

D4.3 Communication and Outreach Activities and LEAD website: Period 1 November 2021

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1 Acronyms

AB: Advisory Board
CB: Capacity Building
ICT: Information and Communication Technology
LL: Living Lab
MOOC: Massive Open Online Course
NGOs: Non-Governmental Organisations
RTOs: Regional Transport Office
SMEs: Small and Medium Enterprises
TP: Transferability Platform
ZEZfs: Zero-Emission Zones for Freight

2 Introduction

Whereas D4.1: The **Stakeholders Engagement Strategy and Dissemination Plan (submitted January 2021)** established the core guidelines for all communication, dissemination, and engagement strategies of LEAD, the current deliverable reports on the progress made thus far.

Thus, the objective of this deliverable (**D4.3: Communication and Outreach Activities and LEAD website: Period 1**) is to report on the activities carried out for the communication, dissemination, networking, and outreach of the LEAD project during the first 18 months of the project.

The deliverable provides an overview on:

- Dissemination material and communication tools, including information on project visual identity, website, brochures, newsletters, press releases and news,
- Social Media, including analytics,
- Publications, including deliverables and scientific publications
- Events, both organised by LEAD and external/European conferences,
- Engagement and Capacity Building, including information on the Transferability Platform, Advisory Board, Capacity Building Activities, and International Cooperation - Liaison with other EU projects and initiatives.

The target groups for these activities, as defined in D4.1 are:

- Policy Makers, Local Authorities and City Stakeholders, Urban Mobility Planners,
- Logistics Businesses/Small Medium Enterprises (SMEs),
- Academia and Research technology organisations (RTOs),
- Civil Society,
- ICT service Providers and Digital Twinning Start-ups.

The process of monitoring is a constant one, through the establishment of a collaborative dissemination monitoring tool in which partners can report any communication and dissemination activities carried out. An additional report focusing on these activities will be prepared in May 2023 (D4.4 Communication and Outreach Activities: Period 2).

3 Dissemination material and communication tools

Communication and dissemination materials and actions, mostly in electronic form, have been the key mechanism for disseminating LEAD to the identified target audiences. To support this effort, different tools, publications, and other materials have been developed, described in this session.

3.1 Project identity & templates



From the outset, LEAD developed an **eye-catching** and **coherent visual identity**, to be used consistently across all communication and dissemination materials, through its logo, colour scheme, references to the CIVITAS initiative, and acknowledgement to EU funding, used consistently in its templates (Reports, Deliverables and PowerPoint) and for all communication and dissemination activities.

Figure 1: LEAD logo



Figure 2: CIVITAS Initiative Logo



Figure 3: EU funding acknowledgment

3.2 Website

LEAD's website (<https://www.leadproject.eu/>) was developed and launched by INLECOM in **July 2020** and it is managed by POLIS. It serves as the project's **main information gateway** and it is updated mainly with news on LEAD development and events, as well as deliverables, and other project outcomes in addition to general information on the project. It includes links to social media (i.e., LinkedIn) and an option to subscribe to the e-newsletter. The website is **user-friendly** and easily readable, and accessible via different devices: browsers, smartphones, tablets, etc.



Figure 4: Screenshot of LEAD's website homepage



Figure 5: Additional sections of the LEAD website

3.2.1 Website analytics

The website has been set up by employing open-source solutions to minimise operational costs (WordPress), with an associated Google Analytics tracker to take stock of its traffic and impact. Below we present the main statistics associated with the LEAD website, between July 2020 and November 2021.

Session: This corresponds to the total number of sessions within the abovementioned date range. A session is the time a user is actively engaged with a website, app, etc. All usage data (Screen Views, Events, e-commerce, etc.) is associated with a session. LEAD's website had a total of **8.121 sessions** in this period.

Users: This expresses the number of visitors that have had at least one session within the abovementioned date range. It includes both new and returning visitors. LEAD's website had a total of **5.865 visitors** in this period. The total number of **visualisations** of different pages has been **13.758**.

The figures below provide additional information given on other dimensions.

Total visits per page		13 758
1	Lead Project – Lead Project	3 962
2	About – Lead Project	969
3	Consortium – Lead Project	886
4	Living Labs – Lead Project	645
5	Resources – Lead Project	568
6	News – Lead Project	428
7	SURF opens call for funding on Zero Emission Zones for Freight and experts research – Lead Project	328
8	Madrid – Lead Project	299
9	LEAD sheds light on the main challenges, trends and factors influencing city logistics – Lead Project	298
10	Eleven cities and regions to replicate solutions on Digital Twins for urban logistics planning – Lead Project	290

Figure 6: Most visited pages

Total per country		5 865
1	France	2 779
2	United States	425
3	Spain	341
4	Netherlands	226
5	Belgium	215
6	Italy	173
7	Germany	165
8	Portugal	151
9	United Kingdom	140
10	China	118

Figure 7: Demographic origin of visitors

Totals		5 865
		100% do total
1	(direct) / (none)	4 181
2	google / organic	1 268
3	linkedin.com / referral	185
4	leadproject.eu / referral	88
5	baidu / organic	55
6	bing / organic	33
7	polisnetwork.eu / referral	29
8	civitas.eu / referral	28
9	t.co / referral	26
10	(not set) / (not set)	19

The figures above provided some relevant information. For instance, **most visitors of the website reach it organically**. In other words, by using the direct link to the website. Unsurprisingly the second and third ways in which visitors reach us are via Google search and our LinkedIn page. As for the demographic origin of visitors, it is curious to see that the United States are the second country on the list, as LEAD has associated partners originating from there.

Lastly, LEAD partners have created **links to the central project website on their websites** (i.e., [POLIS](#), [BKK](#), [ZLC](#), etc.). Specific LEAD pages have been created on the websites of other initiatives (i.e., [CIVITAS](#), [ALICE Knowledge Exchange Platform](#), etc.).

Figure 8: Origin from visitors

3.3 LEAD leaflet & Quick Facts brochure

The **first version of the LEAD brochure** was created, uploaded on the project's website, and distributed among partners for dissemination. This first version provides general information about LEAD and will be updated to communicate results. **A new version is in the works**, with updates on the information provided, but also with the goal of making it more interactive.



Figure 9: First version of LEAD Brochure

LEAD also created the **“On-demand last-mile logistics: Quick Facts from LEAD”** brochure. This was also produced as a simplified, and communication/dissemination oriented material from project results, namely [Deliverable 1.1: City Logistics landscape in the era of on-demand economy: Main challenges, trends and factors influencing city logistics](#). The information compiled wherein was lifted

from different relevant academic sources (as indicated throughout the brochure) and directly from LEAD.



Figure 10: On-demand last-mile logistics: Quick Facts from LEAD

3.4 Newsletters

In the first 18 months of LEAD implementation, a total of **three electronic newsletters** were prepared to ensure a regular flow of information to local authorities, companies working in the field of urban freight, other identified target groups and interested stakeholders. These have also been made available on the LEAD website (*tab dissemination*: <https://www.leadproject.eu/resources/>).

The content of the newsletter mostly focused on the following items:

- Publication of reports, deliverables, scientific publications, and articles,
- Features on the launch of the Communities of Practice of each LEAD Living Lab,
- Call for application and announcement of LEAD Transferability Platform Members,
- LEAD organisation and participation in events,
- Promotion and cooperation with EU-level projects or initiatives (i.e., SENATOR, UlaaDS, Living-in.EU, etc.)

The table below lists additional information on the three LEAD newsletters published. The next newsletter is planned to be issued in **January 2022**.

Table 1: LEAD newsletters information

Item	Date	Sent	Clicks	Access
Newsletter #1: Catch up on all LEAD related news!	November 2020	45.7% (14)	9.7% (4)	Link
Newsletter #2: Curious about what we have been	February 2021	53.5% (23)	16.3% (7)	Link
Newsletter #3: It's event season!	September 2021	58.9% (33)	12.5% (7)	Link

An additional specific mailshot was sent to promote the LEAD webinar “**Like two peas in a pod: Digital Twins for urban planning**”, which took place on November 10th, 2020.

LEAD has maximised 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 is also promoted via their newsletter.

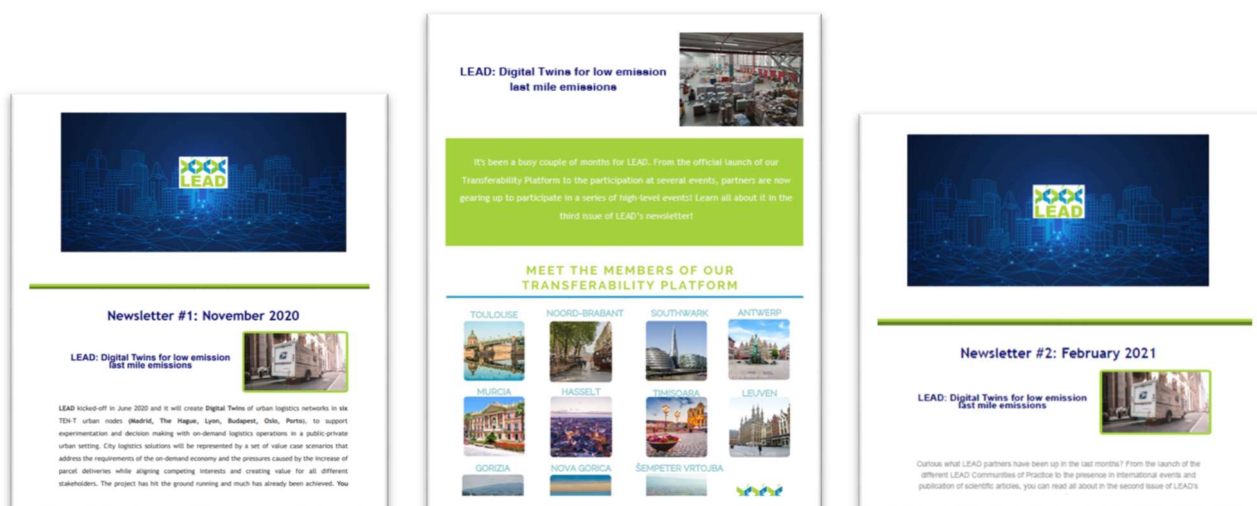


Figure 11: LEAD newsletters

3.5 Press Releases and News

Press releases are an important means to establish a communication channel between LEAD and relevant media outlets. Thus far, **three press releases** were published, namely:

1. June 2020: [Announcing the Kick-Off Meeting of LEAD](#),
2. March 2021: [Announcing the Members of the Transferability Platform](#).
3. November 2021: [Announcing the launch of the Madrid Living Lab Micro Hub](#)



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Digital Twins lead the future of urban logistics: why offline urban logistics need to be mirrored online

9th June 2020 - 25 high-level partners in the H2020 funded LEAD Project: *Low-Emission Adaptive last mile logistics supporting 'on Demand economy' through digital twins*. LEAD will create Digital Twins of urban logistics networks in six cities, to support experimentation and decision making with on-demand logistics operations in a public-private urban setting.

Last mile delivery systems are facing many challenges associated with the dawn of on-demand logistics, struggling to accommodate citizen's expectations for responsive logistics systems, that deliver products at low or even zero cost. This is the case for both small and large-scale consumer platforms, pledging swift delivery times, albeit with little market economic incentives for the creation of sustainable systems.

This so-called 'Uberisation of logistics' is putting a strain on cities, which are faced with the potential negative consequences of this phenomena, alongside the unpredictability of market developments. Cities are aware of these challenges and have begun addressing them, with an increasing number of logistics living labs, complementing the old 'predict and provide' paradigm. Digital Twins are fairly new concepts in the sphere of urban logistics, consisting of a digital reproduction of a complex real-world urban environment, representing the different processes, actors, and their interaction(s), which are being employed to tackle this and other challenges.

The recent COVID-19 crisis has demonstrated the importance of the resilience of the logistics chain, which sees the most complex stretch in the last urban mile. It is also changing the way citizens buy, increasingly turning to online, on-demand platforms. This pressure on the system must therefore be efficiently mitigated.

LEAD will create **Digital Twins** of urban logistics networks in 6 cities (Madrid, The Hague, Budapest, Lyon, Oslo and Porto), to test and represent different innovative solutions for city logistics, to address the requirements of the on-demand economy while aligning competing interests and creating value for all different stakeholders.

This will allow for the development of a variety of logistics solutions for shared, connected, and low-emission logistics operations, empowered by an adaptive modelling approach and Digital Twin models. Agent-based (ABM) models will be used to enable city logistics stakeholders to recognise their roles and business models, including all relevant operational, tactical, and strategic decisions in the Digital Twin, mirroring value cases in the reality of city life.

Eleven cities and regions to replicate solutions on Digital Twins for urban logistics planning

26th of March 2021 – Eleven cities and regions join the Transferability Platform of the H2020 funded LEAD to benefit from a tailored replication programme for the development and deployment of solutions on Digital Twins for city logistics, responding to increasing challenges from on-demand economy and last-mile logistics.

The Horizon 2020 funded **LEAD** project will create Digital Twins of urban logistics networks in six cities, to support experimentation and decision making with on-demand logistics operations in a public-private urban setting. Digital Twins are a digital replica of a complex real-world urban environment that represents different processes, actors, and their interaction.

MEET THE MEMBERS OF OUR TRANSFERABILITY PLATFORM



Following a call for applications, **eleven cities and regions from eight countries have been selected to become members of the LEAD Transferability Platform**. They will benefit from a tailored replication programme, to be co-created considering their local context, strategies, and ambitions, in tandem with the results from the project. The activities include capacity-building, training, technical visits, interactive workshops, and customised feedback, which aims to contribute to the members' Sustainable Urban Logistics and Mobility Plans.

The members of the Transferability Platform will benefit from the project results but are also expected to contribute to its knowledge exchange and building by informing project outcomes, stemming from their experiences and needs. The members will be complementary to the **six LEAD Living Labs** in terms of knowledge and skills, level of maturity in the development of city logistics and Digital Twins solutions, but also geographic coverage.

The members of the LEAD Transferability Platform are Noord-Brabant (Netherlands), Antwerp, Hasselt, Leuven (Belgium), Murcia (Spain), Southwark (UK), Timisoara (Romania), and Toulouse (France). and the European Grouping of Territorial Cooperation bringing together the Municipalities

Figure 12: LEAD Press Releases

The Press Releases and other communication activities have resulted in, at least:

- The publication in **18 external channels** (social media and newsletters of EU projects),
- The publication of **58 news articles** (see the full list in the respective table in the Annex section).



Figure 13: Examples of News items on LEAD

4 Social Media

4.1 LinkedIn

LinkedIn (<https://www.linkedin.com/company/lead-h2020>) is the main social media channel used by the project since it 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 27.

LinkedIn Page analytics have been used to monitor the impact of communication on this channel. The table below presents an overview:

Table 2: LinkedIn analytics: November 2020 – November 2021

Type	Description	Value
Followers	Number of users following the page	498
Unique visitors	Number of unique users visiting the page	507
Page views	Total number of page views	1.238
Impressions	Number of times each update is visible for at least 300 milliseconds with at least 50% in view on a (signed in) member's screen	27.628
Clicks	Total number of clicks in posts	1.056
Shares	Total number of shared posts	107
Median engagement rate	How many times members clicked, liked, commented on, and shared content	7.92%

As presented in the table, the median engagement rate of LEAD's page was **7.92%**. As a reference, statistics have shown that, in 2021, the average engagement rate per post on LinkedIn in 2021 is **0.35%**¹. This means that LEAD's engagement rate is above average. The more successful posts have reached engagement rates of **20%** (more information is provided in the next section).

4.1.1 Social Media Campaigns

Communication actions and campaigns on social media have been centralised on POLIS, which has produced content, encouraged partners to reproduce and/or adapt them for their channels. Higher engagement rates and outreach are normally achieved by using more images for smaller accounts. Bearing this in mind, LEAD has prepared **different social media campaigns** (see example in Figure

¹ <https://www.socialinsider.io/blog/linkedin-engagement-rate/>

14 and Figure 15), based on project outputs, events and around the Transferability Platform to keep its audience engaged.



Figure 14: Example of social media campaign



Figure 15: Example of LEAD post and statistics

Figure 15 is an example of a successful campaign that was launched with the aim to engage a wider audience of stakeholders. The initial post on the Quick Facts brochure (see page 12 for more information) generated above-average engagement rates, with 973 impressions, 26 reactions, 10 shares, 199 clicks, 21% rate of click-through and a considerable engagement rate of **21%**.

A series of more specific visuals were created to disseminate the information of the brochure, also gathering above-average statistics.

5 Publications

5.1 Deliverables

All public LEAD deliverables have been made available on the website (<https://www.leadproject.eu/resources/>). These have also been made available on the [CIVITAS Initiative website](#).

Particularly, to make some of these more suited for mass communication (i.e., Deliverable 1.1), we have created the “On-demand last-mile logistics: Quick Facts from LEAD” (see figure 10).

5.2 Scientific Publications & others

In the first 18 months of LEAD, even if the result production is still gaining steam, partners have committed to already start submitting abstracts for participation in international scientific conferences, as well for the publication of scientific publications in peer-reviewed journals.

A total of **9 submissions** have been made by LEAD partners, out of which, we highlight the acceptance and **publication of the following scientific publications**:

- [*Digital Twins: A Critical Discussion on Their Potential for Supporting Policy-Making and Planning in Urban Logistics* paper.](#)
- [*The Adoption of Green Vehicles in Last Mile Logistics: A Systematic Review* paper.](#)



We also highlight the publication of an article in **Thinking Cities magazine #14**, published in July 2020, under the title “[Like two peas in a pod: Digital Twins lead the future of urban logistics](#)” (see Figure 16).

Figure 16: LEAD in Thinking Cities Magazine

A complete list of all submitted and published LEAD-related scientific publications can be found in the [Annex section](#).

6 Events

6.1 LEAD Events/Workshops

LEAD's strategy is to organise project-led events, as well as promote the organisation of workshops, presentations, and exhibition booths at relevant international events, recognising the importance of this activity for networking and effective dissemination of project results,

LEAD has organised **eight project-related** events, with a total of **238 participants**. These consisted mostly of LEAD Living Lab events, launching the respective Communities of Practice, a webinar within the scope of a POLIS webinar series, which aimed to present the project to the community, and two events specifically developed for the members of the Transferability Platform (see [section 7.1](#) for more information on these).

Like two peas in a pod: Digital Twins for urban planning



10 NOVEMBER 2020 - 14:00-15:00 CEST



Figure 17: LEAD webinar

A complete list of all LEAD-organised events can be found in the [Annex section](#).

6.2 LEAD at conferences

LEAD partners have been extremely prolific in their participation at different regional/national and international events for project promotion, as presented in Figure 18.

So far, partners have participated in a total of **36 events**, which counted with at least **2.803 participants**. The number of potential people made aware of LEAD goes substantially up if you consider the total number of attendees in conferences where LEAD had an exhibition booth (i.e., CIVITAS Forum with **1.000** participants in total, the ITS World Congress Hamburg with **15.000 participants**).

Workshops & conference participation



Figure 18: Main events LEAD participated in

The type of participation has varied from presentations, moderating breakout discussions, organising workshops, etc. From these we would highlight a few:

IPIC: International Physical Internet Conference 2021, online event.



Figure 19: LEAD at IPIC

On 16 June 2021, the **LEAD session at the International Physical Internet Conference**, moderated by the LEAD technical coordinator (INLECOM) delved into the experiences of three LEAD partners, which are developing solutions to address the challenges affecting on-demand city logistics, through collaborative activities in local Living Labs: CityLogin, SONAE and Zaragoza Logistics Centre (see Figure 19).



Soil” and was organised in the format of a virtual roundtable.

Figure 20: LEAD at EnoLL Event



Figure 21: LEAD session at ICTR 2021

ICTR 2021: International Conference on Transport Research: Hybrid/Rhodes, Greece

ICTR 2021, organised in cooperation with SENATOR, UlaaS and CERTH. The workshop showcased the experience of LEAD and its sister projects ([ULaaS](#) and [SENATOR](#)) and the [Thessaloniki Smart Mobility Living Lab](#). All of which are developing specific tools to address the challenges affecting on-demand city logistics, through collaborative activities that are developed in Living Labs (see Figure 21).

European Week of Regions and Cities 2021, in cooperation with the European Commission (DG Connect), DUET project, EnOLL and the Association of Turkish Municipalities: online event.



The workshop explored (i) what Local Digital Twins are; (ii) how both small and medium-sized and larger cities can benefit from them; (iii) what steps are needed for the planning, design, and implementation of Digital Twins in cities; (iv) how Capacity Building can empower cities in this endeavour and (v) what the main challenges and potential are for the implementation of Digital Twins. It welcomed some 85 participants (see Figure 22).

Figure 22: Local Digital Twins: Forging the Cities of Tomorrow

Nordic Edge: Expo and Conference 2021, online event:



The Rogaland County Council organised a workshop during this year's Nordic Edge Expo, on September 23rd (see Figure 23), to discuss and explore the possibilities of using Digital Twin technology in urban mobility planning. LEAD was responsible for the **moderation of a working group on Digital Twins for Urban Logistics**.

Figure 23: Digital Twin in Urban Mobility Planning



CIVITAS Forum 2021, Hybrid/Aachen, Germany.

LEAD participated at CIVITAS Forum 2021, with a **presentation** by Carlos Mateo (see Figure 24) from EMT during the Urban Logistics session. Further, the project also had a **common stand in Aachen (and online)** with SENATOR and UlaaDs projects.

Figure 24: LEAD at CIVITAS Forum

A complete list of all the events LEAD participated at events can be found in the [Annex section](#).

7 Engagement and Capacity Building

7.1 Transferability Platform

The **LEAD Transferability Platform (TP)** brings together external cities and regions to benefit from a tailored transferability programme building upon LEAD's results. This includes capacity-building, training, technical visits, interactive workshops, and customised feedback. The idea is also for the exchange to be bilateral, meaning that TP members are also expected to weigh in with specific knowledge for specific LEAD activities.

In late 2020, POLIS launched a **call for potential members**, open until the end of January 2021. Applicants were requested to fill in a short questionnaire so that partners could analyse their urban logistics profile and assess the complementarity and relevance to LEAD Living Labs.



Figure 25: LEAD call for Transferability Platform Members

This was followed by the evaluation process, with a decision being made to bring in **ten cities and regions from seven countries** as members of the LEAD Transferability Platform (see Figure 26 for full list). The members are at different stages when it comes to the development of Sustainable Urban Logistics Plans, participation in projects and ambitions to create Digital Twins.

Even if the initial idea was to accept six members, the project (in coordination with the project officer), decided to accept a higher number of members. This is because, given the COVID-19 pandemic, travel has come to a halt and the existing budget for travel will be used at a later stage, for fewer face-to-face meetings.



The **kick-off meeting of the Transferability Platform** took place on April 20th, with a first moment for the members to contact with partners. Living Lab leaders presented the objectives of their activities, whereas TP members (see Figure 26) presented the profile of their region/city and their expectations of the cooperation.

Figure 26: LEAD Transferability Platform Members

On **June 8th**, the **first Webinar organised specifically** for members of the TP took place. It focused on presenting and discussing the main findings of the LEAD report [*City Logistics landscape in the era of on-demand economy: main challenges, trends and factors influencing city logistics*](#). POLIS and Molde University Colleague were responsible for this action.

From **September to October 2021**, a series of **bilateral meetings** were carried out with each one of the LEAD Transferability Platform Members. During these discussions, participants exchanged on:

- the existing urban freight and/or Digital Twin plans/strategies in their context,
- the members' expectations/needs for their cooperation with LEAD, and
- what kind of inputs they could bring not only for the implementation of LEAD Living Labs activities but also as course materials for the LEAD Capacity Building Programme.

In the upcoming months, the results of these meetings will be analysed to plan upcoming activities of the LEAD Transferability Platform, which may consist either of bilateral exchanges for the discussion of specific topics (either between TP members, or between TP members and LEAD partners), organisation of webinars, workshops, and others

7.2 Advisory Board

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. Currently, the Advisory Board has **16 members**, as indicated in the table below.

Table 3: LEAD Advisory Board Members: November 2021

Name	Organisation
Francois-Regis Le Tourneau	L'Oréal, ALICE
Fernando Liesa	ALICE-ETP
Juan Azcarate	Madrid City Council
María Eugenia López Lambas	UPM, Civinet Spain And Portugal
Mark Gohlke	CARA European Cluster for Mobility Solutions
Toril Presttun	Norwegian Public Roads Administration (NPRA)
Michelle Coldrey	City of Gothenburg
Yossi Sheffi	MIT Center for Transportation & Logistics
David Gonsalvez	Malaysia Institute for Supply Chain Innovation
Rafael Florez	CLI-Logyca
Francesco Ferrero	LIST
Koen Triangle	IMEC
Jon Onland	Association of Dutch Municipalities
Ondřej Přibyl	Czech Technical University in Prague
Karsten Hülsemann	City of Bremen
Shaoxuan Lin	MIT Center for Transportation & Logistics

The members of the AB were invited to the **consortium meetings (Kick-off Meeting and two other consortium meetings)**. This was an initial moment for the Advisory Board members to introduce themselves and to get acquainted with the project. LEAD will continuously invite new members to join the Advisory Board.

7.3 Capacity Building, Massive Open Online Course (MOOC) -Training Workshops

LEAD partners have started conceptualising the different LEAD Capacity Building activities. Currently, the discussions are at the inception stage, mostly focusing on the topics to be addressed, the modalities of training, the allocation of responsibilities, duration, among others.

The overall approach to Capacity Building is defined as follows:

- Leveraging on different interactions with other projects and initiatives for potential production of common capacity building material/lectures (i.e., DUET project which will also have a MOOC, EIT Urban Mobility Academy, SENATOR, UlaaDS, Living-in.EU, etc.). For more information, see tables 4 & 5 in the next sections),
- Invite **external experts** contributing with specific knowledge to our courses (external do LEAD)
- Creation of a **MOOC** (online modules) to improve the capabilities and skills of personnel of authorities and researchers (in 2022),
- Organise **hands-on training workshops/labs**, on the features and use of LEAD products and models: the idea is to push these later into end of 2022 to potentially organise them face to face,
- Create a **Community of Knowledge Exchange** to encourage interactive sharing of knowledge and best practices,
- **Target groups**: Local & Regional Authorities, university students, mobility practitioners.

Figure 27 provides an overview of the initial Capacity Building tools LEAD will develop. However, at the current stage, the team is further developing each one of these.



Figure 27: LEAD preliminary Capacity Building tools

The initial objectives of LEAD's Capacity Building programme have been defined as:

- Leveraging on **results from the Living Labs** to deliver a Digital Twinning Capacity Building Programme
- Establishing a mechanism to facilitate **knowledge sharing** & enabling the exchange between experts,
- Developing dynamic courses in a flexible and **modular format**,
- Improving the **capabilities and skills** of personnel of authorities and researchers on open-source tools and modelling for Digital Twins,
- To provide a **general introduction to urban** freight, with a focus on on-demand and last-mile logistics.

The preliminary topics identified as potential are:

1. Introducing Urban Freight & on-demand last-mile logistics:

- New challenges of on-demand last-mile logistics, electrifying the last-mile (ZEZfs), last-mile distribution schemes, etc.

2. Living Labs for Urban Freight and Digital Twins

- How to set-up a Living Lab, stakeholder engagement and co-creation, LEAD Communities of Practice.

3. Modelling, simulation, and data for urban freight planning

- Review of existing models and simulations applied to urban freight, Data sharing & platforms for data sharing, application of modelling.

4. Digital Twin Technologies:

- i.e., Basic concepts and architecture, technical requirements, interoperability

5. Policy & Decision-making

- i.e., How to use models for policy-making, visualisation and decision support system tools.

The different partners who are developing activities are currently exchanging on all the matters abovementioned to move forward with this task. Thus, all the information included regarding Capacity Building should be taken as preliminary, to be further refined.

In addition to exchanges between LEAD partners, we have endeavoured in discussions with the members of the Transferability Platform to gather insights into what type of topics they would like to see addressed, as well as which type of formats they would favour.

LEAD used the workshop at the **European Week of Regions and Cities (Local Digital Twins: Forging the Cities of Tomorrow)** to also get inputs about what are the existing training needs for cities and regions. Participants indicated that data availability, digital awareness at the political level, and data quality and format as the most pressing training needs, while also raising the point of Living Lab management. The inputs gathered on both occasions will be integrated into a final version of the plan.

The initial aim is for the Capacity Building Preliminary Plan (including formats, tools, etc., to be ready in early 2022, with the launch of the first activities of the MOOC during the 1st semester of 2022. Once the course is launched, an appropriate communication campaign will be launched to attract participants.

7.4 International Cooperation - Liaison with other EU projects and initiatives

As its prerogative, LEAD partners have engaged in liaison and clustering activities, to different degrees, with relevant EU-funded projects, but also with related initiatives and organisations.

Different partners (POLIS, EMT, INLECOM, SONAE, ZLC, UPM) have actively engaged in different exchanges with a wide array of projects and initiatives, mainly to fully explore synergies related to the topics of Urban Freight and Digital Twins. These exchanges mostly focused on the exchange of

technical information, cross-promotion activities and exploring the potential for synergies for capacity building actions.

LEAD has particularly **fostered close cooperation with other projects** funded under the call, namely [SENATOR and UlaaDS](#). This cooperation has mostly focused on how the projects can better benefit from each other, for exchange of knowledge and cross-promotion.

The tables below summarise the different contacts established together with the type of cooperation:

Table 4: Cooperation with EU-Funded projects

Project	Type of Cooperation
<u>SENATOR/UlaaDS</u>	Regular technical meetings to share project related developments, Contact between communication teams for cross-promotion and preparation and organisation of common events (i.e., CIVITAS Forum, ICTR, etc.), Exploring additional synergies for LEAD's Capacity Building Activities. Cooperation in the organisation of common events (i.e., workshop at EWRC)
<u>DUET</u>	Sharing of technical inputs (participation in Advisory Board), Exploring additional synergies for LEAD's Capacity Building Activities.
<u>HARMONY</u>	Sharing of technical inputs. Specifically, TU DELFT is working to jointly develop a crowd shipping case study that will be applied in MASS-GT.
<u>SPHERE</u>	In contact for cross-promotion.
<u>ECOLOGISTICS</u>	Knowledge transfer collaboration.
<u>CIVITAS ELEVATE</u>	Evaluation support for LEAD.
<u>ICONET</u>	Knowledge transfer collaboration, exploitation of project results.
<u>Interreg ST4W/IW-NET</u>	In contact for cross-promotion and potential cooperation on 1) data sharing for freight; 2) peer-to-peer exchange on use cases
<u>HIDALGO</u>	Knowledge transfer collaboration
<u>URBANAGE</u>	Knowledge transfer collaboration
<u>PRECCINT</u>	Initial contact for exploitation of potential synergies.

Table 5: Cooperation with relevant initiatives and organisations

Initiative/Organisation	Type of Cooperation
<u>Living-in.EU</u>	Open line of communication, Living-in.EU initiative speakers have been invited to participate in LEAD events (i.e., DG Connect). LEAD partners have acted as discussion facilitators in events organised by the initiative. Organisation of common events: workshop “Local Digital Twins: forging the cities of the future at the European Week of Regions and cities 2021. Exploratory conversations on potential common capacity building activities.
<u>European Space Agency</u>	Exploratory conversation schedule to learn more about the agency's actions on Digital Twins and potential for cooperation
<u>EIT Urban Mobility</u>	Exploring synergies for LEAD's Capacity Building Activities
<u>ECOLOGISTICS</u>	Exploring synergies for LEAD's Capacity Building Activities
<u>ALICE-ETP</u>	Continuous communication, Networking, Business Stakeholders engagement.
<u>Union of Turkish Municipalities</u>	Organisation of common events: workshop “Local Digital Twins: forging the cities of the future at the European Week of Regions and cities 2021.
<u>EnoLL</u>	Organisation of common events: workshop “Local Digital Twins: forging the cities of the future at the European Week of Regions and cities 2021. Exploratory conversations on potential common capacity building activities.

As for the International Collaboration with China and the USA, these activities have mostly slowed down since international travel is not possible due to COVID-19.

This type of activity will continue throughout project implementation, whenever it fits LEAD's and the mentioned entities' objectives. As explained throughout the deliverable, several of these initial ideas of cooperation have already materialised (i.e., organisation of common events, stands, exchange of technical information, etc.)

8 Annexes

8.1 LEAD Events: 8 events

Table 6: LEAD Events

Name	Organiser	Date	Location	Dissemination level	Participants
WS LL Madrid	UPM	17/11/2020	Online	Local	25
Like two peas in a pod: Digital Twins for urban planning	POLIS	10/10/2020	Online	European	70
WS LL Hague	TU Delft	4/12/2020	Online	Local	23
WS Porto	SONAE MC	16/12/2020	Online	Local	20
WS Budapest	BKK	17/01/2021	Online	Local	20
WS LL Madrid	UPM	17/12/2020	Online	Local	25
Launch of TP	POLIS	20/04/2021	Online	European	30
Webinar on City Logistics landscape in the era of on-demand economy: main challenges, trends and factors influencing city logistics	POLIS	21/06/2021	Online	European	30

8.2 LEAD participation in external events: 36 events

Table 7: LEAD at external events

Name	Organiser	Date	Location	Level	Target groups	Partner	Participants	Type
Polis Annual Conference	POLIS	03/12/2020	online	European	Local Government, Policy Makers, Technology Suppliers, Solution Providers	EMT	50	Presentation
SIET Conference "Transport in a changing world"	University of Genova Italy	18/09/2020	online	Local	Academic	MOLDE	60	Presentation
Urban Mobility Days	European Commission	30/09/2020	online	European	Local Government, Policy Makers, Technology Suppliers, Solution Providers	EMT	100	Presentation
Eficiencia del transporte y la logística en los nuevos modelos de ciudad	Organización Empresarial de Logística y Transporte	11/11/2020	online	National	Local Government, Policy Makers, Technology Suppliers, Solution Providers	EMT	No info	Presentation
Polis Annual Conference	POLIS	03/12/2020	online	European	Local Government, Policy Makers, Technology Suppliers, Solution Providers	POLIS	No info	Booth (online)

Name	Organiser	Date	Location	Level	Target groups	Partner	Participants	Type
Managing the unexpected: SUMPS and new mobility services during COVID-19	HARMONY Project	14/12/2020	online	European	Local Government, Policy Makers, Technology Suppliers, Solution Providers	INLECOM	No info	Presentation
How Local Digital Twins can contribute to the Green deal/transition	EC	22/04/2021	online	European	Local government, Policy Makers	TUDELFT	30	Facilitation of discussion group
Re-thinking the Last Mile to face the next normal	International Trade Council	14/04/2021	online	Global	Policy Makers	LAST MILE TEAM	1.047	Presentation
Autonomy Summit	Autonomy	20/05/2021	online	Global	Local Government, Policy Makers, Technology Suppliers, Solution Providers	SONAE MC	No info	Panel discussion
Autonomy Digital	Autonomy	20/05/2021	online	Global	Local Government, Policy Makers, Technology Suppliers, Solution Providers	BKK Budapest	No info	Panel discussion
Artificial Intelligence for Industry Congress	Southern European Cluster in Photonics & Optics	28/04/2021	online	Global	Industry	LAST MILE TEAM	No info	Presentation

Name	Organiser	Date	Location	Level	Target groups	Partner	Participants	Type
EUROCITIES Mobility Forum	Eurocities	09/06/2021	Online	Global	Local Government, Policy Makers, Technology Suppliers, Solution Providers	EMT	No info	Presentation
Innovacion en la última milla: Proyectos Colaborativos para dar respuesta a los desafíos presentes y futuros	Logistop	01/12/2020	Online	National	Industry	CITYLOGI N	No Info	Presentation
Like two peas in a pod: Digital Twins for urban planning	POLIS	10/11/2020	Online	European	Local Government, Policy Makers	EMT	No info	Presentation
Mobility 2021	Transportøko nomisk institutt - TØI	16/02/2021	Online	Local	Industry	NIMBER TECH	650	Presentation
Madrid Mobility Summit	Itafec	01/06/2021	Online	Global	Local Government, Policy Makers, Technology Suppliers, Logistics Providers	POLIS	No info	Presentation
Kautz Conference 2021	Szechenyi Istvan University	22/06/2021	Online	European	Academia	Szechenyi Istvan University	No info	Presentation
Anthropolis Chair Seminar Series	CentraleSup elec, IRT SystemX	09/06/2021	Online	Global	Academia	ISX	25	Presentation
New Trends in Sustainable Last-Mile Delivery	ESSEC, CentraleSup elec, IRT SystemX	03/05/2021	Online	European	Academia	ISX	50	Presentation

Name	Organiser	Date	Location	Level	Target groups	Partner	Participants	Type
European Digital Week	Digital4Europe	26/11/2021	Online	European	Industry	ZLC	No info	Presentation
Conocimientos Híbridos	Etopia	02/07/2021	Zaragoza	Local	Industry	ZLC	No info	Presentation
IPIC	ALICE ETP	16/06/2021	Online	European	Industry, Academia	ZLC /INLECOM/ POLIS/SO NAE MC	No info	Presentation
Researcher workshop on last mile deliveries	Norwegian Public Roads Administration	27/10/2020	Online	National	Academia	MOLDE	30	Presentation
WS City Distribution Innovations	Argusi	21/07/2021	Online	National	Academia	ARGUSI BV	11	Presentation
SpliTech	University of Split	21/09/2021	Split	European	Academia	ISX	No info	SpliTech
Reverse Pitch-Off	Southern European Cluster in Photonics & Optics and Aviation & Travel incubator	21/07/2021	Online	Global	Airline Industry	LAST MILE TEAM	200	presentation
Flagship 7 of the Zero Pollution Action Plan	EnoLL & European Commission	21/09/2021	Online	European	Cities, practitioners	INLECOM	No info	Discussion panel



Name	Organiser	Date	Location	Level	Target groups	Partner	Participants	Type
ICTR 2021: Living Labs: enabling and accelerating innovation for on-demand city logistics	CERTH	21/09/2021	Hybrid	European	Cities, practitioners	POLIS	40	Workshop
Nordic Edge: Twin City: Digital Twin in Urban Mobility Planning	Rogaland county	23/09/2021	Hybrid	European	Cities, practitioners, industry	POLIS	50	Breakout room
SIET Conference: International Projects Urban Freight	Roma Tre University	30/09/2021	Online	Local	Academic	POLIS	15	Presentation
EWRC: Local Digital Twins: Forging the cities of tomorrow	European Commission, Committee of Regions	13/10/2021	Online	European	Cities, practitioners	POLIS	85	Workshop
CIVITAS Forum: Urban logistics session	CIVITAS	20/10/2021	Hybrid	European	Cities, practitioners	POLIS	100	Presentation + booth
Madrid Mobility Week	LaNave	22/09/2021	Online	National	Cities, practitioners, industry	LAST MILE TEAM	40	Presentation
ITS World Congress Hamburg	ERTICO	11/10/2021	Face2Face	Global	Cities, practitioners, industry	POLIS	15000	Booth
Human resources in freight	POLIS	11/4/2021	Online	European	Cities, practitioners, industry	EMT	20	Presentation

Name	Organiser	Date	Location	Level	Target groups	Partner	Participants	Type
Immediate reactions, long term effects	Hungarian Logistics, Purchasing and Inventory Society	10/11/2021	Face2Face	National	Cities, practitioners, industry	SZECHENYI ISTVAN UNIVERSITY	200	Presentation

8.3 LEAD related news

Table 8: News published about LEAD

Date	Outlet	Title	Level	Media	Link
06/9/2020	TRELab	I “gemelli digitali” come strumento per migliorare la logistica urbana: TRELab partecipa al progetto europeo LEAD	National	Web-media (News articles)	Link
06/09/2020	El Mercantil	El proyecto LEAD desarrollará un digital twin para la logística urbana en Madrid	National	Web-media (News articles)	Link
06/09/2020	Aragon Digital	ZLC se une al proyecto LEAD para dar soluciones innovadoras a la logística urbana	Local	Web-media (News articles)	Link

Date	Outlet	Title	Level	Media	Link
06/09/2020	Diario del Puerto	Zaragoza Logistics Center se une al proyecto de última milla de LEAD	National	Web-media (News articles)	Link
06/10/2020	Logistica cdecomunicacion	Madrid, una de las seis ciudades seleccionadas por LEAD para impulsar 'gemelos digitales' en la logística urbana	National	Web-media (News articles)	Link
06/12/2020	CityLogistics	Digital Twins lead the future of urban logistics	European	Web-media (News articles)	Link
06/17/2020	Esmartcity	Madrid participa en un proyecto para crear gemelos digitales de redes de logística urbana	National	Web-media (News articles)	Link
06/26/2020	ELTIS	Six European cities to experiment with 'digital twins' for urban logistics	European	Web-media (News articles)	Link
07/27/2020	POLIS	Have a say: CIVITAS LEAD is mapping challenges and trends in urban freight transport	European	Web-media (News articles)	Link
08/31/2020	CIVITAS	Have a say: CIVITAS LEAD is mapping challenges and trends in urban freight transport	European	Web-media (News articles)	Link
10/28/2020	CIVITAS	New multi-language survey to map challenges and trends in urban freight transport	European	Web-media (News articles)	Link
10/29/2020	CIVITAS	LEAD webinar: Like two peas in a pod - Digital Twins for urban planning	European	Web-media (News articles)	Link

Date	Outlet	Title	Level	Media	Link
10/29/2020	ELTIS	LEAD webinar: Like two peas in a pod - Digital Twins for urban planning	European	Web-media (News articles)	Link
11/10/2020	POLIS	Digital twins for urban logistics planning: join the LEAD Transferability Platform!	European	Web-media (News articles)	Link
11/10/2020	GECKO	The LEAD project: Digital Twins for low emission last mile logistics	European	Web-media (News articles)	Link
11/11/2020	ZLC	Liderando la logística urbana bajo demanda	National	Web-media (News articles)	Link
11/11/2020	ZLC	Taking a LEAD in on-demand city logistics	National	Web-media (News articles)	Link
18/11/2020	ELTIS	Join LEAD's Transferability Platform and learn what Digital Twins can do for Urban Freight	European	Web-media (News articles)	Link
20/11/2020	CIVITAS	Digital twins for urban logistics planning: join the LEAD Transferability Platform!	European	Web-media (News articles)	Link
20/11/2020	SENATOR	Meet SENATOR's "sister" projects: LEAD and ULaaDS	European	Web-media (News articles)	Link

Date	Outlet	Title	Level	Media	Link
04/01/2021	POLIS	New deadline: join the LEAD Transferability Platform!	European	Web-media (News articles)	Link
12/02/2021	TRELAB	La logistica urbana nell'era dell'on-demand economy: una ricerca per il progetto LEAD	National	Web-media (News articles)	Link
02/22/2021	POLIS	Report sheds light on the main challenges, trends and factors influencing city logistics	European	Web-media (News articles)	Link
03/02/2020	CIVITAS	New LEAD deliverable considers challenges, trends and influencing factors to city logistics	European	Web-media (News articles)	Link
11/03/2021	ELTIS	Report sheds light on the main challenges, trends and factors influencing city logistics	European	Web-media (News articles)	Link
11/26/2020	SENATOR	Meet SENATOR's "sister" projects: LEAD and ULaaDS	European	Web-media (News articles)	Link
26/03/2021	POLIS	Eleven cities and regions to replicate solutions on Digital Twins for urban logistics planning	European	Web-media (News articles)	Link
21/06/2021	CIVITAS	LEAD Page	European	Web-media (News articles)	Link

Date	Outlet	Title	Level	Media	Link
05/07/2021	UlaaDs	Resilient planning for Sustainable Urban Logistics: workshop recap	European	Web-media (News articles)	Link
08/25/2021	CIVITAS	Workshop at ICTR	European	Web-media (News articles)	Link
04/10/2021	Cadena de Suministro	Murcia participation in LEAD	European	Web-media (News articles)	Link
10/13/2021	LogiNews	Madrid pone en marcha un proyecto piloto logístico de reparto de bajas	National	Magazine	Link
10/13/2021	Ruta del Transporte	Madrid acoge un piloto logístico de reparto de bajas emisiones	National	Magazine	Link
10/13/2021	Cadena de Suministro	Nuevo microhub de última milla en el centro histórico de Madrid	National	Magazine	Link
10/13/2021	MadridPress.Com	El parking de la Plaza Mayor acoge el proyecto piloto de un microhub de reparto de mercancías	European	Web-media (News articles)	Link
10/13/2021	Viajeros	EMT Madrid participa en un proyecto de reparto urbano sostenible de	National	Magazine	Link
10/13/2021	ONDA MADRID	El delegado de Movilidad, Borja Carabante, ha estado hoy en el aparcamiento de la Plaza Mayor para visitar un proyecto piloto que persigue una carga y descarga menos contaminante en el centro de la capital	National	Radio	Link
10/13/2021	Gaceta Madrid	EMT y CITYlogin ponen en marcha un 'microhub' logístico en la Plaza Mayor para el reparto a domicilio	National	Web-media (News articles)	Link

Date	Outlet	Title	Level	Media	Link
10/18/2021	ESMARTCITY	El proyecto europeo Lead busca avanzar hacia entregas de última milla sostenibles a través de gemelos digitales	National	Web-media (News articles)	Link
10/19/2021	America Retail	Sostenibilidad: Un proyecto piloto busca una última milla más sostenible	National	Web-media (News articles)	Link
10/19/2021	Aqui.Madrid	Proyecto piloto logístico de reparto, con bajas emisiones, en Madrid	National	Web-media (News articles)	Link
10/20/2021	Nexotrans	Un microhub logístico impulsará el reparto de bajas emisiones	National	Web-media (News articles)	Link
10/13/2021	Es Por Madrid	Nuevo 'microhub' logístico con motos eléctricas en el aparcamiento de la plaza Mayor	National	Web-media	Link
10/13/2021	El Mercantil	Citylogin prueba un microhub en el centro de Madrid para la distribución urbana	National	Magazine	Link
10/13/2021	Madrid Es Noticia	Un 'microhub' logístico impulsará el reparto sostenible de mercancías	National	Web-media	Link
10/13/2021	La Cerca	Un microhub logístico en el aparcamiento de la plaza Mayor impulsará el reparto de bajas emisiones	National	Web-media	Link
10/13/2021	Servimedia	Un microhub logístico en el aparcamiento de la plaza Mayor impulsará el reparto de bajas emisiones	National	Web-media	Link
10/13/2021	Madrid Diario	El parking de Plaza Mayor estrena una base para distribuir mercancías con motos eléctricas	National	Newspaper	Link
10/13/2021	La Vanguardia	Madrid pone en marcha un centro logístico para reparto de bajas emisiones	National	Newspaper	Link

Date	Outlet	Title	Level	Media	Link
10/14/2021	Onda Madrid	Otro Proyecto puntero, esta vez con beneficios directos para el medio ambiente. El Ayuntamiento de Madrid ha puesto en marcha una iniciativa piloto de reparto de mercancías sostenible mediante un centro logístico situado en el aparcamiento de la Plaza Mayor	National	Radio	Link
10/18/2021	ESMARTCITY	El proyecto europeo Lead busca avanzar hacia entregas de última milla sostenibles a través de gemelos digitales	National	Web-media	Link
10/21/2021	European Commission	Local Digital Twins: Forging the Cities of Tomorrow	European	Web-media	Link
11/03/2021	POLIS	Local Digital Twins: Forging the Cities of Tomorrow	European	Web-media	Link



8.4 LEAD Scientific Publications

Table 9: LEAD scientific publications & Magazines

Date	Title of periodical/series	Type	Article Title	Author	Year	Open Access
01/07/2020	Thinking Cities #14	Magazine	Like two peas in a pod: Digital Twins lead the future of urban logistics	Giacomo Lozzi/ Claudia Ribeiro	2020	Yes
18/12/2020	Sustainability	Journal	Digital Twins: A Critical Discussion on Their Potential for Supporting Policy-Making and Planning in Urban Logistics	Marcucci, E., Gatta, V., Le Pira, M., Hansson, L., Bråthen, S.	2020	Yes
22/12/2020	Sustainability	Journal	The Adoption of Green Vehicles in Last Mile Logistics: A Systematic Review	Patella, S.M., Grazieschi, G., Gatta, V., Marcucci, E., Carrese, S	2020	Yes
10/11/2020	2020 IEEE International Conference on Systems, Man, and Cybernetics (SMC)	Conference Proceedings	"Towards Engineering Cognitive	N. Zhang, R. Bahsoon, G. Theodoropoulos	2020	Yes



Date	Title of periodical/series	Type	Article Title	Author	Year	Open Access
07/05/2021	6th International Conference on Smart and Sustainable Technologies 2021	Conference Proceedings	Towards a Digital Twin Framework for Adaptive Last Mile City Logistics	Abdelhadi Belfadel, Sebastian Hörl, Rodrigo Javier, Tapia, Jakob Puchinger	2021	Yes
23/03/2021	9th International Workshop on Agent-based Mobility, Traffic and Transportation Models (ABMTRANS)	Conference Proceedings	Integrating discrete choice models with MATSim scoring	Sebastian Hörl	2021	Yes
09/02/2021	International Congress on Transportation Research (ICTR)	Conference Proceedings	Towards the development of interconnection platforms for urban freight services: A process blueprint.	Tapia, R., Kourounioti, I., Tavasszy, L.	2021	Yes
04/05/2021	International Congress on Transportation Research (ICTR)	Conference Proceedings	Innovative city logistics measures: sustainability impacts, feasibility and stakeholders' value	Beatriz Royo, José Manuel Vassallo, Carolina Ciprés, Sara Sánchez	2021	Yes
06/11/2021	European Journal of Operational Research	Journal	Van-based robot hybrid pickup and delivery routing problem	Shaohua Yu, Jakob Puchinger, Shudong Sun	2021	Yes

Date	Title of periodical/series	Type	Article Title	Author	Year	Open Access
01/01/2022	Kautz Conference 2021 - Innovation, digital transformation, ways to recover from the crisis	Conference Proceedings	Flexible framework for sustainable and efficient last mile logistics	Adrián Horváth	2022: submitted	Yes
11/10/2021	Logistics News	Magazine of Hungarian Logistics, Purchasing and Inventory Society	The future of last mile delivery - application of digital twin		2021	Yes

Consortium information

The [LEAD project](#) will create Digital Twins of urban logistics networks in six TEN-T urban nodes (Madrid, The Hague, Lyon, Budapest, Oslo, Porto), to support experimentation and decision making with on-demand logistics operations in a public-private urban setting. Digital Twins are a digital replica of a complex real-world urban environment that represents different processes, actors, and their interaction.

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