DELPHI

FeDerated nEtwork of pLatforms for Passenger and freigHt Intermodality

Grant Agreement Number: 101104263

D.6.2: Initial DELPHI Dissemination, communication plan

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Executive Summary

Communication and dissemination processes are essential to assure the success of a project as ambitious and visionary as DELPHI. Funded under the European Union's Horizon Europe Framework Programme, DELPHI is focused on the strategic dimension of integrating passenger and freight transport in a single federated system, working towards integrating sectors, harmonizing data, and leveraging advanced methodologies, to transform transportation systems, for a sustainable future.

The present document is considered a living document and is connected mainly to Task 6.1 "Dissemination, communication activities", but also to Task 6.2 "Networking, Community Building and liaison activities", within Work Package WP6 "Dissemination, communication, exploitation and community building".

The current document presents the communication and dissemination strategy and plan, including DELPHI's communication channels and dissemination tools and it also provides information on DELPHI's public and private target groups that will be reached at local, national and EU level. The strategic plan for DELPHI Communication and Dissemination is crafted by introducing a 5-step approach, which includes the identification of relevant objectives and target audiences, in order to efficiently anchor the project's vision, ideas, results and outcomes to them towards the definition of key messages and the identification of appropriate channels and tools. It also summarizes all the communication activities performed by DELPHI's partners up to M4 (October 2023) and those still planned and provides a status monitoring of both dissemination and communication activities through the measurement of a set of identified KPIs. Reference is, also, given to the scientific approach of DELPHI project, as well as to the clustering and liaising activities and how cross fertilization can be achieved by creating common synergies.

DELPHI's communication and dissemination strategy, is considered as a strategically planned process, which commenced at the outset of the project, and which will remain active throughout its entire lifetime. Its ultimate aim is to achieve the promotion of the project and its results, towards using strategic and targeted measures for communicating the outcomes to a multitude of audiences and engaging them in a two-way exchange.

The proposed communication and dissemination strategy has been effectively applied to many successful research projects and proved to be flexible and efficient.

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Abbreviations & Acronyms

Abbreviation / acronym	Description
CA	Consortium Agreement
C&D	Communication and Dissemination
D1.1	Deliverable number 1 belonging to WP 1
DoA	Description of Action
EC	European Commission
EOSC	European Open Science Cloud
EU	European Union
GA	Grant Agreement
GDPR	General Data Protection Regulation
H2020	Horizon 2020
HE	Horizon Europe
ICT	Information and communication technology
IPR	Intellectual Property Rights
KPI	Key Performance Indicators
Mx	Month x
MS	Microsoft
OEMs	Original Equipment Manufacturers
ORE	Open Research Europe
PMs	Person Months
PO	Project Officer
PU	Public
RnD	Research and Development
RnI	Research and Innovation
T&L	Transport & Logistics
UCs	Use Cases
URL	Uniform Resource Locator
WP	Work Package

1. Introduction

1.1 Purpose of the document

The current deliverable, D.6.2: "Initial DELPHI Dissemination, communication plan", constitutes a key reference document for all the communication and dissemination, activities to be implemented within WP6 of DELPHI project and it is intended as a living document throughout the project's lifetime.

This document contains all the important information needed to facilitate the communication and dissemination efforts of the DELPHI consortium. It presents the project's dissemination and communication strategy to be followed by the consortium, to guarantee high visibility, accessibility and promotion of the project's vision, key findings, and research results towards ensuring a successful future exploitation. Furthermore, it ensures that impactful activities have been planned to engage stakeholders, create awareness, and promote DELPHI. The goal of this document is the effective communication and dissemination of project's assets, course, and key outcomes to the identified related target audiences.

As a matter of fact, this document aims to ensure that clear communication, and dissemination objectives have been set, key target audiences have been identified and well defined, tailored messages have been crafted per each target audience, the appropriate channels will be used, sufficient communication materials and resources will be produced, and the right evaluation methods will be implemented.

1.2 Intended readership

D.6.2: "Initial DELPHI Dissemination, communication plan" is a public deliverable, and constitutes a very useful guidance, addressed not only to the consortium members, but also to any interested reader (i.e., Public (PU) dissemination level).

It is primarily written for the European Commission (EC), Project Officer (PO) and the consortium members of DELPHI project, as a useful guidance for the planning and contribution to DELPHI's communication and dissemination activities. More specifically, it serves as a tool that helps them understand the project's outreach objectives and how these could contribute to raising awareness in an efficient and effective way.

Nevertheless, special effort and focus have been given on making this report as a stand-alone document and comprehensible for the general public.

1.3 Document Structure

The document is structured in eight sections:

Section 1 introduces the purpose of the document, the intended readership, the document structure, and the provision of key definitions.

Section 2 provides all the necessary information regarding the DELPHI's communication and dissemination strategy and plan.

Section 3 presents the scientific approach of the DELPHI project.

Section 4 describes the DELPHI liaising, clustering, and networking activities.

Section 5 includes both the performed and planned communication and dissemination activities of DELPHI project.

Section 6 underlines the evaluation and monitoring processes of the DELPHI's communication and dissemination activities.

Section 7 analyses the partners' roles and efforts.

Finally, section 8 summarizes the concluding remarks of D.6.2: "Initial DELPHI Dissemination, communication plan".

1.4 Definitions

Communication and dissemination can be considered as the different sides of the same coin. The boundaries between some of their activities are often blurry and sometimes can create confusion. More specifically, certain tools and activities (e.g., a magazine article that is published for communication purposes can trigger the interest of potential stakeholders in using the presented project outcomes and thus it has automatically become a dissemination tool) can oscillate between communication and dissemination, depending on the target audience and content [1]. Thus, what differentiates them are the objectives they have, their main focus, and the target audiences they address. In this sub-chapter, a clarification of the terminology as well as a clear distinction of their corresponding activities is given, by shedding light on their differences.

Communication refers to the project promotion and its themes and the challenges that will be encountered. Consortium partners must undertake all means they have at their disposal to efficiently promote the action and its results, by spreading targeted information to multiple audiences (including the media and the public), in a strategic and effective way to achieve a two-way exchange. A comprehensive communication plan should include a clear definition of its objectives, define key messages tailored to each target audience and set out an accurate roadmap of activities [2]. This

standardisation will more effectively promote the creation of communication strategies that can be adopted easier for any situation.

Dissemination is a process used to enhance the impact, visibility, and credibility of a project. It refers to the public disclosure of the results of the project by appropriate means. Dissemination may be achieved by sharing information concerning the project and the publication of the project's findings using traditional media channels (newsletters, publications, news media coverage), and digital media (social media). Dissemination may also be achieved through the publication of project results and outputs in peer reviewed scientific journals, presentations in scientific conferences, and industry related events [3].

According to the recent (2022) Horizon Europe Programme Guide [4], both communication and dissemination processes are mandatory and vital for Horizon Europe projects. It is also important that results remain protected at all times. Their differences are presented in the following Table 1:

Table 1 Distinction between Dissemination & Communication in Horizon Europe projects

Communication	Dissemination
Covers the **whole project** *(including results)*	*Covers project* **results only**
Starts at the **outset** *of the project*	*Happens only once* **results are available**
Multiple audiences *Beyond the project's own community, including the media and general public Multiplier effect.*	***Specialist audiences*** *Groups that may use the results in their own work, including peer groups, industry, professional organisations, policymakers*
Informing and engaging with society*, to show how it can benefit from research*	*Enabling the* **take-up and use of results**
Legal reference: *Grant Agreement Articles* **16.3, 17, Annex 5.**	

2. DELPHI Communication & Dissemination Strategy

This chapter provides an overview of the overall DELPHI's Communication & Dissemination plan and procedures, as part of the overall DELPHI's Communication and Dissemination strategy.

2.1 Overview of the plan

2.1.1 DELPHI approach to dissemination & communication

The dissemination and communication approach which will be followed by DELPHI project is analysed in the following five-step procedure as depicted in the Figure 1 below:

1	Identification of objectives
2	Identification of target audiences
3	Identification of key messages
4	Identification of communication channels, tools & means
5	Monitoring and evaluation

Figure 1 DELPHI Communication & Dissemination approach

The afore-mentioned approach aims to address most of the basic elements of DELPHI's communication and dissemination, namely, the target audiences, the key messages for each target audience, the communication tools, means and channels to be used, as well as the time frame for delivering the messages. It, also, includes a monitoring and evaluation process, as a mean to ensure the efficiency of the communication and dissemination strategy and allow for the smooth coordination of individual communications and dissemination activities throughout the project lifetime.

The effectiveness of DELPHI's communication and dissemination strategy will be achieved by addressing a set of simple questions, according to a combination of

Lasswell model of five levels of communication [5] and Berlo's S-M-C-R Model [6], such as:

1. *"Who are the key audiences?"*,
2. *"What do these audiences know now?"*,
3. *"What do they need to know?"*,
4. *"What message or messages do they need to receive?"* and
5. *"What is the most effective mode/media to deliver these messages?"*.

The successful implementation of this approach will maximise the communication impact and it will ensure the project's higher visibility to targeted audiences.

2.1.2 Key concepts and objectives

As set out in the project grant agreement, the main objectives of WP6: *Dissemination, communication, exploitation, and community building*, shaping the targets of DELPHI's communication and dissemination strategy, are summarised as follows:

o To develop and **implement the dissemination strategy and plan**, communication plan and related activities.
o To make **impactful contributions** towards standardization bodies and open-source communities
o To **engage with wide collaboration activities** with other relevant Transport & Logistics (T&L) projects, associations, and clusters to maximise awareness and impact of the project and liaise with relevant national and international initiatives.
o To **develop a set of high quality and impactful communication materials** and tools.
o To **identify the necessary channels** (conferences, events, etc.) to allow the ongoing DELPHI communication and dissemination.
o To **maximise outreach** and widely communicate DELPHI's activities, benefits, and outcomes to a wide range of users and stakeholders at all geographical levels and relevant sectors.
o To **coordinate the scientific outreach** through the development of open-access papers and participation in scientific and industrial events.
o To **define** a consortium and partners' **exploitation strategy**.
o To **contribute**, upon invitation by the CINEA, to common information and dissemination activities to increase the **visibility and synergies between HE/H2020** supported actions.

More specifically, as defined in the Description of Action (DoA) (section 2.2), within DELPHI's WP6, particular focus will be given to the overall measures and steps to maximise DELPHI's impact, which are summarised below.

DELPHI's communication and dissemination (C&D) strategy will follow an impact driven approach ensuring the use of indicators throughout the project duration which will allow revising and aligning it to the expected impacts. Dissemination will actively support and promote the exploitation and future success of project results. Exploitation is tightly connected to a number of dissemination actions that implicitly and explicitly contribute to the timely exploitation of the project results, inside and beyond the consortium (Figure 2). DELPHI's dissemination activities are expected to have the greatest impact on key stakeholders beyond the project partnership, to ensure that:

- o project **outputs can be fully exploited**.
- o the **knowledge generated** and gathered by the project will be made **available to all interested stakeholders**.
- o elements of excellence and **outcomes can be reused**.
- o communication and exploitation-oriented dissemination activities will **go even beyond the planned project duration** and engage a wider community.
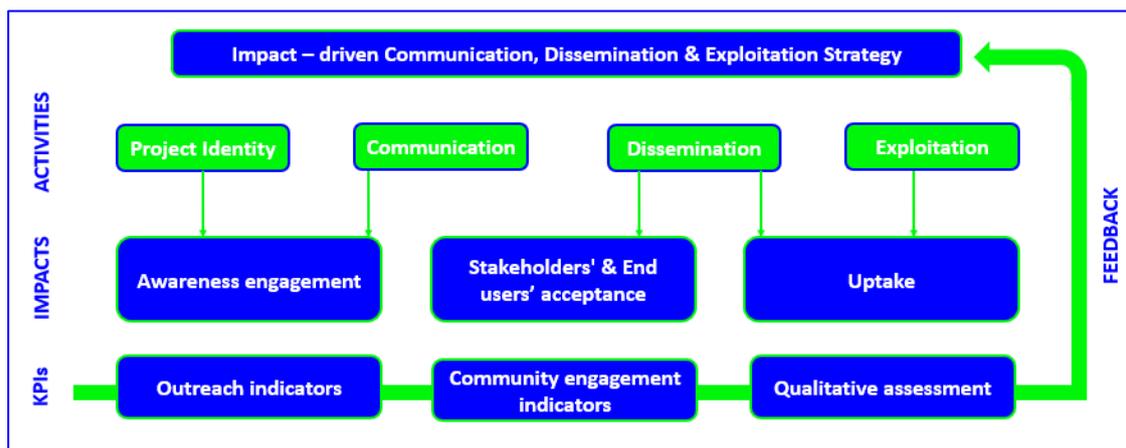
Figure 2 Dependencies between Communication, Dissemination & Exploitation in DELPHI

2.1.3 Identification of target audiences (to whom)

A vital key to the successful implementation of DELPHI's communication and dissemination intentions is a thorough understanding of the key target audiences that the project needs to reach out and engage with, as well as their special characteristics, behaviours, needs, motivations, and frustrations.

DELPHI's plan sets out specific target stakeholders and groups covering the full range of potential users in the integrated mobility for passengers and freight.

An initial and provisional mapping of the DELPHI stakeholders' community has been developed, as part of D6.9: "Initial Report on DELPHI Networking and Engagement Activities Plan", including the following stakeholders (Table 2):

Table 2 DELPHI stakeholders' community

Category	Sub-category	Examples
Companies and their associations	End users of freight transport and logistics system	Shippers and manufacturers (cargo owners), wholesalers, retailers, logistics service providers, freight forwarders, postal and parcel operators, carriers/ hauliers, and transport companies.
	Public transport companies	Public transport operators.
	OEMs	Vehicle manufacturers.
	Logistics and mobility tool providers	ICT solutions providers, service providers and digital platforms.
	Hubs and logistics note managers	Transport hub operators (e.g., port, railway stations), car park and depots' operators.
Government	Intergovernmental organisations	OECD including ITF and IEA, UN Agencies including UNFCCC, UN HABITAT, UNDP, World Bank.
	European Commission services and Agencies	DG Research, DG MOVE, DG GROW, DG CLIMA, EIB, Committee of Regions.
	Member States	National ministries.
	Transport authorities and public infrastructure managers	National and regional road operators.
	Regions and cities, and their associations	Individual regional and city governments, Regional and city associations such as C40, EUROCITIES, ICLEI etc.
Research institutions	Universities, national research institutions, and any research organisations and centres	
Civil society	Environmental and Climate NGOs	NGOs that advocate for climate actions and environmental protections such as WWF, WRI.
	Think Tanks	Think tanks that are interested in policy R&I advocacy.
	Philanthropies	Philanthropies that fund transport programmes.
Media	Magazines, newspapers, social media, blogs)	

General Public	Citizens and general public	

During the project course, a further enrichment is envisioned, capitalising on the above categorization, including an extensive **DELPHI stakeholders' directory (as part of Interim and Final DELPHI Report on Networking and Engagement activities plan, due on M18 and M36 respectively)** based on the relevant contacts of DELPHI consortium members, including an extensive list of related projects, as well. This DELPHI stakeholders' directory will be created with a view: to get additional feedback on DELPHI's project results and outputs, to invite a specific group of stakeholders, in related activities, such as in DELPHI use case demonstration activities and to establish a community of supporters for the DELPHI project's areas of work. Thus, DELPHI consortium partners will be requested to provide their feedback, via using their secure networks and direct contacts, to build the preliminary DELPHI stakeholders' Directory, as part of DELPHI knowledge base, while, also, taking also into account the General Data Protection Regulation (GDPR) [7, 8] and the processes, as they are described in *D.1.2: Initial Data Management Plan*.

2.1.4 Identification of the communication content (what)

The objective of the communication and dissemination strategy is to ensure that the project developments, outcomes, and benefits are communicated in an efficient and effective way to all identified target audiences according to their unique interests and needs.

Regarding the outcomes of the project, DELPHI will focus on the strategic dimension of integrating passenger and freight transport in a single system, thus, overcoming the tactical/ operational dimension, often used in emergency situations but not as part of long-term visions about the future of mobility. Towards this direction, a federated network of platforms for green, multimodal passenger and freight transport will be delivered by DELPHI. This network will be able to share information about cross-sector, multimodal passenger, and freight transport as well as traffic management systems as though they were all a single system.

The envisioned core concept is based on three core methodological pillars:

o **1st pillar – Governance, Ecosystem specification:** As part of this pillar, DELPHI will handle the extremely complex ecosystem of multi- and inter-modality activities, which will involve a variety of stakeholders (including citizens), systems, data, policy, and regulatory frameworks, and heterogeneous ecosystems.

o **2nd pillar – Architecture, Data, Processing, Optimisation:** As part of this pillar, DELPHI will cope with the data exchange among heterogeneous systems. Towards this direction, DELPHI is employing an effective methodology which will target: i) transparency, ii) the support of specific data flows between

businesses, organisations, and authorities and iii) the development of a novel, technology-agnostic service that is working to improve traffic management, mobility flows, and cost/time/emissions.

- o **3rd pillar - DELPHI Validation activities through realistic pilot demonstrations:** As part of this pillar, DELPHI will validate its digital framework and transversal tools in 4 pilots with complementary requirements and features, in Madrid (Spain), in Athens Metropolitan Area and in Mykonos island (Greece) and in the city of Cluj-Napoca (Romania). The above UCs will validate both the technical and governance aspects of the DELPHI framework in a horizontal manner.

DELPHI's three pillars have been developed since the early stages of the project, starting from the Description of Action as part of the overall concept of the DELPHI project. DELPHI pillars will constitute the core element for all communication and dissemination material. The way of communicating DELPHI's outcomes and results will evolve during the project course, and it will be based on each pillar's development and progress.

Along with the development, testing and validation of project outputs, the consortium will collect information about the project's expected impact. In particular, the ultimate goal will be to communicate tangible benefits to the DELPHI stakeholders' community. The project has defined a roadmap for its communication activities, by distinguishing three phases according to the process of developments and the availability of tangible outcomes from its research activities. The roadmap for communication is described in section 2.1.6 further below.

2.1.5 Engagement plan (how)

2.1.5.1 Key messages per audience

Key messages are the main points of information that DELPHI desires its interested audiences to hear, understand, and remember. They are bite-sized summations that articulate what DELPHI does, why it does it, and what value brings to stakeholders. Their purpose is not to indicate and describe the profit of DELPHI for all stakeholders (as some of them will be directly and some others indirectly affected, once the areas of work are implemented), but to describe a potential value for each stakeholder group.

Within the first months of the project and in the context of *Dissemination, communication, exploitation, and community building (WP6)*, **"Coordinated mobility for passenger & freight"** has been selected among the DELPHI consortium as the project's general key message (project's tagline), as a mean to indicate DELPHI' goal on providing a federated network of platforms for passenger and freight intermodality.

For identifying DELPHI key messages per target audience, a number of parameters have been taken into consideration, as follows:

- o Raising awareness of the potential benefits of the DELPHI project's areas of work.
- o Engaging with target audiences to collect feedback for further development.
- o Dissemination of project results.
- o Engaging with relevant R&D projects, associations/networks, and organisations to ensure knowledge exchange, interoperability, and wide market penetration.
- o Engaging new and final users to contribute with their input and feedback throughout the implementation of the project.
- o Demonstrating how DELPHI's concept and pillars are relevant for the daily life of European citizens towards a safe, resilient and sustainably integrated mobility.

Key messages have been tailored for each target audience to reflect efficiently what the project intends to communicate per audience. By tailoring the messages, DELPHI team will ensure a significant impact of the diffused information and will engage the audience according to their interests and needs. The following Table 3 presents the list of key messages adapted to each one of the identified target groups.

Table 3 DELPHI key messages per stakeholder group

Category	Sub-category	Key messages
Companies and their associations	End users of freight transport and logistics system	DELPHI will: o offer improved traffic management capabilities. o facilitate a seamless door-to door mobility for freight. o integrate diverse freight and passenger transport systems. o enable real-time data exchange. o enhance the concept of interoperability. o strive for high-market adoption and transferability of innovations.
	Public transport companies	
	OEMs	
	Logistics and mobility tool providers	
	Hubs and logistics note managers	
Government	Intergovernmental organisations	DELPHI will: o offer an improved multimodal transport network. o allow for a green, multimodal passenger and freight transport. o deliver a novel governance and regulatory scheme. o provide regulatory framework recommendations.
	European Commission services and Agencies	
	Member States	
	Transport authorities and public infrastructure managers	

	Regions and cities, and their associations	o try to assure the compatibility with existing and forthcoming EU standards in the freight and passenger mobility sectors.
Research institutions	Universities, national research institutions, and any research organisations and centres	o DELPHI will provide the research community with a solid knowledge in passenger & freight transport intermodality. o DELPHI's system will be tested and validated in four complementary pilot demonstrations.
Civil society	Environmental and Climate NGOs Think Tanks Philanthropies	DELPHI will: o facilitate a seamless door-to door mobility for passengers. o address the increasing need to efficiently develop a sustainable transportation system. o contribute to EU goals by making mobility and transportation systems climate impact as neutral as possible.
Media*	Magazines, newspapers, social media, blogs	o DELPHI aims to communicate its outcomes to a wider European audience.
General Public	Citizens and general public	o DELPHI solutions will improve EU citizens everyday lives.

*The role of media, in general, is to spread news around a variety of topics. DELPHI is going to create content and news around the topic of a federated network of platforms for passenger and freight intermodality and help media to fulfil their role and 'support their existence'. Also, media are serving as a communication pipeline between all stakeholders involved.

2.1.5.2 DELPHI's visual identity

DELPHI's brand identity includes a manual/guide that provides a comprehensive description of its visual and verbal elements. This set of guidelines reflects project's commitment to quality, consistency, and style. DELPHI logo guidelines must be followed throughout the project runtime, to achieve the desirable uniformity and integrity of its identity and guarantee the awareness and recognition of its brand. Furthermore, these guidelines constitute a useful toolkit for the production of branded items for DELPHI, as well as for the design of its dissemination and communication material. In the following subsections, a brief description of DELPHI logo manual items is provided. DELPHI brand identity was released early in advance, on M02 (February 2023) of the project, in order to successfully fulfil its aim and commitment.

2.1.5.2.1 DELPHI logo

o *Logo description*

As a wordmark (Figure 3), it was created on a minimalistic design to be simple, memorable, and easily adjustable in various occasions.

The minimal design of the DELPHI logo is based on the following characteristics:

- The creation of a single sign with separate elements such as human element (passengers), box/ package (goods) on an abstract transport element (wheels, road) that refers to various means of transport and traffic.
- The circle surrounding the integrated elements characterizes the integration of all the above into a single secure system.
- The typeface chosen for DELPHI, minimal clean and thin letter weight gives a contemporary tone, and balances with the full circular sign of the elements.
- As a Verbal logo it was created on a minimalistic design to be simple, memorable, and easily adjustable in various occasions.

Figure 3 DELPHI Logo (positive format)

DELPHI logo pack (positive format along with its negative and grayscale formats) (Figure 4), has been made available for download within DELPHI website in the material hub, under the dissemination material section (https://delphi-project.eu/material-hub/dissemination-material/).

Figure 4 DELPHI Logo (negative and greyscale formats)

o *Logo tagline*

A memorable tagline was also developed to accompany the logo and contribute to brand association.

The selected tagline for DELPHI is the following:

Coordinated mobility for passenger & freight

DELPHI tagline is an integral part of its communication kit and the overall Communication and Dissemination Strategy and Plan.

- o *Logo fonts*

The font that has been used for DELPHI logo belongs to the Calibri fonts family (Figure 5). This font is recommended as it is friendly, easy to read, modern and clean. It is recommended to be used in all printed and digital materials (MS templates and publications, leaflets, web apps and other material) that are editable and can be publicly used in an editable format. It should be always used in all communications material and in web and media applications wherever this is possible (i.e., at the DELPHI website), to retain consistency.
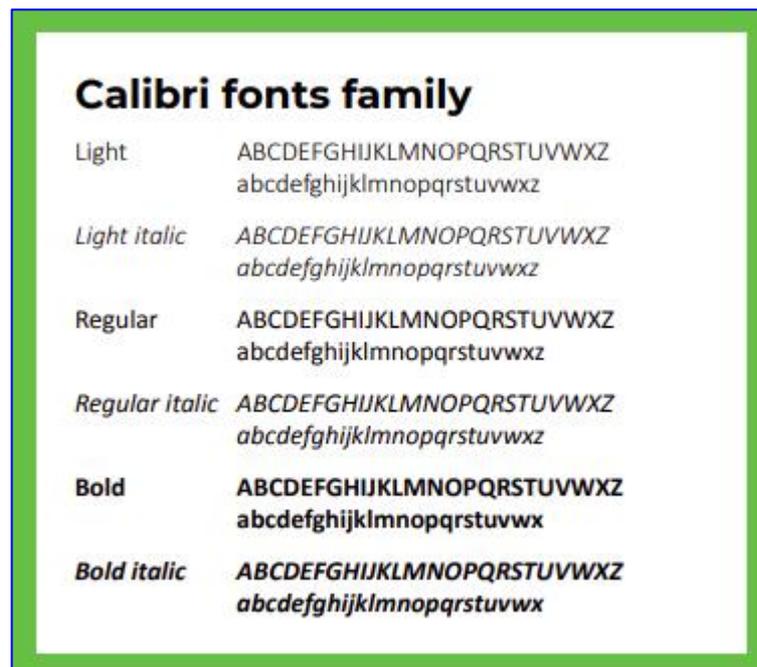
Figure 5 DELPHI Logo Fonts

- o *Logo Colour palette & sizes*

The DELPHI logo uses two colours (Figure 6):

Blue = Blue for its technological character, that pronounces the optimisation of passenger and freight transport.

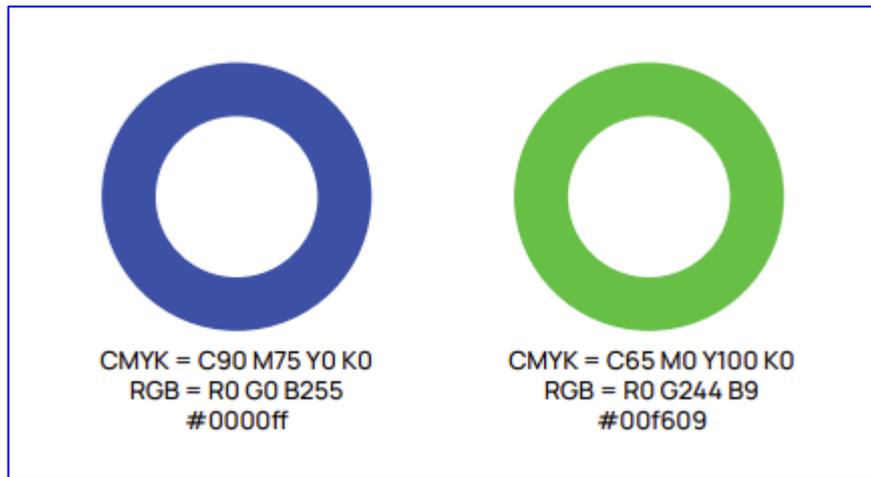**Green** = Green for the future of green mobility.

Figure 6 DELPHI Logo colour palette

o *Logo Improper use*

With regards to DELPHI's Logo usage (Figure 7), a clear space zone around the logo has been determined to ensure the proper visibility of DELPHI logotype. Maintaining the clear space zone between the logo and other graphical elements such as typefaces, images, other logos, etc., ensures that DELPHI logo always appears unobstructed and distinctly separate from any other visuals.

A minimum size requirement was determined, in order to ensure that the logo is always clear and legible. However, when using a lower quality printing technique (i.e., screen printing), the usage of the logo in a larger size is strongly recommended.
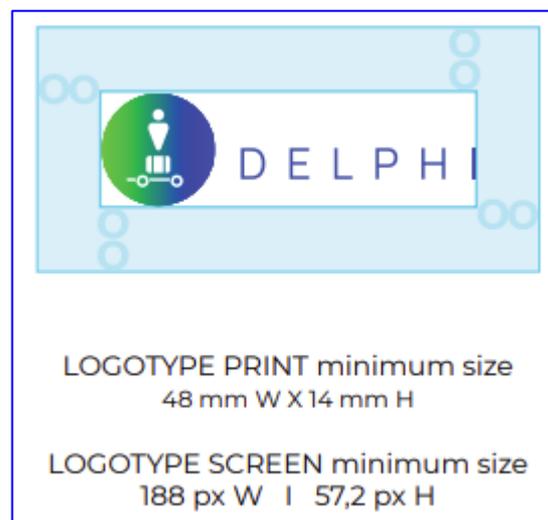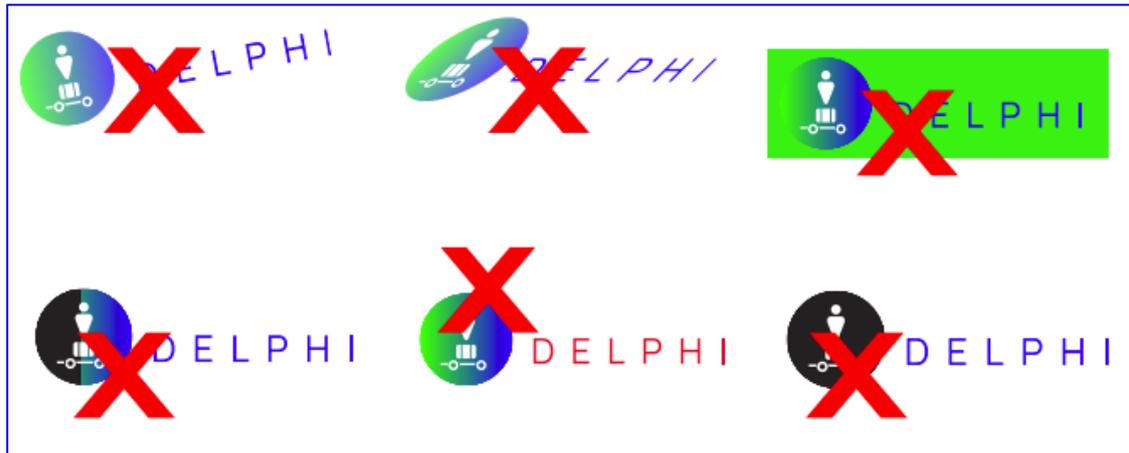

Figure 7 DELPHI Logo Usage

Regarding the improper use, DELPHI logo, can be displayed only in the formats that are specified in the current DELPHI logo guide. DELPHI logo may not appear in any other colours than the already specified above in Figure 6. It is not acceptable to rotate, skew, scale, redraw, alter or distort DELPHI logo in any way, as well as to combine DELPHI
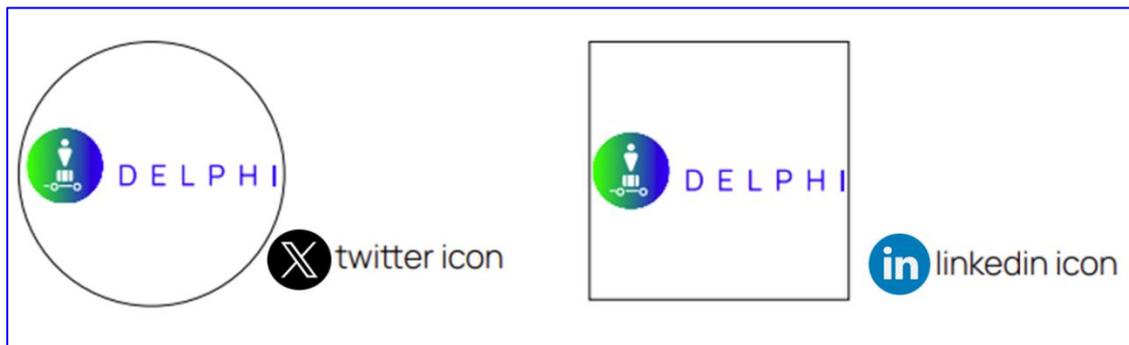
logo with any other element such as other logos, words, graphics, photos, slogans or symbols (Figure 8).

Figure 8 DELPHI Logo improper use

○ *Logo usage on social media*

DELPHI logo on social media should be only used in a white background (Figure 9).

Figure 9 DELPHI Logo usage on social media

○ *Logo usage on backgrounds*

Concerning DELPHI's logo usage on backgrounds (Figure 10), it should be noted, that, when placing the logo on an image, colour or pattern, it is essential that there is enough contrast between the logo and the background. The logo must not be placed on backgrounds that distract from or compete with the logo.
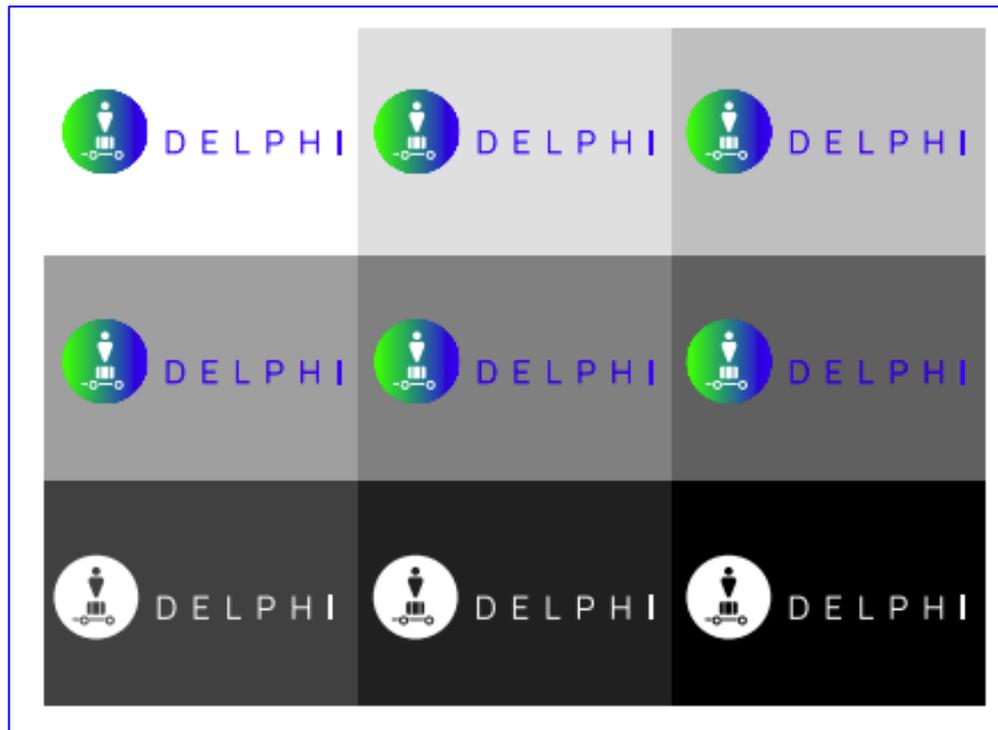
Figure 10 DELPHI Logo Usage on backgrounds

2.1.5.2.2   *Templates*

In the context of DELPHI's consistent brand identity, MS office templates both for project presentations (Figure 11) and deliverables (Figure 12) have been created, since M01, in line with the given brand guidelines. Having unified templates, the project can streamline its processes and improve its coherence. The deliverable template contains all the necessary information about the metadata of each produced document. The presentation template contains a set of suitable graphics, in order to illustrate the contexts, the objectives, the timeline, relative figures and data. Partners have been kindly requested to make proper use of both templates and to ensure their professional use is in line with the already defined aesthetic criteria. Project templates are available within the project's internal MS Teams repository.
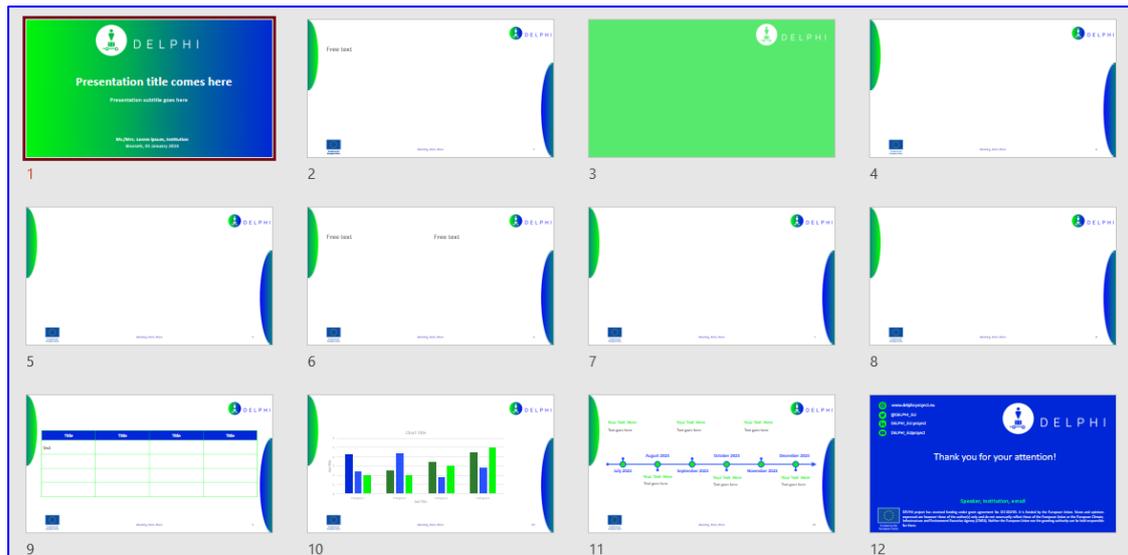
Figure 11 DELPHI Power Point presentation template

Figure 12 Cover page of DELPHI Deliverable template

2.1.5.3 Communication Kit (Channels, Tools & Means)

A variety of channels will be actively used, to effectively flow DELPHI related information, create awareness, and reach out to the targeted audiences taking into consideration the specific characteristics and needs. The following indicative list of proposed communication channels, tools and means shows the already defined kit of transmitting the information produced within DELPHI project. This list is subject to further updates during the project lifetime and based on its emerging needs.

2.1.5.3.1 Online Channels

The DELPHI project online channels include the project's website and the social media accounts.

○ *Project website*

DELPHI's website serves for all different users and stakeholders and provides, in a simple way, up-to-date information about the project's vision and objectives, the use case demonstrations, the project team, news and events, videos, project results, related articles, and project materials (e.g., public deliverables, open access publications, dissemination material, e-newsletter etc.). The website was officially launched and became fully functional, in its current view (Figure 13), on M03 (September 2023), including several sections. DELPHI's project website is hosted and can be accessed at the following URL: https://delphi-project.eu/. More and detailed information about the website and its structure can be found in D.6.1: "Project website and social media presence".
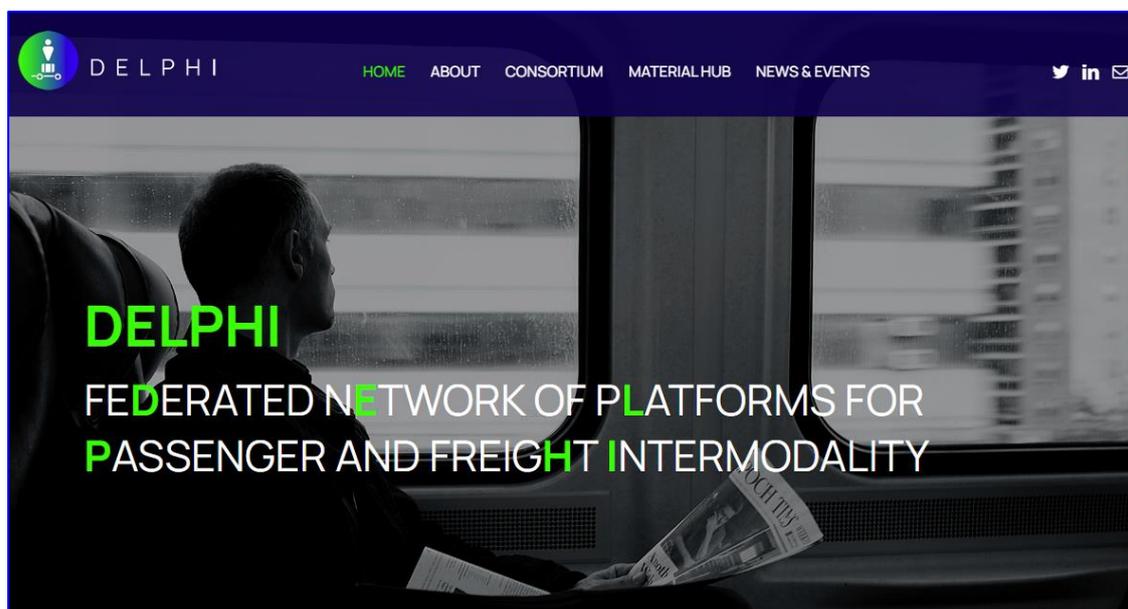

Figure 13 DELPHI Website main page

○ *Social Media accounts*

DELPHI, along with the website launching, is maintaining, since the beginning of the project on M01 (July 2023), two social media accounts on Twitter/X and LinkedIn respectively, to maximize dissemination of the project results and engagement. All social media accounts have been developed and are maintained by SEAB.

DELPHI's Twitter account can be accessed in the following link: https://twitter.com/DELPHI_EU, while DELPHI's LinkedIn account can be accessed in the following link: https://www.linkedin.com/company/delphi-eu-project/. More and detailed information about the social media and their use can be found in D.6.1: "Project website and social media presence".

2.1.5.3.2   Dissemination Tools

DELPHI's dissemination tools, either in hard copy or in digital/electronic format, are in line with the overall DELPHI communication strategy to ensure the achievement of the project's objectives and the effective engagement of the interested target audiences. Such material is always consistent with DELPHI's brand identity, and the communication guidelines provided by the European Commission (EC) [1].

Dissemination tools, as part of the project's communication kit, will be updated as necessary throughout the course of the project, in order to include DELPHI's achievements, findings and outcomes. The dissemination process is a responsibility of all DELPHI work packages (WPs) under the lead of the Communication and Dissemination manager SEAB. The project's dissemination tools consist of i) the project's fact sheet, ii) the standard presentation, iii) the brochure, iv) the poster, v) the roll up banner and vi) the project's video vii) short videos for each of the four trials.

According to EC instructions, all recipients of EU funds have the legal obligation to explicitly acknowledge that their action has received EU funding. This requirement is to ensure visibility and transparency. The obligation requires all beneficiaries of EU funding to acknowledge the support from the European Union (EU) on all communication materials. An important element in this regard is the European Union emblem and the funding statement, which must be displayed prominently on all printed and digital products, websites, social media channels and other communication products [1], as stipulated in the articles 16.3 and 17 of DELPHI Grant Agreement. As a matter of fact, all dissemination tools have and will acknowledge the EU funding following the abovementioned instructions.

o _DELPHI factsheet_

DELPHI's fact sheet has been prepared, since M01 (July 2023), to provide a complete overview of the project's details (Figure 14). It outlines all the necessary baseline information related to the project identification and can be used by DELPHI consortium in their communication channels, as a complete description of the project. DELPHI's

fact sheet has been made available through DELPHI's website, in the material hub, under the dissemination material section.

Figure 14 DELPHI Fact sheet

o *DELPHI Standard Presentation*

DELPHI's standard presentation (Figure 15) has been prepared within M03 (September 2023) of the project with a twofold purpose. On the one hand, it provides a more

detailed, ready-to-present overview of the project than the one used in the rest of the dissemination material (towards providing in detail the objectives of DELPHI and highlighting the project's pilot demonstrations and impact) and on the other hand, it can be used by the consortium partners without any prior content approval in relation to DELPHI, for presenting DELPHI. It follows the guidelines stemming from DELPHI brand identity and it is also available on DELPHI's website, in the material hub, under the dissemination material section.
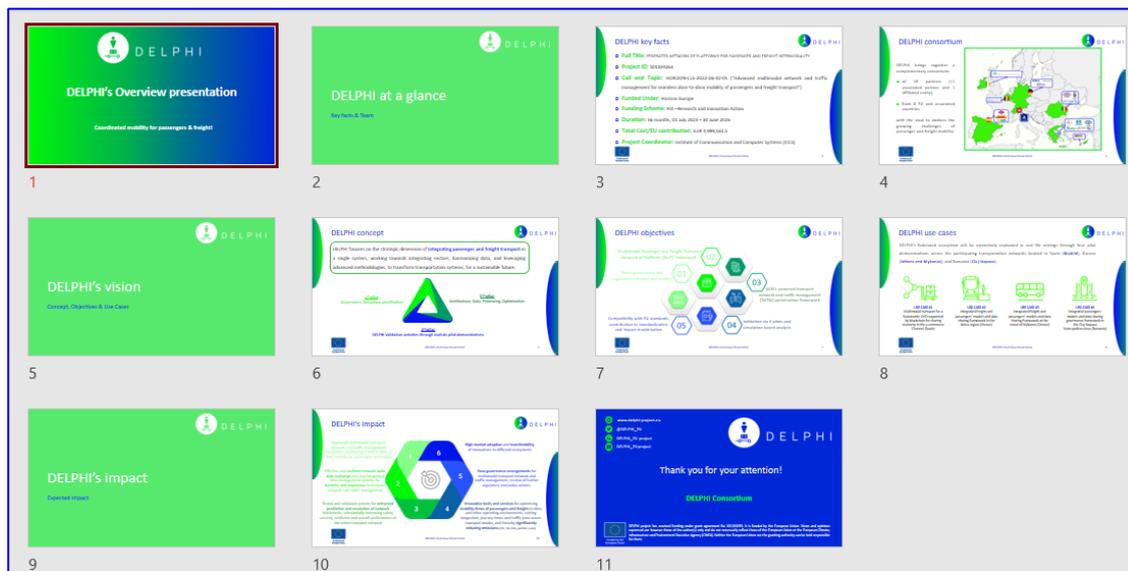
Figure 15 DELPHI Standard Presentation

- o *DELPHI Brochure*

DELPHI's brochure will be launched on M06 (December 2023) and further information on its content and structure will be provided in the D6.3: "Interim DELPHI Dissemination, communication plan".

- o *DELPHI Roll-up banner*

DELPHI's roll up banner will be launched on M06 (December 2023) and further information on its content and structure will be provided in the D6.3: "Interim DELPHI Dissemination, communication plan".

- o *DELPHI Poster*

DELPHI's poster will be launched on M06 (December 2023) and further information on its content and structure will be provided in the D6.3: "Interim DELPHI Dissemination, communication plan".

- o *DELPHI official project video & short video trials*

DELPHI's general video & short video trials will be planned based on the project advancements. Further information on their content and structure will be provided in the D6.3: "Interim DELPHI Dissemination, communication plan".

2.1.5.3.3 Means

o DELPHI newsletters

DELPHI's newsletters will be sent out to various users' groups (as detailed and outlined in section 2.1.3) via social media and direct emailing. DELPHI's website visitors can sign up for DELPHI's e-newsletter, using the corresponding subscription functionality, which provides regular updates, develops DELPHI's profile, and achieves wider stakeholder recognition.

DELPHI's e-newsletters will constitute an electronic means of distributing project findings and news, implemented activities, as well as upcoming actions. The content of the e-newsletters will be based on the continuous progress of the project and aims to inform the interested audience about the key outcomes and advances of the project, while ensuring conformance with GDPR.

Seven e-newsletters have been planned within the project course, starting from M06. The 1st DELPHI e-newsletter is planned to be released at the end of December 2023 (M06), to include all project activities, within the first six months of the project course.

Upon their creation and distribution, all e-newsletters will be available through DELPHI website, in the material hub, under the newsletter section.

o DELPHI partners interview series

DELPHI partners' interview series, as part of the overall DELPHI communication campaign, will be designed and released from M09 (March 2023) onwards, for reaching out targeted groups of relevant stakeholders and raising awareness on the activities each partner is involved. Each partner will prepare a short video of 2-3 min to explain its role within DELPHI as well as to communicate its main results and achievements.

Upon their creation and distribution, all partner videos will be available through DELPHI's website, in the material hub and on DELPHI's YouTube channel.

2.1.5.4 DELPHI Outreach activities

Within the project duration four use case pilot demonstrations and a Final Conference will be planned, organized, and conducted, to support project activities, developments, and the overall outreach.

During the lifetime of the project, demonstration pilot events will be held for each of the four DELPHI Pilot Demos, with the main objective to showcase DELPHI's outcomes and results to the members of the Advisory board and to any other interested members

of the broader stakeholder community, such as relevant authorities and bodies, end user communities, domain actors, related industries, researchers, academics, and any other interested persons.

A core dissemination activity of the DELPHI consortium is also the organisation of a Final Event to be held towards the project end. During this event, DELPHI's results will be thoroughly presented through technical presentations and live demonstrations to a large number of stakeholders (more than 100 experts). To ensure wide outreach, the final event's technical presentations, performed discussions and other presented material will be available in a dedicated prominent section on DELPHI's website.

2.1.6 Roadmap, timeline, and action plan

DELPHI's approach to communication has been built following a three-phase approach based on the process of developments and the availability of tangible results from its research activities. More specifically, Phase 1 "Initial awareness" starts on M01 and lasts till M12, where WP2 activities in relation to the governance, regulatory and stakeholder analysis are expected to be matured enough. Phase 2 "Targeted awareness" starts on M13 and lasts till M24, where WP3-WP4 activities related to DELPHI's federated ecosystem, interoperability, and integration, as well as to the predictive modelling, optimisation and decision support are expected to be towards their finalisation. Last but not least, phase 3 "Strategic phase" runs from M25 till the project end and beyond, where DELPHI's demonstration activities, outputs and results are realised.

According to communication roadmap, as it is presented below in Table 4, each phase includes targeted activities, related channels, tools and means, which will foster the communication and dissemination of the respective key messages and information as well as the transmission of the available project results to the target audiences.

Table 4 DELPHI communication roadmap and timeline

Project Phase	Activities	Channels
Phase 1 – "Initial awareness" (M1-M12)	o Agree upon the DELPHI communication and dissemination, stakeholders' engagement and liaison strategy and activities. o Create initial awareness in markets related to the project's scope and objectives.	o Website o Social media o Press activities o E-newsletters o Printed material o Communication campaign o Conference presentations
Phase 2 – "Targeted	o Create more "targeted awareness" regarding	o Website o Social media

awareness" (M13-M24)	DELPHI areas of work within targeted stakeholder groups. o Inform the target audiences about the technological breakthroughs and benefits	o Press activities o Webinars, workshops etc. o E-newsletters o Printed material o Project videos o Journal papers o Conference presentations o Communication campaign
Phase 3 – "Strategic phase" (M25-M36+beyond)	o Maximize target market and industry awareness regarding the DELPHI outputs and its exploitable results. o Support project sustainability and effective exploitation and market penetration and replication.	o Website o Social media o Press o Webinars, workshops etc o E-newsletters o Printed material o Project videos o Journal papers o Conference presentations o Pilot demonstrations o Final event

2.2 Communication & Dissemination procedures

As part of the activities to be implemented within Tasks 6.1, 6.2, 6.3 and 6.4 and in WP6 in general, in order to guarantee, verify and produce high quality publications, presentations and other communication and dissemination material, as well as to avoid overlaps and possible disclosure of restricted and/or confidential information and to monitor and record, effectively and efficiently, the project's dissemination activities, a set of communication and dissemination procedures has been established.

DELPHI communication and dissemination procedures include guidelines and set out the main steps to be followed by partners for the publication or presentation of the work done within the framework of the DELPHI project. The full description of the communication/dissemination procedures for DELPHI is available through an online excel spreadsheet, which has been circulated and made available among the DELPHI consortium since the early stages of the project (right after DELPHI's kick-off meeting). They have been, also, made available in the Annex 1 of the present document.

3. DELPHI scientific approach

3.1 Publications

DELPHI will draft scientific publications and other contributions for the technical literature and dedicated high impact journals, in order to share the project's progress and outcomes with the scientific community. The ultimate goal of scientific publications within DELPHI, is to enrich science by publishing original empirical and theoretical work developed within the project. The term scientific publication within DELPHI is simply referring to one of the following types of publications:

o *Conference papers,* which are usually reviewed during a specific period and authors receive their acceptance or rejection notifications at the same time. Conference papers are usually short and concise with a limitation on the number of pages allowed.

o *Journal papers*, where the time required for publication is very flexible. The revision process required for a journal paper undergoes a very meticulous and thorough peer-review process, which is far more detailed than conference revisions, and may take a substantial period of time.

Journals as well as conference proceedings are considered as key pipelines for DELPHI's scientific dissemination. DELPHI will guarantee open access (following the GA guidelines of the Annex 5: Article 17) to every DELPHI publication (towards sustaining also either self-archiving / 'Green' open access or open access publishing / 'gold' open access for both the publication itself and its metadata) and this will be ensured for all interested stakeholder communities, mainly through the project's public gateways (DELPHI online channels) and through the use of the EU innovative open access publishing services (e.g., Open Research Europe (ORE) Platform, European Open Science Cloud (EOSC), Open AIRE etc.). These services will assist the DELPHI partners to overcome difficulties that arise from obstacles towards open access to project results that occur from publishers' policy (e.g., embargo period).

DELPHI's communication team has already created an indicative list (calendar) of relevant scientific journals, to facilitate partners towards the submission of scientific papers, which can be found within Annex 2 of the current document.

DELPHI will consider a complementary set of parameters prior to any publication, in order to improve the outreach and the visibility of the project and to maintain the highest standard for scientific publications. These parameters include: the access modality (target mainly open access publishing houses), article processing charges and conference fees (to be covered accordingly by each participating partner), indexing and conference rank, research integrity (for content verification and plagiarism avoidance), management of IPR (according to the DELPHI's Consortium Agreement (CA) and GA).

3.2 Participation in events & conferences

One of the project's significant dissemination activities will be the consortium participation (physical or virtual) in external conferences, workshops, seminars, webinars, and other third-party events via presentations. Additionally, project's presence in trade fairs and exhibitions is foreseen. The main aim of this practice is to raise awareness about the project, inform about its offered solution and disseminate its produced results within the scientific and technology community, businesses, end users, public authorities, policy makers, associations etc. From the beginning of the project a calendar of upcoming events and conferences that are considered valuable opportunities for the project has been created and is regularly updated mainly by the WP6 team and by the consortium partners. DELPHI partners are regularly informed through monthly emails about upcoming key opportunities, so they will be able to benefit from them. The calendar can be found in Annex 3 of the current document.

4. DELPHI Liaising, Clustering & Networking

DELPHI will perform, throughout the project duration, liaising, clustering, and networking activities to exploit potential synergies with pertinent EU projects, organisations, networks, and initiatives, as part of *Task 6.2: Networking, Community Building and liaison activities*.

The establishment of clustering activities between DELPHI sister projects and the liaising and networking activities with EU bodies & Initiatives is imperative for the successful outreach of their results and outcomes and thus is guided by the following objectives:

- o Engagement in collaborative work in order to maximize the impact of the communication and dissemination of results amongst the relevant stakeholders.

- o Exchange of technical information between the projects and relevant EU bodies, leading to a stronger, more accurate and aligned vision of this clustering network.

- o Contribution to the dissemination of top-level, high-quality EU funding programmes and support European Research and Innovation Actions.

- o Fulfilment of the European Commission's expectation of an integrated collaborative approach between Horizon Europe projects.

A thorough description of DELPHI's Networking and Engagement activities plan can be found in D6.9: Initial Report on DELPHI Networking and Engagement activities plan.

5. DELPHI Communication & Dissemination Activities

5.1 Conducted activities

The activities that have been performed during the first four months (M01-M04) of DELPHI implementation are listed in Table 5, Table 6 and Table 7 below:

o *Conference attendance*

Table 5 DELPHI attended conferences between M01-M04

Date	Event	Location	Title of presentation	Involved partners	Description (if available)/url
30.09.2023	9th Logistics and Supply Chain International Expo 2023	Athens, Greece	DELPHI: The project that revolutionizes transport systems for a sustainable future (Presentation delivered in Greek under the tile: *DELPHI: Το έργο που φέρνει την επανάσταση στα συστήματα μεταφορών για ένα βιώσιμο μέλλον*)	ICCS	https://delphi-project.eu/9th-logistics-and-supply-chain-international-expo-2023/

o *Press Clippings*

Table 6 DELPHI press activities between M01-M04

Type of activity	Title of publication	Date	Involved partners	Press Clippings (url)
Pre-kick off press release	DELPHI: Revolutionizing Passenger and Freight Mobility through Integration – A new EU Project is about to kick off	29/06/2023	SEAB	https://seability.eu/2023/06/29/delphi-revolutionizing-passenger-and-freight-mobility-through-integration-a-new-eu-project-is-about-to-kick-off/
Post kick off press release	DELPHI Kick-off meeting	05/07/2023	SEAB	https://seability.eu/2023/07/05/delphi-kick-off-meeting/
Kick off Press release	DELPHI: Revolutionizing Passenger and Freight Mobility through Integration – A new EU Project launched!	06/07/2023	ALICE	https://www.etp-logistics.eu/delphi-revolutionizing-passenger-and-freight-mobility-through-integration-a-new-eu-project-launched/
Kick off Press release	DELPHI: A New EU Mobility Project has Kicked-Off	14/07/2023	NTTDATA	https://ro.nttdata.com/insights/press-releases/delphi-a-new-eu-mobility-project-has-kicked-off
Kick off Press release	DELPHI: Revolutionizing Passenger and Freight	14/07/2023	Inlecom	https://www.linkedin.com/posts/inlecom-commercial-

	Mobility through Integration – A new EU Project launched!			pathways_delphi-revolutionizing-passenger-and-freight-activity-7083077702831730688-0W1w/?utm_source=share&utm_medium=member_desktop
Kick off Press release	DELPHI project Kick Off: Revolutionizing transportation systems for a sustainable future!	10/07/2023	ICCS	https://i-sense.iccs.gr/news/delphi-project-kick-off-revolutionizing-transportation-systems-for-a-sustainable-future/

    o   *Joint activities with other EU projects*

Table 7 DELPHI other activities between M01-M04

Type of activity	Related projects	Date	Involved partners	Press Clippings (url)
Internal meeting	DELPHI Communication & Liaison activities with SYNCHROMODE and ACUMEN	27.09.2023	SEAB, ICCS	https://delphi-project.eu/?p=1937&preview=true

5.2 Planned activities

As far as the planned activities are concerned, DELPHI has created an indicative list of suggested scientific journals and an indicative list of suggested upcoming events available in Annexes 2 and 3 respectively, for assisting partners in scheduling their upcoming communication and dissemination activities respectively.

Both lists are updated on a monthly basis with new opportunities. A thorough update of partners' activities will be included in the next version of the current deliverable, within D6.3: Interim DELPHI Dissemination, communication plan, on M18 (December 2024).

6. Evaluation & monitoring of activities

6.1 Key Performance Indicators (KPIs)

Measurable targets for communication and dissemination activities have been set, since the proposal phase, in order to ensure that the desired impact is achieved. Table 8 outlines the DELPHI Key Performance Indicators for measuring communication and dissemination efforts, against their already defined baseline values.

Table 8 List of Dissemination and Communication KPIs

KPIs	Baseline Values
Factsheet & standard presentation	1&1
Brochure	2 per item with >2000 No. of hard copies distributed
Poster	
Roll-up	
E-newsletter	7, with a total number of 500 e-newsletter recipients (contact points)
Website online	By M03 with >100 unique visitors by M12; and unique visitors by M36: >2500
Social Media	3 accounts by M02 with >300 followers by M12, >500 by M36, Views on YouTube>200
Media articles/Press activities	10
Events co-organised with local authorities	>3 with >100 attendees per event
Publishing in Peer-reviewed Journals	>5
Presenting in Scientific Conferences	>20
Publishing Technical Publications	>8
Participation in Industrial Exhibitions with Booths	>6
Technical Workshops	5
Online and Physical Training Tutorials/Webinars/Training Sessions	>6
Showcases/Demo Spaces to Host/ Different Countries to Organise	3 / 3
Total Participants of all demos	>300
Number of relevant initiatives and clusters to contribute	>5
Co-organised activities	>4
No. of short videos and interviews produced (in total)	4 with >3000 views
Final Event participants	100
Standards Contributions to different Organisations	>2
Policy Recommendations	>2

6.2 Risk management and compliance

In DELPHI, and particularly within WP6, risks are considered an integral part of the workplan. The complexity of the problem at hand and the trans-disciplinary nature of the consortium add to the number of risky aspects that may cause issues in the project execution lifecycle. As a matter of fact, Table 9 below, provides an initial attempt to identify potential risks, associated with the conduction of DELPHI Communication, and Dissemination activities, along with their probability of occurrence and the corresponding impact, as well as the already defined mitigation measures per risk.

Table 9 DELPHI WP6 risk registry

Description of risk	Proposed risk-mitigation measures
Low penetration and impact of DELPHI brand name to the national and EU and audiences *[Likelihood: Low	Severity: High]*	DELPHI team will proceed, at the early stages of the project, with the development of a precise communication & dissemination strategy [M04], the design of the DELPHI brand story [M02] and website [M03] and the creation of dedicated social media accounts [M02]. Statistics on the use of the DELPHI webpage and social media accounts will be reviewed periodically to monitor visitors' flow and increase the diffusion in time.
Low engagement of consortium partners in dissemination/communication activities *[Likelihood: Low	Severity: High]*	Close collaboration of WP6 Leader with all consortium partners and continuous triggering of the inactive members through bi-lateral communication and regular WP6 meetings.
Conferences and relevant exhibitions/fairs may be cancelled or postponed *[Likelihood: Medium	Severity: Medium]*	Follow closely any relevant opportunities and strive for virtual attendance.
Confidential information is disclosed through project's dissemination/ communication activities *[Likelihood: Low	Severity: High]*	DELPHI has identified and described the required procedures for publishing project's dissemination and communication material since the early stages of the project via its CA. All partners are obliged to follow these guidelines. It has been also established a second level of security (procedures are detailed described in Annex 1), where all information related to communication/ dissemination issues must be first approved beforehand by DELPHI Project Coordinator, DELPHI Technical Manager and the DELPHI Communication Manager/WP6 Leader.

One or more partners underperform and are not able to fulfil their obligations *[Likelihood: Low	Severity: Medium]*	This risk has been highly mitigated through the careful selection of all consortium partners, all of which possess recognised expertise in similar projects, thus, it is very unlikely to experience such a situation. However, if it occurs, the situation will be detected early via the management reports and, PMB regular meetings. The GA will decide on possible replacement and redistribution of the tasks for that partner, allowing a quick shift of resources to other project partners.
WP6 milestones or deliverables are delayed *[Likelihood: Medium	Severity: Medium]*	As part of project management activities, detailed analysis will be done on both global project and lower (WP/Task) project implementation levels. Thus, it will be ensured that cases that could delay any milestones or deliverables are recognised in advance, ensuring timely & effective implementation of necessary corrections in the work plan.
Snowball effects in case of delays due to unforeseen factors, e.g., a new pandemic wave *[Likelihood: Medium	Severity: High]*	The consortium will employ all means for teleworking and remote collaboration. Therefore, the work in closed workspaces will be reduced to the minimum possible degree. For the cases where face-to-face meetings are unavoidable, the participants will conform to all the necessary healthcare precautions and necessary protocols.

7. Partners' roles & efforts

Successful communication and dissemination activities of DELPHI rely on the commitment and contribution of all project partners. For that reason, the WP6 leader, SEAB, will be engaging with all project partners and will promote effective interaction between WP6 and all other WPs to ensure that the communication, dissemination, stakeholders' engagement, and liaison activities of the project are effective and impactful. All partners have been allocated person months under WP6.

Partners will contribute to the communication and dissemination of the project through the development of the research, identifying outcomes, outputs and benefits, publishing research papers and articles, presenting the project advances in related events, conferences, scientific fora, technical committees etc., using their extensive knowledge of contacts in relevant fields and identifying appropriate groups of stakeholders.

WP6 structure includes the following tasks (Table 10) and deliverables (Table 11), along with the corresponding assignments, as derived from DELPHI's GA:

Table 10 DELPHI Tasks and responsible partners

Description	Leader	Contributors	Duration
T6.1 Dissemination, communication activities	SEAB	CCS, WINGS, EBOS, ICP, IFAG, MbL, ATD, STASY, DHL, MCN	M01 – M36
T6.2 Networking, Community Building and liaison activities	ALICE	ICCS, EBOS, IFAG, ATD, STASY, DHL, NTTD, MCN, SEAB	M01 – M36
T6.3 Standardisation contributions & Policy Recommendation	ALICE	ICCS, ICP, AUM, DHL	M01 – M36
T6.4 Exploitation Strategy and Adoption of DELPHI innovations	SEAB	ICCS, EBOS, DHL, MCN, ICP	M06 – M36

Table 11 DELPHI WP6 Deliverables

Deliverable	Title	Leader	Due	Diss level
D6.1	Project website and social media presence	**SEAB**	**M04**	**PU**
D6.2	Initial DELPHI Dissemination, communication plan	**SEAB**	**M04**	**PU**
D6.3	Interim DELPHI Dissemination, communication plan	**SEAB**	**M18**	**PU**
D6.4	Final Dissemination, communication plan	**SEAB**	**M36**	**PU**

D6.5	Standardisation contribution and policy recommendation report	ALICE	M36	SEN
D6.6	Initial DELPHI Exploitation plan	SEAB	M06	SEN
D6.7	Interim DELPHI Exploitation plan	SEAB	M18	SEN
D6.8	Final DELPHI Exploitation plan	SEAB	M36	SEN
D6.9	Initial Report on DELPHI Networking and Engagement activities plan	ALICE	M04	PU
D6.10	Interim DELPHI Report on Networking and Engagement activities plan	ALICE	M18	PU
D6.11	Final Report on DELPHI Networking and Engagement activities plan	ALICE	M36	PU
D6.12	DELPHI strategic impact report	SEAB	M36	SEN

The following Table 12 presents the WP6 Milestones.

Table 12 DELPHI Milestones

Milestone Number	Milestone Title	Lead Beneficiary	Due Date	Means of verification
MS15	Successful exploitation planning, business sustainability	ICP	M36	Submission of D6.8
MS16	Final Project Event	SEAB	M36	A conference takes place organized by project coordinator

It goes without saying, that a successful, impactful, effective, and efficient dissemination and communication procedure, requires the continuous commitment and contribution of all project partners. Thus, adequate resources have been allocated to all partners and the total number of the Person Months (PMs) is given in Table 13 below:

Table 13 DELPHI WP6 total effort in PMs

Partner's short name	ICCS	WINGS	eBOS	ICP	ALICE	AUM	IFAG	STASY	ATD	KteIM	DHL	MM	KOIKI	NTT	MCN/CTP	SEAB	MBL
Total	78.50 PMs																

8. Conclusions

This deliverable presented DELPHI's Communication and Dissemination activities and plan, which will be used as a guide for the consortium members towards the effective allocation of time and resources in the maximization of project's impact and outreach.

It describes DELPHI's communication and dissemination strategy by defining the key concepts and objectives, the stakeholders' community that DELPHI aims to distribute its messages, along with the corresponding key messages and the channels, tools and means to be used for achieving the maximum desired outreach and the communication content.

Special focus is also given to the scientific approach and on the liaising, clustering, and networking activities, that are going to be developed and implemented within the project, as well as to liaison activities with relevant initiatives, that can significantly enhance the proliferation of project's results and outcomes.

D6.2: Initial DELPHI's Dissemination, communication plan, contains, also, the approach for the evaluation and monitoring of communication and dissemination activities and the required information on partners' role and effort.

DELPHI's Communication and Dissemination strategy and plan is considered a flexible and adaptive living document to enrich the project's approach to communication and dissemination and to ensure that information about the project and its outcomes are effectively communicated throughout its life and beyond. Towards this direction, updates will be included in the upcoming deliverables of WP6 and more specifically on D6.3 "Interim DELPHI Dissemination, communication plan", due on M18, D6.4 "Final Dissemination, communication plan", due on M36, D6.10 "Interim DELPHI Report on Networking and Engagement activities plan", due on M18 and D6.11 "Final Report on DELPHI Networking and Engagement activities plan", due on M36.

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Annex 1: DELPHI Communication/ Dissemination procedures

Purpose of the procedures

The participation of any partner in a Conference, Event, Exhibition etc. as well as the performance of any/every dissemination & communication activity related to the DELPHI project has to be communicated beforehand to the **DELPHI Communication Manager/WP6 Leader** (mails of the corresponding persons are provided), **DELPHI Project Coordinator** (mails of the corresponding persons are provided) and the **DELPHI Technical Manager (**mails of the corresponding persons are provided).

According to Article 8.4 of DELPHI Consortium Agreement (CA), '*prior notice of any planned publication shall be given to the other Parties at least 45 calendar days before the publication*'. '*A Party shall not include in any dissemination activity another Party's Results or Background without obtaining the owning Party's prior written approval, unless they are already published*'.

Basic objectives of the procedures

- o Production of high-quality DELPHI publications, presentations, and other communication material;
- o Avoidance of overlaps and possible disclosure of restricted or confidential information;
- o Monitoring and recording of the dissemination activities of the project in an effective and efficient way.

Step by step procedure (notice for a scientific or conference publication- before initial submission)

1. Send the information notice, at least 45 working days in advance, to the DELPHI WP6 Leader, DELPHI coordinator & DELPHI Technical Manager, including the paper title, the authors, and the conference/journal name, before the initial submission of the publication;
2. The authors should also inform Coordinator and WP6 leader that GA & CA requirements regarding the publication are satisfied;
3. WP6 Leader will make sure that the authors are acknowledging, properly, their work as part of DELPHI funding using the right acknowledgment text and the EU emblem;

4. WP6 Leader will send the material to the Consortium for approval, modification, or rejection;

5. Any Consortium member may raise a modification or rejection request along with comments which should be sent to the WP6 leader within 10 days; no response is considered as an approval;

6. The leading author will revert to the WP6 Leader with the approval/rejection notification and the pdf paper, once it is available;

Step by step procedure (request of approval for presentations and other communication material)

1. Send the dissemination request/material to WP6 Leader for approval;

2. WP6 Leader will send the material to Coordinator & to the Technical Manager for approval;

3. Coordinator & Technical Manager will revert to the WP6 Leader with comments -if any-;

4. WP6 Leader will make sure that the authors are acknowledging, properly, their work as part of DELPHI funding using the right acknowledgment text and the EU emblem;

5. WP6 Leader will send the material to the Consortium for approval, modification, or rejection;

6. Any Consortium member may raise a modification or rejection request along with comments which should be sent to the WP6 leader within 10 days; no response is considered as an approval;

7. WP6 Leader will provide the revised material to the DELPHI related team member(s);

In case of:

A) Approval: When approval is given through the WP6 Leader, the partner(s) is (are) free to proceed with the realisation of the proposed dissemination activity;

B) Conflict/objection: Project Coordinator, Technical Manager, Dissemination manager and any consortium partner can reject the proposed dissemination activity if they have objections, related to overlaps or possible disclosure of restricted or confidential information concerning the work performed in the different WPs. In case of conflict, the issue will be discussed among the coordinator, the WP6 Leader and the involved partners;

NOTE:

- If partners wish to re-present or release material already approved (with no modifications or changes to the content), then no formal approval is required. The WP6 Leader has to be informed. If there are no objections, then the WP6 Leader notifies the authors to proceed with the dissemination activity.

- In case a partner <u>wishes to organise a workshop or special event</u> (e.g., a Special Interested Session) related to DELPHI, then the <u>approval of WP6 Leader</u> and the information of the Coordinator is <u>also needed before the realisation of this dissemination activity</u>.

Reporting of partners' activity

Every communication activity is reported by the WP6 Leader in the online **Dissemination activities report spreadsheet**, available **here: https://docs.google.com/spreadsheets/d/17B113MLDxebHT6VD4Z-4P11NgA-BBVKsGME1FCnVozY/edit#gid=0**

WP6 Leader is responsible for acquiring and storing the material within the WP6 project's internal repository respective folder.

Funding statement/Acknowledgement of EU funding

According to the Articles 16.3 & 17 and Annex 5 "Specific Rules" of DELPHI Grant Agreement, any communication (*including media relations, conferences, seminars, information material, such as brochures, leaflets, posters, presentations, etc., in electronic form, via traditional or social media, etc.*) and dissemination activity related to the action and any infrastructure, equipment, vehicles, supplies or major result funded by the grant <u>must acknowledge</u> EU support and <u>display the European flag (emblem)</u> *(The emblem must remain distinct and separate and cannot be modified by adding other visual marks, brands or text. and displayed at least as prominently and visibly, when displayed in association with other logos (e.g., of beneficiaries or sponsors)* and <u>funding statement</u> (translated into local languages, where appropriate), as of below:

*For any **communication activity, presentation, on-line material, hard copy/printed material, the EU emblem must be displayed, along with the phrase:***

"DELPHI project is funded by the European Union, under grant agreement No 101104263. 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 (CINEA). Neither the European Union nor the granting authority can be held responsible for them."

*For any **infrastructure & equipment**, the EU emblem must be displayed, along with the phrase:*

"This [infrastructure][equipment][insert type of result] is part of the DELPHI project, which is funded by the European Union, under grant agreement No 101104263. 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 (CINEA). Neither the European Union nor the granting authority can be held responsible for them."

For any (scientific) publication/technical paper, the acknowledgement must be displayed as follows:

"This research has been conducted as part of the DELPHI project, which is funded by the European Union, under grant agreement No 101104263. 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 (CINEA). Neither the European Union nor the granting authority can be held responsible for them."

European flag (EU emblem)

Horizontal

Vertical

The emblem must remain distinct and separate and cannot be modified by adding other visual marks, brands or text. Apart from the emblem, no other visual identity or logo may be used to highlight EU support. When displayed in association with other logos (e.g., of beneficiaries or sponsors), the emblem must be displayed at least as prominently and visibly as the other logos.

- European flag (EU emblem) can be downloaded in all EU languages and formats, via the following   url: https://ec.europa.eu/regional_policy/en/information/logos_downloadcenter

The use of the EU emblem in the context of EU programmes 2021-2027 is thoroughly described in the following url: https://ec.europa.eu/info/sites/default/files/eu-emblem-rules_en.pdf

Implement open science practices

Horizon Europe Programme Guide: *https://ec.europa.eu/info/funding-tenders/opportunities/docs/2021-2027/horizon/guidance/programme-guide_horizon_en.pdf Horizon Europe Programme Guide)*

Open Research Europe, the European Commission in-house scientific publishing service

Guidelines are available here: https://open-research-europe.ec.europa.eu/

Events of major impact

According to article 17.1 "Before engaging in a communication or dissemination activity expected to have a major media impact, the beneficiaries must inform the granting authority". As such, in case of an event of major impact, the responsible partner must communicate its intention to participate to the DELPHI coordinator, and subsequently DELPHI coordinator must inform the PO accordingly.

Non-European Travel -Eligibility of travelling costs outside Europe

Traveling outside Europe for attending related conferences/events can be taken for granted, if it is clearly indicated in DELPHI Grant Agreement (*see section 2.2.1: Dissemination, Communication & Exploitation Plan*).

In any other case, any interested partner, must communicate (through the coordinator) his intention to participate in such an activity by notifying the PO well in advance.

In order to facilitate the whole process, the responsible partner must provide all the required relevant information about the event: a well-described conference session accompanied by a tentative agenda, as well as a convincing justification for his participation towards clearly designating the relevance of the presentation /poster etc. to DELPHI project.

Annex 2: DELPHI calendar of proposed scientific journals

Title of journal/magazine	Website	Impact Factor	OA (Open Access)/NOA (Non-Open Access)	Description (scope and topics)
Transportation Research Part E: Logistics and Transportation Review	https://www.journals.elsevier.com/transportation-research-part-e-logistics-and-transportation-review	4690 (2019)	OA	Transportation Research Part E: Logistics and Transportation Review publishes informative and high-quality articles drawn from across the spectrum of logistics and transportation research.
European Transport Research Review	https://etrr.springeropen.com/	3.7	OA	European Transport Research Review (ETRR) publishes scholarly research and developments in areas related to transportation science, technologies, policy and practice. Established by the European Conference of Transport Research Institutes (ECTRI)
Transportation Research Part D: Transport and Environment	https://www.sciencedirect.com/journal/transportation-research-part-d-transport-and-environment	6.4	OA	Transportation Research Part D: Transport and Environment publishes original research and review articles on the environmental impacts of transportation, policy responses to those impacts, and their implications for the design, planning, and management of transportation systems. It covers all aspects of the interaction between transportation and the environment, from localized to global impacts.
Communications in Transportation Research	https://www.sciencedirect.com/journal/communications-in-transportation-research	15.78 (2022)	OA	Communications in Transportation Research publishes peer-reviewed high-quality research representing important advances of significance to emerging transport systems.
Journal of Traffic and Transportation Engineering	https://www.sciencedirect.com/journal/journal-of-traffic-and-transportation-		OA	As an academic journal, the Journal of Traffic and Transportation Engineering (English Edition) provides a platform for the exchange and

	engineering-english-edition			discussion of novel and creative ideas on theoretical and experimental research in the field of transportation.
IEEE Open Journal of Intelligent Transportation Systems	https://ieeexplore.ieee.org/xpl/RecentIssue.jsp?punumber=8784355	2.6	OA	The IEEE Open Journal of Intelligent Transportation Systems covers theoretical, experimental and operational aspects of electrical and electronics engineering and information technologies as applied to Intelligent Transportation Systems (ITS), defined as those systems utilizing synergistic technologies and systems engineering concepts to develop and improve transportation systems of all kinds.

Annex 3: DELPHI calendar of proposed events

Date	Event	Location	Website	Important deadlines
2023				
27-29 September 2023	ICLT – International Conference on Logistics and Transports	Helsinki, Norway	https://iclt.info/	August 31st
25-26 October 2023	ICGL 2023: 17. International Conference on Green Logistics	Barcelona, Spain	https://waset.org/green-logistics-conference-in-october-2023-in-barcelona	August 1st (Continuously updated and extended)
16-17 December 2023	ICLITS 2023: 17. International Conference on Logistics and Intelligent Transportation Systems	Barcelona, Spain	https://waset.org/logistics-and-intelligent-transportation-systems-conference-in-december-2023-in-barcelona	August 1st (Continuously updated and extended)
2024				
14-15 January 2024	ICSCMO 2024: 18. International Conference on Supply Chain Management and Operations	Zurich, Switzerland	https://waset.org/supply-chain-management-and-operations-conference-in-january-2024-in-zurich	August 1st (Continuously updated and extended)
18-19 January 2024	ICTE 2024: 18. International Conference on Transport and Environment	Rome, Italy	https://waset.org/transport-and-environment-conference-in-january-2024-in-rome	August 1st (Continuously updated and extended)
21-22 January 2024	ICMLT 2024: 18. International Conference on Maritime Logistics and Transportation	Amsterdam, Netherlands	https://waset.org/maritime-logistics-and-transportation-conference-in-january-2024-in-amsterdam	August 1st (Continuously updated and extended)
27-29 March 2024	11th Logistics Congress	Portoroz, Slovenia	https://logisticscongress.eu/	tba
15-18 April 2024	TRA	ublin, Ireland	https://traconference.eu/	

05-07 June 2024	SIL Barcelona	Barcelona, Spain	https://www.silbcn.com/en/index.html	tba
16-20 September 2024	ITS World Congress	Dubai, UAE	https://itsworldcongress.com/	tba