



Project Acronym: GREEN-LOG
Project Number: 101069892 (HORIZON-CL5-2021-D6-01 - Innovation action)
Project Full Title: Cooperative and Interconnected Green delivery solutions towards an era of optimized zero emission last-mile Logistics



DELIVERABLE

D5.1 – Dissemination/Communication Strategy & Kit / Activities Report Initial version

Dissemination level	PU - Public
Type of Document	R - Document, report
Contractual date of delivery	30/06/2023
Deliverable Leader	PROMOTION OF OPERATIONAL LINKS WITH INTEGRATED SERVICES, ASSOCIATION INTERNATIONALE (POLIS)
Status - version, date	Final, 30-06-2023
WP / Task responsible	WP5 / T5.1 (INTRA), T5.3 (INTRA)
Keywords	Communication, Dissemination, Liaison, Strategy

Executive Summary

This document establishes a comprehensive plan for all the Communication, Dissemination, and Liaison activities envisaged by the GREEN-LOG project. It outlines the strategies and approaches to be followed, ensuring effective engagement with identified stakeholders. The plan considers a complete set of activities and channels for effective dissemination and communication of project knowledge and results, including participation to and organisation of workshops and events, scientific publications and policy recommendations, collaboration with relevant initiatives, other projects in the field and the External Advisory Board, etc.. Additionally, it outlines the components of the Communication kit, which includes the brand identity and targeted tools and promotional material such as leaflets, roll-ups, newsletters, videos, website, and social media accounts. The document also defines the procedures that will be applied to monitor and measure the effectiveness of all the communication and dissemination activities. Finally, the major planned capacity building and standardisation activities are briefly presented in the deliverable.

It is a living document that will be constantly evaluated and revised in the course of the project. In subsequent versions of this deliverable, the focus shifts towards reporting the outcomes of the project's Dissemination and Communication activities. This includes a detailed account of the actions taken in collaboration with other initiatives, projects and the External Advisory Board.

Deliverable Leader (organisation)	POLIS
Contributors (organisations)	POLIS, INTRA
Reviewers (organisations)	MECHELEN, EUT
Approved by (organisation)	INTRA

Document History			
Version	Date	Contributor(s)	Description
0.1	12/04/2023	POLIS	Table of Contents
0.2	05/05/2023	POLIS	1 st draft of content with instructions of partner responsibility to complete
0.3	12/06/2023	INTRA	Inclusion of information in specific sections
0.4	12/06/2023	POLIS	Comments addressed and inputs addition
0.5	26/06/2023	MECHELEN, EUT	Comments from IRs
0.6	27/06/2023	POLIS, INTRA	Pre-final version addressing all comments
1.0	30/06/2023	INTRA	Final QA'ed version

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Acronyms

Acronym	Title
CAV	Connected and Automated Vehicle
DG MOVE	Directorate-General for Mobility & Transport
EAB	External Advisory Board
EC	European Commission
EIT	European Institute of Innovation and Technology
EU	European Union
GA	Grant Agreement
ICT	Information and Communication Technologies
ITS	Intelligent Transport Systems
KPI	Key Performance Indicator
LaaS	Logistics as a Service
LL	Living Lab
OEM	Original Equipment Manufacturer
SME	Small and Medium Enterprise
URL	Uniform Resource Locator
WG	Working Group
WP	Work Package

1 Introduction

1.1 Document Scope

The **Dissemination/Communication Strategy & Kit (D5.1)** is the central reference for all Communication, Dissemination, Liaison activities and Engagement strategies for GREEN-LOG.

In particular, the **strategy** will:

- Define Dissemination objectives associated with quantifiable Key Performance Indicators (KPIs),
- Identify the different target groups and key messages,
- Define the plan for the engagement activities related to cooperation with other projects,
- Identify events to attend and workshops to organise,
- Create a Communication kit with the project brand identity, as well as identify relevant Communication channels.

This preliminary living document sets the foundation for all Communication, Dissemination, Liaison and engagement activities for the project, with the flexibility to make changes as needed. Additional versions of the document will be prepared in Months 18, 36 and 42.

1.2 Document Structure

The Sections of the present deliverable are organised in the following manner. Section 1 is the introductory section of this deliverable, while Section 2 depicts the Communication, Dissemination, and Liaison objectives. Section 3 presents the target audiences and the key messages upon which GREEN-LOG should be promoted. Section 4 and Section 5 outline the project's planned communication and dissemination activities. Section 6 introduces transferability, capacity building and liaison activities. Section 7 provides a brief introduction into the plans regarding standardisation activities. Section 8 outlines the roadmap of activities and highlights the respective metrics and tools for monitoring and evaluation of the activities included in the plan. Finally, Section 9 concludes the document.

2 Communication, Dissemination, and Liaison objectives

The main objective of the Dissemination and Communication activities of GREEN-LOG is to effectively spread knowledge about the project's results to accelerate the take-up of its last-mile delivery solutions.

The specific objectives of the Dissemination and Communication strategy are to:

1. create awareness of the project among the full range of potential adopters/users in the public, and explain how European industry, SMEs, will benefit from the impacts achieved by the project,
2. provide a clear view of the project's concept, goals, and results by formulating adapted key messages, and preparing Communication material,
3. create an active community of potential users and collect feedback to be considered by the project's activities,
4. make the GREEN-LOG brand recognised by the members of European ICT research and cloud constituencies and prepare the ground for the exploitation of project's results,
5. support targeted dissemination of the project results and accelerate the transferability of the solutions,
6. foster the wide adoption of the project results in Industry and Society.

3 Target Audiences and Key Messages

3.1 Target Audiences

To achieve the Communication, Dissemination, and Liaison objectives of GREEN-LOG, specific targeted messages will be developed based on pre-defined key messages (as described in the next section). These messages will be promoted through a variety of activities to reach various core target groups that make up the naturally interested community around the project.

The main GREEN-LOG target audiences, considering the project's topics and partners involved, are presented in the table below (Table 1).

Table 1: GREEN-LOG target audiences

Target Group	Details	Interest in the project
Public Authorities & Policy-Makers	- Local Authorities, City Stakeholders, and other local agencies - Road authorities - Urban Mobility Planners - National Government - European Authorities (including the EC) - Environmental groups	- Considering the results in policy and new regulatory developments to green last mile within coexisting system. - Training on project's outcomes. - Providing new services based on strategic decisions that influence transport optimisation and management processes. - Participation in the project's events.
Supply Chain stakeholders	- Logistic Service Providers/ Freight Forwarders - Transport operators - Shippers - Major retail chains - Shop owners & other businesses	- Utilisation of project results. - Provision of zero emission solutions in a cost-effective manner. - Integration of data driven services for processes optimisation and reduction of empty loads.
Delivery Solution and Technology developers and providers	- OEMs and cargo bike developers - EV and delivery bots' solution providers - ITS product vendors - Engineering tools developers - Charging infrastructure providers, - Data providers	- Participation in ecosystem building events. - Exploitation of project's open-source results. - Inspiration for new ideas and applications.
Industry Associations, Technology Clusters and Standardisation Organisations	- European initiatives and clusters (such as ALICE, ECLF, BDVA, Zero Emissions Urban Fleets (ZEUF)) - Associations/ Federations /Network in the relevant area (POLIS, Eurocities, ECTRI) - Standardisation organisations	- Inclusion of project's results to collaborative research activities (roadmap, white papers etc.). - Dissemination of project's results to their members. - Bilateral participation in events for knowledge exchange.
European projects and initiatives	- CIVITAS Initiative and its various stakeholders - Expert Group on Urban Mobility - Participants, project partners and relevant stakeholders active in the EU-funded projects	- Identification of common topics. - Synergies and collaborations for results promotion. - Enhancing innovation through results combination. - Co-organisation of events.

Researchers and Academia, RTO	• Individuals engaged in research initiatives and/or working in research/academic institutes • Research communities.	• Further advance the project's research. • Extension/reuse of the project's innovative technologies. • Inspiration for future research. • Participation in the project's events.
General Public (incl. end users)	• Residents, especially of the LLS and the follower cities (i.e., neighbourhood associations, etc.) • End users/customers • Initiatives that leverage public awareness and involvement	• Get aware of the benefits offered by the project, • Provide their point of view, • Adopt promotion actions, • Understand the city intervention's impacts.

3.2 Mission Statement & Key Messages

GREEN-LOG is a Horizon Europe-funded project which will develop Logistics-as-a-Service platforms for interconnected city logistics, automated delivery concepts using autonomous vehicles and delivery droids, cargo-bike-based innovations for sustainable micro-consolidation, and multimodal parcel deliveries integrating public transportation. The approach is deployed and validated in five Urban Living Labs: Athens, Barcelona, Flanders (Ghent, Leuven and Mechelen), Oxfordshire and Ispra. Three follower cities – Arad, Helsingborg, and Valga – will be involved in testing the transferability of the proposed innovations.

To ensure that the messages promoted by GREEN-LOG are always consistent and in line with a wider project-related narrative, below are listed the key messages upon which GREEN-LOG should be promoted:

- Highlight GREEN-LOG's commitment to contribute to low-emission last-mile logistics solutions.
- Showcase cooperative last-mile delivery solutions that are both environmentally friendly and economical, with the use of innovative micro-consolidation centre arrangements and cleaner delivery methods.
- Highlight the innovation potential of Living Labs for sustainable urban freight, as well as cooperation including all relevant stakeholders, from private logistics operators to local businesses, and citizens.
- Showcase successful case studies: GREEN-LOG should showcase case studies of sustainable logistics practices in different cities to demonstrate their effectiveness and encourage other cities to adopt similar practices.
- Highlight GREEN-LOG's goal of transferability to contribute to sustainable logistics practices all over Europe.
- Encourage the adoption of sustainable logistics practices: GREEN-LOG emphasises the need for sustainable logistics practices, and how they can contribute to reducing greenhouse gas emissions and environmental pollution.
- Highlight the use of innovative technology: GREEN-LOG solutions address technical aspects of innovative concepts such as LaaS, connected services, augmented intelligence modelling platforms, delivery modes such as cargo-bikes, electric and autonomous vehicles, etc. to optimise the logistics process and reduce carbon emissions.
- Emphasise the importance of collaboration: GREEN-LOG highlights the need for collaboration between stakeholders, including businesses, local authorities, and

communities, towards a common goal.

- Promote economic benefits: GREEN-LOG should promote the economic benefits of sustainable logistics practices to encourage more companies to adopt them.

The key messages presented are some of the core ideas to be conveyed by GREEN-LOG, which will however be adapted considering the different target audiences it aims to reach.

4 Communication Activities

Communication activities focus on informing, promoting and communicating project activities and results¹. GREEN-LOG envisages a set of communication means and activities that are going to be used in the project. These are the following:

- GREEN-LOG visual identity,
- Promotional and light-weight exhibition material (leaflets and roll-ups),
- Press releases,
- Web-based communication (website, social media channels, videos and multimedia and newsletters).

The aforementioned categories of communication means and activities are described in the following sections (section 4.1-section 4.4).

4.1 GREEN-LOG Visual Identity

4.1.1.1 Visuals

This section highlights the key visuals, banners, logo, font and colour palette to be used in all GREEN-LOG dissemination materials and document templates.

A project's Communication potential can be greatly improved through effective branding and visual identity. By developing a distinctive and attractive visual identity that is consistently used in all Communication materials, target audiences can easily identify and recognise the project. In line with this approach, GREEN-LOG has created its own visual identity to be used consistently across all Communication and Dissemination materials.

INTRA designers' team developed the logo in the very early stages of the project thus securing a strong brand. We followed an iterative design process and considered the opinions of multiple project partners. Below we present a sketch board on which the design process of the logo is displayed.



¹ https://rea.ec.europa.eu/document/download/bee3f9c-462a-43e1-b362-ae38b766132c_en



Figure 1: GREEN-LOG logo - Initial sketch board, testing multiple concepts



Figure 2: GREEN-LOG logo - Final cycle of the logo design suggestions after comments

The voting was organised prior to the Kick-off meeting and the final logo selected by most of the partners. The logo acts as well-recognisable project trademark and is used in all Communication, Dissemination and exhibition material supporting the creation of awareness about and promotion of the project.

The logo includes a cargo-bike, as one of the main measures and solutions that will be adopted. Cargo bikes are a type of bicycle that are designed to carry heavy loads or bulky items.

Cargo bikes can be used for a variety of purposes, such as transporting groceries, carrying children to school, delivering packages, or running errands. They are also becoming increasingly popular for commercial use, particularly for small businesses that need to make local deliveries.

The green leaf reminds that cargo bikes are a green and environmentally friendly measure, that contributes to reduce air pollution, congestion, and noise.



Figure 3: Variations of GREEN-LOG logo

All GREEN-LOG materials include the acknowledgement to EU funding (see Figure 4).



Figure 4: Reference to EU funding

Following the CIVITAS Initiative Corporate Design Guide, the full CIVITAS logo (in any of the available colour variations) will also be included in all the Communication material. The relevant acknowledgement statement will also be included where relevant.



Figure 5: CIVITAS full logo in white and blue colour variations

Provided that the GREEN-LOG consortium includes partners from the UK whose work in GREEN-LOG is funded by the UK Research and Innovation (UKRI), the UKRI logo is also included in our material.



Figure 6: UKRI logo

Further, a set of icons and illustrations were created and adapted to GREEN-LOG colours, which can be used in several Communication activities (see Figure 6 and Figure 7). Green, blue, and grey have been chosen as the main colours to be used for icons and visuals, that are reported below. They have been created paying attention not to generate any gender bias.



Figure 7: GREEN-LOG icons



Figure 8: GREEN-LOG illustrations

Primary
RGB 110 166 75
HEX 6EA64B

Secondary
RGB 32 102 53
HEX 206699

Auxiliary
(text, background etc.)
RGB 77 77 77
HEX 4D4D4D

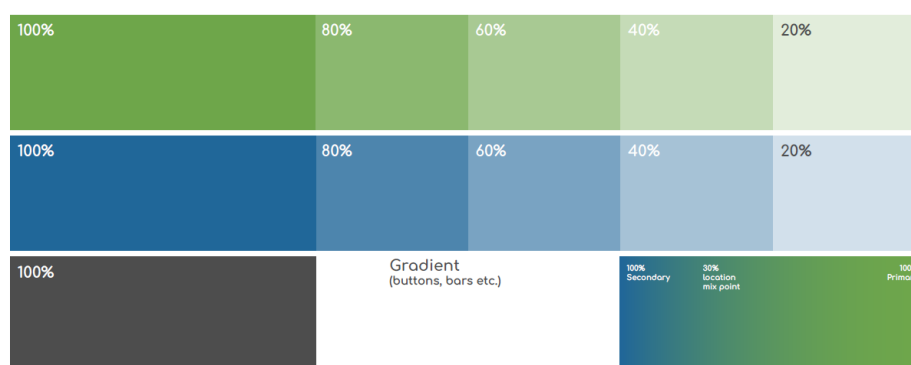


Figure 9: colour palette

4.1.1.2 Fonts

Comfortaa is a rounded geometric sans-serif type design intended for large sizes. It is available on Google Fonts² and licensed under the Open Font License. It is also available in Greek.

² <https://fonts.google.com/specimen/Comfortaa>

It is suggested to be used for Headings (H1-H6) in all deliverables (editorial material, website etc.). For body text (on the web) any modern sans-serif typeface should be used i.e., Open Sans, Roboto. For body text (presentations, deliverables, minutes, agendas, etc.) the default windows/Mac sans-serif typeface should be used i.e., Arial.

4.1.1.3 Deliverable, Minutes, and Agenda templates

The WP5 leader (INTRA team) has created the document templates for the project's deliverables, meeting agenda and minutes, based on the colour palette, the fonts and the logo selected.



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Project Acronym: GREEN-LOG
Project Number: 101069892 (HORIZON-CL5-2021-06-01 - Innovation action)
Project Full Title: Cooperative and interconnected Green delivery solutions towards an era of optimized zero emission last-mile Logistics



DELIVERABLE

DX.Y – Deliverable Name

Dissemination level:	CC – Confidential (only for members of the consortium including the Commission Services)
Type of Document	Report
Contractual date of delivery	dd/mm/yyyy
Deliverable Leader	Partner name
Status - version, date	Draft – v0.1, 06-02-2023
WP7 task responsible	WPX
Keywords	

Co-funded by the European Union. Views and opinions expressed are however those of the author(s) only and do not necessarily reflect those of the European Union or the European Climate, Infrastructure and Environment Executive Agency (ECIEA). Neither the European Union nor the granting authority can be held responsible for them.



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Final v0.1, 06-02-2023

Deliverable Leader (name & organisation)	
Contributors (name & organisation)	
Reviewers (organisation)	
Approved by (name & organisation)	

Document History		
Version	Date	Contributor(s)
0.1	06-02-2023	

Dissemination level: CC – Confidential (only for members of the consortium including the Commission Services)

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 HE Project No 101069892

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Appendix A Appendix Header 1

A.1 Appendix Header 2

A.1.1 Appendix Header 3

Text

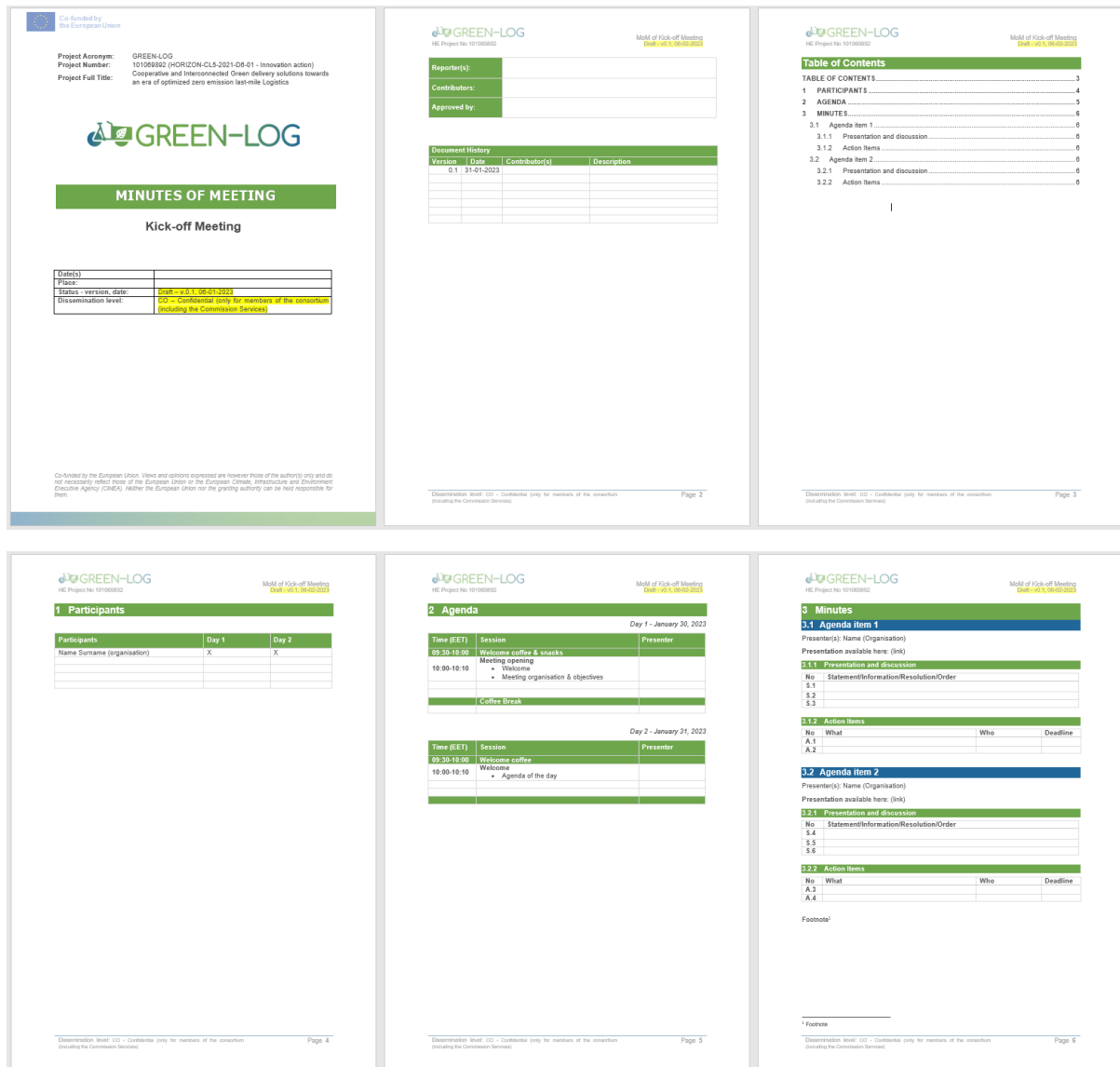
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Figure 10: GREEN-LOG deliverable template

 GREEN-LOG AGENDA OF MEETING Plenary Meeting - online <table border="1"> <thead> <tr> <th>Date(s)</th> <th>15-03-2023</th> </tr> </thead> <tbody> <tr> <td>Project Acronym:</td> <td>GREEN-LOG</td> </tr> <tr> <td>Project Number:</td> <td>101069892 (HORIZON-CL5-2021-06-01 - Innovation action)</td> </tr> <tr> <td>Project Full Title:</td> <td>Cooperative and intermodal Short delivery solutions towards an era of optimized zero emission last-mile Logistics</td> </tr> </tbody> </table> Dissemination level: CO – Confidential (only for members of the consortium including the Commission Services) Co-funded by the European Union. Views and opinions expressed are however those of the author(s) only and do not necessarily reflect those of the European Union or the European Commission. Dissemination and Communication Activities rightly belong to the European Union for the granting activity can be held responsible for them.	Date(s)	15-03-2023	Project Acronym:	GREEN-LOG	Project Number:	101069892 (HORIZON-CL5-2021-06-01 - Innovation action)	Project Full Title:	Cooperative and intermodal Short delivery solutions towards an era of optimized zero emission last-mile Logistics	 HE Project No 101069892 Plenary Meeting - Online [Deliverable name] 1 Agenda Thursday March 23, 2023 <table border="1"> <thead> <tr> <th>Time (CEST)</th> <th>Session</th> <th>Presenter</th> </tr> </thead> <tbody> <tr> <td></td> <td>Plenary - Introduction - Agenda Overview</td> <td>[Name]</td> </tr> <tr> <td></td> <td></td> <td></td> </tr> <tr> <td></td> <td>Break</td> <td></td> </tr> <tr> <td></td> <td>Workshop</td> <td></td> </tr> <tr> <td></td> <td>Break</td> <td></td> </tr> <tr> <td></td> <td>Workshop</td> <td></td> </tr> <tr> <td></td> <td>Break</td> <td></td> </tr> <tr> <td></td> <td>Workshop</td> <td></td> </tr> <tr> <td></td> <td>END OF MEETING</td> <td></td> </tr> </tbody> </table> 2 MS Teams meeting details 3 Contact info Dissemination level: CO – Confidential (only for members of the consortium including the Commission Services) Page 3	Time (CEST)	Session	Presenter		Plenary - Introduction - Agenda Overview	[Name]					Break			Workshop			Break			Workshop			Break			Workshop			END OF MEETING	
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	Workshop																																						
	END OF MEETING																																						

Figure 11: GREEN-LOG meeting agenda template



The template consists of several pages:

- Page 1:** Project information (Project Acronym: GREEN-LOG, Project Number: 101069892, Project Full Title: Cooperative and Interconnected Green delivery solutions towards an era of optimized zero emission last-mile Logistics). It includes the GREEN-LOG logo and a 'MINUTES OF MEETING' header for a 'Kick-off Meeting'.
- Page 2:** A table for 'Kick-off Meeting' details, including Date, Place, Status, Version, Date, and Dissemination level.
- Page 3:** A 'Table of Contents' section listing the structure of the minutes.
- Page 4:** A 'Document History' table with columns for Version, Date, Contributor(s), and Description.
- Page 5:** A 'Table of Contents' section listing the structure of the minutes.
- Page 6:** A 'Table of Contents' section listing the structure of the minutes.
- Page 7:** A 'Table of Contents' section listing the structure of the minutes.
- Page 8:** A 'Table of Contents' section listing the structure of the minutes.
- Page 9:** A 'Table of Contents' section listing the structure of the minutes.
- Page 10:** A 'Table of Contents' section listing the structure of the minutes.

Figure 12: GREEN-LOG meeting minutes template

4.1.1.4 PowerPoint template

The PowerPoint presentation template has been created with the aim to be used by the project partners for their own presentations in all external and internal events, meetings, etc.

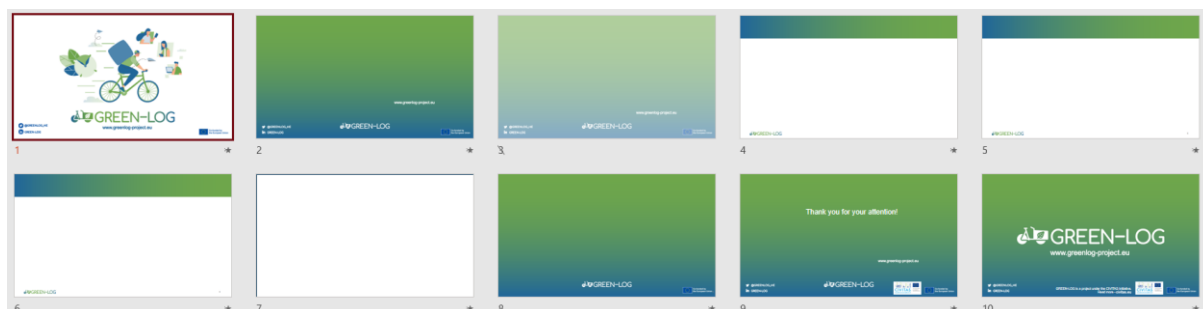


Figure 13: GREEN-LOG PowerPoint template

4.2 Promotional and Light-Weight Exhibition Material

4.2.1.1 Leaflet & Roll-up

An initial version of a GREEN-LOG leaflet has been produced and uploaded to the project website, as well as distributed to partners for Dissemination. The leaflet features an overview of the project's goals, vision, Living Labs and Follower Cities, and solutions to be developed. It will be revised at a later stage to reflect project advancements and outcomes.

The high-quality colour illustrated GREEN-LOG leaflet comprises a three-fold sheet. A modern and engaging design has been adopted to attract a reader's attention (i.e., big headline, strong visuals, and a distinct call to action). It has been produced in English by the WP5 leader INTRA, with its layout and content agreed by all the partners.

The printed copies of the leaflet will be distributed for Dissemination, Communication and Liaison purposes to target stakeholders during the events, conferences, workshops, and other appropriate fora.

In the second half of the project after certain milestones are reached, a second, result-oriented, leaflet will be produced, concentrating among others on a clear vision of the remainder of the project and the lasting impact of GREEN-LOG beyond its run.



APPROACH

The GREEN-LOG approach provides a cutting-edge simulation environment for scenario building combining different solutions to enable the integration of last-mile delivery interventions with the highest possible impact on environmental sustainability and traffic reduction, also considering their financial viability.

The approach is deployed and validated in five **Urban Living Labs (LLs)**, an inclusive set of demonstration sites that cover EU regions with different Urban Logistics characteristics and varying challenges. These LLs will act as city platforms for nurturing social innovation, understanding of user needs, habits and preferences, co-designing, and deploying of last-mile delivery solutions while allowing the most effective exchange of ideas.

Three **follower cities** that experience rapid economic and social change and are highly interested in tailoring and replicating GREEN-LOG solutions will benefit from intensive transferability acceleration actions.

29 partners
10 countries
5 Urban Living Labs
3 follower cities
€6.3 million EU contribution

PARTNERS

GREEN-LOG is a strong consortium of 29 high-profile partners from all over Europe, including SMEs, universities and research institutes, a large IT company, major last-mile logistics operators, city authorities, a city logistics association and an association of EU cities.

netcompany
Intrasoft
FEED
COMPOSED
leuven
Ghent University
POLIS
PEDAL & POST
aimsun
FGC
Project Coordinator:
Netcompany-Intrasoft
Contact us:
info@greenlog-project.eu
Visit our website:
www.greenlog-project.eu
Find us on:
GREEN-LOG @GREENLOG_HE

GREEN-LOG
Cooperative and Interconnected
Green delivery solutions
towards an era of optimized
zero emission last-mile Logistics
www.greenlog-project.eu

Co-funded by
the European Union
UK Research
and Innovation

CHALLENGE & VISION

The world is experiencing an unparalleled growth in last-mile transport following the unprecedented growth of e-commerce. The steep curve is expected to continue in the years to come, fueled by a multitude of factors related to societal changes and technological advancements. This new reality brings a number of challenges to urban and peri-urban ecosystems and puts immense pressure on courier companies for seamless servicing of higher volume home deliveries.

Against this backdrop, **GREEN-LOG**, the Horizon Europe-funded project aims to accelerate systemic changes and create last-mile delivery ecosystems that are economically, ecologically, and socially sustainable.



GOALS

- BRING together city logistics ecosystems and supporting them to **introduce innovative last-mile delivery solutions**.
- ACCELERATE the **shift to sustainable and smart mobility in last-mile delivery** as defined by the European Green Deal action plan and the EC's Roadmap to a Single European Transport Area, while building upon the recommendations of the European Environment Agency for first/last/only mile modes.
- DELIVER a **fully functioning and solid system prototype** with well-integrated components demonstrated in the **operational environment** of well-designed pilot cases.
- DEVELOP **Logistics-as-a-Service platforms** for interconnected city logistics, **automated delivery concepts** using autonomous vehicles and delivery droids, **cargo-bike-based innovations** for sustainable micro consolidation, and **multimodal parcel deliveries** integrating public transportation.

LIVING LABS

LL#1 ATHENS, Greece

Multi-stakeholder collaborations for shared MCCs and optimised cargo-bike use

Athens is a densely populated area and faces challenges that have severe impact on urban logistics. The aim is to establish a network of logistics service providers, local stakeholders, businesses etc. to implement **micro-consolidation centres (MCCs)** in public places jointly used by the courier companies. Also, the use of **cargo-bikes** and **electric vehicles** will be introduced and extended.



LL#2 BARCELONA, Spain

Multimodal last-mile deliveries

The suburban area of Barcelona has not taken the opportunity to implement greener delivery methods as intensely as the urban zone. The Barcelona LL will assess and develop appropriate last-mile delivery models such as primarily **cargo-bike hubs**, but also **lockers, linked to rail stations** in a variety of urban contexts (covering Barcelona's city centre and towns along the metropolitan rail network).



LL#3 FLANDERS, Belgium

(Leuven, Ghent, Mechelen)

Last-mile Urban Logistics-as-a-Service

The region of Flanders has announced the ambition to introduce zones for zero emission urban freight in cities. The goal is to develop a functional **Logistics-as-a-Service platform** where urban logistics data is used to link demand (e.g., urban freight shipments, on-demand requirements, storage requirements) and supply (e.g. the provision of sustainable logistics services, warehouse space, need for certain type of vehicles) in order to improve the sustainability of first- and last-mile city logistics.



LL#4 OXFORDSHIRE, United Kingdom

Next generation last-mile delivery integrating cargo-bikes and AVs

Oxfordshire is a county in England which includes the City of Oxford, the population of which has grown at an unprecedented rate in recent years. GREEN-LOG intends to bring together active players in Oxford's freight operations to address the challenges in scaling up zero emission last-mile deliveries in Oxford. Some of the concepts are the design of **movable consolidation points**, demonstration of **new customised cargo-bike designs**, and development of **digital marketplace**.



LL#5 ISPRA (JRC), Italy

Next generation last-mile delivery integrating delivery robots

The Joint Research Centre (JRC) is an EC infrastructure in Ispra where GREEN-LOG solutions will be demonstrated. **Autonomous and multimodal delivery** able to support daily activities by increasing efficiency, reducing errors, and decreasing human involvement, especially in most of the standardised and repetitive operations will be achieved through the integration of the fleet management system (Yape droids and Measy cargo bikes) with the booking system implemented in the delivery platform.



Follower cities

HELSINGBORG, Sweden



ARAD, Romania



VALGA, Estonia



Figure 14: GREEN-LOG initial leaflet

Further, a roll-up has been designed to be used during project organised events, and participation at exhibition stands in relevant conferences.



Figure 15: GREEN-LOG roll-up

4.3 Press Releases

Press releases serve as an important Communication tool between GREEN-LOG and appropriate media outlets. Press releases will be written to coincide with important events and organisation of workshops, solutions available/tested, major results achieved, outcomes of the Living Labs, etc. This will facilitate a close rapport with specialised media and ensure that project-related news items are disseminated.

During significant project milestones, press releases will be disseminated to European and international press, and when relevant, to local and national press. Local partner sites are encouraged to liaise with local media to inform their end users and citizens about the progress of the Living Labs.

Each partner city will translate the general press releases or create their own when appropriate.

The first press release has been issued and shared to be circulated by all partners to their business networks and media contacts, through the databases that they maintain, published on the partners' websites and newsletters, but also on the external platforms and websites. The press release has also been published on the project website and promoted on social media. It can be found [here](#).

A press release template has been created to keep consistency in the layout and structure of the project's press releases.



Figure 16: GREEN-LOG Press Release template

4.4 Web-Based Communication

4.4.1 Website

The GREEN-LOG website is accessible under: <https://greenlog-project.eu/>.

The landing page was launched by the end of January 2023, including general info about the project, coordinator contact details, links to social media, and reference to EU funding.

This allowed more time for the definition of the contents of the website, as well as the cooperation with the selected web developer. POLIS led this task, with the support of INTRA, having engaged all partners and most importantly the Living Lab partners, in the content definition (i.e., descriptions of Living Labs, partner descriptions, etc.). The full-content website went online since April 2023.

The GREEN-LOG website serves as central Communication and interaction gateway by:

- Providing information on the project evolution, including results, publications, news, events, and success stories, including a Blog section, as well as pages dedicated to the Living Labs and Follower Cities,
- Providing access to public deliverables, presentations, photos, digital materials, among others,
- Serving as dispatching centre for social media channels managed by GREEN-LOG (Twitter, LinkedIn, YouTube).

The website has a lean and visually attractive structure, with an easy-to-use Content Management System (WordPress), which facilitates document allocation, dynamic display of news and events, among others. The tracking of web statistics is compliant to EU data protection regulation, by using Google Analytics. A Privacy and Cookies Policy has been created and made available on the website. The final version of the website went live in April 2023.

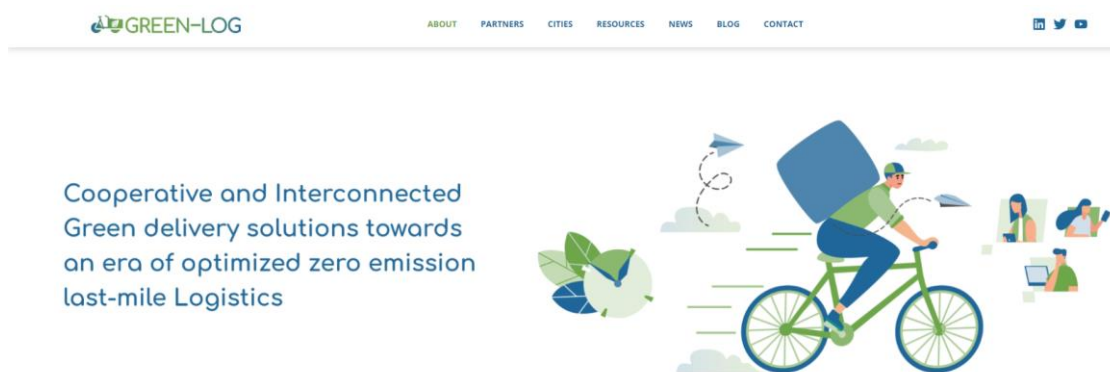


Figure 17: Screenshot of the homepage of GREEN-LOG website

4.4.1.1 GREEN-LOG Blog

Provided that blogging is a critical online method for communicating and engaging with a massive global network of stakeholders, it was agreed to incorporate it in the Communication strategy of GREEN-LOG since the start. Blog posts featuring various aspects relevant to the project developments in different Work Packages are directed to relevant target audiences. INTRA coordinates the content collection and publishing, while the partners assigned are responsible for producing the content. Each of the blog posts is accompanied with the relevant eye-catching image.

Blog posts are planned to be published around twice a month. To structure the blog post publication activities, a plan featuring the partner assigned and the delivery day has been included in the Blog Post Calendar sheet of the online Excel Tracker (see the Tracker description in section 8.2). To support the partners' work, the WP5 leader supplied the consortium with the respective guidelines and the useful tips for preparing the blog posts.

Specific strategy for repurposing and reusing the content of each blog post across various channels has been adopted aiming to maximise the impact of each blog post. The WP5 leader will make 1-2 social media (Twitter/LinkedIn) posts based on the content/main conclusions of each blog article:

Up to now, 2 blog posts have been published online:

- GREEN-LOG – the adventure towards an era of optimised zero emission last-mile logistics (June 2023)³.
- LaaS: How GREEN-LOG Marketplace solution will contribute to a more sustainable last-mile delivery (June 2023)⁴.

4.4.2 Social Media

GREEN-LOG's main social media platform for the project will be LinkedIn⁵, as it is primarily focused on professional and business-oriented content. Therefore, it is anticipated that stakeholders within the Urban Logistics industry will be attracted to the page. The impact of Communication on this channel will be tracked through LinkedIn Page analytics.

³ <https://greenlog-project.eu/green-log-the-adventure-towards-an-era-of-optimised-zero-emission-last-mile-logistics/>

⁴ <https://greenlog-project.eu/market-place-solution/>

⁵ <https://www.linkedin.com/company/green-loghe>

On the other hand, Twitter⁶ is a valuable tool for sharing brief remarks and making announcements that can quickly reach a broad audience or amplify pertinent content through retweets. There are a few matters to consider:

- Tweets are limited to 280 characters,
- Tweets should be accompanied by a relevant image,
- Links are shortened to 23 characters.

For both platforms, when posting links, Bitly⁷ can be used to shorten URLs to free up characters. To increase engagement on both networks, several approaches can be taken:

- Hashtags: Hashtags related to GREEN-LOG and Horizon Europe are the following: #GREENLOG_he, #HorizonEU. Other hashtags directly related to the project can be used: #UrbanLogistics #LastMile #LastMileLogistics #LastMileDelivery #ZeroEmissions #Interconnected #UrbanFreight #UrbanLogistics #UrbanLivingLabs #LivingLabs (where appropriate).
- Tagging accounts: Other accounts can be tagged in both images and tweets. Key accounts to tag in tweets are @HorizonEU, @cinea_eu (for Twitter only) and Project Partners Accounts,
- Usage of emojis, bold and alternative text is encouraged to make the posts more visually attractive, but also accessible.

A YouTube⁸ channel has also been created for the GREEN-LOG project. In the future it will be used for the promotion of GREEN-LOG videos, together with lectures for the Capacity Building activities.

⁶ https://twitter.com/GREENLOG_HE

⁷ <https://bitly.com/https://bitly.com/>

⁸ https://www.youtube.com/channel/UCiO_n4ZnjJyGACyapDEHXWw

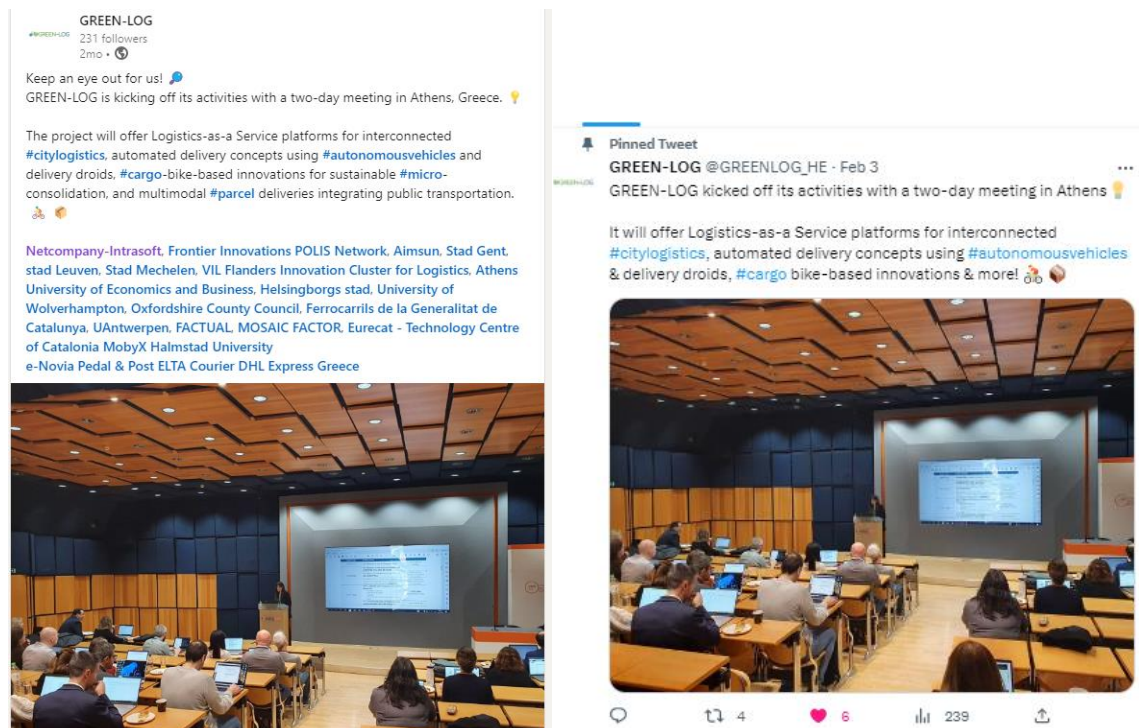


Figure 18: GREEN-LOG Social Media pages

4.4.3 Video and Multimedia

We envisage a rich set of multimedia content to be produced for presenting the GREEN-LOG project context and solutions, including images and video material.

GREEN-LOG will produce a project explainer video targeted at research community, the data-intensive application providers, but also to the general public and other target audiences of the project.

The consortium also plans to produce promotional videos in each Living Lab during the demonstration phases. The video tutorial showcasing the integrated GREEN-LOG platform will also be produced.

The consortium will produce images and, whenever it is relevant and possible, also record videos during project events, meetings and other activities (i.e., the Living Labs events), prior having received permission to do so by all participants. These videos will be used for both the internal and external Communication materials (incl. website articles, presentations, reports, etc.). We urge all the partners to contribute with the multimedia material.

The multimedia material selected from the partners will be collected in the specific folder on the project's internal document repository (SharePoint). Videos will be uploaded on the GREEN-LOG YouTube channel (either as public or as unlisted, depending on the content).

4.4.4 Newsletter

Throughout the project course, electronic newsletters will be created, published, and distributed (in total, 8 e-newsletters are envisaged) on a regular basis. The registration form for the GREEN-LOG newsletter is now accessible on the project's website.

Several newsletters will be shared, with the content including, among others, the following topics:

- Major project developments.
- (Co-)organisation of GREEN-LOG workshops, events and sessions.
- Blog posts prepared by the project partners.
- Key results from the Living Labs and Follower Cities activities.
- Success stories related to the activities of the Living Labs.
- Latest publications.
- Potential interconnection and soundbites with other EU-level projects or initiatives in the domain of Urban Logistics and Last-Mile Logistics.

The goal is to keep different stakeholders properly informed about the project developments in a timely manner. It will thus provide regular updates on what is happening on the project, highlighting its major news and achievements. The newsletters will also contain information regarding the upcoming tasks and events to inform the audiences on how they can be involved with the project.

All the e-newsletter issues will be available through the project website.



Figure 19: GREEN-LOG e-newsletter template

Additionally, GREEN-LOG aims to optimise its Communication and Dissemination capabilities by utilising other exclusive Communication channels within the consortium. Exclusive news

and/or articles related to the project will be featured in the bi-weekly Polis newsletter (InfoPolis), which has a subscriber base of over 500 individuals from regional and local authorities. Moreover, the project will also liaise with the CIVITAS Initiative's newsletter and other Communication channels. FGC shares information about the project through their internal newsletter – VIA – sent to their 1813 workers. EUT also shares information via their newsletters (one internal, published every week, and monthly bulletins that reach their customers, affiliates, and partners).

5 Dissemination Activities

Dissemination activities focus on making knowledge and results achieved in the project publicly available (free-of-charge)⁹. GREEN-LOG foresees a specific set of targeted activities such as participation and organisation of different dissemination events (conferences, workshops, etc.), publishing in scientific journals and conferences, publishing of policy recommendations.

These dissemination activities are described in detail in the following sub-sections.

5.1 Dissemination Events

5.1.1 External Events

GREEN-LOG will participate in high-level national and international events/conferences to promote the project's activities and outcomes, either by organising sessions, webinars, workshops, poster sessions, and having a stand in an exhibition area. Participation will be either online or in-situ, depending on the specific event.

We will also consider the Micro-level events (local & regional events targeted at the local authorities, concerned citizens, local businesses and general public). In addition, we also envision participation in fairs and industry events (in the second half of the project when more solid results are available). The list below provides a brief overview of relevant specialised events/conferences on the topics addressed by GREEN-LOG, to be updated regularly. Decisions on participation in these events will be made on a case-by-case basis.

Table 2: List of events for potential GREEN-LOG participation

Event	Description
CIVITAS Forum Conference	The CIVITAS Forum Conference gives transport planners, city representatives, researchers, and developers an opportunity to meet physically and discuss pathways to climate neutral urban transport. It is organised every two years by the European Commission's DG MOVE.
Urban Mobility Days	The Urban Mobility Days provides the ideal opportunity to network, debate key issues, and exchange ideas on emerging transport trends and technologies, the latest developments in urban mobility planning, and solutions to make mobility in cities and towns more sustainable.
Transport Research Arena	The Transport Research Arena is the biggest European Research and Technology Conference on transport and mobility, which takes place every two years. TRA offers a great venue for researchers, policy makers and industry representatives to get together and contribute to the discussion on how research and innovation can re-shape the transport and mobility system.
POLIS annual conference	The Annual POLIS Conference is Europe's leading sustainable urban mobility event, providing an opportunity for cities and regions to showcase their transport achievements to a large audience of mobility experts, practitioners, and decision-makers from both the public and private sector.
International Physical Internet Conference	The International Physical Internet Conference aims to provide an open forum for researchers, industry representatives, government officials and citizens to together explore, discuss, introduce leading edge concepts, methodologies, recent projects, technological advancements, start-up initiatives, for current and future Physical Internet implementation.

⁹ https://rea.ec.europa.eu/document/download/beeb3f9c-462a-43e1-b362-ae38b766132c_en

Road Transport Research Results Conference	The Road Transport Research Results Conference is an annual conference that brings together researchers, engineers, policymakers, and other stakeholders to share the latest findings and developments in the field of road transport research. The conference typically includes presentations of research papers, keynote speeches, panel discussions, and exhibitions.
VREFT International Urban Freight Conference	VREF started the FUT thematic program Urban Freight in order to consider the challenges and opportunities for cities and the many actors involved in delivery of goods and services in urban areas. The Urban Freight program involves leading universities, industry partners and cities in more than 10 countries in Europe, Asia, North- and South America. Local and international meeting places and publications will support the wider outreach of research findings and conclusions
Open Living Lab Days	OpenLivingLab Days is the flagship annual event organized by the European Network of Living Labs (ENoLL). It is a highly-anticipated gathering that brings together living labbers, public officials, corporate leaders, entrepreneurs, academics, and innovators from around the world. The event offers a unique platform for networking, exchanging best practices, and collaborating on cutting-edge projects and for reflecting on the latest trends and how to shape the future.
ITS European Congress	The ITS European Congress is the largest event entirely dedicated to smart mobility and digitalisation of transport and is organised by ERTICO – ITS Europe.

GREEN-LOG plans a sound representation during the Urban Mobility Days Conference 2023¹⁰ on 4-6 October 2023 in Seville with key representatives of the GREEN-LOG consortium. We plan to share a stand (possibly, with the “sister” projects as mentioned in see 6.1.1), participate in a pitch session, but also to be actively involved in the activities of CIVITAS Community (meetings and side events organised by the CIVITAS Initiative).

5.1.2 GREEN-LOG Events

In addition to participation to external events, GREEN-LOG will also organise project-centric events and a final conference.

The GREEN-LOG final conference will be organised to present the final outcomes and findings of the project and to prepare the ground for further developments and exploitation. In this conference the academic community will be presented with the results of the project through technical speeches, live demonstration, and practical application.

Several workshops and webinars are expected to be organised throughout the duration of the project, including those for the co-design endeavour in the definition of the Living Lab’s activities, and at a later stage to the dissemination of pilot activities and results to external stakeholders. More detailed are available on section 6.3.

Moreover, we will explore the possibility of organising workshops and training webinars regarding urban freight transport planning and modelling and innovative delivery methods, sustainable last-mile solutions and use of GREEN-LOG platform services and tools. Local interactive workshops on the potential transferability and adaptability of the GREEN-LOG solutions developed within the project will also be investigated.

¹⁰ <https://civitas.eu/um-d-2023>

The Universities will organise workshops throughout the project's duration, where interested researchers and industry professionals can learn about urban freight transport planning and modelling and the requirements of integrated traditional and innovative delivery methods.

In this regard, GREEN-LOG, represented by HALM academic partners, have co-organised a series of Lunch & Learn seminars on “Co-Designing Future Mobility – How to stage cross-sectoral and inter-generational design practices” and “Living Labs: past, now and future”. The two seminars of a series took place on 29/03/2023 and 10/05/2023 respectively at the Halmstad University premises and online. The events were co-organised by GREEN-LOG in cooperation with the EU Horizon Europe project SPINE.

5.2 Scientific Publications

GREEN-LOG will publish articles and scientific papers in specialised media, magazines, and journals, targeting the scientific community transport professionals and urban mobility practitioners.

GREEN-LOG considers publishing its innovative research results in the targeted Open Access internationally referred journals, magazines and conferences aiming to increase its academic impact and visibility, but also to connect with the scientific community in the field and disseminate its scientific and technological achievements and results.

All publications should include the following statement:

“This work has been supported by the GREEN-LOG project that has received funding from the European Union’s Horizon Europe research and innovation programme under Grant Agreement No 101069892 and from the United Kingdom Research and Innovation (UKRI) agency. Views and opinions expressed are however those of the author(s) only and do not necessarily reflect those of the European Union, the European Climate, Infrastructure and Environment Executive Agency (CINEA) or the UKRI. Neither the European Union nor the granting authorities can be held responsible for them.”

The consortium considers (co-)organising 2 special issues in open access journals. The high scientific profile of the participating academic and research institutes will guarantee the success of these special issues, which will demonstrate the project's research achievements worldwide.

Coordinating the GREEN-LOG scientific publications in line with the "Guidelines on Open Access to Scientific Publications and Research Data" in Horizon Europe is a part of the Task 5.2 Data Management Plan and Open Science, led by EUT. More information about the GREEN-LOG publications in Open Access is available in D5.2 Data Management Plan 1st Version. There it can be found the mechanisms to make the scientific publications open.

GREEN-LOG also aims to contribute to Open Research through a range of open peer-reviewed and other types of publications.

The project intends to submit papers to be published in the European Commission's scientific publishing service, Open Research Europe¹¹. Additionally, GREEN-LOG considers availing of other open-access platforms and tailored services to support the Dissemination of project results. Many of these platforms are promoted and managed by the European Commission, such as the Horizon Results Booster¹² and the Horizon Results Platform¹³.

¹¹ <https://open-research-europe.ec.europa.eu/>

¹² <https://www.horizonresultsbooster.eu/>

¹³ <https://ec.europa.eu/info/funding-tenders/opportunities/portal/screen/opportunities/horizon-results-platform>

The project's public deliverables will be made available through the project website as soon as they are accepted.

5.3 Policy Recommendations

The lessons learned from the 5 Living Labs and the transferability analysis to the Follower Cities (Valga, Arad and Helsingborg) will serve as the basis for the preparation of policy recommendations to facilitate the Dissemination of sustainable last-mile delivery solutions in EU cities.

Given that innovative, recent advances in delivery modes (including cargo-bikes, connected automated vehicles (CAV) and distribution strategies (e.g., LaaS) are yet to be implemented or fully integrated in transport networks, there is need for specific policy support, especially during this era of transition. The disruptive nature of last mile logistics as well as the collaboration of different stakeholders for network management, demand management, and multimodal deliveries require an orchestrated transition, with careful adaptations, tailored regulations, policy interventions and practical guidelines to ensure resilience and not sacrifice security, safety, data protection, and social inclusion during the transition process. These interventions and guidelines should be included in new sustainable urban logistics plans meeting EU sustainability targets. For example, the integration of micro consolidation centres and cargo-bikes into the transport system of a metropolitan area is dependent on a series of technical and regulation measures that involve both local and regional/national authorities and careful planning.

GREEN-LOG attempts to support and accelerate this process by presenting policy recommendations on the topics mentioned above. These will follow from pilot testing and quantitative modelling. These recommendations will be summarised in a *Roadmap towards zero-emission city logistics* based on the GREEN-LOG approach which will be communicated to urban logistics stakeholders across the EU including the EC and ALICE.

6 Transferability, Capacity Building, and Liaison activities

6.1 Cooperation with Projects/Initiatives

Cooperation with other projects and initiatives in the field contributes to the formation of a “large knowledge pool” and therefore often leads to new insights both in research and Dissemination efforts. GREEN-LOG plans leasing with relevant projects and initiatives (in the European Union, but also where relevant, in international level) to exchange information, ideas and promote innovation. This is also a cost-efficient way to disseminate the project’s concepts and results through the channels and services of the synergy projects/initiatives and promote them beyond the project’s own networks.

6.1.1 EU-funded Projects

GREEN-LOG capitalises on results, extends work and establish synergies with several related EU-funded and national research and innovation projects active in the focus areas of GREEN-LOG, including city logistics and last-mile deliveries, starting from the so-called “sister projects” that have been funded by the European Commission under the same call: URBANE¹⁴ and DECARBOMILE¹⁵. Partners use/extend the outcomes of such projects and provide answers to pertinent sustainable last-mile delivery problems.

Project Coordinators have already launched collaboration activities and the regular calls (once in three months) have been established. Moreover, the three projects already proceeded in the following actions:

- The coordinators of the two “sister” projects presented their projects vision, objectives, LLs, work plan, etc. during the GREEN-LOG Kick-off.
- GREEN-LOG was presented during the DECARBOMILE Consortium Meeting on 3 March 2023.
- The first “sister” projects meeting took place on 16 March 2023, where the potential areas of cooperation were discussed, and the first actions agreed. The second cluster meeting took place in June 2023, in presence of the Project Officer, where more detailed plan of actions was discussed and agreed upon.
- A joint abstract with sister projects to the TRA2024 was submitted.
- The three projects met during the IPIC2023¹⁶ in Athens, Greece (where they all participate with presentation) to discuss activities and approaches on data management, stakeholders’ engagement and incentives to leverage last-mile sustainability opportunities, which constitute a common ground for our projects collaboration. GREEN-LOG, represented by INTRA, joined the focus group session on Innovation Urban Delivery Vehicles and Solutions where DECARBOMILE and URBANE were also present.
- The three projects agreed to create three Working Groups on topics of interest¹⁷:
 - *Technical (WG1)*
 - Architecture & tools to be developed (Digital Twin, blockchain, etc)
 - Data Management & data spaces

¹⁴ <https://www.linkedin.com/company/urbane-project/>

¹⁵ <https://twitter.com/decarbomile>

¹⁶ <https://www.pi.events/>

¹⁷ The topics may change following the needs and the developments of the projects.

- Modelling activities
- *Dissemination, Communication and Exploitation activities (WG2)*
 - Participation in events (IPIC 2023, UMD 2023, TRA 2024, LEAD final event)
 - Feasibility Studies alignment
 - Joint publication of a newsletter/ policy recommendations
- *LLs & Demos (WG3)*
 - LLs baseline situation & challenges
 - Stakeholders' engagement methodology
 - KPIs definition
 - Common demonstration activities (cf. pilot sites in Spain)
 - Strategic Alignment and Exchange: Project Coordinators' meetings
-
- Organisational aspects¹⁸:
 - Coordinators & WG calls every 2 months (2 hours) until Q1 2024
 - Ad-hoc meetings can be organized when needed
 - WG leaders:
 - WG1: URBANE
 - WG2: GREEN-LOG
 - WG3: DECARMOBILE
 - Cluster Leader rotation approx. every 12 months.
 - Until the end of 2023: URBANE
 - Until the end of 2024: DECARBOMILE
 - Until the end of 2025: GREEN LOG
 - Until the end of Feb 2026: URBANE

¹⁸ This structure may change adjusting to the organisational needs

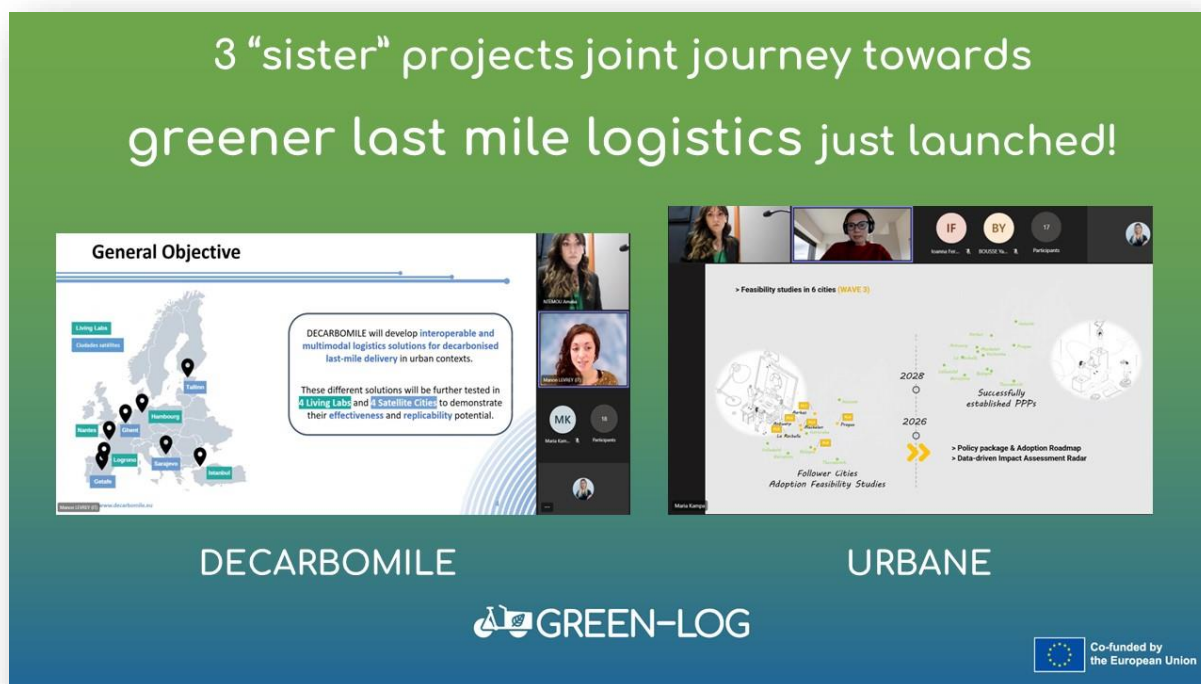


Figure 20: 1st “sister” projects’ joint call

In addition to the “sister” projects, GREEN-LOG consortium will seek to create synergies with other European projects.

The initial list of the projects with which GREEN-LOG considers any kind of cooperation has been drafted and is presented in Table 3. The list will be further evaluated, updated and extended during the project course based on the project needs and the input from the whole consortium.

Table 3: List of projects considered for cooperation

Project	Description
URBANE	URBANE (Upscaling Innovative Green Urban Logistics Solutions Through Multi-Actor Collaboration and Physical Internet (PI) - Inspired Last Mile Deliveries) tackles the negative trends associated with last-mile deliveries by supporting the transition towards effective, resilient, safe, and sustainable transport. URBANE has four Lighthouse Living Labs (LLs) to demonstrate efficient, replicable, and socially acceptable innovative last-mile delivery solutions.
DECARBOMILE	DECARBOMILE is an EU project to decarbonise the last-mile logistics, focused on green last-mile logistics for urban goods distribution. DEARBOMILE aims to trigger an unprecedented improvement of the green last mile logistics in Europe. The project develops 4 pilots (living labs) in Spain, France, Germany, and Turkey. Also, it has 4 satellites in Estonia, Spain, Bosnia and Herzegovina, and Belgium to test and study the potential of different solutions under different local contexts, involving urban and micro urban consolidation centres, cargo bikes, electric barges, etc.
LEAD	The EU-funded LEAD project designs digital twins of urban logistics to support experimentation and decision making in public–private urban settings. The

	project's long-term goal is to develop an open physical internet-inspired framework for smart city logistics. It will create Digital Twins of urban logistics networks in six TEN-T urban nodes (Madrid, The Hague, Lyon, Budapest, Oslo, Porto). The LEAD project launched a Massive Open Online Course (MOOC) to share its main findings on Digital Twin's potential to respond to the severe strain put on last-mile delivery systems by on-demand logistics.
ULAADS	Urban Logistics as an On-Demand Service (ULaaS) aims at accelerating the deployment of innovative, shared, zero-emission logistics while addressing the impact of the on-demand economy. Bremen, Mechelen, Groningen – have joined forces with logistics stakeholders, and leading academic institutions to accelerate the deployment of novel, feasible, shared and zero emissions solutions addressing major upcoming challenges generated by the rising of on-demand economy in urban logistics. Rome, Edinburgh, Bergen, Alba Iulia followed the process and feed into the project methodology to co-create additional urban freight solutions.
SENATOR	SENATOR aims to create a new urban logistic model for enhancing the sustainability of cities. For this purpose, the project develops a smart network operator, as a control tower supported on an ICT Platform that works as a support tool for decision making, integration and planning of all logistics operations. To test its effectiveness, SENATOR is validated in a real environment in Zaragoza (Spain) and Dublin (Ireland). The project helps city councils to manage, under a 360-vision approach, sustainable transport policies in an optimal way connecting freight flows into urban planning.
UNCHAIN	The newly EU-funded project UNCHAIN aims to create a set of services for optimal and flexible urban logistics operation, management, planning and policymaking, unleashing the potential that technology and digitalisation can bring to the sustainable urban logistics and moving towards climate-neutral and smart cities. UNCHAIN will implement a standardised and reliable data exchange ecosystem supported by a public-private collaborative framework that will allow the establishment of reliable data sharing agreements, break data silos and make the urban freight data more available and accessible.
DISCO	DISCO aims at fast-tracking upscaling to a new generation of urban logistics and smart planning; enabling the transition to decarbonised and digital cities, delivering innovative frameworks and tools, and changing the Urban Logistics and Planning paradigm with a Physical Internet (PI) – led approach. The resulting dynamic and optimal space re-allocation, integrating urban freight within an efficiently operated network-of-networks (PI-led), exploiting underused lands and assets, will include both fixed and mobile infrastructure, based on throughput demands.
MOVE21	MOVE21 is an innovation project funded by the European Commission. It aims at transforming European cities and their surroundings into smart zero emissions nodes for mobility and logistics. The project helps participating cities achieve a 30% reduction of transport-related emissions by 2030 via the implementation of 15 transport-related innovations. The project coordinator is the City of Oslo – innovator city in C40 and European Green Capital in 2019. The cities involved are Oslo, Gothenburg, Hamburg, Munich, Rome and Bologna.
PIONEERS	PIONEERS addresses the challenges faced by European ports to reduce their environmental impact while remaining competitive and offering added value in a sustainable global trade ecosystem. These challenges are aligned with the European Green Deal's main objective to make Europe climate neutral by 2050. The Port of Antwerp-Bruges operates the biggest port area in the world and is pioneering in the efforts towards a climate neutral port. For this reason, PIONEERS will build on the commitment of the Port of Antwerp-Bruges to scale-up the current state-of-the-art and to demonstrate applicability and feasibility through several demonstrations, acting as a lighthouse for EU ports. The Port of Barcelona, Constanta and Venlo, on the other hand, represent the ideal mix of size, location, operation models and area of influence to test these demonstrations, during the project lifecycle.

ENTRANCE	The Horizon 2020 ENTRANCE project ENTRANCE offers a common and legitimate European Matchmaking Platform, called ARRIVAL, and complementary off-line services designed to mobilise financial resources to accelerate access to market and scaling up of “first of a kind” sustainable transport solutions. As a result, ENTRANCE aims to contribute to the reduction of CO2 emissions and pollutants caused by the transport and mobility sectors in Europe.
City Changer Cargo Bike (CCCB)	The Horizon 2020 CCCB project exploits the limitless potential of cargo bikes promoting their usage amongst public, private, and commercial users. It aims to achieve a faster, more cost-effective and larger scale deployment of this sustainable mobility option. Assessing best practices across Europe, CCCB will raise awareness and support the uptake of cargo bikes and cargo bike initiatives. In doing so, the project will foster exciting developments that - among other things - offer more sustainable logistics operations, improve public spaces, engage citizens, and reduce traffic congestion.
FRONTIER	The EU-funded FRONTIER project aims to empower a seamless transition to a new era in transport management. Different cutting-edge systems and solutions are being leveraged to create the ultimate integrated network and traffic management systems, that will favour driverless automation, seamless transfer among different modes of transport, better collaboration among different stakeholders, reduction of accidents and transport emissions, in this way contributing to better standard of living to Europe's citizens.
TACTIC	TACTIC, co-funded by the European Institute of Innovation and Technology (EIT) Urban Mobility, is creating an innovative solution that brings economic, environmental and social value to the last-mile logistics business, involving different stakeholders in the local commerce logistics chain. The solution consists of connecting local commerce, green logistics services and the end user through the development and integration of the services and products such as e-vehicle sharing app, green logistics operation and marketplace for local commerce.
SPINE	SPINE's vision is to accelerate the progress towards climate neutrality by reinforcing PT systems through their smart integration with new mobility services, sharing schemes, active transport modes, and micromobility.

6.1.2 Initiatives

GREEN-LOG partners seek to present the project in relevant networks and forums at European, national or international level focusing on city logistics and affect decisions on roadmaps and policies based on the project knowledge stemming out of the innovations outcomes, demonstration and transferability actions. The project will aim to participate in the activities organised by these initiatives including meetings, conferences and workshops. The corresponding partners will pursue specific demonstrations and talks, where relevant. Other potential channels for Dissemination of the project's information and achievements include publishing in the newsletters produced by these initiatives, contributing to their publications, publishing on their websites and social media (i.e., re-posting our posts). In addition, GREEN-LOG feeds the collection of best practices presented in other relevant platforms and provides input to relevant European policies and processes.

Having partners with strong involvement in several EU and national initiatives, GREEN-LOG will target these initiatives through its business network.

Collaboration with the **CIVITAS Initiative** (<https://civitas.eu/>): CIVITAS is a network of cities, for cities, to achieve cleaner, better connected transport solutions in Europe and beyond through peer-exchange, networking, training, and by encouraging political commitment in support of sustainable mobility. It promotes a collaborative approach for the cities and members of the CIVITAS community to support them in developing innovative solutions,

measures, and policies needed for cleaner and better urban mobility. The CIVITAS initiative has established a framework for coordinated evaluation, Dissemination and information exchange activities and supports local partnerships in testing and implementing new approaches under real-life conditions.

Since GREEN-LOG is linked to the CIVITAS Initiative's main objectives, it is considered a CIVITAS Project which means that it will be included in the CIVITAS Liaison and Steward System (LSS) that was developed with the aim of supporting the various projects to interact, contribute and benefit from the CIVITAS Initiative.

GREEN-LOG project, in turn, seeks to play an active role in the CIVITAS family acknowledging and sharing the CIVITAS objectives and aiming to contribute towards them. GREEN-LOG implements the CIVITAS corporate design (in the Dissemination material, website, social media), according to the guidelines provided. The consortium will share the project's lessons and conclusions with the CIVITAS network. GREEN-LOG cooperates with the CIVITAS Secretariat and the CIVITAS Communication Team and aims to participate in CIVITAS-lead meetings and activities. Further details will be specified during dedicated meetings between the GREEN-LOG project and CIVITAS MUSE, the Coordination and Support Action – CSA currently supporting the CIVITAS initiative.

Other initiatives of relevance in the areas of sustainable urban mobility include:

ALICE (www.etp-logistics.eu) – A European technology platform set-up to develop a comprehensive strategy for research, innovation, and market deployment of logistics and supply chain management innovation in Europe. GREEN-LOG seeks to liaise with the ALICE ETP for mutual support and knowledge exchange. The final decision on signing the liaison agreement by INTRA on behalf of the consortium will be taken during the second project General assembly in July, 2023. Liaison with ALICE ETP will allow GREEN-LOG to leverage on using ALICE network to disseminate its developments and results to the logistics industry and other relevant stakeholders. On the other hand, the consortium will commit on the activities towards ALICE roadmaps implementation. GREEN-LOG has already participated to several events (co-)organised by ALICE, including the Virtual Breakfast on International Women's Day co-organised by ALICE and POLIS and to the IPIC2023. VIL is a member of ALICE and POLIS has established a permanent public-private stakeholder dialogue.

POLIS is a member of the European Commission Expert Group on Urban Mobility, in different working groups, and particularly on the group focusing on Urban Freight and will promote GREEN-LOG activities and results, bringing in GREEN-LOG related topics into policy recommendations and priorities.

ELTIS (www.eltis.org) – Europe's urban mobility observatory. It facilitates the exchange of information, knowledge, and experience in the field of sustainable urban mobility in Europe.

BDVA/DAIRO (<https://www.bdva.eu/>) is an industry-driven organisation with more than 200 members enabling the data and AI-driven digital transformation in Europe, sustaining Europe's leadership on Big Data Value creation and AI. INTRA leads the [Mobility and Logistics Task Force](#), to which the project seeks to contribute.

EPOMM (<https://epomm.eu/>) is the European Platform on Mobility Management, a network of governments in European countries that are engaged in Mobility Management (MM). They are represented by the Ministries that are responsible for MM in their countries. EPOMM is organised as an international non-profit organisation with seat in Brussel.

ERTICO – ITS Europe (<https://ertico.com/>) is a public-private partnership organisation with close to 120 members, connecting 8 different sectors in the ITS Community, including service providers, suppliers, traffic and transport industry, research institutions and universities, public authorities, user organisations, connectivity industry as well as vehicle manufacturers. The ITS World Congress is the world's largest mobility event for intelligent transport system. ERTICO (ITS Europe), ITS America, ITS Asia-Pacific and ITS Japan are its sponsors. Each year the event takes place in a different region (Europe, America or Asia-Pacific).

ZEUF - Zero Emission Urban Fleets is a World Economic Forum initiative focusing on the electrification of urban fleets. Synergies will be explored through POLIS Membership with potential cooperation for common events and others.

EARPA (<https://www.earpa.eu>) is the Association of automotive R&D organisations contributing to the European Research Area and the future EU RTD funding programmes. EUT is a member of EARPA.

ERTRAC (<https://www.ertrac.org/>), the European Road Transport Research Advisory Council, is the European Technology Platform (ETP) for Road Transport. ERTRAC is recognised and supported by the European Commission. POLIS is a member of ERTRAC and co-leader of its Urban Mobility Working Group. We can bring in relevant topics from GREEN-LOG that require future research needs to put them in the agenda.

ECTRI (<https://www.ectri.org>) is a European research association for sustainable and multimodal mobility providing competence, knowledge and advice towards green, safe, efficient, and inclusive transport. UoA and UAEGEAN have strong connections with members of ECTRI.

ECLF (<https://eclf.bike/index.html>) aims to develop and help implement a strategy, for transferring as much as possible of the freight/goods being moved within the urban environment in Europe, from motorised vehicles to cycles. In addition, ECLF will support any business or social enterprise which uses or intends to use cargo bikes and other cycles to deliver its operations or services. VIL is active in ECLF.

EUROCITIES (<https://eurocities.eu/>): Athens, Ghent and Leuven are members of the EUROCITIES community of cities.

6.2 Involvement of External Advisory Board

To ensure that the GREEN-LOG project encompasses necessary knowledge to certify the European Relevance, its objectives and tasks, a panel of external visionary scientific and industrial experts has been established to perform independent evaluation of the key GREEN-LOG research activities, dissemination, and exploitation plans.

The External Advisory Board (EAB) will have a multifaceted role in GREEN-LOG. The Board will contribute to the attainment of high-quality project outcomes and will provide input with respect to stakeholder requirements, societal and users' priorities, regulations, and socio-economic impacts and exploitation, hence maximising impact and outcomes uptake. The EAB will also support the Dissemination of project results through their networks.

The Board comprising 5 experts has been established in M03 of the project. Being an Innovation Action project, GREEN-LOG paid particular attention to selection of the EAB members, ensuring representation from several sectors and from different EU countries (including the those of the GREEN-LOG LLs). The list of the members is the following:

- Mr. Filip Goossens - Managing Director of On Time Logistics, a courier company in Antwerp with solutions for sustainable urban logistics, including cargo-bikes;
- Prof. Vasilis Zeimpekis, President of the Hellenic Logistics Association;
- Mr. Nikos Rodopoulos, President and Director of the Online Data AE and former President of the Hellenic Logistics Company;
- Prof. Rosário Macário, University of Lisbon, Portugal;
- Prof. Francesco Russo, Mediterranean University of Reggio Calabria, Italy.

The EAB members have been contacted by the coordinator (INTRA) and informed on their role in the project, the duration of their involvement and the necessary processes. The EAB members have been requested to sign a Non-Disclosure Agreement to ensure open Communication.

The consortium already prepared a draft plan for the involvement of the EAB members, including the list of the deliverables that are prioritised to be reviewed by the external experts and other activities (meetings, workshops, etc.) where the engagement of the specific EAB member would be highly beneficial. This initial plan will be further elaborated and adjusted where needed to the project needs at the specific time.

6.3 Local Workshops

Local workshops, including those for the co-design endeavour in the definition of the Living Lab's activities, and at a later stage to the dissemination of pilot activities and results to external stakeholders are planned to be organised by the project consortium. These will be carefully planned and organised after project partners have concluded actions to acquire a good understanding of the market and users' needs. They will take the form of both online and in-person events, according to the most cost-effective opportunities available. POLIS will facilitate Dissemination and Communication efforts, spreading the message among its media channels and newsletter addressed network of public local authorities and universities.

The goal of these workshops will be to allow to identify the key influencing factors of urban freight and service demand, considering transition impacts, emerging challenges, and innovations of last-mile solutions without forgetting any arising synergy effects with the current status quo.

The consortium will also investigate the possibility of organising local interactive workshops on the potential transferability and adaptability of the GREEN-LOG solutions developed within the project.

Further details regarding the local workshops will be added in following versions of the Dissemination and Communication Strategy.

6.4 Capacity Building

Utilising the experience and results from the Living Labs, GREEN-LOG will deliver a *Capacity Building Programme* including training and open-source packages directed at seeing the GREEN-LOG Sustainable Solutions for the Last-mile building blocks broadly exploited in Europe and beyond, whilst also enabling knowledge sharing across the GREEN-LOG's network. POLIS leads this task, as it brings in its competences in capacity building and knowledge transfer methodologies (online courses, training sessions, work shadowing, mentoring, peer-to-peer reviews, study visits), which have been implemented in various domains through EU-funded projects.

GREEN-LOG will establish a mechanism to facilitate knowledge sharing and enabling the exchange between experts, by defining a methodology for the design and management of training offerings and developing dynamic courses in a flexible and modular format so that they are continuously updated.

The table below (Table 4) shows the main Capacity Building activities and the partners actively contributing to their execution.

Table 4 Main activities for GREEN-LOG Capacity Building

Activity	Partner(s)
Create a trusted community of knowledge exchange to encourage the interactive sharing of knowledge and best practices between participants	POLIS
Develop a training curriculum, develop training materials and tutorials to support actors who wish to use the augmented intelligence modelling services and enhance their skills toward planning and deploying modern logistics solutions	MOBY, AIMSUN
Develop 3 online training modules and video tutorials	POLIS with contribution of academic partners
Organise hands-on training workshops/labs on the solutions and use of GREEN-LOG for at least 50 stakeholders from industrial entities and authorities. This will provide the opportunity for hands-on experimentation, amplifying the opportunities for participants to learn, develop, and apply the new skills. Gender balance will be aimed in all training offerings.	POLIS with contribution of academic partners.
Feed and include the material developed by GREEN-LOG on the E-course on CIVITAS Learning Centre, via the partners directly involved in the CIVITAS Initiative.	POLIS with contribution of all

On the CIVITAS Learning Centre¹⁹, a suite of online e-courses includes different topics that are available to anyone who wants to increase their knowledge of sustainable urban mobility. GREEN-LOG, via the partners directly involved in the CIVITAS Initiative, will include the topics of City Logistics Living Labs and the Sustainable Solutions for the Last-mile within the CIVITAS e-courses, which are continuously being expanded. The consortium will explore other options for hosting the online courses as well. The number of courses and subjects will be defined after the completion of WP1.

GREEN-LOG will organise training workshops, to bring updated knowledge and improve the capabilities and skills of personnel working in the public sector (cities and local authorities). The workshop will build upon GREEN-LOG results, but also count with inputs from other EU-funded projects and initiatives:

- Explore synergies with DUET and LEAD, benefiting from knowledge on Digital Twins for urban freight, as both EU-funded projects deliver a Massive Online Open Course (MOOC).

¹⁹ <https://civitas.eu/learning-centre>

- Build upon the results of UlaaDS and SENATOR and focus more on the urban freight dimension (i.e., involving the lighthouse cities of UlaaDS and technical partners and the citizen engagement and co-creation component of SENATOR).
- Liaise with capacity building programmes in which GREEN-LOG partners are involved, such as the SOLUTIONSplus global learning programme on electric mobility and logistics²⁰, SURF (Sustainable URban Freight), that guides city planners, business leaders and other freight decision-makers to develop a vision and strategy pathway for sustainable freight (The project is a collaboration with Environmental Defense Fund Europe²¹), and the MOOC on Digital Twins for Urban Freight developed in LEAD²².
- Involve additional urban-freight related projects, such as DISCO, DECARBOMILE, URBANE, UNCHAIN, and gather relevant knowledge also from the activities taking place in their pilots, to assess comparisons.

Further, GREEN-LOG will explore other potential synergies for capacity building, namely through resources and activities of the EIT Urban Mobility Training and the Living-in.EU initiative.

²⁰ <https://www.polisnetwork.eu/news/registration-open-for-solutionsplus-global-learning-programme-on-electric-mobility/>

²¹ <https://www.polisnetwork.eu/surf/>

²² [Learn about Digital Twins and Urban Logistics in our new e-course! – Lead Project](#)

7 Standardisation Activities

GREEN-LOG foresees to observe the developments of CEN/TC 278 Intelligent transport systems. The consortium will seek collaboration with a number of its working groups to ensure that all services developed in the project comply with relevant standardisation processes, but also to contribute to the new processes when appropriate. Within this light, from the inception phase the consortium has investigated and preliminary identified the most applicable working groups where we can contribute depending on the project findings as these are reflected in section 2.2.4 of the Grant Agreement Part B.

Moreover, GREEN-LOG plan to adopt and, where necessary, extend specific standards in the ITS area, including among other, the DATEX-II²³ for real time traffic information and the GML Schema²⁴. The project also seeks to be involved in forming recommendations for bike infrastructure design and to provide directions to be included in national²⁵ and EU guides for cycling.

²³ <http://www.datex2.eu/>

²⁴ <http://www.opengeospatial.org/standards/gml>

²⁵ <https://www.gov.uk/government/publications/cycle-infrastructure-design-ltn-120>

8 Planning and Monitoring

The WP5 leader (INTRA) is responsible for the close monitoring and evaluation of the implementation of all planned communication and dissemination activities. The evaluation of the communication and dissemination plan concerns both qualitative and quantitative indicators.

8.1 Roadmap of Activities

The following table (Table 5) presents the major Communication, Dissemination and Standardisation activities scheduled for the project course (this Roadmap will be updated and adjusted if needed during the project).

Table 5: Major Communication, Dissemination, Liaison, and Standardisation activities

Mechanisms/Activities	Description	Timeline	Responsibility/Involvement	STATUS
Visual identity				
GREEN-LOG logo and visual identity	The GREEN-LOG logo has been designed and will be used in all documents and publications of the project	M1	INTRA	Completed
GREEN-LOG presentation/deliverable/agenda/minutes templates	Templates to be used for the project deliverables/presentations	M1-2 (ppt template updated on M5)	INTRA	Completed
Web-based Communication				
Project website	Online presence of GREEN-LOG	M4 (landing page was in place since M2)	POLIS (INTRA support)	Completed
Social Media package - LinkedIn company page - Twitter - YouTube channel	Social Media accounts for disseminating project news, developments and results	M1	POLIS (INTRA support)	Completed
e-Newsletter	Diffusing project news, achievements, and events, in the form of an e-Newsletter	Templates ready on M3, updated on M6, issues publication: M6-M42	INTRA	Template ready, ongoing
Third-party non-scientific publications / media (EU channels, industry magazines, third-party)	Articles introducing GREEN-LOG, its achievements, and results to be published on 3rd	M2-M42	ALL	Ongoing

portals, e-newsletters, blogs, (e-)newspapers, etc.)	party portals and the relevant media			
Audio visual and multimedia	Multimedia content (video, images, illustrations) presenting GREEN-LOG context and solutions to support awareness creation and	M7-M42	INTRA, ALL	Planned
Events				
Participation in events (i.e., conferences, workshops)	Participation in events (i.e., conferences, workshops, local events) to raise awareness about GREEN-LOG and disseminate the project's concepts and results	M1-M42	ALL	Ongoing
Events organisation (i.e., workshops, final event, etc.)	Organisation of workshops, trainings, webinars, conference, etc.	M03-M42	ALL	Ongoing
Promotional material				
Online and printed Dissemination material (i.e., leaflets)	Prepare, upload on the website and print the material to create awareness of the project	M6, updated content: after M18	INTRA, agreed with all	1 st version leaflet available
Light-weight exhibition material				
Roll-up	Prepare and make available to the partners and, when appropriate, print the material to be used during the events and other activities	M6	INTRA, agreed with all	Completed
Press-based Communication				
Press releases	Press Releases (during important moments)	M2-M42	INTRA	Ongoing / 1 st Press Release issued
Scientific publications				
Scientific papers and publications	Several publications are expected in conferences and in journals	M2 – M42	ALL	Ongoing
Collaboration with other projects and initiatives				
Synergies with other projects	Activities launched (internal verifications and	M1-M42	INTRA, ALL (who is	Ongoing

	list update, planning activities) and ongoing		linked with any project)	
EU, national and international initiatives	Activities launched (internal verifications and list update, planning activities) and ongoing	M1-M42	INTRA, ALL (who is linked with any initiative)	Ongoing
Standardisation activities				
Standardisation activities	Relevant standardisation groups to be identified/verified, and activities planned and launched	Approx. M18-M42	Relevant partners	Planned

8.2 Monitoring Tool

With the aim to collect and monitor information related to the Communication, Dissemination and Liaison activities implemented by the partners, a common online plan and reporting Excel document (Tracker) consisting of nine sheets has been placed on the project's SharePoint, and the reminder to keep it updated is regularly shared with all the partners. The Tracker consists of the following sheets:

- 01 - Events: collecting the events that the partners will participate/(co-)organise throughout the project together with the respective reports.
- 02 - Scientific publications: collects the papers submitted by the partners to conferences and scientific journals.
- 03 - Media articles: collects the list of the articles or other pieces of information about GREEN-LOG in the media or other third-party websites/blogs/intranets.
- 04 - Partners' websites, news: Mentions of the GREEN-LOG project on partners' websites.
- 05 - Other Dissemination and Communication Activities: collects information on the complementary individual activities of the partners within the scope and framework of the Communication/Dissemination plan of the project.
- 06 - Synergies with projects: collects the liaising activities of the project and project partners with other projects.
- 07 - Associations, Initiatives: collects the liaising activities of the project and project partners with various initiatives.
- 08 - Blog posts calendar: calendar for the partners to provide content for the project's blog.
- 09 - Social media rotation plan: the rotation plan for the partners to provide the social media posts to be published through the project's social media channels.

All partners recognise that Dissemination and Communication activities are an essential and pervasive activity throughout the project's life and integrate within all its work packages.

8.3 Key Performance Indicators

The effectiveness of the Dissemination, as well as of the Communication, activities will be assessed during the life of the project and the results of these assessments will be presented in each reporting period.

Table 6: Communication and Dissemination Activities Impact

Expected Impact	Related KPI	Target
Ideas' gathering and knowledge exchange with relevant communities and initiatives; Information about latest technologies/advantages; Liaisons with other initiatives	# of attended events	40
	# of events with project's presentation	20
Increased collaboration with other initiatives; Synergies establishment for joint research, information exchange and Dissemination Increased awareness	# of workshops organised, incl. demos	10
	# of multi-stakeholders events	12
Validation of the project's concept, findings and advantages; Promotion of results to scientific communities; Ideas' gathering and knowledge exchange with relevant communities and initiatives	# of conference papers	15
	# of journal papers	15
	# of articles in industry magazines	20
Communication of project news, events & results; Validation of project's concept, finding and advantages; Ideas' gathering and knowledge exchange; Increased awareness.	# of industry contact points	200
	# of industry communities informed about the project	15
Communication of project results; Validation of project's concept, findings and advantages; Increased awareness.	# of working groups	3
	# of project presentations in standardisation meetings	5
	# of actors reached	>300
Knowledge exchange; Mutual validation of results; Joint Dissemination activities; Attraction of potential partners for research collaborations.	# of projects with synergies	15
	# of joint activities	5
Main online information point; Communication of project news, events & results; Liaisons with other initiatives, projects through links; Increased awareness	# of unique visitors	1000
	Average duration of visits	2 minutes
	Of page views	3000
Increasing visibility to stakeholders active in social media; Attainment of interest of stakeholders; Viral marketing by "word of mouth" through the	# of cumulative followers	300
	# of cumulative posts	30
	# of interactions	100

followers; Direct Communication mechanism with followers		
Communication of main project's concepts and advantages in an easily understandable manner	# of posts	20
	# of interactions	1000
Communication of project news, events & results; Increased awareness	# of press releases	7
Unique branding and visual identity of the project; Provision of instant information about the project Creating a unified experience for the audiences targeted; Improves Communication of results and information provision during events	# of project factsheets/brochures and banners	5
	# of e-newsletters	8
	# of videos	5
	# of blog posts in EU mechanisms	15
Patent filed at the European Patent Office, protecting strategic EU IP	#patent	1
Capacity Building	# of students enrolled on e-course	200

9 Conclusion

In conclusion, the Communication, Dissemination, and Liaison plan outlined in this document serves as a comprehensive framework for the GREEN-LOG project. The strategies and approaches identified in the plan ensure effective engagement with stakeholders, fostering meaningful interactions and collaborations.

The plan encompasses various activities, including participation to and organisation of workshops and events, publishing in scientific journals and conferences, collaboration with relevant initiatives and other projects in the field, and the utilisation of diverse channels for disseminating project results. These efforts aim to reach the project's targeted stakeholders, but also a broader audience, promote knowledge sharing, and facilitate the demonstration of project outcomes.

The Communication kit, comprising elements such as the brand identity, leaflets, roll-ups, newsletters, videos, website, and social media accounts, plays a crucial role in presenting the project and its achievements. These materials are designed to capture the attention of stakeholders and convey the project's message effectively.

In subsequent versions of this deliverable, the focus will shift towards reporting the outcomes of the project's Dissemination and Communication activities. This will include a comprehensive account of the collaborative actions taken with other projects and the External Advisory Board. By leveraging these partnerships and seeking standardisation activities, the project aims to amplify its impact and ensure the widespread adoption of its results.

Overall, the Communication, Dissemination, and Liaison Plan for GREEN-LOG provides a roadmap for engaging stakeholders, disseminating project results, and fostering collaborations. By adhering to this plan, the project aims to maximise its visibility, facilitate knowledge transfer, and achieve its objectives.