



June 2025

New Wholesale Market Generation

A model to steer EU Cities & Regions towards Strategic Autonomy, Security and Just & Competitive Transition, through an harmonising agrifood value chain.



Abstract

This document sets out the strategic case for wholesale markets as pivotal infrastructures to steer the transformative impact of digitalization on commerce, urban sustainability, and trade in Europe. It identifies data sovereignty, last-mile logistics, and integration of rail as critical levers for change, enabling a new market model aligned with European strategic priorities. The rise of digital-native companies like Amazon has disrupted market dynamics, imposing models built on advanced technical capabilities, logistics integration, and the appropriation of transactional data. These platforms have reshaped the rules of competition through unfair practices that deepen a structural 'data divide', systematically disadvantaging conventional retailers and the stakeholders across their value chains. SMEs, in particular, often lack the capacities required to compete effectively: knowledge of digital strategies, and access to relevant tools and massified logistics services.

In response, the European Union and United States have begun to develop regulatory frameworks and invest in new digital infrastructure to promote fair competition through data sovereignty, clean collaborative and multimodal logistics, and interoperability. These actions seek to rebalance the playing field by providing all market actors with equitable access to digital infrastructure, services, and business opportunities.

Within this evolving framework, fresh food commerce—and wholesale markets in particular—**emerge as uniquely positioned to drive the spread of data-**

driven trade supported by optimized logistics and guide a Just & Competitive Transition towards sustainability. Their capacity to aggregate the most diverse supply and the largest and most dispersed demand across cities, confers on them a unique centrality in SME-based distribution networks with unmatched urban capillarity. This makes them ideal candidates to implement and anchor this new digital-logistical paradigm, steering the reorganization of logistics networks that bind together city and regional sustainability through **enhanced business competitiveness and consumer choice.** It aligns with the European Data Strategy, reinforcing the development of sovereign digital infrastructures and sectoral data spaces designed to unlock fair competition and territorial resilience. This also makes them subsequently provider of the most efficient and resilient corridors with dual-use capacity for civil and defense logistics, as highlighted by recent health, extreme weather and war crisis.

This paper proposes leveraging their unique capacities to deploy a reference model based on five pillars, **for enabling traditional business to compete in a newly regulated, fully digital market environment.** It presents the initiative led by WUWM and capillar IT, which brings together leading wholesale markets to pilot this approach through flagship projects. Finally, it calls for dedicated public instruments and programmes to scale and consolidate these efforts, integrating wholesale markets across the EU as structural nodes in the Union's core economic and security infrastructure, contributing to enhanced resilience and strategic autonomy.

Understanding the Systemic Disruption: Data, Logistics and Market Power

The digitalization of consumption is emerging as the primary driver behind the transformation of retail markets, sustainable urban structures, and international trade. A new data-driven economy is reshaping the foundations of retail, introducing customer-centric supply chains that intensify competition while placing new strains on sustainability.

At the forefront of this shift, digital-native companies have gained competitive advantages over conventional market actors depending on the extent to which they exploit:

1. The data generated by digital transactions,
2. The logistics and technical capabilities they have developed.

These companies have converted data into a central asset within their business models – accounting, in the case of Amazon as a paradigmatic example, for up to 25% of total turnover. On this basis, they deploy diversified income models that enable them to distort the market through a combination of:

1. Price dumping,
2. Selective portfolio strategies derived from third-party data access,
3. Focused investment in clean last-mile logistics,
4. The mutualization of logistics assets to enable their continuous, high-volume use,
5. Full stack business models spanning the entire data-enriched value chain – e.g. Amazon's seven business segments.

As a result, a structural *data and logistics divide* has emerged, placing conventional retail stakeholders at a sustained disadvantage. These actors are forced to operate within an increasingly uneven playing field, often relying on the very platforms that compete with them, while lacking access to equivalent infrastructure or knowledge. SMEs in particular face constraints that limit their ability to respond individually. They lack the capacity to interpret digital dynamics, adapt business strategies accordingly, or develop logistics services on a scale that matches platform-based competitors.



International Market of Rungis, Rungis (France)

Public authorities have increasingly recognized the systemic implications of this data-enabled economy. After initial efforts focused on personal data protection, institutions have moved toward regulating unfair market structures in both the [EU](#) and the [USA](#). Their aim is to guarantee data sovereignty –meaning that those who generate data retain control over its use and value creation. This vision requires two fundamental enablers:

1. A clear understanding of the value, impacts, risks, and mechanisms of data exploitation,
2. Access to digital infrastructure that ensures sovereignty and enables interoperability across multiple forms of data use and value creation.

Within this evolving framework, any credible transition toward green, inclusive, and competitive cities in today's urbanized society must integrate consumption, commerce, logistics and data dynamics into a unified strategy.

The strategic niche: unlocking the role of wholesale markets

Conventional stakeholders are therefore required to change their approach to urban and sourcing logistics, together with data exploitation, to update and future-proof their business models. At the same time, cities striving for sustainability continue to increase pressure on logistics and, consequently, on those evolving business models.

Moreover, the mass transition to electric mobility is hindered by global uncertainty around energy supply and access to critical raw materials, highlighting the need for an effective decarbonization strategy. In this context, agrifood trade can turn decarbonization into a strategic lever to foster business, serve the public interest, and optimize both urban and global resources.

Agrifood commerce is the most critical component of urban metabolism due to the scale and essential nature of the daily flows that it generates. According to [Freshfel](#), fruit and vegetable flows alone generate more than 1.44 million truck journeys per year across the EU. Within this system, wholesale markets hold the greatest potential to contribute to the sustainability of the urban fabric due to several key factors:

- The geography they cover, their inherent resilience, and logistical capillarity. They account for the largest share of capillary logistics assets in cities, distributed throughout the urban fabric – a strategic competitive advantage. They also consolidate the greatest diversity of products and origins to build optimal urban offerings,
- The high volumes of movements they generate,
- Their untapped potential for optimization, as they concentrate the largest capacity to aggregate supply and fragmented demand in a single urban location.

Wholesale Markets have a unique capacity to structure the roadmap toward sustainable cities and regions. Their infrastructure enables conventional stakeholders to activate synergies that their competitors cannot replicate, enhancing sustainable B2B-B2C and B2B-B2B trade – provided they are equipped with well-designed data strategies and digital services.

Realizing this potential requires technologies that guarantee interoperability and data sovereignty. These form the foundation of a modular stack of logistics, trade, payment, and business intelligence services tailored for merchants and their customers. Achieving interoperability while preserving data control entails smart information exchanges among all actors – including the end consumer – that allow them to:

1. Access services that, until now, have been exclusive to digital-native platforms for their ability to massify consumption: optimized shared logistics and data-driven intelligence to support strategic planning and customer personalization,
2. Capitalize on their urban logistical positioning and integrate it into competitive service offerings.

This playground enables conventional commerce to compete on fairer terms with large platforms focused on data exploitation (ex. [Temu](#), [Amazon](#)). The underlying **technological foundation operates on two complementary levels:**

1. A service level comprising applications that boost competitiveness through resource mutualization,
2. A framework level that provides the trust infrastructure and governance model, allowing each stakeholder to access services while retaining control over their data.

Yet, this digital stack alone is not sufficient. **Five interrelated pillars provide the foundation to structure the model of a new generation of wholesale markets:** (1) spatial logistics infrastructure, (2) digital infrastructure, (3) data-driven economy mechanisms, (4) governance and financing tools, and (5) aligned EU programmes and policy instruments.

Each module is designed to operate autonomously or in synergy, depending on local priorities and implementation capacity. Together, they offer a comprehensive, flexible architecture to implement and scale the transformation of wholesale markets across European territories. The following sections address each of these five pillars in turn.

The digital lever: building the enabling infrastructure

Realising the full potential of wholesale markets as strategic infrastructure requires the deployment of a new generation of enabling systems — with the digital layer at their core. This digital layer must guarantee sovereignty, interoperability, and inclusive access across the entire ecosystem of actors — from producers to merchants to end consumers. Addressing the digital and logistics divide is not merely about adopting new tools, but about redefining the architecture through which value, services, and data flow.

This **infrastructure level** is based on Data Spaces technology: shared digital environments that allow stakeholders to manage, exchange, and monetise data while retaining full control over its use, conditions, and value generation. They consist of a series of plug-and-play hardware and software components that provide decentralized access to digital services. This allows data to remain at the source, without passing through a central entity that could eventually gather (and use) it. It also enables customized agreements, with specific terms and conditions, to access the services and the relevant permits associated with the data generated¹. This ensures data quality and sovereignty, laying the foundation for sound data-driven decision-making and the development of sovereign, fair AI².

Digital Twins complete this architecture to provide real-time monitoring of operations and optimize them, as well as the planning of logistics networks. They are equipped with AI-enriched algorithms that support the simulation of alternative scenarios, allowing actors to anticipate, test, and optimize decisions dynamically — from routing and load consolidation, to emissions tracking, network reconfiguration, and flow prioritisation across multimodal terminals. These systems can rank incoming or outgoing shipments based on urgency, strategic impact or criticality, adding a dynamic, criteria-based governance layer to logistics operations. This enhances the system's capacity to respond to shocks, emergencies and evolving demands. Together, Data Spaces and Digital Twins form the infrastructure lever to empower conventional actors.

At the **service level**, the Data Space offers a catalogue of AI-enabled services enabling conventional trade with solutions that overcome the gaps of current e-commerce and marketplaces, to enhance competitiveness by capitalizing on collaboration and resource mutualization. These include:

- Optimised decarbonized logistics – covering both the network planning & design, and real-time operation, including the prioritization of critical flows in rail corridors, supported by Digital Twins,
- Fintech services that deliver dynamic, customized incentives for sustainability-aligned behaviours and practices

¹ Enrico Letta, Much More Than a Market, Report to the European Council (April 2024, p. 72): “The Union needs to strengthen its capacity to develop and govern its own digital infrastructures and data ecosystems, including AI systems developed under European values and legal frameworks.

² DG RTD, Science, Innovation and Sustainability in the EU – The Heitor Report (2023, p. 12): “Europe must lead in science-based digital transformation for place-based innovation, especially through AI and data space governance frameworks.”

- AI-driven business intelligence for planning, sales and forecasting
- Data business intelligence to support decisions on data exploitation, using a data wallet (d-wallets) providing dynamic and personalized data access and management in line with relevant data regulations³ – both in personal and fair competition fields, including the logistics' eFTI for B2B and B2A data exchange.

Together, these services provide conventional actors with the building blocks to operate competitively and sustainably in a data-driven market landscape⁴. In addition, they enable to feed the design of **AI-reinforced incentive systems** by combining:

1. Savings from service optimization (logistics, with the associated energy consumption, and financial services for consumption and trade) and
2. Regained benefits of data exploitation (which so far has been managed by third parties, with no individual control by data producers),

These incentives are key to align business competitiveness with sustainability, as they enable conventional traders to better customize their offers within the new data and logistics playground (similar to [Amazon Shopper Panel](#), which illustrates how data valuation mechanisms can incentivize user engagement and trade customization).

By fostering data spaces, empowering SMEs, and ensuring that data remains under the control of those who generate it, NeWG enables sovereign data ecosystems built on shared, interoperable infrastructure and value creation governed by standards. This effectively contributes to the implementation of the **EU Data Strategy**⁵, structuring the development of a fair, competitive, and territorially inclusive data economy across the Union.

The way forward: a new wholesale market generation

Structuring sustainability through logistics and data infrastructure

Optimising service provision from wholesale markets at a system level offers a strategic opportunity for cities and territories. It leverages the unique potential of the food flows through these infrastructures to organise sustainability around empowered urban consumption centers and production basins⁶, supported by:

- Low-to-zero emission, optimized last-mile delivery systems,
- Aggregation and consolidation hubs more competitively connected through multimodal networks structured around rail.

Realizing this vision requires two complementary infrastructure layers: physical logistics and digital services. The necessary steps include:

- Sizing and deploying decarbonized, smart logistics networks – known as Physical Internet (PI) networks – around wholesale markets, with Digital Twins supporting their design and simulation⁷. These networks integrate energy demand modelling to guide the transition towards electromobility and rail, based on impact criteria,

- Activating a functional Data Space infrastructure, with wholesale markets acting as certified eFTI nodes. These nodes provide access to PI-network logistics and food trade services that comply by design with relevant Data Regulations, ensuring data control for trustworthy AI development

Together, these spatial and digital components enable a new generation of wholesale markets to function as neural hubs within a hyperconnected, info-energy infrastructure capable of sustaining resilient cities and international trade through SMEs competitiveness⁸.

This builds on the role already recognized by the European Commission for wholesale markets in the primary sector, further acknowledging their contribution to resilient communities through the digital and logistics agendas. It also extends the vision outlined by the WUWM, strengthening local fresh food markets as enablers of urban and regional sustainability through decentralized commerce rooted in fresh food ecosystems.



³ EC, Data Act – Staff Working Document on Data Spaces, SWD (2022) 34 final, p. 4: “Ensure that those who generate data have access to and control over its use in fair, transparent and secure conditions.”

⁴ Implementing the recommendation of Mario Draghi, Report on the Future of European Competitiveness (2024, pp. 12, 28): “To ensure competitiveness and autonomy, Europe must invest in secure and sovereign data infrastructures, and in trustworthy AI aligned with democratic principles.”

⁵ EC, A European strategy for data (COM(2020) 66 final, p. 4, 5): “Common European data spaces will ensure that more data becomes available for use in the economy and society, while keeping the companies and individuals who generate the data in control.” “Europe needs to capture the potential of ever-increasing amounts of data, to retain control over its data and create value in line with European rules and values.”

⁶ Providing the basis for implementing EC’s Circular Economy Action Plan (COM(2020) 98 final), through local loops and territorial clustering to foster circularity, efficiency, and lower emissions in food system.

⁷ Enabling the EC Expert Group’s recommendation in Competitiveness of the EU Rail Supply Industry (2020, p. 11) to deploy smart and interoperable rail-based logistics for decarbonised goods flows – strengthening the EU Rail Supply Industry and boosting the EU’s industrial base in line with the Green Deal.

⁸ According to Mario Draghi, Report on the Future of European Competitiveness (2024, pp. 10, 34): “Public investment in digital and transport infrastructure must focus on connecting marginalised regions and enabling SME competitiveness.”

By harnessing the power of AI and big data, economic operators in wholesale markets can strengthen their competitiveness, optimize operations, and improve sustainability – while reinforcing the vibrancy and resilience of the communities they serve.

Operational pathways and scaling opportunities

Successful use cases across Europe are already demonstrating the feasibility and impact of this transformation. Experiences in Madrid (Spain) and operations underway in Châteaurenard (France), Bologna (Italy), Rungis (France) and Guadalajara (Mexico) show how wholesale markets can anchor the digitalization of the agrifood value chain as a flagship for conventional, local retail.

A key historical reference in this context is the "Train des Primeurs", the freight train that for many years linked Perpignan (Southern France) to the Rungis International Market near Paris. This connection demonstrated the efficiency and environmental benefits of rail in transporting fresh produce, avoiding up to 25,000 truck journeys per year. The "Train des Primeurs" can serve as a foundational case that informs a new generation of rail-integrated logistics strategies, anchored in wholesale markets and powered by data. Nevertheless, sustaining and scaling such rail corridors requires a significant increase in freight activity — a goal that today depends critically on digitalization. By providing a more precise view of the logistics chain — from loading to final delivery — digital tools contribute to raising the service rate of rail freight, a key condition for its long-term economic viability and its future as a model for European logistics.

In Madrid and Paris, pilots and early stages of service operations have shown that it is possible to reduce urban agrifood traffic by up to 80% and related emissions by 70%. Scaling up these results requires the implementation of digital infrastructure enabling stakeholders to manage data in real time under trust conditions. However, these cases also highlight a critical barrier: the lack of financing instruments adapted to the specific public-private governance models and operational realities of wholesale markets.

These insights are guiding Bologna in its efforts to establish a city-wide strategy that integrates real estate and electro-logistics — supported by a mobility Digital Twin — by leveraging synergies between B2B and B2C channels. In Châteaurenard, the success of a public-private funding model in the first phase of development, has paved the way for a second phase with the potential to integrate a full digital infrastructure.

This funding scheme also sets the baseline for establishing dedicated programmes at local and European level.

The new logistics pool created in Châteaurenard's first phase has demonstrated the competitiveness of shifting freight from road to rail, laying the groundwork for scaling up rail-based transport through massified trains. This evolution could support a pan-European network of rail-connected wholesale markets that could replace up to 1.4 million truck movements of fruits and vegetables per year with just 36,000 trains – reducing line-haul emissions by 90%⁹. The increase of effectiveness of fresh food logistics chains across EU with this rail-based network would significantly reinforce the critical function of fresh food logistics in sustaining national security¹⁰, as evidenced during the COVID-19 pandemic, recent climate events (e.g. Madrid 2021, Valencia 2024), and war-related supply efforts (e.g. Ukrainian front via Lviv, Poland and Germany).

To achieve this, cities must integrate rail into their fabric around wholesale markets, for fresh food reception and the redesign of intra-urban distribution networks¹¹. These systems must be optimised for experience-centric commerce and urban logistics – a key focus of Châteaurenard's second phase. This type of infrastructure supports inclusive proximity circuits. Through shared logistics, local producers can be better integrated into both urban and export channels – reducing their costs, increasing competitiveness, and improving access to high-quality food while reinforcing territorial resilience.

Cities that adopt this hybrid infrastructure – combining built and digital layers – to activate the trade ecosystems of wholesale markets, and to realise their significant potential for optimization, can become strategic nodes within multimodal rail-based logistics networks. These nodes are instrumental to evolving local supply chains and structuring more sustainable urban and territorial ecosystems across the Union.

WUWM is actively addressing the institutional invisibility of wholesale markets and their ecosystems, aiming to establish the necessary mechanisms to unlock their potential. At the same time, it is guiding their members in embracing this vision and scaling up its current momentum across the 250 cities and production ecosystems in its global network. To advance this agenda, capillar IT is leading the design of the new wholesale market generation model through a dedicated WUWM working group, currently focused on targeted funding instruments and coordinated advocacy efforts in collaboration with initiatives such as Fresh on Track, regional authorities, and cities.

⁹ Contributing to the objective set out in EC's Sustainable and Smart Mobility Strategy (COM(2020) 789 final, p. 9): to substantially shift freight to rail and inland waterways, with multimodal hubs and digitalisation.

¹⁰ Achieving EC, White Paper for European Defence – Readiness 2030 (JOIN(2025) 120 final, p. 8): "Military mobility can be strengthened by increased availability of specialised and dual-use transport assets in all transport modes. The EU can add value by facilitating the joint procurement [...] for dual-use and defence and security capabilities. Strengthened cooperation with EU industries would allow to increase supply."

¹¹ Implementing EC's Urban Mobility Framework (Annex to COM(2021) 811 final, p. 9) calls for better management of urban logistics and deliveries, with digital solutions and multimodal hubs as key enablers.

Call to Action: Advancing the New Wholesale Market Generation

The evidence, cases and structural vision outlined in this document show that wholesale markets are uniquely positioned to act as systemic enablers of the Just & Competitive Transition. Their operational scale, territorial reach, and logistical and data potential place them at the intersection of urban sustainability, strategic security, and economic sovereignty.

To activate this potential, we envision consolidating three priority workstreams into a coherent enabling framework:

1

Establishing a dedicated implementation framework

Policymakers at the EU, national and regional levels must work to structure a baseline governance and funding framework that enables the deployment and scaling of the new wholesale market model. This includes:

- Recognising wholesale markets as infrastructure of general interest for resilience, security and cohesive economic development of territories¹²,
- Designing dedicated funding lines and technical support mechanisms adapted to their hybrid public-private governance and ecosystemic nature rooted in SMEs¹³,
- Prioritising them as flagship demonstrators of legal and administrative compatibility across Member States for digital services (e.g. eFTI, harmonised Data Space)¹⁴ and multimodal logistics integration (rail corridors in the TEN-T network)¹⁵.

2

Leveraging and aligning existing EU instruments

Explore together with the European Parliament, Commission and relevant Directorates-General (AGRI, REGIO, MOVE, GROW, CNECT, CLIMA) synergies between the wholesale market model and existing EU instruments such as:

- Connecting Europe Facility (CEF2) for multimodal infrastructure and rail corridors,
- Horizon Europe, Common European Data Spaces, Digital Twins, AI-based services,
- Interreg and Innovation Fund for pilot deployments in cross-border and cohesion regions,
- ESF+ and Just Transition Mechanism for SME inclusion, workforce adaptation, upskilling¹⁶, and
- Other relevant programmes for territorial cohesion, security, strategic autonomy.

3

Launching a dedicated initiative to unlock full potential

Given the strategic and cross-cutting nature of wholesale markets, a dedicated initiative – programme-based and mission-oriented – now requires political endorsement. This would:

- Elevate WUWM as a strategic, cross-sector platform in charge of convening research institutions, businesses, civil society, policymakers, national and international funds around real practices. This will increase the effectiveness and return on investment (ROI) of projects within existing programmes, and improve the relevance of recommendations emerging from sector-specific EU Technology Platforms (ETPs) and clusters,
- Consolidate leadership within the EU and globally on digital and logistical sovereignty for fresh food trade, as a reference to spread to local, conventional retail,
- Foster structured collaboration between cities, regions, Member States, and EU institutions,
- Enable long-term investment strategies and public-private partnerships tailored to the operational realities of wholesale markets and their SME ecosystems.

This document calls on Members of the European Parliament, European Commission services, Member States, regional governments and city leaders to recognise the systemic role of wholesale markets and to act collectively in enabling their transformation. The proposed blueprint is not a theoretical exercise. It is a practical and scalable roadmap that speaks to the Union's core goals: competitiveness, cohesion, sovereignty, strategic autonomy, security and sustainability.

The time to act is now. The infrastructure, technology and knowledge are ready. What remains is the collective political will to prioritise and empower this model through support for SMEs – enabling them to scale a framework that is already proving its transformative potential across European cities and regions.

Signatories

WUWM, chaired by Stéphane Layani, is an international network of fresh food and products organizations. It gathers more than 350 wholesale markets and thousands retail markets and street markets from around the world leading international efforts to ensure food security as well as healthy, guaranteed and accessible diets for everyone. The goal is to make sure that people around the world have easy access to high-quality, healthy diets through a well-organized, safe and sustainable food system. With 202 members, WUWM works in over 52 countries worldwide, covering 5 continents, sharing expertise, innovation and services while connecting new ideas with food actors worldwide to achieve food accessibility and security for all.

capillar IT is the strategic and technical coordinator of the New Wholesale Market Generation (NeWG) model and partner of the WUWM and leader markets for the innovation of their value chain. Since 2024 it coordinates WUWM's Working group on Logistics and Data Economy and supports wholesale markets with IT tools development – including AI enhanced optimization algorithms and decision-making support systems with trade and logistics analytics – and data-driven, tailored consulting for digital, logistics, sustainability and public strategy alignment.

L'Actium du Grand Marché de Provence brings together the agricultural, agri-food, logistics, and R&D sectors of the future Grand Marché de Provence. By doing so, it ensures the provision of dedicated infrastructure, services to member businesses, and a

showcase for Provençal agriculture and know-how – embodying the European transition towards fair and sustainable competition and strategic autonomy.

The Centro Agroalimentare di Bologna (CAAB Spa) is one of Italy's largest sustainable agri-food and logistics hubs, featuring a 20 MW photovoltaic rooftop for self-consumption – one of the largest in Europe. Since its founding in 1990, and with 80% public ownership by the City of Bologna, CAAB has been driven by sustainability and innovation, playing a key role in several European innovation programmes.

The Fruchthof Berlin is the wholesale fruit and vegetable market serving the Berlin-Brandenburg metropolitan region. It brings together 50 wholesale companies that sell over 220,000 tonnes of fruit, vegetables, delicatessen items, dairy products, and more each year. The market also operates a recycling station, a deposit box depot, and a central battery exchange facility for traders' forklifts and electric vehicle fleets.

Contact Points

Javier Esquillor García (lead author) – capillar IT – Managing director – javi@capillar.it

Hermine de Nantois (contributor) – WUWM – Policy Advisor – h.denantois@wuwm.org

Gilles Bertrand (contributor) – MIN Châteaurenard – Director – actiumgmp@outlook.fr

Aminata Diop (contributor) – MIN Rungis – aminata.diop@semmaris.fr

Duccio Caccioni (contributor) – CAAB Bologna – Director – duccio.caccioni@caab.it

Nils Doerwald (contributor) – Fruchthof Berlin – Managing director doerwald@fruchthof-berlin.de

Valérie Vion (contributor) – WUWM – General Secretary – v.vion@wuwm.org

Giannis Triantafyllis – WUWM – Vice chairman – g.triantafyllis@wuwm.org

Laurent Nys – WUWM – European Group chairman – laurent.nys@mabru.be

- ¹² Implementing Enrico Letta, Much More Than a Market, Report to the European Council (April 2024, p. 67): “We need a European economic security agenda built around resilience, sustainability and sovereignty of critical infrastructures.”
- ¹³ Contributing to the objectives set out in the EC's Just Transition Mechanism – Policy Overview (2021) to support vulnerable regions and to foster inclusive economic models through SME integration and workforce upskilling.
- ¹⁴ Becoming certified platforms, reflecting the EC's Digital Transport and Logistics Forum (DTLF), Final Report – Towards paperless and interoperable electronic freight transport in the EU (March 2022), which presents the eFTI Regulation as the foundation for seamless, interoperable data exchange across borders, and calls for certified platforms to ensure trust, access rights, and legal recognition.
- ¹⁵ Coping with EC's Expert Group, Competitiveness of the EU Rail Supply Industry (2020, p. 11): “Rail freight, in particular, is vital to the competitiveness of the EU economy and to achieve decarbonisation and sustainability goals. This includes further deployment of interoperable and digitalised logistics systems across borders.”
- ¹⁶ To implement the objectives of EC's European Social Fund Plus (ESF+) – Key Elements (2021-2027), which include funding for training, SME transition, and place-based development strategies, particularly across cohesion regions.