



Stakeholders Engagement Strategy and Dissemination Plan

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Authors: Claudia Ribeiro and Giacomo Lozzi

Authors' affiliation: Polis



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Contents

1	Acronyms.....	6
2	Purpose of the document	7
3	Communication, Dissemination & Engagement Objectives	8
4	Target Groups and Key Messages	9
4.1	Key Messages	9
4.2	Target Groups	9
5	Communication Channels and Tools.....	11
5.1	LEAD Visual Identity	11
5.2	LEAD Brochure.....	13
5.3	Press Releases & Press Relations	13
5.4	Newsletter.....	14
5.5	Website.....	14
5.6	Social Media	16
5.6.1	Strategy.....	16
5.6.2	LinkedIn and Twitter	17
5.7	Events.....	17
5.8	Scientific Publications & Specialised Magazines	19
6	Engagement and Capacity Building.....	21
6.1	Advisory Board	21
6.2	Transferability Platform	22
6.3	Capacity Building	23
6.4	International Cooperation - Liaison with other EU projects and initiatives ...	25
7	Planning and Monitoring	27
7.1	Dissemination Monitoring Tool	27
7.2	Key Performance Indicators	27

List of Figures

Figure 1: LEAD Logo	11
Figure 2: Examples of Stock Pictures	12

Figure 3: LEAD Brochure #1.....	13
Figure 4: LEAD Press Release	13
Figure 5: LEAD Newsletter #1	14
Figure 6: LEAD Website	15
Figure 7: LEAD Website: news section.....	16
Figure 8: Example of tweet about LEAD	17
Figure 9: LEAD local workshops.....	19
Figure 10: LEAD in Thinking Cities Magazine.....	20
Figure 11: Promotion of LEAD's call for the Transferability Platform.....	23
Figure 12: Example of common communication visuals for clustered projects.....	26
Figure 13: Examples of news published	27

List of Tables

Table 1: Communication Matrix	10
Table 2: List of relevant events.....	18
Table 3: Main activities for LEAD Capacity Building.....	24
Table 4: LEAD Target Engagement KPIs and Attainment Approach.....	28
Table 5: Dissemination KPIS – Communication Matrix	28

1 Acronyms

AB: Advisory Board
ETP: European Technology Platform
EU: European Union
ICT: Information and Communication Technology
LEZ: Low Emission Zone
LL: Living Lab
MOOC: Massive Open Online Course
MVPs: Most Valuable Players
NGOs: Non-Governmental Organisations
RTOs: Regional Transport Office
R&D: Research and Development
SMEs: Small and Medium Enterprises
TP: Transferability Platform

2 Purpose of the document

The **Stakeholders Engagement Strategy and Dissemination Plan** is the core guiding document for all the communication, dissemination, and engagement strategies of LEAD. In particular, the **plan** aims to:

- Define dissemination objectives associated with quantifiable KPIs,
- Identify the different target groups and key messages,
- Identify the communication channels,
- Create a specific activities' schedule.

The Deliverable is a living document that sets the tone for all communication, dissemination, and engagement activities, subject to changes whenever these are deemed necessary.

3 Communication, Dissemination & Engagement Objectives

The main objective of communication and dissemination of LEAD is to **positively reach and affect public authorities and EU institutions, industry players, SMEs and citizens, through the effective flow of information and publicity and promote LEAD as a reference project in logistics.**

The specific goals of the **communication, dissemination and engagement strategy** are:

1. To provide a clear view of the project, its goals, and results,
2. To create awareness of the project among the full range of stakeholders impacted by the results and engage them in a co-creation approach,
3. To create interest from an active community of potential end-users (academic, consulting, and industrial actors), involving them in the development of the project,
4. Prepare the ground for the dissemination of project results,
5. To establish liaisons with other projects, initiatives and bodies for knowledge and innovation transfer,
6. To support the commercial exploitation of results,
7. To create recognition of the results among audiences beyond the immediate project's reach (standards bodies, policy-making institutions, ETPs, etc.),
8. To demonstrate how EU funding tackles societal and economic challenges.

4 Target Groups and Key Messages

4.1 Key Messages

To ensure that the messages promoted by LEAD are always consistent, and incorporated in a wider project-related narrative, below are listed the key messages upon which LEAD must be promoted:

- Simplify the messages to be shared on what Digital Twins in urban logistics entail: the novelty of the concept comes with lack of information on it,
- Highlight the innovative aspect of LEAD with the selling key message that it employs the concept of Digital Twinning in the field of urban logistics for the very first time,
- Frame the importance of LEAD and its activities under the context of the on-demand economy and 'uberisation' of logistics,
- Emphasise LEAD's scale-up potential: laying the ground for the development of large-scale city Digital Twins,
- Underline the LEAD strategies and specificities of each value case in responding to the city's logistics challenges,
- Highlight LEAD's commitment to contribute to low emission logistics solutions,
- Underscore the importance of public-private cooperation to achieve the objectives of LEAD, stressing the centrality of dialogue and co-creation process facilitated by the Living Lab (LLs) logistics.

The key messages are the core ideas that LEAD will convey, albeit with due adaptations, considering the different target groups it aims to reach.

4.2 Target Groups

The communication, dissemination and engagement objectives will be achieved through targeted messages, based on the presented key messages, promoted through a series of activities, to reach different core target groups, which constitute the naturally interested community surrounding LEAD.

In addition to having specific groups that it wishes to reach for communication and dissemination purposes, LEAD aims to involve several stakeholders, in a co-creation process, aligning the efforts of the private sector, local authorities, research institutes and civil society, and feeding into the research results. More specifically, LEAD will establish multi-stakeholder communities of practice in the six Living Labs to contribute to the co-development of sustainable on-demand freight mobility systems, and to directly interact with the research carried out on the ground. Thus, LEAD's main target groups, defined considering the project's topics and partners involved, are:

- A. Policy Makers, Local Authorities and City Stakeholders, Urban Mobility Planners:** Government agencies and affiliated organisations at the national, provincial and local levels all have a role to play. They lead the interventions and manage public funding to support the creation of the knowledge, physical and information infrastructure that is needed for the

adoption of LEAD innovations. Actions to create favourable conditions for innovation and adoption of low emissions solutions include planning; infrastructure; legislation/regulations/standards; exchange of best practices; financing and incentives. This group also can share valuable data sets to feed the Digital Twins.

- B. **Logistics Businesses/Small Medium Enterprises (SMEs):** The private sector is a key driving actor of the LEAD roadmap, working within and around logistics markets that provide the economic thrust for change towards zero emissions. This includes mostly the last-mile logistics service providers including SMEs, but also shippers or cargo-owners, manufacturers of goods, the wholesale and retail services sectors, ICT product and service providers and engineering and consultancy services.
- C. **Academia and Research technology organisations (RTOs):** Universities and Research Institutes will extend and disseminate the LEAD knowledge base so that broad uptake can take place across the EU. R&D activities are needed to develop new services and products and increase 'Technology Readiness Level' of solutions and build innovations based on concepts tested and proven for effectiveness and efficiency. The closer the R&D activities are to deployment and real-life environments, the larger the interest and contribution of other stakeholders is expected to be.
- D. **Civil Society:** Awareness raising and educating citizens, monitoring behaviour and getting user groups feedback on the city interventions, impacts directly on the efficiency of any adoption promotion actions. Especially in the field of sustainable logistics, this group of societal actors has a major role to play. Beyond their obvious information provision and advocacy roles, user groups, NGOs and citizens may also take a role as a trusted party to create and maintain a complex, multi-stakeholder innovation agenda such as in the case of crowd shipping.
- E. **ICT service Providers and Digital Twinning Start-ups.** Technology suppliers and start-ups will provide updated insights on the new solutions available and how these can be framed into a consistent and integrated offer for sustainable urban and mobility planning. At local level, their potential will be tested and assessed in real life conditions. Their applications should be deployed according to the vision of the pilot sites and Living Lab communities.

The table below provides a communication matrix, linking the target groups with the communication, dissemination and engagement objectives listed in Chapter 1.

Table 1: Communication Matrix

Communication Objective	A	B	C	D	E
To provide a clear view of the project, its goals, and results	☒	☒	☒	☒	☒
To create awareness of the project among the full range of stakeholders impacted by the results and engage those in a co-creation approach	☒	☒	☒		
To create interest from an active community of potential end-users (academic, consulting and industrial actors), involving them in the development of the project	☒	☒	☒		
Prepare the ground for the dissemination of project's results	☒	☒	☒	☒	☒

To support the commercial exploitation of results	☒	☒	☒		
To demonstrate how EU funding tackles societal and economic challenges	☒	☒	☒	☒	☒

5 Communication Channels and Tools

5.1 LEAD Visual Identity

The branding and visual identity of a project can deeply enhance its communication potential. The development of an eye-catching visual identity shared consistently in all communication materials, will make it easier for target audiences to easily identify and recognise the project.

LEAD has developed its visual identity, to be used consistently across all communication and dissemination materials, namely through its logo and templates (for Deliverables and Presentations).

All LEAD materials include the acknowledgement to EU funding. The following elements are included in all project templates:

- The LEAD logo:



Figure 1: LEAD Logo

- The emblem with the mention to EU funding:



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- The following disclaimer:

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- The logo of the CIVITAS Initiative:



LEAD shares the objectives of the CIVITAS initiative and, through playing an active role in the CIVITAS family, hope to contribute towards them. Therefore, LEAD incorporates the CIVITAS corporate design such as the CIVITAS logo and the CIVITAS acronym according to the guidelines provided. To promote the CIVITAS Initiative, LEAD will share its lessons and conclusions with the CIVITAS network. A page dedicated to LEAD will also be created on the CIVITAS website.

All of LEAD's templates have been shared with the whole consortium and made available in the project's shared folders. A series of stock copy-right free pictures have been compiled for the promotion of the project. Partners will be requested to share additional pictures of their operations for this internal database. Additionally, a LEAD general presentation has also been created and shared, including information on each Living Lab, to promote the project in third-party conferences.

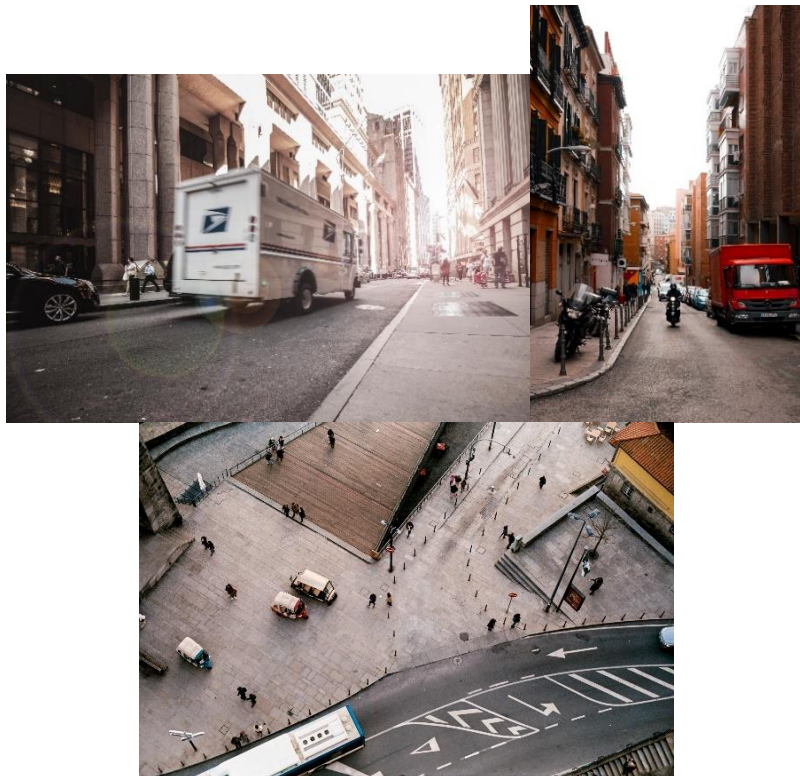


Figure 2: Examples of Stock Pictures

5.2 LEAD Brochure

The first version of the LEAD brochure has been created. It will be uploaded on the project's website and distributed among partners for printing and dissemination. The first version includes an overview of the project's main objectives, vision, Living Labs, strategies, and innovations. It will be updated at a later stage to account for project developments and results. Living Lab leaders will be encouraged to translate the brochure into their local language.



Figure 3: LEAD Brochure #1

5.3 Press Releases & Press Relations

Press releases will be an important means to establish a communication channel between LEAD and relevant media outlets. A series of press releases will be drafted, coinciding with key project moments (i.e. Organisation of workshops, meetings of the Transferability Platform and Advisory Boards, results of the Living Labs), to nurture a close relationship with specialised media, and to ensure the publication of project-related news items.

At important project milestones, press releases will be issued and sent to European and international press and when relevant to local and national press as well. Local sites partners are encouraged to communicate with the local press to inform their end users and citizens about the progress of the value cases.



Figure 4: LEAD Press Release

Guidance and standard press release templates, which can then be adapted to the local level, are provided. Each partner city will translate the general press releases or will prepare their own when relevant.

The first LEAD press release was prepared to communicate the project's kick-off and shared on June 9th, 2020.

5.4 Newsletter

During the project electronic newsletters will be prepared, released, and disseminated, coinciding with key project milestones. The sign-up form for the LEAD newsletter has been made available in the project's website and has been set up via MailChimp.

This plan will result in several newsletters during the project lifetime. The content will, like the Press Release, be prepared around the following topics:

- Organisation of specific LEAD Workshops,
- Promotion of meetings and results of the Advisory Board and Transferability Platform,
- Key results arising from the Living Labs and Communities of Practice,
- "Success"/ Inspirational stories related to the activities of the Living Labs,
- Potential interconnection and soundbites with other EU-level projects or initiatives in the domain of Urban Logistics, Digital Twinning and Urban Mobility Planning and Management.

The first LEAD newsletter was sent out in November 2020 and is available on [LEAD's website](https://www.leadproject.eu/).

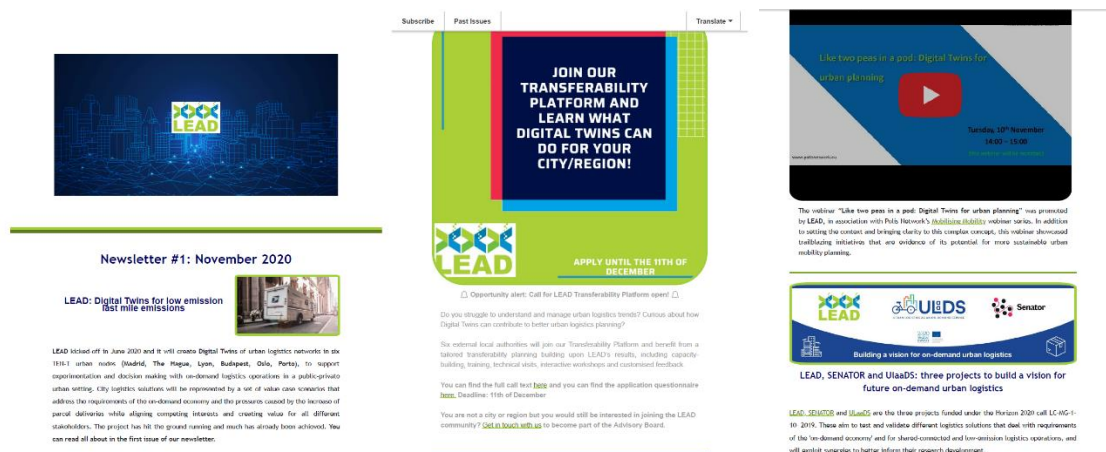


Figure 5: LEAD Newsletter #1

Further, LEAD will maximise its communication and dissemination potential by using other privileged communication channels within the consortium. Specific LEAD associated news and/or articles will be published in the fortnightly Polis newsletter (InfoPolis, with a database of about 400 readers from local and regional authorities). As a part of the CIVITAS Initiative family, LEAD will also be promoted via their newsletter.

5.5 Website

LEAD's website¹, created by INLECOM and launched in July 2020, is the project's main online repository, to be continuously updated. It includes sections such as general project information, specific information on the Living Labs, consortium partners, news, participation in events, contact and newsletter sign-up form, as well as all of LEAD's public deliverables.

The website is user-friendly and easily readable and accessible via different devices: browsers, smartphones, tablets, etc. The website has been set up by employing open-source solutions to

¹ <https://www.leadproject.eu/>

minimise maintenance costs (WordPress), with an associated Google Analytics tracker to take stock of its traffic.

Polis oversees the management and dynamisation of the website, counting with the support of all partners, who will be called on to contribute for content creation.

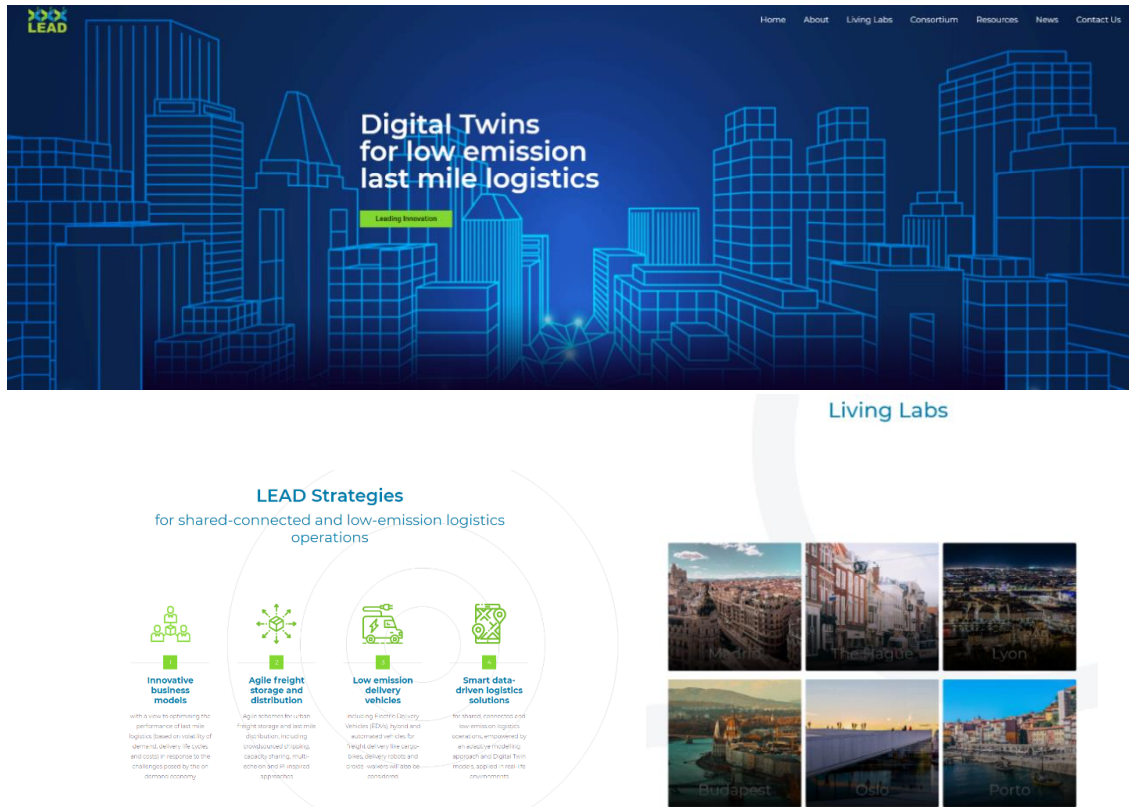


Figure 6: LEAD Website

The website is updated regularly with relevant news related to the project and other Digital Twin and Urban Freight initiatives and projects.



Figure 7: LEAD Website: news section

5.6 Social Media

Social media is an essential channel for the communication and dissemination of the activities, goals, and results of LEAD to a wider audience. Effective use of social media can help LEAD in enhancing its reach and engage a diverse range of stakeholders, thus building a greater reputation and awareness of the project and its outcomes.

5.6.1 Strategy

Developing a strategy for communication and dissemination through social media can be a useful way to focus activities and delegate responsibilities. A simple social media strategy could be developed focusing on:

- Where: Which platforms will you use?
- Who: Who is your target audience? Who will be in charge of managing social media?
- How: What impact do you want to have? How will you assess this? Which language(s) will you use for your target audience?
- What: Which content do you want to share?
- When: What is the right time to share your content? How often will you post on your account?

Communication actions and campaigns on social media will be centralised on Polis, who shall take the lead on producing content, encouraging partners to reproduce and/or adapt them for their channels. However, each partner is also encouraged to take initiative on the creation of their posts/campaigns.

5.6.2 LinkedIn and Twitter

This will be the main social media channel used by the project. LinkedIn² is primarily a professional, business-oriented platform which means that stakeholders in the universe of Urban Logistics are expected to be drawn to LEAD's page.

Twitter is a useful platform to share short comments and make announcements that can instantaneously reach a large audience, or retweet relevant content. Even if LEAD will not create a centralised Twitter project page, each partner is expected to promote the project through their own accounts. LinkedIn Page analytics will be used to monitor the impact of communication on this channel.

There are a few matters to consider:

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

Both for LinkedIn and Twitter, when posting links, Bitly (<https://bitly.com/>) can be used to shorten URLs to free up characters. To increase engagement on both networks, several approaches can be taken:



- Hashtags: Use hashtags relating to LEAD and Horizon 2020 (the EU funder of LEAD): #LEAD, #H2020 Also other hashtags directly related to the project: #DigitalTwins, #UrbanLogistics
- Tagging accounts: Other accounts can be tagged in both images and tweets. Key accounts to tag in tweets are @EU_H2020 and Project Partners.

Complementary information on social media guidance, including additional advice on posting, additional platform options and example accounts can be found in the [European Commission's social media guidelines](#)³.

Figure 8: Example of tweet about LEAD

5.7 Events

Recognising the importance of the participation of high-level sectorial national/international events and conferences for a networking and effective dissemination of project results, LEAD will bet on a strong and regular presence in such events. This will allow for a continuous flow of exchange of ideas and gathering feedback from stakeholders not directly engaging with the project.

² <https://www.linkedin.com/company/lead-h2020>

³ https://ec.europa.eu/research/participants/data/ref/h2020/other/grants_manual/amqa/soc-med-guide_en.pdf

The table below provides an overview of relevant events in the fields touched upon by LEAD. It will be updated regularly and decisions as to whether participation is possible will be made on a case-by-case basis.

Table 2: List of relevant events

Topic	Event
Digital Twinning	• IEEE Big Data Workshop: Big Data For Digital Twins • IEEE / ACM International Conference on Model Driven Engineering Languages and Systems
Transport and Logistics	• ALICE ETP Events • Transport Research Arena - TRA • International Conference on Information Systems, Logistics and Supply Chain (ILS) • World Conference on Transport Research • TOC Europe • Transport Logistic • Transportation Research Board Conference • TEN-T Days • Meeting of the WG on Vehicle Routing and Logistics Optimization (VeRoLog) within EURO • City Logistics Conference • VREF Conference on Urban Freight • POLIS Annual Conference • Urban Mobility Days

Further, LEAD will also organise project-centric events, workshops, webinars, seminars and local transferability events to increase the visibility of the project. LEAD will organise seven workshops to facilitate the integration of new knowledge in the development activities and validation of results. Workshops at a local level will foster ideation and collaboration, requirements and needs analysis, the validation of the Living Labs Digital Twins and MVPs of solutions and the overall toolset simulation capabilities. The topics to be discussed include, but are not limited to local solutions specifications, local market analysis and regulatory constraints (i.e. LEZ), opportunities and threats, and identification of economic, environmental and social sustainability impacts.

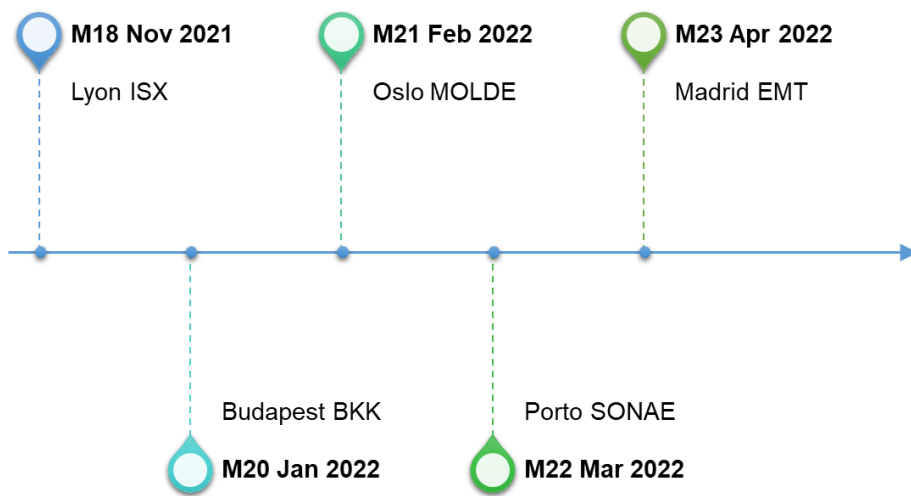


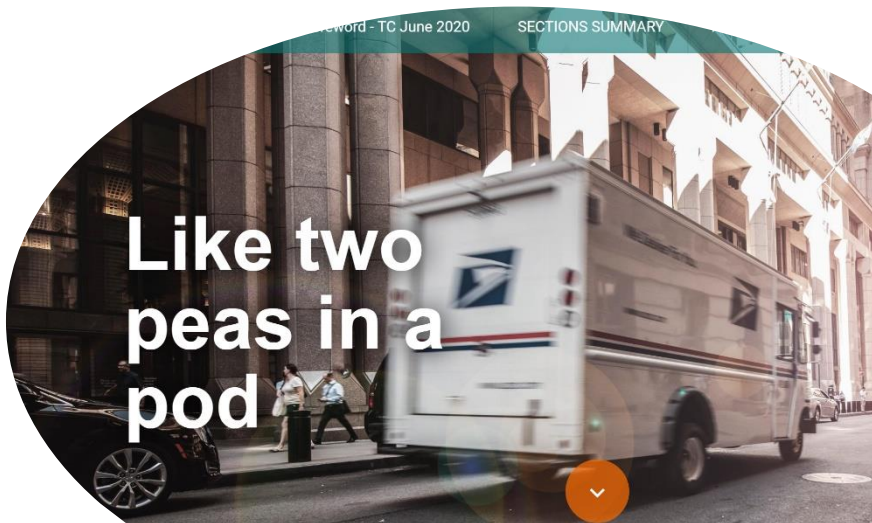
Figure 9: LEAD local workshops

EU-level workshops and a final conference will be held at key milestones of the project, presenting key results such as the LEAD strategies, the Digital Twins toolset, the Living Lab solutions and final implementations. The events also envision to establish EU-wide collaboration and alignment of approaches in the domain of green city logistics.

At the end of the project, a LEAD final conference will be organised to demonstrate the integrated system capabilities at full scale. All events will be strongly linked to logistics and city stakeholders to maximise the project's industrial and exploitation orientation, dissemination and take-up.

5.8 Scientific Publications & Specialised Magazines

LEAD will also aim at publishing articles and scientific papers in specialised media, magazines and journals. These will be means to target transport professionals and urban mobility practitioners, some examples: Thinking Cities, ELTIS, Cities Today, Talking Highways, Revolve, Intelligent Transport, EuroTransport, International Journal of Logistics Research and Applications, The International Journal of Urban Policy and Planning, among others.



The first LEAD article in a specialised magazine was published in July 2020, on the [Thinking Cities Magazine](#), with the title: “Like two peas in a pod: Digital Twins lead the future of urban logistics”

Figure 10: LEAD in Thinking Cities Magazine

LEAD aims to contribute to Open Research through open peer-reviewed and other kinds of publications. As such it will produce interviews, reports, publications, conference proceedings. Specifically, LEAD will submit papers to be published in the recently launched European Commission scientific publishing service ([Open Research Europe](#)). LEAD will also benefit from other open-access platforms and tailored services to disseminate project results, many of which promoted and managed by the European Commission, such as the Horizon Results Booster and the Horizon Results Platform.

6 Engagement and Capacity Building

6.1 Advisory Board

The direct cooperation among relevant actors at an international level will create a sustainable meta-cluster that will promote knowledge transfer. For this purpose, LEAD set up an Advisory Board (AB) comprising a well-balanced group of ‘advisors’ representing research and business interests, drawn from across Europe and beyond and embracing the whole range of knowledge of the project focus areas. Members are selected from a considerable number of possible candidates proposed by the main stakeholders and the project members, covering government, business and technical-scientific aspects of the project, operational processes, and future needs.

The members of the AB will be invited to participate in the exploitation and innovation activities, providing input towards adoption and take-up actions. This body will also be involved in the validation of the LEAD solutions and members will be invited in General assembly meetings and technical workshops. The interactions with the AB are expected to be threefold:

1. in the form of communicating best practices from different member states and countries,
2. in the form of technical and strategic meetings to discuss standardisation matters and use cases and
3. in the form of presentation of main results validation from the Living Labs.

An initial group of experts have already joined the AB, which will be enlarged to around 30 members as planned in the preparation phase. LEAD is working on getting more stakeholders on board, and the list has been expanded, as shown in the table below.

List of AB Members			
No.	Representative	Organisation Name	Country
1	Francois-Regis Le Tourneau	Alliance for Logistic Innovation through Collaboration in Europe (ALICE)	Belgium
2	Fernando Liesa		
3	María Eugenia López Lambas	Civinet Spain And Portugal	Spain
4	Juan Azcarate	Madrid City Council	Spain
5	Laurent Michelin	Eureka Confluence	France
6	Laurent Perche	URBY Lyon	France
7	Mark Gohlke	CARA European Cluster for Mobility Solutions	France
8	Toril Presttun	Norwegian Public Roads Administration (NPRA)	Norway
9	Michelle Coldrey	City of Gothenburg	Sweden
10	Yossi Sheffi	MIT Center for Transportation & Logistics	US
11	Shaoxuan Liu	Ningbo Supply Chain Innovation Institute China	China
12	David Gonsalvez	Malaysia Institute for Supply Chain Innovation	Malaysia
13	Rafael Florez	CLI-Logyca	Colombia

14	Francesco Ferrero	LIST	Luxembourg
15	Koen Triangle	IMEC	Belgium
16	Karsten Hülsemann	City of Bremen (representing UlaaDs)	Germany
16	Jon Onland	Association of Dutch Municipalities	Netherlands

6.2 Transferability Platform

A group of 6 external cities/local authorities will be selected to join the Transferability Platform (TP). They will benefit from a tailored Transferability plan, supporting their transfer activities, including capacity building, training, technical visits, interactive workshops and customised feedback.

The members' active contribution shall focus on:

- Active participation in LEAD TP meetings and discussions.
- Provision of feedback on LEAD measures and strategies and their implementation in the Living Labs.
- Follow the progress and assess the results of the project constructively.
- Disseminate LEAD through your communication channels (events, website, newsletters).

Participate in the transfer activities foreseen in your tailored Transferability plans. A dedicated budget is available to help partly cover the costs of engagement of external stakeholders in the project. This may be used to fund travel expenses or personnel time spent on project engagement, including internal meetings and discussions. However, in general online activities will be the norm. The planned Transferability activities consist of:

- Interviews and surveys for the identification and analysis of the requirements and necessities of cities, their expectations towards the LEAD solutions.
- Capacity building activities: webinars, e-training and bilateral meetings/discussions with the partners responsible for the LEAD LL and specific solutions of their interest.
- Direct access to the project's key reports and events, while they will receive tailor-made and hands-on advice on the knowledge and tools developed in LEAD,

On mid-November 2020, LEAD launched an open call to recruit local authorities interested to join the Transferability Platform. The consortium also actively searched for candidates. Several bilateral contacts have been made to trigger the interest of local authorities who have some experience and/or interest in the topic of Digital Twins and/or Urban Freight. Such was the case in exploring potentially interested authorities in the projects closer to LEAD (see section referring to international cooperation and exploring synergies). In the framework of the ERTRAC working group, the POLIS-ALICE strategic dialogue and the POLIS working groups of cities and regions on traffic efficiency and urban freight, dedicated sessions will be organised to further illustrate to recruit more cities, discuss the LEAD evidence-based policies and tools, and how they can be tailored to the city local environments. Particularly, the launch for the call for applications for LEAD's Transferability was launched during the Mobilising Mobility webinar (mentioned above), to an audience of 70 interested stakeholders. Information on the call was disseminated in a multitude of channels (i.e., Project channels, POLIS website and newsletter, partner pages, CIVITAS, ELTIS, etc.).



Figure 11: Promotion of LEAD's call for the Transferability Platform

The following pre-requisites were established to assist in the selection process: Applicants need to be active in at least one of the LEAD Strategies, namely:

1. innovative business models,
2. agile urban freight storage and last-mile distribution schemes,
3. low emission, automated, electric or hybrid delivery vehicles, and
4. smart logistics solutions.

Cities already running a City Logistics Living Lab and outside the geographical area of the project will be prioritised.

In order to become one of the 6 external cities joining the LEAD Transferability programme, applicants have to fill in a short questionnaire, which will help LEAD partners better identify their urban logistics profile and assess the complementarity and relevance to the 6 LEAD Living Labs.

The initial deadline for submission of application has been extended to January 27th, 2021. Selected cities will be informed in early February. Although the available budget can only support six external local authorities, which will be officially selected, this does not prevent other local authorities from joining the group if they will bear their expenses independently, even on a rolling basis.

6.3 Capacity Building

Utilising the experience and results from the Living Labs, LEAD will deliver a **Digital Twinning Capacity Building Programme** including training and open-source packages directed at seeing the LEAD Digital Twins building blocks broadly exploited in Europe and beyond, whilst also enabling knowledge sharing across the LEAD's network. LEAD will establish a mechanism to facilitate knowledge sharing and enabling the exchange between experts, by defining a methodology for the design and management of training offerings and developing dynamic courses in a flexible and modular format so that they are continuously updated, along with new Digital Twin models repository developed by early adopters.

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

Table 3: Main activities for LEAD Capacity Building

Activity	Partner(s)
Create a Community of knowledge exchange to encourage interactive sharing of knowledge and best practices	POLIS
Develop a training curriculum, training materials and tutorials for actors wishing to use the Digital Twin models	UPM, ZLC, all
Develop at least 3 online training modules and video tutorials	POLIS with contribution of academic partners MOLDE, ISX, TUDELFT, UPM, ZLC. Review by INLE, OSLO, LMT.
Organise hands-on training workshops/labs , for at least 50 stakeholders from industrial entities and authorities, on the features and use of LEAD products and models, to allow experimentation with the LEAD tools and services such as the dashboards, datasets on test use cases, modelling etc..	
MOOC online modules to improving the capabilities and skills of personnel of authorities and researchers on open-source tools and modelling - The number of courses and subjects will be defined after M12. - The MOOC will be modular including video tutorials, simulation examples and self-assessment tests.	
E-course on CIVITAS Learning Centre. LEAD, via the partners directly involved in the CIVITAS Initiative, will include the topics of Digital Twinning, City Logistics LLs and the LEAD Strategies.	POLIS with contribution of all
Consolidate lessons learned from the LLs in a Toolkit for integration of Digital Twinning in SUMP/SULPs and a Roadmap towards zero emission city logistics	POLIS with contribution of all

LEAD will organise a **Massive Open Online Course (MOOC)** and Training Workshops, to improve the capabilities and skills of personnel. The MOOC curricula will build upon LEAD results, but also count with inputs from other projects:

- Explore synergies with DUET, benefiting from knowledge on Digital Twins. DUET will also organise a MOOC,
- LEAD's MOOC can have dedicated units/sessions that build upon the results of UlaaDS and SENATOR and focus more on the urban freight dimension, instead of Digital Twins (i.e. involving the lighthouse cities of UlaaDS and technical partners and the citizen engagement and co-creation component of SENATOR).
- Liaise with capacity building programmes in which LEAD partners are involved, such as the MOOC Sustainable Urban Freight Transport: A Global Perspective⁴ (TUDelft), the Capacity

⁴ <https://online-learning.tudelft.nl/courses/sustainable-urban-freight-transport-a-global-perspective/>

Building Programme for EcoLogistics⁵ (ZLC), the SOLUTIONSplus global learning programme on electric mobility and logistics⁶ (POLIS, ZLC).

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

The Training workshops will be held back-to-back with the dissemination workshops described in section 3.6. On the CIVITAS Learning Centre⁷, a suite of online e-courses includes different topics that are available to anyone who wants to increase their knowledge of sustainable urban mobility. The CIVITAS e-courses are continuously being expanded, and LEAD, via the partners directly involved in the CIVITAS Initiative, will include the topics of Digital Twinning, City Logistics Living Labs and the LEAD Strategies. The number of courses and subjects will be defined after the completion of WP1.

6.4 International Cooperation - Liaison with other EU projects and initiatives

LEAD will define and prepare a clustering plan with associated activities, on different levels, both with cooperation with other EU-funded projects, but also through related initiatives and organisations.

Specifically, LEAD will foster close cooperation with other projects funded under the LC-MG1.10 call, namely [SENATOR](#) and [ULaaDS](#). Additionally, in the first month of project implementation, LEAD has made contact with the projects, holding several meetings to explore how can the projects better benefit from each other, for exchange of knowledge and cross-promotion. A relation of proximity will be developed with the so-called “sister” projects throughout project implementation.

Furthermore, a series of initial contacts with other relevant initiatives and projects working on Digital Twins and/or Urban Freight have been made, from which we highlight the following:

- [DUET](#)
- [ICONET](#)
- [HARMONY](#)
- [Rotterdam Digital City Programme](#)
- [Living-in.Eu initiative](#)
- European Space Agency: [Earth Digital Twin](#)

Lastly, LEAD will also foster cooperation with other EU and international associations and networks (ALICE-ETP, CIVITAS, ELTIS, EUROCITIES, C40, TDA, ICLEI). To further amplify the potential of the initiative the following options will be considered:

- (i) joint organisation of workshops with other relevant projects,

⁵ <https://sustainablemobility.iclei.org/opportunity-capacity-building-ecologistics-are-launched-to-transform-low-emission-urban-freight-transport-2/>

⁶ <https://www.polisnetwork.eu/news/registration-open-for-solutionsplus-global-learning-programme-on-electric-mobility/>

⁷ <https://civitas.eu/learning-centre>

- (ii) co-hosting in the framework of other well-established events such as BDVA, TRA, TRB, ITS World and European Congress, International Transport Forum, WCTRS, conferences of ERTICO, ALICE, ERTRAC Working Groups, POLIS Conference, CIVITAS Forum, SUMP Conference, City Logistics Conference, International Urban Freight Conference, VREF Conference on Urban Freight, URBE (URban freight and BEhavior change) Conference.



Figure 12: Example of common communication visuals for clustered projects

7 Planning and Monitoring

7.1 Dissemination Monitoring Tool

Polis has created a dissemination monitoring tool to keep track of the impact of the communication and dissemination activities carried out by the LEAD consortium. All partners are responsible for updating this tool regularly, being of extreme importance to assess if the current strategy is bearing fruits, or if there is a need for a course correction.

This monitoring tool has been made available to the partnership on the project's Google Drive repository. Further, the tool is also an effective mechanism for reporting purposes. This will be of importance for D4.3 Communication and Outreach Activities and LEAD website: Period 1 (due in November 2021) and for D4.4 Communication and Outreach Activities: Period 2 (due in May 2023). This excel spreadsheet includes different tabs, corresponding to different types of communication and dissemination actions (i.e. attended events, news published).

Madrid, una de las seis ciudades seleccionadas por LEAD para impulsar 'gemelos digitales' en la logística urbana

10 JUNIO 2020 | SECTORIALES



La denominada 'Uberización de la logística' no para de aumentar la presión sobre las grandes metrópolis. Conscientes de los desafíos de la última milla, las ciudades han puesto sobre la mesa conceptos como el de 'gemelos digitales', que consiste en la reproducción digital de un entorno urbano complejo y real, representando los diferentes procesos, actores implicados y sus interacciones.

En base a este modelo y bajo la financiación de la Unión Europea nace LEAD, un proyecto de investigación que pretende crear estos 'gemelos digitales' de redes de logística urbana en 6 ciudades europeas.

Six European cities to experiment with 'digital twins' for urban logistics

By Cláudia Ribeiro / Updated: 26 Jun 2020

Submitted by Cláudia Ribeiro on 26 Jun 2020
A Horizon 2020-funded project aims to create 'digital twins' of urban logistics networks in six European cities in order to support the experimentation and decision making with on-demand logistics operations in a public-private urban setting. The project that will be doing this is called LEAD, which stands for Low-Emission Adaptive last mile logistics supporting 'on Demand economy' through digital twins.

The dawn of on-demand logistics poses many challenges to operators, which are struggling to accommodate customers' expectations for responsive logistics systems that deliver products at low or even zero cost. Such is the case for small and large-scale consumer



Figure 13: Examples of news published

7.2 Key Performance Indicators

LEAD is committed to a sustainable Growth Model, supported by the Engagement and Dissemination and Exploitation actions during and beyond the lifetime of the project. The tables below summarise the project ambition and target KPIs, which will be used as the baseline for monitoring LEAD's communication, dissemination and engagement activities' impact.

Table 4: LEAD Target Engagement KPIs and Attainment Approach

Target Group	Year 1	Year 2	Year 3 (M36)	Engagement Strategy Attainment Approach
Policy Makers, City Authorities, Urban Mobility Planners	15	20	30	AB, Showcases, Workshops Dissemination Training and Capacity Building
Businesses, Industry Stakeholders, SMEs	-	10	50	
Academia and RTOs	30	30	40	Research Publications
Civil Society	>300	>800	>1500	Dissemination, Open Events, Conferences
Digital Twinning Start-ups	10	20	40	Showcases
Advisory Board Members	15	20	30	Liaison activities
Follower Cities	2	4	6	Transferability Platforms

Table 5: Dissemination KPIS – Communication Matrix

Communication Channels	Type	Level	Success Indicators	Target	Timeline	Audience
Newsletters, Success Stories, Factsheets	Documentation	N, EU, I	Publications No	10	M1-M36	A-E
Brochures and Public Deliverables	Documentation	EU	QA Standards	>30	M1-M36	A-E
Press Releases, Policy Briefs etc.	Publications	EU	Publications No	>15	M1-M36	A-E
Website - Social Media	Online Presence	I	SEO Metrics, No of users	>1500	M1-M36	A-E

Dedicated EC Portals	Online Presence	EU	No of entries	2-3	M1-M36	A-E
Video-slideshow, media	Media Releases	I	No of elements	6	M1-M36	A-E
Roundtables, Workshops, Showcases, Tech Meetings	Events	P	No of events	6	M1-M36	A-E
Research Publications	Publications	I	No of conferences/papers	>12	M1-M36	A-E
Participation in external events	Events	N/EU	No of events	>20	M1-M36	A-D
MOOC Training modules & Webinars	Courseware	I	No of enrolled users/views	>200	>M20	A-E
Twinning, Study Visits in US/CN	Events	I	No of events	>2 ⁸	M1-M36	A-D
Liaison Activities	Networking	EU	No of relevant projects	>6	M3-M36	A-E

⁸ Depending on the evolution of the COVID-19 pandemic and travel restrictions.