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D7.1

Communication strategy and plan

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Abbreviations and Acronyms

Acronym	Definition
C&D	Communication and Dissemination
EU	European Commission
EC	European Commission
GA	Grant Agreement
ICT	Information and Communication Technologies
KPI	Key Performance Indicator
LL	Living Lab
M	Month
PO	Project officer
R	Result
R&D	Research and Development
WP	Work Package

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1. Executive Summary

Logistics clusters become value creators for the regions where they are formed, where a mix of good intermodal connections, logistics platforms and large freight volumes are in place. Well-established logistics clusters still do not leverage their full potentials in terms of competitiveness and sustainability for the European industry and society, among other reasons, due to:

- Not enough coordination between the local actors in the cluster,
- Not enough connectivity and coordination between European logistics clusters to maximize the full network potential of the clusters and related hubs.

Moreover, logistics clusters also need to deal and minimize negative impacts such as congestion, noise, land use and local pollution.

Following the main project objective that is to enhance the competitiveness and sustainability of the Clusters, a lot of efforts is needed to make them aware of new possibilities and concepts, including enabling them to take part of Clusters networks and corridors' flows. These efforts include a variety of dissemination actions leading to understanding benefits resulting from the innovative solutions being developed.

This document contains the strategy for dissemination and communication plan to be followed within the project, including the liaisons strategy. It defines the strategy and implementation measures envisioned to efficiently communicate project objectives and activities, as well as disseminate project outputs. The report describes communication and dissemination target groups as well as related actions, channels and tools that will be deployed to reach these groups.

2. Introduction

2.1 Purpose of deliverable

In order to successfully run Clusters 2.0 project, it is crucial to elaborate a specific strategy and plan to be followed in Communication and dissemination activities, aiming to leverage the full potentials of logistics clusters in terms of competitiveness and sustainability. It is required in any research and innovation project to establish mechanisms regarding information dissemination, as well as specific target groups of stakeholders to achieve project results acceptance and adoption. Target groups include categories such as the scientific community, the industry, or the general public. The communication and dissemination role is not only to show Clusters 2.0 project results but also to influence the wide community, both within Europe and Internationally, aiming to highlight European Union (and associated countries) as a global leading player in the scientific and industrial field. Current document presents the communication and dissemination strategy and plans designed focusing on elaborate a well-documented manual to be followed as a guiding document for our future activities.

The communication and dissemination strategy and plan define the objectives of the related activities of the Clusters 2.0 project. This is achieved by attaining the identified target groups through a plan at the outset that organises communication and dissemination around distinct milestones in the project execution life cycle, helping to assign roles, structure activities, as well as plan activities and funds to be allocated. While at the initial stages of the Clusters 2.0 project the dissemination focusses attention on presentations of the idea and concept of the developments to be performed, in later stages we will focus on disseminating developments and present the outcomes achieved. All these are described in this dissemination guide which provides a draft outline of the dissemination activities and their presented content per phase of the project.

I. Dissemination activities are important for the individual Consortium partners too. Outreaching the competences of partners can also be beneficial in promoting their own activities. We expect that, regardless of the participation in the specific Dissemination and Communication WP, all partners will participate in communication and dissemination activities at an additional level. This contribution can take various forms, from design contributions in the dissemination material to the scientific review of communications in workshops, participation in conferences, exhibitions, etc. Use of organisation and personal websites, social media accounts, and academic social networks help to make Clusters 2.0 visible. At the same time, online presence maintained via websites, social media accounts (e.g., Twitter, LinkedIn), and academic social networks (e.g., ResearchGate, institutional researcher profiles) can be an organization and personal reputation card, where highlight experience and demonstrate expertise in certain topics. Therefore, all partners must have a general idea of their planned outreach activities, for the purposes of Clusters 2.0 exclusively, or for general purposes where Clusters 2.0 will additionally be represented. Being active on stakeholders' conferences, congresses, forums, and social media is not only a good chance to disseminate Clusters 2.0 findings, but also offers the chance to engage with the different communities and potentially ignite new ideas and collaborations.

The dissemination leader manages the Communication and Dissemination activities. Specific dissemination procedures to be followed are also described in this document.

2.2 Intended audience

The Clusters 2.0 Consortium members are the intended recipients of this document.

3. Clusters 2.0 objectives regarding communication and dissemination

Clusters 2.0 communication and dissemination (C&D) framework pursues to promote the project, its ambitions and outcomes to obtain a large impact, as a way to create a general agreement and recognition regarding the outcomes developed by Clusters 2.0. Additionally, the project aims at leveraging the exploitation of its results, thus boosting the acceptance of the key innovations made.

Clusters 2.0 also pursues establishing the project outcomes as a benchmark for the logistics industry, focusing on the logistics clusters. The importance of this point will grow as the project progresses, fostering the acceptance and spread out of the Clusters 2.0 outcomes even after the project conclusion.

Main goal of Cluster 2.0 WP7 is to develop effective interfaces for communication and dissemination channels. All tools will distribute a clear message and explain the objectives and mission of the project in a coherent and consistent way, as well as call for action. Each tool has different strengths and weaknesses in reaching audiences and therefore by using more than one, they boost each other, producing a higher dissemination impact. Each separate C&D mechanism (described below) is aiming to interest of, at less, a target group; and is modelled to reflect the common identity of the project.

Therefore, communication and disseminations tools are tailored on various groups of stakeholders ranging from local to international levels. Communication and Dissemination is oriented to far-reaching audience, addressing several levels of governance in each target group. Clusters 2.0 is assuming an action plan based on cross-level dissemination.

Through different targeted activities and dedicated communication mechanisms, the Clusters 2.0 Dissemination Strategy will:

- Set a clear dissemination framework, with dissemination tools and channels tailored on different target groups;
- Plan and participate in events with the collaboration of all WPs;
- Cooperate in synergy with other similar projects and initiatives.

Finally, Following the contractual obligations described in the EC Grant Agreement, Clusters 2.0 project will acknowledge the EU funding in all the communication and dissemination (as well as exploitation) material, using the wording and criteria specified in the Grant Agreement articles 27, 28, 29 and 38.

4. Stages and plan

The stage of Clusters 2.0 development at a specific point in the project lifetime requires an appropriate communication and dissemination channel, as well as the content conveyed. Initially, the communication focuses on the project objectives and research ideas. As the initial findings emerge, more technical presentations and publications can be delivered. A final effort will be made towards the conclusion of the project to reach the widest audience possible with the latest Clusters 2.0 results. Therefore, the communication and dissemination plan represented in the figure below selects the most adequate C&D channels and tools to target each stakeholders' group depending on the project stage.



4.1 Initial stage activities

In the Initial part of the project, the communication and dissemination activities aim to inform the public, the relevant scientific, academic and logistics industry communities, as well as all relevant stakeholders, about the aims and expected findings of Clusters 2.0. These activities lay the foundation for the entire communication and communication policy, as most communication and dissemination materials will be produced during this phase and used throughout the project. Informational brochures and summary materials have been designed and will be distributed at various activities, conferences, congresses, etc. In addition, the public website presents information about the project up-to-date and will be constantly updated. Publications and public speeches during this stage will focus on Clusters 2.0 vision and research and innovation methodology. At this phase, the communication activities are more relevant than the dissemination ones.

This phase covers from project beginning to the achievement of initial outcomes, planned by M14.

4.2 Mid stage activities

During this part, some outcomes, including various tools, will already be available. Therefore, the objective of the communication and dissemination activities during this period will be to share the first results and describe the work to be done in the future. Multiple publications, issues, public speeches, presence in conferences and congresses will be performed with a clear orientation to our target dissemination groups such as academic community, logistics sector, public decision makers, or end users. As part of the actions performed during this phase, project partners will participate in conferences, seminars, and other events (scientific, knowledge transfer and others) presenting technical papers. The C&D materials to be used are the same as those developed in the Initial phase, having the website continuously updated with the new results and findings of the project.

This stage ranges from end of Initial phase to completion of the Clusters 2.0 toolkit, planned by M28.

4.3 Final stage activities

In the Final stage of the project, efforts will be made to use all available communication channels to disseminate the results of the project to all our target groups. Press and media will be used to broadcast Clusters 2.0 main findings. The technical articles presenting the final outcomes will be published in magazines and at various European and global scientific and Logistics industry congresses, while the solutions and developed prototypes will be displayed at pertinent fairs and exhibitions. At this stage, we expect to submit articles to scientific journals showing project's findings. Clusters 2.0 web will be constantly updated with the latest advances and knowledge, and the final public deliverables will be shared to the general community.

This phase covers from the end of the Mid stage to the project conclusion. This stage contains the execution of the living labs.

Note: each individual living lab and tools development follows its own calendar. This could lead to overlapping periods between different stages.

4.4 After-project stage

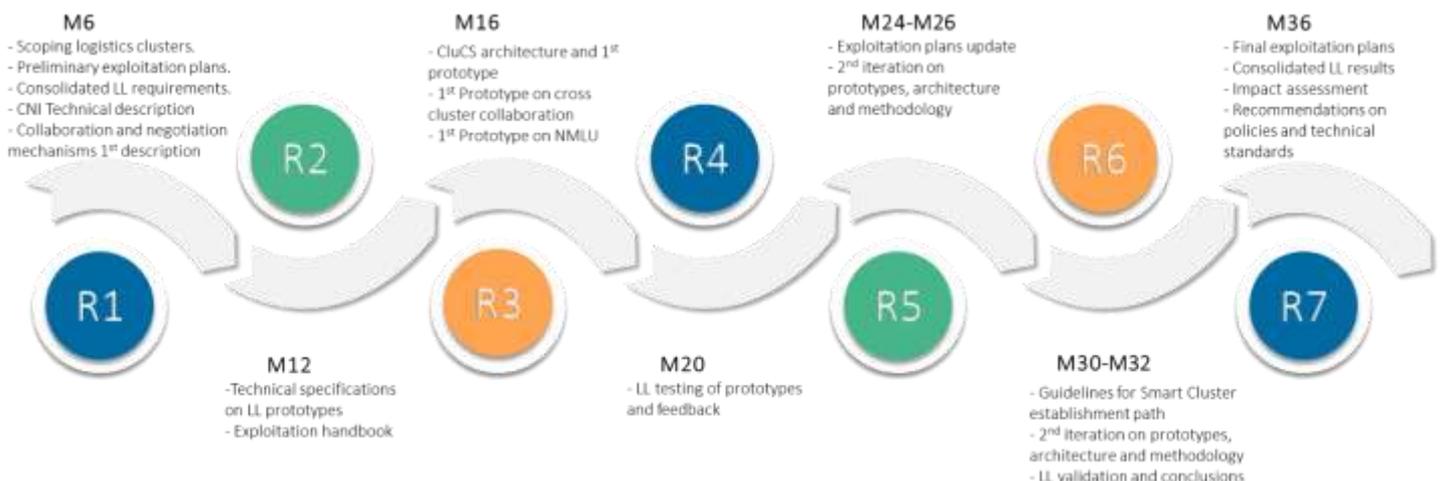
In order to support the project after its completion, enhance its impact and support the implementation of their findings and tools, all outcomes will remain available for application and access, being fostered following pertinent communication actions. Upon project completion, and following the Grant Agreement specifications, the Clusters 2.0 website will be kept for five years at least, presenting to all relevant parties: information on project accomplishments and outcomes, and contact details for further information.

4.5 Outcomes expected schedule

Expected schedule for outcomes readiness is shown in below table. In addition, it shows expected transmittable outcomes for communication and the audience to whom it is addressed (detailed in section 6):

Id	Time	Date	Expected outcomes	Foreseen Audience
R1	M6	Oct 2017	<ul style="list-style-type: none"> - Scoping logistics clusters. - Preliminary exploitation plans. - Consolidated LL requirements. - CNI Technical description - Collaboration and negotiation mechanisms 1st description 	<ul style="list-style-type: none"> -Logistics Industry -ICT providers -Relevant initiatives
R2	M12	Apr 2018	<ul style="list-style-type: none"> -Technical specifications on LL prototypes - Exploitation handbook - Market analysis 	<ul style="list-style-type: none"> -Logistics Industry -ICT providers -Relevant initiatives
R3	M16	Aug 2018	<ul style="list-style-type: none"> - CluCS architecture and 1st prototype - 1st Prototype on cross cluster collaboration - 1st Prototype on NMLU 	<ul style="list-style-type: none"> -Logistics Industry -ICT providers -Relevant initiatives -EC&EU authorities
R4	M20	Dec 2018	<ul style="list-style-type: none"> - LL feedback on 1st prototypes - Recommendations on policies and technical standards (M18) 	<ul style="list-style-type: none"> -Logistics Industry -ICT providers

Id	Time	Date	Expected outcomes	Foreseen Audience
				-Relevant initiatives -EU tech organizations -EC&EU authorities -Influencers & publications
R5	M24-26	Apr-Jun 2019	- Exploitation plans update - 2 nd iteration on prototypes, architecture and methodology	-Logistics Industry -ICT providers -Relevant initiatives -EU tech organizations -EC&EU authorities -Influencers & publications
R6	M30-32	Nov 2019-Jan 2020	- Guidelines for Smart Cluster establishment path - 3 rd iteration on prototypes, architecture and methodology - LL validation and conclusions	-Logistics Industry -ICT providers -Relevant initiatives -EU tech organizations -EC&EU authorities -Influencers & publications
R7	M36	Apr 2020	- Final exploitation plans - Consolidated LL results (M34) - Impact assessment - Recommendations on policies and technical standards	-Logistics Industry -ICT providers -Relevant initiatives -EU tech organizations -EC&EU authorities -Influencers & publications



5. Communication and Dissemination tools

The communication and dissemination tools are divided in several sections:

- [Clusters 2.0 brand](#)
- On-line tools
- Media
- Events

Initial versions of material and tools described on below sections are available in Clusters 2.0 deliverable D7.2 Dissemination material.

5.1 Clusters 2.0 brand

The following table summarise the branding aspects with the related outcomes and the expected audience:

Subject	Related Results	Audience						
		Logistics industry	ICT Providers	EU & Nat org and Tech c.	Scientific & R+I com.	EC and EU authorities	Influencers & publications	General public
Project logo	General communication	X	X	X	X	X	X	X
Project flyer	General communication	X	X	X	X	X	X	X
General presentation	General communication	X	X	X	X	X	X	X
Roll-up and posters	General communication	X	X	X	X	X	X	X

5.1.1 Project Logo

A logotype is a symbol formed by images or letters that serves to identify a company, brand, organization or society in order to get immediate consumer / user recognition. We have created the project logo electronically, in high-definition PNG format. It will be included in any communication or dissemination produced by the Clusters 2.0 project.

5.1.2 Leaflet

A brochure/flyer serves to attract reader attention. Depending on the effectiveness and the design strategy, you will get more or less this attention. That is why the Project brochure/flyer has to be a brief presentation of the project concept and it could contain images, schemas, graphics and icons that allow the reader to quickly capture the objectives and characteristics of developed solutions.

The project brochure that we have created electronically (in PDF format) is available on the project web page. In order to reach the widest possible target audience in various countries, we plan to produce the electronic version in different languages. We will also print an English

version that will be distributed both in the internal events of the project: in workshops, meetings with interest groups, and in external events: seminars, fairs and exhibitions, conferences and other events with the logistics industry and other stakeholders. The flyer will be written in an open, attractive style to engage the audience throughout the duration of the project

In addition, we have prepared a postcard of the project that will be printed to be available at meetings with the logistics industry and other stakeholders.

We plan to distribute 1,000 flyers and postcards in the events in which Clusters 2.0 and its consortium participate.

5.1.3 General presentation/pitch

The overall project presentation supports initial projects pitch. It is electronic and contains slides that communicate the key concepts and aims of the project. Normally the text is presented in bullets and is accompanied by icons, graphics, images, links to websites or social media, among others.

The general presentation of the project is a basic communication tool that we will use both internally: internal presentation, meetings with interested parties, and externally at events such as fairs and exhibitions, conferences, seminars and other meetings with actors in the logistics industry. Although the presentation will be made in English, it must also be available in the partner languages and in those required for communication with other interested local parties in partner countries.

5.1.4 Posters and Roll-up banner

Roll ups and posters are a great marketing tool for companies and brands when participating in events. Despite being a simple support, its usefulness and effectiveness make it a great ally to promote the project idea. Leaving aside the aesthetic aspect (also very important) the key is that the informational elements that we include in our display are aligned with the objective that we seek to achieve with our presence at an event. Therefore, the design of project roll-ups and posters must follow the “project identity” pattern (logo, images, colours, fonts).

The messages of the advertising exhibitor must be clear, which help to reinforce the positioning we want to achieve and be expressed through a simple and clear message.

They should include basically:

- Name and logo of the project
- Our contact or website details
- A good slogan of the project

Posters and roll-ups will be designed for specific events or purposes during the project. They will be used in places such as: conferences, fairs, events (scientific, knowledge transfer, commercial), congresses, or public meetings, among others. The goal is to provide an eye-catching, thought-provoking presentation, and include contact, social media or website details that provide quick access to further information.

5.2 On-line tools

In this section, various online tools will be examined. Their potential uses are analyzed in the goals related to the existence of the Internet Cluster 2.0 community. The final objective is to choose the most appropriate ones and define their potential uses.

The following table summarizes the topics (described below) along with related results and

forecasted audience:

Subject	Related Results	Audience						
		Logistics industry	ICT Providers	EU & Nat org and Tech c.	Scientific & R+I com.	EC and EU authorities	Influencers & publications	General public
Web site	General communication	X	X	X	X	X	X	X
Newsletter	R3, R5, R6	X	X	X			X	
Social media	R3, R5, R6	X		X		X	X	X

5.2.1 Web site

As explained in the Clusters 2.0 Description of Work document, the project website is an important channel for the distinctness of Clusters 2.0 project. It describes the project and its goals, and highlights Living Labs goals and the pursued outcomes. The website is also used as a bidirectional tool for project internal and external communication. It provides a place to issue available documents, provide updates on the current stage and findings, and provides new developments and suggestions for upcoming events.

This Clusters 2.0 web will be the cornerstone of the Internet community for the project community and interested stakeholders, following the above explanation. It will concentrate the content provided by the project in the rest of the social networks and communication tools, trying to organize a common way among all of them, and use the characteristics of the other tools.

Realizing that the project portal website is an important resource for disseminating project information, promoting cooperation between partners, and bringing together various dispersed communities of interest around project activities, we plan to carry out the following activities to improve its usability and functionality. And do SEO/SEM techniques to increase traffic and search volume.

The objective is to make the website a real source of knowledge and a place to find counterparts to build collaboration.

The following actions are planned:

- Improvement and updating of keyword consistency, related to content
- Use SEM parameters such as keyword consistency, quality titles, headlines, or pictures/images.
- Improve the level of visitor satisfaction through design principles such as website navigation, reduction of complexity, or improving search facilities, or response time

We plan to achieve at less 5,000 unique page views through the aforementioned SEO/SEM operations and techniques.

Community Manager

For ensuring a successful website strategy, it is necessary to define a person responsible for



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these activities, taking care of implementing this strategy and mobilizing enough efforts to provide content and information for all the mentioned activities. This role requires:

- Understand project activities and technical and scientific/technical progress;
- Understand the different communication actions of the project;
- Guide the comments received from the partners, stakeholders and general audience;
- Coordinate the consortium partners to increase the impact of the dissemination of findings;
- Collect all this information to provide the content and information of the portal, especially pushing public discussions around the project aims.

The person in charge of communication management will act as the Clusters 2.0 community manager.

5.2.2 Newsletter

Newsletters are periodic publications on important topics that build attention to subscribers. In addition, newsletters sent electronically through emails (electronic newsletters) have been widely accepted, and the reason is related to the increasing popularity of general emails over printed material. Newsletters have become a common source for presenting topics of interest to specific audiences.

Sending periodic newsletters to potential users and clients is a common communication practice that has both advantages and disadvantages. Usual newsletter attributes include news and upcoming events from related organizations, as well as a place to find counterparts to build collaboration.

We use Clusters 2.0 newsletters also as an important tool to communicate the aims of the project. As methodology to build our Internet community, we will use two principles: 1) The existing issues will be available on the website; and 2) It will be actively distributed in two different ways; a) using mailing lists for specific interested groups and b) directly through project partners and EHLIG members.

The Clusters 2.0 newsletters will be centered on providing facts and information to project interested parties, focusing on the aims and findings, rather than the internal project organization or activities. In each news issue, we plan to interview a key member of the project (only one in each newsletter, such as the coordinator, or the responsible of a living lab) and the most important aspects of the time period covered (in terms of findings).

A total of five electronic newsletters will be produced and issued every six months during the project, so that the Clusters 2.0 community understands the progress and results of the project. A short article on the activities and presentations of the project will give a good impression of the different target groups that Clusters 2.0 aims to reach. The newsletter will also provide opportunities to expand the project database through subscription options on the Clusters 2.0 website, always respecting the GDPR principles.

Number	Due date
E-newsletter 1	October 2017
E-newsletter 2	April 2018
E-newsletter 3	October 2018
E-newsletter 4	April 2019
E-newsletter 5	October 2019

We plan to distribute the Newsletters to 150 subscribers at M12, and 300 persons at the end of the project. These figures will be reached thanks to several actions both in the portal and other social media (see below).

5.2.3 Social media

In addition to the classic electronic channels (such as email, newsletters, and web sites), social media should also have a central role. Due to the groups that are easy to communicate and involve, once certain social networks get news from "The" # CLUSTERS20_EU ", if there is no guided dialogue, the communication dynamics can be intense and the news could be degraded.

Social Media will be applied in specific situations like indicated hereafter:

- **Twitter:** is to be used to share short news, attracting attention from interested parties and addressing them to further extended information.
- **LinkedIn:** will be used to create interesting discussion groups and publish blogs and news sources.
- **YouTube:** will be used to create community around the videos provided during the project life, including the videos explicitly created, but also interviews or other recordings

We plan to reach 1,000 Twitter followers through cross-tracking activities, through the activities and collaboration of the partners accounts, stablishing liaisons with other projects members, and through posters, brochures, websites, etc.

Social media world includes other apps and networks considered below:

- **Facebook.** It is a very large social media, but rarely used for scientific or technical content and, in general, not for professional use. For these reasons we will **not use** it for the project communication
- **Wikipedia.** Many people see it as a reference where to look for content. However, Wikipedia is a tertiary information source, feed by secondary sources (such as newspapers or publications). So, it is required to have these secondary information sources publishing about Clusters 2.0 before creating an entry.

5.3 Media

The following table summarise the Media subjects with the related outcomes and the expected audience:

Subject	Related Results	Audience						
		Logistics industry	ICT Providers	EU & Nat org and Tech c.	Scientific & R+I com.	EC and EU authorities	Influencers & publications	General public
Project video	General communication	X	X	X	X	X	X	X
Publication on demonstrations	R3, R5, R6	X	X	X			X	
Press releases	R3, R5, R6	X		X		X	X	X
Generalist Journals publications	R3, R5, R6, R7					X		X
Specialised Journals publications	R3, R5, R6, R7	X	X	X	X		X	

5.3.1 Project video

The project video is an interactive presentation in the form of a film, using simple messages to briefly present the project idea, its findings and the characteristics of the developed tools and solutions.

It uses English as spoken language and is available through the project website and other available channels, platforms such as YouTube, project implementation support forums or social media. We have planned 3 videos of this project during the project life cycle, the most complete of which is the last one, which presents the outcomes of the project.

5.3.2 Publication on demonstration actions and results

This document will explain the aims of Clusters 2.0, the cases demonstrated in living labs and the results obtained from its implementation. The document will be distributed electronically to project subscribers and associated networks, but a printed version will be provided upon request.

5.3.3 Press releases

We plan to announce project progress or important achievements through Press releases. A press release is usually a one-page note that briefly presents information in plain language, and oriented to media, with the intention to facilitate its labor and ease its reproduction as news.

It is expected that all project members contribute to the dissemination of project results by issuing appropriate press releases in their respective countries / regions during the project. In particular, the person in charge of Living Labs is required to issue a press release on the results obtained. When issuing such press releases, an electronic copy should be sent to the person in charge of the promotion for upload to the project website. In addition, a responsible partner must provide detailed information: source, publication date, target audience.

An example of press release has been included in D7.2 Dissemination material.

5.3.4 Sectorial Newspapers/Journals publications

Articles about the Clusters 2.0 project (or a part of it) published in newspapers and magazines (not advertisements).

The project partners should analyze the possibility of presenting the project to the departmental or sectorial newspaper/magazine/journal based on the principle of cost/benefit.

Below table shows a list of potential business and scientific journals (to be increased during the project):

Business and Scientific Journals	Comment
Journal of Logistics Management	
Logistics Research	Open access journal
The International Journal of Logistics Management	
International Journal of Logistics Systems and Management	
Journal of Supply Chain Management Science	Open access journal
International Journal of Information Systems and Supply Chain Management	
ACM Transactions on Internet Technology	Technical journal – has a Special Section on Internet of Things (IoT)
International Journal of Physical Distribution and Logistics Management	Provides business practitioners, consultants and academics with leading edge information and discussions of current developments in the field
Logistics Manager	Monthly magazine for managers in charge of the supply chain of UK industrial, retail and commercial organisations.
International Journal of Managing Value and Supply Chains (IJMVSC)	Quarterly open access peer-reviewed journal that publishes articles that contribute new results in all areas of value and supply chain management.
International Journal of Logistics: Research and Applications	A leading journal of supply chain management which publishes original and challenging work that has a clear applicability to the business world.
International Journal of Operations & Production Management (IJOPM)	Investigates opportunities and problems of developing and implementing strategies, systems, and practice in operations management.

Clusters 2.0 expects to publish 5 scientific papers or more in international journals / conferences.

5.4 Events

Clusters 2.0 events will provide support to communicate and disseminate the aims of the project, as well as help to disseminate project findings to interested target audiences, promote valuable input from various stakeholders, and provide a place for debate and brainstorming.

5.4.1 Clusters 2.0 conferences

Clusters 2.0 will organize two events to support the communication and dissemination of the project. The partners will promote Clusters 2.0 participating in various activities, where the content of the C&D tools and materials will be adjusted to the participating audience/s.

The Clusters 2.0 mid-term meeting is planned M18. The purpose of this event is to present



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the progress and findings of the project at the mid-point, discuss and support Clusters 2.0 aims and solutions, and promote Clusters 2.0 methods to specific audiences.

At the end of the project, a Final Event on Clusters 2.0 is envisaged. During the event the final findings and outcomes of the project will be shown.

5.4.2 EHLIG meetings

EHLIG (European Advanced Industrial Group) is composed of 25 members, all of whom are logistics experts from academia and industry. EHLIG members meet twice a year. Travel and accommodation expenses incurred for participating in EHLIG meetings and other activities of the projects in which they participate will be fully reimbursed. EHLIG will provide expert advice and opinions on the results of selected Clusters 2.0 findings and intentions. EHLIG meetings will be planned in conjunction with project seminars or conferences when possible, taking advantage of key stakeholders' representatives also invited to participate. The purpose is to present the main outcomes of the project and seek commitments from stakeholders after project end, so that they can have the chance to take advantage of the Clusters 2.0 results.

The objectives of EHLIG are as follows: 1) Debate the main findings of the project and seek support 2) Assess whether the results meet real needs 3) Provide guidance for the use of resources and end users contact 4) Contribute to communicate the findings and project activities 5) Assess the possible impact on the project concept of changing aspects such as: trends, opportunities, or needs for innovation and development. 6) Assess whether project activities need to be adjusted to meet demand.

5.4.3 External Advisory board meetings

An External Advisory Board (EAB) will be appointed and steered by the Project Management Team. The EAB will be chaired by the Coordinator. The role of the EAB will be to advise and consult the project on the approach, methodology and activities adopted. Tentative initial members are:

- Paul Ham. ECT Rotterdam
- Martin van der Meer. Head of Transport Management SC Europe TATA Steel
- Nik Delmeire. Secretary General European Shippers Council
- Wim Baert. Director Logistics Samsonite Europe NV

Formally, the members of the board are not part of the consortium and as such will be a consultative body for the project boards. The project will use advises to improve the deliverables and their acceptance. The members of the board will however not be entitled to steer the project processes or activities.

The goal is to have representatives of at least 15 EU and associated countries.

5.4.4 External events

Clusters 2.0 will arrange for its participation and representation in a number of European and International events, such as workshops, congresses and conferences, and this will continue throughout its duration. In this way the project partners can interact with people belonging to the scientific community, industry representatives and public administration officers as well as with the general public. Within these events Clusters 2.0 will present its work via technical presentations, organisation of special sessions on related research or exhibition of the project's concepts and findings at stands and booths. Also, FABRIC dissemination material such as brochures and posters will be distributed to the events participants so that a greater audience may be reached. Although the project is still at its start, Clusters 2.0 has already organized a session in 4th IPIC conference organized in Graz in July 2017 and in Munich

Logistics Fair.

The following table lists relevant potential events for the coming years.

Event	Date	Place
TRA Transport Research Arena	16 Apr 2018	Vienna
Transport logistic Fair Munich	May (annual)	Munich
International Transport Forum (ITF)		
Transportation Research Board Annual Meeting		
IOT Solutions World Congress		
Mobile World Congress	February (annual)	Barcelona
World Conference cities and ports		
IPIC International Physical Internet Conference	Jul 2018	NL
SIL Barcelona	Jun (annual)	Barcelona
ILS (Information Systems, Logistics and Supply Chain) Conference 2016		
International Transport Forum (ITF)		
Intertraffic		
Salon International du transport et de la logistique du grand sud atlantique		
Future Highways		
European Week of Regions and Cities		
EyeForTransport		
ECTRI		
GS1 Global Forum		
EXPO logistics,		
European Freight and Logistics Leaders Forum		
Conferences of ALICE (ETP for Logistics),		
Supply Chain Summit		
IEEE Intelligent Transportation Systems Conference		

As part of the project, the consortium will be present at least in 5 scientific workshops.

5.5 Project recapitulation and readiness for exploitation

The final stage of the project will present the findings and outcomes of the project. The planned final event is seen as a key chance to exhibit the results of Clusters 2.0 and how real logistics clusters can benefit from these results. Our final event will mark the also commencement of the CLUSTER 2.0 after-project.

5.6 Dissemination versus Communication channels

Channels	Communication	Dissemination
Clusters 2.0 website – General webpages	X	
Clusters 2.0 website – webpages of results		X
Mailing lists & newsletter subscribers	X	X
Social media	X	
External channels – Generalist	X	

 **Clusters 2.0**

External channels – Specialised, sectorial, targeted		X
Clusters 2.0 events – Presentation of Clusters 2.0 results		X
External events – announcements, brochures and flyers, etc	X	
External events – Presentation of Clusters 2.0 results		X
Publications in scientific journals		X

6. Target groups

All the dissemination activities and tools described above in the previous sections are tailored on specific audience. Different stakeholders will benefit of a specific content and format of the various dissemination efforts by Clusters 2.0.

6.1 Logistics industry

Several sub-groups compose this group, ranging from logistics service providers, freight integrators, shippers and cargo owners, SMEs, clusters' managers to transport managers and infrastructure operators.

This group comprises both business and technical experts.

6.2 ICT providers

This group includes developers of logistics-related applications and ICT service providers, to discuss the product emergence and their commercial expectations. Positive feedback is expected to enhance the commercial attractiveness of ICT products and services.

6.3 Similar R&D projects

Dissemination among relevant EU, national and overseas peers is paramount for successful uptake of the project results. The exchange of knowledge is imperative for assessing the up-to-date developments, project dynamics and assess Clusters 2.0 outcomes. Several initiatives, both in-progress and forthcoming will be contacted in order to work on cross-fertilization, align expectative and avoid duplicities, among them:

- AEOLIX
- ATROPINE
- SELIS
- SmartBOX
- Kombi-Flex Waggon

We expect to contact at least 10 EU or national projects and initiatives.

This target group will be addressed within the framework of international organisations in which Clusters 2.0 partners maintain exchange and cooperation, followed by official contact at project level.

6.4 Technical community

International organisations such as relevant EC/national projects, ETP's such as ALICE, ERRAC, ERTRAC or Waterborne), at European, national and international level can produce a meaningful multiplier effect as associations representing transport authorities and members of the Logistics industry.

6.5 Scientific and research community

The Clusters 2.0 findings will be widely shared with the research community by participating in relevant academic congresses and by publishing articles to journals related to logistics.

6.6 Policy makers

This target group is composed by European Community staff / politicians; leading opinion creators and policy assessors; organizations relevant in the Europe context such as GS1, ECTRI or ESC; and forums related to standardization as well as edge initiatives, where the project's findings could be debated.

This will contribute to a crystalline complete topic's understanding and thus give clear support for high-level decision-making activities.

6.7 Key influencers / Publications

Academic and scientific peers will be reached through conference papers and publications in most renowned journals in the field of logistics. This effort will extend at a regional, national and international level.

6.8 General public

Providing accurate information and encouraging dialogue among the wider public are fundamental goals of European R&D projects. Quite expectably, the content of communication activities directed to this audience will favour the general Clusters 2.0 mission and accomplishments rather than detailed technical solutions.

7. Clusters 2.0 dissemination guidelines

In addition to the below description of the dissemination toolbox, Dissemination actions has to follow regulations described in the Grant Agreement, as well as other H2020 guidelines.

In particular:

- For Horizon 2020 projects the reference document for communication, dissemination and exploitation activities is the Grant Agreement (GA), and namely Articles 29 (Dissemination of results — Open access — Visibility of EU funding) and 38 (Promoting the action — Visibility of EU funding).
https://ec.europa.eu/research/participants/data/ref/h2020/grants_manual/amqa/h2020-amqa_en.pdf
- European Commission document “Communicating EU research and innovation guidance for project participants”
https://ec.europa.eu/research/participants/data/ref/h2020/other/gm/h2020-guide-comm_en.pdf
- European Commission document “Guidance Social media guide for EU funded R&I projects”
https://ec.europa.eu/research/participants/data/ref/h2020/other/grants_manual/amqa/soc-med-guide_en.pdf
- IPR Helpdesk document “The Plan for the Exploitation and Dissemination of Results in Horizon 2020” https://www.iprhelpdesk.eu/sites/default/files/newsdocuments/FS-Plan-for-the-exploitation-and-dissemination-of-results_1.pdf
- European Commission Online Manual “Communicating Your Project”
https://ec.europa.eu/research/participants/docs/h2020-funding-guide/grants/grant-management/communication_en.htm

7.1 Dissemination procedure

Dissemination activities conditions are **fixed in Clusters 2.0 Consortium Agreement**. Among other obligations and conditions agreed, the following excerpts have to be underlined:

- During the project lifetime and for a period of 1 year after its conclusion , the dissemination outcomes owned by one or several parties (including but not limited to publications and presentations), shall comply with the procedure of Article 29.1 of the GA subject to the following provisions.

Prior notice of any planned publication shall be given to the other Parties at least 45 calendar days before the publication. Any objection to the planned publication shall be made in accordance with the GA by writing to the Coordinator and to the Party or Parties proposing the dissemination within 30 calendar days after receipt of the notice. The publication is permitted if no objection is raised within 30 calendar days after the receipt of the notice.

- A Party shall not include in any dissemination activity another Party's outcomes or background without obtaining the owning Party's prior written approval, unless they are already published.
- The Parties commit to cooperate to allow the timely submission, examination, publication and defence of any dissertation or thesis for a degree which includes their outcomes or background subject to the confidentiality and publication provisions agreed in this Consortium Agreement.

7.2 Open access

According Wikipedia¹ “Open access (OA) is a set of principles and a range of practices through which research outputs are distributed online, free of cost or other access barriers”.

Article 29.2 of the Clusters 2.0 Grant Agreement states that it is **MANDATORY** that each grant beneficiary **MUST** ensure **open access** (permanent, chargeless, online available for any reader) to ALL scientific publications (peer-reviewed) relating its findings

- Green model. The publisher establishes for its own benefit a period of embargo, then the author/s of the paper/article issues it to an open repository
- Gold model. The publisher permits to the paper/article author/s immediate open access publication to readers, paying for it if needed

Clusters 2.0 will issue its public documents on Zenodo (an Open Repository) to provide open access to publications and Technical/researchers profiles and others pursuing use of our results.

Scientific/Technical information refers to peer-reviewed scientific/technical conference papers, research papers/articles (issued in academic journals), pre-print articles, books, patents, and datasets (data underlying publications, curated data and/or raw data), if any.

We expect that the issued contents are ready to be indexed by Google Scholar.

7.3 Timeline of expected communicable results

Dissemination activities include public deliverables, conference papers, chapters in books and journal publications targeting academic and technical audience.

The table below lists Clusters 2.0 public deliverables Regarding the deliverables considered as “Public” the below table list it, including the ID of the results that links with Section 4.5):

Deliv. Nr	Deliverable name	Delivery date (M)	Related Results Id	Logistics industry	ICT Providers	EU & Nat org and Tech c.	Scientific & R+I com.	EC and EU authorities	Influencers & publications
D2.1	Scoping Logistics Clusters	6	R1	X					X
D2.2	Cluster building blocks: Proximity Terminal Network potentialities	6	R1	X	X				
D3.1	CNI Description of the minimal data set	6	R1		X		X		
D3.2	CNI API description	6	R1		X		X		
D4.1	Specification sheet of designated NMLU	6	R1	X		X			X
D4.4	Reliable train-truck horizontal transshipment prototype	6	R1	X		X			X
D1.1	Market Analysis	12	R2	X	X				X
D1.4	Exploitation Handbook	12	R2	X	X				X
D4.2	Reliable NMLU prototype	14	R3	X		X	X		X
D2.3	Cluster Community System requirements and architecture	16	R3		X	X	X		
D2.4	Cluster Community System Tool	16	R3	X	X	X	X		

¹ https://en.wikipedia.org/wiki/Open_access

Deliv. Nr	Deliverable name	Delivery date (M)	Related Results Id	Logistics industry	ICT Providers	EU & Nat org and Tech c.	Scientific & R+I com.	EC and EU authorities	Influencers & publications
D2.5	Handbook for Smart Clusters development	16	R3	X	X	X	X	X	X
D3.3	Collaboration methodology within logistics clusters	16	R3	X		X	X	X	
D3.5	Rail Freight Operators Service mapping	16	R3	X		X		X	
D3.6	Network Design Model describing current European flows across clusters: as is	16	R3	X		X		X	X
D7.5	Policy adaptation and standardization recommendations	18	R4	X	X	X	X	X	X
D4.3	Prototype trucks for fast and reliable transshipment of NMLUs	22	R4	X		X	X		X
D3.4	Collaboration methodology in between logistics clusters	26	R4	X		X	X		X
D3.8	Scenarios and tools for shipment planning and asset optimisation for logistics clusters networks	28	R5	X		X	X		X
D4.5	Dynamic Terminal Management System	28	R5		X		X		
D3.7	Optimization and assessment tool for sustainable collaboration through clusters: to be	30	R6		X		X		
D5.8	High-level reports on progress of Living Labs	34	R7	X		X	X		
D6.3	Living Lab evaluation analysis and Clusters Assessment Report	36	R7			X	X		X
D6.4	Environmental and socio-economic performance assessment of Clusters 2.0	36	R7	X		X	X	X	X

In addition, the project plans to publish 5 scientific papers in international journals or conferences. The below table shows a tentative list of schedule and contents related to these scientific papers.

Paper Id	Issuing date	Related Results Id	Logistics industry	ICT Providers	EU & Nat org and Tech c.	Scientific & R+I com.	EC and EU authorities	Influencers & publications
P1	M12	R1, R2	X	X		X		
P2	M16	R3	X	X		X		
P3	M20	R4	X	X		X		X
P4	M26	R5	X			X		X
P5	M36	R6, R7	X	X	X	X	X	

8. Actions accomplishment

8.1 Core KPIs goals

We have defined the below KPIs (Key Performance Indicators) and related goals for each one of them. Each one of them is regularly evaluated and reported.

- A website that generates over **5.000** unique page views;
- At least **150** individuals/organisations signed up to receive email updates on project achievements and results by M12 and at least **300** by project end;
- Media coverage that is equivalent to **150,000€** of advertising spend (an accepted industry measure);
- At least **5** peer-reviewed scientific publications in international journals or conferences;
- Participation in at least **5** scientific workshops;
- Presentation of project results in at least **10** international events and active distribution of at least **1,000** leaflets at such international events;
- Networked with at least **10** EU or national projects or initiatives;
- An External Advisory Board with members from at least **15** different EU countries;
- At least **5** M.Sc. theses and **2** Ph.D. projects;
- Over **1,000** twitter followers for the project;
- Over **250** members on LinkedIn Group;
- At least **3** project Videos uploaded to YouTube generating over **500** views in total;
- Social media links with at least **10** representative groups from across the EU.

8.2 Alignment with Description of Work document

In order to ensure we fulfil our contractual obligations the number of publications; number of events and viewing figures for newsletters and website will be recorded by stakeholder group if possible. This metric is necessary but not sufficient to monitor the effectiveness of dissemination.

9. Conclusion

This deliverable D7.1 defined the dissemination plan for Clusters 2.0. After identifying the dissemination goals, the document described the tailored tools and channels to reach the target groups of relevant stakeholders.

The dissemination leader coordinating WP7 will supervise all the dissemination elements combined in the present plan according to specific procedures complying with the EU dissemination guidelines. The performance of different dissemination activities will be controlled throughout the project execution by comparing it to a series of Key Performance Indicators (KPIs). The goal of communication and dissemination activities is to secure visibility to Clusters 2.0 results among relevant stakeholders and to support their sustainability even after the project conclusion.

10. References

Clusters 2.0 (2017), "Grant Agreement"

European Commission, "Communicating Your Project". Available online at:
https://ec.europa.eu/research/participants/docs/h2020-funding-guide/grants/grant-management/communication_en.htm

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https://ec.europa.eu/research/participants/data/ref/h2020/other/gm/h2020-guide-comm_en.pdf

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

European IPR Helpdesk (2015), "The Plan for the Exploitation and Dissemination of Results in Horizon 2020". Available online at:
https://www.iprhelpdesk.eu/sites/default/files/newsdocuments/FS-Plan-for-the-exploitation-and-dissemination-of-results_1.pdf

ANNEX I - Overview of resources

Overview of deliverables in WP 7

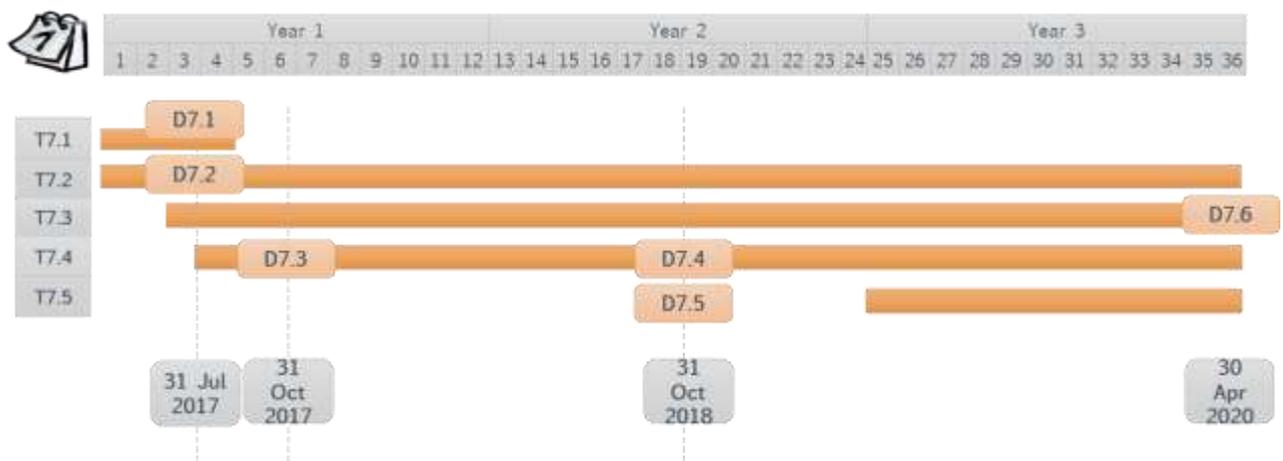
The following deliverables are planned in WP7:

#	Title	Responsible	Type	Diss. level	Due date	Date
D7.1	Communication Strategy and Plan	ENIDE	Report	Public	M3	July 2017
D7.2	Communication kit	ENIDE	Web sites, etc	Public	M3	July 2017
D7.3	Engagement activities plan	ARGUSI	Report	Confidential	M6	Oct 2017
D7.4	Engagement activities Report	ARGUSI	Report	Confidential	M18	Oct 2018
D7.5	Policy adaptation and standardization recommendations	PTV	Report	Public	M18	Oct 2018
D7.6	Dissemination report	ENIDE	Report	Public	M36	Apr 2020

Overview of person-months per participant

	PTV	ENIDE	MOS	PGBS	IBI	IML	EURALOG	SEABILITY	NALLIAN	VAN ECK	ARMINES	PCT	ARGUSI	UIC	TOTAL
WP7 Communication	4,0	8,0	1,5	1,0	1,0	1,0	1,5	1,5	1,5	1,5	2,0	1,5	4,5	2,5	33,0
T7.1 Definition of Communication Strategy and Plan	0,5	1,5													2,0
T7.2 Clusters 2.0 Communication Tools and activities		3,0													3,0
T7.3 Use of foreground and Dissemination	1,5	3,0	0,5	0,5	1,0			1,0	0,5	1,0	1,0	0,5	1,0		11,5
T7.4 Clusters 2.0 Engagement Activities	1,0	0,5	1,0	0,5		0,5	1,5	0,5	1,0	0,5	1,0	1,0	3,5	1,5	14,0
T7.5 Policy adaptation and standardization activities	1,0					0,5								1,0	2,5

Work plan



Overview of dissemination material direct costs

Partner	Item Type	Item	Cost	Rationale
ENIDE	Material	Dissemination material	9.500	Video + other printed material
IBI	Material	Dissemination material	3.000	Project leaflet + other dissemination material
EURA-LOGISTIC	Material	Dissemination material	3.000	Project leaflet + other dissemination material
PCT		Dissemination material	3.000	Project leaflet + other dissemination material
ARGUSI		Dissemination material	3.000 (10.000)	Project leaflet + other dissemination material
PTV	Material	Dissemination material	3.000	Project leaflet + other dissemination material
ARGUSI	Travels	Travels of EHLIG	45.000	Travels and subsistence (750e each) of EHLIG executives to participate in 6 physical meetings over the project
ARGUSI	Material	Event costs	25.000	Clusters 2.0 workshops