

Barriers to implementation of an Urban Consolidation Center in Oslo

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The project *Green Urban Distribution* aims at identifying and demonstrating green and efficient solutions for urban goods distribution through improved organization, service innovation and the application of technology. Based on the findings and experiences acquired in the course of the project, Oslo sought to implement a UCC demonstration in the city center. However, the process of establishing UCC as a demonstration measure within the set time frame was ultimately stopped without success. By using the experiences from this process, the presentation provides a more solid basis for renewed efforts at implementation in the future.

With basis in implementation theory, the study identifies key barriers to implementation of UCC. There is a growing recognition that the implementation of transport policy involves a wide range of actors, and that there exist specific barriers to the implementation of transport policy. However, current research has little focus on actors or stakeholders in policy adoption and implementation, and particularly on the interactions and relations between these actors.

The study has two objectives. Firstly, it examines experiences from the implementation attempt in Oslo. Secondly, the study identifies key factors that explain why the implementation did not succeed. The specific research questions addressed by the study are: a) *how has the process of implementing a UCC demonstrator in Oslo progressed?* and b) *what important factors might explain the implementation outcome?*

Findings indicate that the barriers are primarily related to financial concerns and stakeholder acceptability. However, institutional, practical and legal barriers are also of significance. Strategies to overcome the identified barriers are suggested.

The study makes use of perspectives from political science regarding implementation theory in order to facilitate urban freight policy. As such, it represents a novel scholarly approach in the field of urban freight research. The evaluation framework can be useful for similar studies to come and for policymakers in the design and implementation of new policy measures for urban freight.