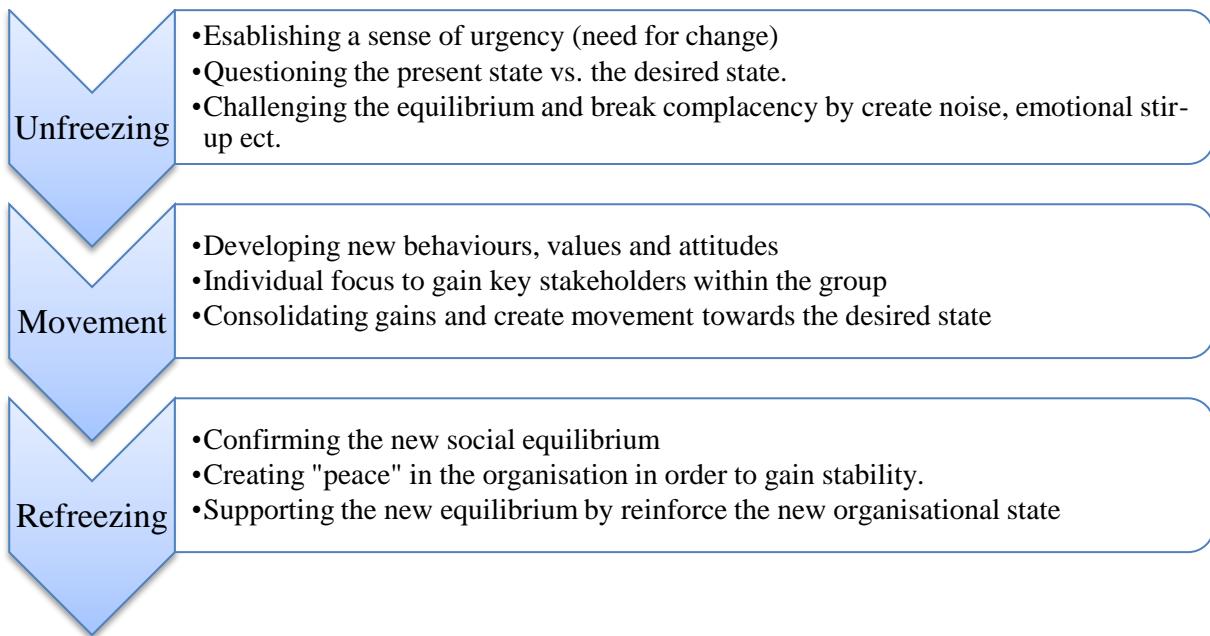


Figure 12: The role of the change manager in the three phases (Own design)

To sum-up, Lewin expects the change manager to be able to control the process of change. Furthermore he stresses that in order to succeed the change process has to go through an established order – unfreezing, movement and refreezing. Figure 12 above illustrates the needed steps the change manager needs to take in order to control the process of change according to Lewin.

4.3 Organisational Culture

Organisational culture can be difficult to understand but it is of outmost importance if change has to be understood and applied in a broader sense. The notion of culture has been debated throughout decades because of the complexity it brings into the organisation. Culture is hard to identify and decipher but it is an important aspect of an organisation because it affects the entire organisation at every level.

Edgar Schein has in his studies of culture tried to establish a set of ground rules to decipher culture. The studies made by Schein are conducted upon the theoretical foundation constructed by Kurt Lewin in his studies of change. Schein argues that if a change manager is able to decipher the culture of an organisation the change manager then most likely also will be able to change the culture. Furthermore Schein makes an important point "*The purpose is not to get a description to publish but to provide the group a useful mirror on itself*" (Schein, 1992, p. 168). The central issue for a change manager is to understand the functionality of each cultural level and most important how to deal with the anxiety that is being produced when these levels are challenged. Change

managers must be aware that culture is deep, wide and complex. Therefore, “*The major implication for leaders is to be cautious in how they interpret other people’s descriptions of the culture of their organization or part thereof*” (Ibid, p. 194). According to Schein two types of anxiety exist, survival anxiety and learning anxiety. The two types of anxiety are contrary to each other in the sense that survival anxiety is linked with a fear of breaking with the past and learning anxiety is connected with the fear of the future (Ibid, p. 22-23).

In his studies Schein finds that culture is best understood as a total concept where it is understood as a combination of various elements in different levels. The definition of culture can then be understood as “*A pattern of shared basic assumptions that the group learned as it solved its problems of external adaptation and internal integration, that has worked well enough to be considered valid and, therefore, to be taught to new members as the correct way perceive, think, and feel in relation to those problems*” (Ibid, p. 12). According to Schein culture can be understood in three levels much similar Lewin. The three levels that Schein describes are (1) artifacts, (2) espoused values and (3) basic underlying assumptions. The three levels indicate to which degree culture is visible to the observer, from a clear visible level with artifacts onto a blurred level of basic underlying assumptions which is much harder to decipher (Ibid, p. 16).

In order to comprehend culture it is important to clarify the limitation of culture. The cognitive state of humans dictates stability. Therefore, by challenging or questioning the basic assumption of the group it will release anxiety and defensiveness. Hence, the limitation of change is stability.

The connection between culture and group is also unbreakable because the notion of culture implies the very existence of a group. A group has a culture when it has had enough of shared history to have formed a set of shared assumptions. Therefore, no culture can exist without a group or without some shared assumptions (Ibid, p. 26). The essence of culture according to Schein is to understand culture in a group one must understand the pattern of basic underlying assumptions in that specific group. According to Schein the basic underlying assumptions are crucial in the understanding of the culture and are likewise the hardest to decipher. The visible levels of culture can be deciphered more easily. The three different levels refer to the degree to which the culture can be seen by the observers. As mentioned earlier the first level is the easiest to decipher and the hardness increases in the next levels.

The surface level includes the things one can see, hear and feel. For example, manner of addressing, language, physical environment, published list of values etc. The crucial point according to Schein

is here that the observer can easily observe things but the meaning of them can be difficult to decipher (Ibid, p. 17).

The second level consists of espoused values. Espoused values exist both in the organisation as well as in persons. The espoused value in an organisation is often identified as values reflecting the founder, leader or an individual that at an earlier state has triumphed. Their values have been proven in the past as trustworthy and may be considered real by the group. There is a shared assumption that the values are “correct” bases upon the social experience which thereby diminish the uncertainty in the group as well as bringing a sense of core values into the group. This cognitive transformation from shared assumptions into a “correct” way of thinking and acting happens over time (Ibid, p. 19).

The deepest level of culture according to Schein consists of basic assumptions. Basic assumptions are values that are being taken for granted in the organisation. Hence, it may facilitate restrictions to how the group sees the world but it increases the cognitive stability of the group. A basic assumption rooted in the organisation suppresses all other beliefs than the belief of the group even if it requires denying or falsifying the facts. There is a high sense of anxiety linked to the basic assumptions and challenging them releases a defensiveness in order to keep the already established basic assumptions. The figure below illustrates the different levels of culture that has been described.

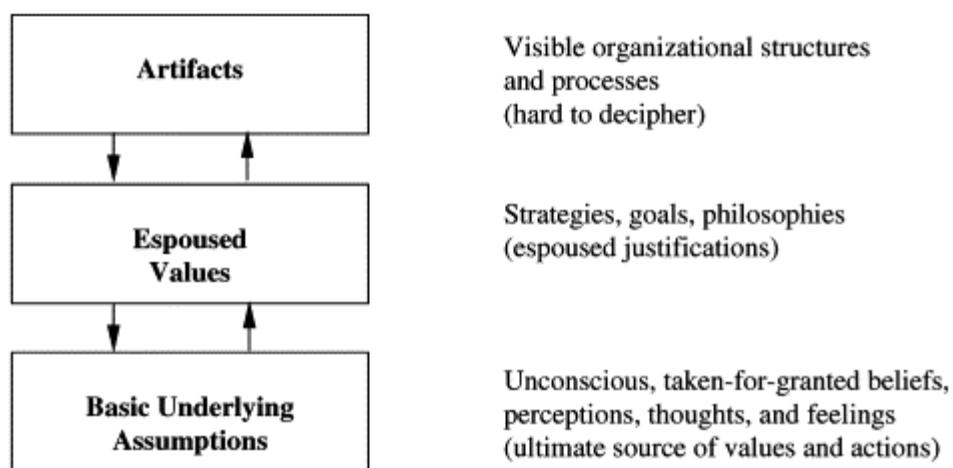


Figure 13: Levels of culture (Schein, 1992, p. 17)

4.3.1 Culture in a Change Manager Perspective

The change manager has to understand culture in order to understand behaviour. Altering a culture is not an easy task and it requires a great deal of cultural understanding of the group to do so.

According to Schein a cultural assessment is needed if a process of planned change shall succeed. As described culture is a mix of different levels that has a mechanism of controlling the group by manipulating the members into perceiving, thinking and feeling in a certain way. Changing a culture can only be done if the present state is analysed in depth and Schein states that "*the most efficient and possible valid way to decipher cultural assumptions is for an outsider to work directly with a group of motivated insiders on a model of artifacts, values, and assumptions*" (Ibid, p. 167). This is rarely the case in real life, so on the surface level the change manager has to observe the visible affects of the group by discovering what is seen, felt and heard. Furthermore a mapping of the behavioural setup will likewise increase the insight into the group. Artifacts at the surface level can help understand the day-to-day operations better, but there is a natural boundary surrounding the surface level. The change manager has to identify the espoused values of the group in order to get a better view into the culture. As mentioned the espoused value of a group can often be linked to someone's values. The role of the change manager is then to initiate a change process by testing, challenging, questioning and debating the values which already exist (Ibid, p. 19). By initiating these actions the change manager gradually starts a process of cognitive transformation inside the group. This is off course only the case if the actions are successful. The limitation of the espoused values is however also important to be aware of as change manager. There can be asymmetry between what people say and what they actually do, so to succeed the change manager must be aware of the underlying basic assumptions that make people say one thing and actually do another. Individuals may have different assumptions but they often only various little within a cultural entity and changing them affects their cognitive stability in the group which releases anxiety (Ibid, p. 22). The destabilisation of the cognitive stability is the biggest challenge for the change manager and in order to diminish the instability the change manager has to ease the cognitive transformation to the desired state by focusing on the new shared assumptions.

The cultural assessment of the organisation is important because it increases the insight into what barriers there may be towards change and establish an understanding of how different cultural assumptions aid or hinder the change targets in what they are trying to do (Ibid, p. 168). The cultural assessment should function as "*The most central issue for leaders...to get at the deeper levels of culture, how to assess the functionality of the assumptions made at each level, and how to deal with the anxiety that is unleashed when those levels are challenged*" (Ibid, p. 27).

After the cultural assessment of the organisation the change manager should unfreeze the organisation and prepare for change. The change manager is in a delicate situation because

unfreezing the cognitive equilibrium will release anxiety in the organisation and reduce stability. Once the equilibrium has been unfrozen the change manager must initiate a cognitive redefinition which can lead to a change. The change targets must feel the necessity and the urgency to change and at the same time when changing the change manager must provide an opportunity for refreezing. The refreezing occurs when the new cultural assumptions set up by the change manager consistently solve problems or reduce anxiety. This can lead to the creation of a new cultural and cognitive equilibrium (Ibid, p. 332).

To sum up, the function of the change manager is assorted and complex. The change manager must be both an enemy and a friend towards the organisation at the same time. The cultural assessment helps the change manager to understand what hinder or aid change in the organisation. The cultural assessment is made in order to present the organisational culture to the organisation. The new understanding of the culture should then hopefully create an insight that change is needed. The key learning point by Schein is that learning and change cannot be imposed on people. Their involvement and participation are needed in order to change.

The figure below illustrates the four stages that the change manager needs to accomplish in order to successfully conduct a change process.

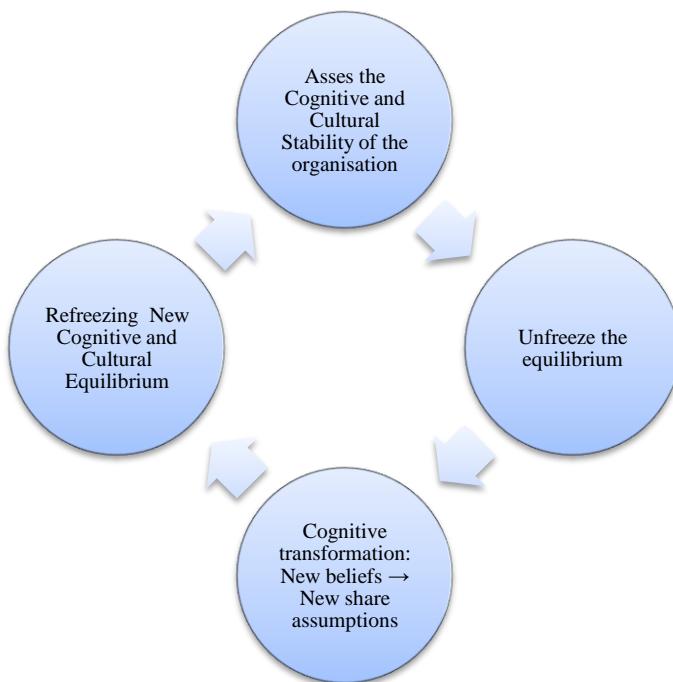


Figure 14: The process of change by the change manager. (Own design)

4.4 Resistance towards Change

The work of John P. Kotter has been widely debated and acknowledged throughout the entire world in many different aspects and situations. The view upon organisational change and change management is highly influenced by the ideas of Kurt Lewin three-step model about unfreezing, movement and Refreezing. Kotter has throughout his career written a large variety of articles about the process of change and the understanding of the process. The most contributing to the field of change management will be addressed in order to enhance the understanding and knowledge about change management.

In 1979 Kotter and Schlesinger wrote "*Choosing Strategies for Change*" that focuses on the limitations of change that are generated by resistance in an organisation. The article focuses on eliminating the inner resistance in the organisation by providing the change manager with tools. In order to handle resistance, resistance must be clarified first. Following Kotter and Schlesinger there are four overall reasons why people resist change. The reasons can be seen down under (Kotter & Schlesinger, 2008, p. 132):

1. Parochial self-interest
2. Misunderstanding of the change and its implications
3. A belief that change does not make sense for the organisation
4. Low tolerance for change.

The four types of resistance can be linked closely to the thoughts of Lewin and his forces affecting the individual in the force field equilibrium. Lewin describes the forces in an individual perspective that is controlled by group norms which affects the force field, whereas Kotter and Schlesinger take it a step further and describes which actions are needed to be taken in order to reduce the resistance. The four reasons can in a greater depth be described as:

(1) Parochial self-interest is when people focus on their own best interest and puts the interest of the organisation in second row. (2) Resistance emerges from ignorance. Misinformation's about the change initiative diminish the understanding of its implications and nourish resistance. Furthermore the resistance may be a result of lack of trust between employees and managers. The lack of trust acts as a contributor to the misunderstanding of the change initiative and its implications creating an increasing amount of resistance. (3) The change initiative is looked upon in different ways. The

point of view is different between employees and managers. (4) The low tolerance can be due to a lack of abilities, the possibility of losing face or even fitting into a group.

The four types of resistance can be deciphered into six typical situations that can arise in any organisation when experiencing change. In order to reduce the resistance to change Kotter and Schlesinger propose some basic tools that can be taken into action with the purpose of reducing the resistance. The different tools can be used to tackle resistance in different situations and will increase the success rate of the change process. The figure below illustrates the primary use of the tools matched with the situation they ideally fit with.

Types of resistance	Tools of the change manager	Commonly used in situations
Parochial self-interest	Education + Communication	Information about the change is inadequate or inaccurate
	Participation + Involvement	When commitment and low knowledge is present by the change targets
Misunderstanding of change and its implications	Facilitation + Support	When the process of change is stalled or restricted because of fear and anxiety
A belief that change does not make sense for the organisation	Negotiation + Agreement	Where someone or some group will clearly loose out in the change and where that group has considerable power to resist
Low tolerance for change	Manipulation + Co-optation	To unlock deadlock situations and no other tactic can be used or are too expensive
	Explicit + Implicit coercion	Where speed is essential and the change will not be accepted regardless of how it is introduced

Table 3: Tools to reduce resistant (Own design)

The tools do not offer a specific solution to the different aspects of change but they help the change manager to grasp in which direction to focus. The success of the different tools used in action can vary in comparison with the ability of the change manager. The approach of the change manager has a huge influence on how the resistance is tackled and one must be aware of the most common mistake that is when the change manager only uses one approach or a limited set of them regardless of the situation (Ibid, p. 137). The tools may be combined in order to generate the best possible success. Furthermore it is important to recognize that not even the most charismatic change

manager can make up for bad choices in strategy or use of poor tactics (*Ibid*, p. 139). The six actions tackles different aspects and types of resistance in an organisation and common for all of them are if used properly the process of change should be eased.

The process of change is tricky and hard to control so to increase the chances of success Kotter and Schlesinger urge change managers to follow four steps when initiating the process. The four steps that the change manager needs to take in order to maximize their possibility of success are:

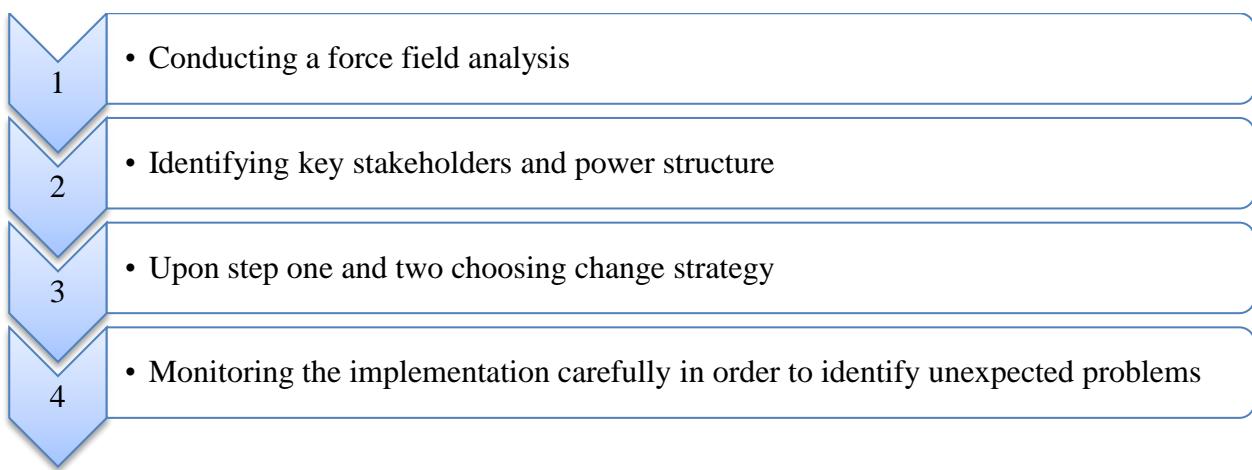


Figure 15: Tackling resistance as change manager (Own design)

The four steps do of course not guarantee success but if used properly the resistance should be minimized significantly and the transformation should be eased. The ability of the change manager will then be the primus in the change process.

The first step is to conduct a thorough force field analysis. The analysis should identify the current situation in dept by determine the forces working for and against the change initiative. The force field analysis is important in order to define the existing equilibrium in the organisation (Schein, 2002). Identifying the forces in the system creates a deeper insight in which forces are keeping the system in equilibrium. Furthermore understanding the system provides a possibility of assessing problems at hand and foresees were problems can arise. The essential aspect is to decipher if there are issues that can hamper the possible change process in the future and rank the possible issues in order of difficulties. In order to make a thorough analysis step two is a necessity. In relation to step one a clarification of the power structure must be constructed. The construction of the power structure is essential in order to determine who is pro and con to the change process and how much. Furthermore a key task is to identify who is essential to secure the success of the change. The most critical part of the four steps is step number one and two. The quality of the analysis in step one and

two depends on the ability of the change manager to conduct a thorough force field and power structure analysis. The conducted analysis lies as a foundation to which type of strategy the change manager will apply. A wrongly conducted analysis can prove to be costly and disastrous because a wrong strategy will be chosen. The last step is to monitor the implementation process tightly and expect the unexpected. The change manager has to be up front with the situation and have made thoughts of different scenarios in order to react intelligent to the threat. The four mentioned steps are useful but they only describe the process of change on a superficial level.

4.5 The Pragmatic Change Process

In the book "*Leading Change (1996)*" Kotter focuses more on the critical stages of change and the pitfalls surrounding the steps. The book offers a more in depth interpretation of what is needed to be a successful change manager and how to guide a change process. The book delivers palpable tools to support change that can tackle the issues of why change efforts fail. There has been a shift in how change is being seen in "*Leading Change (1996)*". Kotter moves the focus of the change manager from how to tackle resistance towards change, into a focus that is minded on how change can be supported. The eight-stage model may therefore be seen as a roadmap in order to help the change manager to support change.

Kotter introduces two key notions in his book, leadership and lifelong learning which both are essential to creating sustainable change. The aspect of leadership versus management is crucial because the change process has to be lead and not managed. The two aspects are interdependent in order to create change but their abilities are enormously different. Essential parameters of management is planning, organising and controlling whereas the essential parameters of leadership is motivating, aligning and establishing direction.

In hindsight the book can be linked backwards to the article "*Choosing Strategies for Change*" from 1979 as a further development on how resistance can be tackled by supporting change. The point of view from focusing on resistance instead of change is shifted in "*Leading Change*". The aspect of supporting change instead of focussing on resistance to change is a mental shift in the understanding of the process of change. Common to them both is that they are inspired by Lewin's thoughts about unfreezing, movement and refreezing. The eight-stage model can in relation to Lewin as well be divided into three overall phases. Lewin's first phase of unfreezing can in some manner be linked to the first four steps of Kotter. The establishing of a sense of urgency, creating a guiding coalition, developing a vision and communicating the change vision is all part of putting

additional forces on the status equilibrium in the unfreezing phase. The movement phase of Lewin is reflected in step five to seven by Kotter. The empowering of employees, generating short-term wins, consolidating the gains and producing more change is strictly aligned to moving to a more desirable state. The last stage of the eight-stage model is anchoring the new approaches in the culture which fits well with Lewin's refreezing after the movement phase. The link between Kotter and Lewin is illustrated below.

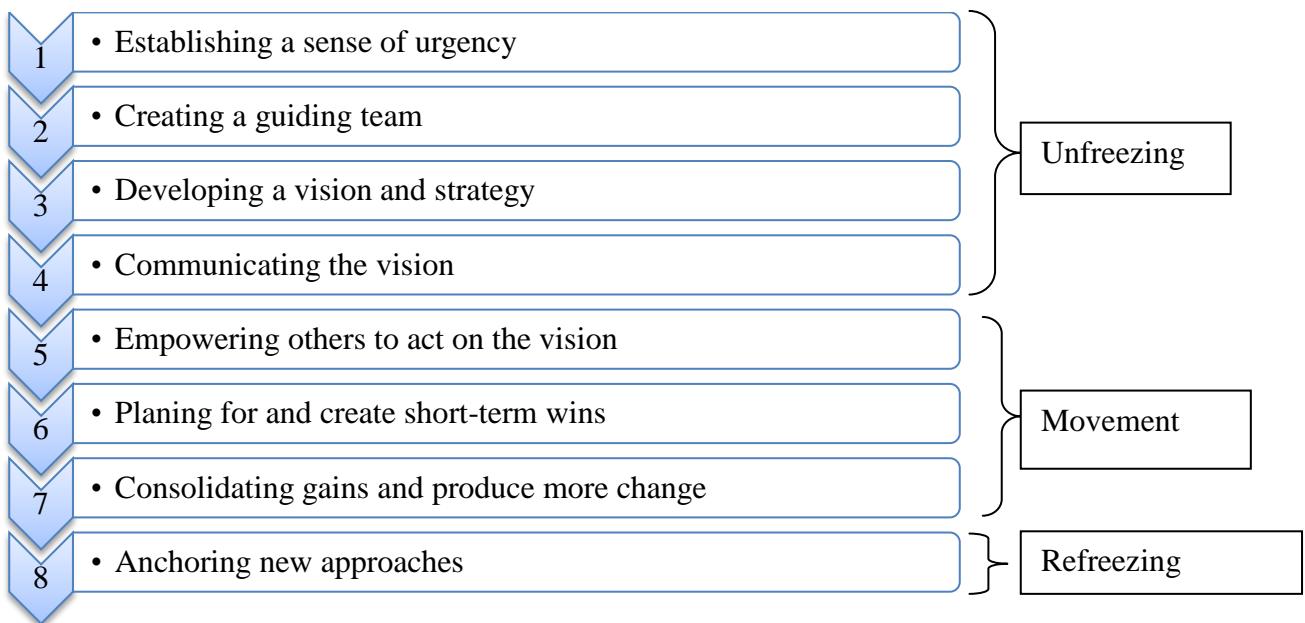


Figure 16: Kotter eight-stage model and similarities to Lewin (Own design)

The following section will decipher the eight-stage model in order to gain a greater understanding of the skills that are needed to conduct a successful change process, furthermore the change manager will be the focus of attention.

Stage 1) Establishing a sense of urgency

The opening and toughest step of the eight steps is establishing a sense of urgency in the organisation. The first step has to battle with hurdles as complacency, hesitation, self-protection and deviance which all must be addressed in order to reduce the barriers towards change. The essential objective is therefore to create urgency by reducing the things that are keeping the status quo and acting as barriers. The change manager must convince the change targets to change by making them feel that the status quo is a more dangerous place to be than leaping out into the unknown of change.

The single most important task in this first step is to convince the change targets into believing that a change is needed by getting people to stop ignoring the facts. Motivating the change targets in this step is essential to the change process, because without it the change targets are not willing to move. Breaking the shell of complacency and getting people to stop ignoring the facts can be done by illustrating the hard truth of the danger of being at the present state (Kotter, 2008, p. 36). Bringing the outside world into the organisation should help the change targets to see the differences between them and us which should increase the feeling of change being needed. The combination of see, feel, change should be in mind because “*people change what they do less because they are given analysis that shifts their thinking than because they are shown a truth that influences their feelings*” (Kotter & Cohen, 2002, p. 1). In this context deliberately fabricating horrible results can boost the sense of urgency by creating a crisis, however it might risk backfiring. Furthermore the sense of urgency is essential to the whole process of change because during the following steps members of the organisation will ask “why are we doing this?” and if a sense of urgency is not high enough the change process is likely to stall.

Stage 2) Creating a guiding team

The construction of a powerful guiding team is essential to sustain change because without it the process of change may stall. In order to support change the guiding team must consist of a mix of characteristics, power position, expertise, credibility and leadership. Furthermore the team must consist of both leadership skills and management skills in order to succeed. Leadership skills is essential because “*A guiding coalition made up only by managers... will cause major change efforts to fail*” (Kotter, 1996, p. 59). Kotter additional states that organisations generally are over managed and under lead which creates a lethal environment for change which only leadership can blast through. In order to get the best out of the guiding team trust between members is essential. According to Kotter trust increases the feeling of a shared objective and “*a common goal becomes much easier*” (Ibid, p. 65).

The change manager has to construct a guiding team that consists of the right composition of individual skills that are usable to the change process. The ability of a change manager must be on creating a guiding team that diminishes parochial self-interest in order to support the process of change. This is essential because “*teams aren't promoted, individuals are*” (Ibid, p. 56). The change manager has to establish trust between the members of the guiding team in order to achieve teamwork which is required in the later step of creating a new vision.

Stage 3) Developing a vision and strategy

Vision is a picture of the future that clarifies the purpose, motivates people to move and coordinates them when they do. Clarity, motivation and coordination are all things that are needed in order to break through the forces of status quo. As Kotter states “*A good vision acknowledges that sacrifices will be necessary but makes clear that these sacrifices will yield particular benefits and personal satisfactions that are far superior to those available today – or tomorrow – without attempting to change*” (Ibid, p. 70). Therefore a good change vision must be *imaginable, desirable, feasible, focused, flexible and communicable* in order to create progress (Ibid, p. 72). In order to outshine the resistance it has to be appealing to the heart as well as to the head. The notion of seeing, feeling and changing is important to a vision because “*Strategic plans motivate few people, but a compelling vision can appeal to the heart and motivate anyone*” (Kotter & Cohen, 2002, p. 69).

The change manager must conduct an analysis of the organisation “who are we?” to find the values and beliefs of the organisation in order to start the developing of a new vision and facilitate the creation of vision. Appeal the guiding team to increase their inter-group-relationship to enhance trust and teamwork. A good inter-group-relationship allows the guiding team to diminish parochial self-interest and allows the guiding team to get in touch with themselves and create a vision that not only is appealing to the head but also to the heart (Kotter, 1996, p. 82). The change manager must inspire the vision making and manage the vision creation process accordingly to the values and beliefs.

Stage 4) Communicating the vision and strategy

Communicating the vision is essential in gaining support to the change vision. The general claim by Kotter (2007, 1996) is that vision is under communicated with a factor of ten. The inadequate and inconsistent communication can lead to a stalled change process. Therefore the change manager must be aware of how to communicate the vision in different settings and situations in order to avoid stalling the change. The central issue of communication the vision is keeping it simple and heartfelt. It is important to repeat the central issue in different forums until it is “stuck” in the organisation and becomes a part of the organisation. The use of tools as metaphors, analogies and examples can make the message more memorable and emotional. This can help the change targets to imagine the vision and making it more appealing. The communication of the vision can likewise benefit greatly from two-way discussions where the change targets gives feedback to the change process. This requires a large amount of energy by processing the feedback in the short-run but the change process will benefit greatly in the long run. The two-way discussion helps people answer

their question and eliminates misunderstandings. The most important way to communicate the vision is however “*Walk the talk*” because as described by Kotter “*The cynical among us, in particular, tend not to believe words but will be impressed by action*” (Kotter, 1996, p. 96). The action taking by the change manager speak louder than words. Aligning action to talk is crucial when communicating the vision because “*Nothing undermines the communication of a change vision more than behaviour on the part of key players that seems inconsistent with the vision*” (Ibid, p. 97). Therefore is it important to be aware that communication is everything.

Stage 5) Empowering others to act on the vision

Change involves a variety of people in the organisation who all act within the specific boundaries of the organisation. The boundaries in a organisation can become barriers to the change process if not aligned with the process. Empowering people to act and take action is an important part because “*major internal transformation rarely happens unless many people assist*” (Ibid, p. 102). Furthermore, “*action is essential, both to empower others and to maintain the credibility of the change effort as a whole*” (Kotter, 2007, p. 102). According to Kotter (1996) there are four barriers to why employees are not empowering in their organisation: formal structure, troublesome supervisors discouraging the new vision, lack of skills needed, personal and information systems make it difficult to act.

The change manager must in this stage analyse which barriers that are affecting the change targets and diminish them. The barriers can be tackled with different tools. The tools that can be used to empower the employees can be a reorganisation of the organisational structures, provide training to gain the needed skills, align the reward systems to the vision and confront unaligned supervisors that are troublesome to the vision (Kotter, 1996, p. 115).

Stage 6) Planning for and create short-term wins

Short-term wins present the feeling of success and gives concrete feedback on the validity of the change vision. Furthermore it creates a sense of meaning to the employees to why they have to change. Kotter (1996) argues that the impact of short-term wins varies in strength to three characteristics: visibility, unambiguity and how clearly the win is linked to the change process. Therefore, “*in general, the more visible victories are, the more they help the change process*” (Kotter, 2002, p. 129). According to Kotter short-term wins are essential for building momentum in the organization. Furthermore it keeps the bosses on board because of the immediate success, it undermines cynics, it provides evidence that the change process is moving, it rewards change agents

and it fine-tunes the vision (Kotter, 1996, p. 123). The combination between leadership and management in this stage is essential as manager. The change manager must be able to create and plan for short-term wins as well as keeping the change process on track which requires management skills as well as leadership skills to inspire the change. Therefore both skills in management and leadership must be present. Hence, not planning for and creating short-term wins can turn catastrophic because the change process may stall without any signs of progress. The issue of short-term wins working as pressure on the organization is not all bad according Kotter (1996) because it keeps the urgency rate up however too much pressure on short-term wins will create anxiety.

Stage 7) Consolidating gains and producing more change

Consolidating the change and not giving in is the key phrases in this stage. The momentum generated in short-term wins must be capitalised and more change in line with the vision must be presented to overcome the resistance. Declaring victory to soon is a common mistake which lowers urgency and affects the further road of the change process according to Kotter (1996) and he simplifies that there are two main reasons to why the change stops, corporate culture and interdependence. In order to tackle them Kotter (1996) amplifies that continuous change must not stop. To facilitate continuous change the interconnections in the organisation have to be diminished. In a highly interdependent organisation radical change in one part of the organisation affect the whole organisation. Therefore the change manager should focus on eliminating unnecessary interdependencies in the organisation to make continuous change easier. Furthermore the change manager should bring in additional help to promote and develop the new change initiatives as well as constantly look for ways to keep the urgency up. The ability to lead and manage is of outmost importance in this stage because “*With sufficient leadership from above and lots of delegation of both management and leadership activities, twenty change projects can be run simultaneously. If either element is missing those twenty projects will create chaos, and stage 7 of a major transformation may collapse*” (Ibid, p. 142).

Stage 8) Anchoring new approaches in the culture

Anchoring new behaviours in the organisation is important because without deep roots to the new behaviour the change may be pulled back. In order to create deep roots Kotter simplifies that a common mistake is to believe that cultural change comes before changing the behaviour “*Culture refers to norms of behaviour*” (Ibid, p. 148). Hence, “*Culture changes only after you have successfully altered people’s actions, after the new behaviour produces some group benefit for a*

period of time, and after people see the connection between the new actions and the performance improvement. Thus, most cultural change happens in stage 8, not stage 1” (Ibid, p. 156). Therefore the purpose of stage eight is to visualise the new norms of behaviour as well as the new shared values. The change manager has to demonstrate valid positive results of the new behaviours to support the new organisational culture in order to deepen the roots of the new culture. The deepening will require intense communication and visualisation. Furthermore to stabilise the new culture in the organisation promotion of dedicated believers of the change can contribute to the anchoring of the new norms and new shared values in the organisation. They help give power and visibility to the new norms and ensure that the new beliefs are passed on. In order to increase the anchoring of the new norms the change manager may have to dismiss key people still resisting the change in order to diminish the chance of regression and return to the old culture.

Summing up, the eight stages presented are highly interdependent and in order to succeed in a major change process the stages must be conducted in the expected succession. A deviation from the desired succession of stages may turn catastrophic according to Kotter (1996) and the result will never be satisfying. The key learning points by Kotter in the eight-stage model is that in order to conduct a major change process one has to focus on how the change process can be helped instead of focussing on fighting resistance. According to Kotter resistance will always be present inside and outside the organisation and trying to control it is meaningless. Going through the stages Kotter passes on a collection of key skills that are needed as change manager to help the change process.

Table 4 on the next page illustrates the needed skills of a change manger to guide the process, as well as rules of thumbs to be aware of when going through the change process.

Stages	Key change manager skills	Rule of thumb
1) Establishing a sense of urgency	Stir-up the status quo. Convince the organisation that change is needed and motivate it to happen	The top executives and senior management need to believe that considerable change is needed and essential to the organisation
2) Creating a guiding team	Decipher the power structure to construct a mixed skilled guiding team	Leadership and management must both be present because without one the other will fail!
3) Developing a vision and strategy	Present the future benefits and inspire the creation of a new vision	If you cannot describe your vision to someone in five minutes and get their interest, your vision is not bright enough!
4) Communicating the change vision	The ability to communicate in different settings and situations in order to generate "buy-in" of the change vision	Nothing undermines the communication of a change vision more than behaviour on the part of key players that seems inconsistent with the vision
5) Empowering others to act on	Abolish structures unaligned with the new vision. Inspire action in line with the vision.	Environmental change demands organisational change
6) Planning for and create short-term wins	Communicate visible and sustainable results that supports the new vision	Running a change process without serious attention to short-term wins is extremely risky
7) Consolidating gains and produces more change	Control the impatient and keep the change process aligned	Keep the foot on the gas and do not look back! Relaxing can prove critical and the change process can stall and regression may set in
8) Anchoring the new approaches in the culture	Incorporate the new behaviours and values into the culture and abolish the old culture	Behaviour change culture. SO change behaviour first!

Table 4: Eight-stage model and the key skills needed to control the change process as well as rule of thumb (Own design)

4.6 Summarising the Theory into a Theoretical Framework

In the first part of this chapter it was presented that change can appear in different forms and not always comes in an expected form. Van de Ven and Poole (1995) shows a dynamic system of theories that helps explain the chaos of organisational change and development processes. The four theories or change motors explain how change is unfolding and what can be expected when a change process is initiated in one of the specific motors. The understandings of which entities are involved are important for the change manager because it allows the change manager to be aware of which types of resistance and uncertainties to expect.

The second part addressed Lewin (1997) and his three phases of change. Unfreezing, movement and refreezing are introduced with a force field in order to explain why change is so difficult to undertake. Lewin (1997) argues that the biggest limitation towards change is individual behaviour. He supports his argument by expressing that the existing force field dictates and restricts the behaviour of the individuals and therefore hinders change. The force field is however two-sided because it also at the same time explains why individuals act as they do. The key aspect of Lewin (1997) is that in order to initiate a change process the organisation must consists of some sort of readiness for change which is up to the change manager to establish.

The third part addressed Schein (1992) and his four stages of change. Schein focuses more in depth on the importance of culture when changing an organisation. Schein argues that in order to change an organisation it is necessary to have a deeper understanding of how culture is affecting the change process. A deeper insight into the culture is a necessity if the change manager should be able to identify the possible obstacles that may arise when introducing a change process. The change process raises two types of anxiety – survival anxiety and learning anxiety, according to Schein, which is fear of breaking with the past and of moving into the future. The anxiety can be linked to a denial of that change is needed in the organisation. The key aspect of Schein is that a cultural assessment is needed, not to help the change manager but to mirror the culture to the change targets so they can recognize that a change is needed.

The fourth part addresses Kotter and Schlesinger (2008) and their four stages of minimising resistance. Kotter and Schlesinger (2008) argues that individuals resists change because they are afraid of losing power and by some means a part of their identity. The resistance to change is expressed in several different aspects by the change targets. The key aspect of Kotter and Schlesinger is that there is an extreme focus on how resistance can be handled and understood.

The last part addresses Kotter (1996) and his eight-stage model. The viewpoint upon change is turned around 180 degrees from resistance to support. The focus is no longer on how resistance affects the process of change, but is now instead on how the change manager can support the process of change. Kotter (1996) argues that resistance towards change always will be present, so instead of focusing on the resistance as change manager, one must focus on supporting the change. In order to support the change certain skills are however needed as change manager. Kotter (1996) argues that the success of a change process in some form is parallel to the abilities of the change manager. In the same phrase he argues that because resistance cannot be managed the limitation of the change manager is the change targets willingness to change.

To sum-up, the theoretical presentation illustrates several different aspects of the change process and what it means to be a change manager. It has become clear that the change manager faces several challenges before, during after a change process. The change manager has to tackle the cognitive stability of the group before even initiating the change process and then create a will to change through a recognition that change is needed. The change manager has to inspire and provide the change targets with the freedom and motivation to self change as well as embed the new behaviours of the group.

Table five gives a more detailed overview of the different theories in regard to the different activities. Concerning the relationship of change manager and change processes, it can be noted that the change processes depends on various factors. This framework will be applied in the analysis of Citylogistik-kbh.

Researchers Stages	Lewin (1997)	Schein (1992)	Kotter and Schlesinger (2008)	Kotter (1996)
Prior to change	Unfreezing	Asses the cognitive and cultural stability of the organisation	Force field analysis	Establishing a sense of urgency
		Present change initiatives and unfreeze the equilibrium		Creating a guiding team
	Movement	Cognitive transformation: New beliefs → New share assumptions	Identify key stakeholders and power structure	Developing a vision and strategy
				Communicating the change vision
Change	Movement	Cognitive transformation: New beliefs → New share assumptions	From prior to change choose change strategy	Empowering employees to act
				Planning for and create short-term wins
				Consolidating gains and producing more change
After change	Refreezing	New cognitive and cultural equilibrium	Monitor the implementation carefully in or to identify unexpected problems	Anchoring the new approaches in the culture
Van de Ven and Poole (1995) - Structures of Change	<p>Dialectic</p> <pre> graph LR Thesis[Thesis] --> Conflict[Conflict] Antithesis[Antithesis] --> Conflict Conflict --> Synthesis[Synthesis] Conflict --> PD[Pluralism (diversity) Confrontation Conflict] </pre>		<p>Evolution</p> <pre> graph LR Variation[Variation] --> Selection[Selection] Selection --> Retention[Retention] PS[Population scarcity Environmental selection Competition] --> Variation </pre>	<pre> graph TD IG[Implement goals] --> SI[Search/interact] SI --> SE[Set/envision goals] SE --> IG D[Dissatisfaction] --> IG PE[Purposeful enactment Social construction Consensus] --> IG </pre>

Table 5: Theoretical framework (Own design)

5. Analysis and Discussion

In the slipstream of the detailed description of the theoretical foundation which ended in a theoretical framework (table 5) it is now time for an analysis of the gathered data. The analysis of the gathered data will consist of several different focus points in order to grasp as much information as possible with the intention of creating the best possible understanding of Citylogistik-kbh and their actors.

The analysis will include a review of Citylogistik-kbh based upon the theoretical framework produced in section 4.6. The analysis of the framework will be conducted in the sequences called *prior to change*, *change* and *after change*. The application of this sequence is done with the intention to understand the development of Citylogistik-kbh and the actors involved in the development. In order to make the analysis as structured and applicable as possible the three sequences will now be clarified. The first sequence *prior to change* will be applied to the time interval before the actual funding of the conceptual development phase. This is due to the idea that the conceptual development phase of Citylogistik-kbh is the actual *change process*. Citylogistik-kbh is as described in chapter two only a small part of a global thinking about urban logistic as a concept. Therefore the *change process* will be the actual conceptual development phase. This naturally concludes that the last sequence *after change* is after the ending of the conceptual development phase.

5.1 The Prior to Change Phase

In this part of the research the focus will be upon the situation prior to change in Citylogistik-kbh. The theoretical framework constructed in chapter four resulted in some key elements, which a process prior to the actual change process preferably needs to include and hopefully to go through. The pragmatic change process described by Kotter (1996) summarises the elements in a fine fashion by urgency, guidance team, vision and communication. This section will try to address those elements.

Before beginning the analysis of Citylogistik-kbh, in accordance to the overall philosophy of the research, some things must first be clarified. Therefore the focus once again must be placed backwards to the overall philosophical approach of the research. The hermeneutic philosophy of the research affects the development of the analysis in combination with the actor approach of the

research. The aim of the research and the actor approach is to understand the human or organisation as a social actor in a social constructed reality. As a result the different actors and their view upon their realities have to be clarified since their views affect their ability to alter their opinion. In the case of Citylogistik-kbh the philosophy of life is significantly different between two key actors; the retailers as change targets and the municipality as change manager. Their external as well as internal environmental settings are widely different.

The municipality of Copenhagen and the small retailers who Citylogistik-kbh is indented for cannot be placed on the same game board and be expected to interact with each other in a meaningful manner. Their worldviews are widely different and with different parameters affecting their choices. The focus of the retailers are from an economical angle were the bottom line is the paramount focus however according to Jesper Stenbæk "*Companies they really want to be socially beneficial, but they should preferably be profitable before they can be socially beneficial, because otherwise they are not socially beneficial for very long. So the thinking is very much on the bottom line*"⁷ (Appendix D, p. 5, l. 45). Here it becomes clear that the retailers first and foremost are prioritising the economical aspects of the triple bottom line. The context of the retailer's world is survival above all.

The context which the municipality of Copenhagen are functioning in is however miles away from the strictly centre of attention on profit. The municipality is a governmental institution and does not generally think in the terms of profit or deficit. Working in favour of the city of Copenhagen the thinking is done in a broader perspective and guidelines to the overall picture is drawn. The external environment is therefore the entire city of Copenhagen. Furthermore the municipality also has different objectives when initiating a project like Citylogistik-kbh compared with the possible users, the retailers in the city. The overall spotlight is on the environmental aspects of the triple bottom-line. The municipality's ambition is that "*The mobility in Copenhagen must be streamlined and go green in order to stimulate growth, contributing to a CO₂ neutral city and the good Copenhagener life*"⁸ (Appendix A, p. 2, l. 40). The economical aspect of the triple bottom-line if compared with the retailers, is for that reason not the same. The municipality is in this context a non-profit organisation with an internal focus that seeks the greater good of the city and its citizens. The difference of the world perspectives is also illustrated in table 6 on the next page.

⁷ Virksomheder, de vil rigtig gerne være samfundsgavnlige, men de skal helst give overskud før de kan være samfundsgavnlige for ellers er de ikke samfundsgavnlige særlig længe. Så de tænker i meget høj grad på bundlinjen.

⁸ Mobiliteten i København skal effektiviseres og forgrønnes for at stimulere væksten, bidrage til en CO₂ neutral by og det gode Københavnerliv

World Perspective	
The Municipality of Copenhagen	<ul style="list-style-type: none"> - Non-profit focus - Environmental focus on the triple bottom-line
The Retailers in the Old Part of Copenhagen	<ul style="list-style-type: none"> - Profit - Economical focus on the triple bottom-line

Table 6: The unaligned worldviews between the municipality and the retailers in the inner part of Copenhagen (Own design)

In addition it is vital to understand that the change manager on the project of Citylogistik-kbh is the municipality of Copenhagen. The change manager can therefore in this sense not be seen as one individual which is the case in the theory, but must here be seen as the municipality as whole. Hence, the municipality has the same identity as the change manager. Consequently there is a difference in the external/internal environment between the retailers and the municipality. The retailer focuses on profit whereas the municipality is aspiring for other goals than profit. In this aspect the vision of the municipality shines through and automatically becomes the overall vision in Citylogistik-kbh. The created vision and strategy is in this aspect the starting point, nevertheless the vision already exists but is not developed after the creation of the guidance team as desired in the pragmatic change process by Kotter (1996).

The communication of the change vision is the second aspect according to Kotter (1996) because it follows the developing of the vision and strategy. Citylogistik-kbh was in chapter two presented and the development of the project was in broader terms explained. The project was initiated in 2011 but the change process was initiated much earlier with the application of the verb “killertrucks”. In 2008 the municipality initiated a process that tried to unfreeze the situation and the debate in Copenhagen on the subject of heavy traffic. The wind was blowing in a new direction and the Mayor of Copenhagen at that time, Ritt Bjerregaard, was a key factor in dictating the direction (Appendix A). The established equilibrium was challenged and the debate surrounding transports into the city were put on the agenda. The municipality increased their focus upon environmental issues in general which also led to the construction of their ambitious vision of becoming the first CO₂ neutral capital in the world by 2025 (Københavns Klimaplan, 2009). In comparing the theoretical framework with the rapid and harsh rhetoric used by Ritt Bjerregaard, the structure of change in this situation can be compared with a dialectic structure of change as seen in section 4.2. The municipality is here trying to break with the basic assumptions, which are negative in their

perspective and by using a second-order change approach they managed to establish a contrast to the current routines. In this case, the municipality is applying the dialectic approach because they seek a revolutionary change, resulting in a new state of doing business instead of reproducing some prior entity. The municipality wants to think urban logistic in a totally new setting which is not limited by routines. The two different viewpoints on heavy traffic were unfolding and two different theses were being presented. According to Tanja Provstgaard "*This affected the press quite a lot, so there were not 14 days without new statements were made about one thing or the other, then Ritt was in clinch with Hans Toft...., then it was her and Bondam*"⁹ (Appendix C, p. 3, l. 48). In this aspect it is clear that a conflict was happening and that confrontation between the different viewpoints were happening nearly on a daily basis. The spin of the dialectic debate however did not generate negative publicity in accordance to the general debate about an urban logistic which could reduce the amount of heavy trucks in the old part of Copenhagen "*It was as if all publicity was good, whether it was negative or not*"¹⁰ (Appendix C, p. 4, l. 2). The direct confrontation was stirring the thoughts about the environment and was placing the concern of urban logistic on the agenda. The question is however; *has the dialectic approach contributed to the uncertainty as well as the anxiety surrounding Citylogistik?* The use of the dialectic approach implies a change process where the next step is unknown which definitely results in uncertainty. Furthermore the restraining forces in the force field are being questioned by the municipality and the basic underlying assumptions of retailers as well as the transporters are also being questioned. In this aspect the stability of the situation only exist due to what Lewin (1997) would calls a deadlock between the resultant forces striving for change and the restraining forces striving for maintaining the status quo. This deadlock meant that no major changed happened and the debate continued. The dialectic approach that was used in the dialogue of the problematic of "killertrucks" helped raise the awareness about the issue in general. The wheels were starting to spin and the locomotion as well as tendency to talk about change was established. Looking back at the harsh rhetoric used by the municipality, in this case Ritt Bjerregaard as change manager; it was helping the unfreezing of the existing status quo. By questioning the current situation in such fashion and by using the verb "killertrucks" the respondents, which in general terms in this perspective most likely were the citizens of Copenhagen, were given a powerful stroke on the head. Furthermore in a more in-depth way of thinking the retailers were affected because without customers there is no profit. Therefore

⁹ Det prægede egentlig pressen meget, altså der gik ikke 14 dage før der var nye udtagelser, så lå Ritt i clinch med Hans Toft, ..., også var det hende og Bondam.

¹⁰ Altså, det var som om alt omtale var godt, uanset om det var negativt eller ej.

the municipality's visions as well as the vision of Citylogistik-kbh's is to increase the attractiveness of the city are well aligned with the retailer's vision of earning money. The negative aspects of the verb "killertrucks" shouts action is needed and creates an emotional reaction that challenges the existing equilibrium, which is what the municipality is searching for. This is positive because the change idea needs to connect emotionally with the change target in order to power through the complacency surrounding the status quo (Kotter & Cohen, 2002). The overall goal must be to create urgency for change because without it the change will most likely stall. Comparing this to the theoretical framework it becomes clear that it is a vital aspect of the process of prior to change according Lewin (1997) and Kotter (1996). Taking a look back to what Lewin (1997) states in accordance to behaviour, it becomes clear that in order to unfreeze the status quo different aspects can be conceived of as change parameters. All behaviours including action, thinking, wishing, striving etc can be conceived of as parameters of change. This gives the harsh rhetoric a purpose because making individuals thinking, striving, wishing for change actually functions as a force striving for change.

Taking a big step back and viewing the situation in a more general perspective the global debate on the subject of sustainability and environment has also evolved over the last decade. The process in prior to change has as a result also been affected by the general cultural shift of beliefs worldwide. The development of environmental believers in Copenhagen has perhaps as a result changed even more. The view concerning a concept of urban logistic has been eased "*Well, times has changed. We have talked urban logistic years ago in Copenhagen and there has been a shift in how urban logistics is perceived. You can say time has worked for us*"¹¹ (Appendix C, p. 7, l. 10). Hence, alteration in society has also changed the viewpoint on urban logistic. The time has worked for the municipality and a cultural shift in the global society has been carried out and in addition extra focus has been produced by the municipality. The publication "Strategi for Tung Trafik" (Københavns Kommune, 2009b) in 2009 is a good example where different projects were presented, all with a sustainable ambition in some variety, and obviously an urban logistic project. This was in many aspects the starting point of the journey that should end in a conceptual development of Citylogistik-kbh. The report published by the municipality created interest around the topic of urban logistic and ended in an invitation to a study trip to Holland from the Danish

¹¹ Jamen, der er også tidsmæssigt sket noget. Man har talte citylogistik for flere år siden i København, og der er sket skred i, hvordan citylogistik opfattes. Hvor man kan sige tiden har arbejdet for os.

Ministry of Transport. As mentioned in chapter two Tanja Provstgaard was a part of this study trip to Holland and the presentation of the Dutch urban logistic project Binnenstadservice.

Prior to change, what is needed? The theoretical foundation of chapter four which ended in a theoretical framework gives an overview of some characteristics that the change manager has to be aware of as soon as deciding on initiating a change process. The recurring aspect of prior to change is that the change manager has to stir-up the existing equilibrium and create a sense of urgency for change. Taking a glance back to the earlier part of this section the harsh rhetoric used by the municipality was a good starting point, this in combination with a general shift of culture in Copenhagen over the last decade. The question is however *has the urgency been raised outside offices of the municipality?* One thing is sure; the urgency has been raised internally in the municipality over the last decade. In this perspective and after the study trip the decision to work for an urban logistic solution in Copenhagen was established and the philosophy of Citylogistik-kbh were founded. As mentioned earlier the municipality was and has been the change manager in Citylogistik-kbh. Referring back to the start of the section, the municipality had an overall agenda to increase the attractiveness of Copenhagen. The change manager in shape of Tanja Provstgaard then started to articulate the idea of Citylogistik-kbh. The articulation included four official presentations about the vision and possible concept of Citylogistik-kbh (Appendix E). Furthermore dozens of unofficial meetings were held in order to raise the awareness about Citylogistik-kbh with the purpose of enhancing the feeling of urgency towards a change, “*I have been drinking buckets of coffee in this project. Well, that is it. It is just dialogue, dialogue, dialogue*¹²” (Appendix A, p. 12, l. 36). The use of two-way discussions also allows actors to ask questions which can eliminate especially fear and anxiety due to some basic misunderstandings. In this aspect one must be aware that dialogue per se is not worth anything. The dialogues must have a clear goal in order to contribute to the change process. Dialogue must be used actively in the creation of urgency for change in order to facilitate resistance (Kotter, 2010). The presentation of the vision of Citylogistik-kbh has not always been smooth. In a start-up of a new project different ideas and viewpoints clashes together. In most situations the different actors tend to have a parochial self interest and are focused on their own best interest. A self interest that also came out into the light after one presentation of Citylogistik-kbh, “*When we started to talk about and articulate, what is Citylogistik and tried like getting the concept unfolded, we got SO many beatings*¹³” (Appendix C, p. 3, l. 6).

¹² Jeg har drukket spandevis af kaffe i det her projekt. Jamen, det er det. Det er bare dialog, dialog, dialog.

¹³ Da vi begyndte at snakke om og i talesætte, hvad er Citylogistik, og prøvede ligesom at få begrebet foldet ud, der fik vi SÅ mange bank.

The situation actually expresses quite a great deal of information about the different viewpoints between the actors. The conference was arranged by Danish Freight Forwarders Association (DFFA)¹⁴ and the municipality was invited to speak although the presentation created quite a riot. Applying the theoretical framework in this aspect one may argue that the different cultural beliefs are playing a big role. The visible resistance towards the idea of Citylogistik-kbh is most likely caused by the basic underlying assumptions in the transport and logistics industry. The dialectic approach that was used in the initiating phase of the communication of urban logistic has definitely contributed to the reaction that Tanja Provstgaard experienced at the conference. The transporter's general perception, thoughts and feelings are in this context under attack because it will mean an altering of their existing culture if implementing Citylogistik-kbh. This releases a combination between survival and learning anxiety in the industry however the anxiety that cannot be linked directly to one of the two anxiety types as described by Schein (1992) in section 4.3. The transporters express a fear of breaking with the past which in some way releases a fear for the future. Their shared assumptions of how businesses are being managed in the industry are challenged by the municipality which thereby creates a visible reaction "*It was simply, we were not intelligent and why should we interfere in the way they organised their business*"¹⁵ (Appendix C, p. 3, l. 8). In this aspect it also becomes clear that the overall idea of two key actors, the municipality of Copenhagen as change manager and the retailers in the old part of Copenhagen as change targets have to be diminished. There are not only two key actors in the system because the Transporters are likewise an important dynamic actor in the creation of knowledge and development of Citylogistik-kbh. In order to understand the reaction given by the transporters to the municipality, the thoughts about worldviews must be taken into account once again. The transporters are in general terms used to viewing the municipality as a governmental institution which in some degree always increase bureaucratisation or add restrictions to the industry. Therefore their starting point and attitude towards the municipality is influenced by some negativity and insecurity. This insecurity leads to resistance towards the possibility for change and Citylogistik-kbh and the municipality appears as somewhat of a "monster" through the eyes of the transporters according to Jesper Stenbæk (Appendix D). The negative view on the municipality has in that case also triggered all other types of resistance presented by Kotter and Schlesinger (2008) in section 4.4: An general misunderstanding of the change and its implications, low tolerance for change because the change

¹⁴ Danske Speditører

¹⁵ Det var simpelthen, vi var jo simpelthen ikke rigtige kloge og hvorfor skulle vi overhovede blande os i den måde de organiserede deres virksomhed.

manager were the municipality and a belief that change does not make sense for the transporters due to the possibility of losing out (Appendix C). These different types of resistance are all motivated by the fear of breaking with the past which is followed by the possibility of not coping with the actually change. The psychological barriers which are linked to the change process and the existing equilibrium do in these circumstances work as inner resistance for the transporters and create a huge barrier towards change as well as the change manager, the municipality. Their attitude is therefore a clear barrier towards change.

The actual retailers in the old part of Copenhagen seem however more relaxed about the project. One may argue that they have been too relaxed. It seems that the actual interest in the project has been lesser in some aspects which is also clarified by Christina Andersen "*We have been trying to involve Copenhagen City Center (KCC). Since we did not really come through there, we took hold of the Danish Chamber of Commerce Retail section (DCC) because we were like, we had to get someone that could tell us how they are as actors, what do they emphasises and what is important for them¹⁶*" (Appendix C, p. 17, l. 21). The KCC is an organisation that is created by the retailers in the inner part of Copenhagen with the declared goal of being Denmark's business and cultural centre as well as to preserve and enhance the environmental qualities of the area (KCC, 2012). The KCC must therefore also be seen as a part in the total blend which makes the retailer an actor. In ignoring or only having minimal interest in the possibility of an urban logistic solution the KCC in this aspect differs from their own vision which is a bit paradoxical. The KCC does in this perspective act as a typical urgency "killer" due to their ignorance towards the project (Kotter & Rathgeber, 2006). The DCC is in the same boat as the KCC but chooses to engage in the project. The ironic difference between KCC and DCC is that the KCC is focused on the inner part of Copenhagen whereas DCC is a nationwide organisation. The reason for the lack of engagement from the KCC can however according to Jesper Stenbæk be that "*If you present the retailers to something that is a vague wish for the future then they do not bother to listen to it. They cannot use it for anything, they want to hear something concrete here and now¹⁷*" (Appendix D, p. 3, l. 2). The different worldviews between the municipality and the retailers here becomes visible. The retailers in the aspect of KCC seem to not wanting to engage sufficiently in a project that does not generate a

¹⁶ Vi har jo haft forsøgt at involvere KCC. Da vi ikke rigtig kom igennem der, tog vi fat i Dansk Erhverv i deres detailhandel sektion, for vi var ligesom, vi var nødt til at få nogle med der kunne fortælle os hvordan er de her aktører, hvordan er butikkerne, hvad er vigtigt for dem, hvad lægger de vægt på.

¹⁷ Hvis man præsenterer butikkerne for et eller andet som er et vagt fremtidsønske så gider de ikke høre på det. Det kan de ikke bruge til noget, de vil høre noget konkret her og nu.

result here and now whereas it is vice versa with DCC. They are both parts of the retailers as an actor but their engagement levels are different even though both aspires the same profit goal for the retailers.

In trying to engage the retailers, or at least their overall organisations, into the project the notion of time must be thought of. It seems that the perspective of time differs between the actors. In the municipality a short term time horizon may be some years whereas a long term horizon may be a decade (Appendix A). This stands in sharp contrast to the retailers viewpoint where a short term horizon may be weeks or months and a long term horizon may be a year or two (Appendix D). This mismatch between the municipality and the retailers is also adding to the limitations of the project and functions in some aspect as a barrier towards change.

In viewing the prior to change process in a more general perspective it becomes more and more visible that the pragmatic process of *prior to change* presented by Kotter (1996) is not being met. In accordance to Kotter (1996) the four stages must be carried out in the sequence of establishing a sense of urgency, creating a guiding team, developing a vision and strategy and then communicating the change vision. If this predetermined sequence is not employed, the result of the change will never be satisfying according to Kotter (1996) because of the interdependency of the stages. The four steps which are needed to be taken in a predetermined sequence are not followed. The first step that was taken in the prior to change process was the development of a vision and strategy which was only intended to be step three. The vision and strategy were developed by the municipality alone and not in combination with the guidance team because the guidance team was not yet established. Developing the vision with a guidance team could perhaps, according to Kotter (1996), have generated a better inter-group-relationship in the Citylogistik-kbh project in the change phase along with enhanced trust and teamwork between the actors. The overall vision of Citylogistik-kbh and the municipality of Copenhagen is the same. The vision of being the first CO₂ neutral capital in the world by 2025 is however imaginable, focused, communicable, desirable and to some extent also feasible. Furthermore the vision is *compelling* as well as *appealing to the heart*. The question that jumps out is then, *why did they start with the vision and not with urgency as theory states?* The answer may even lie in the question. The general vision of Copenhagen is to be CO₂ neutral by 2025 and in order to achieve this goal innovation is needed, according to Tanja Provstgaard “*If we are to be CO₂ neutral by 2025. Then we cannot have business as usual*¹⁸”

¹⁸ Hvis vi skal være CO₂ neutrale i 2025. Altså så kan vi ikke have business as usual.

(Appendix C, p. 7, l. 36). Here it becomes clear that the overall vision is controlling the development of different projects which all seek to reduce emission. However Citylogistik-kbh is only one project out of many. In developing their overall vision, the municipality moves on to communicating the vision in general terms and not with a precise focus on Citylogistik-kbh. The communication of the overall vision however also influences the communication of Citylogistik-kbh in a positive way because their vision is more or less the same. The overall vision is simple to remember and is perfectly aligned with actions taken by the municipality which is crucial because actions speak louder than words which helps raise the urgency level (Københavns Kommune, 2009a).

The third step taken is establishing a sense of urgency for the project. In this context the unfreezing of the established equilibrium in order to create urgency towards change is met by the municipality by means of the harsh rhetoric as described earlier. Furthermore the general global culture shift helped increase the focus on urban logistic solutions and in some variety helped people to stop ignoring the facts. In the application of the theoretical framework it likewise becomes clear that the creating of a guiding team is not being completed in the prior to change phase. The guiding team is first created in the actual change process after the Citylogistik-kbh is granted the money for a conceptual development phase and as a result it only now becomes a part in the change process. The reason for not applying the stages in the right sequence according to Kotter (1996) can be linked to the municipality and their control of the project. Citylogistik-kbh is a child of the municipality's vision. Nevertheless the possible negative effects of not applying the stages properly could lead to failure because the stages are so interdependent. The importance of initiating with the establishing of a sense of urgency is to ensure that a change friendly environment exists. The biggest reason why change efforts fail is because no such environment has been developed (Kotter, 1996, 2008). The absent of this as the first step must be seen as the largest mismatch from the framework. The question is however *does the sequence in the theoretical framework even match a change process conducted and controlled by a governmental institution?* Probably not, the theories are developed from a profit focus and not from an environmental focus. However the theory states that without urgency the change is likely going to stall later in the process, because the feeling of urgency is missing (Kotter, 1996, 2008). The overall communication of the vision may have created a sense of urgency; *but does it stick out?*

5.2.1 Summarising the Prior to Change Phase

The prior to change section has generated a new understanding of the different actors. The municipality as change manager is followed by a sphere of prejudices due to the expectations of rules and regulations. Furthermore there was a lower than expected response rate from the retailers towards the project, which were demonstrated by the insufficient engagement from KCC. The retailers in the perspective of the DCC did however actively participate in the project. There were also differences in the notion of time as well as the overall focus on profit or non-profit which also affected the relationship between the actors. In a more general notion the different world perspectives of the three key actors showed to be barrier towards change as well. The actual prior to change phase also illustrated several difficult aspects which were needed to be taken into consideration once establishing the guidance team. The prior to change phase confirmed resistance towards the municipality as change manager and evidence showed that the municipality were unpopular in some aspects. To sum up, opinions and beliefs are widely different between the actors and their attitudes can be found in both ends of the parameter. The table below illustrates the interrelationship between the key actors in the prior to change process.

Key Actors in <i>Prior to Change</i> and their Interrelationship			
	Municipality	Retailers	Transporters
Municipality (Environmental Primary) (Non-Profit)		Positive	<i>Extremely Negative</i> “Killertrucks”
Retailers (Logistic Secondary) (Profit Primary)	<i>Neutral to Negative</i> “Do not care” “Fear of a Stalinist project”		<i>Neutral Retailers</i> “No control over the supply chain”
Transporters (Logistic Primary) (Profit Primary)	<i>Very Negative</i> “Monster”	<i>Positive</i> “Transporters control the supply chain”	

Table 7: Interrelationship between key actors in prior to change. (Own design)

Furthermore in the section of prior to change it is also clear that the stages of change in accordance to the theoretical framework and their predetermined sequence are not being followed. The municipality is conducting their change process in a quite different fashion compared to the theoretical framework. The reason behind the actions of the municipality however seems clear. The rationale for starting with the developing of vision can be linked back to issues of Citylogistik-kbh

not being the only project aspiring from the overall vision set by the municipality. The actual vision generates Citylogistik-kbh, which means that in prior to change Citylogistik-kbh does not have an individual vision but uses the overall vision of the municipality. The actual communication of the vision as well as creating a sense of urgency for change was in this aspect conducted simultaneously in the phase of prior to change. The actual sense of urgency among the actors were however different. The actual process which the municipality have followed is illustrated below.

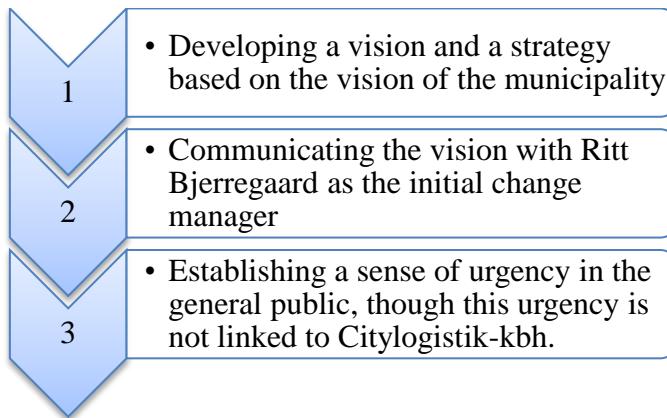


Figure 17: The actual prior to change process by the municipality. (Own design)

5.3 The Change Phase

In this section of the chapter five the conceptual development phase of Citylogistik-kbh will be examined. The key elements of how the actual change process will be examined. The pragmatic change process described by Kotter (1996) summarises the element in a fine fashion by *empowering people to act, generating short-term wins and consolidating gains and producing more change*. This section will try to address those elements as well as the absent elements of the prior to change phase.

The first part of the change phase can be interpreted as an evolutionary structure, but in the same breath it is clearly a teleological structure because of their applied goals and time schedule. After the construction of the guidance team, on the basis of experiences gained through the prior to change phase, the structure evolved from a rather dialectic structure, as seen in the prior to change phase, towards a more evolutionary approach. Nevertheless, there are still dialectic tendencies in Citylogistik-kbh. The reason for interpreting a shift from a dialectic structure towards an evolutionary structure is the big screening of Europe for similar projects. This screening process can be related to an overall idea of competitive adaptability and natural selection which is a key factor in the development of evolutionary structures of change. The reason for the screening process was

to inspect the different experiences gained in similar project all over Europe in order to understand which projects had been successful and why (Appendix C). This makes it possible to state that a natural selection had already occurred in Europe when the screening was conducted. The screening process however does more than just helping to increase the understanding of similar projects. The outside world is brought into the temporary organisation, which helps illustrate the differences between the current situation and the desired situation. The screening process helps raise the question, *why are we using this approach?*

The third step of the prior to change phase establishing urgency here recurs and places pressure on the actors once again. The difference from the urgency produced in the prior to change phase is that the urgency here is created in a partnership with universities and not only by the municipality and their overall vision. The pressure on the municipality as change manager is in this aspect transformed into a more general perspective on to the steering committee instead of solely on the shoulders of the municipality. According to Christina Andersen this transformation takes place because "*We cannot control the universities research. Ergo, they must be closer to the truth*"¹⁹ (Appendix C, p. 26, l. 1). The validity of the universities is not questioned by the retailers or the transporters because the universities are independent from the municipality, which also gives their words increased power and helps build trust between the actors.

The end of the prior to change phase and the beginning of the actual change as seen from the theoretical framework is a little blurry. The first part of the analysis illustrated that the sequence of the prior to change phase was radical different to the theoretical framework and even missed out on one step. The initiating of the actual change phase is the funding of the conceptual development phase. Upon the prior to change phase it is clear that several issues needed to be addressed if the project should evolve. The prior to change gave an understanding of the different cultural characteristics of the various actors as well as their motive. In addition it became visible which type of resistance the actors had towards Citylogistik-kbh; parochial self-interest, misunderstanding the change and its implications, furthermore they had a belief that the change did not fit or made sense. In the actual change phase these experiences were used in the construction of the temporary organisation of Citylogistik-kbh, and the guidance team was constructed on the basis of a research unit in which Tanja Provstgaard was a part of (Appendix E). The municipality knew the actors attitudes towards the project from the beginning of the conceptual development phase. Additionally

¹⁹ Vi kan ikke styre universiteternes forskningsresultater. Ergo, må de om nogen ligge tættere på sandheden.

the interactions with the retailers and the transporters also helped in the creation of a better cultural understanding of the actors (Appendix C). This insight affected the choice of partners to the guidance team. The guidance team ended in a combination of universities and public organisations. The actual structure of the temporary organisation of Citylogistik-kbh ended in several entities but with two crucial entities, the steering committee which is comparable to the theoretical frameworks guidance team and the advisory board. The advisory board here is an entity consisting of a variety of organisations including KCC and DFFA etc. The reason for the implementation of KCC and DFFA into the advisory board was on the background of the knowledge gained in the prior to change phase which is excellently linked to Schein (1992) as well as Kotter and Schlesinger (2008). In the theory resistance can be diminished if the change target is involved and is allowed to participate. In addition the advisory board is a good platform for communicating as well as educating the members in a manner that diminish resistance. The four aspects; education, communication, participation and involvement were all used for increasing the knowledge about the change. The gained understanding of the resistance types was likewise used accordingly to Kotter and Schlesinger (2008) in order to choose a *change strategy* that could diminish the resistance towards the change. The purpose of the involvement and the participation strategy is to give the actors concrete influence on the project which they also got (Appendix D). So the different key actors are all joining the project *but are their motives or intention the same?* It seems not, the transporters and retailers want to join the advisory board to monitor the project and to see what the implications will be, whereas the municipality wants the retailers and transporters to join the project because they in the prior to change phase revealed resistance towards the project. Even though they all joined the project their underlying motives and intentions for joining are based on very different parameters. The municipality not only wants to diminish the resistance they also wants to clarify the vision of Citylogistik-kbh as an individual entity which is not linked to the overall vision of the municipality. The situation is the opposite when looking at the retailers and especially on the transporters. The municipality is communicating the new identity which is changing the attitude towards Citylogistik-kbh among the retailers. The question is however *does the municipality produce frontrunner retailers?* In the change phase a shift occurs in the attitude towards Citylogistik-kbh which produces some frontrunner retailers. The frontrunner retailers seem to have a personal enthusiasm for the project according to Christina Andersen from the municipality "*It is people who have a personal enthusiasm for the project*"²⁰ (Appendix C, p. 22, l. 6). The enthusiasm

²⁰ Det er folk som har en personlig begejstring for det.

is perhaps not produced by the municipality but the municipality seems to be very much aware of how they are using these retailers in a positive and productive way to make others follow. “*We spoke to Mads Nørregaard because we had a presumption that he would be a frontrunner retailer, so he could pass the message on. But also so they in their own context started to talk about Citylogistik-kbh²¹*” (Appendix C, p. 20, l. 21). The answer to the question however seems to be *no*, however the municipality uses the frontrunner retailers enthusiasm towards the project in a proactive manner in order to diminish the resistance.

The situation is different for the transporters. The fear that the transporters experienced in the prior to change led to an image that the municipality were a change “monster” which had the declared goal of restricting and regulating the transporters. According to Jesper Stenbæk “*There was a fear of some Stalinist project, a concrete project that would be forced down over the head. That was the scepticism²²*” (Appendix D, p. 8, l. 6). So their intentions for joining the project were a hope of gaining some sort of influence in the project and minimise restriction and regulations. Nevertheless the transporters and retailers may join the project without being convinced that the project actually is a positive thing because according to Jesper Stenbæk “*Joining is not being convinced, but they are present²³*” (Appendix D, p. 11, l. 10). So in that aspect the municipality has to be aware that they are not being cheated into thinking that just because actors join they are also convinced. The underlying motive for joining seems to be quite different in relation to what the municipality may think however the involvement is contributing to the diminishing of the idea that the municipality is a change “monster” (Appendix D).

In trying to understand the different actors and their intentions the wondering of when an individual identity of Citylogistik-kbh first occurred, comes into the mind. The development of an individual identity happened over time in combination with the different actors. The communication of the overall vision of the municipality has been going on for years but the individual entity of Citylogistik-kbh was first developed in the actual change process with the construction of the temporary organisation. The prior lack of an individual identity has therefore also worked as a barrier because the concept blurs out. The communication about the individual identity has therefore not been undertaken before the change phase. The municipality as change manager has

²¹ Vi har talt med Mads Nørregaard fordi vi havde en formodning om han ville være toneangivende, altså de kan tale med de andre. Men også det, at de begynder selv i deres regi og tale om, nåh ja, men vi havde besøg af kommunen og de sagde, sådan og sådan. Der kunne måske være noget spændende i det.

²² Det var frygten for et eller andet stalinistisk projekt, et beton projekt stoppet ned over hoved. Det var skepsissen.

²³ Altså været med inde, og ikke været med på, som i overbevist, men som at have været til stede.

however in the prior to change phase narrowed the focus and to some extent tried to create an individual identity before the change phase. The communication about Citylogistik-kbh in the change phase has consisted of different types of activities. The first step after the funding of the project was therefore to create an individual website "*We created the website and especially the animation to make it concrete²⁴*" (Appendix C, p. 15, l. 15). The intention seems clear, the development of an individual identity is in the interest of the municipality in order to diminish the supremacy and reduce the resistance from the different actors. The application of a website that tells a story instead of duplicating data is also sensible in order to creating urgency. Stories appeal both to the heart and the mind and it can create a bigger emotional reaction compared to data (Kotter & Cohen, 2002). *However is it also in the interest of the retailers or the transporters?* In the perspective of the retailers an individual identity in combination with the website offers an opportunity to visualise the actual meaning of the project. The individual identity is therefore also in their best interest. The case however seems a bit different in the perspective of the transporters because the individual identity clarifies a concept into meaningful actions, actions that can threaten the livelihood of the transporters.

In the theoretical framework the notion of *empowering people to act* is a vital part of the actual change process. The establishing of the advisory board as described earlier is one aspect of an attempt not only to involve the actors, but also an attempt to make them a part of the process by empowering them to act independently in combination with the project. The actors are not just the municipality, the retailer and the transporters but also the universities in the guidance team which gives it more validity. In the aspect of the advisory board, three board meetings were held during the change phase, all with the purpose and intention from the municipality to empower the actors to act. The motive of the municipality was to swear them in (Appendix C). However the municipality must be aware that joining an advisory board does not make them into believers. Making the actors take action can be supported by different tools however the temporary organisation of Citylogistik-kbh and the stage, in which the project is, restrict the possibility for acting. This is due to no actual product being introduced.

The use of *short-term wins* in the change process is likewise essential in order to build momentum for change and keep the process on track. In the process of creating and planning for short-term wins the municipality has provided the actors with the possibility of gaining knowledge on Citylogistik-kbh and skills about green supply chain management. One of the fist planned step after

²⁴ Vi har så til gengæld fået lavet hjemmesiden og især animationen for at gøre det konkret.

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the funding was to hire Christina Andersen²⁵ to support the change phase. This recruitment displayed a direct link to the vision of making a project that not only had an academic use but also a practical use. By bringing practical knowledge into an academic study the municipality demonstrated a concrete feedback on the limitation of the municipality as change manager. In the change phase several goals were set between actors of the guidance team in order to produce progress. The planned goals included workshops, a conference and studies about the impact of Citylogistik-kbh (Appendix E). In course of the change process two workshops were held focusing on the retailers and the transporters however there was a difference in success. The first workshop minded for the retailers turned out to be a failure, but the municipality explained this with the justification that it was too far out in the future at that time. According to Christina Andersen the notion of time functions as a barrier towards the project because "*They simply cannot relate to anything that is going to happen, perhaps in eighteen months, although they think it's a good idea*²⁶" (Appendix C, p. 14, l. 41). This poor attend shows a low feeling of urgency between the retailers. Even though the notion of time is being used as an explanation in this situation one could argue that if urgency is present time becomes irrelevant (Kotter, 2010). According to Christina Andersen, the retailers furthermore seem to be pressured by the ongoing financial crisis, which delimits their ability to engage in something too far out in the future (Appendix C), but *does this not only makes the need for urgency even bigger?* The municipality however feels that it will not make sense to keep informing the retailers and it would make the change process more difficult because "*They do not bother spending time on it*²⁷" (Appendix C, p. 21, l. 1).

The second workshop intended for the transporters turned out to be a big success. The two workshops have the same starting point but the results are different, *but how come?* The obvious reason is that logistics is the primary focus for the transporters and only a secondary focus for the retailers *but is it not up to the municipality to create a feeling that logistic should become more in focus?* The retailers seem to forget that *they* actually are in control of the supply chain. The transporters exist because the retailers need them, not the other way around. It seems that the municipality is neglecting to communicate this message, but on the other hand the transporters attitude towards them is still improving. The engagement from the retailers seems in this aspect to be based on personal interest which have created frontrunner retailers and not based on the effort

²⁵ Educated freight forwarder with practical knowledge

²⁶ De kan simpelthen ikke forholde sig til noget der kommer til at ske, måske først om halvandet år, selvom de synes det er nok så en god ide.

²⁷ De gider simpelthen ikke bruge tid på det.

done by the municipality as change manager. The intention with the two workshops is clear, they want to communicate their message of Citylogistik-kbh to the transporters and the retailers. Their underlying assumptions are however also that if they join they believe, which probably is not the situation. In the extension of the two workshops a conference was held with international speakers which turn out to be a big success "*It was a huge success and we had to move the event and I could not squeeze one more soul inside*²⁸" (Appendix A, p. 5, l. 8). The conference was a visible victory that can be linked to the change process in the aspect of getting urban logistic on the agenda. The conference is evidence of movement in the change process and helps increase the sense of urgency which also seems to be the underlying motive for the conference. The inclusion of international expert speakers and politicians, especially the Minister of the Environment in Denmark Ida Auken can be seen as a gigantic success.

In a change phase planning for short-term wins is crucial in order to keep the momentum of the change up, but the planned wins sometime turns out to be failures instead. The business case in the change phase seems to be an example of this. The produced business case shows a relative negative result in terms of the transporters or any organisation that will run the project in the first years (DTA, 2012). The results affect the opinion of Citylogistik-kbh by making it less appealing to profit seeking organisations. The presentation of the case which in some extent was minded for the transporters in order to determine the possibility for profit also affects the retailers. Here the municipality and the retailers in some sense mismatch each other because even through the case shows a negative result, the municipality looks at it in a positive light whereas the retailers are much more sceptical. In viewing the case through the eyes of the DCC the conclusion is quite simple "*It must be profitable otherwise there is no project*²⁹" (Appendix D, p. 11, l. 19). Their underlying motive is profit and the discussion of "*If you look at your total account you will gain a surplus*³⁰" (Appendix A, p. 5, l. 33) seems to bit unnecessary in the eyes of the DCC which have the sole purpose of advising the retailers. The business case in this aspect acts as a barrier to change instead of a gain. The underlying motive does in this perspective function as a barrier towards change. Therefore the purpose of the change manager is to assure that the sense of urgency is high enough when facing difficulties. The goal of the articulation is to create a sense of urgency between the retailers and not only just to articulate the project. Whether they have fully succeeded in this, can be argued.

²⁸ Det var en kæmpe succes og vi var nødt til at flytte arrangementet og jeg kunne ikke presse en sjæl mere ind.

²⁹ Det skal give overskud ellers er der ikke noget projekt.

³⁰ Hvis du kigger på dit totalregnskab så får du faktisk et overskud.

5.3.1 Summarising the Change Phase

The change phase has generated a new understanding of the actor intentions as well as their underlying motive. The change phase of Citylogistik-kbh has proved a mental shift in the opinion between the actors. The shift has influenced a development in the relation between the actors, in addition the municipality has evolved from a change “monster” into a more acceptable figure in the eyes of the transporters as well as some retailers who has embraced the project. The development has meant that the possibility for interactions as well as the actual trust level between the actors has been raised. The change phase could however easily have been used to increase the awareness surrounding who controls the supply chain. The primarily development in the attitude has been between the transporters and the municipality which is good, but they are not the primary change target. The actual change in the attitude between the municipality and the retailers has yet to be improved, and at the same time to be linked to an increased focus that the supply chain is under the control of the retailers. The mental shift of the retailers can however not quite be linked to the municipality because their engagement in the project is based on personal interest. The situation seems different in the aspect of the transporters were a shift can be linked backwards to an extensive dialogue between the municipality and the transporters that also has demonstrated the biggest resistance towards the project. The dialogue and the relative big influence on the project have created a positive atmosphere instead of the negative atmosphere seen in the prior to change phase between the municipality and the transporters. The actual improved dialogue contributes positive to the project because different aspects are being discussed which helps improve the project. Table 8 on the next page illustrates the development in attitudes between the three key actors.

Attitude shift between key actors in <i>the change phase</i>			
	Municipality	Retailers	Transporters
Municipality/Steering Committee (Environmental Primary)	<i>Positive</i>		<i>Extremely negative “Killertrucks”</i>
Retailers (Logistic Secondary)	<i>Neutral “Do not care” → Passive-positive “Some frontrunner retailers”</i>		<i>→ Positive dialogue</i>
Transporters (Logistic Primary)	<i>Very Negative “Monster” → Positive dialogue “Affects the strategy”</i>	<i>Positive “Transporters control the supply chain”</i>	

Table 8: Attitude shift between key actors in the change phase (Own design)

Taking a look backwards on the process in which the municipality has acted as change manager the fit to the theoretical framework has become much more apparent than in the prior to change phase. The transition was however in some sense a blur between the two phases. Nevertheless the guidance team was constructed immediately after the funding and functioned as a starting point for the change phase. The actual change phase has given the different actors plenty of opportunities to act on the vision and some actors have also done this however most actions could be linked to the guidance team and not independent actors. In the figure below the actual processes of the change phase is illustrated. In comparing the actual change phase and the theoretical framework 2/3 is the same. It can be seen that the *consolidating of gains and producing of more change* slides out and is replaced by the creating of the guidance team which initiates the phase. The actual difference between the process of the municipality and the theoretical framework is in this context not so big.

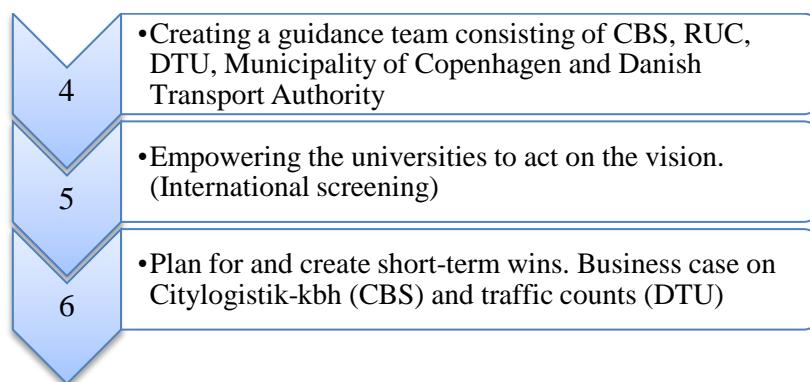


Figure 18: The actual process of change in the change phase. (Own design)

5.4 After the Change

In this part of the chapter, the third and last part of the theoretical framework will be examined. The perception of what comes after change is quite funny because *what does that actually mean?* Is change a onetime thing or is after change not merely another concept for prior to a new change? The philosophical idea of this research does in some degree give the answer to this riddle because like in the aspect of the hermeneutic spiral, when getting new knowledge new questions occurs. In comparison to change, when one change has been undertaken a new understanding occurs and a new change will be engaged on those understandings. As it is with knowledge, the equivalent can be said on the subject of change. The theoretical framework used in this analysis preaches different things on how the change manager should secure the change after the change process has taken place. In the aspect of Citylogistik-kbh the after change phase is all about consolidating gains and producing even more change. It is the time for anchoring the new approaches in the culture and monitoring the implications of the change. During the change phase a change has occurred in the way the different actors perceive each other which has led to a change in mindset towards Citylogistik-kbh. The actual anchoring of the new behaviours and the new understandings in the change phase can hopefully be transmitted to the demonstration project where new and better approaches towards urban logistic can be taken into use. The purpose of the demonstration project in a change perspective is to visualise the new norms as well as stabilise the new culture about sustainability in Copenhagen. Therefore the municipality has in order to anchoring the new approaches also created a new freight network with the goal of diminishing the barriers between private organisations and public organisations (Appendix C). The new freight network can in the future help increase the understanding of how private and public organisation should work together and thereby help reducing the barriers that occur when two organisations with different worldviews interact.

5.5 Summarising the Analysis

The three different sequences of the analysis have demonstrated a project that was intended for the retailers in the old part of Copenhagen but instead became a project influenced by the transporters. The reason for this shift is a combination of different things. The priority of the retailers in the old part of Copenhagen is first and foremost on selling goods to the customers and selling lots of it, their emphasis is not on logistic. The retailers are not pleased with the current method, in which their goods are being delivered, in untimely fashion. Their unhappiness has however not reached a sufficient level to automatically create enough urgency. They do not seem ready to engage themselves in a project that is in a conceptual development phase, and cannot generate a solution right away. Creating sufficient urgency could perhaps have been more emphasised by the municipality in the *prior to change phase*. Since urgency is the difference between making it or breaking it. Furthermore the retailers could have been more aware that they control their own supply chain. The situation of the transporters is however different, they are a third part logistics which implies that their primary focus is logistics. The initiating of Citylogistik-kbh automatically activates the transporters because Citylogistik-kbh primary focus is on reducing traffic in and out of the city. The influence that the transporters got was relative big and the underlying logic can however be discussed. Looking at the retailers the situation was to some degree quite different. It seems that the municipality did not engage the retailers enough in the process because the project was in a conceptual development phase. The question is however *does the conceptual development phases rule out the possibility for communication and creating urgency?* The municipality and the DCC are both clear in their understanding of information and communication. They state that too much information will make the project unpopular and will limit the project in the long run. Their thinking is however the opposite of what the theoretical framework actual advises the change manager to do. The most common mistake of the change manager is to under communicate the change and this happens all the time (Kotter, 1996, 2008). According to Kotter (1996) most change initiatives are under communicated by a factor of ten, so maybe they should have tried to create an even bigger sense of urgency and public knowledge by communicating more. The caution from the retailers may even be diminished if more communication is put out into the public eye. The use of happenings such as conferences, the making of the website as well as some workshops have been successful, *so why not use them?* The reasons of the municipality in this context may seem a bit narrow-minded? Public communication in the streets of the old part of Copenhagen could help raise

the interest in urban logistics. It is up to the municipality to raise the urgency level as much as possible in order to make the retailers feel, “we have to do something and we have to do it now!” Resistance does not mean you should stop communicating, resistance means you should raise the urgency even more (Kotter, 2010). If you for some reason give in to resistance, change is never going to happen. Besides, humans automatically restrict change if not given a crystal clear reason why they should change (Lewin, 1997; Schein, 1992). The municipality has been communicating and have been trying to raise the urgency in the prior to change and the actual change phase, but the feeling that change is needed does not seem to stick out. In some aspects it seems that there is a resistance from the municipality to communicate because the project has been in the conceptual development phase. The municipality states that they are in investigation mode in the conceptual development phase *but when have investigations put a stop for the growing of urgency or communication?* The overall point is that if the urgency is not raised sufficiently among the retailers, who are the actual main change targets, and not the transporters who the municipality have been spending a lot of energy on, there will never be an actual urban logistic solution in Copenhagen. Looking at the business case through the eyes of the retailers, there is a possibility for success. However in the same breath the business case seems a bit ambitious since the business case is constructed on the assumption of an exponential development in the participants in order to break even (DTA, 2012). This is of course possible to accomplish but it requires a greater sense of urgency between the retailers. In this perspective the attention on creating urgency among the retailers perhaps should have been raised. The education and communication concerning who is actually in control of the supply chain could then perhaps have been emphasised. The retailers are not subjected to the transporters; the transporters are subjected to them. The focus point in this aspect perhaps has been slightly off target since it is not the transporters who control the supply chain, it is the retailers. The fact is however that the project turned away from the retailers and became a conceptual development phase that was influenced by the transporters and their agenda towards the project.

6. Conclusion

It has been the aim of this research to achieve an understanding and insight into the intention behind the actions of the different actors in Citylogistik-kbh. This research is the first of its kind (at least to the knowledge of the researcher) to explore Citylogistik-kbh, with the aim to understand the change process.

To answer the research question "*What are the barriers of change towards Citylogistik-kbh from the retailers and how are they handled?*" the research was divided into two parts; a theoretical analysis and an operational analysis. In the theoretical part a framework was constructed within the field of change management which was later applied in the operational analysis of Citylogistik-kbh. The idea behind the theoretical framework was to identify the development in how change is perceived and which tools and actions are needed to be taken in order to support a change process. The meaning of the framework was not to achieve totality in terms of change management but rather it should help the structure of the research in terms of change management. The theoretical analysis showed that change cannot be forced on change targets and change is most often followed by resistance that holds the situation in a deadlock which requires an additional force to break out of. This force can come in different forms but common to them all is that they help diminish the resistance and support change. The theoretical framework also showed that in order to optimise the possibility for change to succeed, one should follow a predetermined sequence.

In applying the theoretical framework on Citylogistik-kbh in the operational analysis, it became evident that several barriers towards Citylogistik-kbh was to be found; low response between the retailers, difference in the notion of time between the actors, lack of an individual Citylogistik-kbh identity, parochial self-interest and the municipality itself. A huge barrier was the municipality as a change manager. The difference in world perspective between them and the actors was relative big due to the differences in focus on the triple bottom line. There was likewise a widespread fear that the municipality would be a change "monster" enforcing rules and restrictions, however this fear was significantly diminished by the municipality with the use of involvement and dialogue which in addition raised the level of trust. This fear could however mainly be linked to the transporters and not the retailers, nevertheless the fear also existed between them. The high degree of involvement from the transporters did to some extent influence the project away from the retailers and became a barrier.

The aspect of time also showed to be a barrier. The perception of time in the municipality was not the same as in the other key actors which lead to a low response rate between the retailers. Due to the project still being in the conceptual development phase and the financial crisis, which puts a lot of pressure on the retailers, the municipality felt that engaging them too much at this point could make them lose interest. Furthermore because of the retailer's natural lack of emphasis on logistic the barrier of time showed to be big in this context. However according to theory time is not the essence – urgency is.

The lack of an individual Citylogistik-kbh identity also showed to be a barrier which contributed to the low response. Here it seemed that the retailers who were actively participating in the project did it on the basis of a personal interest however the municipality actively used these frontrunner retailers in their campaign to promote the project. In order to handle the different barriers the municipality used different tools. The handling of the different barriers consisted of dialogues, workshops for both the transporters and the retailers as well as an internationally conference. Furthermore a homepage was created in order to generate individuality about Citylogistik-kbh. All of these tools helped diminish the barriers of resistance.

The theoretical framework advocates a predetermined change sequence in order to optimise the change and this is to some degree followed by the municipality, however big deviations can be found in both the *prior to change phase* and the *change phase*. This has meant the creation of a sense of urgency between the retailers to some extent has been put aside. The urgency created by the municipality has been general and can therefore not be linked to Citylogistik-kbh. Furthermore it can be concluded that the municipality does not emphasises enough to the retailers that they should focus more on logistics.

In general terms the main, although simple, conclusion seems to be an insufficient level of urgency felt by the retailers as the main barrier.

6.1. Perspectives

The research has illustrated that there are several barriers which are needed to be addressed if Citylogistik-kbh is to succeed in the future. The biggest barrier towards a future Citylogistik-kbh

project is the low response rate between the retailers due to insufficient urgency. If a Citylogistik-kbh project is being established in the future which it hopefully will be, the lack of urgency may risk stalling the project at a later time. This low response rate has to be conquered because in order to make the business case break even the development in retailers joining has to be exponential. Furthermore in this research the municipality has had a relative low focus on creating a sense of urgency as well as emphasising the importance of logistic among the retailers. What has not been taken into account in the research is however, that the funding given to Citylogistik-kbh in order to conduct a conceptual development phase may have limited the possibility for actions actually improving the sense of urgency. Thereby the entire perspective may be redefined in accordance to the three phases applied in this research.

The perspective and focus of this research has been on the conceptual development phase of Citylogistik-kbh as the actual *change phase*. This perspective may not be fully compliant with the reality. The conceptual development phase is most likely to be seen as the *prior to change phase* and not the actual *change phase* as in this research. The reason for this is, that the conceptual development phase of Citylogistik-kbh is only still developing a product, which at a later point can be sold to the retailers, meaning there is not product currently.

In this research the notion of right or wrong cannot be applied, it is all about which glasses is being applied. If different glasses are worn it would most likely have taken the research towards another direction and given the research a different conclusion.

The difficulty of this research is trying to understand the different actors of the project, with their different world perspectives as well as focus on the triple bottom line. The different interactions and underlying motives are not always clear when a project is conducted on the basis of a political framework. Therefore to some extent this research can be seen as a preliminary study to a larger qualitative research, were the intentions and motives of the different actors in Citylogistik-kbh can be investigated broader. A broader research can lead to an increased insight into the intentions and motives of the different actors which perhaps can facilitate the change between a governmental institution and private organisations in general.

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8. Appendix

8.1 Appendix A – Transcription of Interview with Tanja Provstgaard

The transcription of the interview as well as the interview guide can be found on the attached CD-rom.

8.2 Appendix B – Summary of Interview with Jesper Aastrup and Casper Svensson

A summary of the interview can be found on the attached CD-rom.

8.3 Appendix C – Transcription of Interview with Tanja Provstgaard and Christina Andersen

The transcription of the interview as well as the interview guide can be found on the attached CD-rom.

8.4 Appendix D – Transcription of Interview with Jesper Stenbæk

The transcription of the interview as well as the interview guide can be found on the attached CD-rom.

8.5 Appendix E – Extended Mapping of the Development of Citylogistik-kbh

2008-09:

The municipality of Copenhagen puts heavy traffic on the agenda and addresses trucks as “killertrucks”.

The municipality of Copenhagen publish “Strategi for Tung Trafik³¹” which includes 12 different efforts to reduce heavy traffic in the city. One of the proposals is a variety of Citylogistik-kbh.

2010:

³¹ Strategy regarding Heavy Traffic

Study trip to Binnenstadservice (Nijmegen) in Holland with the focus on studying the project with the possibilities of a Danish project. The trip is arranged by the Danish Ministry of Transport and includes Tanja Provstgaard and several government officials. Afterwards Tanja articulates the Binnenstadservice project in Denmark.

18. March – Focus Group Discussion on Urban Consolidation Centres on Islands Brygge.

15. August – First application is sent to Danish Transport Authority. The application is for funds to a concept development of Citylogistik – kbh.

29. September – CIVITAS Forum Conference in Malmö. The Copenhagen-Malmö model for Successful Implementation of Urban Consolidation Centres is presented by Carl-Magnus Carlsson, Mats Janné, Malmö University and Tanja Provstgaard.

1. October – Citylogistik-kbh is presented by Tanja Provstgaard at a conference arranged by Danish Shippers at Børsen.

October – The Danish Ministry of Transport publish the report “Effektiv Godstransport i Byerne”³², where Citylogistik is seen as one of eight solutions to the problem.

30. November - Sustainable City Logistics Conference at CBS. Tanja Provstgaard presents Copenhagen: A new era for UCCs!

2011:

1. April – The Danish Transport Authority grants the Citylogistik-kbh project funds to a conceptual development. The funding is however smaller than what has been applied for.

A steering committee is put together including Copenhagen Business School (CBS), Lund University, Technical University of Denmark (DTU), Roskilde University and Danish Transport Authority. The steering committee is constructed on the basis of a research unit that Tanja Provstgaard has been a part of in the European project Øresund Ecomobility.

³² Efficient Urban Logistic

The scanning of the EU for similar projects begins in order to study their experiences. This is conducted in collaboration with Lund University, CBS and DTU. In the star of the process several other universities is being contacted and enrolls in the project., including Malmö University, Oresund Ecomobility and several knowledge table persons in Berlin, Göteborg and London. During the spring of 2010 Malmö University makes a survey of the retailers in the old city of Copenhagen about their viewpoint of the project. The homepages of Citylogistik-kbh is also constructed in the spring of 2011.

13. May – The first project group meeting. These project group meetings is a continuously and is conducted every second or third week. Furthermore, every month there is a steering committee meeting. (CBS, DTU, Municipality of Copenhagen, Roskilde University and Danish Transport Authority

1. August – Christina Andersen is hired full time to support the project at the municipality of Copenhagen.

4. October – First Advisory Board meeting is conducted.

12. October – Workshop for shopkeepers at Vartov in Copenhagen

11. November - CBS publish "Undersøgelse af hvilke 3PL ydelser der kan indgå i Citylogistik-Kbh"

8. December – Workshop/After-work meeting for carriers on Islands Brygge.

2012:

January - Study trip to Holland and Belgium including the project group and Martin Hellung from the Danish Transport Authority.

1. March – Citylogistik conference in Danish Design Centre (Copenhagen) with expert speakers.

2. March – Second Advisory Board meeting.

27. March – Ecomobility 2012 – Conference on Sustainable Transportation. Tanja Provstgaard presents Citylogistik-kbh – Green Distribution in Central Copenhagen.

May – DTU hands in traffic counting's of the old city of Copenhagen.

15. May – CBS (Jesper Aastrup) hands in business case about Citylogistik to the municipality of Copenhagen.

15. May – Third Advisory Board (last one)

8. June – Workshop for representatives from the construction industry with focus on the possibility of constructing a Citylogistik-terminal. (Held by the Danish Ministry for Transport)

22. June – The Danish Ministry for Transport presents the next stage of Citylogistik-kbh in Ørestaden. Businesses are invited to bid for the next stage of the project.

15. August – The municipality of Copenhagen sends a new application for the next stage of Citylogistik-kbh including a demonstration project over three years and the construction of a terminal.

1. September – The municipality of Copenhagen officially ends the conceptual development phase of Citylogistik-kbh.

The development of the extended process of Citylogistik-kbh has been constructed on the basis of interviews with Tanja Provstgaard, Christina Andersen and conversations with Britta Gammelgaard. Furthermore has secondary information been found on websites of Øresund Ecomobility (oresundecomobility.org), the Danish Ministry of Transport (www.trm.dk) and Danish Transport Authority (www.trafikstryrelsen.dk).

8.1 Appendix A – Transcription of Interview with Tanja Provstgaard

Interviewguide Tanja Provstgaard (Københavns Kommune)

Position: Projekt leder på Citylogistik

Dato: 25. Maj

5

1. En kort redegørelse af baggrunden af Citylogistik og projektets vision?
2. Hvad har Citylogistik fået gennemført indtil nu? (Kort-sigtede sejre?)
- 10 3. Hvordan/hvor ofte bliver information om Citylogistik kommunikeret ud til deltagerne?
4. Hvilken type information bliver anvendt til deltagerne i Citylogistik? (Nyhedsblad, events, workshops, møder, intranet?)
- 15 5. Er der planer for i fremtiden at benytte andre typer af informationskilder?
6. Hvordan/hvad er holdningen til Citylogistik? (Deltagere mm.?)
7. Agerer deltagerne i Citylogistik forskelligt?
- 20 8. Er der en klarhed/parathed til et projekt som Citylogistik?
9. Hvad(hvordan) er de største udfordringer til Citylogistik?
- 25 10. Hvordan bearbejder i modstand/kritik/pessimister?
11. Er der en mangel på viden blandt deltagerne omkring vigtigheden af Citylogistik? (Hvorfor?)
- 30 12. Hvilken rolle har du som projekt leder? Og hvilken rolle har butikslederne?
13. Hvordan er niveauet af engagement hos lederne? (Visionære, innovatorer, deltagende, modsiger?)
- 35 14. I kombination med de andre ledere, hvordan arbejder i så for at skabe en fælles forståelse?

Transcription of interview with Tanja Provstgaard (Project manager of Citylogistik-kbh in the municipality of Copenhagen) 25 May 2012

Impression from the interview:

- 5 The interview started with an introduction to the thesis in general and a presentation of the interview purpose. The interview was conducted in good spirit and in extension of the interview the general perception was shifted. The impression of the researcher was that, in order to succeed, green supply chains first needed a change in opinion. The impression of the interview was in this context that change management is crucial when introducing new thoughts. In general the interview was
10 finished with small talk about the interview guide and the interviewee was given the opportunity to add additional information to the interview.

The interview:

Tanja: Tanja Provstgaard

15 Dennis: Researcher

Dennis: Jeg har konstrueret nogle spørgsmål hjemmefra, ideen med dem, er at de bare er nogle rammespørgsmål som skal guide en form for diskussion omkring de ting her. De tre punkter jeg er interesseret i at tale om er, urgency, leadership og communication. Først og fremmest, det mest
20 spændende ved det hele, synes jeg, er det med communication. Hvordan får i det formidlet videre, til de forskellige. Der kommer så nogle spørgsmål som vil tage hånd om det.

Først vil jeg faktisk gerne starte med at høre dig om en kort redegørelse for hvad Citylogistik er? Så jeg ligesom kan få din vinkel på det, og hvad du mener projektets vision er? Jeg har jo læst på hjemmesiden hvad visionen er, men når du sidder her som projektleder, hvordan er så din vinkel?

25 Tanja: Altså min approach, er det den vi leder efter? Vi har en meget fin målsætning, nu skal jeg give dig den i hånden. Vi snakker grøn vækst, vi snakker CO₂ neutral 2025, vi har sådanne helt overordnede mål for, og jeg har en sådan meget fin sætning et eller andet sted, som jeg egentlig burde kunne memorasere i hoved, det kan jeg dog ikke. Altså når vi snakker om det her, vores
30 vision og mål for grøn mobilitet, vi har lige lavet en grøn mobilitets plan i København, du kan få et eksemplar med. Jeg finder det lige med det samme.

Dennis: Det vil jeg meget gerne.

35 Tanja: Vi har 25-26 initiativer i den her handlingsplan, fordi når vi snakker grøn mobilitet, så snakker vi jo rigtig mange forskellige ting. Vi starter simpelthen nede med at planlægge, hvordan er det vi bruger vejnettet, også helt op til hvor vi taler innovation og kommunikation. Altså der er jo mange trin i hvordan vi får en grønnere mobilitet i København. Citylogistik er altså bare en del af den. Det er et af de initiativer, som der er. Når vi snakker grøn mobilitet i København, så hedder det simpelthen meget kort og godt, **mobiliteten i København skal effektiviseres og forgrønnes for at stimulere væksten, bidrage til en CO₂ neutral by og det gode Københavnerliv**. Og der er faktisk ikke noget af det her, som citylogistik ikke kan være med til at bidrage til. Hvis man skal sige det helt overordnet. Vi skal have et grønt vækstområde, vi giver butikkerne muligheden for at få en grøn transportprofil. Vi reducerer alle miljøgenerne, som CO₂, emissioner, støj. Vi skal have et bedre
40 byliv, vi skaber måske mere handel i formiddagstimerne.
45

Dennis: Altså en generel øget attractiveness?

Tanja: Der er altså generelt ikke noget i Citylogistik som kan gå ind og være et negativt bidrag til hvad vi ellers går og foretager os. Vi har arbejdet med tung trafik i mange år, og vi startede meget op med det under Ritt Bjerregaard fordi, at hun meget bombastisk gik ud og havde en hård retorik som hed dræberlastbiler, men hun smed hurtigt et forslag på bordet om at vi skulle have en 18 tons zone i indre by. Vi blev nødt til at pille forslaget af bordet igen fordi, at det måske lige var forhastet fra økonomiforvaltningen, fordi forslaget genererer en hel masse ekstra trafik. Det er vi jo ikke interesseret i. Men vi vil jo gerne have at vores andel af cyklister i København bliver øget. Vi har en cykelandel for københavnere på 36-37% og vi har altså et mål om vi går efter de 50% af københavnerne, der skal tage cyklen. En af de store ting der er, når vi snakker med vores 5
borgerpaneler, vi spørger simpelthen om alt muligt, og en af de ting vi snakker om er tryghed på en 10
cykel. Cyklister føler sig utrygge når der er for meget lastbiltrafik.

Dennis: Dvs. i har nogle borgerpaneler som i tager ud og spørger, ved forskellige problemstillinger.

15 Tanja: Vi tager ikke ud, men vi har en fast kadence, hvor vi ringer til 1600-1700 forskellige borgere, som er et repræsentativt udsnit af Københavns kommune.

Dennis: Det er meget spændende, da det ikke fremgår nogen steder, hvor jeg lige har læst.

20 Tanja: Jamen, det kan jeg godt se. Det er også i vores cykelregnskab. Hvis man kigger. Altså vores forskellige tiltag passer jo sammen, og det er jo et puslespil at få arrangeret en by som København på den bedste måde, altså det er det jo, og vi prioritere cyklerne.

25 Dennis: I forhold til Citylogistik. Har der været nogle ting der er blevet gennemført? Har der været nogen kort-sigtede sejre?

30 Tanja: Nej, nej. Altså, jeg synes at sejren er. Jo man kan sige, hvad er Københavns kommune rolle i det her projekt. Der er jo en grund til at vi knalder hoved op i kommunalfuldmagten, jeg må jo ikke støtte et sådanne projekt her. Fordi jeg ikke må gå ud og lege transportmyndighed. Men vi har fået italesat, at der skal gøres noget ved Citylogistikken.

- Tanja går rundt og leder efter udspil fra transportministeren.

35 Tanja: I oktober 2010, tror jeg det var, hvor det er, at transportministeren mener, at Citylogistik er en måde at håndtere varetransport på i fremtiden. Alt andet lige, så kan man sige, at hvad er en sejr? En sejr er også, at få noget sat på dagsordenen. Så der synes jeg vi har en stor sejr. Vi har en sejr i, at vi har fået tilskud fra trafikstyrelsen til at gennemføre hele den her konceptudvikling, det må alt andet lige siges også at være en sejr, at der er statslige kroner i vores konceptudvikling. En sejr er også, at jeg synes vi har haft til hele den her koncept udvikling, har haft et advisory board, hvor vi 40
har inddraget en bred vifte brancheorganisationer, af foreninger og alt muligt andet godtfolk der kunne have en mening om Citylogistik. Og eksperter.

Dennis: Så overordnet set, mener du at der er nogle sejre på embedsniveau?

45 Tanja: Ja, og jeg mener også vi har fået i tale sat Citylogistik. Den varetransport der er til byen, den kan tænkes på en anden måde, ellers ville der aldrig nogensinde være opstået et projekt som det her. Hvis det var, at det der kørte i virkeligheden fungerede optimalt.

Dennis: Den største sejr har altså været, at det er kommet på dagsorden?

Tanja: Det er kommet på dagsorden og det er den sejr vi har indtil nu. Nu er det vi har en politisk proces, hvor vi beder vores politikker om at forsætte. Nu har vi en business case, nu har vi miljø

5 gevinsterne, nu ved vi lige præcist hvad det er der skal gøres. Hvordan og hvorledes. Hvordan skal konceptet skrues sammen, hvordan er det butikkerne skal betale for det her. Nu ved vi hvad det er vi snakker om. Det gjorde vi ikke for et år siden. CBS har virkelig lavet en meget fin business case og den bliver offentliggjort lige om lidt.

10 Dennis: Hvad med information i forhold til deltagerne i Citylogistik, og deltagerne her, så tænker jeg på butikkerne inde i indre by. Hvordan og hvor ofte kommer der informationer ud til dem? Vi har tidligere talt på et embedsniveau og den politiske tilgang.

15 Tanja: Vi sidder jo også med Dansk Erhverv-og Detail. Vi har dem med i vores advisory board, og

vi har hele tiden talt om, hvordan er det vi angriber de her butikker og hvornår er det vi gør det. Vi har lavet en stor spørgeskemaundersøgelse, og efterfølgende har vi været ude og lave personlige interviews, hvilket CBS har gjort. Vi kan jo godt høre, at de butikker som vi ved, der vil være kunder i vores butik fra dag nr. 1. De er interesseret, og de kan se det er en skide god ide og vil faktisk gerne have om kan vi starte mandag. Det er driftige folk og de skal have biksen til at fungere

20 og den skal optimeres. Jeg kan ikke i en konceptudviklingsfase gå ud og sige til Mads Nørregaard, nu skal du høre her, om halvandet år – et år kommer der et nyt koncept. Hvad synes du om det? Det kan jeg sagtens spørge ham om, og det har vi spurgt ham om, men jeg kan ikke gå bredt ud og sige, om et år har jeg en hyldevare som jeg synes du skal købe. Det er simpelthen for langt ude i

25 fremtiden. Vi har været ude og inviteret til nogen dialogmøder, vi har lavet personlige interviews, vi har holdt en stor konference. Hvor der faktisk kom nogle af de mere toneangivende butikker som pillede en hel dag ud af deres kalender, og det må man også sige, allerede det er jo en sejr. Jeg mener der er mange små butikker i København, hvor der er en eller to ansatte, der skal tingene bare fungere og hvis det er man skal vikles ind i et nyt koncept, så skal man kunne sige ja eller nej, og man skal have en start dato. Og når vi ikke har den start dato endnu, så synes jeg faktisk det er rigtig

30 rigtig svært at gå ud og snakke med dem, andet end vi kan gå ud og snakke med dem om deres holdning. Altså en holdningstilkendegivelse. Vi skal simpelthen have et konkret produkt op og stå og vi skal have en start dato. Også kører det. Og det kommer til at se sådanne her ud, og det er her terminalen er, og det er sådan det fungere at få tjekket dine vare, altså alle de der meget håndgribelige ting dem skal vi simpelthen vide og have på plads inden vi går ud.

35 Dennis: Dvs. Du mener, at vi på en måde i denne situation har nået grænsen for den måde vi kan informere til dem.

Tanja: Altså, jeg tror vi kan snakke om det som begreb. Sund og Bælt kom i går og der har vi en meget fin artikel i. Vi kan snakke om det som et planlægningsværktøj. Vi kan snakke om det er noget vi har i proces. Men jeg kan ikke gå ind og sælge noget til Mads Nørregaard eller Mette Grønlykke, hvis det er de ikke ved hvornår det er det starter. Og hvad er det, det betyder for min butik. Hvor er det mine vare kommer hen og hvad er det så jeg skal gøre, det er leveringsadressen,

40 det er for leverandøren, hun skal ændre sin leveringsadresse. Når det er vi snakker et år ud i tiden, og det er jo et år ude i tiden, så kan jeg simpelthen ikke gå ind og engagere dem. Jeg tror heller ikke selvom jeg lokker med guldbånd eller alt muligt andet, så gider de sku ikke komme og høre på mig, hvis det ikke er noget de kan melde sig til om en måned eller om to.

Dennis: Du svare også lidt på det næste spørgsmål, hvilken type information er det der er blevet givet. Så taler vi om eventen som i havde for halvanden måned siden.

Der bliver kigget på en plakat fra eventen som hænger på vægen på Tanjas kontor.

5

Tanja: Som du kan se, så er den på mange niveauer. Den er på det politiske, hvor vi har Ida Auken inde, hvor det er vi prøver at adressere os. Vi har så transportbranchen, men vi har også alle organisationerne. **Det var en kæmpe succes og vi blev nød til at flytte arrangementet og jeg kunne ikke presse en sjæl mere ind.** Så i den kontekst er det jo fint, at vi begynder at tale om, kan vi gøre det på en anden måde. Fordi vi snakker også deliveries, vi snakker om vi har nedsat et freight network i Göteborg, vi snakkede om mange ting. Vi snakkede bare generelt om hvordan er det denne her fragt den kommer ind til indre by, kan vi gøre noget anderledes. Citylogistik er jo kun et begreb.

10

15 Dennis: Ja, og det er endda et meget flyvsk begreb.

Tanja: Nu er det jo så dejligt, at vi nu er begyndt at konkretisere det.

20

Dennis: Men i forhold til det vi taler om her, så er det svært for Mads Nørregaard f.eks. at tage håndgribelige facts som vi kan give ham.

25

Tanja: Vi har ikke noget vi kan give ham. Så derfor er jeg heller ikke ude og masse kommunikere, fordi tiden er ikke til det. Nu kører vi noget politisk, vi har noget politisk der skal være på plads. Vil vi det her? Vil vi putte penge i det? Så skal vi lige have staten med, vil staten give os den lovgivningsændring der skal til for at kunne putte penge over i et selskab. Der er mange ting, der lige skal falde på plads først. Inden vi går ind og snakker, nu skal du se her. Jeg har tre modeller, er du A, B eller C kunde.

30

Dennis: Er det den, den eller den pris.

Tanja: Men prisen er regnet, så det er derfor jeg kan gå frem nu politisk og sige, det er det her det koster. Så kan jeg komme til Mads Nørregaard næste år. Du er A kunde, det vil koste dig så meget. Men du spare så, så meget. Så **hvis du kigger på dit totalregnskab, så får du faktisk et overskud.**

35

Dennis: I forhold til informationen, hvad så med i fremtiden når vi kommer et år længere frem eller når vi kommer tættere på når vi har noget at give ham? Er der så nogen tanker? I Citylogistik er der så en tanke om man skal have et fælles intranet?

40

Tanja: Ja, selvfølgelig. Man skal kunne lokke sig ind. Det er et intranet. Hvis det er man skal have Gucci, Marlboro, hele den konstruktion som hedder Group 88, som ligger inde i byen og som har sit centrallager, deres centrallager har de faktisk inde i byen. Hvis jeg skal varetage deres tasker til 10.000 kr., så skal de fandma også kunne kommunikerer med mig. De skal også kunne ringe til mig og sige, ved du hvad, jeg mangler faktisk den der taske i lilla, fordi jeg har en kunde som står her lige nu. Så skal jeg kunne sige ude på lageret, at den kommer. Jeg sender et grønt bud nu. Så der skal være direkte link med dem, det skal være som at gå ned i kælderen. Når det er stregkoden bliver tjekket ind på terminalen, så skal den bone op inde ved kunden, så hun kan gå ind og se. Hvad er det jeg har liggende på lager derude.

Dennis: Et lager som er ude på consolidation centeret?

Tanja: Ja, lige præcist.

- 5 Dennis. Det var også mere om der var nogle andre typer, former for informationskilder der er i
støbning?

Tanja: Jamen, jeg vil så sige, det kommer meget an på, hvad er det for en model som vil komme til
at vælge. Det er ikke nogen hemmelighed, at vi har ansøgt om midler i EU og det får jeg faktisk at
10 vide i næste uge. Vi har en ansøgning til syvende- rammeprogram... kommer den til at komme
igennem, så skal vi lave en åben tilrettegengivelse. Jeg skal ikke være transportør. Jeg skal ikke
drive den der central, jeg skal lave noget helt andet. Så er det sådan at de eksisterende må det vel
være, transportvirksomheder til at byde ind.

- 15 Dennis: Så det reelt set kommer i ud licitation?

Tanja: Jaaa, men det er mere en form for åben tilrettegengivelse. Fordi hvis det er sådan, at de går
med i det her EU-projekt, så kommer de også til at putte nogle penge i det selv.

- 20 Dennis. Så vil jeg stille spørgsmålet på en anden måde?

Tanja: Meee, hvis vi nu ikke får det her EU tilskud. Så er det jo, lad os sige, GLS, DHL, Post
Danmark eller hvem der måtte have lyst til at byde på det her. Det er jo noget af det her jeg skal
skrive ind i udbudsmaterialet. Også skal vi jo have fundet ud af, hvad er skillelinjen, fordi hvis jeg
25 skal putte penge i det her projekt, så kommer jeg jo ikke til at slippe det. Jeg bliver jo nødt til hele
tiden, at have den her transport udover/køber til at være lidt oppe på beatet. Fordi sådan er det jo
nogle gange når man får støtte et eller andet sted fra, så kan man jo godt ligge lidt på den lade side.
Derfor skal vi have et benhårdt udbudsmateriale, hvor det er der skal være nogle succeskriterier
30 opfyldt, for at det er man kan modtage den her støtte hver måned. Man skal være på gaden og man
skal sælge konceptet, så vi støt får flere og flere kunder i butikken. Der må vi have bygget noget
kommunikation ind, men det er jo også sådan noget man finder ud af med den kommende
transportør. Jeg tror helt klart, at der skal laves en særskilt identitet til det her. Jeg tror at de biler der
kommer til at køre for det her koncept bliver noget med Citylogistik, eller hvad pokker det kommer
til at hedde. Det kommer ikke til at hedde GLS.

- 35 Dennis: Så det bliver en særskilt organisation?

Tanja: Det skal være en særskilt organisation. Det skal være en anden kasket man har på, når der er
man kører for Citylogistik. Man skal køre i el-biler, man skal have den her servicemindede hat på...
40 altså det skal være en identitet. Det er noget synligt. I Holland der bruger man også meget de her
(posters), og der har man en, hvis man er med i ordningen... Og du må godt få nogle med her. Nu
har vi lavet vores egen. Så hænger der simpelthen sådanne nogle her i butiksvinduerne, så man kan
se, når de er sgu grønne. Deres transport er grøn. Så jeg tror meget på, at det bliver en særskilt
identitet.

- 45 Dennis: Okay, det lyder meget spændende.

Tanja: Som man bruger i markedsføring. Har du været inde og kigge på vores hjemmeside?

Dennis: Det har jeg, og jeg har været inde og læse alt. Og jeg har også fået dem her af Britta og hun var også helt vild med dem. Det er også det som er spændende at høre om.

5 Tanja: Det her er jo ikke lavet som det endelige. Det her er lavet for at i talesætte os selv. For at se, hvad er det vi mener. Hjemmesiden er også lavet som en projekthjemmeside. Det kunne jo godt være den blev noget helt andet. Der er sådan meget, at det er en del i at der er noget i gang nu.

Dennis: Hjemmesiden for mig, er den vidensskabende.

10 Tanja: Ja, der er noget i gang og prøv at høre her. Det er sådan her, hvad er det vi snakker om, når vi snakker Citylogistik. Det er jo også et mærkeligt ord. Hvad fanden er det. Hvad er det vi mener, når vi snakker Citylogistik.

15 Dennis: Det er også rigtigt. Det handler også om at få sat nogle...

Tanja: Billeder på nethinde.

Dennis: Netop. Nogle metaforer der virkelig synliggører det.

20 Tanja: Det er også derfor vi har lavet den her lille Postmand Per tegnefilm.

Dennis: Den er til gengæld skide god. Den er sgu meget skæg.

25 Tanja: Ja.

Dennis: I forhold til det her, så har jeg et spørgsmål der kommer lidt mere omkring deltagerne. Nu har vi talt om deres holdninger, men er der en forskellighed i deres holdninger? F.eks. i advisory board er der en helt massive forskellige brancher ind under. Er der virkelig en stor forskellighed?

30 Tanja: Ja... ja... ja...

Dennis: Det er der. Okay, hvordan agerer de så forskelligt?

35 Tanja: Jamen, som brancheorganisation så tager man vare på sine medlemmer.

Dennis: Det er jo et ubeskriveligt diplomatisk svar det der.

Tanja: Jamen, det er det jo.

40 Dennis: Men du har fuldstændig ret.

Tanja: Hvis jeg sidder her og er formand forrådet for Bæredygtig Trafik, så vil jeg sige et. Hvis jeg sidder her og taler ud fra Danske Speditører, så siger jeg altså noget helt andet.

45 Dennis: Jo, vi er helt enige. Jeg har også indtryk af at de...

Dennis: Så vil jeg spørge på en anden måde. Er de meget låst i deres brancher?

Tanja: Sådanne noget vil jeg ikke kommenterer på.

5 Dennis: nej... nej.. nej... Jeg er overhoved ikke interesseret i at vi skal hænge nogle ud. Men det er bare mere fleksibiliteten? For et sådan projekt skal jo give og tag lidt?

Tanja: Men det er jo klart. De vil jo gerne have business as usual. Da jeg startede med at stå inde på Børsen og bræge om det her engang i 2010. Altså... puuu... Altså...

10 Dennis: Der stod folk altså bare og kiggede... hvad fanden laver hun.

15 Tanja: Men jeg var blevet inviteret af Danske Speditører. Der var en masse MFér med og der var alt muligt, og der blev virkelig skudt hårdt. Men det er fint nok, men vi er bare kommet et andet sted hen i dag. Nu har vi faktisk fået det adopteret... vi har adopteret det... ikk... nu snakker vi jo om det. Vi har jo fået i tale sat, at der er noget der hedder Citylogistik. Og de rent faktisk, måske godt kan konsolidere deres biler noget bedre. Og der er en helt masse, the last mile, det er den dyrere del. Der er også nogle gevinster i det for dem.

Dennis: Det var heller ikke så meget det.

20 Tanja: Men det er klart sådanne nogle holdninger sider de også og varetager i Danske Speditører. Det skal de jo gøre, alt andet lige.

25 Dennis: Det var nu også mere, det spændende aspekt i det var omkring den her fleksibilitet?

Tanja: Der har været ramasjang. Jeg vil sige, man har aldrig nogensinde kedet sig på vores board møder.

30 Tanja: Men det har været godt. Og det har været godt at få aflatet nogle myter efter vi har fået lavet en stor trafiktælling og vi kan se at en 1/3 af alle biler der kører ind (Tanja fremviser zonen for indre by på et kæmpe kort i kontoret). Vi har stået og lavet en nummerskrivnings analyse af hele det her område (indre by). Vi kan simpelthen se, at der er kommet en bil ind der og han er han er kørt ud derover 5 min efter. Han kan fandma ikke have haft mange drop.

35 Dennis: Nej, så skal han være hurtig.

Tanja: Det kan vi fandma godt blive enige om. Han er heller ikke kørt ind med et fuldload?

40 Dennis: Nej.

Tanja: Nej. Så vi kan se at 1/3 af de biler der er kørt ind det ene sted er kørt ud det andet sted indenfor 5-10 min. Det er fand, fisma ikke meget. De 250 køretøjer kunne man jo godt tænke sig, at vi taler i en anden kontekst. Hvorfor er det de skal ligge og køre rundt inde i byen?

45 Dennis: Fint, det var nemlig også det som jeg lige synes var spændende ved det. Det der med fleksibiliteten.

Tanja: Vi har prøvet at jagte et sådan helt overordnet... i den her branche... universitetsverden eller er det bare en sådan tommelfinger regel, der er opstået ud af det blå... jeg ved det ikke. Men man siger sådan, meget generelt, at 80% af varene kommer med 20% af lastbilerne!! De sidste 20% af varene kommer med 80% af lastbilerne. Det er jo det, jeg er jo ikke interesseret i et fuld load til

5 H&M det har jeg jo slet ikke lyst til at pille ved. H&M har så mange penge på spil i selv, at få optimeret deres kørsler. Jeg er helt overbevist om, at der sidder nogle meget dygtige mennesker og har helt styr på om de kan spare 1000 kr. pr. dag i leveringer til en eller anden butik på strøget. Hvis du summer op, så bliver det lige pludselig rigtig rigtig mange penge. Så den her medarbejders løn er længe betalt. Det er jo ikke dem vi vil i kødet på.

10

Dennis: Nej, det er heller ikke dem projektet er minded mod.

Tanja: Nej.

15 Dennis: I forhold til dette så har jeg et spørgsmål. Du har svaret lidt på det. Men du mener der er en klarhed/parathed til projektet?

Tanja: Ja.

20 Dennis: Vi har måske også talt lidt om det. Men hvad er de største udfordringer til projektet? Er det simpelthen at f.eks. det her advisory board er minded på en eller anden måde?

Tanja: Nej, jeg synes simpelthen tiden den har arbejdet med os. Nej, det ser jeg ikke som den største udfordring. Lige nu ser jeg den største udfordring er at få lovgivningen på plads.

25

Dennis: Lovgivningsspørgsmål?

Tanja: Det er min største udfordring lige nu. Det er et helt under, at jeg ikke er blevet gråhåret endnu, for vi har kæmpet med dem nu i et par år.

30

Dennis: Det er simpelthen ren lovgivning sådanne som det her?

Tanja: Nej, lovgivningen går på at vi jævnfører kommunalfuldmagten ikke må støtte et projekt i dets opstartsfasen. Det er jo klart. Jeg kommer til at starte med 20-10 butikker, også er det man skal

35 sige den bedste måde, også nu kommer vi faktisk tilbage med det her om information. Men den bedste måde, og det har vi jo været i Holland og se på et par gange. Det er, hvis jeg kan finde ... og

40 det kan jeg godt, 10-20 frontløber butikker som er med i denne her ordning. Så man lige kan lure lidt, hvad er det der foregår inde hos naboen. Hvad er det for nogle køretøjer der kommer der... også internt kan de komme med noget god markedsføring. For i bund og grund så handler det her om tillid. Hvis jeg skal aflevere alle mine varer et eller andet sted, så skal jeg fandma også være

sikker på det virker. Det kan godt være at jeg ikke synes det virker i dag og jeg aldrig ved hvornår jeg får mine vare leveret... fordi når vi spørger mange butikker, så ved de aldrig hvornår de for

45 deres vare også kommer de nogen gange der midt i det hele også står det der, og butikken er fyldt med folk. Det er noget være rod.

Dennis: I forhold til det, så har jeg en ting. Føler du, når man taler om forandring og status quo, så tænker de, det går jo eller det går jo meget godt. Giver Citylogistik så det boost der siger, skal vi prøve det andet? Eller er vi i et vakuum lige i øjeblikket?

Tanja: Jamen, jeg har da nogle butikker der står inde i indre by, som siger, vi starter bare i morgen.

Dennis: Dvs. der er en helt naturlig differentiering.

5

Tanja: Der er altid nogle der kan se muligheder og nogle gange er glasset halvt fyldt og nogle gange er det halvt tomt.

10 Dennis: Så vil jeg lige springe ned til et spørgsmål jeg har længere nede. Hvor vi taler om engagement hos lederne. Når vi taler om dem som ser det som halvt fyldt er det så butikslederen i den givne situation eller er det hovedet?

Tanja: Vi er simpelthen gået efter hovedet.

15 Dennis: Okay, det er altså chefen for det hele.

Tanja: Det er chefen for det hele. Der stikker retningerne ud for det hele. Hvordan det er den identitet og den transport, hvad er det man skal kendes på. Vil man gå med i et sådan projekt fra starten af. Så er det chefens accept.

20

Dennis: Okay, det er også spænende at vide i forhold til butikkerne.

Tanja: Men det er chefen vi er gået efter, man skal altid gå efter hovedet.

25 Dennis: Det er vi helt enige om. Sådan som rapporten fra sidste år, hvor i har været ude og lavet spørgeskema undersøgelse og interviews...

Tanja: Jeg synes ikke den spørgeskemaundersøgelse var særlig god, det vil jeg bare lige sige.

30 Dennis: I forhold til den, så vil jeg lige sige. Hvad tænker du? Når jeg læser den, så ser jeg jo der er nogle modsatrettede informationer. F.eks.

35 Tanja: Så kan man jo spørge sig selv om de spørgsmål vi har skrevet i den spørgeundersøgelse over fra Malmø universitet. Er de for indforstået? Forstår man, hvad man snakker om? Jeg kan da her efterfølgende... når jeg sidder og siger Citylogistik, så bliver folk sådan helt puha... der er mange stavelser... Så er det så jeg skal gradbøje det for dem. Hvad er det så det betyder, hvad er det betyder for dig. Britta har også lavet de her (slide fremvises af tegning af konsolideringscenter tanken) Det her, det er, det her vi skal have ud. Hvad er det, det betyder for dig. Det her går din arbejdsgang meget mere simpelt. Du ved lige præcist hvornår du får, du har 250 danske leverandører, du har 150 udenlandske leverandører. Din butik den flyder, du er i lommen... faktisk er du den der bestemmer og det er faktisk lidt sådan butikkerne lidt føler det, at de har ejerskab over de varer de får hjem.

40

Dennis: De dukker bare op?

45

Tanja: Ja, et eller andet sted er det jo også noget med, at det faktisk er butikken som bestemmer. Det er jo dem, der køber. Det er jo det vi prøver at fortælle dem. Du kan faktisk få det som du vil have det. Du behøves ikke leve med det der kaos, den her varelevering er for dig.

Dennis: Dvs. vi taler om hoved og butikscheferne som ligger ude på strøget, de får det ”bare” at vide ovenfra?

5 Tanja: Tja, vi snakker med butikschefen. Men nu snakker vi hovedet og hvis hovedet ikke er i butikken, så kan det måske godt være at butikken er for stor til der her koncept. Hvis der er region sjælland... snakker vi Fona eller sådan noget, så er jeg helt sikker på at Fona har helt styr på deres leverancer. Så kører de til København også kører de København med fuld load. Så kører de ind også gør de sådan, sådan og sådan. Så er der ikke særligt meget at pille ved.

10 Dennis: Så har vi den naturlige begrænsning vi talte om tidligere med Citylogistikken.

Tanja: Det vil vi ikke, fordi det kører jo fint i dag. Det er de halv tomme, det er dem der kommer ind og smider en sådan, bum.

15 Dennis: Nu talte vi om udfordringer. Du mener selve projektet har medvind i øjeblikket?

Tanja: Ja, jeg synes vores projekt har medvind i øjeblikket.

20 Dennis: På et tidligere tidspunkt, har i så mødt modstand/kritik/pessimister. Har i gjort noget specielt for at tackle dem eller har det bare været repeat, repeat, repeat?... Det, det og det, det giver det, det, og det? Eller har i gjort noget specielt? Vi har selvfølgelig eventen hvor i kommer ud.

25 Tanja: Jamen, jeg tror bare vi har været meget positive og meget vedholdende. Man skal ikke kaste sig ind i noget med forandringsledelse, hvis man ikke er positiv og vedholdende. Så det har været hovedoverskrifterne herfra. Vi kan godt se ideen og vi har taget vores kritikere, dem har vi taget ind. Vi har hørt på dem, og nogle gange har de også været med til at kvalificere vores resultater. De er kommet med indspil, som vi har brugt i vores modelarbejde eller på anden vis. Vi har jo arbejdet sammen, selvom de synes, hvad de synes. Så tror jeg efterhånden, at alle er blevet enige med sig 30 selv om, at Citylogistik er kommet for at blive i en eller anden afstand, fordi der er et potentiale for optimering. Om det bliver en hollandsk løsning som vi har lige nu eller... nu ved jeg ikke hvordan den politiske proces kommer til at løbe af staben, men i en eller anden form kommer vi til at se noget Citylogistik i fremtiden. Det er jeg overbevidst om.

35 Dennis: Det er jeg også overbevidst om.

40 Tanja: Jeg sidder jo her og synes jeg har et skide godt projekt, så køb den for fanden og gør mig arbejdsløs. Hvorfor køber i den ikke med det samme. Den er jo lige til højrebenet, hvorfor laver i ikke et nyt markedsområde med Citylogistik. Hvis vi kan få det igennem i København, så kan det bare rulle over resten af Danmark ligesom man har gjort i Holland. Alt andet lige kommer vi til at snakke grønne transportformer, konsolidering og det kommer til at give sige selv på et eller andet tidspunkt, når benzin-priserne bliver for dyre. Jeg mener, det er vejen.

Dennis: Dvs. det er den anden vinkel på det i forhold til speditører.

45

Tanja: Fordi det er ”The last mile” der er den dyreste.

Dennis: Der er jo allerede oliestillæg og benzintillæg hos speditørerne. I forhold til det her, synes du så der er nogle af deltagerne som mangler viden? Omkring Citylogistik? Vi har alle de her brancheorganisationer, men har de den fornødne viden og forståelse omkring projektet? Når du siger Citylogistik til dem, så ved de godt hvad det er?

5

Tanja: Ja, jeg synes vi har gjort vores arbejde ordentligt. Der hvor jeg mener vi er... ikke svage, men tiden er ikke til det. Tiden er ikke til at gå ud og tale med butikkerne endnu. Det er den ikke, det er tiden bare ikke til.

10 Dennis: Det er den svage del, men alligevel ikke den svage del.

Tanja: Det er det ikke, men vi er bare ikke nået der til endnu. Vi er ikke der i processen. Der mener jeg, at tidspunktet er helt forkert lige nu. Nu skal vi have alt det politiske på plads. Nu fik vi ikke vores trængselsring. Nu kommer vi måske til at tale Citylogistik i trængselskommissionen. Det er sådan mere som begreb og planlægningsværktøj, hvor vi er henne lige nu. Så er vi i gang, så begynder vi med at lave udbud og hvis vi får det her EU-tilskud så kan det være min næste uge ser helt anderledes ud. Det er ikke til at vide. Men vi er der. DTL har haft mange artikler om Citylogistik i deres blad, Danske Speditører ved godt hvad vi snakker om, selv ITD (Dansk Vejgodstransport) ved hvad vi snakker om... de ved det alle sammen. Vi har simpelthen brugt så meget energi på selve branchen, men også for at få dem til at gøre bolden. Jeg kommer også et eller andet sted og siger, jeg ligger en pakke og siger, det her er simpelthen en skide god ide. Vifte, vifte, vifte, vifte.

Dennis: Prøver at sælge selve ideen.

25

Tanja: Ja, jeg sidder her som kommune, jeg vil bare gerne have de miljø- aflæggende effekter. Jeg vil gerne have et bedre byliv, grøn vækst, grøn mobilitet, jeg har rigtig mange andre ting jeg gerne vil bruge tid på her. For min skyld, så kunne de bare ringe på og de kunne få alt det materiale de vil have, flere hylrometer. Så kører i bare og i starter bare. Jeg skal nok komme til åbningen.

30

Dennis: Du svare også lidt på det. Men sådan rent ledelsesmæssigt, hvad har din rolle som projektleder været? Men jeg synes du svaret på at du har været en innovator, visionær og du prøver at trække de andre med, du prøver at sælge projektet til de andre.

35

Tanja: Men det har jo været meget. Hvis jeg skal sætte mig ned og sige nogle få ord, hvad min rolle har været. Min rolle det har været at være forberedt og vedholdende. Så har vi snakket med alle. Jeg har drukket spandevise af kaffe i det her projekt. Jamen, det er det. Det er bare dialog, dialog, dialog.

Dennis: Så det er simpelthen repeat, repeat, repeat.

40

Tanja: Ja, det er det simpelthen. Om det så har været transportministreret eller om det har været inde på et eller andet lille kontor inde i et baglokale inde i en butik inde i byen.

45

Dennis: I forhold til det med rollerne, hvad med butiksrollerne og de overordnede chefer. Hvordan har deres rolle været? Du har selvfølgelig fået dem engageret i selve projektet og prøvet at sælge selve ideen til dem, men har du indtryk af, at de har prøvet at sælge ideen videre?

Tanja: Det ved jeg faktisk ikke, fordi jeg ikke har den tætte kontakt.

Dennis: Men det kunne godt være du havde et indtryk af... som ringe i vandet.

Tanja: Jamen, det tror jeg da. Jeg ved, at Mette Grønlykke står i spidsen for et butikslaug ned i strædet og hende har vi godt nok brugt meget og lang tid på og snakke med. Vi har ikke sidset med på nogle af møderne nede i strædet, men lur mig om hun ikke har sagt noget. Faraos Cigarer deltog en hel dag. Jamen, lur mig om han ikke kender nogen andre. Group 88 med Gucci og alt muligt andet, hvis sådan nogle lidt dyrere mærkevare også vil lade sine transporter plus lagerfaciliteter tilfaldet Citylogistik logistikcenter, hvorfor kunne Lacoste så ikke. Så er vi over i det, tør vi det, så er det et spørgsmål om tillid.

Dennis: Netop, den tillid vi talte om før, er lidt en dominoeffekt?

Tanja: Derfor synes jeg faktisk det er meget rare, at vi også har de sådan lidt dyrere stykgods plus vi har de lidt mere billige. Vi har faktisk spekteret i det. Det tror jeg faktisk også er meget vigtigt, når vi går ud og skal have de her frontløberbutikker virkelig i sving. Der skal vi have meget forskellige artede butikker med ind, så man hele tiden har nogen man kan spejle sig i.

Dennis. Så folk kan se det?

Tanja: Så man kan sige, vi har dyre vare så kan det nok ikke lade sige gøre. Jo, det kan lade sig gøre ned i Gucci, så kan det nok også lade sige gøre her. Vi har 200 udenlandske leverandører f.eks. Gamesshop, det er godt nok også mange, hold da op. Men det er så den type butik, så man kan få dem til at snakke sammen internt. Så deres leveringsstruktur plus hvad det er de sælger kan matche og spejle sig lidt i hinanden. Så man har ikke en rollemodel, men så man har forskellige koncepter. Jamen, du ligner da den her og det fungerer da fint derover.

Dennis: Ligesom de bokse du talte om tidligere, A, B eller C?

Tanja: Lige præcis. Men indenfor hver boks er der også meget stor spredning i, hvad er det de sælger.

Dennis: Hvad de sælger, men også hvad de vil have af ydelser i Citylogistik.

Tanja: Ja de vil have ydelser, men også hvad er det for et varesortiment de har.

Dennis: Et opsummerende spørgsmål her til sidst? Vi har talt meget om kommunikation, ledelse og den her klarhed til der skal ske en forandring.

Tanja: Jeg vil faktisk sige en ting. Jeg tror det klogeste jeg har gjort i den her proces, det er, at jeg har en branchedame. Jeg har ansat en pige, Christina, som er gammel speditør. Jeg sidder som planlægger også har jeg en del kommunikation, politisk kommunikation oven i hatten. Så jeg er meget en kommuneplanlægger. Christina ved hvad hun snakker om og snakker samme sprog. Hun har så efterfølgende været på CBS og læse noget kommunikation og ledelse. Det er en af de klogeste ting jeg har gjort i projektet, fordi jeg har en kvinde med der har branchekendskab. Så kan jeg tage den mere politiske, men at hun har det branchekendskab, det gør simpelthen at vi har vundet mere respekt. Så er vi ikke bare dem fra kommunen. Det kan vi godt komme ud i nogle gange, så er vi bare dem fra kommunen.

Dennis: I kan godt blive lidt objektiviseret?

Tanja: Ja, men det er noget af det bedste jeg har gjort.

5

Dennis: Dvs. det er noget af det bedste i har gjort for at skabe en fælles forståelse. Så i reelt set har fået en i ”fjendens” lejr.

Tanja: Det var et taktisk korrekt valg. Det synes jeg har været rigtig godt.

10

Dennis: Så det har været med til at skabe en øget forståelse og en øget velvillighed fra deres side også?

Tanja: Ja, men det er også mere en indsigt i deres verden. Og det har jo også givet mig noget.

15

Dennis: Ja, indsigt det tænkte jeg ikke engang over, men hun kommer med en anden indsigt.

Tanja: Hun kommer med en anden indsigt. Hvordan er det tingene fungerer ude i praksis, og det er faktisk meget rart for mig. Selvom jeg synes der er hands-on. Det er en anden faglighed.

20

The interview is then terminated.

8.2 Appendix B – Summary of Interview with Jesper Aastrup and Casper Svensson

Interview with Jesper Aastrup and Casper Svensson

Position: Researcher (CBS) on Citylogistik-kbh and part owner of Elbilcenter

Date: 30 July

Aim of the interview

The aim of this interview was to sense the atmosphere about Citylogistik-kbh. Furthermore, the aim was to increase the understanding of Citylogistik-kbh as a concept. In addition the interview sought to craft a better understanding of what the implications of a possible implementation of Citylogistik-kbh in Copenhagen would represent.

Methodology and data collection

The structure and focus of the group-interview was of a rather explorative nature. The interview was conducted at Elbilcenter in Copenhagen and the researcher participated as observer to a presentation made by Jesper Aastrup about possible interested retailers in joining Citylogistik-kbh. The participating persons in the interview were Jesper Aastrup (CBS), Casper Svensson (Elbilcenter) and Dennis Bo Pedersen (CBS). Furthermore Nikolaj Thestrup from Elbilcenter also should have participated but he was prevented.

Main findings

The main finding of the interview was that the Citylogistik-kbh is an exciting project that can produce concrete solutions to retailers in the inner part of Copenhagen. The interview did also show that there is an interest from Elbilcenter to becoming a transporter in a possible Citylogistik-kbh demonstration project. The interview did however also show that the prioritising in Elbilcenter towards a meeting regarding Citylogistik-kbh was not as high as expected which was expressed by the lack of participation from Nikolaj Thestrup even though the meeting was pre planned.

8.3 Appendix C – Transcription of Interview with Tanja Provstgaard and Christina Andersen

Interviewguide med Christina Andersen og Tanja Provstgaard (Københavns Kommune)

5 Position: Projekt ledere på Citylogistik
Dato: 17. August

10 1. Hvad er den vigtigste egenskab som forandringsleder?

15 2. Hvad består en forandringsleders job af?

20 3. Hvordan er sammensætningen mellem Leadership og Management som forandringsleder?

25 4. Hvilke værktøjer anvendes til at skabe forandring?

30 5. En kortlægning af forandringsprocessen? Havde i en overordnet plan, har i fulgt den?

35 6. Hvordan inddrages butikkerne?

40 7. Hvordan skabes forandringen i butikkerne?

8. Hvordan er processen ude i butikkerne forløbet? Er den gået som håbet?

9. Hvilke typer af modstand har i stødt på?

10. Hvor har den største modstand været?

11. Hvilke værktøjer er blevet benyttet til at løse dem?

12. Hvordan vil du beskrive organisationen ”City-logistik”?

Transcription of interview with Christina Andersen and Tanja Provstgaard (The municipality of Copenhagen) 17 August 2012

Impression from the interview:

- 5 The interview started with an introduction to the thesis in general and a presentation of the interview purpose. Before the beginning of the interview the theoretical foundation of the thesis was presented to Christina Andersen and a general discussion about contributors to knowledge in the field of change management. This gave the researcher a good feeling and created a good connection towards the interview. Tanja Provstgaard was not a part of this interaction and only joined the
10 interview to the official start.

The interview:

T: Tanja

C: Christina

15 D: Researcher

D: Hvad er den vigtigste egenskab som forandringsleder?

C: Tanja, du har været med i processen længere end jeg. Jeg har kun været her i et år.

- 20 T: Altså, jeg kan sådan meget kort skitsere op, sådan hovedpunkterne i hvad for en proces det er vi har været igennem. Det starter med, i starten af 2010, tager jeg sammen med transportministeriet og nogle embedsmænd derfra ned og kigger på et citylogistik projekt i Holland. Emمم, og jeg kommer hjem og jeg i talesætter det her citylogistik. Øh, men jeg har opbakning fra faktisk, fra
25 embedsmændene i transportministeriet og det gør min sag noget nemmere. Så vi er, det er ikke helt op ad bakke. Vi synes, at det vi har set, vi er enige om det vi har set, og vi er enige om det vi har set det virker. Så det er vi tre mennesker som der har set.

D: Så der har i allerede samlet et hold?

- 30 T: Vi har samlet et hold.

D: Ja.

- 35 T: Og det hold kører så videre faktisk i 2010, hvor det er så heldigt, at jeg lige netop er indtrådt i en forskerenhed i forbindelse med et EU-projekt. Og jeg kommer hjem, og faktisk dagen efter skal vi have et stort board meeting, og der kommer jeg hjem og der siger jeg om morgenens, jeg har set lyset. Det her, det skal vi søge. Vi skal simpelthen kortlægge det her. Der sidder jeg så, jeg er så heldig, at der sidder de rigtige mennesker rundt om bordet, både fra Lund - Malmø universiteter,
40 DTU og CBS. Så jeg har faktisk det hold, faktisk allerede dagen efter. Der ligesom går videnskabeligt videre med det her. Sååå, at jeg for løftet en god ide til at blive noget mere teoretisk funderet faktisk, vi begynder at screene, hvad er der faktisk i Europa, hvad har man af erfaringer med det fra andre steder. Vi får fat i de rigtige kontaktpersoner rundt om. Der er ikke specielt mange som arbejder med gods, som city logistik, men der findes nogle virkelig dygtige mennesker
45 der sidder i Europa, der sidder en i Berlin, der sidder en i London, der sidder en i Göteborg. Emمم, også findes der nogen udeover i Europa, men altså, som vi altså så har trukket på, og som også har været med til at bakke op om vores indsats, fordi det er klart når man står med en god ide i hånden, så har du et bjerg du skal bestige. Og hvad fanden er Citylogistik? Hvad fanden er det? Hvad er det

nu for en pop smart, og hvad er det nu kommuunen tænker i forbindelse dermed. Og det har jeg været ude for og jeg har fået alle de bank på jeg skal have i løbet af 2010. Men jeg har heldigvis haft transportministeriet med mig, så jeg har ikke stået alene. Jeg har stået på en konference i, jeg kan huske det var 1. oktober inde i Danske Speditører, arrangeret af Danske speditører og DL

5 Transport, og det var der var en masse folketingsmedlemmer ... hele branchen var der, så var ministeriet og jeg, og vi havde hvert et emne, og da vi begyndte at snakke om og i talesætte, hvad er Citylogistik, og prøvede ligesom at få begrebet foldet ud, der fik vi SÅ man bank. Altså, virkelige af branchen. Det var jo helt, det var jo simpelthen, vi var jo simpelthen ikke rigtige kluge. Og hvorfor skulle vi overhoved blande os i den måde de organiserede deres virksomhed. Men vi havde hjælp. Altså, jeg havde jo mine hjælpere med. Jeg havde mine tro støtter, fordi der var der lige kommet et udspil fra transportministeriet, ”Effektiv Transport i Byer”, gods

.

C: Effektiv Godstransport i Byer.

15 T: Og der var det en af otte løsninger. Der var altså, de havde rullet det her citylogistik projekt ud. Så det vil sige, jeg stod altså ikke bare som Københavns Kommune, der havde fået en god ide. Jeg stod og havde faktisk ministeriet bag mig. Så altså, det her det gav mig faktisk noget rygdækning. Det har givet mig noget rygdækning, når jeg har haft behov for rygdækning. Så har vi altså gået i gang, for ministeriet kan jo ikke skrive det ind i deres bekendtgørelse, eller deres lille håndbog,

20 uden de så må gå ud og tale om grønne transportløsninger. Så kom der en pulje til dem, de kan ikke i talesætte en citylogistik ordning uden at de så faktisk går ind og medstøtter, når der kommer et virkelig godt projekt. Der havde jeg jo det her gode konsortium af universiteter med mig. Så jeg vil

25 så sige, nogen gange skal man altså også være heldig. Og hvis der er noget, vi har været her så, timingen har været rigtig, vi har været heldige, og vi har haft de rigtige mennesker med os, på de tidspunkter vi skulle have dem med os.

C: Jeg skal lige spørge, for det ved jeg faktisk ikke engang. Hvem inviterede oprindeligt til den der tur?

30 T: Det gjorde transportministeriet. Fordi de ville lave den her.

C: Med henblik på

T: Det var faktisk Niels Helsmar

35 C: Så det var på henblik på med at kigge på Citylogistik også tog man Københavns Kommune med som aktør.

T: Ja

40 C: Okay

D: I var nede og se på Binnenstadt=?

45 T: Ja, vi var ned og se på Binnenstadt. Men vi var også der, hvor det var, at så er vi helt henne i 2009, hvor det var at, emm. Jeg havde lavet den der strategi for tung trafik. Og der var en farlig ballade under Ritt Bjerregaard om tung trafik i byerne. Emmm, der var altså, lastbiler var simpelthen i tale sat som DRÆBER lastbiler. Det prægede egentlig pressen meget, altså der gik

ikke 14 dage før der var nye udtagelser, så lå Ritt (Bjerregaard) i clinch med Hans Toft, også var der det ene, også var det hende og Bondam. Altså, det var som om alt omtale var godt, uanset om det var negativt eller ej. Man sårede sin egen forvaltning også. Hun var meget aktiv, hun var meget krigerisk, det behøves vi så ikke at skrive. Men sådan kørte hel 2009, så i vores strategi for tung 5 trafik, som faktisk er 12 forskellige indsætser, har vi skrevet et Citylogistik projekt ind. Hvis man kigger på hvad vi skrev i 2009 og det vi er blevet til i dag, kan man ikke se, at det faktisk er den samme som har stået bag de to forskellige planer, men det er det. Men man kan jo blive klogere. Sådan er det jo gerne. Så transportministeriet, embedsmændene derinde, vidste godt, at vi gerne 10 ville arbejde med noget citylogistik i en eller anden form, vi skulle bare se lyset. Så vi skulle bare finde den rigtige løsning. Altså, det var skrevet ind på et eller andet lille projekt ude på Nørrebro og det var lige før det var med ladcykler og sådanne noget. Men altså, konceptet var der. Og formålet 15 var der.

D: Så i forhold til det med egenskab, så er det faktisk det at skabe en vision, som har været den 15 vigtigste egenskab, at få folk til at forstå at det er vigtigt?

T: Jamen, jeg tror at vi som Kommune. Så vil jeg så sige, vi har haft rigtig meget, og det tror jeg er 20 grunden til vi har lykkes med det. Vi har faktisk lige siddet og snakket om det. Grunden til vi egentlig er lykkes med det er, det er fordi vi har været vedholdende, vi har været positive, og vi har været inddragende. Men vi har været vedholdende. Altså, jeg tror det der vedholdende der ikk!. Og 25 det kan jeg være, hvis jeg nu havde været en privat virksomhed, så havde det måske været noget andet. Men jeg har sådan en lidt. Jeg er ikke brancheorganisation, jeg er ikke transportvirksomhed, jeg sidder som en myndighed og skal søge det bedste koncept. Jeg har ikke nogen... pause... aktiver i det andet end vi skal have et rigtig godt bymiljø og vi selvfølgelig skal økonomien, den 30 skal søges og stilles på benene bedst muligt, og vi skal have det bedst mulige koncept. Men jeg sidder jo ikke og har en eller anden form for privat... hvad fanden...

D: Interesse

30 T: interesse i det.

C: Men man kan så sige. Det det indledningsvis har vist hos er, hvilke aktører er der som er pro det her og hvilke aktører er som udgangspunkt modstandere mod den forandring. Så da jeg startede for 35 et år siden havde vi jo et ret klart billede af hvem vil det her og hvem skal vi arbejde med. Og hvilke, også hvordan, hvad er det der er vigtigt for de enkelte aktører. DTL som varetager transportørernes interesse, har nogle bestemte interesser, de erhvervsdrivende har nogle andre, altså butikkerne inde i byen har nogle andre interesser og det har været en del af det som vi har kigget meget på i starten af min ansættelse på, hvem er det egentlig vi har med at gøre her og hvordan får vi dem inddraget, så vi kan få folk med på en konstruktiv måde. Men også at få involverede 40 aktørerne for at høre, det er jo ikke bare for at indlemme dem og tage dem i ed, men det er så sandelig også for at lære af dem, der har viden på de forskellige områder. Så vi ikke sidder og laver et projekt i kommunen ud fra nogle politiske hensigter og ud fra nogle rent forskningsmæssige resultater, men det også har en reel forankring hos dem som skal bruge det.

45 D: Så anvendelsesgraden har været i fokus fra starten af?

C: Det har helt klart været fokus fordi, at netop det Tanja fandt ud af var jo, at rigtig mange af de Citylogistik forsøg der havde været i Europa, og der havde været rigtig mange, men de var stor set

kultsejlede alle sammen. Så et eller andet var der i hvert fald gået galt i de processer. Og der kan man så sige, der kunne vi så starte fra et skridt højere oppe på stigen og sige okay, lad os så se på det, der er gået godt...

5 T: Galt

C: og lad os se på det der er gået galt. Og lade hver med at begå den samme fejl.

D: Men det er også det, der er jo mange afarter i forskellige lande. Vi har Holland, vi har La Roche
10 og vi har Paris og vi har Heathrow, og de eksisterer mange forskellige steder i bøjgradninger, hvordan er i så kommet frem til det lige skulle være den her afart? Var det mere en tilfældighed, nu var det Holland i tog til og så?

T: Vi kan jo ikke engang sammenligne os med Holland, for nu har vi lavet vores eget koncept der
15 passer ind i en dansk kontekst. Med kommunen og universiteterne og brancheorganisationerne og andre interesser med på sidelinjen. Vi har jo ikke lavet en copy paste.

D: Nej nej

20 T: Det har vi jo ikke brugt det her år på hvor vi har siddet og konceptudviklet. Vi har jo fået et koncept, der er spiselt. For det første så har vi fået et koncept. Vi har fået det bedste koncept, synes jeg. Vi har fået det koncept som er økonomisk rentabelt. Det har vi fået fordi vi har haft CBS med som har siddet og kigget og skruet på den her business case. Vi har DTU med, der har siddet og kigget på transporterne og har siddet og kigget på, hvor meget er det, vi kan spare, og har lavet en simuleringsmodel, basissenarier og alt muligt andet. Vi har fået, objektivt, den faglige bedste løsning tilpasset alle brancheorganisationer der har været ind og sige, sådan skal det være og sådan er det bedst for os. Også vil jeg så sige, nu står vi med et koncept. Det er jo ikke til at sige, om det er Københavns Kommune der skal til at lave demonstrations projekt eller om det er en eller anden
25 privat udbyder. Det håber vi jo meget det er. Altså, jeg vil gerne til at lave noget andet. Jamen, det er da helt ærligt sagt. Nu har jeg nursed den her proces med de beføjelser som jeg har som kommune, jeg vil gerne have, at jeg kan give det her fine fad (Papir med konceptet). Det er sådan her i skaløre det. Og i får det i overskud og det skal i tænke over, også kan det de tage det ind i deres virksomhedsstruktur, også siger de så, ej sådan vil vi ikke gør det, vi vil gøre det på en anden
30 måde. Og det er også fint nok, bare det bliver gjort.

35 D: Så har jeg faktisk et andet spørgsmål. Hvordan vil i så egentlig beskrive, den her organisation, som citylogistik er blevet? Jeg ved ikke engang hvordan jeg skal forklare det, fordi jeg synes den er sådan meget svær at sætte op, når man kigger rundt, for den består af alle de her forskellige dele. Vi har alle universiteterne, vi har alle brancheorganisationerne?

40 T: Det er jo ikke en permanent ordning.

D: Nej

45 T: (Tanja har rejst sig og gået op til en tavle for at tegne) Vi har, det vi skal have, jeg vil gerne have en anbefaling i hånden her (tavlen). Det er simpelthen en opskrift. How to do it! Ikk!. Det er er opskriften, How to do it! Det er det der ligger på mit fad til sidst. Også har jeg ikke nogen organisation mere. Det jeg har lige nu, det er, jeg har fundet ud af, når hvis man gerne vil have

citylogistik i en by, hvis man gerne vil have det økonomisk rentabelt, og hvis man gerne vil have det spiseligt for butikker, og bululut... Jamen, så kan det se sådan her ud.

D: Ja

5 T: Lige nu der står vi her og vi har indleveret en ansøgning til trafikstyrelsen i onsdags, hvor det er, at det er Københavns kommune der skal være lead på at lave et demonstrations projekt. Men jeg ved jo ikke om der er andre der har indsendt en ansøgning, what ever det er at de siger. Jamen vi kunne faktisk godt tænke os at løfte opgaven, fordi vi har jo stået og bræget alle ulige steder og sagt, gør os arbejdsløse. Men vi vil det gerne, det ligger i direkte tråd med hvad det er vi gerne vil
10 med den her by. Vi vil gerne have færre lastbiler inde i byen.

D: Så et eller andet sted, så kan man godt sige at organisationen den er....

15 T: Jamen, den er der, hvor vi siger lige nu. Vi har ikke efter den 1/9 her... vi har ikke nogen organisation.

D: Nej

20 T: Vi har et forskerteam, hvis man kan sige, hvis vi har noget. Vi har en forskergruppe der har siddet og kigget på det her, hvordan kan det se ud. Men den 1/9 der er de ude af det. De har fundet ud af, at de har leveret det de skal leve, vi har alt hvad der skal til. Det er offentligt tilgængeligt. Det er trafikstyrelsen der har betalt det. Man kan faktisk starte i Århus i morgen. Det behøves faktisk ikke engang at starte op i København med alt det vi har lavet. Hvis der sidder en innovativ sjæl i Århus og siger, den napper jeg sku.

25 D: Ja

30 T: Så kan man sku lave en copy paste over alt det materiale vi har lavet her i København, og få det til at køre i Århus. Så vi har bare lavet opskriften. Hvordan er det, det her, det kan se ud i en dansk kontekst. Og det er ikke engang opskriften fordi med opskriften, der kan man hele tiden lave noget om, så dvs. vi har, vi er kommet med et bud på, hvordan en citylogistik ordning i DK i generelle træk kan se ud. Men den kan sagtens finjusteres, og den kan tilpasses de forskellige virksomheder, den kan tilpasses byer, den kan tilpasses what ever. Men vi har prøvet at tage den hollandske model og kigget på, hvordan kan den blive dansk. Også har vi krydret lidt med fra UK og fra andre steder.

35 C: Organisering undervejs i det ansøgende konsortiet, der har ansøgt trafikstyrelsen om midler til at lave den her analyse og konceptudviklingsdel, det har været CBS, DTU, Transportinnovationsnetværk og Københavns kommune. Så har vi haft et advisory board, som her bestået af, du har sikkert set det?

40 D: Ja, jeg har godt set. Og det er også spændende at høre, hvordan i har, det kunne godt være i havde anden indgangsvinkel til hvordan i vil beskrive organisationen. Altså når jeg ser templetten, så er det jo meget stringent, hvad skal man sige, så er der nogen der har gjort det også er der nogle der har gjort det. Jeg har det sådan lidt, måske, for mig virker den alligevel som den er utrolig fleksibel.
45 Hvis man kan bruge den. Der er nogen der laver noget, de laver så de ikke så meget der, men så laver de noget mere derover. Også meget af det, jeg vil ikke sige det er sådan frivilligt, men det er meget lavet ud fra passion, for der er alligevel nogen der gerne vil, der synes det er spændende, CBS f.eks. som synes det er vældigt spændende, at det bliver noget godt. Så det var mere sådan jeg

tænkte på organisationen, at der måske er nogle andre parametre der spillet ind i at skabe at skabe den her organisation?

T: Jamen det er det. Det er jo klart, at både CBS og DTU har jo også set, at det her, det er jo en god ide. De er jo ikke med bare for at vi synes det er meget hyggeligt. De er jo også med for at være frontløbere på en eller anden måde. Det er jo meget naturligt. Altså havde det her ikke været en god ide, havde der ikke været super meget innovation i det her, havde der ikke været noget forskning i det, jamen så havde de ikke været med. Altså det siger sig selv, så ville de ikke.

10 C: **Jamen, der er også tidsmæssigt sket noget. Man har også talt Citylogistik for flere år siden**

T: Ja

15 C: **I København, og der er sket skred i, hvordan Citylogistik opfattes. Hvor det man kan sige tiden har, du sagde det selv**

T: **Arbejdet for os.**

20 C: Du sagde selv, at vi var heldige og det var det rigtige tidspunkt, men det var det også fordi der ligger en proces, som der går bagud. Hvor man kan sige, at for 10 år siden havde det været

D: En NO go?

25 C: Ja, altså der var tiden bare ikke til det. Det er den nu også især qua de der fokuspointer som Citylogistik det har, med bæredygtighed, innovation og hvordan

T: Vi skal være CO₂ neutrale

C: Vi skal være CO₂ neutrale

30 T: 2025 (Miljøplan fra Københavns kommune)

C: Miljødele skal være

35 T: En masse ting, det er ligesom kommune kan gå ind og løse sådan en opgave, og være innovative, for vi bliver nødt til også at tænke ud af boksen, **hvis vi skal være CO₂ neutrale i 2025. Altså, så kan vi ikke have business as usual.** Så vi vil aldrig nå det mål. Derfor var vi nød til at snakke supercykelstier, vi blev nød til at have gang i den kreative hat.

40 D: Jamen, der har i jo op til flere forskellige...

T: Jamen, vi har en bred vifte af indsatser vi bliver nød til at arbejde med og logistikken er altså en af dem.

45 D: Ja. Det var også bare mere...

T: Der er mange der vil sige, nu har vi snakket Citylogistik, vi kommer til at snakke logistik på mange andre måder også. Så vi er slet ikke færdige. Nu har vi et koncept, meeen akk, vi bliver ved, vi bliver ikke arbejdsløse lige foreløbigt, der er masser af projekter, der er masser af gode ideer.

5 D: Det var også mere for at få styr på, hvordan i selv ser på organisationen, fordi det kunne være lidt spændende. Men man kan også sige, at tiden den har arbejdet for jer og der nogle der kommer ind fordi det er normen, at det skal man gøre nu. De kan få noget ude af det CBS og DTU og sådanne nogle.

10 T: Ja, men jeg vil sige. Hvis det ikke var fordi vi havde løftet den rigtige sten, så havde vi ikke haft den medvind fra universiteterne som vi rent faktisk har haft. Havde jeg kommet, havde vi løftet en anden sten, og det var ikke Citylogistik, noget helt andet, men så kan det jo godt være at det her havde de ikke givet. Dels at være med i eller altså, det har jo også noget at gøre med, jeg tror at Citylogistik er kommet for at blive og hvis du ser om 10 år, og du kigger bredt ud over hele Europa
15 så har vi simpelthen ikke råd til at lade være.

D: Nej nej, selvfølgelig. Så den rigtige sten det var at...

T: Den rigtige sten er blevet vent på det rigtige tidspunkt.

20 D: Det er også sådanne lidt kultur sammensætningen der har været her (red. København) og globalt. Fint nok, det er også meget spændende. Det var længere nede jeg ville have spurgt om det, men det passede lige ind synes jeg. Nu har vi talt om selve processen, om hvordan i har lavet det, og du taler om du har været med til at lave et team fra transportministeriet, som i har fået med jer. Helt fra
25 starten af, som har bakket jer op. Det synes jeg svarer lidt på hvad jeres job består i, i har været med til at skabe den her buzz omkring tingene og få tingene lavet. Har jeg forstået det rigtigt så?

T: Ja

30 D: Er det, det der er det vigtigste?

T: Vi har skabt den gode energi

D: Ja, fint nok.

35 T: Altså, jeg tror vi har været meget synlige.

D: Ja, synlighed simpelthen?

40 T: Det er synlighed

D: Så meget firkantet sagt, så kan man sige i har brugt meget tid på at angribe, den der selvtildfredshed der måske har været i de forskellige brancheorganisationer?

45 T: Ja

D: Fint, i forhold til det, når i arbejder her som...

T: Men jeg vil sige, jamen det er jo ikke helt rigtigt, fordi at, det er til dels rigtigt. Men, men, men
det gode er, at da jeg stod nede på Danske Speditørs årsmøde og fik mega mange bank. Og det kan
jeg nu sagtens tage, men altså, da jeg stod der blev jeg faktisk trukket til side af en direktør fra en
større dansk transport virksomhed, der sagde til mig, han kunne ikke sige det i plenum, men det var
helt rigtigt set. For der var rigtig mange penge at tjene.

5 D: Ja.

T: Så vi har også ramt et behov i en branche, vi har ramt tåen, den der er øm. Fordi det er rigtigt.
10 Der er ikke konsolideret køretøjer inde i byen. Havde der været konsolideret køretøjer inde i byen.
Vi har trykket ned lige præcist der hvor det gør ondt. Ned i branchen hvor det gør ondt.

D: Selvfølgelig, og det er også, når i trykker der og når i stikker hånden ind i hvepsereden, men det
er også fordi, jeg vil vende den om, det er også fordi de har selvtildfredse, med de mener de har gjort
15 det rigtige indtil videre? Størstedelen af dem?

T: Ja.

D: Så ift. det som forandringsleder, så er det, rent teoretisk set taler man om leadership og
20 management, hvad mener i der er mest af? Er det sådan at i går ud og styre tingene eller prøver i
mest at lede tingene på vej?

C: Jeg synes næsten det er lidt af begge dele. Kan man ikke det?

25 D: Jo, det kan ikke kun være den ene.

T: The vipp and the stick.

D: Det kan ikke kun være den ene. Men det kan godt være

30 T: JA, men det er med pisk og gulerod. Men det kan man ikke engang sige.

C: Vi har stillet os meget op som, og være lederne på det. Men samtidig er der også noget
management i det. Altså, at få de rigtige aktører med i det, og få de rigtige aktører til at sige de
35 rigtige ting på de rigtige tidspunkter. Altså ikke at styre dem som sådan, men i hvert fald, jeg tror
det har været meget vigtigt for den her proces, at der har været nogle der har stillet sig op på første
række og har været vedholdende.

T: Men også at gå meget i dialog. Altså, jeg tror halvdelen af vores tid har gået med næsten at
40 snakke i telefon.

C: Ja, og deltage i konferencer og stille os op på årsdage og..

T: Altså det at snakke, snak, snak, snak, forklar, forklar, forklar, forklar.

45 D: Også på den måde simpelthen vinde folk over?

T: Ja, det ved jeg ikke altså. Men igen, ikke noget med at vinde.

D: Nej, men.

T: Vil jeg så sige

5 D: Overbevise?

C: Afmystificerer vil jeg så sige. Vil jeg så hellere bruge

T: Jaaaaa, ja, ja, det er måske et meget godt.

10

C: Det er jo mene sådan noget med at fortælle.

15

T: Men det, nej, jeg vil sige, som kommune. Havde jeg nu haft en anden rolle, nu sidder jeg som Københavns Kommune. En del af den aura jeg har, det er sådan noget med, regulering, ork nej, nu blander kommunen sig. Det er noget der ligger nede i, hvis der står Tanja Provstgaard Københavns Kommune, så er det simpelthen at folk ser ude i branchen, åh nej, det er noget med regulering. Og hvad skal de nu blande sig for. Vi kører nogle private virksomheder og det gør vi faktisk som det passer os. Mind your own business. Et eller andet sted ligger der også rigtig meget i det, og jeg vil sige, det har også været lidt en hæmsko nogle gange, at vi har været Københavns Kommune. Fordi 20 det er faktisk noget af det første jeg skal bryde ned, det er den der regulering.

20

D: I skal bruge meget energi på bare at komme udenom, at vi ikke skal regulere jer, men vi skal hjælpe jer.

25

T: JA, og der vil jeg bare sige, at der spænder min egen kommunerolle ben, og der har vi været meget opmærksomme på at det er det første man ser, når det er man kigger på os, det er man tænker. Å nej, de kommer fra Københavns Kommune og hvad skal de blande sig for, og har de så tænkt sig, at der skal følge nogle reguleringer med og gud bliver det så svære for os, og det bliver sikkert ikke frivilligt, ligesom selvom de siger det er en frivillig ordning og sådanne noget. Det er 30 noget der ligger i inde i det der hedder Københavns Kommune

30

C: Det er faktisk et meget godt eksempel på det. Vi afholdte en workshop for transportørerne i december måned og der var en masse chauffører til stede og en masse andre transportører, men især en del chauffører. Og den første halvdel med mødet gik vel med at forklare, at det faktisk ikke er meningen at vi vil forhindre folk i at køre. Det her et supplement til.

35

T: Og vi lukker ikke byen for dem som ikke er med og vi stiller ikke kæmpe store bomme op og anlæg og alt muligt andet.

40

C: Og det er helt klart fordi de tænker, det er Københavns Kommune der løber det her i gang. Ergo, så er det noget med forbud og restriktioner at gøre.

T: Lige præcist.

45

D: Så vil jeg gerne tilbage til det du siger med at afmystificeringen, så størstedelen af projektet er en afmystificering af at i ikke vil komme og giver dem håndjern på ?

T: Det vil jeg bare sige, det er det ene også det andet, når det er du ligesom har fået pillet hele den barriere ned, fordi det er en barriere, du kan simpelthen se på folk at de har barrieren oppe. Så er det vi skal til at sige, det her er en pissemøde god ide. Og det er en pissemøde god ide for jer. Så jeg vil bare sige, at processen ikke blot er entydig, det er ikke kun at afmystificere, det er ikke kun, men der har jo

5 været en delproces i det her ikke.

C: Også at få forklaret konceptet for uvedkommende fordi transportører forstår udmærket godt logistik og transport og optimering, det er det de lever af. Så det handler også om, at vi ikke kommer og fortæller dem, at det de gør det er helt forkert. Det de gør er rigtigt, de gør det bare ikke

10 godt nok. Og det er ikke nok, og det kan gøres meget bedre. Så det handler også lidt om at træde et skridt tilbage og sige, der er ikke noget hokus pokus i det her. Det er sådan set det i gør, i kan bare gøre det endnu bedre. Det synes jeg, har været en stor del af formidlingen også, og fortælle om konceptet og hvad er det, det reelt kan.

15 D: Så i ikke fremstår ”hoverende” over for dem? Og siger, at det her det er bedre, men i så i stedet for forklarer, at vi kan gøre det bedre i fællesskab.

T: Men man kommer ikke nogle vejene med at, i lige meget hvilken branche med at fremstå hoverende.

20 D: Nej, det ved jeg godt, men det er.....

T: Så, så, så er enhver form for dialog.

25 T: (Forlader lokalet)

D: Nej, det er bare mere det med, at I har været meget opmærksomme på det. Det er mere det jeg vil have. Jeg ved godt man ikke kommer nogle steder med at være hoverende,

30 C: Det har vi været meget opmærksomme på.

D: Det er bare man er nødt til at være opmærksom på det for at kunne undgå at være det.(30.35)

C: Ja, netop. Og vi har brugt det meget aktivt. Jeg har selv en baggrund som speditør, så jeg har en baggrund fra transportbranchen og det har jeg også tit brugt aktivt, når jeg har talt med transportørerne og fortalt, jeg er altså ligesom jer, og jeg kender til de problematikker og jeg ved godt hvad det er der sker i den virkelige verden. Fordi det har tit været det der har mødt os først, for i kender ikke den virkelige verden. Meget den der med, i sidder og laver et forsknings..

40 D: I sidder bare inde på rådhuset?

C: Lige nøjagtigt! Så det har også været med til at nedbrude nogle barrierer. Vi stiller os lige her på den samme side og anskuer det her. Hvad er det der reelt er i det. Der er ikke noget hokus pokus. Og som Tanja siger, at ligge hele den der kasket af med den kommunale myndighed.

45 D: Jo, jo selvfølgelig. Så man kan faktisk godt sige, at det, at du har været ind over projekt Christina, det har hjulpet dem (red. Transportørerne) til at skabe en større forståelse. Ved at du kommer og ved at sige, jeg kommer, jeg er fra samme lejre.

C: Ja, det tror jeg. Det er min fornemmelse. Helt sikkert.

D: Det er også min forud intagende fornemmelse hjemmefra at det har hjulpet. Det er også fordi
5 det er svært nogle gange for man kan læse mange ting, men forståelsen af hvordan det sker i praksis.

C: Det er noget andet.

D: Det er jo det med, leder du folk til at skabe en forståelse eller styrer du dem til at skabe
10 forståelse. Der er jo en væsentlig forskel på, hvordan du for folk til at forstå det.

T: (Vender tilbage til lokalet)

D: Og i forhold til den der deadlock som man kan sige folk er fanget i, når de ikke vil forandre sig.
15 Der er jo flere forskellige grunde til de ikke vil forandre sig. Hvordan er det man kommer over den
der, det bare spændende at høre om hvordan i får ledet dem den rette vej, om man så kan sige.

C: Ja. Vi har brugt. Jeg har brugt min baggrund, jeg har læst politisk kommunikation og ledelse. Og
20 meget af det som jeg havde med da jeg startede var..

T: Du er også speditør.

C: Ja, det har jeg lige fortalt. Det er at kigge på hvilke forskellig logikker er der i forskellige
25 systemer. Og man kan sige, hvis du kigger på de privates aktørers, så er det jo en økonomisk logik
man taler ud fra. Er det kommunen så er det en helt anden logik, så er det et politisk logi og noget
magt og nogle helt andre ting der træder i spil, og det samme hvad det angår universiteterne. Så
30 handler det også om helt indledningsvis, når vi skulle forsøge at sammensætte et advisory board, en
gruppe og fortælle dem. What is in it for you! Hvilken logik taler du ud fra. Det hjælper jo ikke
noget, at jeg sidder og siger, ja, ja, miljø, miljø, miljø, hvis det der er vigtigt for dig, det er din
bundlinje. Så skal jeg jo forholde mig til, at hos dig, er det bundlinjen som er det vigtigste. Og det
skal siges, at vi har også været meget opmærksomme på at have et sådan mere holistisk tilgang til at
kunne kigge på, hvad er det der er vigtigt i de forskellige systemer eller de forskellige aktører.

T: Ja, kontekster.

35 C: Det har været

T: Det har også været meget, nu har jeg jo også læst kommunikation uover jeg er trafikplanlægger.
Så jeg tror faktisk kommunikation i det her projekt har været vores vigtigste rolle.

40 D: Ja

T: Og der tror jeg det kommer, vi har været meget beviste om, hvad er det vi vil tale med hvem om,
og hvorfor, og hvordan.

45 D: Hvordan er det det bliver.

T: Hvordan er det vi servere budskabet.

D: Det næste spørgsmål er også, hvilke værktøjer har i brugt til at skabe forandring? Dvs. mest af alt kommunikation?

T: Kommunikation og dialog.

5

C: Inddragelse

T: Inddragelse. Så har vi haft en kæmpe stor konference.

10 D: I marts

T: Ja. Det var lige før vi var ved at dø i succes. Det er jo bare bevis på at vi har haft fat i de rigtige mennesker. Når vi står der med en konference og vi er næsten nødt til at sige nej til folk fordi vi har nået maksimum. Tallet kom op på 110. Altså, så er vi, og når vi kigger ned over dem der var med til den konference, så kunne vi faktisk ikke have ønsket os flere af de forskellige brancher og sådan noget lignende. Den var simpelthen hjemme i skabet. Altså, så det var en sådan meget målbar succes over vi har faktisk ramt dem vi skal ramme og vi har ramt dem rigtigt.

20 D: Så fra da processen startede i 09 til marts 12, der har i formået at skabe tilpas meget opmærksomhed til i har fået dem med.

T: Ja, og den forsætter jo nu. Nu sidder trængselskommissionen, og jeg vil æde min gamle hat på, at i det papir der kommer ud af det, at der kommer der til at stå Citylogistik på forskellige måder.

25 D: Jo, selvfølgelig. Vi var inde på det her, da vi begyndte, med en kortlægning af forandringsprocessen. Så det ved jeg ikke om vi skal tale om, men jeg vil gerne spørge om, nok mest til dig Tanja, var der en overordnet plan, da I begyndte med projektet med hvordan det skulle spille. Altså, den dag skal vi helst have nået det, der skal vi helst have noget det? Og fire måneder efter så har vi en ide om at vi til maj næste år skal vi have nået det? Også et opfølgende spørgsmål.
30 Har i fyldt den sådan nogenlunde?

T: Ja, den første. Vi så lyset i januar 2010, også har vi kørt i et sådan (Tegner streger på tavlen). Så den 15. august, altså de deadlines der har været. Altså 2010 der ansøger vi trafikstyrelsen om de første midler, der gik så faktisk et år før vi rigtig startede. Vi starter op 1. august, men det er der så en masse årsager til. Jeg vil så sige, fra januar 2010 til august 2010, (Tanja's telefon ringer) Sorry. Der har vi faktisk skrevet den første, der har vi skrevet sammen med universiteterne, der har vi skrevet den første ansøgning til trafikstyrelse. Når man skriver en ansøgning, så har man sådan i løse træk, hvad var det for nogle faser, det var vi skulle igennem og hvad var det for nogle undersøgelser, det var vi skulle igennem. Men konceptet, det var stadigvæk ikke. Men det var altså et eller andet sted allerede der hvor du begynder at tale, hvad er det for nogle forskellige undersøgelser som ligger processen klar. Det er det vi søger.

C: Der er en tidsplan.

45 T: Og der er en tidsplan. At der så går et år før vi kommer igennem, det er til dels trafikstyrelsen skyld og dels vores egen skyld. Det er noget med nogle politiske behandlingstider, og den ligger så et halvt år hos dem og et halvt år hos os eller 4 måneder hos os i hvert fald.

C: Det er måske også lige nævne at det med den 15. august 2010, der blev der søgt om et meget større projekt end det vi rent faktisk fik midler til.

5 T: Så vi er faktisk først færdig med forhandlingerne med trafikstyrelsen 1. april 2011. Også gik vi i gang med en ansættelses proces for at få ansat dig (Christina) også startede vi op 1. august 2011.

C: Tidsmæssigt fra 1. august sidste år og frem til 1. september 2012 der ligger der en helt klar tidsplan.

10 T: Fastlagt tidsplan.

C: Hvor de forskellige delprocesser er beskrevet fordi vi netop er et konsortium bestående af forskellige partere som skal levere til hinanden.

15 T: Og fordi vi for medfinansiering, og så klapper fælden jo.

D: Så skal det ligge helt fast.

T: Så skal det ligge helt fast.

20

C: Der er nogle ting der har ændret sig lidt undervejs. Jeg ved ikke om du kommer ind på det med forretningerne. Dem har vi jo forsøgt at få gang i af flere omgange. Og der var indlagt i vores tidsplan at vi skulle holde en workshop i efteråret 2011 må det blive. På det tidspunkt afholdt vi workshopen, men vi havde simpelthen ikke fået fat i butikkerne, det var ikke nået derud. Det gav ikke genklang på daværende tidspunkt, vi fik ikke butikkerne delagtiggjort i det.

25

T: Og dertil vil jeg sige, hvis vi har fejlet på noget tidspunkt i dette projekt, altså hvis man kan sige vi har fejlet. Men betyder faktisk ikke noget, og jeg er faktisk i dag glad for at vi ikke har ramt dem. Fordi man kan ikke gå ind og ramme nogle butikker også sige om halvandet år, så er der noget. Når 30 de der driftige erhvervsfolk de siger, nu har jeg forstået hvad du siger vi starter bare mandag. Det var det de ønskede. Det der med om halvandet år, det betyder ikke noget for mig. Det gider jeg faktisk ikke arrangere mig i. Så et eller andet sted så tror jeg faktisk, at det er rigtig, rigtig godt at vi ikke ramte dem rigtigt. Nu kan vi så, hvis det er vi går ud i en demonstrationsfase, så kan vi sige om 35 4 måneder så kører det her. Skal i være med eller ej, det er sådan her det kommer til at se ud og det er det her i får. Det er lige præcis den her chauffør, sig pænt goddag til Peter, det er ham som kommer ind i butikken. Vi har lige pludselig noget meget håndgribeligt, i stedet for den her fugl oppe på taget som vi snakker om. Ved du hvad, det gider de ikke.

30

C: Man får ikke så mange chancer. Når man er ude og tale med butikkerne, det er meget små aktører, der er inde i byen, det er meget små butikker, der er meget følsomme overfor deres bundlinje. De kan simpelthen ikke forholde sig til noget der kommer til at ske, måske først om halvandet år, selvom de synes det er nok så god en ide. Og når man først har været i dialog en gang, og der ikke sker noget, så har man altså brændt sig lidt, så er det svært at komme igen om halvandet år og sige, jamen det er så nu det sker. Så helt rigtigt, ses i bagklogskabens klare lys, der var det faktisk godt at der ikke kom mere interesse på daværende tidspunkt.

45

T: Ja, det var simpelthen. Ja, der snakker vi igen om held. Altså, der var vi heldige, fordi vi kunne faktisk godt have brændt lapperne.

D: Der kunne i godt have risikeret at der stod 15

T: Hvad hvis der havde stået, hvis vi havde haft 50 butikker inde og havde sagt, det her det er en skide god ide. Vi ved jo ikke hvad der kommer til at ske, nu har vi jo sent en ansøgning ind og der
5 kommer til at gå fire måneder før den er behandlet, og så står vi i december og så har vi fået svar på om det er os eller en anden privat transportør, der skal måske løfte den her opgave fremover. Så skal de organisere sig, så det hedder måske sommer 2013 før der overhovedet er noget ude og rulle. Kan du se, at jeg sidste efterår, næsten for et år siden havde, 2 år senere. Ej det havde ikke virket. Det er alt for hypotetisk. Vi havde alt for lidt...

10

C: Konkret

T: Konkret

15 C: **Vi har så til gengæld fået lavet hjemmesiden, og især animationen for at gøre det konkret.** Fordi, det var meget svært når vi var ude og fortælle om konceptet og især for butikkerne at forstå, hvad er det det helt nøjagtigt det betyder for mig det her. Så der har vi forsøgt at formidle på en sådan lidt humoristisk måde, hvad er det egentlig det vil betyde for butikkerne inde i byen at introducere et sådan projekt.

20

T: Vi har jo også først fået den her business case. Den har vi jo først fået 1. maj. I tidsplanen så har CBS jo først skulle aflevere den, og i et eller andet sted, så har vi kunne stå og fortælle i generelle termer omkring det her koncept som vi gerne ville stille på benene. Men det er først 1. maj vi ved det. Når men, hvordan er det så det skal virke. Det er altså også cool cash det her.

25

D: Jo netop.

T: Hvordan fungere det, hvad vil du betale, hvad er der i det for dig, er der nogle besparelser, er der
30 noget et eller andet. Vi har lavet forskellige, vi har lavet sådan to cases med to meget forskellige butikker i indre by hvor vi har gennemregnet eksempler. Det er sådan noget de skal bruge. Det er da sådan noget de skal have at forholde sig til.

D: Så det bliver mere håndgribeligt for dem.

35

T: Det gør det meget mere håndgribeligt når det er. Nu kommer vi enten til at gå i dialog med dem eller, der kommer en privat transportør til at gå i dialog med dem. Så er det jo kroner eller ører, vil du være med eller ej. Og vi starter altså om 2 måneder. Det er faktisk meget bedre.

40

C: Det tidspunkt vi forsøgte at involvere dem sidste efterår, der var det også meget for at få deres input til de analyser der skulle laves, hvad er det de ligger vægt på. Og der har nogle CBS folk været ud og lave nogle, der var en general spørgeskema undersøgelse. Også har Jesper Aastrup efterfølgende været ude og snakke med butikkerne. Men det var for at få en sådan allround føeling med, hvad er det de efterspørger. Men så længe man ikke ved hvad man får, er det svært at få dem til at fortælle og forholde sig til hvad er det de gerne vil have.

45

T: Hvad det er de gerne vil have.

T: (Forlader lokalet)

D: Men det er også fordi, hvis vi kigger på de her rapporter, for de er også spændende, for de er totalt modsat rettede ift. hvad de siger, også hvad de reelt set gerne vil have. Altså, der har jo også været en problemstilling der med ift. i skulle kunne kommunikere ud til dem, at de skal have en anden forståelse, hvis man ser det som en kulturelt forståelse. Hvis I ser på det store billede så bliver det bedre, det er totalregnskabet der bliver bedre. Altså, det er også mere i forhold til hvordan i har gjort det som forandringsledere. Hvordan i skaber...

C: Jeg har måske været ked af de der spørgeskemaer faktisk. Fordi jeg synes måden der blev spurgt ind var lidt forkert og har været med til allerede der og give en måske forkert opfattelse af hvad det var citylogistik ville. Jeg ved ikke om det har haft nogen effekt på den måde. Men når jeg sad og gennemlæste spørgeskemaet, kunne jeg godt have ønsket at man havde haft lidt mere formidlingstanke med i baghovedet. Men man har selvfølgelig haft fokus som forsknings institution på de helt konkrete ting og måske ikke på, hvordan er man allerede i gang med at i talesætte det. Allerede der kunne man godt gå ind og sige, at det man overvejer det var, at man kunne konsolidere godset, sådan at du kunne få en fordel som butik, kunne det være interessant for dig? I stedet for at spørge, hvor mange leverancer har du om ugen. Forstår du hvad jeg mener?

D: Jeg er helt med, altså jeg tror spørgsmålene gør at det, de spørgsmål der bliver stillet i den situation gør, at du kan skabe de paradoxer der er i rapporten. Det var også det, ift. mit eget projekt var det udgangspunktet. Det var paradoxet med, at de siger de gerne vil have tingene, men så siger de så den næste side du bladre hen på noget helt andet.

C: Ja. Det var meget. Den var ikke særlig god, og det er så igen om man styre og hvordan det er man spørger ind. Fordi den synes jeg ikke var særlig hensigtsmæssig. Og jeg synes også resultatet er blevet deraf. Og hvis du ser ift. det Jesper har lavet som har været en dybdegående interviewes med nogle udvalgte butikker.

D: Ja, games..

C: Er der kommet et helt andet resultat frem fordi der har han kunne siddet og rent faktisk kunne indgå i en dialog og rent faktisk kunne fortælle hvad det handler om.

D: Hvad det handler om

C: Og så har butikken haft. Kender du det selv, du får nogle gange nogle telefon sælgere der ringer dig op og spørger dig om et eller andet mens du laver aftensmad eller er på vej til fodbold eller et eller andet. Hvor du svare sådan lidt, du ved. Og det samme gør butikkerne. Det at de i hele taget tager sig tid til at udfylde, det er jo fantastisk, men det er sådan noget si sis sisum, dum, også ud af døren. Så jeg vil sige, jeg ligger ikke så meget i, det kan måske give et overordnet billede af et eller andet. Det oprindelige spørgeskema, men det mere Jespers jeg ligger min tiltror til.

D: Hvis jeg vender spørgsmålet om, har det så været med til at sætte fokus på, at visionen skulle være meget mere klar? Og nemmere og formidle ud til butikkerne?

C: Helt klart. Det er derfor vi har lavet hjemmesiden. Det er derfor vi har lavet animationen. Altså, ikke kun pga. spørgeskemaet, men

D: Nej, nej,

C: Men man kan i hvert fald sige, der var nogle faresignaler når man læste den spørgeskemaundersøgelse ift. Det rent kommunikativt, hvordan har man været ude og i talesætte det. Hvad er det man er ude og spørge ind til.

5 T: (Vender tilbage til lokalet; 2 gang)

D: Ja, okay. Vi taler om i havde lavet den her workshop til butikkerne i efteråret. Har i haft nogle workshops med dem efterfølgende?

10 C: Nej

T: Nej

D: Er der noget på skemaet overhoved?

15 T: Nej

C: Det er fordi vi er i et limbo lige nu. Vi kan ikke gå ud, vi ved ikke om det bliver Københavns Kommune, vi ved ikke om der er en privat aktør der søger, vi ved det ikke. Der er mange hvis'er. Vi
20 har ikke en lovjemmel, hvis det bliver kommunen. Så vi tør simpelthen og det vil jeg sige, det er jo noget vi efterfølgende, vi har jo haft forsøgt at involvere KCC (Københavns city center). Da vi ikke
25 rigtig kom igennem der, tog vi fat i Dansk Erhverv i deres detailhandel sektion, for vi var ligesom nødt til at få nogle med, der kunne fortælle os hvordan er de her aktører, hvordan er butikkerne,
30 hvad er vigtigt for dem, hvad lægger de vægt på? Og vi havde snakket om faktisk at holde et møde med KCC, et medlemsmøde for butikkerne, hvor vi netop kunne sige. Okay, nu ved vi hvad der er
35 at hente og så ville vi have hentet en mand op fra Holland som anvender konceptet i noget der svarer til magasin i Holland. Dvs. en bruger, en der er i deres sko og ville kunne fortælle dem om, at det her det virker for mig. Der er ingen grund til det ikke skulle virke for dig.

30 D: Nej, netop.

C: En bruger af konceptet. Men vi er blevet frarådet det, igen netop pga. det er for tidligt at involvere butikkerne, det er for tidligt at forsøge og gå ud og fortælle om noget om noget der måske først bliver realiseret om et år. Og hvem er det der realiserer det, er det en privat udbyder eller er det
35 Københavns Kommune? Og der må vi måske ligesom også som Københavns Kommune trække os en anelse tilbage, for ikke at brande så meget, for meget som kommunens projekt. Så vi har overvejet det, men er kommet frem til at det er bedst ikke at gøre det.

T: Men der er det igen tilbage i, hvad er det der ligger i at komme fra kommunen!

40 D: Ja

T: Altså, når jeg siger det der med reguleringer og restriktioner og alt muligt andet, så er det jo det samme. Hvad skal man sige, overfor butikkerne, hvad er det det hedder?

45 C: Image

T: Ja, et image, du har med, når det er du taler til butikkerne. Så måske skal, hvis det er, at jeg vil ramme butikkerne rigtigt, så er det slet ikke mig der skal stå der?

5 D: Det er jo faktisk meget spændende ift., hvilke barrierer, der er fra projektet til butikkerne, at det godt kunne være en hæmsko, når det er kommunen der er dem der kommer ud.

T: Ja

D: Men det er ude i licitation fra i onsdags ikke? Der har folk kunne indgive bud på kørslen ikke?

10

C: Nej

D: Nej, hvornår er det?

15 T: Vi har indgivet en ny ansøgning til trafikstyrelsen.

D: En ny ansøgning?

20 T: Til at få medfinansiering til at få et demonstrations projekt og det ved vi så inden jul om det er os der for den medfinansiering eller om det er, eller måske er en privat transportør der for.

C: De kan også søge direkte.

T: De kan også søge direkte ikke.

25

D: Ja, det var faktisk det jeg troede der var, for sådan som jeg havde forstået det, så er der også andre der har søgt, tror jeg? Det var det, jeg troede det var i onsdags, at man søger ind også kom det.

T: Nej, nej

30

D: Det var det jeg

T: Ak, det kan de bruge hele fire måneder på at undersøge, hvem det er der skal have støtten.

35 D: Fint nok, for det var bare lige for at...

T: Så får man det at vide til juletid og så vil jeg så sige, at jeg tror ikke, der er noget ude og køre før til næste sommer næste år.

40 D: Nej. Det er også fint, det var bare fordi jeg havde, jeg ved ikke, bare fået sat en ide om det var nu her også kørte man nærmest fra, lad os sige, 1.januar. lad os sige sådan

T: Når okay,

D: Nu blev den ligesom sendt ud i licitation.

45

T: Nej, nej.

C: Nej

T: Ak, der er vi overhovedet ikke

C: Der er vi overhoved ikke. Og hvis det er kommunen der får, så skal vi også have en lovhjemmel. Og vi skal først have en lovhjemmel inden vi kan skrive udbudsmaterialet.

5

D: Så der skal vi et skridt tilbage igen.

C: Så der er lige nogle, der er lige lidt tid endnu.

10 T: Ja

D: Ja. Nu når vi er inde på butikkerne. Altså, hvordan har i været med til at, altså spørgsmålet lyder, Hvordan skabes forandringerne i butikken?

15 T: Det ved vi ikke

D: Nej, men det ved jeg også godt. Men det er også mere sådan, har i gjort noget aktivt for at få... til at der sker en forandring i butikken?

20 C: Vi har været i dialog med nogle butikker, helt indledningsvist. Både for at få opbakning til den der workshop, som så ikke blev særlig stor opbakning til. Men vi har også været ude, på et tidspunkt sidste efterår, hvor vi var ude og tage billeder til hjemmesiden og til materiale. Hvor jeg var i dialog med en del butikker og forklarede omkring konceptet og vi havde gjort os nogle tanker om konceptet og det havde du i samarbejde med indre bys lokaludvalg og havde fået identificeret 25 nogle butikker, som havde, som ligesom er toneangivende i indre by. Hvem er det man kigger på. F. eks. Mads Nøregaard er en virksomhed, som har et godt ry og som er toneangivende i indre by. Så det har vi været i kontakt med i op til flere gange og de er også meget pro. Men det er sådanne nogle overvejelser og sådanne nogle kontakter vi har været igennem.

30 T: Men jeg vil så sige, nej, den smuttede.

D: Det er også bare det. Det interessante for mig det er, hvordan i ligesom har været med til at influere, at der sker en kulturel omvälvning i butikken. For butikken består også af f. eks. 10 medarbejdere, så den skal gå fra, lad os sige f. eks. Mads Nørregaard, at det kun er ham der synes 35 det er en god ide, til at det skal fungere, så skal du i hvert fald have otte af dem med, som synes det er rimeligt fornuftigt til at det bare kører. Det er bare mere, hvordan i har været med til at influere, har det været streamlined, dryppet ned.

C: Det har vi ikke været.

40

T: Men det var det jeg ville sige inden det glippede mig. I Holland, da man startede op i den første by i Nijmeegen, der havde man simpelthen det, som man kaldte stjernebutikker. Man havde 15 eller 12 butikker, som man fik med på vognen og som var toneangivende. På den måde var man fandt ud af, at det var at man kunne lave nok så mange små paletter og alt muligt andet, avisskriver. Den 45 måde tingene eller konceptet solgtes bedst på var ved at kigge "Hvad er det der foregår inde ved naboen?". Og hov det sparar han jo penge på. Og hov, hov, hvordan er det så lige, han mangler ikke nogle varer, når det var sådan lidt. Det er man har den her lidt lurepasser rolle, men man følger

faktisk med i, hvad er det der foregår. Og det er faktisk den bedste måde at sælge et sådan koncept på. Det er man smider det ind også for det lov til at..

D: Så man for nogle key stakeholders i selve projektet ude i butikkerne også kan de andre kigge på.

5

T: Lige præcist.

C: Men også at de taler om det internt

10 T: De taler om det internt

D: Men det kommer jo automatisk, hvis du får to-tre butikker ud.

15 T: Også kigger naboen på også det var faktisk meget smart og god, der kommer en samlet leverance i stedet for de 10 jeg har om fredagen. Det var da også skide irriterende.

D: Og det er Peter der kommer med dem alle sammen. Det var så Leasy, meen..

C: Men nej, nej. Ham har vi talt meget om. Eller postmand Per eller hvad du vil kalde ham.

20

D: Men det er i hvert fald den samme der kommer hver gang.

T: Lige præcist.

25 C: Men det er også derfor, at det kun er det øverste lag, som vi har haft fat i, i butikkerne. Vi har ikke haft fat i medarbejderne, vi har haft fat i dem der ejer butikkerne. Dem der leder butikkerne.

D: Det tror jeg også jeg talte med dig om sidste gang Tanja, men det er fordi i, også er politisk begrænset af hvad i må gøre?

30

T: Jamen...

35 D: I har været lidt løs i nogle situationer? Eller hvordan har jeg forstået det? I hvordan selve processen har været hele vejen rundt, i hvor meget det er i kan gå ud og sige, ift. de forskellige brancher?

T: Den skal jeg lige have igen

40 D: Jeg mener ift. butikkerne her, så før i kan gå ud og melde alt for meget ud og bruge så meget energi på det. Så skal i have afklaret alle de her forskellige ting. F. eks. Hvis det nu er de mener, at det er jer der kommer ud og snakker med dem, så har de måske en forventning om, at det er jer der skal have projektet?

T: Ja

45

D: Det er det jeg mener. Der ligger jo en begrænsning fra jeres side af, fordi nu har vi en lovgivning som gør..

T: Vi kan ikke, jeg kan ikke lave det som Københavns Kommune citylogistik, med en terminal nede på hjørnet hernede, selvom jeg måske har en egnet bygning og en god grund til det. Det kan jeg ikke, fordi det må Københavns Kommune ikke. Københavns Kommune må ikke drive transportvirksomhed på den måde.

5

D: Ift. butikkerne. Nu taler vi om, hvordan i har været med til at lave prøver, at nogle key stakeholders, der så har kunnet influere hele vejen ned gennem systemet/naboen. Skabe noget omtale.

10 T: Men det har vi ikke gjort endnu, men det er ideen, at det måske er den måde det skal gribes an på.

15 C: Jo, vi har haft kontakt til nogle, men det har ikke været med henblik på at brede konceptet ud som sådan, men vi har jo talt med nogle bestemte personer, fordi det har været vores forhåbning, at de ville være toneangivende, når de talte med, f. eks. dem der ligger nede af, hvad er det det hedder den gade. Der er en sådan en gade, hvor de har deres egen del forening.

T: Nå strædet

20 C: Strædet ja. Vi har talt med Mads Nørregaard fordi vi havde en formodning om han ville være toneangivende, altså de kan tale med de andre. Men også det, at de begynder selv i deres regi og tale om, nåh ja, men vi havde besøg af kommunen og de sagde, sådan og sådan. Der kunne måske være noget spændende i det. Også ligesom for at igangsætte nogle ting, men vi er ikke der hvor vi ligesom giver den en ordentlig tryk 16.

25

T: Vi har været i undersøgelses mode. Og de butikker vi har talt med de er blevet interviewet. Vi har hevet deres data ud.

30 D: Det svarer faktisk lidt på det næste spørgsmål jeg havde. Ift. Hvordan er processen ude i butikkerne forløbet? Den er så forløbet som vi har talt om her, med der har været nogle forskellige i har haft fat i, også har de ligesom skulle lave ringene i vandet, så det kan køre lidt rundt. Så har jeg et spørgsmål også ift. butikkerne. Hvilken type af modstand har i stødt på? Hvad er det mest af alt?

C: Tid

35

D: Tid?

T: Jamen, det er også fordi vi er ikke der endnu. Hvis jeg var kommet med et koncept under armen ind af døren og sagt, prøv lige at hør her, jeg ved en måde, hvordan du kan spare

40

D: 100.000

45 T: Ja. Så gider han godt, at tale med mig. Det er jeg helt sikker på. Så vil butiksindehaverne godt tale med mig. Men jeg har det jo ikke, og jeg kan ikke starte i morgen. Så jeg skal ikke skyde mig selv i fodden og begynde at indlede de her.

C: Men de gider ikke bruge tid på det og det er også forståeligt nok.

T: De gider simpelthen ikke bruge tid på det.

C: Altså, der er ikke noget i det for dem endnu. Altså dem Jesper har fået fat i, de har været guld værd, fordi det er faktisk nogle få ud af begejstring. Ud af de faktisk også... Der er det smittet rigtigt af. Dem har vi fået til at se lyset, og de har bare sagt til Jesper, jamen kom og lad mig fortælle, så du kan lære mig. Men det vil jeg sige, **det er folk som har en personlig begejstring for det.** Det er ikke fordi det er sådan, at det vil sikkert give mening forretningsmæssigt for mig, at tale med dig nu så om halvandet kan jeg få en gevinst ud af det. Det har været nogle andre ting der har været afgørende for dem.

10

T: Altså i løbet af halvandet år der kan der nå at løbe rigtig meget vand ned igennem åen. Det kan man jo slet ikke forholde sig til.

15

C: Så har det været en lav konjunktur periode, det tror jeg faktisk også har haft en indflydelse

D: Det er jeg også sikker på, at det ikke har gjort det nemmere.

20

C: Det er det. Det kan man mærke når man ringer ud og snakker med dem. Vi har alligevel snakket med 30-40 butikker i telefonen og man kan mærke det på dem. De er presset op økonomien, også gider de ikke altså ikke bruge tiden på sådanne noget, hvis og hvis.

D: Den største modstand det har så simpelthen været tiden, men det er så grundet at vi ikke har noget at give dem.

25

T: Vi har jo ikke noget at sælge.

D: Generelt så, hvor har den største modstand så været? Hvor har i oplevet den største modstand imod projektet?

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C: Transportørerne

T: Transportørerne

C: Vi er inde og rode i deres kerne kompetencer.

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T: Og er der nogle som kommer til at tjene færre penge.

C: Transportører/speditørerne, dem som tjener penge på transportørerne også.

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T: Det er jo også der, at der er et issue. Mister jeg noget kørsel? Hvad betyder det? Der er også lavkonjunktur blandt transportørerne, de sætter jo også timeprisen ned. Marked er presset.

D: Men projektet giver også en økonomiske gevinst, sådan som jeg ser det. Hvis du udfører det rigtigt.

45

C: Yes, yes. Men det får du dem ikke til at sige, så længe de udtaler sig samlet. Brancheorganisationen kan ikke sidde og sige sådan, fordi de varetager en meget bred gruppe af transportørers interesse. Så hvis de trutter helt rent, som ham transportøren kom hen til dig(Tanja)

og sagde. Det er en skide god ide og selvfølgelig skal det være der. Det er meget svært for en brancheorganisation, der har en så blandet medlemsskare at udmelde så klart..

5 T: Men det er jo klart, at hvis vi med det her projekt går ind og siger. Vi sparer 40-50.000 transporter i indre by på, så er der nogle der kommer til at få færre penge mellem hænderne. Alt andet lige. Det er ikke raketvidenskab det her! Der er nogle der mister noget kørsel.

C: Hvis der er færre der skal køre, så er der nogle der vil miste noget kørsel.

10 10 T: Der er færre der skal køre og der er nogle der kommer til at miste kørsel.

D: Praktisk, hvis man kan kalde det for en type af modstand. Vi taler om butikkerne som ikke havde forstået projektet ordentligt. Kan man også sige det ift. transportørerne de ikke har forstået hvad projektet kan give?

15 15 T: Nej, for vi truer dem jo på deres brød. Nogle af dem.

C: De forstår det godt.

20 20 T: De forstår det da godt. De kan da godt se omme bag i deres køretøj, at der måske kun er en tredjedel. De ved da godt hvad det er for nogle problematikker.

C: Det er deres kernekompetancer.

25 25 T: De ved da godt, hvad det er for nogle problematikker det er vi går ind og i talesætter. Vi vader jo direkte ned over den ømme tå. Det er da klart, der er nogle timer som bliver sparet væk. Og det er til nogle timeprisen som nogle vil komme til at miste. Det er det jo.

30 30 C: Selvfølgelig er det det. Men det handler også meget om at det her er ganske banalt. Der er ikke noget hokus pokus i Citylogistik, overhovedet. Så derfor når vi taler med transportørerne, så har de ikke noget problem med at forstå, hvad det er vi siger. De kan sagtens have en masse indvendinger som bunder i, at man er bange for at Citylogistik tager brødet fra dem. For citylogistikkonceptet vil komme til at tage brødet ud af munden på nogle af dem. Men der er også nogle som vil komme til at lukrere på det. Så de har ikke været svære at formidle konceptet til overhovedet. Det forstår de udmarket godt.

D: Så det er simpelthen fordi, de har en forudbestemt holdning til at det ikke fungere i deres branche?

40 40 T: Nej, men. Prøv lige at høre her! Der er ikke..

D: Nej, men..

T: Hvis du sad der og du sagde noget der måske ville gøre mig en lille smule mere arbejdsløs...

45 45 D: Det er den enkelt transportør jeg taler om. Det er ikke branchen, men den enkelte transportør han har forstået hele principippet.

T: Ja det tror jeg.

D: Ja, det er jo også det der er humlen.

T: Men han sidder også han tænker kroner og øre. Det kan godt komme til at koste mig noget det her.

5

C: Jeg tror da også branchen har været nervøs. For når man omtaler en god forretnings ide, så handler det også om at være first mover og der ikke er first mover tjener altså ikke noget på det. Så jeg tror der sker lidt i branchen. Åhh, hvem er det nu og hvad sker der, og kunne de nu og hvad så med mig? Så det i gang sætter et bagvedliggende spil.

10

T: Hvem har råd til at købe elbiler. Det der elbilscenarie, mener de det nu rigtigt? Hvad med de andre alternative drive midler, kan vi byde med dem.

15

C: Derfor har branchen været interesseret i det her fra day one. Det kan godt være der har været modstand. Men vi holdte en workshop i december, hvor vi var 55 transportører der var repræsenteret. Det er rigtig mange. Når vi har været ude og fortælle, så møder de talstærkt op. De har forstået konceptet og "What is in it for me?" Hvordan kan jeg lære noget her? Samtidig med de i talesætter alle deres bekymringer. Som også skal siges har været væsentlige inputs til vores konceptudvikling. Det kan ikke lade sig gøre fordi, når man leverer en vare dertil. Når DHL og UPS kommer og leverer en kasse dertil, så kan de jo se hinandens kasser. Det er jo helt lav praktisk. Det har også hjulpet os i vores konceptudvikling, at de har i tale sat alle deres bekymringer, Ift. Der er et eller andet der skal håndteres her. Hvordan kan det bevirkes, så der ikke længere er et problem her?

20

D: Ja, for du har jo lav praktiske issues når du kører hen og giver alle dine pakker til en terminal. Så kan Svend-Åge se hvad Bent er kommet med for 10 min siden.

25

C: Ja, hvem er det lige jeg skal ringe til her.

D: Ja, og det er de i hvert fald ikke for fine til.

30

C: Nej, det er man ikke.

35

D: Generelt. Hvordan har i arbejdet med projektet. Har i arbejdet for at minimere den modstand der har været eller fokuseret mere på. Altså, man kan vælge at sætte det op på den negative måde, det er hvor man fokusere på den modstand der er også prøver vi at slå ned på den eller har i fokuseret på forandring. Hvis vi gør sådan her så får vi det her.

C: Forandringen

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T: Forandringen

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C: Og få de rigtige folk til at fortælle de rigtige ting på de rigtige tidspunkter. Vi blev inviteret ud og tale hos DTL (Dansk Transport og Logistik) på en af deres møder og så er det vigtigt, at vi taler deres sprog. For de ved hvad vi taler om. Dem har vi med i vores advisory board, så de hele tiden har været inde i processen. Tage dem i ed på en eller anden måde. Jeg vil sige helt overordnet, faktisk lidt og nedbryde kommunens rolle. Forstået på den måde, at det her det handler faktisk om, at hvis vi sætter os ned alle sammen omkring et bord, så kan vi faktisk alle sammen blive klogere.

Det har vi gjort rigtig meget ud af og derfor har vi en så bred sammensætning i vores advisory board.

T: Havde vi ikke haft fat i den lange ende der, så havde vi ikke har den opbakning i vores advisory board, som vi rent faktisk har haft, for de har mødt talstærkt op hver eneste gang. Nu er det altså ikke fordi vi har mødet os ihjel. Vi har holdt tre super gode advisory board møder, hvor vi har haft alle repræsentanter med. Det er jo klart fordi, at har været noget i det her og vi har grebet det an på den rigtige måde. Det anser jeg faktisk også som en succes.

10 D: Dvs. advisory boardet har givet jer den mulighed som forandringsledere, at gøre de brancher som har været med i det her mere deltagende, og derved har været med til at øge forståelsen af forandringen

C: Ja, det er helt grundlæggende.

15 T: Det er vigtig at kende de forskellige kontekster.

D: Jo, netop. Det er også derfor det er spændende at høre det med organisationen. Hvordan i har set på det. Fordi det er alle de her små ting der gør, der har indflydelse på hvordan forandringen 20 kommer til at ske. Altså det de bliver deltagende, så løsner de også op og der giver mindre modstand og de sker forandringen som noget positivt i stedet for det bliver noget negativt ladet. Samtidig bliver jeres "bad guy" rolle som kommune, den barriere bliver..

C: Blødt op.

25 D: Blødt op og den bliver sat længere ned.

T: Det vil jeg gerne forklare. Vi låner også en helt masse troværdighed fra universiteterne. Det er smurt ud over os. Det er ikke bare fordi. Jeg kunne også have valgt en anden model, hvor jeg havde 30 søgt pengene også bare fået Rambøll til at konceptudvikle. Men der havde jeg ikke den samme troværdighed som jeg kunne låne.

C: Det er ligesom når journalister bruger eksperter til at understøtte en historie.

35 T: Sådan er det.

D: Det skal der også til.

T: Der må jeg sige, den har været rigtigt set, at vi skulle gå den vej.

40 C: Det er også den rigtige vej at gå, fordi det er fakta der skal være bærende her.

T: Man kunne godt have fået de samme fakta, og købt dem hos Rambøll management.

45 C: Ja, men så havde det været dig, der havde styret dem formentlig på en eller anden måde.

T: Jamen det kan godt være.

C: Her kan vi nemlig sige, vi kan ikke styre universiteternes forskningsresultater. Ergo, må de om nogen ligge tætter på sandheden end nogle som vi måske kan influere til at ligge vægt på noget bestemt.

- 5 D: I forhold til om man leder eller styre en proces, så når, i afgiver styringen af processen til universiteterne, så giver den også mere troværdighed.

T: Ja, og det er et meget bevidst valg.

- 10 D: Dvs. universiteterne har været med til at styrke jeres base, troværdighed?

T: Ja. Når jeg siger vi har fået troværdighed, så vil jeg samtidig sige. Vi har ikke vist hvad resultatet skulle være. Og sådan er det med kreative processer. Enten kan man styre dem også ved man faktisk allerede fra dag et hvor skibet skal gå hen. Eller skal man have is i maven og turde søsætte det også skal man se hvor det blæser hen. Der har vi gjort det sidste. Vi har ikke anet hvor vi ville komme hen. Vi har ikke anet hvordan business casen skulle se ud. Det er også en måde, og det er is i maven.

D: Det er jo også processen

20 T: Det er en proces, men når man arbejder i et politisk system så vil man også nogle gange shortcutter. Vi vil faktisk have en undersøgelse i gang nu og vi vil faktisk gerne vide, hvor det er vi skal hen om et år. Sådan er der mange processer der køre desværre. Men her har vi fået frit lejde til at, bare turde give los og sige, nu må vi se hvor vi kommer hen.

- 25 D: Har den overordnede plan har så været, at der ikke har været nogen overordnet plan?

T: Jo, jo. Men den overordnede plan har været. Nu søger vi den bedste løsning. Det har været den overordnede plan.

- 30 D: Der kan man jo sige, at det er en vision for projektet.

T: Ja, men så har den også været inde i en tidsplan. Vi viste godt den rigtige løsning skulle findes, vi viste bare ikke hvordan den skulle se ud.

35 C: Så det har mere været, at undersøge hvordan kunne det se ud. Det kunne jo også være at business casen viste, at der ikke er penge at hente i det her system. Det havde vi som udgangspunkt en formodning om det ikke ville være tilfældet, fordi vi kan se konceptet kører i Holland. Vi viste jo ikke hvordan det kunne tilpasses til en københavnsk kontekst. Hvad man villig til at betale i København og hvad er man villig til at betale i Holland, der kunne jo godt være en forskel. På den måde vidste vi ikke hvor vi skulle hen, men vi har haft tiltroen til at konceptet ville kunne være i en københavnsk kontekst og derfor ville være interessant overordnet set at undersøge.

D: Det er en dynamisk proces hele vejen.

- 45 T: Dem skal vi have nogle flere af.

C: Vi har også lært en del af denne her proces. Vi har taget initiativ til at oprette et godsnetværk til at nedbryde de her barriere mellem private, myndigheder og interesseorganisationer. Så vi får nogle

forums hvor vi kan tale om nogle ting og få noget fælles fodslag og forståelse i stedet for at stå i hvert vores hjørne og råbe af hinanden.

D: Så det måske ikke bliver en krig.

5

T: Ej, det vil jeg faktisk sige, det har det ikke været. Vi har været så heldige. Nu har jeg været chef for miljøzonen og det er et eller andet sted det samme forum. Inden det her projekt har vi haft den gode dialog med branchen, i hvert fald transportbranchen.

10 D: Jeg mener krig i forhold til advisory boardet som består af en helt masse forskellige interesserterorganisationer og nedenunder boardet har der været krig.

T: Jeg vil sige, vi har hele tiden har den gode dialog. Den bygger så heldigvis videre på den dialog vi har haft tidligere.

15

C: Ja, ja. Jeg tror slet ikke vi havde fået dem ind i folden, hvis der ikke havde været en god dialog tidligere. Det er jo netop fordi man har haft en positiv oplevelse af at være i dialog. Men det er en balancegang for der skal også være plads til at interesserterorganisationerne kan sige noget et officielt forum på deres medlemmers vejene. Det synes vi godt nok er den dårligste ide vi nogensinde har 20 hørt osv.

T: Også gå ud i pressen med det og alt muligt andet. Der skal man bare sidde oven på hænderne og man skal ikke fare til tasterne. Alle må jo ytre sig.

25 C: Og det lære man også noget af at det de ytre sig. Det er jo reelt nok. Det er jo ikke helt uden grund.

D: Nej. Det kommer på en eller anden baggrund.

30 T: Skal vi sige, at det var det.

The interview is terminated

8.4 Appendix D – Transcription of Interview with Jesper Stenbæk

Interviewguide Jesper Højte Stenbæk

Position: Chefkonsulent i transport hos Dansk Erhverv

5 Dato: 10. September

Hvem har formidlet projektet og hvor langt er de nået i formidlingen?

Hvordan har dialogen omkring Citylogistik været indtil videre? Har butikkerne haft nogen

10 indflydelse?

Er Citylogistiks vision blevet kommunikeret tydeligt ud til butikkerne? Har butikkerne forstået
vigtigheden af projektet? Både økonomisk og miljømæssigt?

15 Hvad er den generelle holdning til Citylogistik og føler butikkerne at det er en gevinst for dem?

Hvad er der af skepsis imod Citylogistik? Hvorfor?

Hvor ligger de største barrierer/udfordringer imod Citylogistik? Hvorfor?

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Hvad kunne der have været gjort bedre?

Transcription of interview with Jesper Højte Stenbæk (Chief advisor in transport in the Danish Chamber of Commerce) 10 September 2012

Impressions from the interview:

5 The interview started in a rather untimely fashion because the interviewee was 20 min late due to a telephone conversation. The introduction between the researcher and interviewee was however very fine and the researcher were given a small presentation of Børsen on the way to the interviewee's office. The actual interview started with an introduction to the thesis in general and a presentation of the overall interview purpose. The interview was conducted in a general good tone with a good
10 connection between the researcher and the interviewee. The whole interview was conducted in 45 min due to time restrictions from the interviewee. The interviewee has therefore given the interview guide and controlled the interview to some degree. The interview was finished with a general conversation around the interview guide and the interviewee was given the opportunity to add additional things to the interview.

15

The interview:

J: Jesper

D: Researcher

20 D: Hvem har formidlet projektet og hvor langt er de nået i formidlingen? Alle spørgsmålene her dem stiller jeg i forhold til butikkerne. Altså hvordan du har oplevet at formidlingen er og hvor langt den er nået?

25 J: Det er kommunen som har stået som driver på det her hele vejen igennem. De er nået i hvert fald til os som organisation og har forsøgt at inddrage de aktører der er. Det er måske vigtigt for mig at sige, at jeg repræsenterer selvfølgelig detailhandel, fordi det er en stor del af Dansk Erhverv. Men vi har mange andre virksomheder der også har en interesse i trafikken og mobiliteten virker i København. Der i blandt vognmændene som kører varer ind til detailhandlen også har vi nogle speditører som sørger for den europæiske logistik fungere. Dem varetager jeg også. Altså, jeg er 30 godt klar over de projekt har fokus på detailhandel og jeg skal nok forsøge at klargøre.

35 D: Jeg har faktisk fokus på det hele. Det var bare overordnet at detailhandlen var dem der var flest. Men overordnet har jeg også det her perspektiv med speditørerne. Dem arbejder jeg også med, længere nede kommer vi også til at tale om barrierer. Det er også nogle af de ting jeg gerne vil tale om. Hvordan når du har talt med dem du har oplevet de her barrierer. Så det er hele vejen rundt. Det er dem alle sammen. Du må gerne tale for dem, på alle deres vejene.

40 J: Det er i hvert fald det jeg har forsøgt at gøre i forhold til kommunen. Speditøren og vognmændene sidder også med i den gruppe. Hvor langt er de nået. De er i hvert fald ikke kun nået de forskellige paraplyorganisationer som f. eks. Dansk Erhverv, men de er også nået ned til specialeorganisationerne. Hvis man kan kalde dem det. Speditørerne sidder lige hernede af gangen, så dem kunne du også snakke med engang hvis du havde lyst til det. De er så også nået ud til virksomhederne, både speditions og detailhandelens virksomheder fra kommunens side. Om de så er nået langt nok i forhold til hvor langt projektet er. I kommunens optik, det kan man altid diskutere. Det sidste møde jeg havde med Tanja og Christina, der talte vi om timingen. Hvad var bedst mulig timing for at lancere det her som forretningsmodel til butikkerne. Der ville de egentlig gerne have det til at løbe af staben relativt hurtigt. Der havde vi en drøftelse af, at jeg synes de skulle vente lidt. Drøftelsen af hvor langt skulle man være strukturmæssigt for fra kommunens side

at kunne sætte det her op. I forhold til hvornår man præsenterede det for butikkerne. Der er det helt klart mit synspunkt, at hvis man præsenterer butikkerne for et eller andet som er et vagt fremtidsønske så gider de ikke høre på det. Det kan de ikke bruge til noget, de vil høre noget konkret her og nu. Sådan er virksomheder indrettet og særligt mindre virksomheder indrettet. Så der

5 anbefalede jeg kommunen til at vente indtil forretningsmodellen stod lidt mere klar og det vil den gøre, som jeg kunne forstå på dem omkring juletid. Så det var mit råd til dem i den forbindelse. Der er det så, jeg kan godt tage dem sådan ned af.

D: Ja.

10

J: Dialogen har været. Det er helt klart at jeg oplever det sådan, at kommunen har været meget om sige for at forsøge, at få den her dialog. De forsøger at snakke om tingene, samtidig med de selvfølgelig har haft deres egen dagsorden. De har fra rådhuset set på om de synes der kører for mange varebiler eller lastbiler måske ind og ud af middelalder byen. Det vil de gerne lave om på, 15 det er jo deres dagsorden og den er jo legitim nok. Men hvor vi måske mere i vores optik. Det er også derfor jeg siger lad os kigge lidt bredere på det og det er jeg glad for du gör i den undersøgelse også. Hvis vi f. eks. ser butikkernes detailhandel, så er det jo ikke et entydigt billede. Der findes butikker, som er enkelbutikker som har lejet sig ind på Købmagergade og det er der de er. Også er der kådebutikker, H&M, Fona eller hvad det nu er, som er del af en nordisk måske nogle gange en 20 europæisk eller nogle gange et globalt net. Der er virkelig stor forskel på hvad de kan bruge Citylogistik til. Altså tager man enkeltvirksomheden, den privatejede enkelbutik der tror jeg faktisk at der er ganske mange ting de godt ville kunne udnytte ved Citylogistik fordi de vil kunne få nogle stordrift fordele. Det ved kommunen også godt, det har jeg også sagt til dem. Hvis en butik som H&M, de vil sådan lidt overordnet set overhovedet ikke kunne bruge det her til noget som helst. De 25 har et globalt logistikmønster, hvor det er fra fabrikkerne i Kina og skibene osv. Det er fuldstændig timet og tilrettelagt til et distributionscenter. Som jeg ikke ved hvor ligger, det kunne ligge i Hamburg eller Rotterdam eller måske også i København. Det gör det så ikke fordi så ville vi vide det, fordi det ville være kæmpestort. Så disponere de så til samtlige butikker i hele Europa også hvis der kommer nogle og siger. Nu skal i køre det ud til en samle central, så skal vi nok fordele det på 30 små miljørigtige lastbiler i København. Det vil kun gøre det ineffektivt. Det er optimeret, optimeret og optimeret ellers kan de simpelthen ikke køre de priser de har. Det svarer til, du kender sikkert IKEA. De ligger godt nok ikke inde i middelalderbyen, men hvad det kræver at have alle de forskellige numre af artikelnumre, alle de produkter de har og du faktisk kan gå hen til en hylde selv. Det er ikke engang en professionel lagermand, du kan selv gå hen og finde ting, hvis de 35 ellers har det. Hvilket de selvfølgelig som regel har, også ligger det faktisk det rigtige sted. Sådan noget skal man ikke bryde ind i og prøve at lave om, og de vil på ingen omstændighed lade nogle udefra kommende komme ind og lave det om, for så går det simpelthen galt. Så der er det spænd. Jo mindre butikken er, jo mere vil du formentligt kunne få ud af citylogistik. De store kåder eller dem som, det er der nemlig også en del af dem der gør som er del af et eller andet som har et 40 typesortiment. Der kan det også vendes sådan at de bliver serviceret af en global speditør som simpelthen har en grossist der leverer til samtlige butikker. Det er hverken en franchisede eller noget. De er helt sig selv. Men leverer, det kunne være rugbrød eller sådan noget til købmandsbutikker. Det kunne være Føtex eller Netto. Hvor de så laver det på en eller anden Hatting fabrik er eller andet sted og køre det ud til samtlige eller en stor del af detailhandlen i Danmark. Her 45 er det heller ikke så godt at leve det ind til en samlecentral et eller andet sted også køre det ud på en lille lastbil. Også fordi de kræver køl og en smileyordning og der har kommunen, synes vi, på et allerede tidligt tidspunkt sagt. Jamen, så afgrænsner vi os til en produktgruppe som kan være på en

bil sammen, som tøj og sko og sådanne nogle ting. Og ikke fødevare og temperaturfølsomme vare og den slags ting for det ville blive et mareridt simpelthen. Det ville være forfærdeligt.

D: Det vil kræve alt for meget i forhold til projektet.

5

J: Ja, det ville det. Det ville gøre det alt for kompliceret og forandringsledelse er godt, og det at man kan lande i et nyt projekt løbende også sprøjte derud af er fint nok. Men man skal også samtidig være i stand til at vurdere, uanset hvor forandringsparat jeg nu er og hvor fleksible hovedet er på mig og systemerne i virksomheden, så er der nogle ting som simpelthen bare ikke passer ind og dem skal man så fravælge. Det er også en del af forandringsledelse, ved bare at sige den her forandring den er bare ikke god. Så kan det godt være den ville være det hvis man kastede en masse ressourcer i det, men det bliver flere ressourcer som med fordel kunne bruge et andet sted. Det er jo også en del af øvelsen.

10

15 D: Ja, netop. Så dialogen omkring det, den har været rigtig positiv.

20

J: Den har foreløbig været positiv. Om butikkerne har haft nogen indflydelse, jeg vil sige organisationerne har indflydelse indtil nu. Og butikkerne er givet mulighed for indflydelse igennem organisationerne. Det kommunen så gerne vil gøre er selvfølgelig, og det har de også gjort, de har henvendt sig til butikkerne med en eller anden omdelt skrivelse, tror jeg nok.

D: Ja, de har også haft en workshop for dem.

25

J: Ja, lige præcis. Hvor meget det har betydet for projektet som sådan, det andre jeg simpelthen ikke. Der må du spørge kommunen, jeg ved det simpelthen ikke. Og hvor mange input de har fået der som har kunnet hjælpe dem, men de har i hvert fald lavet undersøgelser, DTU har talt biler og leverancer osv. Det man mangler at se og det er ikke fordi, det er simpelthen for tidligt at vide, i hvor høj grad det har kunnet betyde at de har indrettet projektet mere på den virkelighed som de undersøgt og deres virksomhedskontakt. Det kan jeg ikke sige.

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D: Nej

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J: Det er simpelthen for tidligt. Men de har i hvert fald gjort det at de skiftede fokus, jeg tror deres første forretningsmodel. Jeg kom altså ind mit i forløbet sidste sommer, der skiftede jeg job og fik det her job. Men dvs. jeg har ikke den første del af det her Citylogistik projekt. Jeg har så til gengæld et gammelt et fra 4-5 år siden, men det skal vi ikke tage op. Men dvs. der mangler altså noget historik. Men som jeg har forstået det, og det kan være jeg har misforstået det. Så ville man fra kommunens side, som indledende plan have lavet en central offentlig ejet fordelingsplads. Der skulle styre Citylogistik, men det er de i hvert fald gået fra til nu at sende det i udbud og som jeg forstår det, vil de have en eksisterende speditionsvirksomhed til at kører projektet for sig. Der kan man sige og virksomhederne og organisationerne har haft indflydelse, fordi det er klart være vores anbefaling at de gør det på den måde. Jeg tror simpelthen ikke på, ligeså vel som ingen speditionsvirksomhed vil kunne hoppe ind på kommunens pladser og overtake dens funktion fra dag et. Så tror jeg heller ikke på at kommunen vil være i stand til at drive en speditionsvirksomhed. 40 Altså, det er altid en god ide til at sætte folk til hvad de rent faktisk har forstand på, som har systemerne oppe og kører i forvejen. Så der kan man sige der har været en indflydelse, for de har simpelthen ændret noget. Der har sikkert været flere eksempler, jeg kender dem bare ikke, på at kommunen har sagt, det lytter vi til også gør vi det i stedet for.

D: Men der kan man så se de har haft en klar indflydelse på projekt.

J: Ja, det har de. De har simpelthen lavet noget om som er ret grundlæggende. Så er der om det er blevet kommunikeret tydeligt ud til butikkerne? Altså, jeg kan ikke tale på vejene af alle butikker, men det er så mit job at gøre alligevel. Det er dem der betaler min løn. Så hvis jeg skal sige noget på deres vejene, så vil jeg sige, ja, men når du spørger lidt tilbage i båndet så kan du også se jeg har sagt, man skal passe med man ikke over informere. Hvis man bliver ved med at sige, nu kommer der Citylogistik om 2 år og nu går der 3 måneder, og nu skal i bare se. Så skal man være opmærksom på at disse butikker, ligesom enhver anden erhvervsbutik dagligt bliver begravet i reklamer og oplysninger og tilbud af mere eller mindre lødige underleverandører der gerne vil bruge dem og havde deres opmærksomhed. Der er kommunen en blandt mange. Det her er jo i udgangspunktet et tilbud til butikkerne. Dvs. kommunen skal ud og reklamere for sig selv som udbyder og det er så som logistik udbyder i det her tilfælde, men der modtager de fleste butikker jo en masse telefon opringninger fra en masse andre logistik virksomheder, som ligeledes mener de kan betjene dem. Hvis kommunen så siger, nu skal i høre her, vi har om 2 år har et tilbud til jer. Så bliver røret smækket på, for det gider de simpelthen ikke høre på. Hvis de skal bruge en ny logistik virksomhed, så vil de have en der kan starte i morgen. Det kan man ikke i det her koncept og derfor har jeg også sagt til kommunen, pas nu på med ikke at komme for meget i gang fordi så bliver folk trætte af jer før i kommer i gang. Det ville jo være synd fordi hvis projektet kommer op og flyve, så kan det sagtens gå hen og blive en god ide, så er der virksomheder det er en fordel for. Så det er med det i mente! Der er kommunikeret ud til butikkerne og man kan sagtens sige, de kunne sagtens have kommunikeret tydeligere og mere. Det tror jeg bare ikke ville være en god ide. Det er den korte version.

D: Det er også ift. at der også skal skabes en form for parathed i butikkerne til et projekt som Citylogistik som på en måde revolutionere det hele lidt. Projektet er jo en helhedstanke både økonomisk og miljømæssigt. Det er en helhedstanke med at vi gør noget godt for samfundet samtidig med vi gør noget godt for forretningen. Så man er vel også nød til at informere dem på et tidligt stadie så de bliver bevidst om, at det skal være det her i stedet for en traditionel logistik løsning?

J: Altså, der skal du igen tænke på, hvad er det for en verden de lever i. Kommunen er en blandt rigtig rigtig mange udbydere der gerne vil betjene butikkerne på logistik området. Hvis du spørger en almindelig logistik virksomhed der leverer til dagligvare handel om de har optimeret miljø, og om de kører unødvendige ture. Så vil de tage sig til hoved og sige nej, det koster jo penge. Det er penge lige ud af vinduet at have en bil til at køre ulogiske ruter eller kører halvt læsset. Værre for gammel biler så oser de. Det er der jo i forvejen regler for i København. Gamle biler er i øvrigt dyre i drift af helt andre årsager fordi de går i stykker mm. Så du ville få, kommunen ville sige, der er et samfundsmæssigt aspekt i det her hvis, i vælger vores løsning så for i et bedre miljø. Men det vil en hver anden virksomhed der reklamere for sig selv jo også sige. Selvfølgelig kører vi på miljø diesel. Selvfølgelig har vi så lydløs levering som muligt, selvfølgelig sørger vi for at samle vores kunder i indre by i den samme leverance osv. Citylogistik er selvfølgelig et unikt projekt, men hvis du ser det fra en butiks synspunkt, så er det ikke nødvendigvis sådan at det skinner helt utrolig meget i øjnene, at det er unikt og samfundsgavnligt osv. Altså, det er altså virksomheder, de vil rigtig gerne være samfundsgavnlige, men de skal helst give overskud før de kan være samfundsgavnlige for ellers er de ikke samfundsgavnlige særlig længe. Så de tænker i meget høj grad på bundlinjen. Der kan så også være en del i markedsføringen af at være en del af et grønt projekt som citylogistik.

Hvis det bliver lanceret rigtigt, så kan det stå i butiksvinduet og være positiv markedsføringseffekt og det er fint. Men det må bare ikke være deres første tanke, hvis der kommer en og siger, du kan spare 100.000 kr. hvis jeg leverer til dig ift. Citylogistik. Så ved jeg godt hvad de ville vælge. Så vil der også være de butikker som for denne her information, men siger, jeg har en global logistik leverandør. Det her det er jo fuldstændig uinteressant for mig og der kan kommunen på trods af alle gode intentioner ikke rejse til Vietnam, Kina, Sydkorea og hvor i pokker de har producent lande og få varer hjem den vej rundt. Det kan de altså ikke, det duer ikke. Det er ikke for at skude projektet ned, for vi er gået positivt ind i det. Jeg vil bare sige, der er nogle ting man lige skal være opmærksom på og kommunen som driver på projektet godt ved blandet andet, fordi vi har sagt det til dem. Men der er nogle forskellige verdener, kommunen lever i en verden som er non-profit og de her virksomheder lever altså i en profit verden. Hvis deres nabo, og det er jo ikke alle tøjbutikker oppe på strøget. Hvis nabo butikken er i stand til at brande sig bedre på et eller andet punkt, så er de der bare ikke længere. Kæderne lukker jo også butikkerne, hvis de ikke giver overskud. Så det er noget lidt andet og det er ikke sådan noget med vi har en treårig profil på hvornår det her er det kan gennemføres. Det er her og nu. Det kan ikke nytte noget, at sige, i for tøj leveret om tre år. Så vi har ikke rigtig noget lige nu. Det går jo ikke.

D: Nej, det er selvfølgelig rigtigt.

J: Eller hvad pokker ved jeg. Elektronik til Fona eller parfume vare, alt det der. Juveler, smykker osv. Som de i øvrigt også har undtaget for det er heller ikke nogen særlig god ide at have guld og ædelstene i en helt almindelig lille distributionslastbil, de gør det nok på deres helt særlige måde, guldsmedene og den folk der. Så jeg er sikker på at butikkerne har forstået vigtigheden af projektet både økonomisk og miljømæssigt. Det kan de sagtens forstå, men du skal være opmærksom på de har altså nogle andre prioriteter som kommer først. De prioriterer deres egen økonomi før samfundsøkonomien. Det bliver bare aldrig anderledes. Det kan heller ikke rigtig fungere anderledes for hvis de prioriterede samfundsøkonomien før deres egen økonomi, så går de bare konkurs.

D: Så har vi ikke nogen samfundsøkonomi.

J: Nej, lige præcis. Vi har i hvert fald ikke lige den virksomhed. Så har vi en samfundsøkonomi som vi også har nu er en masse virksomheder, der primært tænker på sig selv for at tjene nogle penge. Når det så går godt og der er ... på, så vil de også gerne det her. Så kan det jo være de opdager, og det er det der er det svære, og det der er øvelsen. De opdager hov, vi for både bedre logistik og for mere miljømæssig distribution og det her det går faktisk rigtig rigtig godt. Det er mindre trafik så byen er grønnere og der er mere plads til vores kunder kan komme til, altså det kommunen gerne vil have. Som jeg slet ikke vil udelukke gerne skulle komme, men man kan ikke drive en butik på strøget ud fra en drøm om, at det der, det er hvad der kommer til at ske, de er nød til at drive den ud fra den realitet om at, vi skal altså have vare på hylderne ellers er der slet ingen kunder. Har butikkerne forstået vigtigheden af projektet, jamen det er jeg sikker på at de har.

D: Men der er den naturlig begrænsning på de to forskellige perspektiver på hvordan verden hænger sammen. Kommunen er non-profit og virksomhederne er profit.

J: Ja, og det er med at få slået bro hen over det og få lavet en forretningsmodel der appellere til begge parter. I den forbindelse skal du så igen tænke på, at det at få varerne i butikkerne er sindssygt vigtigt, men det er ikke butikkerne hovedopgave. Det er som regel noget de har

underleverandører til. Deres vigtigste opgave er selvfølgelig at få solgt og få præsenteret det for kunden som kommer ind i butikken og få det ud igen. Det er en second hand ting for dem. Mens for speditionsvirksomhederne så er det deres livs blod, det er det de gør. Det er det de overlever på og tjener deres penge på. Det er der kommunen har, og det er i hvert fald min klare opfattelse at 5 kommunen har fået det bedste modspil og medspil fra speditørerne end de egentlig har fået fra butikkerne. Det er fordi for speditørerne er det det her de gør. Mens butikkerne der er det en sådan en, ja vi skal have nogle vare i butikkerne, og det skal bare virke, men det er ikke deres hovedvirke 10 det er ikke deres hovederhverv og det er jo ikke det de eksistere for, det er jo for at sælge tøj. Det er også vigtigt at huske på. Det er ikke det de vågner og tænker på, for jeg nu mine leverancer. Det håber jeg i hvert fald ikke for så har speditøren ikke gjort det godt nok.

D: Så ringer de efter en ny speditør.

J: Det er det de gør, lige med det samme. Den generelle holdning til Citylogistik? Altså igen, det er 15 et meget blandet billede. Der har været, og igen før min tid, nu referer jeg igen noget som jeg har forstået det var. Der var i hvert fald en meget meget stor skepsis både blandt butikker og logistik verden, da det lige blev lanceret da man frygtede at kommunen ville gå ind og sige, nu har vi en løsning og den skal i alle sammen følge. Det bliver sådan og sådan, nu skal vi nok fortælle jer 20 hvordan man driver et kæmpe samle lager for samtlige butikker i København. Det er noget der kan gøre, enhver både logistikker og butiksejer rædselslagende fordi de offentlige er rigtig gode til kontrol, det er det de laver, men ikke rigtige gode til at drive virksomhed. Ikke altid i hvert fald. Så 25 det var frygten. Der var virkelig et udbredt åh nej. Hvad fanden skal det nu gå ud på.

D: Det skulle være regler og restriktioner.

J: Ja, regler og restriktioner i et i øvrigt offentligt system. Der skulle sidde en eller anden med et 25 clip-boardude i en eller anden kæmpe stor samlecentral, hvor man ikke kan finde noget som helst og prøve at hitte ud af at få leveret til samtlige butikker i hele København. Det, jeg vil næsten sige. Jeg nu sidder jeg og punkter kommunen for det de ikke har forstand på, men det ville en privat 30 virksomhed heller ikke kunne finde ud af. Det er simpelthen for varieret, der er simpelthen for mange forskellige varer og for mange forskellige varetyper og forskellige regler. Det er jo alt fra transport af levende dyr, der ikke ligefrem er de nemmeste regler i verden, og fødevare myndighederne er ikke så sjove hvis man kører. Bare det folk har gluten allergi, så skal det køres i en separat bil der aldrig nogensinde må have været i kontakt med almindelige vare for så bliver folk 35 kontaminering også bliver folk med gluten allergi syge når de for det, og økologisk og biodynamisk, bla, der er så meget ting. Der er så mange ting, det kan ikke lade sig gøre. Men da jeg kom ind, det føler jeg ligesom vi er kommet over. Det der store spørgelse, det er trods alt væk, det har kommunen heller ikke haft nogen interesse i. De har i hvert fald prøvet at afværge det og sige, det er ikke det vi mener. De vil gerne have at det her det kan være relevant for de virksomheder der 40 har bruge det og de håber det passer sammen med tandhjulene. De virksomheder som har brug for det også i forvejen har en logistik som ikke er særlig smart og det er de her små virksomheder. Det kan være de har en leverandør der har leverancer i Århus, Ålborg også en i København. Det kører han så på samme bil. Og det er ikke smart, for hvis der er 100 små butikker, så er der 100 små 45 butikker der kører ind med meget lidt læs på og ud igen, det er en dårlig ide. Der burde Citylogistik, hvis det i øvrigt virker og bliver sat op på den rigtige måde osv. Give dem en billigere distribution og mindre traengsel i byen. Så dem der er gearet til det og er for små til at have stordriftsfordele der vil det være en gevinst. Om vi så kan få det kommunikeret det til dem, det ved jeg simpelthen ikke endnu. Det må vi jo se. De her virksomheder vil meget gerne have et færdigt koncept de kan sige ja

eller nej til, når man præsentere det for dem. Det er der ikke endnu. Så det er svært at sige om de siger ja eller nej. Nu fik jeg også det med om der var skepsis omkring det?

D: Ja, netop.

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J: Det var frygten for et eller andet stalinistisk projekt, et beton projekt stoppet ned over hoved. Det var skepsissen. Den er sådan nogenlunde.

D: Den har kommunen fået afmystificeret?

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J: Ja. Den ligger der sikkert stadigvæk i nogle butikker, men den er langt, langt mindre monster end man frygtede nogle steder. Alt det er sortsyn det er væk, nu kan vi mere gå ind og sige, jamen hvordan gør vi det så. Altså et mere konstruktivt samarbejde. Så det er fint nok som det ser ud nu. Barriere og udfordringer imod Citylogistik? Det er netop kernen i forandringsledelse. Hvor hver 15 enkelt virksomhed der er involveret i det her og som vidt sådan også organisationerne som skal anbefale om vores virksomheder om de vil med i det eller ej, og om vi synes de skal gå med i det eller ej. Nu træffer de selv beslutningen, men det er at stoppe. Ikke have vanetænkning. Det her det er noget nyt, det kan vi ikke lide, det gider vi ikke. Det ligger meget fjernt fra huset her(Danske Erhverv), så havde vi sku ikke noget erhvervsliv i Danmark. Hvis vi ikke kunne lave om på tingene.

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D: Nej, for søren.

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J: Man bliver nød til, hvad hedder det. Man kan også blive for forandring entusiastisk. Jamen forandring for forandringens skyld også, ødelægge det der virker. Vi har noget der virker og lade os ødelægge det, og lave noget nyt, bare fordi vi keder os i dag. Det er to modpoler. Den der med at kører i samme skure fordi det har man altid gjort, det er der ingen grund til at lave om, også kører man lige lugt ned i helvede, det gør man som virksomhed eller den anden hvor man laver om på alting hver dag. Så til sidst er alle folk smask forvirret også kører man for vidt også ned i helved. Ingenting når at sætte sig, ingenting når at blive til noget, ingenting når at blive rutine. Og ude i butikkerne kan man f. eks. ikke få sådan noget som Lean til at virke, altså det kører i meget høj grad på de mest effektive rutiner også kører man efter det. Hvis folk forsøger at opfinde den dybe tallerken hver gang, det er utroligt omkostningskrævende. Det har man forskning og udviklingsafdelinger til, det skal man ikke gøre i produktionen. Barriererne og udfordringen er at finde ud af, er det her, før man kaster sig ud i et projekt, er det værd at kaste sig ud i. Vil det i virkeligheden være en fordel for virksomheden. Det er måske lidt uvenligt sagt, men det er i høj grad kommunens opgave at overbevise sådanne nogle som mig om, at det så er en god ide for de virksomheder det så er en fordel. Jeg går ikke ud og siger, det er dem der betaler min løn, jeg går ikke ud til dem og siger. Jeg er ikke helt sikker på det her projekt, men prøv det. Det gør jeg simpelthen ikke, fordi det er ikke det de betaler mig for. Der skal jeg være relativ sikker på at det er en fordel for jer og jeg vil anbefale det, hvis i opflyder disse her kriterier som virksomhed. I har en logistik som hænger sådan sammen, så synes vi faktisk det er en god ide. Så prøv det her. Men jeg skal være relativ sikker på det. dvs. jeg vil se en kælder kold vurdering. Jeg giver ikke bare en eller anden glad yahoo ting. Jahh, lad os prøve det. Det kan man ikke, det er trods alt det ansvar jeg bliver pålagt. Det koster noget at holde det her hus kørende, de penge ville vi ikke få fra vores virksomheder, hvis vi ikke var dem værd, dybest set. Så barrieren og udfordringen er sådanne nogle som mig. Til gengæld kan jeg så hjælpe det rigtig godt på vej, hvis jeg bliver overbevidst om det er en rigtig god ide. Men den endelige beslutning og det er den næste barriere efter jeg er blevet

overbevidst, det er så virksomhederne. Det er dem der skal overbevises. Det er dem der skal melde sig til ordningen og det er den skepsis de skal overvinde.

5 D: Hvordan vil du mene man kunne overbevise dem, hvis vi nu fik overbevidst dig Jesper. Hvordan kan vi så få overbevidst butikkerne til at de skulle deltage i projektet?

J: Et eller andet sted vil det hjælpe at Dansk Erhverv og Details handels organisation står og siger, og igen det vil ikke være alle.

10 D: Men ud fra de her parameter.

J: Ud fra de parametre og hvis I opfylder dem, så prøv det her. Så er de et stykke af vejen. Så er det i meget meget høj grad et spørgsmål om at man kan fortælle virksomheden, ikke alene er det en fordel for dig. Men de ressourcer du vil bruge på det, vil du ikke kunne bruge bedre nogle andre 15 steder. En typisk detailbutik, en af de mindre som ville være relevante her, vil som regel stå overfor 10 forskellige muligheder hver dag. Nu forsimpler jeg vanvittig meget, men du må forstå, 10 muligheder hver dag, som alle sammen har en positiv effekt og det gælder så om at vælge den som har den størst mulige positive effekt. Det kan være et valg mellem tre forskellige leverandører af tøj. Det produkt de nu sælger. Det kan være en eller anden der vil gøre rent hos dem. Det kan være en 20 der gerne vil være vagttjeneste hos dem også er der måske en der kræver beskyttelses penge hos dem. Men det sker jo ikke kun i restauranter og cafeer skal jeg hilse og sige. Så er det ligesom en balance imellem dem. Jamen er det så bedst jeg for fat på ham her vagten fordi så har jeg forhåbentlig fået losset ham ud der kræver beskyttelsespenge. Det her tøj det ser lækkerest ud, det tror jeg mine kunder de bedst kan lide, så vælger man det blandt de tre leverandører. Der står 25 kommunen igen, og jeg har sagt det før som en blandt mange og prøver at råbe de her folk op og siger, det er en god ide at I vælger os. Der er de altså ikke myndighed her, det er jo nemlig det uhyre vi i fællesskab har fået afværget med kommunen. Det har de sikkert aldrig tænkt de ville, men det er jo ikke noget med der kommer et kommunalt direktiv med at man skal være medlem af Citylogistik. Det betyder at de altså står på linje med andre sælgere i et kor af rigtig rigtig mange stemmer og 30 skal forsøge at fortælle deres projekt det er det bedste. Det er sku ikke helt nemt.

D: Det er det frie marked.

J: Ja, det er det frie marked netop. Så skal det også være det bedste.

35 D: Så bliver det en argumentation om deres projekt er det bedste fordi det kan frigøre nogle ressourcer som de vil kunne bruge andre steder.

J: Ja

40 D: I forhold til hvad de kunne have gjort bedre?

J: Ingen, nu har jeg ikke hele historikken med.

45 D: Jeg tænker mere. Jeg har gennemgået den her proces og de har haft nogle workshops for de her butikker på et tidligere tidspunkt, de har haft workshops for transportørerne. Jeg tænker, kunne man have grebet det an på en anden måde? Man havde konferencen i marts måned.

J: Hvad er det nu det hedder? Jeg er blevet udnævnt til et eller andet.. Det kan jeg ikke huske. Key Player eller et eller andet mærkelig noget. Det er også lige meget.

D: Ja, netop.

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J: Spørgsmålet om kommunen kunne man have gjort det anderledes. Ja, der er millioner af måder at gøre sådanne noget på. Men kunne man have gjort det bedre, det er et godt spørgsmål. Det er det med kunne man have gjort det anderledes altså i præsentationen af et projekt. Jamen, der kunne have fløjet flyv hen over København med store bannere bagved med husk nu Citylogistik. Det ved 10 jeg sku ikke, men der er ædermanma mange produkter der sidder på hylden til tv reklamer, de har vist i en vist omfang brugt lokal pressen. Hus omdelte flyvers, der er lokale, de enkelte gader kan nogle gange have...

D: De har nogle lokale foreninger.

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J: Ja og det er jo altid en balance imellem med netop at sige, nu informere vi om det her. Men hvis man overinformere så knækker filmen på et meget tidligt tidspunkt også har de faktisk et dårligt navn, når de faktisk skal til at give den ordentlig gas. Så jeg synes det har gjort det faktisk okay. Udgangspunktet som jeg har forstået det, har været at man faktisk var ved at gå i panik i 20 erhvervslivet. Åh nej, nu kommer der et eller andet.

D: Et monster.

J: Et monster krybende. Det er måske også et fortegnet billede.

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D: Ja, jeg ved godt hvad du mener.

J: Også til nu, hvor man siger, lad os prøve at se på det. Det er da vores holdning. Præsenter os for de undersøgelser i har og de forretningsmodeller i har, det har de vist nok i et vist omfang allerede 30 gjort, også lad os se hvad det her kommer ud i. Så er det sådan, at lige nu er der f. eks. skepsis overfor det. Hvordan er økonomien i det her? Kan de virkelig få en speditivirksomhed til at byde ind på det her. Jeg kan dårligt huske tallene, da jeg fik dem før min ferie. Det tyder ikke på det giver overskud de første par år i hvert fald. Så er der noget forsøg på at få offentligt tilskud til det via en grøntrafik pulje og det er fint, men der skal være et. Det kommer jo aldrig op og flyve med mindre 35 der er en logistik virksomhed der byder ind og siger, jamen det her vil vi gerne udbyde. Hvis de ikke for en sådan, hvad vil de så gøre? Der er jo ikke nogle der kan gøre det, så er der ikke nogen leverandør også er der ikke noget projekt.

D: Det er selvfølgelig rigtigt. Hvis man så taler om, jeg har også forstået det skulle være med tilskud fra starten af. Kunne man måske have været mere åbenmundet med det? altså projektet ikke ville give overskud lige fra starten i forhold til speditørerne?

J: Det tror jeg ikke man kunne fordi det var der simpelthen ikke nogle der viste før jeg fik det præsenteret her engang i forsommeren.

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D: Ja, netop. Business casen den blev også først afleveret i maj måned.

J: Det tror jeg nok det skal passe.

D: Så det er jo ikke fordi den er gammel.

J: Nej, det er jo det. Så før det tidspunkt kunne man i hvert fald ikke. Det er igen et spørgsmål om at gå til nogle, det er så logistik virksomheder i denne sammenhæng og sige, vi ved ikke om det her 5 det giver underskud eller overskud. Men synes i det er interessant.

D: Det er så gisninger igen.

J: Ja, det er gisninger. Men logistik virksomhederne har så netop igen fordi det er en hovedinteresse 10 for dem, været med på de ting kommunen har lavet. **Altså været med inde, og ikke været med på,** som i overbevist, men som at have været til stede. Og i øvrigt kommet med kritik og forhåbentlig kommet konstruktive kritik hele vejen igennem fordi det her det er hjerteblod for dem. Men de går 15 ikke ind i det her projekt fordi det er stort, det er et stort setup trods alt. Hvis det ikke giver overskud, hvorfor i himlens navn skulle de så gå med til det. Hvis det skal gå på krykker, som tilskud altså er i begyndelsen og der ikke indenfor en relativ kort årrække i business casen kan vises 20 et overskud. Så vil jeg også være utrolig skepsis i en logistik virksomhed, for kan det tilskud så forsætte og kan det i øvrigt. Det vil jeg også sige i generel erhvervspolitik, hvorfor i himlens navn skulle man have et erhvervsprojekt kørende som konstans skal kører på tilskud, altså det giver ikke 25 nogen mening. **Det skal give overskud ellers er der ikke noget projekt.** Så det er nok udfordringen nu at få lavet den business case så det virker. Fordi det er ikke nok, for kommunen vil sige der er en miljø effekt som er rigtig god. Der er en trængselseffekt som er rigtig god. Det er positivt, men det kan en virksomhed bare ikke leve af. De kan godt synes det er utroligt sympatisk og rart, det er helt almindelige mennesker der sidder der også. Men de kan jo ikke i ansvaret overfor aktionærerne gå 30 ind og sige, nu går vi ind med underskud for at gøre miljøet bedre. Det gør en virksomhed bare ikke fordi så er den der ikke længere. Det er igen det her, der er ikke en bundløs kasse at tage af. Man kan ikke gøre det i forhold til hvad der kunne have været gjort bedre, så kunne man have præsenteret en business case der giver overskud, ja, men den findes jo åbenbart ikke. Det ville man nok have lavet hvis den var der. Så nu er det sådan som det er også må man se på tilskuddet på 35 hvordan man kan stille det op. Måske kan man integrere det i en eksisterende fragtbørser osv. omkring København. Der kan man integrere det i noget eksisterende struktur, der så får driftsomkostninger ned. Det er muligt, og det er netop derfor man skal have professionelle virksomheder ind fordi de måske ville i den business case kunne skære nogle ting fra som man ikke kan se mm. man er inde i branchen.

35 D: Kunne man sige, hvis man skulle have gjort noget bedre, at man skulle have præsenteret business casen tidligere? Altså fået fokuseret på at få lavet den her business case tidligere?

J: Jamen, det er igen det her med hønen. Tidligere i forhold til hvad? Den var jo ikke klar før nu. Så 40 skulle man have valgt, nu vender jeg tilbage til noget tidligere, ikke at have holdt dialogen med os. Men problemet er så at det stadigvæk skaber spøgelser i detailhandlen. Man kunne måske have presset på for at få de tal klar før, men de basere sig på undersøgelser og de tager jo den tid de tager. Når DTU skal tælle trafik, det skal jo være valide tal. Vi gider jo ikke have en eller anden halv 45 færdig undersøgelse, som er, vi tror der køre så mange biler. Det går jo ikke. Så er business casen jo fuldstændig utroværdig. Så de var klar når de var klar, også må vi tage den derfra. Det er hønen og ægget.

D: Jo, det var også mere for at få det simplificeret helt ud. Jeg tænkte på om du ellers har noget i forhold til Citylogistik projektet som du har lyst til at sige?

J: Jamen, jeg synes det er spændende og blandt andet fordi det udfordre til en hvis grad den herskende opfattelse her i huset og selvfølgelig også mig selv, altså hvis de skal have noget erhvervsmæssigt til at kører så skal du bede erhvervslivet om at lave det fordi det er os der har forstand på det. Der har kommunen, og det er ikke for at kritisere kommunen, men der har de

5 virkelig gået ud og sagt, det er også det vi vil. Men de har nogle andre hensyn og nu starter vi det her projekt og driver det, hvad de jo har gjort med stor entusiasme og må jeg sige, det er jo en fornøjelse at se de to damer i aktion. Ud fra nogle helt andre hensyn og få de to ting til at mødes, altså mit forretningshensyn til min virksomhed i hvert fald og deres kommunale hensyn til miljø, trængsel og andre ting, hvis vi kunne få de to ting til at virke. Det kunne være enormt sjovt. Til
10 gengæld er der også nogle faldgrupper i det, som sagt, hvis det ikke giver overskud så risikere vi lige pludselig at vi har brugt en helt masse krudt på noget som bare ikke virker. Der er selvfølgelig en risiko i alt, så længe man bevæger sig ud af døren om morgenen, så er der en risiko. Men det er et spændende projekt.

15 The interview is terminated.