Online shopping is increasing the flows that transit into the urban areas. While the business to consumer segment of e-commerce represents around 30% of the e-commerce turnover, it generates the 56% of all e-commerce shipments.

It is clear, therefore, that E-commerce introduces challenges for the urban logistics, which represent the land of blood and honey, characterized by positive (e.g., support to the economic growth of urban centers, product discoverability) and negative (e.g., big e-commerce giant vs. small companies) sides.

The question is: how to make urban logistics a competitive factor for the entire complex-system "City"?

A partial answer comes from the City Logistics, which is more focused on technological aspects (e.g., vehicles), disregarding a broad vision that considers the sustainability of the system from the economic, operational/organizational, social and environmental standpoints. To overcome this lack, it emerges the need for conjugating quantitative with qualitative approaches, and the skills and backgrounds of the different actors involved in the system. In this direction, the technology scouting must be supported by behavioral and economic analyses and simulation-optimization techniques aiming at understanding the system.

**ABSTRACT**

Mariangela Rosano received the MSE in Industrial Engineering and Management from Politecnico di Torino in 2015. She is currently pursuing the Ph.D. degree in Computer and Control Engineering at Politecnico di Torino, and, since 2017, she joined the Centre Interuniversitaire de Recherche sur les Réseaux d’Entreprise, la Logistique et le Transport (CIRRELT), Montréal, Canada as Visiting Researcher.

She is presently Regular Member of the ICT for City Logistics and Enterprises Lab – ICELab@Polito (http://www.ice-lab.online/). Her research interests include City Logistics, Business Development, and business models and Operations Management in the last-mile logistics for Smart Cities applications.

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SUSTAINABLE E-COMMERCE:

THE LAND OF BLOOD AND HONEY

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