DISCO — URBAN LOGISTICS CHANGES RHYTHM
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ACT 1 — THE INTUITION

Slide 1 — The Music Didn't Change. The Model Did.

Good morning, everyone. Welcome to Rome. And welcome to the final event of DISCO.
It is wonderful to see so many cities, institutions, businesses, researchers and innovators here today.
But before talking about urban logistics, European projects or technology, I want to start with a question.

When was the last time you bought a CD?

And, more importantly, when was the last time you needed to?
Think about it.
Today, we listen to more music than ever before.
Millions of songs are available to us. Wherever we are. Whenever we want.
We don't need to own them.
We simply need to access them.
The music didn't change.

THE WAY WE ACCESS IT DID.

And that apparently simple change transformed an entire industry.
It changed how music is distributed. How value is created. How businesses operate. And, ultimately, what we expect as consumers.
But here is the interesting part.
The revolution was not simply that music became digital.
Music had already been digital for years.
The revolution happened when digital technology made a completely different model possible.

FROM OWNERSHIP TO ACCESS.

From fixed collections to virtually unlimited choice.
From isolated resources to connected services.
And suddenly, the question was no longer, "How much music do I own?"

It became, "What music do I want to listen to, right now?"

Pause.

Now, let me ask you something.

What if our cities were ready for a similar revolution?

Think about how we experience urban space.
We look for a place to park.
A place to stop.
Space to move, to work, to meet, to enjoy our cities.

And so often, we have the same feeling.
There is never enough space.
Not enough parking.
Not enough loading and unloading areas.
Not enough room for pedestrians, cyclists, public transport and all the other activities that make a city alive.

And the usual response?

We need more.
More infrastructure.
More dedicated facilities.
More capacity.

But what if we were asking the wrong question?

What if the problem were not only the space we are missing, but the value we are failing to see?
Because our cities are full of resources.
Parking facilities that are not fully occupied at certain times.
Buildings with unused capacity.
Loading areas that are needed intensely for a few hours and much less at others.
Vehicles, hubs and infrastructure that could potentially serve different needs.

THESE RESOURCES EXIST.

But we don't always know where capacity is available.
We don't always know when it can be used.
And we certainly don't always know how to make it accessible to someone else.
We have cities full of resources, yet we often behave as though every new need requires a new resource.
And there is another city that we rarely see.

The city behind the city.
The one that makes our everyday lives possible.
Think about the parcel arriving at your door.
The products on a supermarket shelf.
The medicines delivered to a pharmacy.
The coffee you enjoy at a café.

Behind every one of these ordinary moments, there is an extraordinary network of people, goods, vehicles, buildings, infrastructure and services.

A network that never really stops.
A network we depend on.
But one that remains largely invisible.
Until something goes wrong.
Until a delivery vehicle blocks the road.
Until traffic becomes unbearable.
Until noise, emissions and competition for space affect our neighbourhoods.

AND THEN WE NOTICE URBAN LOGISTICS.

Usually because we see it as a problem.
But I have always thought there was something fundamentally wrong with this perspective.
How can something so essential to the life of a city be treated as though it were an inconvenience to be managed?
Urban logistics is not an activity happening outside the city.

IT IS PART OF THE CITY.

Part of its economy.
Part of its social life.
Part of the services we all rely on.

And this is where the idea of DISCO began.

Not with a new vehicle.
Not with another delivery technology.
Not with the ambition to create yet another digital platform.
But with a different question.

Could we change the way cities understand, access and share the resources they already have?
Could we make hidden capacity visible?
Could we connect it to real demand?

Could we make resources available when and where they are needed, instead of locking them into fixed arrangements that may no longer reflect how the city actually works?
And could we do this while respecting the needs of citizens, businesses and the many different users of urban space?

THAT WAS THE INTUITION.

The idea that, just as the music industry had changed the relationship between people and content, perhaps urban logistics could change the relationship between demand and urban resources.

In 2022, when we started developing DISCO at FIT Consulting, this was the challenge we wanted to address.
We were not interested in simply making the existing system a little more efficient.
We wanted to ask whether a different system was possible.
A system in which data could reveal capacity that was previously invisible.
Where collaboration could turn isolated resources into shared opportunities.
Where logistics could adapt to the city, rather than expecting the city to continuously adapt to logistics.

And that is how DISCO was born.

In May 2023, with the support of Horizon Europe, we began turning this intuition into a European research and innovation journey.
Today, after 42 months, we are here to share what happened when we brought that question into real cities.

But first, let me explain why I believe the innovation behind DISCO is more disruptive than it may appear.

ACT 2 — THE REVOLUTION

Slide 2 — Don't Just Optimise Logistics. Change the Model.

There is a word we use constantly in our sector.

OPTIMISATION.

We want to optimise routes.
Optimise deliveries.
Optimise vehicles.
Optimise warehouses.
Optimise loading zones.

And of course, optimisation matters.

But let me challenge this idea.

What if we are becoming extremely good at optimising a system that is fundamentally fragmented?

Imagine ten logistics operators serving the same neighbourhood.

- Each has its own vehicles.
- Its own delivery schedules.
- Its own facilities.
- Its own information.
- Its own commercial priorities.

Now imagine that every one of those operators introduces the most advanced route optimisation technology available.

Their routes become more efficient.

Their vehicles may travel fewer kilometres.

Their services may improve.

Excellent.

But are we sure the city as a whole has become as efficient as it could be?

Not necessarily.

Because we have optimised ten separate systems.

We have not necessarily optimised the city.

And that distinction is fundamental.

The city does not experience logistics operator by operator.

It experiences the combined effect of all of them.

All the vehicles.

All the deliveries.

All the competing demands for the same streets, the same infrastructure and the same limited space.

Individual efficiency does not automatically create collective efficiency.

This is one of the most important ideas behind DISCO.

We wanted to move beyond improving individual logistics operations.

We wanted to understand how the entire urban logistics ecosystem could work better.

And that requires a change in perspective.

From individual assets to shared capacity.

From isolated decisions to coordinated planning.
From fixed allocation to more dynamic access.
From fragmented information to trusted data exchange.
From optimising logistics operators to improving how logistics functions within the city.

Now, let me make this concrete.

Imagine a loading zone.
In a traditional model, we think of it as a fixed physical asset.

- A certain number of square metres.
- A certain location.
- A certain set of rules.

But the actual demand for that space changes throughout the day.

- A restaurant may need it early in the morning.
- A retailer may need it later.
- A service vehicle may need it in the afternoon.
- And at other times, the space may be empty.

So what is the real resource?
Is it simply the physical space?
Or is it the capacity of that space to serve different needs at different times?
That is a very different way of thinking.
Because once we understand capacity in relation to time and demand, we can start asking new questions.

- Who needs access?
- When?
- For how long?
- Under which conditions?
- And how can we coordinate those needs fairly?

The same principle applies to buildings.
To parking facilities.
To microhubs.
To vehicles.
To transport infrastructure.

The resources may already exist.

But their potential value depends on whether we can identify available capacity and connect it to someone who needs it.
The innovation is not in the asset itself. It is in the way the asset becomes part of a connected system.

And this brings us back to music.

The digital revolution did not require everyone to own more music.
It created a model in which access became more important than possession.
Of course, a city is not a music library.
Urban space is physical.
It is limited.
It is regulated.
And different uses can conflict.
We cannot simply make every square metre available to everyone.
Nor should we.
The objective is not unlimited access. It is intelligent access.

- Access based on real needs.
- Clear rules.
- Available capacity.
- And a fair balance between different users.

This is where digital technology becomes truly transformative.
Not because it gives us more dashboards.
Not because it allows us to collect more data.
But because it can help us answer questions that were previously difficult or impossible to answer.
What capacity is available?
Where is it?
When can it be used?
Who needs it?
And what arrangements would allow that resource to be shared?
Data is not the destination. Data is what allows us to see a city we could not see before.
And I want to insist on this point.
We don't need every possible dataset.
We don't need to know everything about everyone.
We need the right data for the right purpose.
Data that supports a decision.

Data that connects a need with a resource.
Data that helps public authorities understand what is happening.
And data that allows operators to collaborate without compromising legitimate commercial interests.

Because making capacity visible is only the first step.
The second is making it accessible.
And the third is making access economically and operationally viable.

This is why DISCO has never been only a technological project.
It is also about governance.
Business models.
Trust.
Rules.
And collaboration.

This is where the **Physical Internet** becomes particularly relevant.
The Physical Internet challenges the idea that logistics must always operate through separate, closed networks.
It invites us to imagine interconnected systems where resources, infrastructure and services can work together through interoperability and collaboration.
DISCO brought these principles into the urban environment.
And we translated them into five interconnected innovation families.

- DISCOPROXI explored how logistics could move closer to its destinations through proximity-based solutions.
- DISCOESTATE investigated how underused buildings and urban properties could become part of the logistics system.
- DISCOBAY looked at how transport infrastructure and different modes could support new logistics functions.
- DISCOCURB addressed the dynamic management of loading and unloading space.
- And DISCOLLECTION developed the data collection and information methods needed to connect these opportunities.

Five different families.
But one common ambition.
To move from a city of isolated logistics resources to a city where capacity can be understood and coordinated as part of an integrated system.

And notice what happens when we put these elements together.
A microhub is no longer just a small warehouse.
It becomes a node in a wider network.

A loading zone is no longer just a piece of road.
It becomes a resource whose use can respond to changing demand.

An underused building is no longer simply an empty property.
It becomes potential capacity.

And data is no longer simply information.
It becomes the means to connect needs, resources and decisions.

But perhaps the most important transformation is in the way cities plan.
For too long, urban logistics has often been treated through separate interventions.

A restriction here.
A loading zone there.
A consolidation centre somewhere else.
Each may be useful.
But the city is not a collection of disconnected problems.

It is a living system.

And logistics must be planned as part of that system.
We need to stop asking only how to fit logistics into the city.
We need to ask how logistics can help the city work better.
That is the disruptive ambition of DISCO.
Not another technology.
Not another platform.
A different model of urban logistics.
A model in which the city understands its resources, connects them to real needs and uses them more intelligently.
A model where logistics adapts to the city.
And not the other way around.
Now, this all sounds very ambitious.
But an idea is only powerful if it can survive contact with reality.
So the real question is:

What happened when we tried to make this vision work in European cities?

ACT 3 — THE EVIDENCE

Slide 3 — When the Invisible Becomes Visible.

This is where the DISCO story becomes particularly interesting.
Because we did not want to demonstrate one technology in one city.
We wanted to understand whether a different approach to urban logistics could create value in different urban environments.
And Europe is an extraordinary laboratory for this.
Think about the diversity of our cities.
Copenhagen is not Barcelona.
Helsinki is not Thessaloniki.
Padua is not Ghent.
Different histories.
Different urban forms.
Different regulations.
Different logistics markets.
Different needs.

And that diversity matters.

Because a transformation that only works in one city is an experiment. A transformation that can be adapted to many cities becomes an opportunity for Europe.

Over 42 months, DISCO worked through eight Living Labs.
Four Starring Living Labs in Copenhagen, Ghent, Helsinki and Thessaloniki.
Four Twinning Living Labs in Barcelona, Valencia, Zaragoza and Padua.
Together, they demonstrated and evaluated 25 DISCO-X measures.
And four Follower Cities and Regions explored how these innovations could be adopted in other contexts.
But I don't want to give you a catalogue of pilots.
I want to tell you what these experiences revealed.
Because behind the numbers, there are lessons that could change the way we think about our cities.

Barcelona — The city we thought we knew

Let me start with it.
Imagine that you are responsible for planning loading and unloading space in a busy urban area.
You have information about how those spaces are used.
You have regulations.

You have operational data.
And you make decisions based on that information.
Now imagine discovering that the picture you have been using is dramatically different from reality.
In one DISCO demonstration, camera-based monitoring found observed loading-zone occupancy of almost 92 percent.
Existing self-reported information indicated around 42 percent.
Almost 92 versus 42.
That is not a small difference.
It is a different picture of the city.
And it raises a very important question.
How many decisions are we making about urban space without really knowing how that space is being used?
We may think a loading area is available when it is occupied.
We may think capacity is insufficient when the problem is actually how it is allocated.
Or we may fail to identify opportunities for better management because the information we have is incomplete.
Barcelona demonstrated something fundamental.
Before we can manage the city differently, we need to see it differently.
And visibility is not simply a technological achievement.
It is the foundation of better decisions.

Padua — When less movement creates more value
Here, DISCO evaluated a demand-driven mobile-locker strategy.
Almost 48 percent less fleet distance compared with random routing.
And more than 53 percent fewer failed first-attempt deliveries.
But I don't want you to focus only on those percentages.
Think about what they represent.
Fewer unnecessary kilometres.
Fewer unsuccessful delivery attempts.
A service better aligned with actual demand.
And a more intelligent relationship between goods, vehicles, capacity and delivery locations.
We often assume that improving logistics means making vehicles faster or deliveries more frequent.
But sometimes the greatest improvement comes from a different question.
Why are we making this journey in the first place?

And could we organise the service so that some of those journeys are no longer necessary?
Padua gives us an important lesson.
The smartest kilometre is often the one we don't need to travel.

Copenhagen — Seeing tomorrow before building it
In Copenhagen, DISCO took another approach.
The city developed a logistics Digital Twin integrating 11 operational datasets.
Why is this important?
Because cities make decisions today that will influence how they function for years.
Where should infrastructure be located?
Which technologies should be prioritised?
What happens if delivery fleets become electric?
What are the implications of different operational scenarios?
A Digital Twin allows cities to explore these questions before making decisions in the physical world.
In Copenhagen, electrification scenarios projected potential CO_2 reductions between 22 and 72 percent.
These were simulated scenarios, not measured city-wide reductions.
And that distinction is important.
But the broader lesson is clear.
We can use data not only to understand the city as it is, but to explore the city it could become.
That is a very powerful capability for public decision-makers.
Because better planning is not simply about reacting to problems.
It is about anticipating the consequences of our choices.

Helsinki — Innovation meets reality
In Helsinki, DISCO tested a shared microhub with 18 electric vehicles, three cargo bikes and two delivery robots.
The tested vehicles produced zero tailpipe CO_2 emissions.
But the demonstration also revealed operational trade-offs.
And I am glad it did.
Because real innovation is not about proving that every new technology is automatically successful.
It is about understanding when it works.
Under which conditions.

For which services.
At what cost.
And with what benefits.
We need to move beyond the idea that introducing a new technology is, by itself, progress.
A technology creates value only when it solves a real problem within a viable system.
This is particularly important when we talk about shared logistics services.
Because a shared resource is useful only if the service built around it works.

Thessaloniki and Zaragoza — Rethinking existing resources
In Thessaloniki, the reuse of an existing facility supported the relocation of logistics activities from the historic centre.
In Zaragoza, proximity-based logistics solutions and electric pushcarts contributed to reducing localised delivery emissions by approximately one third per kilometre in the evaluated case.
These examples are different.
But they share a principle.
We don't always need to start with new infrastructure.
Sometimes we need to reconsider the role of infrastructure and capacity that already exists.
And sometimes we need to bring logistics closer to where demand is generated.
The value of a resource is not fixed forever by its original purpose.
It can change as the needs of the city change.

Valencia — When logistics becomes resilience
And then there is Valencia.
During the devastating floods of 2024, the need to reorganise logistics quickly became much more than a question of delivery efficiency.
It became a question of response capacity.
Of continuity.
Of getting essential resources where they were needed.
A temporary relief hub was evaluated as part of the response.
The comparison showed emergency response time decreasing from 24 to 12 hours, alongside a 40 percent increase in service capacity.
For me, this example carries a particularly important message.
Logistics is not only about the efficiency of a city in normal conditions. It is also about its ability to function when normal conditions disappear.

And when we talk about future cities, resilience must be part of the conversation.
Because climate change is not a distant scenario.
It is already affecting our infrastructure, our services and our communities.
The ability to identify available resources, connect them and reorganise services quickly is becoming an essential urban capability.

What did we really prove?

Now, these are different demonstrations.
Some results come from simulations. Others from comparative evaluations or operational implementation. They are not a single, combined impact for the entire project.
But together, they reveal a pattern.

- WHEN CITIES UNDERSTAND HOW RESOURCES ARE USED, THEY CAN MAKE BETTER DECISIONS.
- WHEN SERVICES RESPOND TO REAL DEMAND, THEY CAN AVOID UNNECESSARY MOVEMENT.
- WHEN INFRASTRUCTURE BECOMES MORE FLEXIBLE, IT CAN CREATE ADDITIONAL VALUE.
- WHEN INFORMATION IS CONNECTED, NEW FORMS OF COORDINATION BECOME POSSIBLE.
- AND WHEN LOGISTICS IS PLANNED AS PART OF THE CITY, IT CAN CONTRIBUTE TO OBJECTIVES THAT GO FAR BEYOND FREIGHT TRANSPORT.

This is what DISCO has demonstrated: the opportunity to create more value by connecting what was previously fragmented.
But there is another part of the story.
Because our ambition was never simply to produce successful demonstrations.
We wanted to leave cities with the means to continue.
And that is why DISCO developed more than operational solutions.
The **Meta Model Suite** helps cities understand their readiness and identify which innovations are suitable for their circumstances.
The **Adaptive Blueprint** translates that understanding into pathways for implementation.
The **Urban Freight Data Space** provides a foundation for trusted information exchange, with 23 connectors deployed and eight data-driven services supported.

We also developed planning guidance and policy recommendations, because a successful innovation needs an environment in which it can be adopted.

And we worked on replication.

Eleven DISCO-X measures were transferred from Starring to Twinning Living Labs.

Four Follower Cities and Regions prepared feasibility studies and adoption plans.

Thirteen additional cities outside DISCO participated in the transferability process.

Why does this matter?

Because a pilot can demonstrate that something is possible.

But replication demonstrates that the idea can travel.

And Europe needs ideas that can travel.

Not because every city should become identical.

Quite the opposite.

Because every city should be able to learn from others while finding solutions appropriate to its own needs.

This is the real strength of European collaboration.

We don't need one model imposed on every city.

We need shared principles, practical evidence and the ability to adapt.

And perhaps that is the most important result of DISCO.

We have not simply developed solutions.

We have begun to develop a different way of thinking about urban logistics.

Which brings us to the most important question of all.

What happens now?

ACT 4 — THE FUTURE

Slide 4 — The Future Is Already Here. We Just Need to See It.

Today is the final event of DISCO.

But I don't want to talk about the end of a project.

I want to talk about the beginning of something much bigger.

Because after 42 months, I believe we have reached an important turning point.

The question is no longer whether digital technology can help us manage urban logistics better.

We know it can.

The question is whether we are ready to use that technology to change the model itself.

- Are we ready to move from managing isolated resources to managing shared urban capacity?
- Are we ready to make logistics an integral part of urban planning?
- Are we ready to create the governance and business models that make collaboration possible?

And perhaps most importantly:

Are we ready to stop measuring progress only by what we build, and start measuring it by the value we unlock?

Because there is something deeply paradoxical about the way we often approach urban development.

- When we face growing demand, we tend to look for more infrastructure.
- When we face congestion, we tend to look for more capacity.
- When we face competition for space, we tend to look for more space.

But cities cannot grow indefinitely.

And even if they could, would that really be the future we want?

More vehicles?

More warehouses?

More dedicated infrastructure competing for the same urban land?

Or could we imagine something different?

A city where:

- the same infrastructure can serve different needs at different times.
- logistics services are designed around real demand.
- public and private resources can be connected through clear rules.
- available capacity is visible.
- collaboration is not an exception, but a normal way of operating.
- And the value of urban space is measured not only by its ownership or its fixed function, but by the contribution it can make to the city.

That is the future I believe DISCO points towards.

But to get there, we need to make three important changes.

First, we need to rethink urban planning.

Logistics cannot continue to be treated as an afterthought.

We cannot design streets, neighbourhoods, commercial areas and urban developments without considering how goods and services will move through them.

And then try to solve the problems afterwards.

URBAN LOGISTICS NEEDS TO BECOME PART OF THE PLANNING PROCESS FROM THE BEGINNING.

Not as a separate technical discipline.

But as part of the wider urban system.

- Connected to mobility.
- Land use.
- Climate objectives.
- Economic activity.
- And quality of life.

We need to plan not only where logistics can operate, but how logistics can contribute to a better city.

Second, we need to make collaboration work.

We often talk about sharing.

- Sharing data.
- Sharing vehicles.
- Sharing infrastructure.
- Sharing space.

But sharing does not happen simply because we ask people to collaborate.
It happens when there is a reason to collaborate.

- When the rules are clear.
- When responsibilities are understood.
- When commercial interests are respected.
- And when the benefits are real.

This is why the future of urban logistics is not only technological.

- It is also institutional.
- Economic.
- And organisational.

We need new business models that make shared capacity viable.
New governance arrangements that balance public and private interests.
And trusted mechanisms that allow information to flow without undermining legitimate rights and responsibilities.
The next urban logistics revolution will be built as much on trust and collaboration as on data and technology.

Third, we need to change what we consider valuable.

Think about how we traditionally measure infrastructure.
How many square metres?
How many parking spaces?
How many loading bays?
How many vehicles?
But what if we started asking different questions?

- How many needs can this infrastructure serve?

- How often is its capacity used?
- How much unnecessary movement can we avoid?
- How much additional value can we create without consuming more urban space?
- How can we make existing resources more accessible while protecting the quality of urban life?

THESE QUESTIONS MAY SOUND SIMPLE.
BUT THEY REPRESENT A PROFOUND CHANGE.

From the quantity of resources we possess to the value those resources can generate.

And this brings us back to where we started.

The music industry did not transform because it produced more CDs.

It transformed because it changed how people could access music.

And that change created new possibilities, new services and new expectations.

- Now, imagine a similar shift in our cities.
- Imagine that a city can understand its available logistics capacity almost as naturally as we can find a song today.
- Imagine that an operator can identify an appropriate resource without having to create an entirely new one.
- Imagine that infrastructure can serve different needs through coordinated, time-based access.
- Imagine that cities can anticipate demand, rather than constantly reacting to problems.
- And imagine that logistics is no longer seen primarily as a source of congestion and conflict, but as a connected service that contributes to the functioning of the city.

This is not about turning cities into giant logistics platforms.

It is not about making every space available for deliveries.

And it is certainly not about putting logistics ahead of people.

It is about putting logistics at the service of the city.

That is the fundamental point.

A city is not simply a collection of roads, buildings and infrastructure.

- It is a place where people live.
- Where businesses create value.
- Where communities interact.
- Where space must accommodate many different needs.

And logistics must become better at serving those needs.

Not competing with them.
A European opportunity
I believe Europe has a particular opportunity here.

- Our cities are diverse.
- Often dense.
- Historically complex.
- And rich in competing uses of space.

We cannot always solve our challenges by expanding infrastructure.
But that constraint can become a strength.

- It can push us to innovate differently.
- To make better use of what we have.
- To develop interoperable solutions.
- To connect public policy with private innovation.
- And to create models that are sustainable not only environmentally, but economically and socially.

Perhaps Europe's greatest opportunity is not to build the largest logistics systems, but to create the most intelligent and collaborative ones.
And DISCO has provided an important contribution to that ambition.
Not by delivering a single solution for every city.
But by demonstrating that different cities can work towards a shared transformation.

- Through practical innovation.
- Evidence.
- Data.
- Governance.
- And collaboration.

The legacy of DISCO
So, what do I hope will remain after today?
Of course, I hope the technologies and solutions we have developed will continue to be used.
I hope our tools will support more cities.
I hope the Urban Freight Data Space will contribute to future interoperable services.
And I hope the knowledge we have generated will inform European policies and urban planning practices.
But above all, I hope DISCO will leave us with a different way of seeing our cities.
A city where unused capacity is no longer invisible.

Where data helps reveal opportunities rather than simply describe problems.
Where resources can create more value through collaboration.
Where urban logistics is planned systematically, rather than addressed through fragmented interventions.
And where the future is not defined only by what we still need to build.
But also, by what we have not yet learned to see.

Pause.

Let me return, one last time, to the music.
When we changed the way we accessed music, we did not change our fundamental desire to listen to it.
We changed the system that made it available.
And that opened possibilities that once seemed unimaginable.

I believe urban logistics is facing a similar revolution.

We will still need vehicles.
We will still need infrastructure.
We will still need space.
And goods will still need to move.

But we can fundamentally change the way those resources are connected, accessed and used.

And perhaps that is the revolution we should be working towards.
Not simply making logistics faster.
Not simply making it greener.
Not simply making it more digital.
But making it a better part of the city.

A city that works better for people.
For businesses.
For communities.
And for the generations who will inherit it.

Final words

Before closing, I want to thank everyone who has made this journey possible.

Our excellent partners.
Our inspiring cities.
Our incredible experts
The companies and researchers who transformed ideas into real-world experiments.
The European Commission for supporting this ambition.
And, of course, the FIT Consulting team, especially Paola Astegiano – the leading project manager, supported by Mauro Giorgetti a great financial manager, whose commitment, creativity and resilience have been essential throughout these 42 months.

DISCO started with a question.

Could we rethink urban logistics through a different model of access, collaboration and shared capacity?
Today, we have evidence that this direction is worth pursuing.
But the next step belongs to all of us.
To the cities that will adopt new approaches.
To the businesses that will develop new services.
To the policymakers who will create the conditions for collaboration.
And to the innovators who will continue challenging the way things have always been done.
So, as we begin today's discussions, I would like to leave you with one final thought.
The future of our cities is not only in what we will build.
It is in the value we will discover, unlock and share in what we already have.

THE MUSIC DIDN'T CHANGE.
THE MODEL DID.

And now, perhaps, it is time for our cities to do the same.

Then, with DISCO, Urban Logistics changes rhythm.

Thank you.