Risk and innovation management plan

Deliverable D1.2

Version 1.0

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Change Log

Version	Description of change
V0.1	Initial version preparation
V0.2	Reviewed version
V1.0	Final version

List of abbreviations

Abbreviation/Term	Description
CA	Consortium Agreement
D	Deliverable
DOA	Description of Action
EC	European Commission
EU	European Union
GA	Grant Agreement
KPI	Key Performance Indicator
MS	Milestone
PC	Project Coordinator
PO	Project Officer
PSC	Project Steering Committee
SAB	Stakeholders Advisory Board
WP	Work Package
WPL	Work Package Leader

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1. Executive Summary

The objective of this deliverable is to report on the detailed risk and innovation management plan that has been developed by the project coordinator together with all partners, to ensure the successful implementation of GreenTurn.

Based on the draft included in the proposal, we have further analysed the different risks identified, reviewed their initial assessment (probability, impact) and managed their countermeasures: defined mitigation actions and a related contingency plan to anticipate and avoid potential project deviations

2. Objectives

Risk Management: To identify, assess, mitigate and monitor potential risks that may hinder the successful implementation of the project.

Innovation Management: To ensure efficient identification, development, and exploitation of innovative outcomes while protecting intellectual property (IP).

3. Risk management

Roles and responsibilities

The project management team will focus on establishing the necessary governance structure for effective project governance and management; providing financial, legal, administrative and technical coordination; establishing the communication flow and methods for reporting, progress monitoring and quality assurance; managing knowledge and intellectual property; promoting gender equality and networking with other related projects and networks.

Risk prevention measures regarding financial, legal, administrative and technical coordination will be established from the beginning of the project and contingency plans will be ready to be activated if necessary.

The management team consists of:

- **Project Coordinator (PC)**

  Appointed Person: Bartosz Kożuch (Łukasiewicz-PIT)

  Main Responsibilities: PC ensures efficient communication between partners and with the EU and mediate any conflict as necessary. The PC is responsible for the integrative, cross-disciplinary issues of the project, for planning and monitoring progress and supervising the implementation of any necessary corrective measures. PC provides clear project vision in collaboration with PSC and SAB and ensures final reports submitted to the EU are complete and accurate. The PC signs off all GreenTurn project deliverables. As underlined within the proposal, the Project Coordinator develops and supervises the Data Management Plan & ethical Guidelines of the GreenTurn project. Thus, ensures the proper handling of research data during

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and after the end of the project, including the decisions on: what data will be collected, processed and/or generated, which methodology and standards will be applied, whether data will be shared or made open access and how data will be curated and preserved. Moreover, the Project Coordinator supervises the quality assurance process, performing project quality checks and reviews, as well as organising quality review/peer reviews for all deliverables.

- **Risk & Innovation Manager (R&IM)**

  Appointed Person: Ignacio Magallón (BAX)

  Main Responsibilities: R&IM develops and supervises risk management procedures, taking into account specific risks related to the successful implementation of the GreenTurn project, as well as to the development of innovative solutions. This includes primarily: identifying, assessing, reacting to and monitoring potential threats that may adversely affect the successful outcomes. Furthermore, R&IM is responsible for the constant monitoring of project developments and the identification of their innovation potential, including IPR management, related to both excellence beyond SotA and fit with stakeholder needs. R&IM will comply with CIVITAS practices and standards for project evaluation, following the dedicated Evaluation group meeting attended by Ignacio Magallón (CIVITAS Forum, 2024).

Other groups related with the risk progress:

- **Project Steering Committee (PSC)**

  WP Leaders: LPIT, UAEG, ECON, RUG, FZC, BAX

  Main Responsibilities: PSC consists of the Project Coordinator and Work Package Leaders. As stated in the Consortium Agreement, the Project Steering Committee is responsible for:

  - Keeping track of the effective and efficient implementation of the Project, particularly regarding the completion of the Work Package activities in tasks and deliverables of each Party;
  - Evaluating suggestions of the Work Package Leaders for the reallocation of tasks and budget in Work Packages;
  - Making suggestions for amendments to Annex 1 and Annex 2 of the Grant Agreement to the General Assembly, especially if restructuring is required to enable the finalisation of non-completed Work Packages or in case of termination of a Party;
  - Assessing the status or completion of each Work Package and preparing the periodic reporting for the Work Packages together with the Coordinator;
  - Supporting the Coordinator in preparing meetings with the Granting Authority and in preparing related information and deliverables;
  - Suggesting performance indicators for the determination of proper completion of Work Packages to the General Assembly.

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- **General Assembly:** GA shall handle strategic and technical decision-making, and deals with global strategy and policy. It consists of one representative for each beneficiary. Each partner has one vote. Delegates may be appointed on exceptional situations when representatives cannot attend the meetings. The PC shall chair all meeting of the PGA. Its meeting will be held every 6 months for decision making concerning risks, contingency plans, budget reallocation, consortium changes, conflict resolution, etc. The role of the GA will be to make high-level decisions concerning every aspect of the project's life: technical re-orientations proposed by the participants, validation of funds allocation (received and distributed by the Coordinator), possible changes in the consortium, resolutions of conflicts on technical, financial and strategic issues.

The management team will oversee the project's risk management and take responsibility for the risk management process, ensuring that risks associated with all project activities are monitored and controlled. While the project risk management plan falls under the remit of the management team, all partners should actively participate, particularly the WP Leaders, who should focus on risks within the scope of their respective WPs

Risk management procedures

Throughout the implementation of the project – via PSC meetings – the management team will ensure that any risk is identified, assessed, and mitigated and monitored if not solved.

Figure 1. Risk Management process

Risk identification

Risk identification will involve the management team and PSC (Project Steering Committee) and will include an evaluation of the different factors active in each Work Package. Careful attention will be given to the project deliverables, assumptions, constraints, cost/effort estimates, milestones and resource plan, and other key project documents.

Risk identification is continuously analysed throughout the project length. The following issues shall be considered as tools and techniques for risk identification:

- Monitoring of milestones and technical progress, as foreseen in the WP description;
- Analysis of deliverable status;
- Analysis of WP schedules and scopes.

Regular communication of the management team with the WP leaders.

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Risk assessment

The probability and impact of occurrence for each identified risk will be assessed by the project management team, with input from the WP leaders using the following approach:

Likelihood

- High – 3 Likely
- Medium – 2 Unlikely
- Low – 1 Highly Unlikely

Impact

- High – 3 - Risk that has the potential to greatly impact project cost, project schedule or performance, with the possibility of becoming **extremely harmful** to the project.
- Medium – 2 - Risk that has the potential to moderately impact project cost, schedule, or performance, with the possibility of becoming **harmful** to the project
- Low – 1 - Risk that has relatively little impact on cost, schedule or performance, with the possibility of being only **slightly harmful** to the project.

Risks that fall within the red and yellow zones will have risk response planning which may include both a risk mitigation and a risk contingency plan.

	Slightly Harmful (1)	**Harmful (2)**	**Extremely Harmful (3)**
Highly Unlikely (1)	Insignificant Risk	Low Risk	Medium Risk
Unlikely (2)	Low Risk	Medium Risk	High Risk
Likely (3)	Medium Risk	High Risk	Extreme Risk

Table 1. Risk Matrix

Risk response strategy

Once the risk has been identified and assessed, a mitigation plan should be developed to address it. After compiling the risk matrix, it is possible to decide on the method of mitigation, i.e. plan appropriate reactions before the risk actually appears (or when it does occur).

Each major risk (those falling in the red & yellow zones) will be assigned to a project Work Package Leader for monitoring purposes to ensure that the risk is addressed. These are supervised by the Risk & Innovation Manager. One of the following approaches will be selected to address it:

Avoid – Eliminate the threat by eliminating the cause;

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Mitigate – Identify ways to reduce the likelihood or the impact of the risk. For each risk that is mitigated, the Work Package Leader will identify ways to prevent the risk from occurring or reduce its impact or likelihood of occurring. This may include prototyping, adding tasks to the project schedule, adding resources, etc.;

Accept – For each major risk that is accepted, a course of action will be outlined in the event that the risk materializes in order to minimize its impact;

Transfer – Make another party responsible for the risk (buy insurance, outsourcing, etc.).

Risk treatment

In the event of a specific risk eventually becomes a reality, the Project Coordinator will decide on the type of response. It will depend on the scale of impact on the project implementation and the developed mitigation plans.

The risk treatment may result in either closing the solved risk, or monitoring through:

- Establishing a framework for continuous risk monitoring (e.g., during the PSC meetings);
- The works & responsibilities of the Risk & Innovation Manager;
- Adjusting the risk management plan on an ongoing basis (risk matrix or Gantt charts), as soon as discrepancies between the actual and planned course of the project appear.

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Risk Management Table

The Risk Management Table contains information related to the identified project risks (including their probability and impact), mitigation methods and risk categories. As described above the matrix is a living document, constantly monitored throughout the GreenTurn project implementation:

WP/ Task	TITLE	LEADER	STATUS	% DONE	LIKELIHOOD + IMPACT	DATE OPEN	DEADLINE	RISK	DESCRIPTION	MITIGATION MEASURES
WP1	**Organize & Flow: Project Management**	**LPIT**								
Task 1.1	Project coordination and management	LPIT	Not materialised	Not started	Medium	Not open	N/A	A partner leaves the project	Due to differences with the consortium or for internal reasons One or more partners are not able to fulfil their obligations to produce agreed deliverables, dropping out of the consortium or limiting their efforts	The rest of the consortium will try to assume the partner' tasks, responsibilities and resources. In case that is not possible, the consortium will look for a substitute partner with the same profile.
Task 1.2	Quality, data management and ethics	LPIT	Not materialised	Not started	High	Not open	N/A	Data Mismanagement	Risk of inconsistent data documentation, storage, or sharing practices leading to loss of data integrity or accessibility.	Develop a clear Data Management Plan (DMP) at the start of the project. Provide training for project partners on data management protocols. Regularly monitor and review practices.
			Not materialised	Not started	Medium	Not open	N/A	Non-compliance with GDPR	Risk of failing to comply with GDPR regulations when handling personal or sensitive data, leading to legal consequences and loss of stakeholder trust.	Ensure GDPR training for all relevant team members. Establish explicit consent protocols, anonymization techniques, and secure data storage measures. Regular audits of compliance.
			Not materialised	Not started	Medium	Not open	N/A	Quality Assurance Gaps	Insufficient quality control mechanisms may result in inaccuracies or inconsistencies in data and deliverables.	Implement a quality assurance framework with peer reviews and validation checks at each stage of the project.
Task 1.3	Risk and innovation management	BAX	Not materialised	Not started	Medium	Not open	N/A	Risk mitigation	A risk is not mitigated due to a lack of monitoring from the responsible partner.	The other roles and mechanisms of risk management will react, such as risk manager, or project coordinator who will reassess the risk and take the needed measures.
WP2	**Empathise & define: Understanding stakeholders and behaviours**	**UAEG**								
Task 2.1	Stakeholder mapping & intersectional analysis	ECON	Materialised	2.1.1: 50% Subtask 2.1.2: 50%	2.1.1: Low Subtask 2.1.2: High / Medium	Not open	2.1.1: 20.12.2024 Subtask 2.1.2: 31.10.2024	2.1.1: National disparities Subtask 2.1.2: Data unavailability	2.1.1: Unequal data structures, perspectives and/or outcomes across different countries. Subtask 2.1.2: Intersectional analysis for - ecommerce consumer personas was not made possible as GREEN-TURN logistics partners mostly do B2B. The latter have requested data from companies that they collaborate with and do B2C but no positive answer was given.	2.1.1: Discussion and agreement within the consortium Subtask 2.1.2: UAEGEAN as sub-T2.1.2 leader performs a systematic literature review on Scopus database to identify emerged personas from relevant literature. The characteristics of these personas will formulate the basis for T2.2 and T2.3.

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Task 2.2	E-commerce customer journey & stakeholder needs	LPIT	Not materialised	Not started	Medium	Not open	N/A	Customer journey misidentification	Lack of clear customer journey and needs identification	Missing input can be substituted/complemented using research of the private partners' marketing departments.
Task 2.3	Behavioural modelling	UAEGEAN	Not materialised	50%	High	Not open	N/A	Stakeholder recruiting challenges and data collection delay	1. Slow process of engaging with stakeholders and/or recruiting participants 2. Delayed data collection will cause delay also on the development of behavioural models.	1) Various incentives will be used to facilitate participant recruitment. 2) A) Prepare and pretest the survey in advance and draft the sampling strategy before the end of M4, so that time is given for data collection in the pilots. B) Adopt a sequential approach: Once we collect the required number of responses from one pilot, we start developing the models for this pilot.
Task 2.4	Digital communication strategies for transparent footprints	RUG	Not materialised	Not started	Medium	Not open	N/A	Data sharing from stakeholders	Lack of commitment from stakeholders to share data or contribute to communicate footprint	Discussions with stakeholders have already been done during proposal preparation. If needed, the GA will negotiate a middle approach to find mutual benefits. Missing data can also be collected through the SAB and external partners
WP3 :	**Ideate & Prototype: Co- creating with stakeholders**	**LPIT**								
Task 3.1	Ideation and conceptualisation	LPIT	Not materialised	Not started	High	Not open	N/A	Low quality ideation outcomes	Low quality outcomes from ideation or prototyping sessions, unachievable pilots	Co-creation sessions are multi-stakeholder, to ensure that pilots are feasible. If physical pilots come across issues, digital pilots can partly compensate.
Task 3.2	Agile prototyping of MVPs	UAEGEAN	Not materialised	Not started	High	Not open	N/A	Prototype implementation issues	Implementation issues concerning the protoyping of MVPs (pilots)	Creation of focus groups with Pilot leaders and stakeholders engaged in the pilots in order to assure that MVPs will be designed in such a way so as to be feasible for implementation.
Task 3.3	E-commerce deliveries, return operations and business models	CHALMERS	Not materialised	Not started	Low	Not open	N/A	Unfeasible Business Models	Proposed business models may lack scalability or fail to meet economic, social, or environmental sustainability criteria.	Conduct market analysis and stakeholder validation for proposed models. Refine business models using lessons from pilot testing and feedback loops.
Task 3.4	Co-created framework of KPIs for impact assessment	UANT	Not materialised	Not started	Medium	Not open	N/A	Misaligned KPIs	KPIs developed may not fully reflect the complexity of stakeholder needs or project objectives.	Engage stakeholders in KPI development sessions to ensure relevance. Validate KPIs through benchmarking against similar frameworks and field testing.
			Not materialised	Not started	High	Not open	N/A	Difficulty in Measuring KPIs	Challenges in collecting or analyzing data for certain KPIs may hinder effective evaluation of project performance.	Design KPIs with measurable and accessible data sources. Use standardized tools and methodologies for data collection to ensure consistency and reliability.

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WP4	**Test: Piloting in real and digital environments**	**ECON**								
Task 4.1	Pilot requirements and test environment	RUG	Not materialised	Not started	Medium	Not open	N/A	Pilots needs' miscommunication	Not clear communication of pilot's capacity to fulfil the planned actions	RUG and pilots will be in continuous conversation in to develop the requirements according to the pilot's capacities from the beginning.
Task 4.2	Physical environment piloting	ECON	Not materialised	Not started	Medium	Not open	N/A	Requirements misalignment	Unrealistic framework of requirements to implement physical piloting	All pilot partners will be involved in the framework definition phase, and periodic monitoring and iterative adaption processes are included in the implementation phase.
Task 4.3	Digital environment piloting	CHALMERS	Not materialised	Not started	Medium	Not open	N/A	Digital models integration into pilot locations	Lack of technical compatibility to integrate the digital models in the pilot locations	Deployment of functional building blocks will be integrated, and MVP concept requirements will include a technical perspective
WP5	**Validate: Ensuring efficiency and sustainability**	**RUG**								
Task 5.1	Replicability and transferability across pilots	LPIT	Not materialised	Not started	High	Not open	N/A	Replication interest	Low interest from stakeholders to take up or replicate solutions	Knowledge partners will support stakeholder in uptake/replication, adapting recommendations to fit their challenges. They will actively communicate the benefits of the solutions, including cost savings, environmental impact reductions, and improved efficiency, and will provide clear evidence showcasing the advantages of adopting the proposed solutions.
Task 5.2	Operational assessment, simulations, and scenarios	UANT	Not materialised	Not started	Medium	Not open	N/A	Simulation scope	Simulation is not reflecting the pilots scope interests.	Simulation work will be based on pilots' learnings and experiences. However, it will also explore scenarios not tested in the real-life pilots.
Task 5.3	Environmental sustainability assessment	RUG	Not materialised	Not started	High	Not open	N/A	Ecological footprint calculation	Challenges to identify and integrate all factors involved into the footprint calculation	The task will perform desk research as well as collect information from partners to complete and provide the life cycle process
Task 5.4	Social Sustainability Assessment	CHALMERS	Not materialised	Not started	Medium	Not open	N/A	Worker's conditions research	Relevant stakeholders are reluctant to sharing workers conditions	The task will engage with a worker's union to have direct information form workers' representatives
WP6	**Implement: Fostering replication and large-scale uptake**	**FZC**								

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Task 6.1	Scaling-up zero-emission solutions for LSPs	LPIT	Not materialised	Not started	High	Not open	N/A	Business models definition	Impossibility to define sustainable business models for scaling up	GreenTurn is based on a culture of continuous experimentation and learning. We will iterate and refine the models based on real world results to find the most sustainable approach
Task 6.2	Co-created guidelines and best practices for retailers	FZC	Not materialised	Not started	Medium	Not open	N/A	Unsuccessful guidelines	Retailers do not find the guidelines useful or possible to apply,	FZC will co-develop together with retailers the guidelines, making sure to include and address retailer's needs and requirements.
Task 6.3	Capacity building and policy toolset for public authorities	BAX	Not materialised	Not started	Medium	Not open	N/A	Toolset not used by other public authorities	Public authorities are not interested in using the toolset due to the lack of transferability to their own cases	GreenTurn will develop the toolset collaboratively with public authorities, targeting their needs and requirements, as well as collaborating with the Code Zero project.
Task 6.4	Raising consumer awareness on greener e-commerce deliveries and returns	FZC	Not materialised	Not started	Medium	Not open	N/A	Unsuccessful user engagement	Pilots are not able to collect input from enough users	The pilots will provide incentives to the users to engage them into participating in the sessions.
WP7	**Share & Valorise: Dissemination and Exploitation**	**BAX**								
Task 7.1	Project communication & dissemination strategy	LPIT	Not materialised	Not started	Medium	Not open	N/A	Communication and dissemination targets	Communication & dissemination of project updates and results does not reach objectives set	A detailed plan will be developed and updated regularly, involving targeted C&D means and multiple channels
Task 7.2	Valorisation & exploitation	ALICE	Not materialised	Not started	Medium	Not open	N/A	Exploitation and Valorisation plan	Partners do not plan their exploitation strategy nor update it.	The project will work on a plan for individual strategies for exploitation of the results.
Task 7.3	E-commerce deliveries & returns observatory and academy	BAX	Not materialised	Not started	Medium	Not open	N/A	Stakeholder cooperation	Stakeholders do not cooperate providing data, assets or infrastructure for the observatory	All relevant stakeholders will be involved and their willingness to provide necessary data (guaranteed confidential and anonymized) will be clarified before project start. The project will engage with as many (potential) stakeholders as possible so as to ensure sufficient input is provided.
Task 7.4	GreenTurn community of practice and Advisory Board	BAX	Not materialised	Not started	Medium	Not open	N/A	Lack of engagement from Advisory Board	Lack of engagement with relevant external stakeholders to define and collaborate with the Advisory Board	List of >10 entities already pre-identified, half of them already confirmed (either LoS in the proposal or dialogue).

Table 2. Risk Management Table

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4. Innovation management

A successful approach towards exploiting the results of the project is closely linked to having a proper framework of innovation management in place. Each partner in GreenTurn will develop an individual exploitation strategy, coordinated by ALICE, as Valorisation and Exploitation Leader (T7.2). As defined in the Figure 2 below, this task is closely connected to other relevant activities such as the piloting in T4.2, T7.1 Dissemination & communication, T6.1 Scaling-up zero-emission solutions for LSPs, as well as beyond (e.g. the coordination of the project in T1.1).

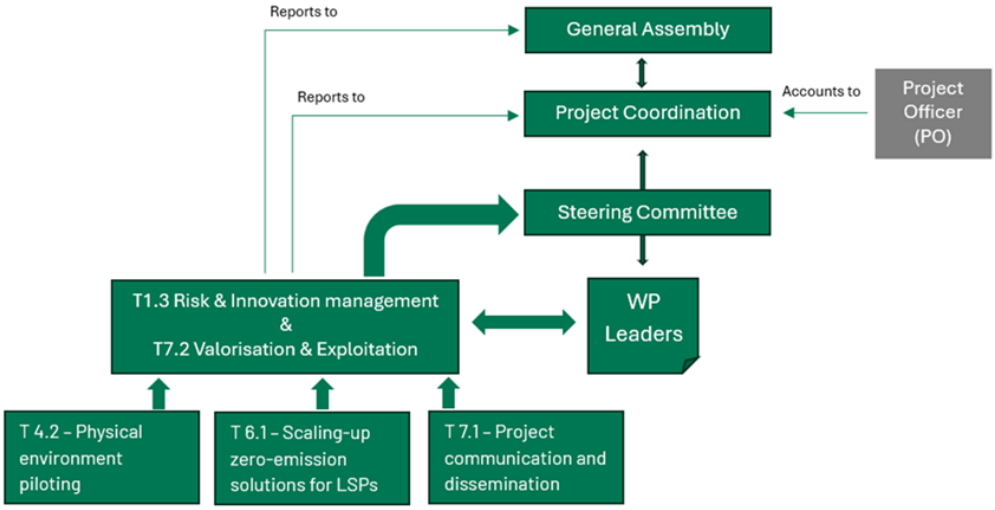

Figure 2. Innovation structure

Roles and responsibilities

Innovation and exploitation of project results are shared responsibilities among all consortium members. Consequently, delivering this output requires various consortium members to support the Valorisation and Exploitation Manager (ALICE) in specific roles:

- The Project Coordinator and Steering Committee (SC) will comply with the requirements outlined in the Grant Agreement and the Risk and Innovation Management Plan, operating in accordance with the rules governing innovation management and IPR creation.
- The Project Coordination will collaborate with the General Assembly (GA) to contribute to exploitation and IPR management activities, supporting the development and utilisation of project results
- WP7, responsible for dissemination activities, will draft the project strategy for engaging with target audiences and key stakeholder groups. Additionally, the Dissemination Manager (LPIT) will design and implement communication actions to execute the Dissemination Strategy (D7.1).
- The Work Package (WP) Leaders are responsible for:
    - Identifying the Lead Project Result Author, entity in charge of developing a project result, that will provide input on exploitation and IPR requirements;

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    - Collecting and reporting on project results, focused on exploitation plans, IPR management and dissemination actions.

- Finally, all project partners contribute to this activity, based on their diverse background, from SSH to business and technology, sharing relevant input to the exploitation plans for the development of a product, a service, or further research.

Preliminary exploitation interests

During the proposal phase, partners have identified preliminary interest of innovations to exploit. Task 7.3 led by ALICE will coordinate the monitoring and reporting of exploitation strategies planned by partners to facilitate uptake and market introduction of project outcomes.

The reviewed and updated of individual exploitation strategies and plans for the different partners will be reported in D7.2. As well as the project key exploitable results (KERs) and the pathway towards commercial exploitation of the relevant KERs.

Role	Primary interest (on GreenTurn result)	Exploitation interest
Researchers	• Increase competence in researching the economic, social and environmental impacts of innovative solutions used in e-commerce logistics, working with business stakeholders in the pilot implementation. • Yield new and detailed insight in the environmental footprint of e- commerce, and contribute to developing step-by-step guidance on footprint calculation and accounting. • Quantify the impact of individual shopping behaviour on urban freight. • Develop and test a new measure of accessibility within the e-commerce context • Develop behaviour models based on consumers response to information and other behaviour techniques for e-commerce	• The development of new knowledge and competence in the effective implementation of low-carbon solutions within e-commerce logistics, which will be the basis for the creation of new consulting services and further research projects in this area. • Develop new knowledge, to be reported in academic and professional journals, and incorporate that knowledge in teaching material. • Demonstrating the impact of individuals and hence the need to educate/target them, to policymakers, logistics service providers and other stakeholders. • Highlight the importance of accessibility to online goods and services. • Disseminate the methodological process via academic publications to the international research community
Local authorities	• Improve street commerce, raise awareness, and lower emissions • Raise consumer awareness, optimise urban logistics operations, and lower emissions	• Generation and activation of data to feed the local dataspace around commerce and last mile logistics • Knowledge acquisition, functional testing, transfer of knowledge from/to other projects.

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Logistics Service Providers	• Test behavioural techniques to increase green deliveries and returns • Develop and test model to engage with consumers to choose green delivery and return options	• Optimise delivery and return operations, increase zero-emission operations • Consolidate urban hub, optimise delivery and return operations, increase zero-emission operations
Consultancies	• Contribute to policy guidelines for local and European authorities on e-commerce based on behaviour response. • Strategic and operational logistics planning, operational business models and roll-out strategies, support of municipalities in implementing SULP measures	• Build upon existing knowledge on urban logistics to advise trusted clients (particularly municipalities). Reinforce network on urban logistics at EU and international level, being able to set up new collaborative initiatives. • Develop and exploit implementation knowledge for zero-emission logistics solutions
Logistics Network	• Gain to insight to enrich ALICE programs and support ALICE members and its project partners. Acquire knowledge to support the delineation of necessary policy guidelines. Cross-fertilize innovations to enhance ALICE competence in R&I activities through own and liaised projects.	• Support the development, testing and validation of GreenTurn innovations via the diverse ALICE network that covers all key actors in the supply chain. Convey sustainable solutions and process to industry representatives and policy makers. Maintain results and project outputs in the ALICE knowledge platform for further uptake and information access after the project's duration

Table 3. Consortium preliminary exploitation interests

After the definition of individual interest of each Consortium Members, the project will develop the value proposition and identification of market barriers of GreenTurn developments for different groups of partners, in close dialogue and engagement with selected external stakeholders.

Finally, GreenTurn will develop the economic business cases of the project results for the different audiences, confirming the benefits they can provide in the context of the current market needs and interests, to be reported in the final exploitation deliverable (D7.4).

The following table summarises the technologies and methodologies that will be used in the project, and the technology readiness levels (TRL) to be developed through the length of the project.

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Technologies and methodologies	Partners	TRL start - end
E-commerce logistics impact calculator offering step-by-step guide for LSPs & retailers to calculate their environmental and social impact and avoid greenwashing	RUG, CHA	**3 - 6**
Behavioural interventions for e-commerce logistics - leveraging principles from behavioural economics, psychology, and sociology for gamification, social e-commerce, incentives, etc.	LPIT, UAEG	**3 - 5**
Demand and transportation models integrating data on consumer behaviour and input from LSPs	CHA, UANT	**3 - 5**
Delivery & return behavioural model estimating willingness to pay and the effectiveness of various behavioural interventions	UAEG	**3 - 5**
Low emission logistics system integrating electric trucks and e-cargo bikes, hubs, parcel lockers and returnable packaging	INPO, LPIT	**7 - 8**
Dynamic planner for deliveries and returns displaying time slots and associated environmental impact	KOT, UAEG	**4 - 6**
Optimized returns management system using data analytics to manage returned products more efficiently for retailers, reduce costs, and improve customer satisfaction	LOGP, ECON	**4 - 6**

Table 4 Technologies and methodologies as stated in the Grant Agreement

5. Conclusions and future steps

The **Risk Management Plan** outlined in this document provides a structured approach to identifying, assessing, and addressing risks throughout the project lifecycle. It includes actions to be taken when a risk arises and presents the current status of the risk table, which will remain a living document, updated by the partners as the project evolves. To ensure effective risk management, periodic monitoring of the task will focus on the key activities:

- Risk identification;
- Risk assessment;
- Risk response;
- Risk treatment;
- Monitoring and review;
- Communication and reporting.

The **Innovation Management Plan** serves as a foundation for fostering innovation and maximizing the project's outcomes. It will be augmented by individual exploitation strategies developed under WP7, ensuring alignment and effective use of results during the project's early and final stages. Key deliverables include:

- D7.2 Exploitation plans: review and methodology
- D7.4 Exploitation plans: final version

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6. References

1. GreenTurn, D1.1 Project Management Plan (PMP) & project intranet, 2024
2. GreenTurn Grant Agreement, 2024;

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