Ankara Avrupa Çalışmaları Dergisi | Ankara Review of European Studies
Yıl / Year 2026, Cilt / Volume 25, (Sayı / Issue 1): 21-42
DOI: 10.32450/aacd.1660693
Araştırma Makalesi / Research Article

The Pressing Demand for a Common Logistics Policy and Reconsideration of the Common Transport Policy of the EU

Ortak Lojistik Politikası için Giderek Artan Gereksinim ve AB'nin Ortak Ulaştırma Politikasının Yeniden Gözden Geçirilmesi

M. Hakan KESKİN[1]

1 Prof., Faculty of Economics, Administrative and Social Sciences, Istanbul Kent University (ROR 01w9wgg77), İstanbul, Türkiye

ABSTRACT

Logistics matters to the EU, a global actor facing numerous supply chain (SC) challenges. Nevertheless, a unified EU-level policy exclusively addressing logistics challenges has yet to be established. The absence of a Common Logistics Policy (CLP) should not be misconstrued as a lack of interest in logistics within the EU, a hub for many advanced SC operations and hosts numerous multinational companies having complex logistics support systems. Indeed, the EU is actively introducing various policies and initiatives related to logistics such as implementing some logistics projects as well. However, these policies are small in scale and fragmented, carried out within the framework of other EU common policies. Despite the EU has a common transportation policy, a key aspect of logistics, there is a growing need for a holistic approach that incorporates other logistics components beyond transportation. Because one of the crucial tools for addressing or mitigating many of Europe's chronic issues is achieving efficiency in SCs. Within the framework of these dynamics, the CLP has been identified as the main theme of this study. Accordingly, the research addresses several sub-themes, including the EU's logistics perspective, the EU logistics sector overview, the potential impact of a CLP, the epistemological foundations logistics, and the design of a CLP for the EU. In this context, the study provides concrete answers to key questions such as the necessity of a CLP for the EU, how such a policy can be formulated in alignment with the EU acquis, and what potential economic and social benefits the EU could derive from its implementation.

Keywords: Common Logistics Policy, Logistics, the European Union, Common Transport Policy, Supply Chains.

ÖZET

Lojistik, çok sayıda tedarik zinciri zorluğu yaşayan AB için stratejik öneme sahip olmasına rağmen, AB ortak politikaları arasında lojistik sorunları özelinde tasarlanmış ortak bir politika henüz bulunmamaktadır. Ortak bir lojistik politikasının olmaması, birçok gelişmiş tedarik zinciri operasyonunun merkezi olan ve karmaşık lojistik yapılarına sahip çok sayıda çokuluslu şirketin bulunduğu AB'nin lojistik ile ilgisi olmadığı şeklinde yorumlanmamalıdır. Aslında lojistikle ilgili bir çok politikaya ve inisiyatife sahip AB, aynı zamanda birçok lojistik projesini de uygulamaktadır. Ancak bu politikalar küçük ölçekli veya parçalar halinde AB tarafından izlenen diğer ortak politikalar kapsamında farklı başlıklar altında yürütülmektedir. Lojistiğin temel bir bileşeni olan ulaştırma alanında ortak bir politikaya sahip olan AB'nin ulaştırmadan başka diğer lojistik bileşenlerini de içeren bütünsel bir lojistik yaklaşımına olan ihtiyacı giderek artmaktadır. Çünkü Avrupa'nın mevcut kronik sorunlarının birçoğunu çözmek veya en azından hafifletmek için en önemli araçlardan birisi de verimli tedarik zincirlerine sahip olmaktır. Bu dinamikler kapsamında, OLP bu çalışma için ana tema olarak belirlenmiştir. Buna bağlı olarak, AB'nin lojistik perspektifi, AB lojistik sektörünün genel görünümü, OLP'nın AB lojistik sektörü üzerindeki etkisi, OLP'nın epistemolojik temeli ve AB için OLP'nın tasarımı gibi alt temalar üzerinde çalışılmıştır. Bu bağlamda çalışma AB için ortak bir lojistik politikasının gerekliliği, OLP'nın AB müktesebatıyla uyumlu olacak şekilde nasıl oluşturulabileceği, AB 'nin bu politikadan hangi potansiyel ekonomik ve sosyal faydaları sağlayacağına somut cevaplar içermektedir.

Anahtar kelimeler: Ortak Lojistik Politikası, Lojistik, Avrupa Birliği, Ortak Ulaştırma Politikası, Tedarik Zinciri.

Sorumlu Yazar / Corresponding Author: M. Hakan KESKİN
Prof., Faculty of Economics, Administrative and Social Sciences, Istanbul Kent University, Istanbul, Türkiye
E-mail: hakan.keskin@kent.edu.tr **ORCID:** 0000-0002-3991-7399
Geliş Tarihi / Submission Date: 19.03.2025 **Kabul Tarihi / Acceptance Date:** 16.06.2025 **Yayımlanma Tarihi / Publication Date:** 29.06.2026
Atıf bilgisi / Cite this article: Keskin, M.H. (2026). The Pressing Demand for a Common Logistics Policy and Reconsideration of the Common Transport Policy of the EU. *Ankara Avrupa Çalışmaları Dergisi*, 25(1), 21-42. https://doi.org/10.32450/aacd.1660693

This work is licensed under a Creative Commons Attribution-NonCommercial-NoDerivatives 4.0 International License.

Introduction

Despite logistics matters to the EU, it did not receive proportional attention from the decision makers of the EU. Indeed, just after its establishment, the EU initiated two significant initiatives related to logistics: the Common Market and the Common Transport Policy (CTP). Apart from these two initiatives, it should be noted that other initiatives, which are addressed in the subsequent sections of the study and directly related to logistics, have been developed later, ailing with the interest of the EU and its members.

The European single market, launched in 1992 as an upgrade version of the common market, deemed crucial for facilitating logistics, was a foremost priority in the early years of the EU[1]. This initiative, which is an integrated economic area, aims to enable the sustainability of the movement of people, goods, services, and capital within the EU, eliminating obstacles posed by national borders or barriers[2]. Europe-based companies with huge budgets that require complex supply chains (SC) have welcomed the competitive advantages that the single market and customs union provide over their global rivals[3]. CTP was among the initial common policies introduced shortly after the establishment of the EU[4]. The EU emphasized the importance of CTP by allocating a separate title to it in the Treaty of Rome in 1957[5]. Due to the opportunities provided by the Single Market and the Customs Union, among other factors, Europe has begun to host many advanced logistics activities. The advantages of market growth were added to all these, because of the enlargement process of the EU[6] which resulted that the number of members has reached 27 and the population approaching 450 million. As a result, the EU, with single market, has become an attraction point for businesses and investments.

However, some factors have caused Europe to lose its competitive advantage to global rivals mainly located in Asia[7]. Ignoring the potential of the EU's logistics sector, valued at approximately $2.344 billion, and addressing current logistics challenges solely through CTP has become increasingly unfeasible in today's world, shaped by rising global competition and financial difficulties. One of the clearest indicators of Europe gradually falling behind its Asian competitors is the loss of key global handling records at the ports of Rotterdam, Hamburg and Amsterdam to Asian ports such as Hong Kong and Shanghai[8]. One of these is increasing production costs due to EU social policies[9], which provide workers in Europe with more financial opportunities and social rights than their competitors. The other one is rising logistics and production costs

1 Council of the European Union. EU Single Market. 2024. Available at: https://www.consilium.europa.eu/en/policies/deeper-single-market/, (12.02.2025).

2 Raudla Ringa and Spendzharova Aneta. "Challenges to the European Single Market at Thirty: Renationalisation, Resilience, or Renewed Integration?" Journal of European Integration, 44 (1), (2022): 1-17, Available at: DOI: 10.1080/07036337.2021.2011263, (30.04.2025); Donato Carlo D. and Luuk Schmitz. "Europe First? The Rise of EU Industrial Policy Promoting and Protecting the Single Market" Journal of European Public Policy, 30(10), (2023): 2063-2096. Available at: DOI: 10.1080/13501763.2023.2202684, (15.04.2025).

3 Badinger Harald. "Growth Effects of Economic Integration: Evidence from the EU Member States." Review of World Economics, 141(1) (2005): 50-78.; Rogmann Achim. "Impact of International Law on the EU Customs Union", Erasmus Law Review, 12(3) (2019): 233-245. DOI: 10.5553/ELR.000126. Available at: https://www.boomportaal.nl/tijdschrift/ELR/ELR-D-18-00021 (30.03.2025); Ovádek Michal and Willemyns Ines. "International Law of Customs Unions: Conceptual Variety, Legal Ambiguity and Diverse Practice", European Journal of International Law, Volume 30, Issue 2 (2019): 361–389, Available at: https://doi.org/10.1093/ejil/chz028, (30.04.2025).

4 Schmidt Michael and Giorgi Liana. "Successes, Failures and Prospects for the Common Transport Policy". Innovation-the European Journal of Social Science Research - Innovation. Volume 14 (2001): 293-313. Available at: DOI: 10.1080/13511610120106110, (01.04.2025); Aditjandra Paulus. "Europe's Freight Transport Policy: Analysis, Synthesis and Evaluation". In Preparing for the New Era of Transport Policies: Learning from Experience, Volume 1, (2018): 197-243. Available at: DOI: 10.1016/bs.atpp.2018.07.006, (30.04.2025); Nowakowska-Grunt Joanna and Strzelczyk Monika. "The Current Situation and the Directions of Changes in Road Freight Transport in the European Union", Transportation Research Procedia, 39 (2019): 350-359, Available at: DOI:10.1016/j.trpro.2019.06.037, (01.04.2025); Persyn Damiaan, *et al.*"Estimating Road Transport Costs between and within European Union Regions" Transport Policy. Volume 124, (2022): 33-42, Available at: https://doi.org/10.1016/j.tranpol.2020.04.006, (30.04.2025).

5 Treaty Establishing the EEC, 1957- Title IV Transport.

6 Economides *et al.* "The Changing Discourses of EU Enlargement: A Longitudinal Analysis of National Parliamentary Debates." Journal of Common Market Studies. Volume 62, Issue 1, (2023): 168-185, Available at: https://doi.org/10.1111/jcms.13484, (30.02.2025); Taydas Zeynep and Kentmen-Cin Çiğdem. "Who Is Afraid of EU Enlargement? A Multilevel Comparative Analysis". Political Research Quarterly, 10.1177/1065912917706548, 70 (3) (2017): 604–617. Available at: https://law-journals-books.vlex.com/vid/who-is-afraid-of-874225670 (01.04.2025).

7 Roome Nigel and Anastasiou Ioannis. "Sustainable Production: Challenges and Objectives for EU Research Policy". Reflects et Perspectives de la vie Économique, XLI, (2002): 35-49. Available at: https://doi.org/10.3917/rpve.411.0035 (27.03.2025).

8 Marine Sight. Major Container Ports and Port Operators in the World in 2024. Available at: https://www.marineinsight.com/know-more/container-ports-and-port-operators/. 2024, (30.03.2025).

9 Graziano Paolo. "The Politics of the EU Eco-Social Policies." European Political Science. Volume 23, (2023): 27–38. Available at: https://doi.org/10.1057/s41304-023-00455-4, (30.04.2025).

due to increasing energy costs[10]. In addition to those, there are some issues that Europe has to face such as increasing traffic congestion mostly in consumption centres and some metropoles[11], and environmental problems[12] including air pollution and global warming concentrated in industrial regions. As a result of all, many European companies like their global rivals have begun to locate their production and logistics centers in mostly Asia, especially in China for two decades. All this has caused many social, fiscal and economic problems for Europeans.

A centrally managed CLP can serve as a strategic leverage tool to address these challenges and mitigate associated problems effectively including the increasingly widening energy gap, escalating environmental pressures, persistent unemployment challenges, traffic congestions and crises in the manufacturing sector dominated by large corporations such as the automotive industry. In fact, this proposal was made by Keskin[13] about ten years ago. But this article analyses whether a well-structured CLP can increase efficiency, reduce redundancies and promote resilience in complex SC networks by streamlining logistics operations, improving coordination and optimizing resource allocation, as well as what contributions it can make to the EU and its members.

In this context, the sections of the study have been structured accordingly. The first section, "Exploring the Logistics Perspective of the EU", examines the evolution of the union's approach to the logistics paradigm from its foundation to the present day, within the framework of its CTP. The second section, titled "Overview of the EU Logistics Sector" analyses the logistics landscape of Europe as a whole, with a particular focus on the logistics sectors of individual EU member states, which host a wide range of logistics operations. The third section, "Predicting the Impact of the CLP Regulation on the EU Logistics Sector" discusses the potential outcomes and implications of implementing a CLP. In the fourth section, "Exploring the Epistemological Necessity for CLP," the underlying logistics paradigm that would define and justify the policy is examined in detail. Finally, the fifth section, "Crafting a New Common Logistics Policy for the EU," addresses, respectively, the juridical framework for the CLP, the executive bodies responsible for its development and implementation, the decision-making process, the potential need for treaty amendments, and a comparative analysis of logistics and transportation policies in Europe and other regions of the world.

Literature review

The scope of the literature review has been shaped by the specific themes investigated in the study. For instance, given the richness of the literature on logistics and SC paradigms[14], the review was limited to the most frequently cited and thematically relevant, up-to-date studies. Repetitive information and sources that did not contribute directly to the main theme of the study were excluded. However, due to significant gaps in the academic literature regarding the CLP, official reports and documents released by EU bodies were utilized to address these shortcomings. That there are some limited scattered documents such as

10 Radu *et al.* "The Influence of the Increase in Energy Prices on the Profitability of Companies in the European Union", Sustainability, 15, no. 21 (2023):15404. Available at: https://doi.org/10.3390/su152115404, (30.04.2025); Kosch *et al.* "Rising Electricity Prices in Europe: The Impact of Fuel and Carbon Prices." SSRN. (2022) doi.org/10.2139/ssrn.4259209. Available at: https://papers.ssrn.com/sol3/papers.cfm?abstract_id=4259209. (30.04.2025).

11 European Conference of Ministers of Transport. ECMT Round Tables Traffic Congestion in Europe. European Conference of Ministers of Transport, Economic Research Centre, OECD Publishing. 1999. Available at: https://www.oecd-ilibrary.org/fr/transport/ecmt-round-tables, (30.04.2025).

12 Pouikli Kleoniki and Tsoukala Ariti. "Air Pollution Crisis across Europe: The European Courts, the Governments, the Citizens and the Persistent Ineffectiveness of EU Law" Journal for European Environmental and Planning Law. Volume 20 (3-4) (2023):260-286. Available at: https://doi.org/10.1163/18760104-20030005. (30.04.2025).

13 Keskin M. Hakan. "The Exigence of the Common Logistics Policy for European Community and the Deconstruction of the Common Transportation Policy." African Journal of Business Management, 6 (43) (2012): 10697-10707. DOI: 10.5897/AJBM12.1118

14 Vickerman Roger. "The Transport Problem: the Need for Consistent Policies on Pricing and Investment". Transport Policy, 149/3 (2024): 49-58. Available at: 10.1016/j.tranpol.2024.02.009, (01.04.2025); Cavallaro Federico and Nocera Silvio. "Are Transport Policies and Economic Appraisal Aligned in Evaluating Road Externalities?" Transportation Research Part D: Transport and Environment, 106, (2022): 103266. Available at: DOI: 10.1016/j.trd.2022.103266, (30.04.2025); Tsironis *et al.* "Mapping Sustainable Practices and Concepts in the Transportation Ecosystem for the EU-27 Countries, based on LinkedIn Company Profiles". Frontiers in Sustainability. 4, (2023):1-17 Available at: 4. 10.3389/frsus.2023.1268575, (30.04.2025); Varnavskii Vladamir "EU Railways: Contribution to Decarbonisation Solution". Contemporary Europe. No 2 (123) (2024): 70-83. Available at: 10.31857/S0201708324020062, (30.03.2025); Esztergár-Kiss Domokos. "Transportation Research Challenges Based on the Analysis of EU Projects." Promet - Traffic & Transportation, 35 (2023): 446-461. Available at: DOI: 10.7307/ptt.v35i4.181, (17.03.2025).

regulations, decisions and reports covering various dimensions of logistics in the EU acquis indicates that the EU does not attach importance to logistics at the level it should be. Literature is not helpful in reaching consensus on the definition and content of logistics as well. Moreover, even in the most cited sources there are different perspectives on the definition and scope of the logistics concept. However, the literature has a consensus that transportation is a component of logistics[15]. This confirms the validity of the proposal made by the study and shows that CTP can potentially be applied as an integral part of logistics.

Table 1. Overview and Summary of Relevant Literature

Remarks	Studies related to the study topic and themes/ sub-themes in literature[16]
Studies that support the claim that transportation is an integral part of logistics	Bowersox and Closs. "Logistical Management ..." (1996). Stock and Lambert. "Strategic Logistics ..." (2001). Ghiani et.al. "Introduction to Logistics ..." (2004). Murphy and Wood. "Contemporary Logistics ... (2004).
Studies that support the claim that the SC refers to business logistics	Ballou "Business Logistics/Supply Chain ..." (2004).
Studies on varied aspect of the logistics and SCs with transportation	Bowersox et.al. "Supply Chain Logistics ..." (2020). Brewer, et.al. "Handbook of Logistics ..." (2001). Stock and Lambert. "Strategic Logistics ..." (2001). Murphy and Wood. "Contemporary Logistics ..." (2015). Betty and Kildow. "Supply Chain Management..." (2011). Chopra and Meindl. "Supply Chain Management..." (2012). Coyle, et.al. "The Management of Business Logistics ... (2002). Frazelle "Supply Chain Strategy ..." (2002). Gudehus and Kotzab "Comprehensive Logistics..." (2012). Rushton, et.al. "The Handbook of Logistics ..." (2014). Silver, et.al. "Inventory Management and ... (1998). Waters "Logistics: An Introduction ... (2003).
Studies on common transportation policy	Roger. "The Transport Problem ..." (2024). Federico and Silvio "Are Transport Policies..." (2022). Tsironis et al. "Mapping Sustainable ..." (2023). Domokos. "Transportation Research..." (2023). Vladamir. "EU Railways: Contribution ..." (2024).
Studies and legal resources for developing a common EU policy	Treaty on the EU (2012). Treaty on Functioning of EU (2012). Keskin. "Integration of Europe ..." (2019).
Studies focusing to develope a common logistics policy for EU	Keskin. "The Exigence of the Common Logistics Policy..." (2012).
Official documents of the EU on logistics	Commission of the EC. "...Freight Transport Logistics... (2006). Commission of the EU. "EU's Freight Transport Agenda ... (2007). Commission of the EU. "...Logistics Action Plan ... (2007). Commission of the EU. "...EU's Maritime Transport ... (2018). Commission of the EU. "... EU Transport in Figures ... (2023). Meyer-Rühle et.al, "...Logistics Sector in the EU (2008) Mordor Intelligence. "Europe Freight and Logistics ... (2024).

15 Bowersox Donald. J., and Closs David. J., Logistical Management: the Integrated Supply Chain Process, Singapore: McGraw-Hill College, 1996; Stock James and Douglas Lambert. Strategic Logistics Management, Fourth Edition, New York: McGraw Hill, 2001; Ghiani Gianpaolo, Gilbert Laporte and Roberto Musmanno. Introduction to Logistics Systems Planning and Control. UK: John Wiley Sons Ltd., 2004. Available at: DOI:10 1002/0470014040 (01.04.2025); Ballou Ronald. H., Business Logistics/Supply Chain Management, 5th edition, Pearson Education International, New Jersey: Prentice Hall, 2004; Murphy P. Robert and Wood Donald. Contemporary Logistics, Pearson Education International, Pearson Education International, New Jersey: Prentice Hall, 2004.

16 The articles in Table are presented in abbreviated form below and are fully listed in the References section.

Following the conclusion of the literature review summarized in Table1, the majority of existing studies placing greater emphasis on transportation policies and practices and its various aspects. Considering there is a broad consensus that transportation constitutes a fundamental component of logistics/SC in the literature on logistics and SC, the literature reveals a significant gap regarding a common EU logistics policy. This study sets itself apart by aiming to address this gap. In doing so, it not only contributes to the academic literature as a foundational reference for future research but also serves as a practical guide for EU institutions and policymakers within the logistics sector.

Methodology

The main purpose of this research is to find answers to the following questions for the EU, which already has a CTP:

- *Is a common logistics policy necessary for the EU? If so, why?*
- *If such a policy is considered necessary, how can it be formulated in alignment with the EU acquis?*
- *What potential economic and social benefits could the EU gain from implementing a common logistics policy?*

By adopting a holistic strategy, this study aims to answer the research questions presented above. The methodology outlined in Figure-1 is applied to answer these research questions. It aims not only to contribute to literature but also to initiate a discussion among the scholars and to provide guide decision makers in the field.

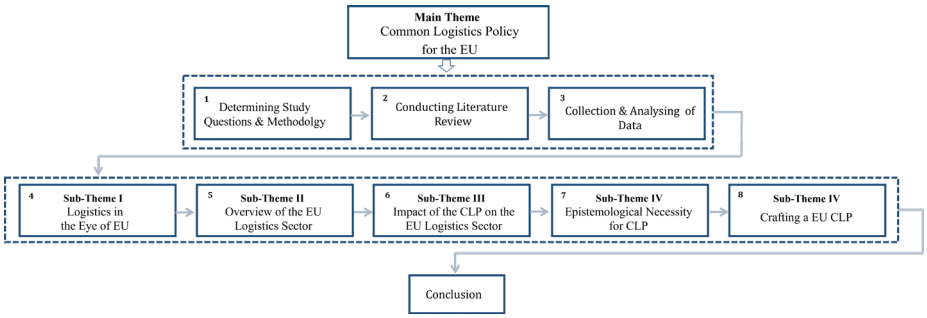

Figure 1. Methodology of the research

Research design; The study employs a document analysis method to examine logistics reports focusing on logistics challenges and performance indicators of the World Bank and the EU, alongside industry reports and government publications from EU Members to assess the need for CLP. It integrates insights from existing logistics policy papers at both national and international levels, along with logistics literature, to explore the role of logistics in enhancing the benefits and efficiency of member countries.

Data collection; All sources were obtained through online databases, institutional and official government websites. The data for this study were sourced from the following:

- *Academic Research: Peer-reviewed articles from journals specializing in logistics, supply chain management, and public policy.*
- *Policy Documents and Industry Reports: The study utilized the Logistics Index Report, the EU Logistics Report, and the GDP Indicator Report, all published by the Word Bank and the EU.*

No academic study specifically addressing the development of a CLP for the EU has been identified in the existing literature. This gap not only enhances the originality of the study but also shaped its content. Due to the lack of focused academic research on the formulation of an CLP, the study draws on official EU reports and other scholarly works that, while not directly addressing the issue, provide relevant insights and contextual support.

Data Analysis; No academic study specifically the present study employs thematic analysis to identify key challenges and recommendations, focusing on areas related to its central theme: the development of a Common Logistics Policy (CLP) for the European Union. Accordingly, the following sub-themes have been identified such as: Sub-Theme I – Logistics from the EU's Perspective; Sub-Theme II – An Overview of the EU Logistics Sector; Sub-Theme III – The Impact of a CLP on the EU Logistics Sector; Sub-Theme IV – The Epistemological Basis for a CLP; and Sub-Theme V – Designing a Common Logistics Policy for the EU.

The first sub-theme, Logistics from the EU's Perspective, was chosen to support the widely accepted view that the EU's approach primarily focuses on transportation. The second sub-theme addresses the structure, dynamics, and potential of the EU logistics sector, recognizing that a thorough understanding of these aspects is essential before proposing a common logistics policy—especially given the EU's already advanced logistics practices. The third sub-theme is included based on the premise that no policy proposal can be made without first assessing the potential benefits of such a policy. The fourth sub-theme, which examines the epistemological foundations of logistics, is necessary to establish the conceptual basis of the proposed policy. Finally, the fifth sub-theme focuses on the practical considerations and details required to implement the proposed CLP.

Scope and Delimitations; The study specifically focuses on the introduction of a CLP, while proposing the expansion of the CTP in alignment with the EU acquis as citing logistics paradigm. Therefore, its scope is defined within the context of the logistics paradigm in the EU. References to global actors are included only to a limited extent. The study aims at least to be a starting point for future debate focused on formulating and implementing a CLP for the EU. The CLP's potential to address contemporary challenges faced by modern SCs, its contribution to the development of sustainable SCs, and its implications for purchasing power, price stability and customs-related issues are some of them. Furthermore, the study lays the groundwork for investigating the necessity of tailored logistics policies for individual EU member states, as well as the potential environmental, employment, social, cultural, and geopolitical impacts of a CLP on the EU, its member states, and other global stakeholders and the EU's role as a global actor.

I. Exploring the Logistics Perspective of the EU

Exploring the trace of logistics within the acquis may help to understand the EU's logistics perspective. A report on logistics is one of the early EU documents specifically mentioning logistics[17]. It emphasizes that advanced logistics is imperative to cope with the challenges in Europe's transportation systems. According to that report logistics is an important tool for increasing the efficiency of each transportation mode and their combinations, aiming to ship more freight by fewer vehicles and thus reduce the environmental impact. However, two significant points in this report seem to contradict the existing logistics literature. Firstly, it implies that logistics and transportation are distinct entities and suggests that transport's efficiency depends on the logistics support. In contrast, literature mostly interprets transportation under the umbrella of logistics[18], covering various areas like storage, procurement, distribution, handling, packing etc. Additionally, the report introduces the term of freight logistics, a phrase not commonly found in the existing logistics literature which covers planning, organization, administration, control, and execution of freight operations within the SCs. Logistics is initially defined as a main economic component that has a crucial role for economic growth. As a dynamic and constantly evolving industry, it is a key factor to cope with varied challenges including traffic congestion, energy supply issues, security and environmental concerns, high unemployment

17 Commission of the European Communities. Communication of the Commission to the Council. Freight Transport Logistics in Europe – the Key to Sustainable Mobility. COM 336 final, 28 June, Brussels, 2006, Available at: https://eur-lex.europa.eu/LexUriServ/LexUriServ.do?uri=COM:2006:0336:FIN:EN:PDF (01.04.2025).

18 Keskin M. Hakan. Warehousing, Explained for Making Money, Principles, Policies and Practices. Sharp and Sharp Publishing. 2020. Available at: https://www.amazon.com.tr/warehousing-explained-making-money-Principles/dp/B08B35SBMX. (12.03.2025).

rates, as well. Secondly the term "maintenance services and supply chain planning" in the report is quite valuable. Maintenance is an integral component of logistics, despite not being covered by academic studies on logistics in literature. Besides those, the designing the SCs for logistic support of companies is noteworthy as well. Thirdly and maybe more importantly, the report, which was penned almost two decades ago, emphasizes that logistics is not limited to transportation but extends to many other sectors[19].

The EU's second paper on logistics, released two years later, is a comprehensive 335-page report[20]. The report covers various aspects of logistics, providing micro and macro-economic analyses of the EU's logistics sector as covering logistics costs, stock turnovers, logistics companies and their performance, terminal perspectives, and logistics performance indicators. The authors of the report narrowed down the definition of logistics to transportation and warehousing while conceptualizing logistics such as the planning, organization, management, control, and execution of freight transport and warehousing operations within the SC.

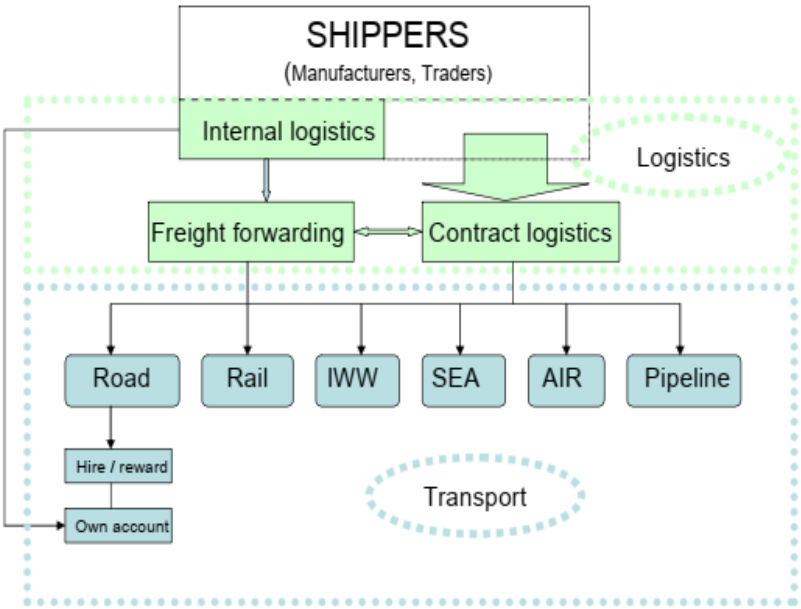

Figure 2. Overview of logistics and transport functions[21]

It evidently depicts the interconnection between transport and logistics. Remarkably, the logistics perspective seems to be limited to outsourcing of transportation modes support in Figure 2. The authors of the report exclude the production and distribution processes from the concept of logistics as presenting a contradiction aspect of their previous approach to the subject.

The initial substantive initiative regarding logistics for the EU materialized with a communication[22] released in 2006, almost four decades after the establishment of CTP, in 1957. This communication, featuring suggestions, marked the first concerted effort by the Commission to address the logistics challenges that the EU has been facing. Following this, the Logistics Action Plan[23] was introduced in 2007 as the second step under the name of a precaution package. The plan is designed to guide industry toward a more efficient use

19 Commission of the European Communities. Communication of the Commission to the Council Freight Transport Logistics in Europe – the Key to Sustainable Mobility. COM 336 final, 28 June, Brussels, 2006, Available at: https://eur-lex.europa.eu/LexUriServ/LexUriServ.do?uri=COM:2006:0336:FIN:EN:PDF (01.04.2025).

20 Meyer-Rühle Olaf, Sigrun Beige, and Anne Greinus. Final Report Statistical Coverage and Economic Analysis of the Logistics Sector in the EU (SEALS), 2008. Available at: https://transport.ec.europa.eu/system/files/2016-09/2008_12_logistics.pdf. (05.03.2025).

21 Meyer-Rühle Olaf, Sigrun Beige, and Anne Greinus. Final Report Statistical Coverage and Economic Analysis of the Logistics Sector in the EU (SEALS), 2008. Available at: https://transport.ec.europa.eu/system/files/2016-09/2008_12_logistics.pdf. (05.03.2025).

22 Commission of the European Union. The EU's Freight Transport Agenda: Boosting the Efficiency, Integration and Sustainability of Freight Transport in the Europe. Communication from the Commission to the Council, SEC (2007) 1351} COM (2007) 606 final {SEC (2007) 1367}. Brussels. 2007a. Available at: https://eur-lex.europa.eu/legal-content/EN/TXT/?uri=CELEX:52007SC1351, (01.04.2025).

23 Commission of the European Union. Communication from the Commission - Freight Transport Logistics Action Plan {SEC(2007) 1320} {SEC(2007) 1321} Brussels. 2007b. Available at: https://eur-lex.europa.eu/legal-content/EN/TXT/?uri=celex:52007DC0607, (30.04.2025).

of freight transport, alleviating factors that contribute to rising prices in the logistics industry and potentially jeopardize its sustainability. The Commission outlined medium-term logistic policy goals, including freight transportation, education, quality indicators, simplification of processes, extent of vehicle and freight, local shipping, and long-distance corridors in the action plan. In tandem with these initiatives, the Commission urged stakeholders in the sector to take further action to address congestion, referred to as a bottleneck in practice[24]. The absence of significant logistics initiatives until 2006 (and a subsequent focus limited to shipping policy after 2007) is viewed as a significant deficiency for EU decision-makers, particularly given the rapid growth of the logistics sector. So, the EU had waited two decades before addressing logistics, despite the first notable progress in CTP occurring shortly after the community's creation. Although the EU has published numerous reports and policy papers on transportation since this report, it is noteworthy that no comprehensive publication exists that addresses the components of logistics.

II. Overview of the EU Logistics Sector

While reliable data is very easily accessible in almost all areas of the EU, the situation is quite the opposite when it comes to providing the necessary data to analyse the EU logistics sector and determine the size of it. The information provided by Eurostat is primarily focused on the transport sector. It generally includes data on the number of ships, planes, automobiles, trucks, or trains, the lengths of transportation routes, the quantities of cargo carried etc. These are invaluable data but are not sufficient for determining the EU logistics sector size because that data they provide, on logistics other than transportation, is missing.

Moreover, the present-day logistics networks often span transoceanic distances between production centres and distribution centres (DCs) within a company's SC. Today, advancements in logistics technology have made it possible to transport vast volumes of cargo across tens of thousands of kilometres using multiple modes of transportation efficiently. Therefore, due to the international and intercontinental scope of increasingly complex logistics networks, defining the precise boundaries and size of the logistics sector has become nearly impossible.

The reports prepared by the EU Commission can serve as valuable resources to address this challenge and gain insights into the EU's logistics sector. As indicated in Table 1, EU-27's transport and storage services sector, encompassing postal and courier activities, employed approximately 10 million individuals, constituting 5.3% of the total workforce in 2021. The distribution of these workers was as follows: 53% in land transport (road, rail, and pipelines), 3% in water transport (sea and inland waterways), 3% in air transport, and 27% in warehousing and supporting activities. Postal and courier activities accounted for the remaining 15%, with 22% of the workforce in the transport sector being women. The total number of individuals employed in Warehousing and Support Activities, as well as Postal and Courier Activities, amounts to 4068. This corresponds to a mean percentage of employment in the logistics sector, which stands at 39.7 percent. Since Table 2 covers only a restricted segment of the logistics sector, drawing definitive conclusions is challenging.

24 Commission of the European Union. The EU's Freight Transport Agenda: Boosting the Efficiency, Integration and Sustainability of Freight Transport in the Europe. Communication from the Commission to the Council, SEC (2007) 1351} COM (2007) 606 final {SEC (2007) 1367}. Brussels. 2007a. Available at: https://eur-lex.europa.eu/legal-content/EN/TXT/?uri=CELEX:52007SC1351, (01.04.2025).

Table 2. Figures of transport and logistics[25]

(x1000) in 2020	Transport							Logistics (transport excluded)		Total EU 27
	Road		Railways	Pipelines	Inland transport	Sea transport	Air transport	Warehousing and support activities	Postal and courier activities	
	Freight transport	Passenger transport								
Employment	3283.3	1792.3	579.9	26.8	39.9	153.1	300.0	2438.8	1629.2	10243.2
Number of Enterprises	559057	406231	896	192	9518	9083	5331	144028	145104	1279440

However, assuming a relatively similar level of employment in unrepresented areas of logistics, it may be inferred that the employment percentage in the entire EU logistics sector exceeds 50%. A similar observation can be made for logistics companies operating in the EU logistics sector. In this way, the percentage of companies providing logistics services is determined to be 22.5%. Despite these figures not encompassing many areas directly or indirectly related to logistics, they provide an indication that the size of the logistics sector is of considerable magnitude and should not be overlooked.

In addition to these, based on the data in Table 2, the fact that the EU27 exports more than the United States, Japan, China, and Russia can be considered as a strong indicator of having a robust logistical infrastructure. The EU 27 demonstrates a significant total import value of 2,126 billion EUR, highlighting its substantial role in the global logistics market.

Table 3. Comparison EU 27 – World[26]

	US	Japan	China	Russia	Total EU 27
Export of Goods (billion EUR)	1489	633	2719	418	2811
Import of Goods (billion EUR)	2411	620	2243	257	2126
Road network (1000 km)	4577	1069	5062	1212	4473
Railway network (1000 km)	197	18.9	150.7	87.0	203
Road-freight transport (billiontkm)	3129.0	213.4	6908.7	285.0	1862.5
Railways-freight transport (billiontkm)	2239.4	18.3	3323.8	2639.0	409.6
Sea / Domestic intra-EU-27 (billiontkm)	226.4	153.8	11557.8	44.0	932.7

The EU has an extensive road network of 4,473,000 km with a developed infrastructure to provide logistic support by using land air and sea domestic and international transport networks. The EU's motorway network, totalling 75,000 km, refers to efficient support between member states and their neighbours. Despite the comparison of the global players in Table 3 highlights the diverse strengths of each one in the global logistics landscape as China excels in railway infrastructure and inland waterways, while the United States leads in oil pipelines and has a substantial road and rail network[27].

25 Commission of the European Union. EU Transport in Figures – Statistical Pocketbook 2023. Directorate-General for Mobility and Transport, Publications Office of the European Union. 2023. pp.24-25. Available at: https://data.europa.eu/doi/10.2832/319371, (30.04.2025).

26 Commission of the EU, 2023. pp.16, 33, 34

27 Commission of the European Union. EU Transport in Figures – Statistical Pocketbook 2023. Directorate-General for Mobility and Transport, Publications Office of the European Union. 2023. Available at: https://data.europa.eu/doi/10.2832/319371, (30.04.2025).

It is essential to mention the presence of certain logistics companies that hold significant weight in the logistics sector within the EU as well. Deutsche Post, the German postal and courier service giant, tops the list of the largest industrial transportation companies in Europe. In 2021, it achieved a remarkable revenue of nearly 73.7 billion euros, establishing a significant lead over its closest competitor, A.P. Moller-Maersk. Following its privatization in 1995 and merging with the express service DHL in 2002, Deutsche Post evolved into the world's foremost logistics company[28]. The European logistics market is fragmented, with the top five companies holding a combined market share of 17.66%. Key players in this market include A.P. Moller - Maersk, Deutsche Post, DB Schenker, DHL Group, DSV A/S (De Sammensluttede Vognmænd af Air and Sea), and Kuehne + Nagel[29].

III. Predicting the Impact of the CLP Regulation on the EU Logistics Sector

As mentioned earlier, due to the lack of a universally agreed-upon definition for logistics[30], the size of the logistics industry can be determined in various ways depending on the different segments encompassed under the umbrella of logistics[31]. Therefore, even looking up highly reliable sources may result in conflicting data about size of the EU's logistics sector. But there is a way that can help deal with this problem. It is a mostly accepted approach that 10-15% of the economic size of a country or region represents the size of its logistics sector. This may increase by as much as five percent due to the use of technology-based tools in the logistics industry. Accepting that advanced technology-based vehicles are used more in the EU logistics sector, we can assume that the size of the logistics sector is 14 or 15 % of the GDP, not 10 %. As a matter of fact, the EU determined this rate as 14 percent in the Freight Transport Logistics Action Plan in 2007[32]. Therefore, within the framework of this approach, if the EU GDP is approximately $16,746 billion[33] and the EU logistics sector is estimated to contribute almost 14% to the EU GDP, then the estimated size of the EU logistics sector would be around $2,344 billion (2,344,471 million dollars) as of today as depicted in Table 4.

Table 4. EU Logistics sector (based on GDP)

GDP of the EU (2024) $ 16,746 billion dollars	Logistic Sector Size (billion dollars)		
	10%	14% (*)	19 % (**)
	$1,674	$2,344	$3,181
(*) Current size of the EU logistics sector according to established practices (**) The potential size of the EU logistics sector after a 5% increase from the establishment of the CLP			

World Bank experts publish a biennial report assessing countries' success in the logistics sector, featuring a ranking known as the Logistics Performance Index (LPI). This index can serve as a key indicator for evaluating the logistics performance of EU member states and, consequently, their logistics potential[34]. In the

28 Satistica. Leading Ten Industrial Transportation Companies in Europe in 2022, by Revenue (in billion Euros). 2022. Available at: https://www.statista.com/statistics/443678/top-logistics-companies-in-europe-by-turnover/ (16.03.2025).

29 Mordor Intelligence. Europe Freight and Logistics Market Size and Share Analysis - Growth Trends and Forecasts up to 2029, 2024. Available at: https://www.mordorintelligence.com/industry-reports/european-freight-logistics-market (05.03.2025).

30 Rushton, Alan, et al. "The Handbook of Logistics and Distribution Management". 4th ed. London: Kogan Page, 2014.; Brewer, Ann, et al. "Handbook of Logistics and Supply Chain Management". London: Thomson Learning, 2001.

31 Timm Gudehus and Herbert Kotzab. "Comprehensive Logistics". 2nd ed. Berlin: Springer-Verlag, 2012; Silver, Edward A. et al. "Inventory Management and Production Planning and Scheduling". New York: John Wiley & Sons, 1998.

32 Commission of the European Union. Communication from the Commission - Freight Transport Logistics Action Plan {SEC(2007) 1320} {SEC(2007) 1321} Brussels. 2007b. Available at: https://eur-lex.europa.eu/legal-content/EN/TXT/?uri=celex:52007DC0607, (30.04.2025).

33 World Bank. World Bank National Accounts Data and OECD National Accounts Data Files. 2024. Available at: https://data.worldbank.org/indicator/NY.GDP.MKTP.CD?locations=EU, (30.04.2025).

34 Fatma Ünlü and Hayriye Atik. "Industry 4.0 Performance of Turkish Businesses: A Comparative Analysis with the European Union (Türkiye'deki İşletmelerin

last report[35], EU members prominently feature in the rankings as presented in Table 5. It highlights that four out of the top five countries (Finland ranking 2nd, Denmark 3rd, Germany 4th, and the Netherlands 5th) are EU members, indicating the advanced status of the EU in the field of logistics.

Table 5. EU27 Logistics sectors size (based on GDP) of EU 27 and Eurozone[36]

EU- 27	GDP (in billion dolars)	Logistics Size		LPI Index 2023	
		14% of GDP	19% of GDP (after LCP)	LPI Score	Global Rank
Austria	516	72,24	98,04	4.0	7
Belgium	632	88,48	120,08	4.0	7
Bulgaria	102	14,28	19,38	3.2	51
Croatia	82.69	11,57	15,71	3,3	43
Cyprus	32.23	4,51	6,12	3.2	51
Czechia	331	46,34	46,34	3.3	43
Denmark	404	56,56	76,76	4.1	3
Estonia	40.74	5,7	7,74	3.6	26
Finland	300	42	57	4.2	2
France	3031	424,34	575,89	3.9	13
Germany	4456	623,84	846,64	4.1	3
Greece	238	33,32	45,22	3.7	19
Hungary	212	29,68	40,28	3.2	51
Ireland	546	76,44	103,74	3.6	26
Italy	2255	315,7	428,45	3.7	19
Latvia	43.63	6,1	8,28	3.5	34
Lithuania	77.84	10,89	14,7	3.4	38
Luxembourg	85.76	12	16,29	3.6	26
Malta	20.96	2,93	3,98	3.3	43
Netherlands	1118	156,52	212,42	4.1	3
Poland	811	113,54	154,09	3.6	26
Portugal	287	40,18	54,53	3.4	38
Romania	351	49,14	66,69	3.2	51
Slovak Rep.	133	18,62	25,27	3.3	43
Slovenia	68.22	9,5	12,96	3.3	43
Spain	1581	221,34	300,39	3.3	13
Sweden	593	83,02	112,67	4.0	7

Endüstri 4.0'a Geçiş Performansı: AB Ülkeleri İle Karşılaştırmalı Ampirik Analiz)". Ankara Review of European Studies, 17, January (2019): 431-63; Gül Senir. "Comparison of Domestic Logistics Performances of Turkey and European Union Countries in 2018 with an Integrated Model". *LogForum*, 17.2. (2021).

35 World Bank. Connecting to Compete, Trade Logistics in the Global Economy, The Logistics Performance Index and Its Indicators, Global Trade and Regional Integration Unit, The World Bank Group, The International Bank for Reconstruction and Development, 2023. Available at: https://lpi.worldbank.org/sites/default/files/2023-04/LPI_2023_report_with_layout.pdf (30.03.2025).

36 This table has been created using data from the Trading Economics website. (Trading Economics GDP - Countries - List | Europe) and Trade Logistics in the Global Economy report of World Bank (LPI_2023_report_with_layout.pdf)

Other EU member states within the top 30 include Austria 7th, Belgium 11th, France 13th, Spain 16th, Greece 23rd, Italy 24th, Estonia 26th, and Ireland 28th[37]. The prominent presence of EU members in the LPI is among the evidence that Europe is ahead in the field of logistics. Assuming a correlation between GDP and the size of the logistics sector, the LPI can also serve as a tool for estimating the impact of the implementation of CLP.

The heat map based on the correlation matrix in Figure 3 is employed to assess the significance of the relationship between GDP, LPI value, and LPI ranking. The central question addressed here is whether the size of the logistics sector is meaningfully associated with a country's GDP, as is commonly assumed. This method was chosen due to the complex and integrated nature of the logistics sector, which makes it difficult to define its size through clear and direct measures. The heat map, which illustrates the correlations among the three variables, reveals a strong and meaningful relationship between GDP and logistics performance, aligning with general expectations. This result not only reinforces assumptions about the EU's current logistics capacity but also highlights the potential advantages of deeper integration and cooperation at the EU level in the logistics domain. In essence, the heat map serves as a visual demonstration of the significance of the correlation between GDP and LPI.

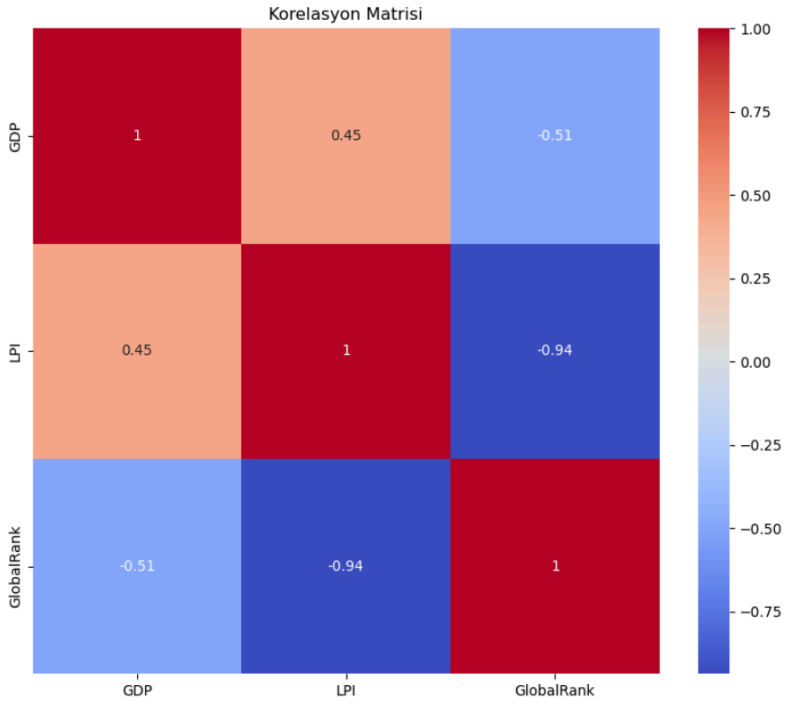

Figure 3. Heat Map based on the Correlation Matrix for Relationship among GPD, LPI Value and LPI Ranking.

Optimizing SCs is key to overcoming these challenges of Europe, promoting economic stability, and supporting sustainable industrial practices[38]. SCs play a significant role in shaping unemployment rates, environmental sustainability, and sector-specific crises, particularly in sectors like automotive manufacturing. Efficient and resilient SCs can create job opportunities by fostering regional production networks and supporting small and medium-sized enterprises. Conversely, SC, driven by factors such as geopolitical tensions

37 World Bank. World Bank National Accounts Data and OECD National Accounts Data Files. 2024. Available at: https://data.worldbank.org/indicator/NY.GDP.MKTP.CD?locations=EU, (30.04.2025).

38 Kevin A. O'Laughlin, et al. "Reconfiguring European Logistics Systems." (1993); Tage Skjoett-Larsen. "European Logistics beyond 2000." International Journal of Physical Distribution & Logistics Management 30, no. 5 (2000): 377-387.

or automation, can lead to job losses and economic instability. SCs also significantly impact carbon emissions, resource consumption, and waste production. Sustainable practices, such as local sourcing, circular economy models, and green logistics, can help reduce environmental damage and promote environmentally friendly industrial operations[39]. Europe's high-tech manufacturing sector (e.g., automotive) has been particularly vulnerable to supply chain disruptions, as seen during semiconductor shortages and global trade bottlenecks. Dependence on a limited number of suppliers or distant production centres for raw materials and semi-finished products can lead to production shutdowns, financial losses, and market instability. To mitigate such crises, it is essential to establish resilient, holistic SC structures.

IV. Exploring Epistemological Necessity for CLP

As previously stated in the literature review title, there are different perspectives on the scope of the concept of logistics[40]. Logistics can be defined as the art of planning, managing, and executing actions to support processes tailored to specific objectives. Indeed, SC is a concept introduced by businesses to support production processes from design to disposal, covering all operations of a company[41]. It is worth noting that while logistics is as ancient as human history, SC only emerged after World War II. In the past there were some well-known historical events which was predicted having complex logistical support such as the construction of the Egyptian Pyramids or Alexander's march from Macedonia to India. The logistics support of those and many others like these in history had no resemblance to SC, and did not aim to make money like today's companies. Moreover, they occurred thousands of years before the period after the Second World War when SCs began to be implemented. Logistics activities span a range of practices, including transportation, warehousing, stock management, maintenance, packing, handling, and more. The ongoing debate stem from the fact that certain logistics practices, such as transportation or packing, are integral to SC operations as well[42]. The epistemological analysis supports the proposal of the manuscript. The complex SCs or in other words, business logistics as depicted in Figure 4, involve the intricate relationship of warehousing, stock management, maintenance, packing, handling, and more. It is worth noting that this diagram has been simplified to represent, in its most basic form, the complex supply chains of many multinational companies operating internationally. These companies typically have highly complicated network structures encompassing their production, storage, and distribution processes. many global brands, particularly those based in EU member states, procure raw materials or semi-finished products from various parts of the world, manufacture goods across different regions, and deliver their products to customers worldwide to gain a competitive edge over their global rivals.

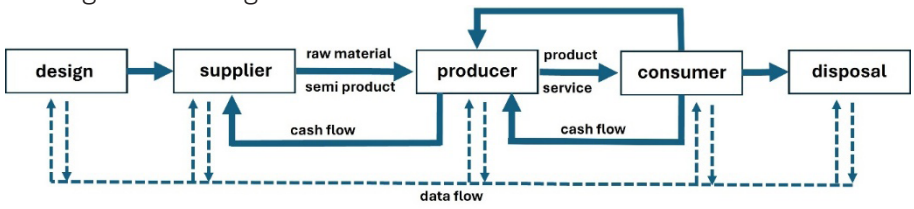

Figure 4. Conventional SC (in other words, Business Logistics) - stages and players[43]

39 James H. Bookbinder and Tan Chris S. "Comparison of Asian and European Logistics Systems." International *Journal of Physical Distribution & Logistics Management* 33, no. 1 (2003): 36-58.

40 Edward Frazelle. "Supply Chain Strategy: The Logistics of Supply Chain Management". New York: McGraw-Hill, 2002.; John J., Coyle, Edward J. Bardi, and C. John Langley. "The Management of Business Logistics: A Supply Chain Perspective". 7th ed. Mason, OH: South-Western College Publishing, 2002.; Donald Waters. "Logistics: An Introduction to Supply Chain Management". London: Palgrave Macmillan, 2003.; Sunil Chopra and Peter Meindl. "Supply Chain Management: Strategy, Planning, and Operation". 5th ed. Boston: Pearson, 2012.

41 Betty Anna and Kildow Al. "Supply Chain Management Guide to Business Continuity". New York: Amacom, 2011.

42 Keskin M. Hakan. Warehousing, Explained for Making Money, Principles, Policies and Practices. Sharp and Sharp Publishing. 2020. Available at: https://www.amazon.com.tr/warehousing-explained-making-money-Principles/dp/B08B35SBMX. (12.03.2025).

43 Retrieved from Keskin, 2020. p.50.

However, the EU currently has a limited common policy that solely addresses transportation activities among the components outlined in this diagram. Despite the contemporary business paradigm, where global competition is driven by SCs, the EU's approach of overlooking many components of these chains and focusing solely on transportation can be considered a significant shortcoming[44]. This deficiency may result in a lack of economies of scale that could otherwise be achieved through the coordinated execution of logistics activities among EU member states, as well as an inability to fully utilize the logistics potential more effectively.

V. Crafting a New Common Logistics Policy for the EU

For the EU—with its slow and complex decision-making processes as mentioned above—establishing a new common policy is both technically demanding and administratively burdensome. At the initial stage of such a process, it is essential to examine the legal basis of the proposed policy. In other words, the juridical framework must first be defined in order to determine the legal structure and the distribution of competences in accordance with the EU acquis. Furthermore, the process must address how responsibilities and powers will be allocated among EU institutions regarding the implementation and potential future revision of the policy. Determining the decision-making procedures and, if necessary, amending the Treaties to accommodate the new policy also represent significant challenges that must be managed.

A unique entity, the EU is not a federation as its member states maintain sovereignty in certain policies such as foreign policy, security and energy. It is much more than an international organization; in some ways, it resembles a supranational structure because members have delegated sovereign rights in certain policy areas, including trade, agriculture and the Customs Union[45]. Therefore, the EU's policy-making and law-making procedures differ from those of traditional nation states. The complexity and slowness of the EU's decision-making processes—often criticized as key factors diminishing its effectiveness as a global actor—represent a significant obstacle to the establishment of the CLP. However, this challenge could be overcome if the potential benefits of the CLP are clearly demonstrated with concrete evidence.

Common policies of the EU, which are detailed in the Treaties are generated to advance the interests of both the EU and its members. Despite being named as common policy of the EU, all do not fall within the EU's competence. There are only five fields- including Customs Union, Internal Market, Monetary Policy (Eurozone), Fishery Policy, Commercial Policy - known as exclusive competences that refers to exclusively under the authority of the EU[46]. Upon joining the EU, countries lose the authority to adopt legally binding acts on their own initiatives. Before becoming a member, they make this situation concrete by either obtaining approval from the public through a referendum or amending their constitutions with parliamentary approval, according to their internal legal procedures. Other than that, there are some fields known as shared and supporting competences[47].

For the EU—with its slow and complex decision-making processes as mentioned above—establishing a new common policy is both technically demanding and administratively burdensome. At the initial stage of such a process, it is essential to examine the legal basis of the proposed policy. In other words, the juridical framework must first be defined in order to determine the legal structure and the distribution of competences in accordance with the EU acquis. Furthermore, the process must address how responsibilities and powers will be allocated among EU institutions regarding the implementation and potential future revision of

44 Valentina Carbone and A. Stone Marilyn. "Growth and Relational Strategies used by the European Logistics Service Providers: Rationale and Outcomes." *Transportation Research Part E: Logistics and Transportation Review* 41, no. 6 (2005): 495-510.

45 Keskin M. Hakan. Integration of Europe and the EU, European Union Handbook, Challenge of a Continent. Sharp and Sharp Publishing. 2019. Available at: https://www.amazon.com/Integration-Europe-European-Union-International/dp/1694226875. (12.03.2025).

46 TFEU, 2012

47 Keskin M. Hakan. Integration of Europe and the EU, European Union Handbook, Challenge of a Continent. Sharp and Sharp Publishing. 2019. Available at: https://www.amazon.com/Integration-Europe-European-Union-International/dp/1694226875. (12.03.2025).

the policy. Determining the decision-making procedures and, if necessary, amending the Treaties to accommodate the new policy also represent significant challenges that must be managed.

A. Juridical Framework for CLP

The highly complex legal structure of the EU requires a clear determination of how the CLP will be positioned within the EU acquis framework, as well as how the distribution of competences will be arranged. The Treaties clearly state in which areas the 'EU' has the power to make laws, in which 'members' and in which 'both'. The EU has the authority to operate only in areas authorized by its members. Three principles such as, conferral, proportionality and subsidiarity, govern the scope and manner of EU action. The conferral principle refers to the fact that the EU has legislative authority in cases only where agreements transfer legislative power from the members to the EU. Proportionality means that EU actions should be limited to what is necessary to achieve the EU objectives set out in the Treaties, ensuring a balanced and proportionate approach. Subsidiarity principle states that delegating authority to the EU will be valid unless it yields more effective results than leaving the authority in the member states[48].

Based on these findings, it can be asserted that the potential placement of the CLP is likely to fall under 'shared competences' due to the extensive scope of logistics and its substantial commonalities with policies such as energy, transportation, and the environment as depicted in Figure 5.

Figure 5. Legal Order of the EU[49]

Additionally, guided by the principle of conferral and bound by specific limits, the competences of the EU within the CLP are supposed to be exercised, having been conferred upon the EU by its member states. In accordance with the principle of subsidiarity, the EU may be authorized to act only when the objectives of a proposed logistics action cannot be effectively achieved by the Member States at the central, regional, or local levels.

B. Executive Bodies for Policy Development and Implementation

After determining how the CLP will be positioned within the acquis communautaire, it will be necessary to define the authorities and responsibilities within the EU institutional structure for its implementation. Bearing similarities to the governments of traditional states, Commission assumes coordinating, executive, and management functions[50]. It is supposed to be the main body responsible of the EU for the implementation of the CLP with European Parliament (EP) and Council. Commission carries out its task through Directorate-Generals (DG) specifically established for each policy. In addition to this, there are also Departments, Executive Agencies, and Service Departments. After the introduction of the CLP, there will be a need for an

48 TEU 2012, Article 5 [1] and [3]
49 Figure is derived from Keskin, 2019. p.154.
50 TEU, 2012. Article 17 [1 and 2]

executive body. The establishment of an exclusive DG and a Service Department is an option. The second one is the enlargement of DGT-Transportation while renaming it DGT-Logistics and Transportation. The EP elections play a significant role in shaping the composition of the Commission. Following the EP elections, the first thing is determining the Commission President and members which are appointed from the pool of candidates suggested by Member States[51]. But before all this, for shaping and conducting the process, establishing a dedicated task force or working group that includes representatives from all member states and stakeholders across various logistics sectors may give a hand to pave the way. This, anticipated to consider the diverse needs and challenges of each country and sector player, can incorporate members from the EP, as well as representatives from the Economic and Social Committee and the Committee of the Regions.

C. The Decision-Making Process of the Policy

When making decisions under the CLP, it would be beneficial to determine which of the EU's existing decision-making procedures is most appropriate. Introducing and implementing a common policy is a challenging and time-consuming effort due to its cumbersome and slow decision-making system of the EU. So far, the EU has employed three distinct decision-making methods, with one being refined recently[52]. The first method is unanimity, where all members are expected to vote 'yes' in order to make a decision. The second one is a simple majority, and the third is the double majority, introduced as a new version of qualified majority. The double majority would be the preferred method for CLP.

D. The Need for Amending the Treaties

Each new policy necessitates amendments to the primary sources of EU law. Therefore, it is important to assess what kinds of treaty changes may be required with the introduction of the CLP. Common policies are mentioned in the TEU and detailed in the TFEU as mentioned before. Therefore, to establish the CLP, forced to make amendments to the Treaties. There are two ways to modify the Treaties, ordinary and simplified revision procedure[53]. Ordinary revision is more convenient to amend primary resources to introduce a CLP. The secondary resources include legal texts such as regulations, directives, decisions, recommendations, and opinions[54], which are adopted by EU bodies in accordance with the Treaties. These are intended to serve as tools for the implementation of the CLP as needed over time, especially standardization and harmonization.

VI. Contrasting Logistics and Transportation Policies in Europe and the Rest of the World

Germany, recognized as one of the leading economies within the EU, is a key logistics country—not only due to its strategic location but also as the host of major global brands. As Europe's logistics hub, Germany places a strong emphasis on efficient freight transport, digital infrastructure, and multimodal systems. In this context, the country's policy framework is guided by the Masterplan for Freight Transport and Logistics[55]. Despite having "logistics" in its title, the plan, outlined under the section "Further measures to make Germany even more attractive as a centre for logistics", devotes just two out of 74 pages specifically to logistics, and even then, only in conjunction with transportation. This reflects a broader focus on the transport paradigm rather than on logistics in a comprehensive sense. Similarly, France—another locomotive of the EU—derives its logistics policy partially from the France Logistique 2025 strategy. Finland, ranked second in the LPI, also centres its approach on transportation, as seen in its primary policy document, the National

51 TEU, 2012. Article 17
52 Lisbon Treaty, Article 238
53 TEU, Article 48
54 TFEU, Article 288 [formerly Article 249 TEC]
55 Federal Ministry for Digital and Transport, Masterplan Freight Transport and Logistics, BMDV - Masterplan Freight Transport and Logistics.

Transport System Plan 2021–2032[56]. Sweden shows a comparable pattern. Belgium, ranked 7th in the LPI and home to the Port of Antwerp-Bruges (Europe's second-largest port) focuses primarily on transport connections between ports and inland routes. This transport-oriented approach is also evident in other countries such as Denmark, positioned between Germany and Sweden, the Netherlands, home to the Port of Rotterdam, Europe's largest, Italy, a Mediterranean logistics hub through the Port of Trieste, Poland, the logistics hub of Eastern Europe, Spain featuring major ports like Barcelona and Valencia, Hungary, the Czechia and Slovakia, located along the EU's eastern corridors, and Portugal, the EU's Atlantic gateway. Given this widespread focus on transport over logistics in national strategies, this study limits its scope to EU member states ranked in the top 10 of the LPI. This approach offers a more practical and focused understanding of the logistics perspectives of European governments without the need to review all national policies in detail.

Considering countries outside of Europe offers valuable insight into the logistics strategies and priorities of some of the world's leading economies. The US, a major player in global logistics due to its vast domestic market, extensive international trade relations, and advanced infrastructure, places significant emphasis on maritime logistics, efficient transoceanic SCs, and port operations, supported by highway systems integrated with smart and digital platforms. Although there is no dedicated national logistics policy, logistics strategies are largely shaped by the Infrastructure Investment and Jobs Act[57]. These strategies primarily address transportation-related issues, including road freight, port and railway development, and are bolstered by initiatives promoting automated transportation and electric freight vehicles. Similarly, China—another global logistics powerhouse—focuses on the integration of domestic and international SCs, backed by substantial investments in high-speed rail and port infrastructure. Like the US, China does not operate under a unified national logistics policy. However, through the Belt and Road Initiative[58], it prioritizes the development of trade routes and infrastructure connecting China with Asia, Europe, and Africa, aiming to access Western markets via land-based corridors. In parallel, recognizing its continued dependence on maritime logistics, China pursues policies to enhance major ports such as Shanghai and Ningbo, as well as the inland waterways that support them. A similar situation can be observed in other influential non-European countries in the global logistics market, such as India, Japan, South Korea, and the United Arab Emirates. In all these global actors, policy approaches tend to focus more on transportation rather than logistics in a broader, integrated sense. This common tendency highlights the uniqueness of this study's proposal and reinforces the potential for the EU to take a leading role in the field of logistics—just as it has done in various other domains.

Conclusion

Logistics is of critical importance to the EU, as a player facing many SC challenges. But, the lack of a common policy, exclusively dedicated to addressing these logistics issues should not be interpreted as the absence of interest or commitment to logistics. Because Europe serves as a hub for numerous sophisticated SC operations, hosting many companies that either depend on complex logistics support or operate logistics as a core aspect of their business model. Moreover, claiming that the EU has no institutional engagement with logistics would be inaccurate. The EU is actively developing and implementing various policies and initiatives related to logistics, as well as undertaking several logistics-focused projects. However, these efforts remain fragmented and limited in scope, functioning within the broader frameworks of existing EU policies and often categorized under various thematic areas pursued by the Union or its member states. Although the EU introduced a common policy for transportation early in its development, formalized in the 1957 Treaty of Rome, there has been a growing need for a more comprehensive approach that extends be-

56 The National Transport System Plan for 2021–2032, Publications of the Finnish Government 2021:77.
57 US Congress, 2021.
58 Bird, et.al. "The Belt and Road Initiative: Reshaping economic geography in Central Asia?" Policy Research Working Paper No. 8807. World Bank Group, 2019.

yond transportation to incorporate additional logistics components. In a global environment[59] characterized by increasing competition and financial pressures, relying solely on EU transport policy to address contemporary logistics challenges is becoming increasingly untenable.

A clear sign of Europe's growing disadvantage compared to its Asian competitors is the decline in the major global handling records at the ports of Hamburg and Amsterdam, which have been overtaken by Asian ports such as Hong Kong and Shanghai. Another significant change is that many European brands with global manufacturing are choosing to relocate their operations to Asia, attracted by the significant cost efficiencies in regional SCs. Ignoring the full potential of the EU logistics sector, worth around $2.344 billion, could exacerbate these trends and hinder Europe's competitive advantage in global trade.

Considering these dynamics, the study emphasizes that the EU should develop a CLP that also encompasses CTP. This is because logistics plays a crucial role within the EU, with member states consistently ranking among the top performers in the LPI and hosting leading logistics companies engaged in complex and advanced operations.

The global economic crisis, especially its impact on the Eurozone, can be cited among the reasons that challenge cooperation among EU member states in the logistics sector. The article argues that a CLP covering all members would alleviate the EU's inability to effectively confront its economic and social challenges and facilitate its competition with global counterparts such as the US, Russia, China and others. Therefore, the study concludes that the EU should seek a way to formulate a CLP that covers not only transport but also other aspects of logistics such as storage, handling, distribution, packaging, maintenance, etc.

However, the study acknowledges that implementing such a proposal includes the challenging tasks of convincing all members, making alterations to treaties, adjusting the budget, and potentially institutional changes, which may involve a reconfiguration of the Commission. Additionally, it is outlined in the study that the technical and administrative phases of formulating a CLP demand considerable effort and extensive collaboration among the varied industries players and stakeholders within the EU. But the study aims at least to be a starting point for future debate focused on formulating and implementing a CLP for the EU. Because, adopting best practices becomes crucial for optimizing business logistics, enhancing the sustainability and cost-effectiveness of production and delivery processes across Europe.

It can be argued that implementing this proposal may face significant challenges due to the cumbersome structure of the EU acquis and the inherently slow nature of its decision-making processes. But the EU logistics sector, which is estimated to contribute approximately 14% to GDP, could potentially generate an additional $837 billion with an almost 5% increase in efficiency through the establishment of a CLP. This prospect could serve as significant motivation for EU member states, particularly those facing growing economic challenges, to implement this proposal.

EU member states and companies operating in Europe, which are facing intensifying global competitive pressure, urgently need a common policy to foster cooperation in the logistics sector and such a logistics policy would align with their shared interests and enable them to maximize the use of the existing logistics potential.

On the other hand, it is considered that expanding the existing CTP, rather than establishing a completely new common policy from scratch, would facilitate the necessary adjustments within the current legal and administrative infrastructure, thereby accelerating the process.

The process of conducting the literature review, which served as the foundation for the study's insights, was both comprehensive and intensive. This was primarily due to the fact that, although the literature on logistics and SCs is extensive, there remains a significant gap regarding the development of a CLP. This study distinguishes itself by directly addressing this gap. In doing so, it provides a meaningful academic contribution that may serve as a reference for future research, while also offering practical insights for EU institutions and policymakers involved in the logistics sector. The boundaries of the literature review were defined in accordance with the core themes explored in the study. In particular, the extensive body of work on logistics and SC paradigms necessitated a selective approach, focusing on the most influential, relevant,

59 Hakan Tunahan, et al. "The European Green Deal Fit for 55: A Study on Turkish Logistics Sector (Avrupa Yeşil Mutabakat I 55'E Uyum: Türk Lojistik Sektörü Üzerine Inceleme)". Ankara Review of European Studies, 22, no. 1 July (2023): 225-55. https://doi.org/10.32450/aacd.1327083

and current sources. Redundant content and materials lacking direct relevance to the study's main focus were deliberately omitted. In contrast, given the noticeable lack of academic research on the CLP, the review was supplemented with official publications and reports issued by EU institutions to help fill these gaps. The data of the study were collected based on arguments supported by sources such as: studies asserting that transportation is an integral part of logistics; studies identifying the SC as a concept referring to business logistics; research addressing various aspects of logistics and SCs in relation to transportation; studies on the CTP; studies and legal resources aimed at developing a common EU policy; research focused on the development of a CLP for the EU; and official EU documents related to logistics.

So, it can be concluded that establishing a CLP by expanding CTP is essential, as it offers various benefits for both the EU member states and European Companies, as well as for the EU. Although the likelihood of introducing a CLP proposed in the near term is relatively low due to the slow and cumbersome nature of the EU's decision and policy-making process, this study may serve as a foundation for future academic research on the proposal and encourage EU decision-makers to prioritize this issue on their agenda.

Ethical Statement | Etik Beyan

The research is based on publicly available data, adhering to ethical standards. All sources are properly attributed and cited.

Araştırma, etik standartlara uygun olarak, kamuya açık verilere dayanmaktadır. Tüm kaynaklar usulüne uygun olarak belirtilmiş ve alıntılanmıştır.

Artificial Intelligence Use | Yapay Zekâ Kullanımı

No artificial intelligence-based tools or applications were used during the preparation of this study. The entire content of the study was produced by the author in accordance with scientific research methods and academic ethical principles.

Bu çalışmanın hazırlanma sürecinde yapay zekâ tabanlı herhangi bir araç veya uygulama kullanılmamıştır. Çalışmanın tüm içeriği, yazar tarafından bilimsel araştırma yöntemleri ve akademik etik ilkelere uygun şekilde üretilmiştir.

Author Contribution Statement | Yazarların Katkı Oranı Beyanı

The author is solely responsible for all stages of the study.

Yazar, çalışmanın tüm aşamalarından tek başına sorumludur.

Disclosure Statement | Çatışma Beyanı

The author declares that there is no conflict of interest regarding this study.

Yazar, bu çalışma kapsamında herhangi bir çıkar çatışması bulunmadığını beyan eder.

Funding Statement | Finansman Beyanı

This study received no financial support from any institution or organization.

Bu çalışma herhangi bir kurum veya kuruluş tarafından finansal olarak desteklenmemiştir.

Acknowledgments | Destek ve Teşekkür Beyanı

The author has no additional acknowledgments to declare.

Yazarın ek teşekkür beyanı bulunmamaktadır.

References

Aditjandra Paulus. *"Europe's Freight Transport Policy: Analysis, Synthesis and Evaluation"*. In Preparing for the New Era of Transport Policies: Learning from Experience, Volume 1, (2018): 197-243. Available at: DOI: 10.1016/bs.atpp.2018.07.006, (30.04.2025)

Badinger Harald. "Growth Effects of Economic Integration: Evidence from the EU Member States." *Review of World Economics*, 141(1) (2005): 50-78.

Ballou Ronald. H., *"Business Logistics/Supply Chain Management"*, 5th edition, Pearson Education International, New Jersey: Prentice Hall, 2004.

Berg, Cladua, Deichmann Uche, Liu Yishen and Selod Harris. "Transport Policies and Development." *The Journal of Development Studies*, 53(4) (2017): 465-480. Available at: DOI: 10.1080/00220388.2016.1199857, (22.04.2025).

Betty, Anna, and Al Kildow. "Supply Chain Management Guide to Business Continuity". New York: Amacom, 2011.

Bird, Julia, Mathilde Lebrand, and Anthony J. Venables. "The Belt and Road Initiative: Reshaping economic geography in Central Asia?" Policy Research Working Paper No. 8807. World Bank Group. 2019, Available at: https://documents1.worldbank.org/curated/en/126471554923176405/pdf/The-Belt-and-Road-Initiative-Economic-Poverty-and-Environmental-Impacts.pdf (17.04.2025)

Bookbinder, James H., and Tan Chris S. "Comparison of Asian and European logistics systems." *International Journal of Physical Distribution & Logistics Management* 33, no. 1 (2003): 36-58.

Bowersox Donald. J., and Closs David. J., *"Logistical Management: The Integrated Supply Chain Process"*, Singapore: McGraw-Hill College, 1996.

Brewer, Ann. M., Button Kenneth J., and Hensher David A. "Handbook of Logistics and Supply Chain Management". London: Thomson Learning, 2001.

Carbone, Valentina, and A. Stone Marilyn. "Growth and relational strategies used by the European logistics service providers: Rationale and Outcomes." *Transportation Research Part E: Logistics and Transportation Review* 41, no. 6 (2005): 495-510.

Cavallaro Federico and Nocera Silvio. "Are Transport Policies and Economic Appraisal Aligned in Evaluating Road Externalities?" *Transportation Research Part D: Transport and Environment*, 106, (2022): 103266. Available at: DOI: 10.1016/j.trd.2022.103266, (30.04.2025).

Commission of the European Communities. Communication of the Commission to the Council. Freight Transport Logistics in Europe – the Key to Sustainable Mobility. COM 336 final, 28 June, Brussels, 2006, Available at: https://eur-lex.europa.eu/LexUriServ/LexUriServ.do?uri=COM:2006:0336:FIN:EN:PDF (01.04.2025).

Commission of the European Union. The EU's Freight Transport Agenda: Boosting the Efficiency, Integration and Sustainability of Freight Transport in the Europe. Communication from the Commission to the Council, SEC (2007) 1351} COM (2007) 606 final {SEC (2007) 1367}. Brussels. 2007a. Available at: https://eur-lex.europa.eu/legal-content/EN/TXT/?uri=CELEX:52007SC1351, (01.04.2025).

Commission of the European Union. Communication from the Commission - Freight Transport Logistics Action Plan {SEC(2007) 1320} {SEC(2007) 1321} Brussels. 2007b. Available at: https://eur-lex.europa.eu/legal-content/EN/TXT/?uri=celex:52007DC0607, (30.04.2025).

Commission of the European Union. Communication from the Commission to the EP, the Council, the European Economic and Social Committee and the Committee of the Regions - Strategic Goals and Recommendations for the EU's Maritime Transport Policy until 2018. 2009. Available at: https://eur-lex.europa.eu/EN/legal-content/summary/european-maritime-transport-policy-until-2018.html?fromSummary=32, (07.04.2025).

Commission of the European Union. EU Transport in Figures – Statistical Pocketbook 2023. Directorate-General for Mobility and Transport, Publications Office of the European Union. 2023. Available at: https://data.europa.eu/doi/10.2832/319371, (30.04.2025).

Council of the European Union. EU Single Market. 2024. Available at: https://www.consilium.europa.eu/en/policies/deeper-single-market/, (12.02.2025).

Chopra, Sunil, and Meindl, Peter. "Supply Chain Management: Strategy, Planning, and Operation". 5th ed. Boston: Pearson, 2012.

Coyle, John J., Bardi, Edward J. and Langley C. John. "The Management of Business Logistics: A Supply Chain Perspective". 7th ed. Mason, OH: South-Western College Publishing, 2002.

Donato Carlo D. and Luuk Schmitz. "Europe First? The Rise of EU Industrial Policy Promoting and Protecting the Single Market" *Journal of European Public Policy*, 30(10), (2023): 2063-2096. Available at: DOI: 10.1080/13501763.2023.2202684, (15.04.2025).

European Conference of Ministers of Transport. "ECMT Round Tables Traffic Congestion in Europe. European Conference of Ministers of Transport", Economic Research Centre, OECD Publishing. 1999. Available at: https://www.oecd-ilibrary.org/fr/transport/ecmt-round-tables, (30.04.2025).

Economides Sypros, Featherstone Kevin, and Hunter Tom "The Changing Discourses of EU Enlargement: A Longitudinal Analysis of National Parliamentary Debates." *Journal of Common Market Studies*. Volume 62, Issue 1, (2023): 168-185, Available at: https://doi.org/10.1111/jcms.13484, (30.02.2025).

Esztergár-Kiss Domokos. "Transportation Research Challenges Based on the Analysis of EU Projects." *Promet - Traffic & Transportation*, 35 (2023): 446-461. Available at: DOI: 10.7307/ptt.v35i4.181, (17.03.2025).

Fligstein Neil, and Mara-Drita Iona. "How to Make a Market: Reflections on the Attempt to Create a Single Market in the European Union." *American Journal of Sociology*, Vol. 102, No. 1, (1996): 1–33. Available at: http://www.jstor.org/stable/2782186, (05.03.2025).

Frazelle, Edward. "Supply Chain Strategy: The Logistics of Supply Chain Management". New York: McGraw-Hill, 2002.

Ghiani Gianpaolo, Gilbert Laporte and Roberto Musmanno. "Introduction to Logistics Systems Planning and Control". UK: John Wiley Sons Ltd., 2004. Available at: DOI:10.1002/0470014040 (01.04.2025).

Graziano Paolo. "The Politics of the EU Eco-Social Policies." *European Political Science*. Volume 23, (2023): 27–38. Available at: https://doi.org/10.1057/s41304-023-00455-4, (30.04.2025).

Gudehus, Timm, and Herbert Kotzab. "Comprehensive Logistics". 2nd ed. Berlin: Springer-Verlag, 2012.

Keskin M. Hakan. "The Exigence of the Common Logistics Policy for European Community and the Deconstruction of the Common Transportation Policy." *African Journal of Business Management*, 6 (43) (2012): 10697-10707. DOI: 10.5897/AJBM12.1118

Keskin M. Hakan. "Integration of Europe and the EU, European Union Handbook, Challenge of a Continent". Sharp and Sharp Publishing. London and Istanbul: 2019. Available at: https://www.amazon.com/Integration-Europe-European-Union-International/dp/1694226875. (12.03.2025).

Keskin M. Hakan. "Warehousing, Explained for Making Money, Principles, Policies and Practices". Sharp and Sharp Publishing. London and Istanbul: 2020. Available at: https://www.amazon.com.tr/warehousing-explained-making-money-Principles/dp/B08B35SBMX. (12.03.2025).

Koldemir Birsen, Özen S. and Akten N. "Problems of Transport Systems Serving for Europe-Middle East Trades within the Framework of EU Transport Policy and Solution Proposals." *Journal of Black Sea/Mediterrean Environment*. Volume: 13 Issue: 3, (2007): 261-279.

Kosch Mirjam, Blech Kathrina, and Abrell Jan. "Rising Electricity Prices in Europe: The Impact of Fuel and Carbon Prices." SSRN. (2022) doi.org/10.2139/ssrn.4259209. Available at: https://papers.ssrn.com/sol3/papers.cfm?abstract_id=4259209. (30.04.2025).

Marine Sight. "Major Container Ports and Port Operators in the World in 2024". Available at: https://www.marineinsight.com/know-more/container-ports-and-port-operators/. 2024, (30.03.2025).

Meyer-Rühle Olaf, Sigrun Beige, and Anne Greinus. "Final Report Statistical Coverage and Economic Analysis of the Logistics Sector in the EU (SEALS)", 2008. Available at: https://transport.ec.europa.eu/system/files/2016-09/2008_12_logistics.pdf. (05.03.2025).

Mordor Intelligence. "Europe Freight and Logistics Market Size and Share Analysis - Growth Trends and Forecasts up to 2029", 2024. Available at: https://www.mordorintelligence.com/industry-reports/european-freight-logistics-market (05.03.2025).

Murphy P. Robert and Wood Donald. "Contemporary Logistics", Pearson Education International, Pearson Education International, New Jersey: Prentice Hall, 2004.

Nowakowska-Grunt Joanna and Strzelczyk Monika. "The Current Situation and the Directions of Changes in Road Freight Transport in the European Union", *Transportation Research Procedia*, 39 (2019): 350-359, Available at: DOI:10.1016/j.trpro.2019.06.037, (01.04.2025).

Official Journal of the EU. Regulation (EC) No 1382/2003 of the EP and of the Council of 22 July 2003 on the Granting of Community Financial Assistance to Improve the Environmental Performance of the Freight Transport System (Marco Polo Programme) 2003. Available at: https://eur-lex.europa.eu/eli/reg/2003/1382/oj (01.04.2025).

Ovádek Michal and Willemyns Ines. "International Law of Customs Unions: Conceptual Variety, Legal Ambiguity and Diverse Practice", *European Journal of International Law*, Volume 30, Issue 2 (2019): 361–389, Available at: https://doi.org/10.1093/ejil/chz028, (30.04.2025).

O'Laughlin, Kevin A., Cooper James, and Cabocel Eric. "Reconfiguring European Logistics Systems" (1993).

Persyn Damiaan, Díaz-Lanchas Jorge. and Barbero Javier. "Estimating Road Transport Costs between and within European Union Regions" *Transport Policy*. Volume 124, (2022): 33-42, Available at: https://doi.org/10.1016/j.tranpol.2020.04.006, (30.04.2025).

Pouikli Kleoniki and Tsoukala Ariti. "Air Pollution Crisis across Europe: The European Courts, the Governments, the Citizens and the Persistent Ineffectiveness of EU Law" *Journal for European Environmental and Planning Law*. Volume 20 (3-4) (2023):260-286. Available at: https://doi.org/10.1163/18760104-20030005. (30.04.2025).

Radu Herman, Nistor Cornelia and Nicolae Marius Julia. "The Influence of the Increase in Energy Prices on the Profitability of Companies in the European Union", *Sustainability*, 15, no. 21 (2023):15404. Available at: https://doi.org/10.3390/su152115404, (30.04.2025).

Raudla Ringa and Spendzharova Aneta. "Challenges to the European Single Market at Thirty: Renationalisation, Resilience, or Renewed Integration?" *Journal of European Integration*, 44 (1), (2022): 1-17, Available at: DOI: 10.1080/07036337.2021.2011263, (30.04.2025).

Rogmann Achim. "Impact of International Law on the EU Customs Union", Erasmus Law Review, 12(3) (2019): 233-245. DOI: 10.5553/ELR.000126. Available at: https://www.boomportaal.nl/tijdschrift/ELR/ELR-D-18-00021 (30.03.2025).

Roome Nigel and Anastasiou Ioannis. "Sustainable Production: Challenges and Objectives for EU Research Policy". *Reflects et Perspectives de la vie Économique*, XLI, (2002): 35-49. Available at: https://doi.org/10.3917/rpve.411.0035 (27.03.2025).

Rushton, Alan, Croucher, Phil and Baker Peter. "The Handbook of Logistics and Distribution Management". 4th ed. London: Kogan Page, 2014.

Satistica. "Leading Ten Industrial Transportation Companies in Europe in 2022, by Revenue (in billion Euros)". 2022. Available at: https://www.statista.com/statistics/443678/top-logistics-companies-in-europe-by-turnover/ (16.03.2025).

Schmidt Michael and Giorgi Liana. "Successes, Failures and Prospects for the Common Transport Policy". *Innovation-the European Journal of Social Science Research*. Volume 14 (2001): 293-313. Available at: DOI: 10.1080/13511610120106110, (01.04.2025).

Senir, Gül. Comparison of domestic logistics performances of Turkey and European Union Countries in 2018 with an Integrated Model. *LogForum*, (2021): 17.2.

Silver, Edward A., Pyke David F. and Rein Peterson. "Inventory Management and Production Planning and Scheduling". New York: John Wiley & Sons, 1998.

Stock James and Douglas Lambert. "Strategic Logistics Management", Fourth Edition, New York: McGraw Hill, 2001.

Skjoett-Larsen, Tage. "European Logistics beyond 2000." *International Journal of Physical Distribution & Logistics Management* 30, no. 5 (2000): 377-387.

Taydas Zeynep and Kentmen-Cin Çiğdem. "Who Is Afraid of EU Enlargement? A Multilevel Comparative Analysis". *Political Research Quarterly*, 10.1177/1065912917706548, 70 (3) (2017): 604–617. Available at: https://law-journals-books.vlex.com/vid/who-is-afraid-of-874225670 (01.04.2025).

Treaty Establishing the European Economic Community (Treaty of Rome) (EEC Treaty) (TITLE IV — Transport), Luxembourg: Publishing Services of the

European Communities, 5-183, for Revised Text: Official Journal of the European Communities. 1957. Available at: https://eur-lex.europa.eu/legal-content/EN/TXT/?uri=legissum:xy0023 (01.04.2025).

Treaty on the European Union. Consolidated Versions of the Treaty on European Union. 26.10.2012 Official Journal of the European Union C 326/13. 2012. Available at: https://eur-lex.europa.eu/LexUriServ/LexUriServ.do?uri=CELEX:12012E/TXT:en:PDF (01.04.2025).

Tsironis George, Karagkouni Aristi, Dimitriou Dimitrios and Tsagarakis Konstantinos. "Mapping Sustainable Practices and Concepts in the Transportation Ecosystem for the EU-27 Countries, based on LinkedIn Company Profiles". *Frontiers in Sustainability*. 4, (2023):1-17 Available at: 4. 10.3389/frsus.2023.1268575, (30.04.2025).

Tunahan Hakan, Karataş Ayşegül, Garip Büşra and Gülenay Atakan. "The European Green Deal Fit for 55: A Study on Turkish Logistics Sector (Avrupa Yeşil Mutabakat I 55'E Uyum: Türk Lojistik Sektörü Üzerine Inceleme)". *Ankara Review of European Studies*, 22, no. 1 July (2023): 225-55. https://doi.org/10.32450/aacd.1327083

US Congress, H.R.3684 - Infrastructure Investment and Jobs Act, 117th Congress (2021-2022) 2021. https://www.congress.gov/bill/117th-congress/house-bill/3684

Ünlü, Fatma and Atik, Hayriye. "Industry 4.0 Performance of Turkish Businesses: a Comparative Analysis with the European Union (Türkiye'deki İşletmelerin Endüstri 4.0'a Geçiş Performansı: Avrupa Birliği Ülkeleri İle Karşılaştırmalı Ampirik Analiz)" *Ankara Review of European Studies*, 17, January (2019): 431-63. https://doi.org/10.32450/aacd.512006

Varnavskii Vladamir "EU Railways: Contribution to Decarbonisation Solution". *Contemporary Europe*. No 2 (123) (2024): 70-83. Available at: 10.31857/S0201708324020062, (30.03.2025).

Vickerman Roger. "The Transport Problem: the Need for Consistent Policies on Pricing and Investment". *Transport Policy*, 149/3 (2024): 49-58. Available at: 10.1016/j.tranpol.2024.02.009, (01.04.2025).

Waters, Donald. "Logistics: An Introduction to Supply Chain Management". London: Palgrave Macmillan, 2003.

World Bank. Connecting to Compete, Trade Logistics in the Global Economy, The Logistics Performance Index and Its Indicators, Global Trade and Regional Integration Unit, The World Bank Group, The International Bank for Reconstruction and Development, 2023. Available at: https://lpi.worldbank.org/sites/default/files/2023-04/LPI_2023_report_with_layout.pdf (30.03.2025).

World Bank. World Bank National Accounts Data and OECD National Accounts Data Files. 2024. Available at: https://data.worldbank.org/indicator/NY.GDP.MKTP.CD?locations=EU, (30.04.2025).