D7.2 Exploitation plans: reviews and methodology

Deliverable D7.2

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Change Log

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

List of abbreviations

Abbreviation/Term	Description
CEP	Courier, Express and Parcel Services
DOW	Description of Work
DX.X	Deliverable X.X
D&RB	Delivery & Return behaviour
D&T	Demand & Transportation
EU	European Union
GA	Grant Agreement
IP	Intellectual Property
IPR	Intellectual Property Right
KER	Key Exploitable Result
LEZ	Low Emission Zone
LSP	Logistics Service Provider
MX	Month X of the project
SULP	Sustainable Urban Logistic Plans
TRL	Technology Readiness Level

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Executive Summary

This deliverable provides an initial review of the exploitation plans and methodology for the GreenTurn project and each of its consortium partners, focusing on the intersection of e-commerce delivery stakeholders' systems and the impact and influence on consumer choices. It delves into the exploitation and valorisation strategy of the project, the initial exploitation plans of the partners as well as the initial list of Key Exploitable Results (KERs). In this way, it outlines the foundational strategies and approaches to harness project outcomes, ensuring that they generate maximum value for stakeholders, including businesses, policymakers, and consumers.

The insights and methodologies presented in the deliverable lay the groundwork for understanding how GreenTurn solutions can address key challenges in e-commerce delivery, such as efficiency, sustainability, and influence and alignment with evolving consumer preferences. By integrating partners feedback, target groups identification, and preliminary project findings, this document serves as a dynamic framework for guiding the exploitation efforts throughout the project's lifecycle, and beyond.

1. General introduction

The GreenTurn project aims to develop frameworks and tools that can provide transparent information on e-commerce transport impact, and therefore facilitate more sustainable delivery and return choices for consumers and businesses.

Exploitation is a key task to ensure that project results will be fully used beyond the project period, and deliver impacts expected by the Horizon Europe funding. This deliverable gathers plans of all members of the GreenTurn consortium concerning their exploitation of the project from individual organisations' point views and serve different interests. In addition, this deliverable also develops a strategy and plan to exploit project results for the consortium as whole. Furthermore, it advises stakeholders beyond the project consortium to use the project outcomes and benefit from all project activities. Finally, it serves as a starting point for the general exploitation strategy of GreenTurn project, which will be established all along the project, and fine-tuned in the deliverable D7.4 Exploitation Plan.

1.1. Scope and structure of the deliverable

This deliverable first defines the meaning of exploitation as well as settles the objectives of specific exploitation activities. Then based on analysing exploitation interests of individual members of the GreenTurn consortium and defining the value proposition of various innovations from the project, a strategy to exploit outcomes of the project is developed. The strategy is supported by a detailed implementation plan that will use the results from Task 2.2 e-commerce customer journey and stakeholder needs. The plan will:

- Enable individual partners of the consortium to make best use of the project to benefit their own organisation as well as for social good at local, national and EU level;
- Enable stakeholders beyond the consortium to benefit from the project outcomes.

The exploitation strategy and plan will be updated as the project progresses, with final outcomes presented in D7.4 Exploitation Plan's final version that will be submitted at the end of the project (M36).

The deliverable consists of the following chapters:

- Chapter 1 is a general introduction and presents the scope of the deliverable;
- Chapter 2 defines the exploitation and provides the general objectives;
- Chapter 3 describes exploitation methodologies and approach for the GreenTurn project that include individual consortium members' interests and identified target stakeholder groups;
- Chapter 4 reviews exploitation plan in the Description of Work (DoW) submitted at the proposal period by the consortium, and reflects the updates based on the project activities, e.g. outcomes from stakeholder needs and communication, dissemination strategies;
- Chapter 5 concludes the exploitation activities with details of the next steps.

2. Exploitation and valorisation

2.1. Exploitation and valorisation definition

According to European Research Executive Agency[1], Exploitation is defined as "*using results in developing, creating and marketing or improving a product, process, or service, or shaping a policy that could have a positive impact on the public's quality of life*."

According to the EC's Directory-General for Research and Innovation[2], Knowledge valorisation is "*the process of creating social and economic value from knowledge by linking different areas and sectors and transforming data, know-how and research results into sustainable products, services, solutions and knowledge-based policies that benefit society*".

Valorisation in this deliverable refers to the process of enhancing social values – for example, the GreenTurn project aims to facilitate behavioural change and awareness of impacts of sustainable e-commerce. Valorisation also refers to recognising the worth of intellectual property.

Exploitation and valorisation activities of the GreenTurn project will cover Human, Business and Knowledge aspects as presented in Figure 1:

Figure 1. Exploitation and Valorisation Aspects of the GreenTurn project

Different stakeholders (either in the consortium or as a target group for the project) will have different roles and responsibilities in the exploitation and valorisation aspects of the project:

[1] https://rea.ec.europa.eu/dissemination-and-exploitation_en
[2] https://research-and-innovation.ec.europa.eu/research-area/industrial-research-and-innovation/eu-valorisation-policy_en

Valorisation & Exploitation		Objective	Targeted group
Human	Behavioural change	Towards sustainable e-commerce: e.g. Increased use of sustainable home delivery and reduced returns	General public
	Awareness	Wide awareness of impacts of different choices in e-commerce that can help to make	General public
	Evidence-based policy making	Making policy that promote and facilitate sustainable e-commerce	Policy makers and public authorities
	Collaboration	Formed partnership between various stakeholders for enabling sustainable e-commerce	Civil society Policy makers
Business	New product & service	New products (physical) or services (digital) launched based on innovation	Companies
	New partnership	Business relationship formed	Companies, Research institutes, Policy makers
	New market	Products or services available to market that was not reached before; or products or services have been scaled up by numbers of users, geographic coverages	Companies
	IP	New IP generated	Companies, Research institutes
Knowledge	Education	New courses or teaching materials available	Universities or high education providers Companies
	Professional training	New or enhanced training materials or training courses available	Universities or high education providers, Companies Associations
	Publication	New publications that contribute to literature	All
	Technology	New technologies that can be used for new products or services	All

Table 1. Target groups for valorisation & exploitation

2.2. Exploitation strategy

The exploitation strategy covers the project period (during) and beyond (after). During the project period, exploitation and valorisation activities should focus on:

The Exploitation strategy covers mostly the final months the project (once the exploitable results are available) and beyond (for the benefit of innovation, responding to the demands identified). During the project period, exploitation and valorisation activities should focus on:

- Sharing information and results with potential users and any stakeholders that may be able to benefit from the project activities;
  - Involved users; listen and react on potential feedback from potential users;
- Developing business plans and marketing strategies alongside the technical development;
  - Identify owners of each IP;
  - Involve the impact centres, incubators or any potential investors;
- Support the dissemination of intermediate results to a broad audience and ecosystem (as designed within D7.1 Dissemination Strategy);
  - Use of media and social media;
  - Academic publications;
  - Engage with networks on local, regional and national level;
- Document knowledge gained through the project activities for professional training and next generation of researchers and professionals.

Application of those principles during the project period for all the aspects of the exploitation and valorisation is presented in Table 2:

Valorisation & Exploitation		Strategy
Human	Behavioural change	Raise awarness at local, regional and national level; Engage with a wide range of audience including media and use of social media
	Awareness	Engage with a wide range of audience including media and use of social media
	Evidence-based policy making	Present project outcomes to policy makers and local authorities for local use and replicability; Cooperate with city networks and CIVITAS activities to provider training opportunities
	Collaboration	Engage with a wide range of audience for project activities
Business	New product & service	Involve with potential users; listen and react on potential feedback from the potential users; Identify potential investors; Involve the impact centres, incubators
	New partnership	Engage with a wide range of audience for project activities
	New market	Developing business plans and marketing strategies alongside the technical development
	IP	Identify owners of each IP

Knowledge	Education	Use of knowledge gained to provide new courses or teaching materials
	Professional training	Use of knowledge gained to provide new training or enhance existing materials
	Publication	Publishing academic publications
	Technology	Sharing information and results with potential users and any stakeholders that may be able to benefit from the project activities

Table 2. Strategies for valorisation & exploitation

After the project period, exploitation and valorisation activities should focus on:

- Investing and implementing results in product portfolio;
- Follow up on monitoring progress of market and technology development after the project finalisation and continuing seeking opportunities to use project results;
- Convert knowledge to teaching materials for students and consider a new course on sustainable e-commerce;
- Convert knowledge to implement tools that can be used by civil societies and associations for sustainable e-commerce evaluation and campaigns;
- Link with investors and support start-ups that use the knowledge to develop sustainable e-commerce solutions;
- Monitor awareness and impacts on behavioural changes at local, regional and national levels.

Further development of exploitation and valorisation strategies beyond the project period will be presented at D7.4.

2.3. IPR management

Exploitation strategies and Intellectual Property Right (IPR) management are strongly interlinked, therefore the two partners in charge of each task (respectively ALICE and BAX) need to work closely aligned.

The present deliverable is consequently related to Task 1.3 – Risk and Innovation Management and deliverable D1.2 – Risk and Innovation management plan (M6), where the roles and responsibilities of each referent group are described[3]. It includes the Project Coordinator and Steering Committee (including all WP leaders), Project Coordination, General Assembly – all which are managing IPR activities of GreenTurn from different angles.

The collaboration will also result in a common workshop organised by the two task leaders and coordinator L-PIT to work with the consortium partners on the KERs list, exploitation paths and IPR management.

[3] GreenTurn D1.2 – Risk and Innovation management plan (M6)

3. Methodology

This chapter presents the methodology used to refine the partners exploitation interests and the project's targeted audience and stakeholders' groups, as well as its Key Exploitable Results.

3.1. Identification of partners' exploitation interest

To effectively prepare the exploitation paths of GreenTurn's outcomes, the consortium partners undertook a review of their primary interests as outlined in the Grant Agreement. This review aimed to ensure updated alignment between the project's objectives and each partner's exploitation ambitions.

These discussions focused on several key points: the partner's primary interest in GreenTurn's results, their stated exploitation intentions in the Grant Agreement, the updated expected impact of their organization on the project, the specific results they aim to utilize beyond the project's duration, and their envisioned approach for leveraging these results. By addressing these areas, the consortium created a comprehensive and dynamic map of partners' ambitions, which serves as a baseline for tracking progress and adapting exploitation strategies. This process is iterative and will be continuously refined as the project progresses, enabling partners to adjust their ambitions as new insights and opportunities emerge.

3.2. Identification of stakeholder groups and targeted audiences

The success of the GreenTurn project also relies on its ability to effectively engage with diverse types of stakeholder groups, in a tailored manner. The target groups have been defined in D7.1 Dissemination Plan, and this chapter focuses on defining the four focus scales of engagement: communication, dissemination, valorisation and exploitation. The detailed description of these can be found in D7.1 and Chapter 2.1 respectively.

The targeted groups are shown in the following table:

	Communication	Dissemination	Exploitation	Valorisation
General public and consumer	√	√	√	
Retailers and marketplace providers	√	√	√	
Logistics service providers (LSP)	√	√	√	√
Public authorities	√	√	√	√
Incubators & investors			√	

Academic Institutions, Scientific community	√	√	√	√
Publishers and knowledge centres				√
Horizon projects and other EU initiatives	√	√		

Table 3. Stakeholders groups & target audience

Stakeholders can also be categorised according to their roles in exploitation and valorisation as potential:

- Buyers: who may directly purchase products or services developed by the GreenTurn project;
- Partners: who may form business partners to develop products or services together with the GreenTurn project consortium;
- Investors: who may invest into the GreenTurn project consortium, or invest into any technologies developed by GreenTurn;
- Users of knowledge: who may use the knowledge gained for education, training or publications.

3.3. Defining the list of Key Exploitable Results (KERs)

3.3.1. What is a Key Exploitable Result?

Key Exploitable Results (KERs) are the tangible and intangible outputs created within the project that have the potential to generate impact, whether by the GreenTurn partners or other stakeholders. These results represent the core achievements of the project and can be leveraged to deliver value across various sectors. KERs come in different forms, including new knowledge, innovative methods, agreements, established networks, advanced technologies, data sets, or even standards that can influence practices or policies.

The application of KERs spans three main areas: Commercial, Industrial/Business, and Research. In the commercial sphere, project's outcomes can be brought to market, generating revenue and fostering economic growth. For industrial/Business use, KERs might improve processes, optimize operations, or introduce efficiencies within specific sectors. Meanwhile, regarding further research, these results serve as a foundation for future studies or advancements. By identifying and developing KERs, the project ensures that its outputs are not only meaningful but also capable of driving long-term impact and innovation.

3.3.2. Methodology

The identification and refinement of Key Exploitable Results (KERs) is an iterative process that evolves alongside the progress of the project. An initial list of key results was outlined

in the Grant Agreement, serving as a starting point. These results have been slightly updated until month 6 (M6) and are presented as such in the next section. It must be noted that they will be further updated until the end of the project.

The first step consisted of exchanging with project partners to compile the first version of the KERs list. This included defining the type, area, name, and description of each KER, the expected Technology Readiness Level (TRL) progression during the project and the partners contributing.

This initial list will be refined throughout the project to include identification of potential users/target groups and listing of the expected impacts, existing risks and barriers market readiness and corresponding mitigation measures, necessary resources to achieve readiness, etc.

By continuously refining the KERs, their characteristics and leveraging relevant stakeholders' input, the project aims to deliver exploitable results with robust strategies for impact, ensuring that outcomes are market-ready and aligned with user needs.

4. Initial exploitation plans

4.1. Initial list of Key Exploitable Results

Key Exploitable Results (KERs) represent the innovations advancements generated by the project, which hold significant potential for practical application and value creation. These results are the foundation for maximizing the project's impact, aiming towards opportunities for commercialization, policy influence, societal benefit, and further research. The following section delves into the details of the first list of KERs of the project, based on the first key outcomes identified in the Grant Agreement. This will build a foundation to be updated as the project matures.

4.1.1 E-commerce logistics impact calculator

The e-commerce logistics impact calculator offers a guide for e-commerce retailers and delivery companies to calculate the environmental and social impact of their deliveries and returns, avoiding greenwashing. It is a harmonised methodology to calculate environmental impacts (aligned to CountEmission EU, GLEC, etc.), using life cycle thinking, and social impacts of e-commerce logistics.

Type	Methods
Application area	Further Research
Confidentiality	Not confidential
TRL at project start	3 – Various calculators are used experimentally by LSPs & retailers
TRL at project end (expected)	6 – E-commerce logistics impact calculator tested and demonstrated with project companies.
GreenTurn partners	**RUG**, CHA
Routes for exploitation	Scientific Publication

Table 4. KER1 E-commerce logistics impact calculator

4.1.2 Behavioural interventions for e-commerce logistics

The behavioural interventions for e-commerce logistics aim at leveraging principles from behavioural economics, psychology, and sociology for gamification towards effective incentives for more sustainable and socially responsible e-commerce consumption.

Type	Knowledge
Application area	Future research
Confidentiality	Confidential
TRL at project start	3 – Disparate behavioural interventions have been deemed successful in studies and controlled environments.
TRL at project end (expected)	5 – Behavioural intervention specifically tailored for e-commerce logistics tested in real world settings.
GreenTurn partners	**UAEG**, LPIT
Routes for exploitation	Education and Training

Table 5. KER2 Behavioural interventions for e-commerce logistics

4.1.3 Demand and Transportation models (D&T models)

The Demand and Transportation (D&T) models predict the demand of online purchases and returns, along with the total amount of travel required to fulfil this demand, connecting consumer behaviour to urban freight activity. These models are integrated as a data-driven tool that helps policymakers and logistics providers better understand and manage the transportation impacts of online shopping.

Type	Methods
Application area	Further Research
Confidentiality	Not confidential
TRL at project start	3 – Integration of behaviour data into D&T models is deemed feasible, at least at small scale
TRL at project end (expected)	5 – GreenTurn D&T models developed and validated with data from partners
GreenTurn partners	**CHA**, UANT
Routes for exploitation	Use for future research

Table 6. KER3 Demand & Transportation models

4.1.4 Delivery & return behavioural model

Delivery & Return Behavioural (D&RB) model is a data-driven model to estimate consumers' willingness to pay for green delivery options and evaluate the effectiveness of behavioural interventions in influencing e-commerce delivery and return behaviour. It enables stakeholders to design and implement more effective and sustainable delivery and return policies, reducing environmental impact and optimizing logistics operations while increasing consumer satisfaction and adoption.

Type	Knowledge
Application area	Further Research
Confidentiality	Not confidential

TRL at project start	3 – Basic D&RB model formulated, and proof of concept completed
TRL at project end (expected)	5 – Extensive testing and validation with real-world data, predictive accuracy assessed
GreenTurn partners	**UAEG**
Routes for exploitation	Education and Training

Table 7. KER4 Delivery & return behavioural model

4.1.5 Low emission logistics system

The low emission logistics system, which integrates electric trucks and e-cargo bikes, hubs, parcel lockers and returnable packaging is a comprehensive, low-emission solution for e-commerce logistics. Designed to address the environmental challenges of last-mile delivery, the system optimizes urban freight transport by leveraging sustainable vehicles and strategically located hubs. The system is scalable and adaptable, enabling logistics providers and retailers to meet sustainability goals, reduce carbon footprints, and comply with urban regulations while maintaining high customer satisfaction. It can also serve as a replicable model for cities seeking to transition to sustainable logistics, contributing to the EU Green Deal and Sustainable Urban Mobility Plans (SUMPs). It provides a blueprint for implementing zero-emission logistics systems that balance economic, environmental, and social benefits.

Type	Knowledge
Application area	Commercial, Future Research
Confidentiality	Confidential
TRL at project start	7 – All parts of the logistics system are already operational, albeit at small scale, but missing integration
TRL at project end (expected)	8 – System completed to connect different low emission solutions, optimised and ready for widespread deployment
GreenTurn partners	**INPO**, LPIT
Routes for exploitation	Commercialisation; Use for future research; Development of standards/new legislation/policy briefs

Table 8. KER5 Low emission logistics system

4.1.6 Dynamic planner for deliveries and returns displaying time slots and associated environmental impact

The dynamic planner is a tool embedded in a last-mile orchestration platform that provides delivery and returns plans for vehicles. It takes into consideration multiple timeslots set by the customers, displaying also the associated environmental impact (carbon footprint) for each delivery/return route. It is a powerful tool to enhance customer experience and provide end-to-end visibility for e-commerce logistics operations.

Type	Methods
Application area	Future research
Confidentiality	Not confidential
TRL at project start	4 – Dynamic planner available, lacking information on environmental impact

TRL at project end (expected)	6 – Dynamic planner demonstrated with selected e-commerce customers
GreenTurn partners	**LOK**, UAEG
Routes for exploitation	Commercial; Use for further research

Table 9. KER6 Dynamic planner for deliveries and returns

4.1.7 Optimized returns management system

The optimized returns management system uses data analytics to manage returned products more efficiently for retailers, reduce costs, and improve customer satisfaction. It is a tool that helps logistics service providers to better manage their returns (with benefits for retailers, customers and logistics service providers).

Type	Methods
Application area	Industrial use
Confidentiality	Not confidential
TRL at project start	4 – Key components of management return system (including data) identified
TRL at project end (expected)	6 – Return management system tested to simulate actual retail operations & refined based on lessons learned
GreenTurn partners	**LOGP**, ECON
Routes for exploitation	Cooperation agreements

Table 10 KER7 Optimized returns management system

4.2. Review of partners' initial exploitation plans

– LPIT

LPIT is a research institute and the coordinator of the GreenTurn project.

Primary interest (from GA)	Expand knowledge in leading and managing large consortia as project coordinator. Increase skills in advanced research of the needs of individual stakeholders in ecommerce, attracting up-to-date knowledge that will be the basis for further work and development of new research projects and consulting services in this area. 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.
Exploitation interest (from GA)	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.

Table 11. LPIT initial exploitation interest (from GA)

LPIT plays a pivotal role in the GreenTurn project by overseeing the design and execution of survey tools and data collection processes for both quantitative and qualitative research. They lead the co-creation process with stakeholders, facilitating brainstorming sessions and evaluating ideas, as well as co-leading the design of pilot projects to test scalable and sustainable logistics solutions in collaboration with logistics service providers LSPs, retailers, and municipalities.

Beyond GreenTurn, LPIT will leverage the results of GreenTurn to gain valuable insights and strategies for low-carbon logistics, as well as tools and frameworks for impact assessment in the logistics sector. These outcomes will serve LPIT in designing consulting services and research proposals, adapting GreenTurn methodologies for broader use, and leveraging assessment tools for consulting and policy work. Additionally, LPIT plans to prepare scientific publications and conference presentations to share the project's findings with the wider academic and professional community.

– RUG

RUG is an academic partner of the GreenTurn project.

Primary interest (from GA)	Yield new and detailed insight in the environmental footprint of ecommerce and contribute to developing step-by-step guidance on footprint calculation and accounting.
Exploitation interest (from GA)	Develop new knowledge, to be reported in academic and professional journals, and incorporate that knowledge in teaching material.

Table 12. RUG initial exploitation interest (from GA)

RUG's involvement in the GreenTurn project is expected to provide actionable insights for developing standardized methods to calculate and report the environmental footprint of e-commerce logistics. This work aims at bridging the gap between academic research and practical industry applications, therefore improving both regulatory compliance and sustainability practices.

Beyond the project, RUG plans to further utilize the harmonized methodology for calculating and reporting the environmental impacts of e-commerce logistics. It will be shared with policymakers and industry stakeholders via publication and seminars. This methodology will also serve as a foundation for further academic research, supporting ongoing efforts to enhance environmental sustainability in e-commerce logistics.

Content and findings from GreenTurn will also be included in lecture material for master-level courses on life cycle assessment of e-commerce delivery and return options.

– BAX

BAX is a strategy consultancy, in charge of IPR management in the GreenTurn project.

Primary interest (from GA)	Contribute to policy guidelines for local and European authorities on e-commerce based on behaviour response.
Exploitation interest (from GA)	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.

Table 13. BAX initial exploitation interest (from GA)

BAX greatly contributes to GreenTurn through the development of a toolset for evidence-based policy and decision-making. This Toolset will provide actionable policy recommendations

for public authorities at local, national, and EU levels. Within GreenTurn, BAX also leads the establishment of an Observatory that consolidates data, evidence, and insights from ongoing projects across the world.

Beyond GreenTurn, BAX plans to keep using the Toolset for evidence-based policy and decision-making, enhancing expertise on SUMPs through research, training, and accessible materials. BAX also aims at leveraging the Observatory with key partners, stakeholders (including GreenTurn Advisory Board members) to encourage collaboration and inspire future initiatives in urban mobility and sustainability.

– CHA

CHA is an academic partner of the GreenTurn project.

Primary interest (from GA)	Acquire new knowledge on sustainable freight transport of e-commerce.
Exploitation interest (from GA)	Develop models that can aid the research on different contexts inside and outside GreenTurn

Table 14. CHA initial exploitation interest (from GA)

CHA is expected to contribute to GreenTurn through their research activities, fostering innovation and academic growth.

Beyond the project, CHA will leverage key outcomes such as household freight transport models and environmental and social assessments. These results will serve as a valuable foundation for future research, enabling LPIT to explore similar challenges in diverse contexts and expand its contributions to sustainable development.

– ECON

ECON is a logistics consultancy and part of the GreenTurn project.

Primary interest (from GA)	Strategic and operational logistics planning, operational business models and roll-out strategies, support of municipalities in implementing SULP measures
Exploitation interest (from GA)	Develop and exploit implementation knowledge for zero-emission logistics solutions

Table 15. ECON initial exploitation interest (from GA)

ECON contributes to GreenTurn by providing practical and valuable insights, from their regular contact with Courier, Express and Parcel Services (CEP)-logistics service provider, and their field experiences from over 40 years in logistics sector and participation to numerous projects.

From GreenTurn, ECON will gather knowledge about knowledge about cities' influence on the design of e-commerce in the context of smart urban logistics solutions as well as about advanced logistics systems and the influence of consumer behaviour on e-commerce processes. ECON will use the innovative business models and frameworks developed and experimented in the context of the project. The latter will be valorised in further in related publications on urban

freight transport and logistics, as well as in discussions with stakeholders, in national and international projects and as input for policy development.

– ALICE

ALICE is logistics network in charge of Valorisation and Exploitation in the GreenTurn project.

Primary interest (from GA)	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.
Exploitation interest (from GA)	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 16. ALICE initial exploitation interest (from GA)

ALICE aims to raise awareness on the outcomes of GreenTurn among all relevant stakeholders in the logistics innovation ecosystem (in particular retailers and LSPs), promoting the use of the e-commerce logistics impact calculator, and overall, the sustainable delivery and return models.

Beyond GreenTurn, ALICE will keep disseminating the e-commerce logistics impact calculator and the delivery & return models. In particular, to use the impact calculator to create a standard framework for all e-commerce stakeholders to communicate to consumers on options of sustainable e-commerce delivery and ensuring the framework to be widely adopted by key stakeholders. ALICE aims to use the work in GreenTurn to further contribute to the establishment of an international standard on sustainable e-commerce delivery: one that can be used by retailers to provide clear options to consumers on sustainable levels/emission calculation of the offered delivery modes, enabling consumers to make informed decisions.

– FZC

FZC is a foundation and is involved in the Zaragoza pilot within the GreenTurn project.

Primary interest (from GA)	Data based innovation and knowledge creation
Exploitation interest (from GA)	Generation and activation of data to feed the local dataspace around commerce and last mile logistics

Table 17. FZC initial exploitation plan (from GA)

On the Zaragoza pilot, FZC contributes to a more holistic view, to activate data into the pilot's logic, and to incorporate innovative and fresh ideas for the incentive system. In terms of the horizontal tasks, FZC contributes with its creative and innovative approaches on digital urban design.

Beyond GreenTurn, FZC intends to leverage the incentives system for more sustainable deliveries and returns when and where possible, as it can be adapted to other sectors and situations linked

to que quest for carbon neutral cities. FZC will use behavioural data gathered and generated through GreenTurn as valuable asset for a baseline of future projects and initiatives. Also, the business models for sustainable deliveries and returns can provide a rich source of knowledge for FZC's start-up acceleration projects.

– LOK

LOK is a logistics operator, partner the GreenTurn project's consortium.

Primary interest (from GA)	Develop and test model to engage with consumers to choose green delivery and return options
Exploitation interest (from GA)	Optimise delivery and return operations, increase zero-emission operations to operate in zero-emissions zones

Table 18. LOK initial exploitation plan (from GA)

– INPO

INPO is a logistics operator and part of the Poznan and Lyon pilots in the GreenTurn project.

Primary interest (from GA)	Test behavioural techniques to increase green deliveries and returns
Exploitation interest (from GA)	Optimise delivery and return operations, increase zero-emission operations

Table 19. INPO initial exploitation plan (from GA)

– LOGP

LOGP is a logistics operator involved in the Vienna pilot of the GreenTurn project.

Primary interest (from GA)	Test behavioural techniques to increase green deliveries and returns
Exploitation interest (from GA)	Consolidate urban hub, optimise delivery and return operations, increase zero emission operations

Table 20. LOGP initial exploitation plan (from GA)

LOGP provides insights in current delivery models among several clients (here, e-commerce companies) and raises awareness on the importance of zero emission transport options and return models in metropole Vienna.

Beyond GreenTurn, LOGP will leverage the project's outcomes to offer tailor-made delivery zero emission options to their clients, according to their needs. They will also utilize the results as material to raise awareness of reusable packaging solutions in last mile transport and returns management. To achieve that, they will implement reliable strategies with partner companies to strengthen cooperations in last mile transport, raising parcel volume in zero emission transport and decreasing less sustainable options.

– ZGZ

ZGZ is a local authority, and part of the Zaragoza pilot of the GreenTurn project.

Primary interest (from GA)	Raise consumer awareness (through co-creation sessions, specific interviews/surveys, etc), optimise urban logistics operations, and lower emissions.
Exploitation interest (from GA)	Generation and activation of data to feed the local dataspace around commerce and last mile logistics.

Table 21. ZGZ initial exploitation plan (from GA)

ZGZ's involvement in the GreenTurn project is expected to provide insight based on data collected and produced within the pilot. The aim is to use the data to feed Zaragoza's SULP, new policies and regulations around Low Emission Zone (LEZ) and last mile delivery. The local authority also contributes to GreenTurn by raising awareness among its citizens on carbon footprint calculation and green deliveries choices. ZGZ also engages with LSPs to contribute to the success of the pilot.

Beyond GreenTurn, ZGZ will utilize the outcomes for urban freight planning and designing urban mobility policies, enabling more efficient operation of logistics operators while prioritizing sustainable deliveries. ZGZ will apply the knowledge gained to develop specific and tailored policies targeting stakeholders (mainly consumers and logistics operators). ZGZ will disseminate and replicate the results in other areas of the city through the implementation of other pilots.

– POZ

POZ is a local authority, responsible for the pilot in Poznan (and part of French pilot) of the GreenTurn project.

Primary interest (from GA)	Raise consumer awareness, optimise urban logistics operations, and lower emissions.
Exploitation interest (from GA)	Knowledge acquisition, functional testing, transfer of knowledge from/to other projects.

Table 22. POZ initial exploitation plan (from GA)

POZ is responsible for collecting information and data on urban logistics and freight transport in the City of Poznań and aims to exchange experience in this area with other partners involved in the project.

Beyond GreenTurn, the outcomes, insights and strategies for low-carbon logistics established during the project will be used when updating city documents.

– UAEG

UAEG is an academic partner of the GreenTurn project.

Primary interest (from GA)	Develop behaviour models based on consumers response to information and other behaviour techniques for e-commerce.
Exploitation interest (from GA)	Build upon research on consumer behaviour, and expand in relation to ecommerce deliveries and returns.

Table 23. UAEG initial exploitation plan (from GA)

UAEG provides insights into consumer decision-making to optimize green delivery options and returns, benefiting project outcomes and policy guidance.

Beyond GreenTurn, UAEG plans to utilize the project's behavioural models that influence consumer choices for sustainable e-commerce logistics. These insights will be applied to develop targeted policies and educational campaigns for consumers and stakeholders, integrating findings into teaching and academic dissemination.

– UANT

UANT is an academic partner of the GreenTurn project.

Primary interest (from GA)	Develop behaviour models based on consumers response to information and other behaviour techniques for e-commerce.
Exploitation interest (from GA)	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.

Table 24. UANT initial exploitation plan (from GA)

UANT is responsible for developing e-commerce demand models which will be used to predict number of purchases and returns. These demand models are a critical for simulating the transportation activities associated with e-commerce, enabling a better understanding of its impact. This work supports the project's goals of promoting sustainable logistics and informed policymaking.

Beyond GreenTurn, the insights from the demand modelling and the models themselves can be used to estimate e-commerce trip generation, providing valuable tools for ongoing research and practical applications in urban freight planning and policy development. The models and insights will be used to show how online shopping affects urban freight. This knowledge can help educate students, researchers, and policymakers about the links between e-commerce and transportation. We will share the results in publications, workshops and courses to raise awareness and inspire better planning for sustainable cities.

5. Conclusion

This deliverable provides an initial review of the exploitation plans, methodology and strategy for the GreenTurn project and each of its consortium partners.

As an evolving document, this deliverable will be revisited and refined until the final stage of the project. The resulting deliverable on final exploitation plans will build upon the insights gathered here, incorporating insights gathered along the project, their practical applicability, and their potential to drive long-term impact across the e-commerce ecosystem.

By adopting this iterative approach, the project ensures that its exploitation plans remain adaptable and aligned with real-world needs, maximizing its contribution to the European e-commerce and delivery landscape.

6. References

Valorisation and Strategy Guidelines – BOOSTLOG project (2022); BOOSTLOG_D3.1-Valorization-Strategy-final.pdf

GreenTurn GRANT AGREEMENT

GreenTurn D1.2 – Risk and Innovation management plan

GreenTurn D7.1 Communication and dissemination strategy

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