

D2.1 LESSON LEARNED: BARRIERS AND ENABLERS OF THE SOLUTIONS PROPOSED IN THE PAST

Lead Beneficiary: Interuniversity Consortium for Optimization and Operation Research (ICOOR)

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This deliverable describes the “lessons learned”: barriers and enablers of the solutions proposed in the past. After the comparison and evaluation of different aspects of previous analogous projects, the identified trends are useful to identify possible future barriers which the AEOLIX project may encounter, or enablers to be incorporated into AEOLIX project planning and implementation.

The comparison of the data coming from different projects required the implementation of a specific taxonomy, which could describe the projects’ structures as macro areas and explicitly address the single items and each of their elements. This taxonomy was specifically developed to describe the general main characteristics of the projects, outline their successful elements and the environmental and organizational factors perceived as barriers or enablers. It was developed after studying examples from previous literature and referring to the International Classification of Functioning, Disability and Health (ICF).

To single out the adequate shortlist of projects to take into consideration in this study, a large set of previous projects (mostly EU-financed) about logistics were considered and examined. Following an extensive review, we pinpointed a subset of twenty recent projects that, due to their objectives and similarity to AEOLIX, were particularly suitable for further investigation. The set of projects considered is varied in their characteristics, although all are medium/large scale projects and most devoted to create a platform for information sharing within the larger field of logistics.

Within the selected projects, people involved at a high level (e.g. coordinator or evaluation work package (WP) leaders) have been interviewed and the taxonomy was filled in with their answers. These have been compared, taking into account their relative relevance. The goal of this comparison was to identify common issues and trends, and to point out particular factors which were generally perceived as a barrier, or a less successful facilitator by most of the respondents.

In the macro area *Project Success*, one of the main issues identified through this evaluation as a significant barrier in recent projects, concerns the project’s social impact and the adoption of project solutions by companies, municipalities etc. Social impact and solution adoption were addressed in two separate questions to interviewed stakeholders, examination reveals that the two factors are in fact correlated.

The question regarding the project’s impact on social aspects, when relevant, received a low evaluation compared to other elements in all the projects considered. For one project it received a very negative answer. Likewise, investigation regarding the project solutions adopted by companies, municipalities ect received a less positive evaluation than all other aspects in most of the projects.



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The more critical view about project impact on social aspects and about adoption of project solutions in the opinion of the respondents indicates a lower degree of success than was expected. This links with one of the organizational factors that was perceived by many as less successful: effective communication.

For the AEOLIX Project Team, it is suggested that this may be addressed through the planned proactive dissemination strategy, aimed at fostering large-scale knowledge and understanding of the project and the adoption of the solutions that it offers. This can guarantee the long-term social impact of the investment.

In the *Environmental Factors* macro area, 'technological issues' presents the highest average number of items perceived as barriers. Within this category, willingness of private stakeholders to provide data has been often reported as a problem, often paired with issues coming from use of proprietary systems and compatibility between ICT systems. These issues were also perceived as strong barriers in many of the projects, as well as information standardization. These have been flagged as dangerous issues for a project's success and are being addressed in the AEOLIX project development.

In the *Organizational Factors* macro area, a recurring problem is the project partnership collaboration: it has been noted that on some projects, teams have not worked together towards common objectives, as should be desirable. Questions raised regarding awareness of the stakeholders about the issues addressed by the project; the level of trust between the stakeholders involved in the project; and private sector motivation in addressing the issues considered by the project together show an interesting common issue in the need to create a coherent partnership in the project.

In addition, the item Effective Communication ("Are the project results disseminated in an effective way?") shows in several projects worse results than other aspects. It has been taken under advisement that the AEOLIX Project Coordinator should address these issues with awareness, competence, motivation and involvement in order to ensure real, total and fruitful cooperation between all partners.

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