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Contributor(s)	TRV
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Reviewer (s)	Main changes
Jeanett Bolther (PNO)	Structure and alignment to Description of Action.
Edgar Valverde (PNO)	Structure and alignment to Description of Action.
Kris Neyens (VIL)	Proposal to reinforce use cases section.

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## 1. LIST OF ABBREVIATIONS AND DEFINITIONS

Abbreviation	Definition
CA	Cluster Approach
DoA	Description of Action
EC	European Commission
GA	Gentlemen's Agreement
H2020	Horizon 2020
LoE	Letter of Engagement
Lol	Letter of Intent
MC	Multilateral Contract
NDA	Non-Disclosure Agreement

Short name	Name
CIAOTECH*	Ciaotech Srl
PNO ES*	PNO Innovation S.l.
TRV	TRI-VIZOR NV

\* CIAOTECH and PNO ES are both parts of PNO group. The content of this deliverable sometimes refers to "PNO group" or "PNO" intended as both companies.

## 2. EXECUTIVE SUMMARY

The ENTRANCE Matchmaking platform aims at connecting supply, demand and finance related to sustainable transport and mobility solutions. One of the important activities of the ENTRANCE Matchmaking platform includes the monitoring of the buyers' demand. When the ENTRANCE Matchmaking platform identifies buyers with a common interest in a subject of the Taxonomy (i.e. the thematic scope of ENTRANCE), the ENTRANCE Matchmaking platform could offer joint purchase opportunities by aggregating the purchases into a single purchase for suppliers on the market. A purchase aggregation can bring a lot of benefits to the individual buyer, in terms of cost, lead time, bargaining power, increased time-to-market...

A Neutral Trustee will guide the purchase aggregations on the ENTRANCE Matchmaking platform. This Neutral Trustee provides all the requested services and tools to setup and support an anti-trust compliant joint purchase among buyers, even including competitors. A manual with a stepwise process is made available to support the setup and the completion of a purchase aggregation among buyers. The required tools and templates are provided for the different steps of the process.

Although the ENTRANCE Matchmaking platform should be able to attract buyers looking for a same solution for sustainable logistics, setting up a purchase aggregation among buyers is challenging, as the similar requests of the different buyers are very often not synchronized. In order to better synchronize the requests of several buyers a more pro-active approach is proposed, called the Cluster Approach (CA). This approach is deployed in cooperation with groups, associations or sectors. First of all with the beneficiaries in the ENTRANCE consortium.

The use cases generated on the ENTRANCE Matchmaking platform are reported and categorized in two groups, the reactive and the pro-active purchase aggregation.



### 3. INTRODUCTION

This deliverable focuses on how the ENTRANCE Matchmaking platform can create value for potential buyers of sustainable transport and mobility solutions by setting up and realizing purchase aggregations. The benefits of a purchase aggregation for a buyer can be expressed in terms of cost savings, management of expenditure, risk sharing, economies of scale, time-to-market shortening, teething problems.

The setup of a purchase aggregation is a complex process as multiple buyers have multiple interests and expectations. Therefore, a stepwise process has been elaborated to guarantee as much as possible the alignment of the buyers before entering a joint multilateral contract to realize the joint purchase. To support buyers with the setup and the realisation of their purchase aggregation, the Purchase Aggregation Manual has been developed. This manual is presented in Chapter 5 and includes all necessary templates for agreements and contracts.

The Purchase Aggregation process within the ENTRANCE Matchmaking platform is guided by the Neutral Trustee to ensure a fair negotiation of the risk-, cost-, and gain-sharing mechanisms between the participating buyers. The concept of a Neutral Trustee is elucidated in Chapter 4. The Neutral Trustee shall guarantee the neutrality, independency and anti-trust compliancy of the joint purchase process.

However, a good process with appropriate governance and guidance does not guarantee a successful purchase aggregation. Two key conditions need to be fulfilled to setup a purchase aggregation among multiple independent buyers: a common subject and a common time-window. The ENTRANCE Matchmaking platform has been conceived to deal with both aspects.

First, the ENTRANCE Matchmaking platform is anchored on a strong Taxonomy which can be instrumental to help buyers converging to a common sustainable transport and mobility solution.

In order to synchronize the timing of multiple buyers, a Cluster Approach has been elaborated. Chapter 6 explains the Cluster Approach as a pro-active process deployed in co-operation with groups, associations or sectors with buyers.

Chapter 7 provides an overview of the use cases realized or explored during this ENTRANCE project. The use cases are classified in two groups, one group are the purchase aggregations as a result of buyers registering onto the ENTRANCE Matchmaking platform (result of the reactive approach), the other group contains the purchase aggregations as a result of the Cluster Approach (result of the pro-active approach).

## 4. THE CONCEPT OF THE NEUTRAL TRUSTEE

The concept of the neutral trustee is deployed when the matchmaking process of ENTRANCE involves several buyers. With its services the Neutral Trustee will guide the Purchase Aggregation process of several buyers on the ENTRANCE Matchmaking platform. The Neutral Trustee in a Purchase Aggregation should meet the following criteria:

- **Neutrality:** The Neutral Trustee shall not be involved in the collaboration as a party and shall have no stakes in any of the participants' organisations. The trustee is fully non-asset based.
- **Independence:** The Neutral Trustee shall be a service provider for facilitating cooperation in a legally compliant manner and shall therefore be distinguished from the role of the purchase participants (both at the supply side and the demand side).
- **Confidentiality:** The providers (suppliers) and buyers (users) will provide their competition law sensitive information confidentially to the Neutral Trustee only. In this way one will not need to share sensitive information to the other organisations directly.

In order to meet abovementioned criteria, the Neutral Trustee should act as

- The architect in developing fair collaborations.
- The guarantee for impartiality.
- The guarantee for balance in the collaboration by avoiding power-based relations among the collaborating actors.
- The guarantee for anti-trust compliancy.
- The conceiver of the multilateral agreement or contract.
- The advisor in defining fair rules for cost and risk sharing.
- The mediator or referee, single point of contact in case of conflicts.
- The trusted party.
- The facilitator of the entry and the exit processes, in an impartial, independent and trustful way.
- The facilitator for extensions of the collaborating community.
- The provider of an appropriate 'governance' for the collaboration.

The services of the Neutral Trustee to setup and operate Purchase Aggregations on the ENTRANCE Platform are described in the Purchase Aggregation Manual (Chapter 5). In addition to its roles and services in setting up and operating the Purchase Aggregations on the ENTRANCE Platform, the Neutral Trustee will also be supportive in the pro-active identification of buyers with common interests through a Cluster Approach (see chapter 6). The Cluster Approach could be considered as a pre-face to the Purchase Aggregation, where buyers of groups, associations or sectors are pro-actively questioned on their needs and potential purchases of sustainable logistics solutions. The Cluster Approach is a dedicated approach that will be set up by the Neutral Trustee in co-operation with the group, association or sector.

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**Important note:**

In order to preserve its impartiality and neutrality and to avoid any conflict of interest, the Neutral Trustee will always enter a commitment of means and will by no means commit to any result. The Neutral Trustee's engagement is best reflected by this proverb: *"You can lead a horse to water, but you can't make him drink"*.

More in general, there are still some of the important risks related to the Neutral Trustee Services for Purchase Aggregations:

- No use cases identified as the pro-active cluster approach with the associations didn't generate any potential purchase aggregation.
- No buyers with common needs have been identified on the ENTRANCE Matchmaking Platform.
- The timing for the purchasing of sustainable logistics equipment of potential interested buyers cannot be synchronized.
- The interests of the potential buyers are not overlapping, hence not leading to a joint purchase aggregation.

## 5. PURCHASE AGGREGATION MANUAL

This manual can be considered as a guide through the process to set up a joint purchase or purchase aggregation and it explains the support services that ENTRANCE offers. The various steps are elaborated. In particular the role of the Neutral Trustee in this process is explained, i.e. supporting, or guiding the parties involved. He acts as an architect to setup the collaboration and manages and guides the purchase community once operational.

The process is classified in 7 steps. These steps are consecutively:

- *Step 1: Matchmaking*
- *Step 2: Common needs assessment*
- *Step 3: Alignment on expectations*
- *Step 4: Requirements & Conditions & Critical Success Factors*
- *Step 5: Joint Business Case*
- *Step 6: Preparation*
- *Step 7: Implementation*

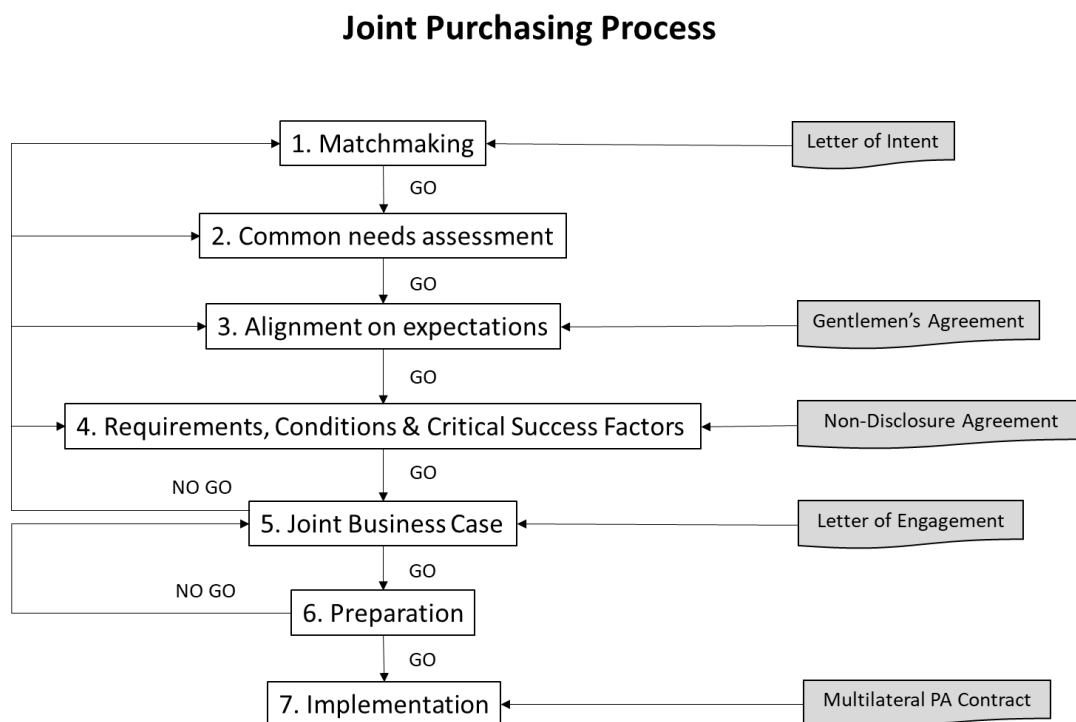


Figure 1 Joint Purchasing Process

The joint purchasing process is a sequential process. After every step one should have a “GO” – “NO-GO” decision moment. In case of a “GO” the next step can be started. In case of a “NO-GO” one might redo a former step. In some cases, a successful outcome is the result of various iterations or different attempts.

Hereafter the various steps are further detailed and combined in a **high-level manual for joint purchasing**.

## 5.1. STEP 1: MATCHMAKING

The **ENTRANCE Matchmaking platform** generates potential matches, either one-by-one, e.g. demand versus supply, or multiple-by-one. If several buyers have a common interest in a particular (type of) solution or have a common problem or need (i.e. the buyer's perspective), then a joint purchasing opportunity is identified. If a buyer has declared through **the ENTRANCE Matchmaking platform** to be interested in joint purchasing and the adherence to a purchasing group, then the Purchase Aggregation process is initiated. If this is not yet the case, then that buyer needs to be asked to confirm its interest in such a collaboration.

If several buyers are simultaneously interested in a joint purchase initiative, the Neutral Trustee will compose the purchasing group and kick-off the Purchase Aggregation process

### 5.1.1. Services offered

The Neutral Trustee will have an intake meeting with each interested buyer separately to discuss the benefits of a Purchase Aggregation within the ENTRANCE Platform in his specific situation. The Neutral Trustee and the buyer will make a joint assessment of the benefits and the risks of the Purchase Aggregation, including a:

- Clear delineation of the Subject, based on the input of the ENTRANCE Matchmaking platform
- Risk assessment
- Expenditure management
- Overview of the Purchase Aggregation Process

If, after the assessment, the buyer is still willing to adhere to the purchasing group, the Neutral Trustee will ask the buyer to sign a Letter of Intent (LoI) to formalize the buyer's intention towards the purchasing group.

### 5.1.2. Letter of Intent Template

With a Letter of Intent, each individual buyer declares to have the intention to participate to a Purchase Aggregation and aligning his expectations with those of the other buyer(s) of the purchasing group. Moreover, with the LoI the buyer engages to enter a Gentlemen's Agreement with the other buyers of the purchasing group on the specific subject, as a subsequent step in the setup of a Purchase Aggregation.

The template for the Letter of Intent for the Purchase Aggregation is enclosed in Annex 259.1.

## 5.2. STEP 2: COMMON NEEDS ASSESSMENT

With the interested parties a purchasing community is formed. Based on the individual assessments of each buyer, the Neutral Trustee will delineate the scope of the purchasing group. Once there is a clear scope, the common needs will be determined. This is always a crucial exercise and the convergence to

common needs might include several iterations of discussions with the individual buyers. If this assessment does not result in unambiguous common needs among the parties, the basis for a solid cooperation is missing.

**The ENTRANCE Matchmaking platform** offers high-level needs that should be further elaborated in this process step.

#### 5.2.1. Services offered

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The Neutral Trustee will try to converge the Purchase Aggregation to a clear scope with common needs. Therefore, the Neutral Trustee can organize alternatively individual meetings with buyers or joint meetings with the purchasing group.

### 5.3. STEP 3: ALIGNMENT ON EXPECTATIONS

Based on the common needs, alignment needs to be found on the expectations of the parties. Expectation management appears to be important in any collaboration setup. For a joint purchase initiative, this alignment among the buyers is also key. Every buyer involved needs to be on the same page. Based on common expectations, the Neutral Trustee can define the requirements and develops the joint business case.

#### 5.3.1. Services offered

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To align the expectations of the buyers, the Neutral Trustee will clearly determine the common expectations of the purchasing group. These common expectations should be approved by each individual buyer. It might require multiple iterations before all buyers approve. Alternatively, the Neutral Trustee might organize a joint meeting with the purchasing group to come to a better alignment among the buyers.

With the approval of all buyers, the joint business case is developed by the Neutral Trustee. This joint business case includes:

- The approved scope
- The common expectations
- A risk assessment for the purchasing group and each member
- An overall overview of the expenditure management

A **Gentlemen's Agreement (GA)** is used to formalize the alignment among the buyers.

#### 5.3.2. Gentlemen's Agreement Template

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By entering the Gentlemen's Agreement, the buyer engages for an individual needs assessment guided by the Neutral Trustee. The Neutral Trustee will reconcile the individual needs to common needs and align the expectations of the buyers. After alignment of the needs and expectations, the Neutral Trustee will define the requirements and develop the joint business case.

The template for the Gentlemen's Agreement for the Purchase Aggregation is enclosed in Annex 259.2.

## 5.4. STEP 4: REQUIREMENTS & CONDITIONS & CRITICAL SUCCESS FACTORS

In step 4 the development of the Request for Proposal (RFP) is started. The requirements are elaborated (What do we need?), the conditions are stipulated (Under which conditions or how do we expect the services?) and the critical success factors are defined (What is crucial or decisive for the success of the joint service?).

Through **the ENTRANCE Matchmaking platform**, the basic requirements, conditions, and critical success factors for the various parties can be gathered. If needed the Neutral Trustee can collect more data and information from individual buyers.

### 5.4.1. Services offered

The Neutral Trustee guarantees that all available information and data is collected from the individual buyers. This includes even additional buyer's data and information that was not collected through the ENTRANCE Platform.

Before gathering detailed data for the joint business case, a **Non-Disclosure Agreement (NDA)** between each party involved in the Purchasing Aggregation and the Neutral Trustee must be signed.

### 5.4.2. Non-Disclosure Agreement Template

This Non-Disclosure Agreement (NDA) is aimed at formalizing the terms and conditions that are applicable to all confidential Information directly or indirectly exchanged between a Buyer and the Neutral Trustee.

The template for the Non-Disclosure Agreement for the Purchase Aggregation is enclosed in Annex 259.19.3.

## 5.5. STEP 5: JOINT BUSINESS CASE

Step 5 of the joint purchase process is the most creative one. A joint business case needs to be developed. Every business case needs to be positive on several objectives (cost-efficiency, effectiveness and/or sustainability). Being positive is always relative. One compares with a reference, which is most often the current situation or solution, the so-called AS IS. The new solution, through the joint purchasing, the so-called TO BE, needs to be better.

On top of a general improvement resulting from the collaboration and the joint initiative, a balanced and fair gain sharing is essential. All parties involved should get a fair share of the gains generated by the purchase aggregation.

Through **the ENTRANCE Matchmaking platform**, the success parameters important for the parties should be gathered. Additionally, the Neutral Trustee will collect additional, most often company sensitive data from the individual buyers.

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#### 5.5.1. Services offered

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The Neutral Trustee will support each buyer to calculate his AS-IS purchase intention in terms of costs and risks. Therefore, each buyer of the purchasing group has to share its company sensitive data and information with the Neutral Trustee under the signed NDA.

The Neutral Trustee will combine all individual AS-IS cases to a joint TO-BE business case. This joint business case contains:

- A detailed description of the combined purchase, as it will be used in the RFP (products, solutions, volumes, lead times,...).
- The gain and cost sharing rules that will be applied as the joint purchasing has been realized.
- A comparison of the risks in the joint TO-BE and the individual AS-IS situations.

All buyers of the purchasing group have to approve the joint business case. Subsequently, the Neutral Trustee will prepare and send a Request for Proposal (RFP) based on the approved joint business case. The Neutral Trustee leads the entire tendering process aiming at selecting one or more suppliers for the joint purchase.

The Neutral Trustee will present and discuss all received proposals of suppliers to the purchasing group with buyers. The purchasing group will jointly select the best offer and the corresponding supplier.

With the acceptance of final and best offer, the Neutral Trustee will quantify and finalize the joint business case. The finalized joint business case now quantifies the comparison of the TO-BE joint purchasing solution with the AS-IS company's individual purchasing solution on several objectives (cost-efficiency, effectiveness and/or sustainability).

Once there is a mutual agreement on the business case and the buyers of the purchasing group is prepared to set up the Purchase Aggregation a **Letter of Engagement (LoE)** can complete this step.

#### 5.5.2. Letter of Engagement Template

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This Letter of Engagement (LoE) for the ENTRANCE Purchase Aggregation is aimed at formalizing the intention of the buyer to participate to the joint purchase initiative within the scope of the ENTRANCE Matchmaking platform. The LoE is a multilateral agreement engaging all buyers who want to participate to the joint purchase guided by the Neutral Trustee.

The LoE states that the Neutral Trustee will prepare and send a Request for Proposal (RFP) with the requirements, conditions and the critical success factors to set up a joint purchase process. It also stipulates that the Neutral Trustee leads the entire tendering and supplier selection process.

If the Business case turns out to be positive, overall as well as for each Buyer individually, then each Buyer will engage to enter the Multilateral Contract to formalize the purchase aggregation.



The template for the Non-Disclosure Agreement for the Purchase Aggregation is enclosed in Annex 259.19.4.

## 5.6. STEP 6: PREPARATION

In step 6, the roll-out of the joint purchasing initiative is prepared. A timeline is defined for the joint purchasing.

A balance needs to be found between ambition and realism. Here again, it is better to have a solid fundament, than a fast unstable, unbalanced or unsustainable solution. The Neutral Trustee can help to set realistic milestones in the implementation plan.

### 5.6.1. Services offered

The Neutral Trustee will organize a joint meeting between the selected supplier and the purchasing group to jointly agree upon a timeline and milestones for the implementation of the joint purchase.

## 5.7. STEP 7: IMPLEMENTATION

In step 7 the joint purchasing initiative is implemented. The implementation plan is executed.

After the launch of the joint purchase an effective process monitoring is necessary in order to adjust or to refine. At the end of the implementation a thorough evaluation is very helpful, especially towards future similar joint initiatives. One should learn from these experiences. Both positive and negative experiences help to improve further processes and initiatives in this field.

Testimonials can be recorded and be put on **the ENTRANCE Matchmaking platform** in order to convince other companies or parties to go for similar joint purchase projects.

An agreement is made and formalised in a **multilateral contract (MC)**.

### 5.7.1. Services offered

The Neutral Trustee will guide the selected supplier and the buyers of the purchasing group to enter the multilateral purchase aggregation contract.

The Neutral Trustee monitors the implementation based on the approved timeline and milestones. In case of delays or other problems, the Neutral Trustee will call the supplier to order on behalf of the purchase aggregation.

At the end of the implementation, the Neutral Trustee will make a final report containing:

- A detailed evaluation of the purchase aggregation
- Positive and negative experiences
- Lessons learned

### 5.7.2. Multilateral Purchase Aggregation Contract Template

The contract required to support and structure the purchase aggregation is a multilateral contract, involving the supplier on the one hand and the purchasing group on the other hand. The basic clauses of such a contract include:

1. Effective Date
2. Parties
3. Recitals and schedules
4. Scope and objectives of the Purchase Aggregation
5. Activities of the Purchase Aggregation
6. Role of each party
7. Obligations of each party
8. Financials, invoicing, payments and costs
9. Governance, entry and exit
10. Compliance obligations
11. Liability of the parties
12. Duration
13. Confidentiality
14. Governing law and dispute resolutions

Appendix. Schedules

## 6. CLUSTER APPROACH

To set up a purchase aggregation among buyers two aspects are of crucial importance:

- 1) **The common subject.**
- 2) **The timing of the request**

The detailed Taxonomy of the ENTRANCE Platform is instrumental for the unambiguous identification of a common subject. This is helpful to identify buyers looking for a common solution in sustainable logistics. However, in order to group the buyers with a common subject into a purchase aggregation, they should be identified within a same time-window. As the ENTRANCE Matchmaking platform is aimed at connecting buyers, suppliers and financiers, it has no control on the timing of the buyer's request. Therefore, the Cluster Approach has been developed aligned with the New Strategy<sup>1</sup> of the ENTRANCE project. It's a more pro-active approach, involving groups, associations and sectors to gain access to bigger groups of buyers at once. In the first place the partners in the ENTRANCE consortium are envisaged for that role.

The Cluster Approach could be considered as a pre-face to the joint purchase, where buyers of groups, associations or sectors are pro-actively questioned on their needs and potential purchases of sustainable logistics solutions. The Cluster Approach is a dedicated approach that will be set up by the Neutral Trustee in co-operation with the group, association or sector. A combination of these activities can be used to identify and synchronize the common subject among a group of buyers:

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<sup>1</sup> New Strategy for ENTRANCE presented on Consortium Meeting of February 9<sup>th</sup> 2022.

- Targeted survey among potential buyers within that group
- Workshop with interested buyers
- Individual in-depth interviews with buyers

Most-often, a targeted survey disseminated among the buyers provides a good fundament. If a potential common subject can be identified, interviews with the individual buyers or a joint workshop might be required to further refine the request(s) and to see if a common time-window, acceptable for all interested buyers can be defined. If that is the case, the Purchase Aggregation process, as described in Chapter 4 can be started.

## 7. USE CASES

Within the ENTRANCE project, the use cases of purchase aggregation have been categorized in a reactive and a pro-active group:

- 1) Reactive purchase aggregation: a purchase aggregation of buyers who have directly registered their request on the ENTRANCE Matchmaking platform
- 2) Pro-active purchase aggregation: the buyers and their common interest or subject who enter a purchase aggregation through the Cluster Approach.

### 7.1. USE CASES REACTIVE PURCHASE AGGREGATION

At the moment of this writing, the buyer's registrations on the ENTRANCE Matchmaking platform didn't demonstrate any potential to start-up a purchase aggregation process.

### 7.2. USE CASES PRO-ACTIVE PURCHASE AGGREGATION

For the pro-active purchase aggregation within this ENTRANCE project, the Consortium partners have been involved, in line with the New Strategy of ENTRANCE, where buyers are approached pro-actively.

The Consortium partners who have been involved to setup a pro-active purchase aggregation are ETP ALICE, the European Inland Waterway Transport Platform (IWT) and the Flanders Institute for Logistics (VIL). For these ENTRANCE consortium partners, the identification of potential joint purchases within their member organisations fits into the dissemination activities within the ENTRANCE project.

Additionally, a pro-active purchase aggregation has been identified within the CULT (Collaborative Urban Logistics & Transport) cooperation.

#### 7.2.1. ETP ALICE

##### 7.2.1.1. About ETP ALICE

The European Technology Platform ALICE is set-up to develop a comprehensive strategy for research, innovation and market deployment of logistics and supply chain management innovation in Europe. The

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platform will support and assist the implementation of the EU Programs for research: Horizon 2020 and Horizon Europe. ALICE is based on the recognition of the need for an overarching view on logistics and supply chain planning and control, in which shippers and logistics service providers closely collaborate to reach efficient logistics and supply chain operations.

The members of ETP ALICE include all actors of the supply chains, public authorities and academic institutions.

#### 7.2.1.2. Dedicated approach - methodology

The Neutral Trustee (TRV) and ETP ALICE have elaborated a dedicated approach based on a targeted survey to a group of buyers of private companies potentially planning to purchase sustainable vehicles.

The complete survey is enclosed in annex 9.5.

#### 7.2.1.3. Next steps

The survey has been finalized and is send to buyers of private companies – members of ETP ALICE. Subsequently the responses will be analysed to see if a purchase aggregation for sustainable vehicles setup with the interested buyers can be. If one or more purchase aggregations can be identified, the Purchasing Aggregation Manual will be followed including all phases of the Joint Purchase Process. The outcome of the Purchase Aggregation will be reported, together with an evaluation and the lessons learned.

### 7.2.2. European Inland Waterway Transport Platform (IWT)

#### 7.2.2.1. About IWT

IWT aims at a stronger positioning of Inland Navigation in European and National Transport Policies by an intensified contribution to various governing bodies, working parties and standard setting committees. At the same time IWT will encourage innovation with respect to the fleet's technical progress leading to even more environmentally friendly vessels. Facilitating access to financial instruments of all kinds should bring leverage to this progress. Last but not least Inland Navigation should become more respected and better integrated in Europe's Transport System and should be at the forefront when it comes to preparing this system for 2030 and beyond. Making IWT more effective and efficient with the help of disruptive innovation and digitalisation in general will be key in this evolution.

#### 7.2.2.2. Dedicated approach - methodology

The Neutral Trustee (TRV) and IWT have elaborated a dedicated approach based on a targeted survey to a group of buyers of private companies potentially planning to purchase sustainable vessels.

#### 7.2.2.3. Next steps

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The survey is in preparation and will be send to buyers of vessel owners – members of IWT. Subsequently, the responses will be analysed to see if a purchase aggregation for sustainable vessels can be setup between the interested buyers. If one or more purchase aggregations can be identified, the Purchasing Aggregation Manual will be followed including all phases of the Joint Purchase Process. The outcome of the Purchase Aggregation will be reported, together with an evaluation and the lessons learned.

### 7.2.3. VIL-Flanders Institute for Logistics

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#### 7.2.3.1. About VIL

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As Flanders innovation cluster for logistics, VIL initiates and performs company driven innovative and sustainable projects. To increase the competitiveness of the Flemish logistics companies, VIL carries out projects around Collective Knowledge Development and Knowledge Transfer (COOCK). “Collective” means that the project is aimed at a group of companies. In addition, VIL also focuses on innovative business projects (research and development projects), multidisciplinary research projects, strategic basic research and EU projects (H2020/Horizon Europe).

Together with its members (600+) and relevant stakeholders in supply chain and logistics, four project domains were defined:

- Digital Transformation: to transform logistics in Flanders into digital leaders.
- Green Supply Chains: to make Flanders the star pupil in terms of the greening of the supply chains.
- Hinterland Connection: to make Flanders into an excellent accessible logistics region in Europe.
- Last Mile: to integrate last mile logistics in Flanders in the most sustainable and economic way into the entire supply chains.

#### 7.2.3.2. Dedicated approach - methodology

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Two approaches are worked out to identify potential purchase aggregations:

1. **General approach** to members Logistics service providers and/or fleet owners. Potential purchase aggregations are identified by surveying the buyers of the VIL members interested in acquiring sustainable trucks and vans.
2. **Project approach:** VIL is conducting specific projects on sustainable technologies. The buyers involved in these projects will be surveyed to identify possible purchase aggregations. The VIL projects eligible for this approach include:
  - a. *Logibat:* investigating what the operational and economic conditions are to make battery-electric transport feasible and what the requirements are to roll out a nationwide charging network.
  - b. *Hydrolog:* opportunities of the use of hydrogen for internal means of transport. The development of a business model in which several companies will be supplied by a mutual

mobile hydrogen filling station, VIL aims to facilitate the transition to cost-efficient use of hydrogen.

- c. *Opticharge*: Loading and unloading trucks is a time-consuming process that is mostly carried out manually. Truck drivers spend a significant amount of time every year waiting at warehouses to load and unload. For shippers these processes are seen as a necessary evil. VIL is working out the project 'OptiCharge' to see how automation can make loading and unloading more efficient.

#### 7.2.3.3. Next steps

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**The General approach.** The survey has been finalized and is send to buyers of private companies – members of ETP ALICE. Subsequently the responses will be analysed to see if a purchase aggregation for sustainable vehicles can be setup with the interested buyers. If one or more purchase aggregations can be identified, the Purchasing Aggregation Manual will be followed including all phases of the Joint Purchase Process. The outcome of the Purchase Aggregation will be reported, together with an evaluation and the lessons learned.

**The Project approach.** The final list of eligible VIL-projects will be determined, together with the project manager. Subsequently, the potential interested buyers for sustainable equipment will be identified and surveyed together with VIL. The responses will be analysed to see if purchase aggregation for sustainable equipment can be setup with the interested buyers. If one or more purchase aggregations can be identified, the Purchasing Aggregation Manual will be followed including all phases of the Joint Purchase Process. The outcome of the Purchase Aggregation will be reported, together with an evaluation and the lessons learned.

#### 7.2.4. CULT

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##### 7.2.4.1. About CULT

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CULT stands for Collaborative Urban Logistics & Transport. It's an open community of companies sharing a common vision on how sustainable citylogistics can be made efficient through smart consolidation of volume.

CULT was initiated by TRI-VIZOR in June 2021 and seven pioneering companies decided to join: *Danone, Delhaize, Jacobs Douwe Egberts, Pro-Duo, Proximus, Telenet and Schoenen Torfs*

As orchestrator, *TRI-VIZOR* has developed a framework to guarantee the neutral and impartial governance, involving all relevant stakeholders of the city.

On the 22<sup>nd</sup> of March, the operations of the CULT community started with B2B and B2C deliveries of parcels and pallets in the city of Antwerp. As a result of a tendering process, *bpost* has been selected as the logistics service provider (LSP) to operate the deliveries in the city of Antwerp.

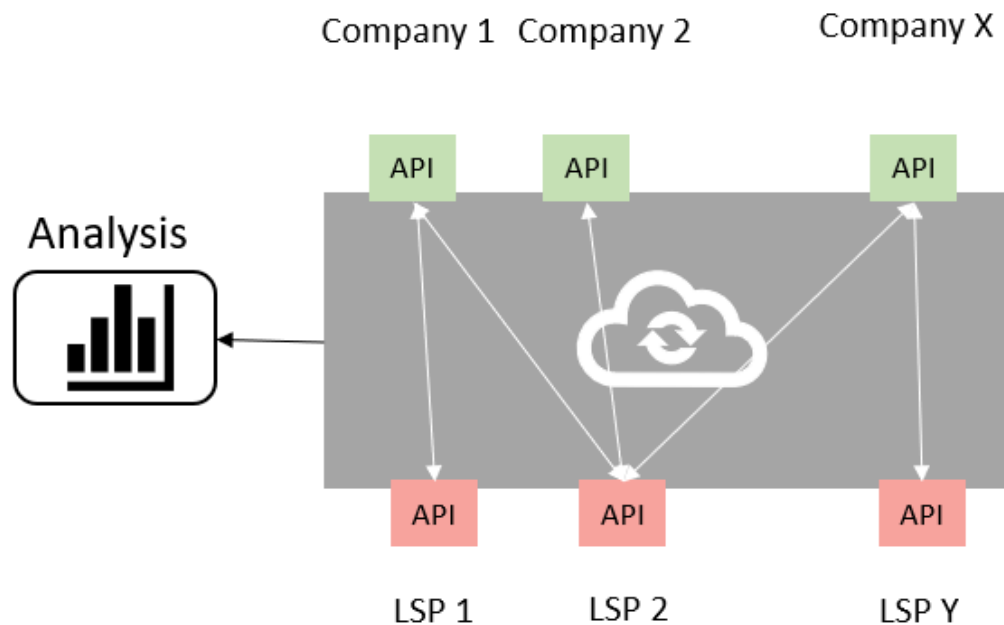


Figure 2. Illustrative representation of the CULT process.

The CULT community is open to all shippers who want to adhere. The ambition of CULT is to roll out the framework in more than just one city and hence to collaborate with more than just one LSP, resulting into a many-to-many platform. In order to maintain its neutrality towards shippers and LSPs, also the connectivity to the CULT platform should remain impartial. Therefore, the objective is to setup a connectivity platform as a kind of universal ICT connector to connect shippers and LSPs of the CULT platform. The ICT platform should be a SaaS solution and shippers should be charged per transaction.

The CULT community is not a juridical entity. All shippers, members of CULT are independent. Hence, together the shippers form a purchase aggregation to select the appropriate ICT platform to steer CULT as a sustainable and efficient logistics collaboration.

As such, the selection process for the appropriate ICT-platform is a use case for the ENTRANCE Matchmaking platform.

#### 7.2.4.2. Next steps

In Q3 2020, the group of CULT will totalize 14 companies. These companies will be asked to enter a Purchase Aggregation for the selection of a joint ICT platform. The Purchasing Aggregation Manual will be followed including all phases of the Joint Purchase Process. The outcome of the Purchase Aggregation will be reported, together with an evaluation and the lessons learned.

## 8. CONCLUSIONS

A purchase aggregation can bring a lot of benefits to the individual buyer, in terms of cost, de-risking, lead time, bargaining power, increased time-to-market...etc. When the ENTRANCE Matchmaking platform identifies buyers with a common interest in a subject of the Taxonomy (i.e. the thematic scope of ENTRANCE), the ENTRANCE Matchmaking platform can offer joint purchase opportunities by aggregating the purchases into a single purchase for suppliers on the market.

As a purchase aggregation involves multiple buyers of multiple companies, a Neutral Trustee will guide the purchase aggregations on the ENTRANCE Matchmaking platform to guarantee an anti-trust compliant joint purchase among peers buyers. The group might even include competitors. A complete purchase aggregation manual, including tools and templates to successfully guide a group of buyers through the joint purchasing process is made available.


Although the ENTRANCE Matchmaking platform should be able to attract buyers looking for a same solution for sustainable logistics, setting up a purchase aggregation among buyers has turned out to be challenging, as the similar requests of the different buyers are very often not synchronized. In order to better synchronize the requests of several buyers, a more pro-active approach is proposed, called the Cluster Approach (CA). This approach can be deployed in cooperation with groups, associations or sectors. Among the use cases reported for the Cluster Approach, three are conducted in cooperation with member-organisations within the ENTRANCE consortium: ETP ALICE, IWT and VIL. More of these pro-active process will be initiated in the upcoming months.



## 9. ANNEXES


### 9.1. LETTER OF INTENT TEMPLATE

Template for the Letter of Intent for the Purchase Aggregation



### Letter of Intent (LOI) for the ENTRANCE Purchase Aggregation

1. Parties	A.	ORGANISATION X, having its main office in _____, at the address _____ hereinafter referred to as "Buyer"
	B.	ORGANISATION A, having its main office in _____, at the address _____ hereinafter referred to as "Neutral Trustee".
2. Recitals	A.	ENTRANCE offers a common and legitimate European Matchmaking Platform and complementary off-line services designed to mobilize financial resources to accelerate the market access and scale up of "first of a kind" sustainable transport solutions, thereby reducing the European CO2 emissions and pollutants caused by the transport and mobility sector. The overall concept focus of the ENTRANCE project lies in the "supply-demand-finance" triangle that is envisaged for all transport and mobility modes and all relevant stakeholders.
	B.	The ENTRANCE Purchase Aggregation is aimed at grouping the buyers with a common interest in a particular (type of) solution or with a common problem or need. The ENTRANCE Purchase Aggregation acts as a Neutral Trustee of the Buyers' community to ensure a fair negotiation of the risk-, cost-, and gain-sharing mechanisms between the members of the Buyers' community.
	C.	This Letter of Intent (LOI) for the ENTRANCE Purchase Aggregation is aimed at formalizing the intention of the Buyer to participate to the multiple step process of a joint purchase initiative within the scope of the ENTRANCE platform. This stepwise process is guided by the Neutral Trustee.
3. Subject	A.	The Buyer confirms its interest in a Subject of the Taxonomy of the ENTRANCE Platform.
	B.	<i>Description of the Subject</i>
4. Process steps	A.	The process leading to a Purchase Aggregation contains 7 steps Step 1: Matchmaking Step 2: Common needs assessment Step 3: Alignment on expectations Step 4: Requirements & Conditions & Critical Success Factors Step 5: Joint Business Case Step 6: Preparation Step 7: Implementation
	B.	As a matchmaking platform, ENTRANCE is monitoring the incoming requests on the platform. If the Subject of article 3.B is identified with several demand requests, the ENTRANCE platform will ask each individual buyer to enter this LOI and thus to participate to the process leading to a Purchase Aggregation. This stepwise process is guided by the Neutral Trustee.



		C. The setup of a Purchase Aggregation in the framework of the ENTRANCE will be free of charge for the Buyer, as long as it is performed under the ENTRANCE project. This project has received funding from the European Union's Horizon 2020 research and innovation program under Grant Agreement N°101006681.
5. Intent	A.	The Buyer declares to have the intention to participate to a Purchase Aggregation by first aligning its expectations with those of the other Buyer(s) and to prepare a Gentlemen's Agreement with other Buyers on the topic, as described in article 4 as a next step in the Purchase Aggregation. The process will be guided by the Neutral Trustee.


On behalf of the Buyer:
Represented by:
Capacity:
Date:
Place:
Signature:

On behalf of Neutral Trustee:
Represented by:
Capacity:
Date:
Place:
Signature:


## 9.2. GENTLEMEN'S AGREEMENT TEMPLATE

### Template for the Letter of Intent for the Purchase Aggregation




## Gentlemen's Agreement (GA) for the ENTRANCE Purchase Aggregation

<b>1. Parties</b>	<b>A.</b>	1. <b>ORGANISATION X</b> , having its main office in _____, at the address _____ 2. <b>ORGANISATION Y</b> , having its main office in _____, at the address _____ 3. <b>ORGANISATION Z</b> , having its main office in _____, at the address _____ 4. ...  Hereinafter individually referred to as "Buyer" and the "Buyer Community".
	<b>B.</b>	<b>ORGANISATION A</b> , having its main office in _____, at the address _____ hereinafter referred to as "Neutral Trustee".
<b>2. Recitals</b>	<b>A.</b>	ENTRANCE offers a common and legitimate European Matchmaking Platform and complementary off-line services designed to mobilize financial resources to accelerate the market access and scale up of "first of a kind" sustainable transport solutions, thereby reducing the European CO2 emissions and pollutants caused by the transport and mobility sector. The overall concept focus of the ENTRANCE project lies in the "supply-demand-finance" triangle that is envisaged for all transport and mobility modes and all relevant stakeholders.
	<b>B.</b>	The ENTRANCE Purchase Aggregation is aimed at grouping the buyers with a common interest in a particular (type of) solution or with a common problem or need. The ENTRANCE Purchase Aggregation acts as a Neutral Trustee of the Buyer Community to ensure a fair negotiation of the risk-, cost-, and gain-sharing mechanisms between the Buyers of the Buyer Community.
	<b>C.</b>	Each Buyer of the Buyer Community has confirmed its interest in the topic as described in article 3.B by having signed a Letter of Intent (LoI).
	<b>D.</b>	This Gentlemen's Agreement (GA) for the ENTRANCE Purchase Aggregation is aimed at formalizing (1) the common intention of the Buyer Community and (2) the alignment of the expectations of the buyers in the process of a joint purchase initiative within the scope of the ENTRANCE platform. This stepwise process is guided by the Neutral Trustee.
<b>3. Topic</b>	<b>A.</b>	The Buyer confirms its interest in a Subject of the Taxonomy of the ENTRANCE Platform.
	<b>B.</b>	<i>Description of the topic</i>



<b>4. Process steps</b>	<b>A.</b>	The process leading to a Purchase Aggregation contains 7 steps Step 1: Matchmaking Step 2: Common needs assessment Step 3: Alignment on expectations Step 4: Requirements & Conditions & Critical Success Factors Step 5: Joint Business Case Step 6: Preparation Step 7: Implementation
	<b>B.</b>	This Gentlemen's Agreement (GA) for the ENTRANCE Purchase Aggregation engages the parties for steps 2 and 3 of the process as described in Article 4.A. This stepwise process is guided by the Neutral Trustee.
	<b>C.</b>	The setup of a Purchase Aggregation in the framework of the ENTRANCE will be free of charge for each member of the Buyer Community, as long as it is performed under the ENTRANCE project. This project has received funding from the European Union's Horizon 2020 research and innovation program under Grant Agreement N°101006681.
<b>5. Agreement</b>	<b>A.</b>	Each Buyer of the Buyer Community engages for an individual needs assessment related to the topic described in Article 3.B, guided by the Neutral Trustee.
	<b>B.</b>	The Neutral Trustee will reconcile the individual needs to common needs.
	<b>C.</b>	Based on the common needs, the Neutral Trustee will align the expectations of the Buyers of the Buyer Community. This alignment is mandatory for a joint purchase initiative.
	<b>D.</b>	After alignment of the needs and expectations, the Neutral Trustee will define the requirements and develop the joint business case.
	<b>E.</b>	The Neutral Trustee will do its utmost to achieve the necessary alignment among the Buyers of the Buyer Community. As the Neutral Trustee engages in an obligation of means and not in an obligation of results, achieving alignment among all actors is not guaranteed.




<b>On behalf of the Buyer:</b>	<b>On behalf of the Buyer:</b>	<b>On behalf of the Buyer:</b>
<b>Represented by:</b>	<b>Represented by:</b>	<b>Represented by:</b>
<b>Capacity:</b>	<b>Capacity:</b>	<b>Capacity:</b>
<b>Date:</b>	<b>Date:</b>	<b>Date:</b>
<b>Place:</b>	<b>Place:</b>	<b>Place:</b>
<b>Signature:</b>	<b>Signature:</b>	<b>Signature:</b>

<b>On behalf of Neutral Trustee:</b>
<b>Represented by:</b>
<b>Capacity:</b>
<b>Date:</b>
<b>Place:</b>
<b>Signature:</b>


### 9.3. NON-DISCLOSURE AGREEMENT TEMPLATE


#### Template for the Non-disclosure Agreement for the Purchase Aggregation



## Non-Disclosure Agreement (NDA) for the ENTRANCE Purchase Aggregation

<b>1. Parties</b>	A.	ORGANISATION X, having its main office in _____, at the address _____ hereinafter referred to as "Buyer"
	B.	ORGANISATION A, having its main office in _____, at the address _____ hereinafter referred to as "Neutral Trustee".
	C.	Hereinafter jointly referred to as "the Parties" or separately (also) as "a Party"
	D.	"Disclosing party" means the party furnishing Confidential information and "Receiving party" means the party receiving it in the particular case.
<b>2. Recitals</b>	A.	ENTRANCE offers a common and legitimate European Matchmaking Platform and complementary off-line services designed to mobilize financial resources to accelerate the market access and scale up of "first of a kind" sustainable transport solutions, thereby reducing the European CO2 emissions and pollutants caused by the transport and mobility sector. The overall concept focus of the ENTRANCE project lies in the "supply-demand-finance" triangle that is envisaged for all transport and mobility modes and all relevant stakeholders.
	B.	The ENTRANCE Purchase Aggregation is aimed at grouping the buyers with a common interest in a particular (type of) solution or with a common problem or need. The ENTRANCE Purchase Aggregation acts as a Neutral Trustee of the Buyers' community to ensure a fair negotiation of the risk-, cost-, and gain-sharing mechanisms between the members of the Buyers' community.
	C.	This Non-Disclosure Agreement (NDA) is aimed at formalizing the terms and conditions that are applicable to all confidential information directly or indirectly exchanged by the Parties in relation to the Subject, as described in Article 3.B within the scope of the ENTRANCE Platform.
<b>3. Subject</b>	A.	The Buyer confirms its interest in a Subject of the Taxonomy of the ENTRANCE Platform.
	B.	<i>Description of the Subject</i>
<b>4. Confidential Information</b>	A.	"Confidential information" shall mean all information of the disclosing party, whether commercial, financial, technical or otherwise, disclosed to the recipient in connection with the Subject (whether disclosed orally, in documentary form, by demonstration or otherwise) which is contained in any form whatsoever (including without limitation data, drawings, films, documents and computer readable media) and which is marked or otherwise designated to show expressly or by necessary implication that it is confidential or proprietary to the disclosing party.
	B.	Each party shall maintain in confidence information obtained from the other and use such information only for the Subject, as described in Article 3.B. Each party agrees to treat information disclosed to it by the other with the same degree of care as it uses in protecting its

	
	own confidential and proprietary information, and the information shall be disclosed within the recipient company only on a need-to-know basis.
	<b>C.</b> Disclosures of Confidential Information shall be made only to employees, officers, directors and legal advisors of the receiving party, who have a need to know such information, who have been advised of this agreement and who agree to abide by its terms.
	<b>D.</b> The obligations of confidentiality and non-use shall not apply to Information which the receiving party can prove: <ol style="list-style-type: none"> <li>1. at the time of disclosure was generally known to the public or, after such disclosure, became generally known to the public other than by a breach of this Agreement by the receiving party; its employees or agents; or</li> <li>2. was already in the possession of the receiving party at the time of such disclosure without an obligation of confidentiality; or</li> <li>3. was later received on a non-confidential basis by the receiving party from a third party having the right to impart such Information; or</li> <li>4. was independently developed by the receiving party or lawfully received by the receiving party from another source without breach of this Agreement or similar agreement covering that other source;</li> </ol> <p>Information shall not be deemed to be within one or more of the foregoing exceptions merely because any part of such Information is embodied in general disclosures or because individual features, components or combinations are now or hereafter become publicly known.</p>
	<b>E.</b> The receiving party shall use all reasonable endeavours to effect and maintain adequate security measures to safeguard such Confidential Information from unauthorised access, use and misappropriation;
<b>5. Duration</b>	<b>A.</b> The parties' obligations under this Agreement shall extend for the duration of the ENTRANCE project. This project has received funding from the European Union's Horizon 2020 research and innovation program under Grant Agreement N°101006681.
	<b>B.</b> Upon the completion or termination of the ENTRANCE project, each receiving party shall promptly deliver up to the disclosing party all Confidential Information supplied by the disclosing party and all copies thereof and destroy or erase any Confidential Information contained in any materials and documentation prepared by or on behalf of the recipient or recorded in any memory device.
<b>6. Jurisdiction</b>	<b>A.</b> In the event of a dispute, Belgian law shall apply and the courts of Brussels shall have jurisdiction.




<b>On behalf of the Buyer:</b>
<b>Represented by:</b>
<b>Capacity:</b>
<b>Date:</b>
<b>Place:</b>
<b>Signature:</b>

<b>On behalf of Neutral Trustee:</b>
<b>Represented by:</b>
<b>Capacity:</b>
<b>Date:</b>
<b>Place:</b>
<b>Signature:</b>




9.4. LETTER OF ENGAGEMENT TEMPLATE


Template for the Letter of Engagement for the Purchase Aggregation.



### Letter of Engagement (LoE) for the ENTRANCE Purchase Aggregation

<b>1. Parties</b>	<b>A.</b>	1. <b>ORGANISATION X</b> , having its main office in _____, at the address _____ 2. <b>ORGANISATION Y</b> , having its main office in _____, at the address _____ 3. <b>ORGANISATION Z</b> , having its main office in _____, at the address _____ 4. ...  Hereinafter individually referred to as "Buyer" and the "Buyer Community".
	<b>B.</b>	<b>ORGANISATION A</b> , having its main office in _____, at the address _____ hereinafter referred to as "Neutral Trustee".
<b>2. Recitals</b>	<b>A.</b>	ENTRANCE offers a common and legitimate European Matchmaking Platform and complementary off-line services designed to mobilize financial resources to accelerate the market access and scale up of "first of a kind" sustainable transport solutions, thereby reducing the European CO2 emissions and pollutants caused by the transport and mobility sector. The overall concept focus of the ENTRANCE project lies in the "supply-demand-finance" triangle that is envisaged for all transport and mobility modes and all relevant stakeholders.
	<b>B.</b>	The ENTRANCE Purchase Aggregation is aimed at grouping the buyers with a common interest in a particular (type of) solution or with a common problem or need. The ENTRANCE Purchase Aggregation acts as a Neutral Trustee of the Buyer Community to ensure a fair negotiation of the risk-, cost-, and gain-sharing mechanisms between the Buyers of the Buyer Community.
	<b>C.</b>	Each Buyer of the Buyer Community has confirmed its interest in the topic as described in article 3.B by having signed a Letter of Intent (LoI).
	<b>D.</b>	The Buyer Community entered a Gentlemen's Agreement (GA) on [Date] aimed at formalizing (1) the common intention of the Buyer Community and (2) the alignment of the expectations of the buyers in the process of a joint purchase initiative within the scope of the ENTRANCE platform. This stepwise process is guided by the Neutral Trustee.
	<b>E.</b>	Each Buyer of the Buyer Community has signed a separate Non-Disclosure Agreement (NDA) with the Neutral Trustee before entering this LoE.
	<b>F.</b>	This Letter of Engagement (LoE) for the ENTRANCE Purchase Aggregation is aimed at formalizing the intention of the Buyer to participate to the multiple step process of a joint purchase initiative within the scope of the ENTRANCE platform. This stepwise process is guided by the Neutral Trustee.

	
<b>3. Subject</b>	<b>A.</b> The Buyer confirms its interest in a Subject of the Taxonomy of the ENTRANCE Platform.
	<b>B.</b> <i>Description of the Subject</i>
<b>4. Process steps</b>	<b>A.</b> The process leading to a Purchase Aggregation contains 7 steps Step 1: Matchmaking Step 2: Common needs assessment Step 3: Alignment on expectations Step 4: Requirements & Conditions & Critical Success Factors Step 5: Joint Business Case Step 6: Preparation Step 7: Implementation
	<b>B.</b> This Letter of Engagement (LoE) for the ENTRANCE Purchase Aggregation engages the parties for steps 4 and 5 of the process as described in Article 4.A. This stepwise process is guided by the Neutral Trustee.
	<b>C.</b> The setup of a Purchase Aggregation in the framework of the ENTRANCE will be free of charge for each member of the Buyer Community, as long as it is performed under the ENTRANCE project. This project has received funding from the European Union's Horizon 2020 research and innovation program under Grant Agreement N°101006681.
<b>5. Engagement</b>	<b>A.</b> The Neutral Trustee will prepare and send a Request for Proposal (RFP) on the Subject described in Article 3.B. This RFP contains the requirements, conditions and the critical success factors to setup a joint purchase process. The Neutral Trustee leads the entire tendering process aiming at selecting one or more suppliers for the joint purchase.
	<b>B.</b> Each Buyer of the Buyer Community engages to share data and information with the Neutral Trustee enabling him to write and appropriate RFP.
	<b>C.</b> The Neutral Trustee will elaborate the joint business case, based on the proposal of the selected supplier(s). The business case compares the TO-BE joint purchasing solution with the AS-IS company's individual purchasing solution on several objectives (cost-efficiency, effectiveness and/or sustainability).
	<b>D.</b> Each Buyer of the Buyer Community engages to share the required data and information with the Neutral Trustee enabling him to calculate the joint purchasing solution and the Buyer's company specific purchasing solution.
	<b>E.</b> If the Business case turns out to be positive, overall as well as for each Buyer individually, then each Buyer will engage to enter the Multilateral Contract to formalize the purchase aggregation.
<b>6. Jurisdiction</b>	<b>A.</b> In the event of a dispute, Belgian law shall apply and the courts of Brussels shall have jurisdiction.



<b>On behalf of the Buyer:</b>	<b>On behalf of the Buyer:</b>	<b>On behalf of the Buyer:</b>
<b>Represented by:</b>	<b>Represented by:</b>	<b>Represented by:</b>
<b>Capacity:</b>	<b>Capacity:</b>	<b>Capacity:</b>
<b>Date:</b>	<b>Date:</b>	<b>Date:</b>
<b>Place:</b>	<b>Place:</b>	<b>Place:</b>
<b>Signature:</b>	<b>Signature:</b>	<b>Signature:</b>

<b>On behalf of Neutral Trustee:</b>
<b>Represented by:</b>
<b>Capacity:</b>
<b>Date:</b>
<b>Place:</b>
<b>Signature:</b>

## 9.5. SURVEY ON SUSTAINABLE VEHICLES WITH ETP ALICE

### Sustainable Commercial Vehicles Buyers Questionnaire

ALICE\* supported by ENTRANCE\*\* project is launching this questionnaire to gather interest from shippers, freight forwarders, logistics service providers and mainly carrier owning fleets willing to transition road transport to zero emissions (Battery Electric Vehicles (BEV), Fuel Cell Electric Vehicles (FCEV) or hybrid BEV-FCEV).

As a follow up action, ENTRANCE may support the interested parties in collaborative initiatives to:

- Ease access for trials to first-of-a-kind and near to market Zero Emissions vehicles.
- Aggregate demand of zero emission vehicles and work on collaborative purchase initiatives.
- Finding funding and financing schemes to facilitate transition in an affordable way to the parties interested.

Complementary to this questionnaire, ALICE supported by ENTRANCE has also launched a survey targeting vehicle OEMs and other stakeholders to gather the availability of this first-of-a-kind of these zero emission vehicles hence facilitating the match-making.

*\* ALICE, the Alliance for Logistics Innovation through Collaboration in Europe is a non-for-profit industry led association based in Brussels with 160+ members reaching the full stakeholders' groups within freight transport, logistics and supply chain. ALICE is the Alliance of European leading companies and experts in implementing logistics and supply chain innovation. ALICE's vision is to achieve an affordable transition towards zero emissions mobility contributing to climate change objectives. ALICE supports, assists, and advises the European Commission<sup>1</sup> in the definition and implementation of the EU Program for research: Horizon Europe in Logistics.*

*\*\* ENTRANCE: This initiative is supported by the ENTRANCE project. ENTRANCE offers a European Matchmaking Platform including off-line services designed to mobilise financial resources to accelerate the market access and scale up of "first of a kind" sustainable transport solutions, thereby reducing the European CO2 emissions and pollutants caused by the transport and mobility sector. The overall concept focus of the ENTRANCE project lies in the "supply-demand-finance" triangle that is envisaged for all transport and mobility modes and all relevant stakeholders.*

More information on ENTRANCE and partners involved: <https://www.entrance-platform.eu/>

<sup>1</sup> Recognized by the European Commission as a European Technology Platform (ETP) in 2023. SWD (2023)271/F3 COMMISSION STAFF WORKING DOCUMENT STRATEGY FOR EUROPEAN TECHNOLOGY PLATFORMS: ETP 2020



The project has received funding from the European Union's Horizon 2020 research and innovation program under Grant Agreement N°1010196541



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## Buyers perspective

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*<survey to be launched and distributed by means of a Google Forms app>*

### 0. Identification

#### 0.1. I am (main role in the supply chain)

- A shipper - owner of freight flows and subcontracting transportation.
- A freight forwarder/logistics service provider – getting the mandate from a shipper to manage flows without owning the vehicles
- A carrier– operator of freight flows owning HDV or LDVs
- Other party:

#### 0.2. Where is the company located (headquarters)? City and country <Address>

#### 0.3. What is your geographical activity area? Specify countries <Open question>

#### 0.4. Which are the countries you prioritize to start the use of zero emission vehicles? <Open question>

#### 0.5 Which are the segments you are more interested in?

(e.g. Heavy duty vehicles or light duty vehicles; urban, regional or long distance freight transport; In bound or Outbound, Primary Transport from factories to distribution ~~centers~~, last mile)

### 1. Needs

#### 1.1. Do you plan a purchase of sustainable vehicles?

- Heavy Commercial Vehicles (HCV)
  - Yes, in a short term (<2 years)
  - Yes, in a medium term (2-5 years)
  - Yes, in a long term (>5 years)
  - No
- Light Commercial vans (LCV)
  - Yes, in a short term (<2 years)
  - Yes, in a medium term (2-5 years)
  - Yes, in a long term (>5 years)
  - No

#### If yes

#### 1.2 How many vehicles do you plan?

- Heavy Commercial Vehicles (HCV): #...
- Light Commercial vans (LCV): #...

<open question>



The project has received funding from the European Union's Horizon 2020 research and innovation program under Grant Agreement N°101006681.



1.3. Could you list them by vehicle category and fuel type(s)? e.g. 7.5 tonne BEV truck.

You may specify: type of powertrains (BEV, FCEV and FCEV hybrid), GW (e.g. 3.5-7.5 Tn, 7.5 – 16 Tn, 16-26 Tn, 26 - 40 Tn, 40tn+), range (e.g. <150 kms, 150-350 km, > 350 km) type (rigid, tractor)

1.4. Are you also envisaging to install the appropriate charging infrastructure?

- Yes
- No

1.5. If needed, you can provide further clarification on the envisaged charging infrastructure.

<open question>

1.6. Do you work with subcontracted fleets and in which percentage of vehicles/flows? Could you specify?

<open question>

1.7. Would you be interested in joint purchase opportunities?

- Yes
- No

1.8. What are for you the main **drivers** to choose for a joint purchase process? Please give for every driver a score expressing the **importance** of that particular driver.

- Lower cost

Importance	1	2	3	4	5	6	7	No opinion
	(very low)			(neutral)			(very high)	

- Higher service

Importance	1	2	3	4	5	6	7	No opinion
	(very low)			(neutral)			(very high)	

- Sustainability

Importance	1	2	3	4	5	6	7	No opinion
	(very low)			(neutral)			(very high)	

- Risk sharing

Importance	1	2	3	4	5	6	7	No opinion
	(very low)			(neutral)			(very high)	

- Experience sharing

Importance	1	2	3	4	5	6	7	No opinion
	(very low)			(neutral)			(very high)	



The project has received funding from the European Union's Horizon 2020 research and innovation program under Grant Agreement N°101006681.



- Co-investment

Importance	1 (very low)	2	3	4 (neutral)	5	6	7 (very high)	No opinion
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- Access to first-in-class vehicles

Importance	1 (very low)	2	3	4 (neutral)	5	6	7 (very high)	No opinion
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- Other. Please specify:...

Importance	1 (very low)	2	3	4 (neutral)	5	6	7 (very high)	No opinion
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1.9. Would you like to explore the opportunity to start a joint purchase process supported and facilitated by the Horizon Europe project ENTRANCE?

- Yes
- No

If yes, who in your organisation can be contacted for further correspondence and what are his/her contact details?

<email address>

**If not:**

1.10. Are you engaging with carriers to demand transition their fleets to zero emissions?

- Heavy Commercial Vehicles (HCV)
  - Yes, in a short term (<2 years)
  - Yes, in a medium term (2-5 years)
  - Yes, in a long term (>5 years)
  - No
- Light Commercial vans (LCV)
  - Yes, in a short term (<2 years)
  - Yes, in a medium term (2-5 years)
  - Yes, in a long term (>5 years)
  - No

1.11. Could you share this survey to your main carriers?

- Yes
- No



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