

**CiViTAS**  
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## Measure Evaluation Results

### UTR 6.3 Merchandise Pick-up Points

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## ***Executive Summary***

The idea behind this measure was to reduce private car traffic in the inner-city without negatively affecting the business of shopkeepers located in the city. This calls for a situation in which it is no longer necessary to go to the city centre by car to purchase (large) goods and it was hoped that a Merchandise Pick-up Point (MPuP) would facilitate more rational travel mode choices. The MPuP is a storage location outside the historic centre of Utrecht, addressed to individual private customers who purchase cumbersome goods from shopkeepers located in the inner-city. Although the proportion of these customers decreased from 20% to 9% in 2009, still 13% of sales by inner-city shops are purchased by customers coming by car from the surrounding area of Utrecht to the inner-city. So while these customers are a relevant for the local economy, the inner-city is strongly congested and polluted by cars.

In addition to providing a deliver-service point for individual customers, the use of a MPuP could have been extended to provide a storage location for the goods of shopkeepers, based on the model of an Urban Distribution Centre (UDC). Either the shopkeepers themselves ensure the transport of their goods between the MPuP and their shop, or an inner-city distributor can be in charge of the freight delivery in the inner-city. This additional function of the MPuP contributes to decrease the freight traffic congestion in the inner-city.

The measure was conducted in two stages:

**Stage 1: Feasibility study** (Nov 2009 – Jul 2010) - A feasibility study was conducted to determine if a MPuP is an appropriate solution to solve inner-city congestion problems. In total 10 interviews with shopkeepers were carried out as well as 365 questionnaires completed by consumers. Additionally, market potentials and requirements for the implementation of a MPuP were investigated. This study 'Goederenuitgiftepunten de oplossing binnenstedelijke problemen?' was performed in the frame of a Master's Thesis by a student of Utrecht University. The research resulted in deliverable D6.3.2.

**Stage 2: Elaboration of an implementation pilot plan** (Aug 2010 – Jul 2012) - Costs, operation and design of a future pilot MPuP were taken into account while developing an implementation plan for a pilot.

The outcome of the feasibility study pointed out the main **barriers** for the implementation of the measure. First, one of the prerequisites for the success of the measure is the ability and willingness of the consumers and shopkeepers to adapt their behaviour to a new mode of shopping which implies a major change in their habits. The results of the interviews conducted with shopkeepers show that they are satisfied with the current distribution system. Secondly, the estimated number of users of the MPuP might not reach the prerequisite for launching the measure, as the target groups for this measure are the consumers who are currently using the park and ride system and the 'choice travellers' (travellers who make separate transport choices for every trip they want to make and are willing to change their way of travelling). Finally, only 5% of all visitors who participated in the questionnaire came to the city centre to buy cumbersome goods. Half of them say they are willing to use an MPuP. The current demand for a MPuP does not justify its implementation.

These results highlight the necessity to adapt the concept of the measure to the context of Utrecht in order to enlarge the number of future users. During the elaboration of the

implementation pilot plan, the opportunity rose to extend the function of the measure by combining it with the current implemented bundling concept 'Binnenstadservice'. 'Binnenstadservice' is a bundling concept in which one transporter offers delivery of goods, the pick up and sending of parcels and waste returns from and to a hub outside the city centre. The bundling of delivery, waste, and parcel returns would be attractive for the retailer, as the transport and storage is already taking place at the hub, it could also be possible to extend this concept with a MPuP. So customers could choose to pick up their goods at the hub instead of at the shop in the inner city.

Despite the effort of adaption to the context of Utrecht, no shopkeepers were committed to participate in a pilot project. Whereas the shopkeepers show an interest for the bundling concept, the concept of MPuP does not appear attractive enough for them. Consequently the pilot project was not implemented.

**Relevant lessons learnt** can be drawn from the results of the entire process. The concept of the MPuP should be context oriented and attractive for the different stakeholders: MPuP should offer direct benefits for the customers and shopkeepers to encourage them to change their mobility habits. A combination of services would increase the chance of success of the measure: for instance, an existing service, such as the currently implemented bundling concept in Utrecht, could be extended and combined to a MPuP. This will ensure a step by step process with the aim to support the stakeholders steadily.

The research provided valuable information for the city of Utrecht. A preliminary analysis of issues which are to be taken into account for the implementation of a MPuP in Utrecht is now available and can be used as analytical basis for further development. The field-work conducted contributes to a raised awareness on alternative shopping behaviour amongst shopkeepers.

Although the measure could not be achieved in the frame of the MIMOSA project, the results of the analysis build a significant basis for the elaboration of a future project in cooperation with the Binnenstadservice. They show interests to extend their current activities by developing additional services for shopkeepers - based on the principles of the MPuP. The idea to offer a storage point in the periphery of the city for merchandises ordered over the internet and address individual customers provides further market potential for Binnenstadservice.

## **A Introduction**

### **A1 Objectives**

The measure objectives are:

(A) High level / longer term:

- To improve air quality.

(B) Strategic level:

- To make road freight transport to the city centre more efficient.

(C) Measure level:

- To reduce the number of inbound car trips in the city centre.
- To reduce road freight transport in the city centre.
- To test the willingness of shoppers to pick up their goods outside the city centre (for example at a P+R location).

### **A2 Description**

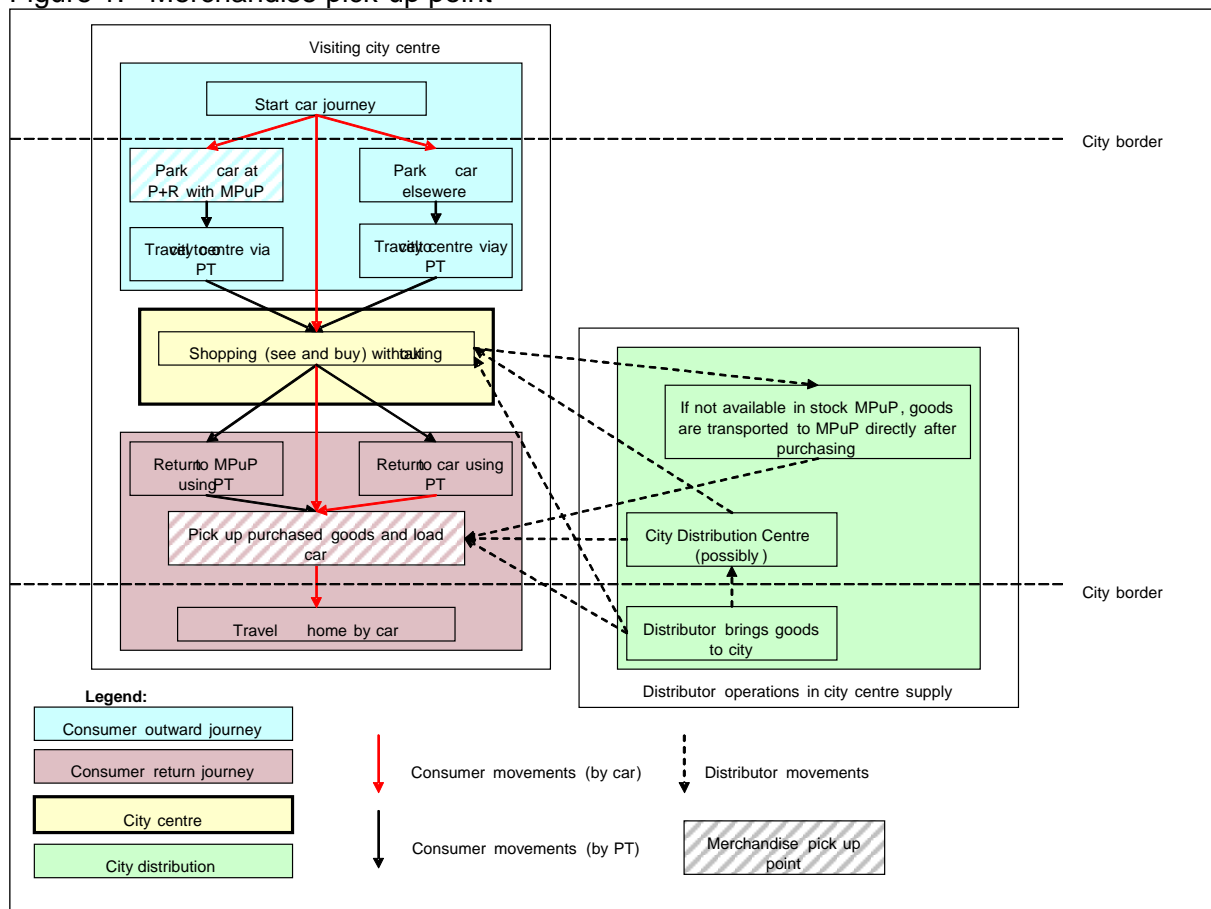
Visitors who travel by car are important to city centre shops. Since 1993 the number of shop visitors who travel to Utrecht city centre by car has decreased from 20% (van Kesteren et al., 1995) to 9% in 2009 (Strabo, 2009a). Nevertheless these consumers are responsible for 13% of all purchases (in Euros), as they purchase larger amounts and/or larger goods. The idea is that these consumers buy more as they can load their cars with goods. Keeping these shoppers is therefore desirable but an increase in car traffic is not.

This calls for a situation in which it is no longer necessary to go to the city centre by car to purchase large amounts of goods or goods with a high volume or heavy weight. One envisaged solution is to create pick-up points at locations that are easily accessible by car or train, such as transfer points, P+R, and railway stations.

This innovative logistic concept is called a Merchandise Pick-up Point (MPuP) in which the handing over of the good to the client is decoupled from the place of sales. An MPuP aims to limit car traffic as well as traffic related to the transportation of goods to a city centre. The diagram on the following page illustrates how the MPuP works.

Shoppers can pick up their purchases at the MPuP. This system may at the same time limit urban road freight traffic if the choice is made that the goods are no longer stored in the city centre, but at the pick-up point or close to it. This also makes having the goods available at the pick-up point in time more feasible. Urban Distribution Centres (UDC's) can play an important role in this as well. This measure aims to reduce the number of inbound car trips in the city centre and test the willingness of shoppers to pick up their goods outside the city centre. Initially the focus was on P+R locations, but the scope is now broader.

Figure 1.– Merchandise pick-up point



Source: Master's thesis Jasper de Vries 2010, 'Goederenuitgiftepunten de oplossing voor binnenstedelijke problemen?'

## B Measure implementation

### B1 Innovative aspects

The innovative aspects of the measure are:

- **New conceptual approach** – an approach in which the point of sale is decoupled from the location of goods delivery.

### B2 Research and Technology Development

In the R&D phase of this measure, a feasibility study was carried out to see if Merchandise Pick-Up Points could be the solution to inner city traffic problems. Consumers and market parties such as city centre entrepreneurs, shippers and operators were approached to survey the market potential and requirements. Among others, 10 interviews with shopkeepers from the city centre were carried out and 365 questionnaires were completed by consumers in the city centre.

The following research and development activities took place:

- Writing theoretical concept and research plan
- Approaching market parties (city centre entrepreneurs; shippers, operators)
- Surveying market potential (user requirements; entrepreneur requirements)
- Establishing desired functionality (specifically: just pick-up, or also storage?)
- Defining the desired concept through a study, based on the results of the previous steps and also focusing on the possibility of creating drop-off points at the edge of shopping areas, where merchandise for shops can be delivered 24 hours a day. The shopkeepers can pick up the merchandise whenever it suits them.
- Setting up a business plan

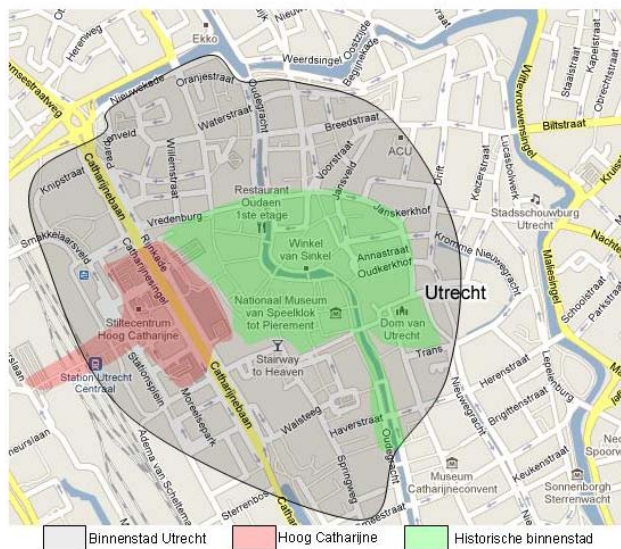
The research resulted in deliverable D6.3.2, a first exploratory feasibility study into the innovative logistics concept called Merchandise Pick-up Point. The main research question was: in what form would a Merchandise pick-up point be feasible in Utrecht?

The main results were:

- A prerequisite for the success of the MPuP is a major change in consumer and retailer behaviour. Consumers must leave their cars outside the city centre while retailers must change their storage habits.
- Despite the opportunities offered by the MPuP, the conditions in Utrecht did not turn out to be very favourable as the number of stores that sell cumbersome goods is low and the number of customers that come to the city centre to buy these goods is low too.
- For retailers the concept does not seem very attractive as they have no major problems with urban distribution. Most of them are quite satisfied with distribution as it is now. The main problems that retailers are dealing with concern flexibility and accessibility. Bundling is the best solution for their problems, so bundled deliveries from an MPuP would be attractive for them. Bundled deliveries to retailers from an MPuP could be further developed to a consumer pick-up-point.
- From the consumers point of view the MPuP appeals only to specific target groups: visitors who use the P+R already and the so called 'choice travellers' (choice travellers make separate transport choices for every trip they want to make and are willing to change their way of travelling).
- The MPuP was aimed at consumers who buy cumbersome goods in the city centre and therefore visit the city centre by car. It turns out that most cumbersome goods are bought outside the city centre. Furthermore only 9% of Utrecht city centre visitors come by car.
- The feasibility study was performed by a student of Utrecht University, Jasper de Vries, as his Master's thesis and was commissioned by the Municipality of Utrecht and XTNT ([www.xtnt.nl](http://www.xtnt.nl)). The study included desk research, two expert interviews, ten semi-structured interviews with retailers in the city centre and a questionnaire distributed to city centre visitors.



Figure 2.– Research area, Utrecht city centre



Source: Master's thesis Jasper de Vries 2010, 'Goederenuitgiftepunten de oplossing voor binnenstedelijke problemen?'

The visitors' questionnaire revealed the following:

- 365 city centre visitors were questioned on the street; to get a sample in which visitors with different transport modes could be compared Targets were set for visitors by car and visitors who use P+R. The sample is not therefore representative of shoppers in the city centre in general. The response was as follows: visitors by car: 119, P+R users: 51, non-car travellers: 195. Non-response was 90% with only 10% of visitors prepared to participate. The fieldwork was conducted on 5 different days and in 8 different locations.

Transport	Target (minimum)	Number of respondents
Car travellers	100	119
Non-car travellers	160	195
P+R-users	40	51
Total	300	365

- The main questions to be answered by the visitor's research were: What do consumers think of the MPuP concept? To what extent do consumers think an MPuP is something Utrecht should have? For the questionnaire (in Dutch) see appendix.
- In response to the question "Imagine there is a P+R location at the edge of the city where you can pick-up a TV you bought in the centre. Would you consider using this?" 23% of these visitors answered "I definitely would" and 35% answered "I probably would".

	Frequency	Percentage
Definetly	83	22.7%
Probably	127	34.8%
Neutral	24	6.6%
Probably not	73	20.0%
Definitely not	58	15.9%
<b>Total</b>	<b>365</b>	<b>100.0%</b>

- Of the 119 visitors that had come by car 50% answered "definitely" or "probably".
- Of the 42 visitors that used a P+R location 82% answered "definitely" or "probably".
- So visitors are quite positive towards an MPuP, nevertheless the use of an MPuP requires huge behaviour change and most people don't use a P+R right now. Other research (STOGO onderzoek en advies, 2008, [www.stogo.nl](http://www.stogo.nl)) tells us that only 3% of all the shoppers in Utrecht use the P+R.
- Other studies also tell us that there is a difference between the 'stated preference' and the 'revealed preferences'. One can be positive about a behaviour change but really changing behaviour is something different and won't happen most of the time.
- Only 5% of all visitors who participated in the questionnaire came to the city centre to buy cumbersome goods. Half of them say they are willing to use an MPuP.

			Consider using MPuP			Total
			Yes	Neutral	No	
Transportation mode to city centre	Car	Absolute	59	15	45	119
		Relative	49.6%	12.6%	37.8%	100.0%
	Train	Absolute	29	4	26	59
		Relative	49.2%	6.8%	44.1%	100.0%
	Bus	Absolute	14	2	12	28
		Relative	50.0%	7.1%	42.9%	100.0%
	Tram	Absolute	18	1	6	25
		Relative	72.0%	4.0%	24.0%	100.0%
	Bike	Absolute	40	0	21	61
		Relative	65.6%	0.0%	34.4%	100.0%
	Walk	Absolute	8	2	12	22
		Relative	36,4%	9,1%	54,5%	100,0%
	P+R	Absolute	42	0	9	51
		Relative	82,4%	0,0%	17,6%	100,0%
<b>Total</b>		<b>Absolute</b>	<b>210</b>	<b>24</b>	<b>131</b>	<b>365</b>
		<b>Relative</b>	<b>57.5%</b>	<b>6.6%</b>	<b>35.9%</b>	<b>100.0%</b>



			Consider using MPuP			Total
			Yes	Neutral	No	
Origin	City of Utrecht	Absolute	63	7	51	121
		Relative	52.1%	5.8%	42.1%	100.0%
	Province	Absolute	90	10	48	148
		Relative	60.8%	6.8%	32.4%	100.0%
	Other	Absolute	57	7	32	96
		Relative	59.4%	7.3%	33.3%	100.0%
<b>Total</b>		<b>Absolute</b>	<b>210</b>	<b>24</b>	<b>131</b>	<b>365</b>
		<b>Relative</b>	<b>57.5%</b>	<b>6.6%</b>	<b>35.9%</b>	<b>100.0%</b>

### **B3 Situation before CIVITAS**

Before the implementation of the MPuP the customers/ target group could only pick up their goods at the shops themselves or let the shops deliver the (bigger) purchases to their homes.

### **B4 Actual implementation of the measure**

The measure was implemented in the following stages:

**Stage 1: Feasibility study (Nov 2009 – Jul 2010)** – A feasibility study was carried out to see if Merchandise pick-up points could be the solution to the inner city problem. For this study consumers and market parties were approached allowing us to investigate market potential and requirements (for description and results see R&D section B2 and D 6.3.2.).

**Stage 2: Developing implementation plan pilot (Aug 2010- March 2012)** – An implementation plan was developed. Costs, operation and design of a future MPuP were taken into account while developing an implementation plan for a pilot. As a result it was decided not to set up a new system connected to P+R locations as the target group is too small (3% of all the shoppers use P+R).

However as revealed by the feasibility study and discussions with entrepreneurs there seemed to be an opportunity to combine a bundling concept for the city centre which is starting up for Utrecht ([www.binnenstadservice.nl](http://www.binnenstadservice.nl)) with an MPuP. The bundling of delivery and waste or parcel returns will be attractive for the retailer, and as the transport and storage is done anyway, it will be possible for customers to choose to pick up their goods at the hub instead of the shop. It will be possible for the shopkeeper to store their merchandise at the hub instead of their shop. Therefore it is possible to save two trips into the city centre: the delivery to the shop and the customer's trip to the city centre by car.

As we are speaking of a pilot the idea was to store only a limited amount of goods at the hub (for example one kind of furniture), therefore savings in deliveries to the shop would be little. Suppliers would probably make the trip anyway for other furniture.

To make the pilot successful and collect as much information about the use of and satisfaction with the MPuP, we wanted the MPuP to be used as much as possible. Therefore an incentive was planned to stimulate the use of a pickup point both by shopkeepers and customers, this could be a discount on the good, discount for the next visit, free P+R ticket etc.

After a certain amount of shopkeepers had joined the pilot, the pilot would have started and the pickup point would be operational. Unfortunately we didn't manage to find any shopkeeper to participate in the pilot. We spoke to about ten shopkeepers and the main conclusion of those conversations was that they are interested in a kind of a bundling concept (like Binnenstadservice), but to combine it directly with an MPuP is a step too far. It seems advisable to start a kind of bundling concept and later expand it, if successful, with an MPuP. There is a higher chance of success when you implement behavioural change step-by-step.

## **B5 Inter-relationships with other measures**

There is no longer a relation with another measure. Initially one of the ideas was to place the MPuP in the Park and Ride facilities, this did not turn out to be a feasible option. Had this gone ahead the measure would have been related to measure UTR 2.1 Park and Ride facilities.

## C Impact Evaluation Findings

### C1 Measurement Methodology

Not applicable.

### C2 Measure results

A Merchandise pick-up point was available, but not used until July 2012. As it became apparent that market potential was small (feasibility study showed only 5% of visitors buy cumbersome goods and only half of them are willing to use an MPuP) and shopkeepers were not willing to join a pilot, we decided to abandon the pilot in June 2012. As there was no implementation, no impact evaluation was possible.

### C3 Achievement of quantifiable targets and objectives

No.	Target	Rating
1	Installation of (a) Merchandise pick-up point(s)	<b>*</b>
2	A growing number of customers that will pick up their goods at the pick-up point	<b>0</b>
<b>NA = Not Assessed    0 = Not Achieved    * = Substantially achieved (at least 50%)</b> <b>** = Achieved in full    *** = Exceeded</b>		

### C4 Up-Scaling of Results

Not applicable.

### C5 Appraisal of Evaluation Approach

Not applicable.

### C6 Summary of Evaluation Results

Not applicable.

### C7 Future activities relating to the measure

Binnenstadservice will probably set up in Utrecht later this year (2012) (in combination with the neighbouring city of Nieuwegein). In principle, this is just a bundling concept of inbound and outbound goods, but if desired, a shopkeeper can derive benefit from additional services. One of these services could be an MPuP at the edge of the city (as the plan is already developed for the pilot).

Furthermore, the future development of pick up point for internet purchases in and at the edge of residential areas could be a motivation for a combination with the MPuP.

## D Process Evaluation Findings

### D.1 Deviations from the original plan

The deviations from the original plan comprised:

- **No stand alone concept** – The feasibility study shows that a new, stand-alone concept might be too ambitious. An alternative option was to make use of existing pick-up point networks used for e-commerce or to combine the MPuP with a bundling concept of inbound and outbound goods. In early 2012 we chose to combine with a bundling concept as there was an opportunity to work together with Binnenstadservice.
- **Delayed implementation** – After the feasibility study, we waited over a year to start designing the pilot. The main reason for this delay was the possibility to combine this pilot with a pilot e-commerce MPuP in residential areas. In that pilot, the main focus would have been to create a bundled MPuP for internet purchases. We saw an opportunity to combine this pilot, but unfortunately the pilot MPuP in residential areas never started as there was insufficient budget. The delay was about one year.
- **Pilot with bundling and MPuP** – As the feasibility study showed us that the target group was not very large and it would not be very easy to convince retailers/shopkeepers to join the pick-up point, it was decided not to start a standalone concept. Also were we to use an existing pick-up point system, there would have been transport from the goods from the shop or storehouse to the pick-up point and saved trips would be minimal. Utrecht was approached by Binnenstadservice: a new logistic bundling concept especially designed for shops in city centres. Binnenstadservice agreed to facilitate a pick-up point for a certain period as an extra service for their customers. So the pick-up point was no longer a standalone concept, but an extra service for customers of the Binnenstadservice. In this way we could benefit from the logistic network of Binnenstadservice and their customers. The risks for the shopkeepers were small in this way. There was one pick-up point outside the city centre near the highway, which is the Binnenstadservice hub. Binnenstadservice also offered to deliver goods to customers and to package and ship webshop goods for their customers. Binnenstadservice therefore offered a complete service in which the pick-up point was one possibility for shoppers to get their goods.
- **Stopped pilot with implementation MPuP** – We tried to involve a certain amount of shopkeepers in this pilot. Unfortunately, the shopkeepers approached were not interested in the pilot we had in mind. The main problems they are dealing with are flexibility (for example, shop opening hours, deployment of staff, time windows for distribution in city centre and the coordination of the distribution process) and accessibility (for example, inner city accessibility problems). The pilot did not correspond with their main problems. In addition, shopkeepers want as many customers as possible inside their shops, so they are not very keen on the pick-up of goods facility outside the city centre. Bundling of goods is the best solution for their problems, so bundled deliveries from a distribution centre will be attractive for them. Binnenstadservice will probably initiate in Utrecht to facilitate this. An MPuP could be one of the additional

services of Binnenstadservice in Utrecht in the future. This concept is focused on shopkeepers and can exist alongside the existing Cargohopper in Utrecht (see MIMOSA measure UTR 7.3 which focuses on suppliers and carriers).

## D.2 Barriers and drivers

In this chapter barriers and drivers are described for each measure phase (between brackets the barrier/driver field number as described in the process evaluation guideline).

### D.2.1 Barriers

The barriers described in this section have led to the cancellation of further implementation of this measure.

#### Preparation phase

- **Mass (4)** - For the potential success of both the bundling concept and the MPuP a critical amount of participating companies in an MPuP is necessary. For the size and planned duration (half a year) of this pilot, it proved impossible to achieve this. The potential number of visitors who would use an MPuP was too small to account for a larger pilot.
- **Shopkeepers (5)** - Before we could test whether or not consumers could make use of an MPuP (the major objective of the pilot), it was necessary to find a number of shopkeepers to participate in the pilot. Unfortunately, this wasn't possible.
- **Pilot e-commerce MPuP in residential areas (6)** - Initially, the plan was to combine this pilot with a pilot e-commerce MPuP in residential areas. One of the reasons was to create enough mass to be able to measure results. The pilot e-commerce MPuP in residential areas has still not started, as there wasn't sufficient budget.
- **Shop conditions Utrecht (4)** - The conditions in Utrecht did not turn out to be very favourable as the number of stores that sell cumbersome goods in the city centre is low and the number of customers that come to the city centre to buy these goods is minimal.

### D.2.2 Drivers

#### Preparation phase

- **Binnenstadservice (8)** - The chance to make the MPuP pilot a part of the existing concept of Binnenstadservice was a great opportunity for the success of the pilot. The main conclusion of the feasibility study was that a standalone MPuP has less chance of success compared with an MPuP in combination with an existing bundling concept.
- **Contact with shopkeepers (5)** - Most interviews with the shopkeepers were positive and they were open to change at least in terms of the distribution to their shops.

## D.2.3 Activities

### Preparation phase

- **Visiting retailers (5)** – To investigate their opinions regarding an MPuP and their needs and requirements in relation to an MPuP, we visited a number of, at first sight, enthusiastic shopkeepers. Some of them during the feasibility study, others during the research of the pilot or both. The conversations were good and we got a good impression of the retailers and their interest in participating in the pilot.
- **Visiting other stakeholders (5)** - To encourage shopkeepers to take part in the pilot, we visited parties related to the shopkeepers such as the Chamber of Commerce and the shopkeepers association.
- **Partnership with Binnenstadservice (5)** – To solve a couple of the barriers (for example, the mass and conditions in Utrecht), we associated the MPuP with the existing concept of Binnenstadservice. In this way, the probability of success was much greater than with an MPuP alone. We spoke with Binnenstadservice a couple of times, and if we had gone ahead with the pilot, we would definitely have worked together.

## D.3 Participation

### D.3.1. Measure Partners

- **City of Utrecht** – In the preparation phase of this measure the department of traffic of the City of Utrecht was involved in this measure as measure leader. For this measure a consultancy agency on traffic matters ([www.xtnt.nl](http://www.xtnt.nl)) was hired to conduct the feasibility study. A Master's student became involved to conduct the feasibility study. Afterwards the same student, who had been working in the same consultancy agency, was hired to involve the necessary shopkeepers in the pilot and to implement the pilot.
- **Binnenstadservice Utrecht** – Binnenstadservice Nederland ([www.Binnenstadservice.nl](http://www.Binnenstadservice.nl)) was involved in the preparation phase of the measure as a potential and interested logistic partner to install and offer an MPuP in Utrecht.

### D.3.2 Stakeholders

- **Shopkeepers** – The shopkeepers needed to sign up to the pick-up-point concept before a pick-up point which consumers could use could be installed. The shopkeepers were approached for the feasibility study and for the preparation of the MPuP.
- **Consumers** - If the MPuP had been implemented, consumers would have been another important stakeholder as users of the pick-up point.



## D.4 Recommendations

### D.4.1 Recommendations: measure replication

A MPuP concept as in this measure turned out not attractive enough for the Utrecht shopkeepers to persuade them to participate. Also the feasibility study showed that the potential gains from a MPuP for Utrecht were low, as the part of visitor visiting the city by car to buy cumbersome goods is small. And there are alternatives like at home delivery or internet shopping with at home delivery. However this does not mean a MPuP is not attractive for other cities. A MPuP is an attractive measure for **cities having a problem with congestion or air quality problems** in the city centre and a lot of traffic related to shopping **cumbersome goods** (both customers and supply of shops). When considering this measure a market study is recommended. When implementing the measure the following actions are recommended for success:

- **Make it attractive for shopkeepers** - The first stakeholders for a successful implementation of an MPuP are the shopkeepers. Make sure you have something to offer them. If you persuade early adopters to take part in the MPuP, further implementation of the concept may be easier. The best opportunities may be for the distribution of large size goods.
- **Look for possibilities to combine with an existing service** - Implementation may be easier if the concept can be combined with an existing concept of city distribution. The combination with different distribution services may be appealing to shopkeepers.

### D.4.2 Recommendations: process

- **Don't expect too much too soon** - The use of an MPuP requires a huge behaviour change for both shopkeepers and consumers. Start with a small extension of an existing concept and build it up step-by-step.
- **A combination with related pilots could be an opportunity** – As it is not attractive for shopkeepers to change behaviour for only a small pilot, combining different transport or bundling concepts in one pilot could make it bigger and therefore more attractive. At the same time it's good to be aware that the dependency of other projects could lead to a delay, such as in the case of the MPuP for e-commerce.

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