

D4.4 Communication and Outreach Activities and LEAD website: Period 2 September 2023

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1 Acronyms

AB: Advisory Board

CB: Capacity Building

DT: Digital Twin

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

The [LEAD project](#) created 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.

The **Stakeholders Engagement Strategy and Dissemination Plan (D4.1 submitted January 2021)** established the core guidelines for all communication, dissemination, and engagement strategies of LEAD, and **D4.3: Communication and Outreach Activities and LEAD website: Period 1** reported on the progress made in the first half of the project.

The objective of this deliverable (**D4.4: Communication and Outreach Activities and LEAD website: Period 2**) is to report on the activities carried out for the communication, dissemination, networking, and outreach of the LEAD project during the second half of the project (M18 to M40).

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 conferences.

Information on the Transferability Platform, Advisory Board, Capacity Building Activities and International Cooperation – Liaison with other EU projects and initiatives will not be included, as these activities have dedicated deliverables (D4.2, D4.5 and D4.6).

The target groups for Communication and Dissemination activities, as defined in D4.1 were:

- 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.

Given the novel concepts introduced in LEAD and the technical complexity of the project outcomes, special attention has been given to tailoring communication activities to different stakeholder groups, especially city representatives. The process of monitoring communication, dissemination and engagement activities was a constant throughout project implementation, through the establishment of a collaborative dissemination monitoring tool in which partners reported any communication and dissemination activities carried out.

3 Dissemination material and communication tools

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

3.1 Project identity and templates

LEAD developed an **eye-catching** and **coherent visual identity**, used consistently across all communication and dissemination materials, through its logo, colour scheme, references to the CIVITAS Initiative, and acknowledgement of EU funding, used consistently in its templates (Reports, Deliverables and PowerPoint, etc.) 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 was managed by POLIS. It serves as the project's **main information gateway** and 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. For the purposes of the report, we share the analytics corresponding to the entire duration of the project, instead of the time covered in Period 2.

Session: This corresponds to the total number of sessions within the abovementioned date interval. 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 20.813.

Users: This expresses the number of visitors that have had at least one session within the abovementioned date interval. It includes both new and returning visitors. LEAD's website had a total of 19.000 users. The total number of **visualisations** of different pages has been 45.000.

The figures below provide additional information given on other dimensions.

1		15 920
2	/	835
3	(not set)	808
4	/learn-about-digital-twins-and-urban-logistics-in-our-new-e-course	439
5	/save-the-date-for-the-urban-logistics-innovation-day	401
6	/our-cities	175
7	/livinglabs/madrid	152
8	/about	144
9	/resources	123
10	/livinglabs/lyon	108

Figure 6: Most visited pages

1	Direct	11 792
2	Organic Search	5 587
3	Referral	965
4	Organic Social	658

Figure 7: Origin from visitors

The figures above provided some relevant information. For instance, **most visitors of the website reach it directly**. In other words, by using the direct link to the website.

LEAD partners have also created **links to the central project website on their websites** (i.e., [POLIS](#), [BKK](#), [ZLC](#), + INLE (<https://inlecom.gr/portfolio/lead/>) etc.). Specific LEAD pages have been created on the websites of other initiatives (i.e., [CIVITAS](#), [ALICE Knowledge Exchange Platform](#), etc.).

The website will remain active for at least five years after the project's conclusion.

3.3 LEAD leaflet, brochure and roll-up

Early in the project, a **first version of the [LEAD brochure](#)** was created, uploaded on the project's website, and distributed among partners for dissemination (see image below).



Figure 8: First version of LEAD Brochure

A **second**, more visually appealing **version**, with some updates, was created later on (see image below).



Figure 9: Second version of LEAD Brochure

A LEAD roll-up was created to be displayed at events and stands in which the project participated (figure 11). 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.

A LEAD roll-up was created to be displayed at events and stands in which the project participated.



Figure 10: LEAD roll-up



Figure 11: On-demand last-mile logistics: Quick Facts from LEAD

3.4 Newsletters

A total of **seven 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 (including the LEAD Final Conference),
- Promotion of the LEAD Massive Open Online Course,
- Promotion and cooperation with EU-level projects or initiatives (i.e., SENATOR, UlaaDS, Living-in.EU, ALICE-ETP, etc.)

The table below lists additional information on the LEAD newsletters published.

Table 1: LEAD newsletters information

Item	Date	Open	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 up to?	February 2021	53.5% (23)	16.3% (7)	Link
Newsletter #3: It's event season!	September 2021	58.9% (33)	12.5% (7)	Link
Newsletter #4: micro hubs, quick facts on last-mile logistics and more!	January 2022	47.4 % (36)	17.1% (13)	Link
Newsletter #5: Living Labs advance in use cases for Digital Twins	June 2022	42.8% (62)	6.9% (10)	Link
Newsletter #6: join our e-course on Digital Twins for Urban Freight	March 2023	26.4% (39)	8.8% (13)	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. Specific newsletters to promote the Urban Logistics Innovation Days (LEAD Final Conference) were also sent.

A final newsletter (#7) will be sent in early October, including information on the LEAD Final Conference, the video, the LEAD Platform, the LEAD Policy Recommendations, among others.

LEAD has maximised its communication and dissemination potential by using **other privileged communication channels within the consortium**. Specific LEAD associated news and/or articles were 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. Information on LEAD activities has also been shared via other entities and initiatives' newsletters, such as ALICE-ETP, Autonomy, UlaaDS and SENATOR, among others.



Figure 12: 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. **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](#)



This project has received funding from the European Union's Horizon 2020 research and innovation programme under grant agreement No 861398.

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.



This project has received funding from the European Union's Horizon 2020 research and innovation programme under grant agreement No 861398.



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 13: LEAD Press Releases

The Press Releases and other communication activities have resulted in, at least the publication of **92 news articles** (see the full list in the respective table in the Annex section).



The Urban Mobility Observatory

Eltis facilitates the exchange of information, knowledge and experience in the field of sustainable urban mobility in Europe.



MOVILIDAD MADRID

Madrid pone en marcha un centro logístico para reparto de bajas emisiones

• Madrid, 13 oct (EFE).- 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, con una flota eléctrica especialmente adaptada para la distribución urbana.

AGENCIAS

13/10/2021 14:40 | Actualizado a 13/10/2021 18:28

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Report sheds light on the main challenges, trends and factors influencing city logistics

By Clàudia Ribera | Updated: 11 Mar 2021

Submitted by Clàudia Ribera on 11 Mar 2021
The resilience of the logistics chain is essential and has been put through several stress tests with the rise of on-demand logistics, aiming to accommodate citizens' expectations for fast delivery at low or even or zero cost. Urban logistics have long been an important element of sustainable urban mobility, with its importance being further reinforced with the COVID-19 crisis. The fast-changing patterns of consumers, who are increasingly turning to online on-demand platforms, is also bringing additional stress to the existing systems and to last mile deliveries with pressing calls for action.

LEAD partners from Molde University and POLIS have recently published the report "City Logistics landscape in the era of on-demand economy: main challenges, trends and factors influencing city logistics". The study provides an analysis of the strategic, regulatory, business, technology, and environmental factors influencing complex city logistics systems in the on-demand economy era. It includes a literature review and a survey with 125 respondents to identify the most relevant factors influencing urban logistics, including an analysis broken down per type of stakeholder. The research concluded that new technologies, consumer requirements and economic and demographic elements were selected as the factors that most influence on-demand logistics.

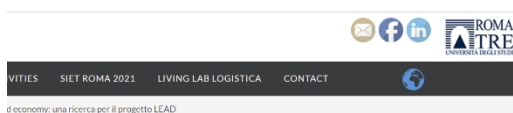
WHAT INFLUENCES CITY LOGISTICS?

NEW TECHNOLOGIES

Technology innovations are expected to transform the logistics landscape, with the most relevant aspects of delivery, such as those that impact on-demand, being the most relevant. These include: autonomous vehicles, drones, and last-mile delivery.

CONSUMER REQUIREMENTS

The market is increasingly becoming more and more on-demand, with the most relevant aspects of delivery, such as those that impact on-demand, being the most relevant. These include: autonomous vehicles, drones, and last-mile delivery.



La logistica urbana nell'era dell'on-demand economy: una ricerca per il progetto LEAD

Il Laboratorio di Ricerca sui Trasporti (TRELab) dell'Università Roma Tre, insieme a Molde University College e POLIS, ha realizzato una ricerca per il progetto LEAD, finanziato dall'Unione Europea: "City logistics landscape in the era of on-demand economy: Main challenges, trends and factors influencing city logistics" (in inglese):

- Full Study

La ricerca (deliverable 1.1) è inquadrata all'interno del primo obiettivo del progetto, il quale mira a fornire un quadro contestuale di supporto al disegno e all'implementazione di soluzioni convenienti e sostenibili per l'ultimo miglio della logistica, coinvolgendo gli stakeholder nella co-creazione di soluzioni logistiche innovative dell'ultimo miglio e servizi che indirizzano i bisogni dell'economia on-demand. Nel deliverable viene fornita un'analisi dei fattori strategici, regolatori, di business, tecnologici e ambientali che influenzano il complesso ecosistema logistico urbano nell'era on-demand.



Shaping Europe's digital future

Home Policies Activities News Library Funding Calendar Consultations

Home > Library > Local Digital Twins: Forging the Cities of Tomorrow

EVENT REPORT | Publication 21 October 2021

Local Digital Twins: Forging the Cities of Tomorrow

Part of the European Week of the Regions, this workshop aimed to explore: What are Local Digital Twins? How can both small and medium sized and larger cities benefit from them? What steps are needed for the planning, design, and implementation of Digital Twins in cities? How can Capacity Building empower cities in this endeavor? What are the main challenges and potential are for the implementation of Digital Twins?

The session on "Local Digital Twins - Forging the cities of tomorrow" during the European Week of Regions and Cities 2021 took place on the 13th October and was organised in collaboration with DG CONNECT Technologies for smart communities, the LEAD and DUET H2020 projects working on Local Digital Twins, the Union of Municipalities of Turkey as well as ENoLL. The workshop aimed to explore (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



Related topics

eGovernment Smart cities



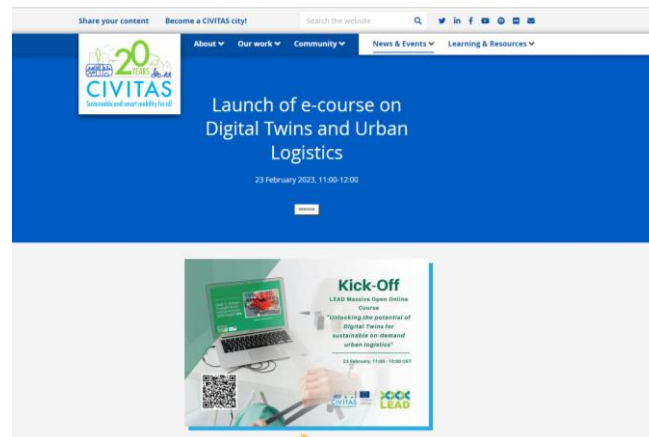


Figure 14: Examples of News items on LEAD

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 activities.

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 – September 2023

Type	Description	Value
Followers	Number of users following the page	1040
Unique visitors	Number of unique users visiting the page	928
Page views	Total number of page views	2013
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	44761
Clicks	Total number of clicks in posts	1804
Shares	Total number of shared posts	159
Median engagement rate	How many times members clicked, liked, commented on, and shared content	Around 9%

As presented in the table, the median engagement rate of LEAD's page was around 9%. As a reference, statistics have shown that, in 2021, the average engagement rate per post on LinkedIn in 2021 is 3.16¹. This means that LEAD's engagement rate is above average. The more successful posts have reached engagement rates of 16%.

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/>

16 and Figure 17), based on project outputs, events and around the Transferability Platform to keep its audience engaged.



Figure 15: Example of social media campaign

Figure 17 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.

Figure 18 is another example of a successful campaign on the launch of the LEAD Massive Online Open Course. The post counted with 1441 impressions, **74 reactions**, **20 reposts**, 46 clicks, 3.25% of click-through rate and an engagement rate of 10.11%.



Figure 16: Example of LEAD post and statistics

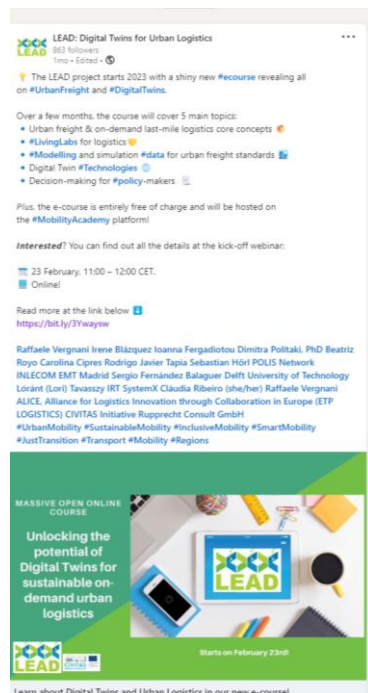


Figure 17: Example of LEAD post and statistics 2

4.1.2 LEAD Video

The LEAD video was launched in September 2023, [uploaded on YouTube](#) and promoted in social media, as well as shown during LEAD’s Final Conference. The video script was produced by POLIS, whereas the video design and production was carried out by INLECOM. The video provides a general overview of what LEAD consists of and presents the LEAD Platform. The video includes subtitles to make it more accessible. It has gotten 111 views in the first week.



Figure 18: LEAD Video

5 Publications

5.1 Deliverables

All approved 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

LEAD partners committed to submitting and publishing abstracts for participation in international scientific conferences, as well for the publication of scientific publications in peer-reviewed journals.

A total of 22 **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.*](#)
- [*Adapting JSPRIT for the electric vehicle routing problem with recharging: implementation and benchmark*](#)
- [*On-Demand Logistics: Solutions, Barriers, and Enablers*](#)
- [*Towards a Digital Twin Framework for Adaptive Last Mile City Logistics*](#)

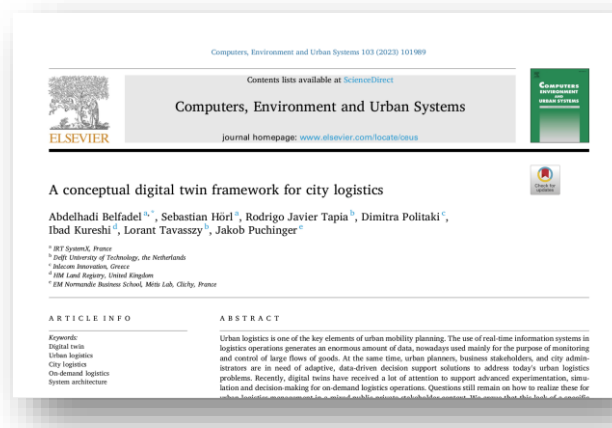


Figure 19: LEAD-related journal article

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](#)”, as well as the LEAD success story on the SENATOR website “Digital Twins enhance low-emission last mile logistics for on-demand economy”, and a feature article on the second issue of the Cities in Motion Magazine, [titled “Take the LEAD”](#).

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 has been 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 **twenty one project-related** events, with an approximate number of participants of **577 participants**. These consisted of LEAD Living Lab workshops (at least two per Living Lab, events catered to the members of the Advisory Board and Transferability Platform, and events related to the Massive Open Online Course (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 20: LEAD webinar

Detailed information about the events organised for the Advisory Board, Transferability Platform and within the scope of the MOOC can be found

in the corresponding deliverable: **D4.5 Advisory Board, Transferability platform and Capacity building Activities**.

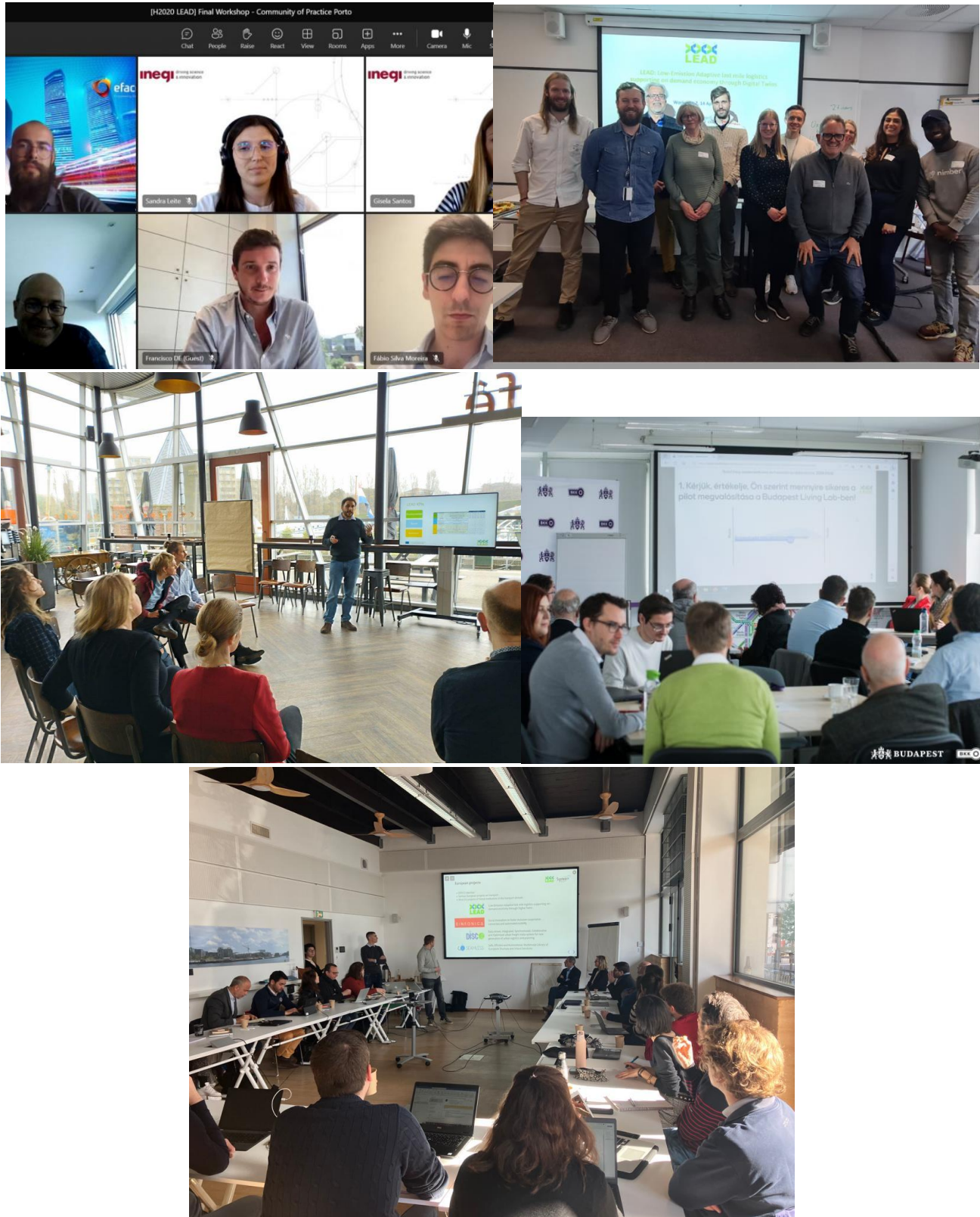


Figure 21: LEAD Local Workshops

LEAD Final Conference: “Urban Logistics Innovation Day”

The Urban Logistics Innovation Day was organised as the final conference of LEAD, in cooperation with ALICE-ETP, bringing together other urban logistics innovative projects, to showcase innovative solutions. The event took place in Brussels on September 26th, at the premises of COMET Louise, with a great turnout of **101 participants**.

The goal of the event was:

- To showcase innovative solutions developed by the LEAD project and seek opportunities of exploitation;
- To connect ongoing innovative projects (MOVE21, ULaaDs, SENATOR, GREEN-LOG, URBANE, DECARBOMILE, DISCO, UNCHAIN) on their innovative development and seek cooperation and opportunities of exploitation,
- To facilitate dialogue between public and private sectors to improve sustainability of urban freight.

The in-person event consisted of plenary sessions, break-out sessions and live demonstration of digital solutions. LEAD Capacity Building activities and results will feed into the further development of the Living-in.EU community, as they will also be included in their tool inventory.



Figure 22: Promotion Urban Logistics Innovation Day

Agenda

08:45: Welcome coffee, [location: 1st floor](#)

Room: [Plenary Room: 4.4, 4th floor](#)

9:00 – 9:10 Welcome, Irene Blázquez Jiménez, EMT Madrid and Coordinator of LEAD

9:10 – 9:20 Keynote speeches:

- Paola Chiarini, Policy Officer at DG MOVE - European Commission
- Pedro Fernández, Head of Department: Planning and Infrastructure, City of Madrid

9:20 – 9:35 Picking the brain of an innovator: Unveiling IKEA's Strategies and Insights

Chaired by POLIS: Cláudia Ribeiro, Project Manager

- What are IKEA's vision for sustainable mobility? What are IKEA's zero emission delivery solutions? Raphael Guillard, Global Responsible Sourcing Manager at IKEA Group, Customer Fulfilment & John Neven, Fulfilment Project Implementation Management, IKEA Belgium

9:35 – 10:15 Plenary Session: Digital Twins for low-emission last-mile logistics: the LEAD story

Chaired by: Carolina Ciprés, Director of Research at Zaragoza Logistics Centre

- Living Labs as innovation accelerators for logistics: Carolina Ciprés, Director of Research at Zaragoza Logistics Centre - LEAD
- The LEAD Digital Twinning Platform, Ioanna Fergadiotou, INLECOM - LEAD
- Sustainable City Logistics Evaluation Platform – Driving the Sustainable, Digital, and Socially Responsible Transitions, Angel Batalla, LastMile Team - LEAD

10:15 – 10:50 Coffee Break, [1st floor](#)

10:50 - 12:15 Break-out Session Part I:

Break-out Session I A: Digital Twins & what if scenarios Room: Plenary: Room 4.4, 4th floor Moderator: Cláudia Ribeiro, Project Manager, POLIS Live Demonstration • Use of digital twin in urban logistics & how city can benefit from the LEAD project: LEAD platform, Andreas Alexopoulos, INLECOM – LEAD Presentations • The LIAISON platform: LEAD Lyon and DISCO Copenhagen Living Lab, Dimitra Politaki and Sebastian Hörl, IRT SYSTEMX - LEAD • URBANE: Upscaling Innovative Green Urban Logistics Solutions Dimitris Rizopoulos, INLECOM • Living-in.EU: the European way of digital transformation in cities and communities, Giacomo Lozzi, European Network of Living Labs	Break-out Session I B: Consumer engagement & Sustainability of Urban Freight Room: Room 4.2 – breakout, 4th floor Moderator: Yanying Li, Head of Programmes and Knowledge Management, ALICE-ETP Presentation • Sustainability score of urban freight (STAR Logistics Model), Jose Manuel Vassallo, Professor at Universidad Politecnica de Madrid – LEAD Panel discussion • Hans Schurmans, Director of Logistics, Proximus/Co-Chair Urban Logistics at ALICE • Artur Drenk, Director of Sustainability Europe, UPS • Carolina Ciprés, Director of Research, Zaragoza Logistics Centre - LEAD • Josephine Darlington, Head of ASTER - Alliance for Sustainable E-commerce
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12:15 – 13:15 Lunch Break: [1st floor](#)

13:15 – 14:45 Break-out Session Part II

Break Session II – A: Zero emission vehicles and support infrastructure for the last-mile: <u>Room 4.1 – breakout, 4th floor</u> Moderator: Catherine Ittner, Senior Programme Manager Zero Emission Freight, C40 Cities Presentations • Turning Retail stores to electric vehicles charging stations, Marlos Silva, SONAE MC - LEAD • Euro-émission vehicles and support infrastructure for the last-mile, Arianna Americo, EUROCIETIES - ULaaDS • Flexible Solutions for Urban Zero-Emissions Last-Mile Delivery and Services Vehicles, Lorena Axinte, Senior mobility consultant, Bax & Company - URBANIZED Panel discussion - Panellists: • Veronica Oppici, Transport and Mobility Planner, Agenzia Mobilità Ambiente e Territorio Milano • Pierre Fils, Programme Manager Urban Logistics, BPOST/Vice-chair Urban Logistics at ALICE • Magnus Blinge, SCANIA/Vice-chair Urban Logistics at ALICE	Break Session II – B: Discussion on Urban Space <u>Room: Plenary: Room 4.4, 4th floor</u> Moderator: Raffaele Vergnani, Project Manager and Coordinator Working Group Urban Freight, POLIS Presentation & Panel Discussion • Public Private Partnership (PPP) for Micro-hub in Madrid, Sergio Fernández Balaguer, Head of Department EMT Madrid - LEAD • Urban space optimisation & alignment with sustainable urban logistics, Edell Cashin, Project Manager, Dublin City Council - SENATOR • Urban Logistics Centre in Oslo, Patrycjusz Bubilek, Project Manager Oslo Living Lab – MOVE21 • Flexible use of urban space, Paola Cossu – DISCO, CEO, FIT Consulting, Co-Chair of ALICE Urban Logistics Thematic Group
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14:45 – 15:15: Coffee Break [at the Rooftop](#)

Room: Plenary: Room 4.4, 4th floor

15:15 – 16:45 Closing Session: Innovation Uptake and Policy Recommendation

Roundtable Discussion on:

- How to translate projects outcomes into innovative and largely accepted measures for SULPs?
- How to integrate of digital tools with SULPs Toolkit and Roadmap towards zero emission city logistics?
- How to make living labs 'live' beyond funding period?
- How to ensure expected impacts of R&I projects delivered?

Moderator: Yanying Li, Head of Programmes and Knowledge Management, ALICE-ETP

- Paola Cossu, CEO, FIT Consulting, Co-Chair of ALICE Urban Logistics Thematic Group
- Zeljko Jetic, Director Autonomous Electric Transports at Einride/Vice-Chair of ALICE Low-Emission Vehicles Thematic Group
- Raffaele Vergnani, Project Manager and Coordinator Working Group Urban Freight, POLIS

- Johan Leveque, Head of R&D department, La Poste Group, Vice-Chair of ALICE Urban Logistics Thematic Group
- Simon Dehouck, Green Deal Urban Logistics Coordinator, Brussels Capital Region
- Theo Thuis, Managing Director Innovation Q-Park, Chair of the European Parking Association (EPA) Scientific and Technical Committee

16:45 – 17:00 Closing remarks, Claudia Ribeiro, Project Manager, POLIS





Figure 23: Urban Logistics Innovation Day

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

The event was a huge success, with high turnout, building up from the relationship that LEAD had created with relevant initiatives and projects (see more information on D4.2 on Liaison Activities), by co-organising the event with ALICE-ETP, but also by giving the stage to sister projects SENATOR and ULaaDS, and to new projects in the field - URBANE, DISCO, among others. The event also counted with the participation of several members of the LEAD Advisory Board and Transferability Platform, as well as a good balance between city representatives and industry players.

6.2 LEAD at conferences

LEAD partners have been extremely prolific in their participation at different regional/national and international events for project promotion. So far, partners have participated in a total of **seventy-six** events, with around 12.000 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 24: 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.

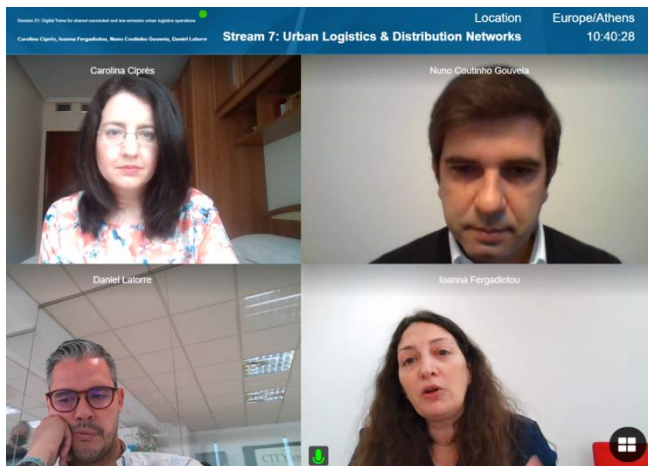


Figure 25: LEAD at IPIC

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 24).



On 21/09/2021, INLECOM represented LEAD in the Flagship 7 of the Zero Pollution Action Plan Event organised by EnoLL and the European Commission, elaborating on the role of the project Living Labs as a dynamic tool towards zero pollution. The session introduced the potential of living labs to drive the green and digital transition as set out in the EU Action Plan: “Towards Zero Pollution for Air, Water

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

Figure 26: LEAD at EnoLL Event



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

ICTR 2021, organised in cooperation with SENATOR, ULaaDs and CERTH. The workshop showcased the experience of LEAD and its sister projects ([ULaaDS](#) 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 26).

Figure 27: LEAD session at ICTR 2021

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.

Figure 28: 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 26), 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 29: 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 29) 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 30: LEAD at CIVITAS Forum

LEAD actively participated to [Transport Research Arena 2022](#) with a spot at the ALICE-ETP exhibition area and organisation of invited session, in cooperation with [MOVE21](#) - **“Multimodal hubs and last-mile delivery: unlocking the potential to green urban logistics”**



Figure 31: LEAD at TRA 2022

Other relevant event participation included the H2020RTR21 conference, Urban Mobility Days 2022, TIS Rome: Special session on innovations in last mile logistics towards inclusivity, resilience and sustainability, POLIS annual Conference 2022, ITS European Congress, IPIC 2023, event organised by TRAN Committee of European Parliament.



Figure 32: LEAD at different events

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

7 Other dissemination activities

Additional dissemination and exploitation activities have been carried out, mostly as defined in the corresponding deliverable (D4.8), from which we highlight the following:

- Internal document: The LEAD's Outcomes Registry is a live document, in which partners share exploitable outcomes to be promoted;
- In addition to the Mobility Academy, the LEAD MOOC has been made available via the [CIVITAS e-learning platform](#), and is widely available for potential learners.
- LEAD MOOC materials will feature prominently in an upcoming course of the [SOLUTIONSplus Global E-Learning Programme](#) focusing on e-freight (first semester of 2024).
- LEAD is registered within the Horizon Results Booster platform (HRB). The business planning service delivery has qualified as an HRB Success Story, to be published soon;
- LEAD has registered 20 open outputs; 15 of these are described in D4.9 will full-descriptions, documentation, licensing and re-use examples;
- All LEAD related public material has been made available in the project's [GitHub page](#). Further, several links have been made with the Zenodo platform (further described in D4.9).

8 Annexes

8.1 LEAD Events:

Table 3: 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

LEAD Futureshop: Hyperconnected city	POLIS, TU DELFT, THE HAGUE, N2C	March 2022	Delft/Hague	European	80
LEAD Lyon Workshop	Lyon Confluence, Lyon Parc auto, ISX	14/04/2022	Lyon Confluence	Local	20
LEAD Oslo Workshop	Oslo	31/05/2022	Oslo	Local	No info
LEAD Madrid Workshop	EMT	14 June 2022	Madrid	Local	25
LEAD Budapest Workshop	BKK	2/6/2022	Budapest	Local	30
LEAD POLIS Working Group on UF	POLIS	6/13/2022 - 6/14/2022	Madrid	European	25
LEAD Porto Workshop	SONAE	7/15/2022	Porto	Local	18
LEAD Budapest Workshop	BKK	30/3/2023	Budapest	Local	No info
LEAD Madrid LL	EMT	29/03/2023	Madrid	Local	No info
LEAD Porto 2nd Workshop	SONAE	2/5/2023	Porto	Local	6
The ABCs of Digital Twins for Urban Freight: The LEAD project so far	POLIS	3/13/2023	Online	European	24
MOOC Kick-off Webinar	POLIS	2/27/2023	Online	European	92
MOOC Exchange Session	POLIS	5/25/2023	Online	European	24

Urban Logistics Innovation Day	POLIS	9/26/2023	Brussels	European	101
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8.2 LEAD participation in external events

Table 4: 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
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	CITYLOGIN	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	Transportøkon omisk 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	CentraleSupel ec, IRT SystemX	09/06/2021	Online	Global	Academia	ISX	25	Presentation
New Trends in Sustainable Last- Mile Delivery	ESSEC, CentraleSupel ec, IRT SystemX	03/05/2021	Online	European	Academia	ISX	50	Presentation
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/P OLIS/SONA E 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 (Intelak)	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
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
Immediate reactions, long term effects	Hungarian Logistics, Purchasing and Inventory Society	10/11/2021	Face2Face	National	Cities, practitioners, industry	SZECHENYI ISTVAN UNIVERSITY	200	Presentation
POLIS Annual Conference	POLIS	02/12/2021	Face2Face	European	Cities, practitioners, industry	EMT Madrid, LastMile Team	No info	Presentation
European Digital Week	DiTech Media	25/11/2021	Online	Global	Industry	ZARAGOZA LOGISTICS	7000	Presentation
Systems and infrastructures to improve efficiency in the urban distribution of goods	Logistop	25/01/2022	Online	National	Practitioners, academia	ZARAGOZA LOGISTICS	50	Presentation
ST4W, IW-NET and LEAD Knowledge Transfer Webinar 2022	ST4W project	28/01/2022	Online	European	Industry, practitioners	POLIS, INLECOM, ZARAGOZA LOGISTICS	40	Presentation

SMART Distribution:	Centro de Innovacion para la logistics y tte de mercancías	24/03/2022	Madrid	National	Industry, practitioners	EMT	No info	
H2020RTR21 conference	2ZERO	29/03/2022	Brussels	European	Industry, practitioners	EMT	No info	
2nd POLIS/ALICE Webinar	POLIS/ALICE	23/05/2022	Online	European	Industry, practitioners	EMT	No info	Presentation
Digital Enterprise Show World Congress	Malaga municipality	15/06/22	Malaga	Global	Practitioners, logistic companies, authorities	LAST MILE TEAM	300	Presentation
DT4REGIONS & LIVING-IN.EU Webinar	ENOLL, Living-in.EU	29/06/2022	Online	European	Industry, practitioners	POLIS	No info	
Salón Internacional de Logística Barcelona	SIL BCN (via ZLC invitation)	31/05/2022	Barcelona	Global	Practitioners, logistic companies, authorities	EMT, Zaragoza	No info	
Urban Mobility Days	European Commission	20/09/2022 - 22/09/2022	Brno, Czech Republic	European	Policy-makers, practitioners, researchers, companies, public and private sectors	POLIS	556	Stands
Coalition of the willing on sustainable mobility: How can cities decarbonize urban logistics through Public-Private Partnerships?	Covenant of Mayors for Energy and Climate	15/09/2022	Online	European	Policy-makers	EMT	No info	Presentation

TIS Rome: Special session on innovations in last mile logistics towards inclusivity, resilience and sustainability	AIIT, the Italian Association for Traffic and Transport Engineering	15/09/2022	Rome	European	Researchers	Molde	No info	Presentation
SIET Conference, "Transport, Tourism and Sustainable Development"	SIET (Italian Society of Transport and Logistics Economists)	09/09/2022	Varese, Italy	European	Researchers	MOLDE	No info	
Eurocities Mobility Forum 2022	Eurocities network	17/11/2022	Antwerp	European	Policy makers	EMT	70	
POLIS Annual Conference	POLIS	30/11/2022	Brussels	European	Policy makers, researchers, mobility operators	EMT	860	Presentation
Transport Research Arena 2022	POLIS & ALICE	15/11/2022	Lisbon	European	Policy makers, researchers, mobility operators	UPM/ZLC/POLIS	Transport Research Arena 2022	
Smart Cities	Conecta Logística	06/12/2022	Online	Global	Practitioners, logistic companies, authorities	ZARAGOZA LOGISTICS	50	
Forum AIT	Agence de l'Innovation pour les Transports	07/02/2022	Paris	National	Practitioners, logistic companies, authorities	ISX	No info	

MOVE21 technical webinar: Business models for consolidation hubs	MOVE 21	15/02/2023	Online	European	Practitioners, logistic companies, authorities	CITYLOGIN IBERICA		
MADRID AND FLORENCE DELEGATIONS VISIT TO AUSTRALIA	International Urban and Regional Cooperation (IURC) programme	09/03/2023	Melbourne and Canberra	Global	Public authorities	EMT	No info	
International Women's day Event	ALICE	08/03/2023	Online	European	Practitioners, logistic companies, authorities	INLECOM	No info	
ITS European Congress	ERTICO	23/05/2023	Lisbon	European	Practitioners, logistic companies, authorities	EMT	No info	
Future Green and Digital Transport in a Time of Energy-Related Challenges	TRAN Committee of European Parliament	21/03/2023	Brussels	European	Policy-makers	TU DELFT	No info	
Pick&Pack Lean Last Mile - Higher speed at lower cost roundtable	NeBext + Alimarket	25/04/2023	Madrid	National	Transportation companies, Logistics Services Providers, Professional associations, Public Administration	LastMileTeam	40	
Congress of Transport Engineering		14/06/2023	Tenerife	National	Practitioners, logistic companies, authorities	UPM	No info	
Cluster 3 Workshop: Delivering Just Sustainabilities: Green and Equitable Transitions in Last-Mile Logistics	Nectar	20/09/2023	Cercedilla	European		UPM	No info	
Observatory Logistics	Logistop	29/09/2023	Online	National	Practitioners, logistic companies	EMT, ZLC	No info yet	Presentation

8.3 LEAD related news

Table 5: 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
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 cdecomunicacio	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	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

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 emisiones	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 mercancías	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
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
11/10/2021	CIVITAS	LEAD launches a new micro logistics hub in Madrid	European	Web-media	Link
11/9/2021	POLIS	A logistics micro hub in a Madrid parking lot will boost low-emission goods distribution	European	Web-media	Link
1/27/2022	Cadena de Suministro	El papel de la multimodalidad en la evolución de la última milla	National	Web-media	Link
2/2/2022	POLIS	Futureshop: Hyperconnected city: join the latest LEAD webinar and hear about The Hague's Digital Twin models!	European	Web-media	Link
2/2/2022	CIVITAS	LEAD Futureshop: Hyperconnected city	European	Web-media	Link
2/1/2022	SENATOR	CALL FOR ABSTRACTS – Special Session “Innovations in last mile logistics towards inclusivity, resilience and sustainability” at TIS Roma 2022	European	Web-media	Link
2/1/2022	TRE LAB	TIS Roma Conference – Call for abstract	European	Web-media	Link
2/1/2022	TIS ROMA	SPECIAL SESSIONS ON INNOVATIONS IN LAST MILE LOGISTICS TOWARDS INCLUSIVITY, RESILIENCE AND SUSTAINABILITY	Local	Web-media	Link
4/21/2022	EIT UM	Urban Consolidation Center supported by a Digital Twin improves city logistics in Madrid	Local	Web-media	Link
4/14/2022		A la Confluence, la livraison du dernier kilomètre se fait en triporteur	Local	Web-media	Link
4/21/2022		Lyon : une nouvelle solution de logistique urbaine en test à la Confluence	Local	Web-media	Link
4/19/2022		LPA et Lyon Confluence expérimentent une plateforme de logistique urbaine à faible émission	Local	Web-media	Link
4/18/2022		Lyon Confluence se joint à LPA pour réduire l'empreinte carbone du secteur de la livraison	Local	Web-media	Link
4/18/2022		Lyon Confluence se joint à LPA pour réduire l'empreinte carbone du secteur de la livraison	Local	Web-media	Link

4/21/2022		une nouvelle solution de logistique urbaine en test à Confluence		Web-media (News articles)	Link
4/18/2022		A logistique urbaine		Web-media (News articles)	Link
4/18/2022		Lyon : un hub installé à la Confluence pour basculer le dernier kilomètre sur une livraison mode doux		Web-media (News articles)	Link
4/26/2022	POLIS	Lyon develops new logistic solution to reduce the carbon footprint of the delivery sector		Web-media (News articles)	Link
4/28/2022	CIVITAS	Lyon Confluence joins LPA to reduce the carbon footprint of the delivery sector		Web-media (News articles)	Link
5/11/2022	ZLC	Digital twins to support on-demand delivery		Web-media (News articles)	Link
	TRE LAB (MOLDE)	A new systematic evaluation approach of On-Demand Logistics solutions		Web-media (News articles)	Link
10/27/2022	VoxLog	À LYON, DES JUMENTAUX NUMÉRIQUES POUR DÉCRYPTER LA LOGISTIQUE URBAINE	European	Web-media (News articles)	Link
11/24/2022	TRE LAB (MOLDE)	"City Logistics landscape in the era of on-demand economy"(LEAD project) presented at TRA2022	European	Web-media (News articles)	Link
	CIVITAS	Learn about Digital Twins and Urban Logistics in new e-course!	European	Web-media (News articles)	Link
	CIVITAS	Launch of e-course on Digital Twins and Urban Logistics	European	Web-media (News articles)	Link
	UPM	MOOC: Digital Twins for Urban Logistics	National	Web-media	Link
02/16/2023	POLIS	POLIS-ALICE International Women's Day Virtual Breakfast	European	Web-media (News articles)	Link
03/10/2023	POLIS	MOOC Digital Twins for Urban Logistics	European	Web-media (News articles)	Link
04/28/2023	Living-in.EU	Learn about Digital Twins & Urban Logistics in the LEAD e-course!	European	Web-media (News articles)	Link

04/28/2023	Living-in.EU	TRAN Committee explores the potential of Digital Twins in green and digital innovations for urban freight transport planning	European	Web-media (News articles)	Link
05/15/2023	POLIS	Urban Logistics Innovation Day	European	Web-media (News articles)	Link
05/15/2023	ELTIS	Urban Logistics Innovation Day	European	Web-media (News articles)	Link
05/15/2023	CIVITAS	Urban Logistics Innovation Day	European	Web-media (News articles)	Link
05/19/2023	Living-in.EU	Urban Logistics Innovation Day spotlights the power of Digital Twins in sustainable urban freight	European	Web-media (News articles)	Link
05/24/2023	CINEA	Urban Logistics Innovation Day	European	Web-media (News articles)	Link
05/15/2023	ELTIS	Urban Logistics Innovation Day	European	Web-media (News articles)	Link
05/15/2023	CIVITAS	Urban Logistics Innovation Day	European	Web-media (News articles)	Link
05/19/2023	Living-in.EU	Urban Logistics Innovation Day spotlights the power of Digital Twins in sustainable urban freight	European	Web-media (News articles)	Link
05/24/2023	CINEA	Urban Logistics Innovation Day	European	Web-media (News articles)	Link
08/07/2023	MC Sonae	Digital Twins enhance low-emission last mile logistics for on-demand economy	European	Web-media (News articles)	Link



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D4.4 Communication and Outreach Activities and LEAD website: Period 2

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8.4 LEAD Scientific Publications

Table 6: 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

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
01/01/2021	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	Mahmoud, A., Chouaki, T., Hörl, S., Puchinger, J.	2021	Yes
25/03/22	13th International Conference on Ambient Systems, Networks and Technologies (ANT)	Conference Proceedings	Extending JSprit to solve electric vehicle routing problems withrecharging	Tapia, R., Kourounioti, I., Tavasszy, L.	2022	
09/02/21	International Congress on Transportation Research (ICTR)	Conference Proceedings	Towards the development of interconnection platforms for urban freight services: A process blueprint.	Mahmoud, A., Chouaki, T., Hörl, S., Puchinger, J.	2022	
18/10/22	International Journal for Traffic and Transport Engineerin	Journal	ADAPTING JSPRIT FOR THE ELECTRIC VEHICLE ROUTING PROBLEM WITH RECHARGING: IMPLEMENTATION AND BENCHMARK	Giacomo Lozzi,Gabriele Iannaccone, Ila Maltese, Valerio Gatta,Edoardo Marcucci, Riccardo Lozzi	2022	

02/08/22	Sustainability. Special Issue Smart City Logistics Services and Sustainability	Journal	On-Demand Logistics: Solutions, Barriers, and Enablers	Giacomo Lozzi, Gabriele Iannaccone, Ila Maltese, Valerio Gatta, Edoardo Marcucci, Riccardo Lozzi	2022	
14/11/22	Transportation Research Procedia "Transport Research Arena 2022"	Conference Proceedings	City Logistics landscape in the era of on-demand economy: challenges, trends and influencing factors	Sebastian Hörl, Jakob Puchinger	2022	
14/11/22	Transportation Research Procedia "Transport Research Arena 2022"	Conference Proceedings	From synthetic population to parcel demand: A modeling pipeline and case study for last-mile deliveries in Lyon	Beatriz Royo, Dimitra Politaki, Juan Nicolas Gonzalez, Angel Batalla	2022	
14/11/22	Transportation Research Procedia "Transport Research Arena 2022"	Conference Proceedings	Digital Twin opportunities and benefits in last-mile logistics for Madrid value case and case study for last-mile deliveries in Lyon	Beatriz Royo, Dimitra Politaki, Juan Nicolas Gonzalez, Angel Batalla		

03/10/23	6th Conference of sustainable urban mobility	Conference Proceedings	An Emerging and Innovation Transport Solution: Towards Transforming Parking Lot to Urban Consolidation Centre: Madrid Living Lab	Sebastian Hörl, Jakob Puchinger		
06/09/23	11th Symposium of the European Association for Research in Transportation (hEART 2023)	Conference Proceedings	Modelling the ecological and economic footprint of last-mile parcel deliveries using open data: A case study for Lyon	Abdelhadi Belfadel, Sebastian Hörl, Rodrigo Javier Tapia, Dimitra Politaki, Ibad Kureshi, Lorant Tavaszy, Jakob		
27/05/23	Computers, Environment and Urban Systems	Journal	A conceptual digital twin framework for city logistics	Aletta Büki, Adrián Horváth		
06/08/23	XIII. International Conference on Transport Sciences	Conference Proceedings	Innovative, sustainable city logistics testing and evaluating solutions In Budapest in the LEAD project	Mahmoud, A., Chouaki, T., Hörl, S., Puchinger, J.		

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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