



Flexible, multi-mOdal and Robust FREIGHt Transport

D5.3 Dissemination, Communication, training and clustering activities

Interim version

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Glossary of terms and abbreviations

Abbreviation / Term	Description
3GPP	Third Generation Partnership Project
5G	Fifth Generation
5GMF	Fifth Generation Mobile Communications Promotion Forum
5GPPP	5G Infrastructure Public Private Partnership
AdvB	Advisory Board
AECOC	Asociación Española de Codificación Comercial
AI	Artificial Intelligence
AIA	Athens International Airport
AIOTI	Alliance of IoT Innovation
API	Application Programming Interface
BDVA	Big Data Value Association
BEIA	BEIA CONSULT INTERNATIONAL SRL
CEL	Centro Español de Logística/Spanish Logistics Centre
CERTH/HIT	Centre for Research & Technology, HELLAS/Hellenic Institute of Transport
CINEA	European Climate, Infrastructure and Environment Executive Agency
CLELAT	European Association for Forwarding, Transport, Logistics and Customs Services
COEL	Cosco Shipping Lines (Greece) SA.
CSLS	Cosco Shipping Lines (Spain) SA.
D&C	Dissemination and Communication
DAIRO	Data, AI and Robotics
DCSA	Digital Container Shipping Association
DHL	DHL Exel Supply Chain Spain SL
DSS	Decision Support System(s)
DTLF	Digital Transport and Logistics Forum
eBOS	eBOS Technologies Limited
EC	European Commission
EIT	European Institute of Innovation and Technology
ES_UC	Spanish Use Case

ETNO	European Telecommunications Network Operators
ETSI INT	European Telecommunications Standards Institute
EU	European Union
EuCNC	European Conference on Networks and Communications
FVP	Fundación Valencia Port
GA	Grant Agreement
GOLD	Goldair Handling
GP	ASOCIATIA TEHNOPOL – GALATI
GR_UC	Greek Use Case
GS	Global Standards
GSMA	Global System for Mobile Communication Association
H	Horizon
HE	Horizon Europe
IATA	International Air Transport Association
ICALT	International Conference on Advanced Logistics and Transport
iCAST	International Conference on Awareness Science and Technology
IEEE	Institute of Electrical and Electronics Engineers
IMEC	Interuniversitair Micro-electronica Centrum
IMO	International Maritime Organisation
IMT	International Mobile Telecommunications
IoT	Internet of Things
IPCOTF	International Port Call Optimisation Task Force
IPCSA	International Port Community Systems Association
ISO	International Organisation for Standardisation
ISO	International Organisation for Standardisation
IT	Information Technology
JV	Joint Venture
KPIs	Key Performance Indicators
LSPs	Logistics Service Providers
ML	Machine Learning

MNOs	Mobile Network Operators
MVNOs	Mobile Virtual Network Operators
NAVROM	Compania de Navigație Fluvială Română
NDA	Non-disclosure Agreement
NESSI	Networked European Software and Services Initiative
NGI	Next Generation Internet
NGMN	Next Generation Mobile Networks Alliance
NGOs	Non-Governmental Organisations
OPEX	Operating Expenses
PC	Project Coordinator
PMB	Project Management Board
Q&A	Questions & Answers
R&D	Research & Development
R&I	Research and Innovation
RO_UC	Romanian Use Case
RTOS	Real Time Operating systems
SaaS	Software as a Service
SDOs	Standardisation Developing Organisations
SLAs	Service-Level Agreements
SMEs	Small and Medium-sized Enterprises
SNS	Smart Network Services
T	Task
T&L	Transport and Logistics
TIC4.0	Terminal Industry Committee 4.0
TRA	Transport Research Arena
TRL	Technology Readiness Level
UC	Use Case
UCs	Use Cases
WINGS	WINGS ICT Solutions Information & Communication Technologies IKE
WP	Work Package
ZSI	Zentrum fuer Soziale Innovation GmbH

1 Executive Summary

Deliverable (D) 5.3, titled "Dissemination, Communication, training and clustering activities (Interim version)", is an integral component of Task (T) 5.1, which falls under Work Package (WP) 5, titled "Dissemination, Communication & capacity building". This deliverable serves as a comprehensive report detailing the dissemination and communication (D&C) plan of the project, and it encompasses various facets such as the project's visual identity and D&C phases, target audiences, dissemination material, and communication channels (as reported in D5.1 "Project website and social media presence", submitted at M02), participation in various events and scientific conferences, as well as the organisation of trainings, workshops, webinars, and other dissemination and engaging activities, and the project's exploitation strategy and planning towards commercialisation. In other words, this report provides a roadmap for achieving project objectives and maximising stakeholder engagement.

Within D5.3, particular emphasis is placed on the progress made after month (M) 6, when D5.2 "Dissemination, Communication, training and clustering activities (Initial version)" was submitted. The interim version of this deliverable encapsulates the comprehensive efforts undertaken by the FOR-FREIGHT Consortium to disseminate the project progress, engage stakeholders, and foster collaboration with transport and logistics (T&L) experts and initiatives. Through strategic planning and coordinated execution, the project consortium maximised the reach, visibility, and impact of its activities, ultimately contributing to the exchange of ideas and advancement of knowledge. Collaboration lies at the heart of FOR-FREIGHT's D&C efforts, with the project consortium actively engaging with industry consortia, regulatory bodies, and standardisation organisations, seeking to influence policy discourse, shape industry standards, and drive innovation within the T&L sector.

In addition, this deliverable reflects a robust monitoring and evaluation framework, established to track the effectiveness of dissemination activities and measure their impact. Key Performance Indicators (KPIs) are identified to assess progress, gather feedback, and inform iterative improvements in D&C strategies and tactics. As the project progresses, the FOR-FREIGHT consortium remains committed to advancing its dissemination, communication, and clustering activities, in alignment with project goals and stakeholder expectations. By fostering a culture of collaboration, innovation, and knowledge exchange, FOR-FREIGHT aims to leave a lasting legacy within the T&L sector, driving positive change and shaping the future of T&L.

In summary, this deliverable reports the progress achieved under T5.1, between M07 and M20. D5.4 titled "Dissemination, Communication, training and clustering activities (Final version)", will be the final version of D5.2 and D5.3, and will report partners' achievements from the beginning, until the end of the project's lifecycle. Deliverable D5.4 will thus reflect a summary of the D&C and exploitation outcomes, including training and clustering activities implemented, and will be submitted at M40.

2 Introduction

The chapter briefly outlines the objectives of the respective deliverable and elucidates how these objectives align with the overarching scope of the project. Additionally, it reports various strategies employed by the FOR-FREIGHT consortium to meet the project's objectives and uphold its standards throughout the execution of diverse activities. Emphasising the project's scope, it is essential to highlight that WP5 aims to properly disseminate the work developed in the project, and promote its goals and objectives. More specifically, WP5 is mostly related to Objective 3, for example, which targets authenticating the effectiveness of the FOR-FREIGHT solutions within authentic multimodal, multi-stakeholder settings, leveraging genuine end-user data. This will be achieved through meticulously crafted Use Cases (UCs), which will exhibit the advanced stage and commercial readiness of the solutions Technology Readiness Level (TRL) ≥ 7 . These demonstrations will showcase the enhanced performance, including increased capacity, resource efficiency, sustainability, emissions reduction, and cost savings, achieved through FOR-FREIGHT's integrated, multi-stakeholder approach to logistics chain management, contrasting with the fragmented operations of the current logistics landscape. Objective 4 aims to encourage the creation and validation of innovative business models and collaborative strategies aimed at facilitating interoperable, integrated, and cooperative T&L services. This endeavor will leverage a robust data governance framework, informed by extensive examination of the socio-economic and environmental implications of the proposed solutions. In addition, Objective 5 aims to guarantee alignment with established and evolving European logistics standards and to advocate for, as well as contribute to the standardisation of end-to-end freight management solutions that embrace multimodal, multi-stakeholder collaboration. This effort includes fostering a T&L-centered ecosystem that unites crucial stakeholders such as ports, airports, railways, and road operators. Moreover, the project aims to amplify its influence through extensive dissemination, communication, clustering, and exploitation endeavors.

With this intention, D5.3 establishes a systematic framework for communication and collaboration among internal and external entities involved in the project. This framework encompasses the dissemination, communication, training, and clustering activities of the project, with an emphasis on exploitation. All participating entities are tasked with ensuring widespread dissemination of project outcomes, and actively promoting the project through various activities and channels. To facilitate these efforts, a structured framework delineating key steps and actions for effective dissemination and communication within the project is implemented.

2.1 Mapping FOR-FREIGHT Outputs

This section presents the FOR-FREIGHT 's Grant Agreement (GA) commitments, as extracted from the formal deliverable and task description concerning their outputs and work to be performed. The purpose is to aid the reviewer in finding the specific sections of the document where the respective tasks' requirements are addressed but also to guide the author through and serve as a checklist to address everything that needs to be addressed.

Table 2-1: Adherence to FOR-FREIGHT's GA Deliverable & Tasks Descriptions

FOR-FREIGHT GA Component Title	FOR-FREIGHT GA Component Outline	Respective Document Chapter(s)	Justification
DELIVERABLE			
D5.3 Dissemination, Communication, training and clustering activities	"Interim version of the dissemination, communication and exploitation report including training and clustering activities implemented. It is the outcome of Tasks 5.1, 5.3".	Chapter 3 to Chapter 9	Information about the implemented dissemination and communication activities in the project, as well as future action planning is

(Interim version)			reflected in all chapters of this deliverable. More specifically, Chapter 3 introduces the dissemination and communication monitoring framework, and then breaks down and explains in detail in the following chapters, the various activities.
TASKS			
T5.1 Dissemination & communication activities	<p>“This task will define the D&C plans and select appropriate tools to be used by the Consortium for internal/external communication. The main elements of the D&C plan will be tasks, responsible partners, materials used, audience addressed and timing. In addition, the D&C plan includes: (a) project identity definition; (b) target group definition; (c) issue of dissemination material; (d) selection of the appropriate communication activities; (e) evaluation of the communication activities performed. It will set up and maintain the project website by month M2 (by EBOS), which will address a wide and versatile community and will be updated regularly. The portal will be complemented by a social media communication strategy and channels (e.g., LinkedIn groups) that will ensure a broad diffusion of the project results and promote the project in online discussion communities. The project’s intermediate results will also be presented in the form of white papers, presentations, and online demos at various conferences and industrial exhibitions, with the purpose of commercially exploiting the project’s results and identifying new partners for collaboration in the EU market. The following options will also be considered: (i) joint organisation with other relevant 5G Public-Private Partnership and Smart Networks and Services (5G PPP/SNS) projects, (ii) co-hosting in the framework of other well-established events, (iii)</p>	Chapter 3 to Chapter 9	<p>All chapters of this deliverable refer to information, relevant to T5.1. However, the most relevant and linked to this task chapters, are:</p> <ul style="list-style-type: none"> - Chapter 3: Gives the dissemination and communication phases and monitoring framework, and the project’s visual identity; - Chapter 4: Gives the dissemination activities, target audiences and objectives, with emphasis on the achieved dissemination activities and metrics; - Chapter 5: Gives the communication activities and channels, as well as the target audiences and objectives, with emphasis on the achieved communication

	<p>organisation of a session with other 5G stakeholders, (iv) cooperation with 5G PPP/SNS WGs and mapping of results, (v) Contribute, upon invitation by the European Climate, Environment and Infrastructure Executive Agency (CINEA), to common information and dissemination activities to increase the visibility and synergies between Horizon 2020 (HE/H2020) supported actions.”</p> <p>Outputs:</p> <ul style="list-style-type: none"> • D5.1 “Project website and social media presence”; • D5.2 “Dissemination, Communication, training and clustering activities (Initial version)”; • D5.3 “Dissemination, Communication, training and clustering activities (Interim version)”; • D5.4 “Dissemination, Communication, training and clustering activities (Final version)”. 		<p>activities and metrics;</p> <ul style="list-style-type: none"> - Chapter 6: Presents the liaison activities in the project; - Chapter 7: Presents the preliminary plan and methodology for the implementation of the trainings; - Chapter 8: Provides partners’ exploitation strategy and planning towards commercialisation; - Chapter 9: Based on the actions completed until today, as well as the actions planned for the forthcoming months, this chapter provides the next actions defined by the project consortium.
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2.2 Linkage to other project outputs

This section provides information on the interconnections between the respective deliverable and other WPs, project outputs, etc., as outlined in Table 2-2.

Table 2-2: Links to other Project Outputs/ Work

WP Number	Task Number	Deliverable Number related	Content
<p>WP4 Commercialisation & Innovation</p>	<p>T4.1, T4.2, T4.3, T4.4</p>	<p>D4.1, D4.2, D4.3, D4.4, D4.5</p>	<p>The dissemination and communication activities outlined in this deliverable are essential for promoting awareness of FOR-FREIGHT's intellectual property and potential patents, as well as guiding commercial outreach efforts. They contribute to building the project's reputation and attracting</p>

			interest from relevant stakeholders. The engagement events aim to analyse stakeholders and their impact profile. This aligns with maximising the business, social, and economic impact of the FOR-FREIGHT solutions by ensuring active involvement and feedback from stakeholders. Such activities involve sharing information about data management practices, including ensuring secure, reliable, and compliant data storing, processing, and management.
WP5 Dissemination, Communication & capacity building	T5.3	D5.2, D5.4	D5.3, D5.4
			The activities outlined in this deliverable contribute directly to the development and implementation of the dissemination strategy and plan. This includes identifying target audiences, selecting communication channels, and disseminating FOR-FREIGHT results and insights effectively. Training activities included in this deliverable aim to enhance stakeholders' skills and knowledge in T&L practices, fostering the development of a more robust and knowledgeable ecosystem. In addition, the clustering activities specified involve collaborating with other relevant T&L projects, associations, and clusters, as per the objectives of WP5. This collaboration aims to maximise awareness and impact by leveraging existing networks and sharing best practices.

2.3 Deliverable Overview and Report Structure

In this section, a summary of the deliverable's structure is presented, outlining the respective chapters and their content in a concise bullet-point format:

- Chapter 1 gives the executive summary of the deliverable;
- Chapter 2 explains the project's outputs, the connection with other project outcomes, and the report structure;
- Chapter 3 provides the monitoring framework for achieving the project's D&C KPIs and effective management tools while emphasising the D&C phases of FOR-FREIGHT, and its visual identity;
- Chapter 4 reports the dissemination activities and achieved metrics, the relevant target audiences, objectives, and channels, as well as the partners' engagement strategy for meeting the desired outcomes. The involvement of the Advisory Board is also explained;
- Chapter 5 gives the communication activities, its target audiences and objectives, the communication activities and channels, and the achieved metrics;
- Chapter 6 reports FOR-FREIGHT's collaboration and liaison with other relevant projects and initiatives;
- Chapter 7 introduces an indicative training methodology while describing the respective timeline, and introduces the work done so far;
- Chapter 8 introduces an indicative exploitation strategy, and an indicative plan toward commercialisation;
- Chapter 9 reports the next actions the FOR-FREIGHT consortium planned after M20;

- Chapter 10 outlines the conclusions;
- Chapter 11 reveals the references.

3 Dissemination and Communication Monitoring Framework

This Chapter delves into the critical aspects of the D&C monitoring framework within the project's overarching scope. Effective D&C strategies are essential pillars for the success of the project, ensuring that its objectives reach the intended audiences and stakeholders. This chapter explores the structured framework established to monitor and enhance the D&C efforts throughout the project's lifecycle. By examining the methodologies, tools, and key performance indicators (KPIs) utilised in monitoring these activities, this chapter aims to shed light on the mechanisms put in place to maximise the project's visibility, impact, and outreach.

Successful monitoring mechanisms for the effective implementation of the D&C activities vary in FOR-FREIGHT. Internal and external mechanisms, such as tailored communication channels and messaging platforms, are identified and adopted for smooth communication with the consortium members, as well as the project's end-users and stakeholders. Measuring and monitoring engagement is also another target of FOR-FREIGHT, as the established KPIs (i.e., may include website traffic, social media engagement metrics, attendance at events, publication reach, etc.) allow for the measurement of the effectiveness of D&C activities. Facilitating collaboration and coordination among project partners and stakeholders to leverage collective resources, networks, and expertise in disseminating project outcomes effectively, as well as implementing quality assurance processes to ensure that disseminated information is accurate, relevant, and aligned with the project's objectives and messaging are also achieved.

Continuously monitoring and evaluating dissemination and communication efforts allow for the identification of emerging trends, audience preferences, and communication gaps, enabling the adaptation and iteration of strategies for maximum impact. Establishing a reporting schedule (i.e., via email communication, regular online and physical meetings, excel monitoring and reporting files, etc.) is critical in analysing and documenting the performance of D&C activities. The interaction with the project's stakeholders helps the project consortium in assessing progress, identifying areas for improvement, and making informed decisions. Implementing feedback mechanisms such as surveys, focus groups, and stakeholder interviews to gather insights into the technical developments, the effectiveness of communication strategies, and the relevance of disseminated information, are means to be used for future activities. Thus, by employing these processes within the Dissemination and Communication Monitoring Framework, FOR-FREIGHT can enhance its visibility, engagement, and ultimately, its impact on target audiences and stakeholders. Detailed information about the effective reporting, tracking, and monitoring tools used by the FOR-FREIGHT consortium is available in section 3.1.1.

3.1 Dissemination and Communication Phases

As reported in the General Agreement (GA), and as already stated in D5.2, the project's D&C activities are structured across four phases, delineating the strategy for establishing and coordinating actions to enhance project promotion and the adoption of its outcomes beyond its duration. Each phase, detailed in the following Table 3-1, is tailored to specific target audiences, channels, and objectives. Taking into account the reporting table and current work in the project, the project partners entered the second phase of the project, which reflects the project timeline between M12 and M24. Therefore, by reading this deliverable, the readers become informed of all the D&C and other relevant activities implemented by M20 in the project and get an idea about the preliminary planned, future activities.

Table 3-1: FOR-FREIGHT D&C Phases

Type of information	Target audience	Channels	Goals
PHASE 1 (M1-M12)			
Presentation of the project including its objectives. Expected project results. Solutions roadmap workshop.	Industry, technological, research, and academic communities, potential end-users, international stakeholders, and group identified.	Conferences, workshops, brochures, posters, website, and social media channels (LinkedIn, Twitter, YouTube, etc.).	<ul style="list-style-type: none"> • General visibility. Attracting potential collaborators. • Attracting potential customers. • Attracting investors.
PHASE 2 (M12-M24)			
Presenting elaborated use cases of FOR-FREIGHT. Demonstration and prototype.	Potential end-users, specific technological, research, and academic communities.	Conferences, workshops, publications in journals, special sessions in congress/conferences, website, and social media channels.	<ul style="list-style-type: none"> • Exposing synergies with other projects. • Providing visibility. • Attracting potential collaborators.
PHASE 3 (M25-M33)			
Running results of the project. Demonstration and field trials.	Potential end-users, specific technological, research, and academic communities (Open source, social media, event processing).	Conferences, workshops, publications in journals, special sessions in congress, website, and social media channels.	<ul style="list-style-type: none"> • Attracting potential investors. • Attracting potential customers.
PHASE 4 (M34-M40)			
Final results of the project. User-oriented demonstration.	Specific technological, research, and academic communities, end-users, and institutional organisations.	Website, demos, publications in journals or press, industry-focused events, and client demonstrations.	<ul style="list-style-type: none"> • Attracting potential customers, investors. • Informing the EC. • Demonstrating results to existing customers.

As to what concerns the first two phases of the project (M01-M12, and M12-M24), it is essential to mention that the FOR-FREIGHT consortium attended various events, conferences, as well as exhibitions, to promote the project's objectives, developments, and general progress. Special sessions and scientific publications were also submitted to the conferences the project partners attended, and the collaboration with other projects was safeguarded throughout the implementation of various activities in those events. As reported in the above-mentioned Table, the objective is to engage industry players, technological, research, and academic communities, etc., with the ultimate goal of gaining feedback and enhancing knowledge-sharing regarding the project's UCs, and the FOR-FREIGHT platform. More information about the respective D&C activities for the reporting period M01-M20 is available in Chapter 4, and Chapter 5.

3.1.1 Dissemination and Communication Management Tool

The D&C Manager in FOR-FREIGHT, eBOS Technologies Limited (eBOS), developed and circulated the “FOR-FREIGHT_WP5_D&C Management Tool” Tracker List, a tracking document that works as a centralised platform for monitoring, organising, and evaluating the D&C efforts of the project, including channels used, target audiences, key messages, and timelines. The tool is of internal use and facilitates coordination and collaboration among team members and stakeholders involved in D&C activities, by consolidating information from the project partners and tracking metrics (i.e., website traffic, social media engagement, event attendance, publication reach, etc.) in real-time. In addition, it helps in identifying gaps and opportunities in the D&C strategy and allows project members to assess the impact of their efforts and make informed decisions. It also helps in ensuring consistency and quality in messaging across different communication channels, promoting key messages, as well as branding guidelines. Overall, the Tracker List streamlines the management process, enhances transparency and accountability, and ultimately contributes to the success of the project by ensuring that all stakeholders have access to up-to-date information regarding the project's outreach efforts, and by maximising its visibility and impact. The “FOR-FREIGHT_WP5_D&C Management Tool” Tracker List (Annex I: FOR-FREIGHT_WP5_D&C Management Tool) consists of various tabs that report information about the project partners’ participation in European conferences, exhibitions, other events, etc., and provides details about the project’s scientific and non-scientific publications (i.e., press releases, blog posts¹, etc.), social media channels and website, D&C phases, workshops, webinars, trainings, clustering activities, etc.

In addition to the “FOR-FREIGHT_WP5_D&C Management Tool” Tracker List, eBOS partners, when attended the project’s General Assembly meeting in Antwerp (Belgium) at M13, they distributed to the project consortium the “WP5_D&C Plan & Responsibilities” file (Annex II: WP5_D&C Plan & Responsibilities), which reports all pending activities from M13 onwards, and the responsible partner(s) to implement those activities and respective actions. Such activities and actions refer to the project’s newsletters and press releases, publications in magazines and journals, identification of clusters and collaboration with other projects and initiatives, creation of videos, participation in events with presentations, organisation and implementation of trainings, etc. In other words, this plan was proposed and presented by the D&C Manager of the project to the rest of the project members, who agreed with the distributed responsibilities, plan, and timeline. After the Excel file was presented, the D&C Manager started contacting the members of the project consortium, instructing them to provide their methodology and respective time plan, and arranging online meetings with them to discuss the way ahead.

3.2 FOR-FREIGHT Visual Identity

The FOR-FREIGHT visual identity encompasses the project's logo and public templates, the project website and social media platforms, as well as the project’s promotional material, all of which serve to educate the project's audience about its brand and offerings. When discussing visual identity, the focus lies on the visual components of the project, including the logo design, colour schemes, imagery, icons, and other materials utilised for disseminating project information to stakeholders and the general audience. In detail, and as already reported in D5.2, the project logo is presented in the following Figure 3-1, and the Deliverable Template and Presentation Template in Annex III: Deliverable Template, and Annex IV: Presentation Template, respectively.

¹ Joint Standardisation Activity between the AWARD, FOR-FREIGHT, and MultiRELOAD projects is available on the project website, and specifically, on the Publications page. More information regarding the collaboration between those projects can be found in the following chapters.



Figure 3-1: FOR-FREIGHT Logo

3.2.1 FOR-FREIGHT Social Media Channels

By following and visiting the project’s social media channels such as LinkedIn² and Twitter³, the FOR-FREIGHT’s general public can be informed about the project’s latest updates, news, and insights, as such platforms were designed to keep the project’s audience informed, engaged, and connected with the project activities. In other words, the project consortium acknowledges the immense importance of social media as a powerful tool for building communities, fostering connections, and sharing valuable insights. From exciting project announcements to thought-provoking industry insights, the project’s social media channels offer a diverse range of content designed to inform, inspire, and engage the audience, and enable partners to foster meaningful connections and engage in two-way communication.

The project’s social media channels are seamlessly integrated with the project website, ensuring a cohesive and immersive experience for FOR-FREIGHT’s audience across all digital touchpoints. In addition, they serve as gateways to the FOR-FREIGHT website, providing direct links to relevant pages, articles, and resources, playing a crucial role in enhancing the overall user experience and connectivity of the project website. With this intention, the project partners engage with and share project-related content on their personal and corporate social media platforms to boost dissemination and strengthen the partnership network. More information about the project’s audience engagement to the project and relevant metrics can be found in Chapter 4.

3.2.2 FOR-FREIGHT Website

A project website serves as the online face of the project, as the visual design of the website sets the tone for how the project is perceived and fosters recognition. It’s often the first point of contact for stakeholders, interested parties, and the general public. Unlike traditional dissemination methods, such as print media or presentations, a website can reach a global audience instantly, enabling broader dissemination of project outcomes and findings. Thus, the FOR-FREIGHT website serves as a centralised hub for all project-related information, and it hosts project updates, public deliverables, research findings, multimedia content, and other resources, making it easily accessible to stakeholders and the general public. Newsletter subscribers are often considered part of the project’s extended community or network. Therefore, having interested individuals and bodies subscribing to the project’s Newsletter via accessing the project website⁴ indicates a level of interest and commitment to staying updated about the project’s progress, developments, and outcomes. It shows that they value the project’s goals, activities, and potential impact. In addition, subscribing to a newsletter provides a direct communication channel between the project team and stakeholders. It allows the project team to disseminate

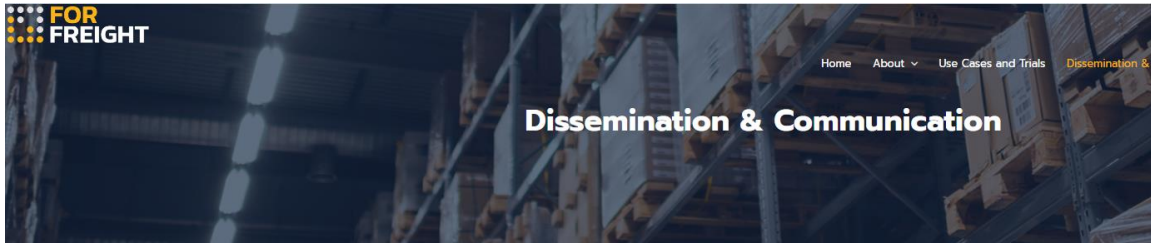
² <https://www.linkedin.com/company/for-freight/>

³ <https://twitter.com/forfreight22>

⁴ <https://www.for-freight.eu/newsletters/>

information, share insights, and solicit feedback directly to subscribers' inboxes. Based on the latest updates, the number of subscribers to the FOR-FREIGHT Newsletter is thirty-eight.

To further analyse what is disseminated on the project website until today, it is essential to highlight the promotional materials created at the early stage of the project such as the FOR-FREIGHT roll-up banner and flyer (Figure 3-2). It is also important to highlight the scientific publications accepted in conferences that the FOR-FREIGHT partners attended, which so far are four in total (Figure 3-3), and specifically three were presented at the EuCNC & 6G Summit in 2023, and one is about to be presented in 2024. Several Press Releases were also prepared by the project consortium and disseminated on the project website. More specifically, one Press Release was developed at the beginning of the project, to inform the project audience and interested stakeholders about the start of the project, and the project partners' decisions and next steps. In the last month of 2023, a Press Release emphasising the project's UCs was prepared by DHL Exel Supply Chain Spain SL (DHL) and disseminated on the project's social media channels and website. That was to inform the project audience about the project's UCs and give a detailed presentation of the industry gaps, and the technical work that is to be done later on in the project (Figure 3-4). As to what concerns Press Releases disseminated in online news media, it is essential to mention that DHL has prepared enough material in M19. Online news related to T&L such as El Mercantil for example, Via Libre, etc., accepted to publish FOR-FREIGHT content. In total, eleven e-newspapers have promoted FOR-FREIGHT, and the relevant Press Releases are available on the project website [1], as well as illustrated in Figure 3-5 below. As to what concerns the project Newsletters, two were disseminated (Figure 3-6), and the next will be issued and promoted in M20. Other promotional materials created for project purposes such as workshops, demonstrations, videos, etc., will be publicly available in the following months. Regarding the project's news and important events attended by the project consortium, information is available on the project website, specifically on the pages *Dissemination and Communication > News & Event* [2] (Figure 3-7).



Brochures & Flyers

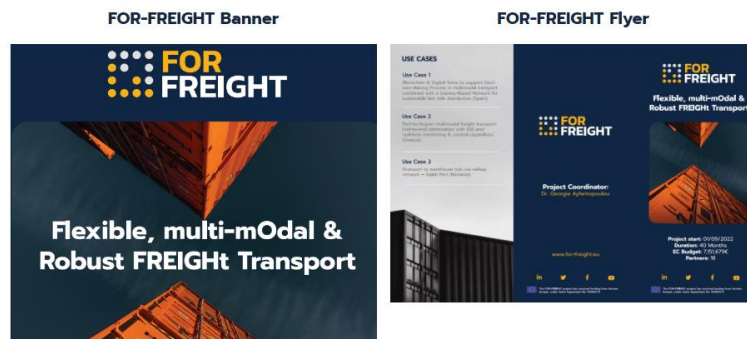
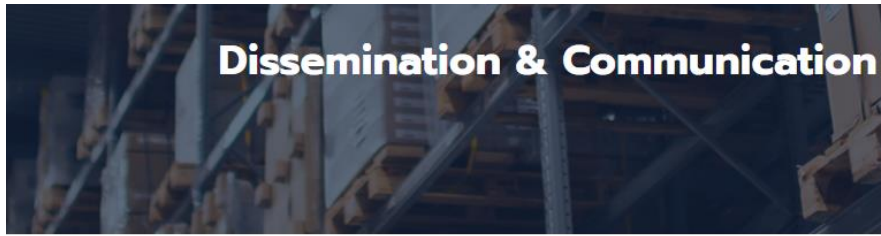


Figure 3-2: FOR-FREIGHT roll-up banner and flyer



Press Releases

Press Release November 2022



Press Release December 2023



Figure 3-4: FOR-FREIGHT Press Releases

Media Press Releases

El Mercantil

[Click here](#)

TodoTransporte

[Click here](#)

Cadena de Suministro

[Click here](#)

Via Libre

[Click here](#)

Transporte Profesional

[Click here](#)

C de Comunicación Logística

[Click here](#)

E-commerce news

[Click here](#)

Logística Profesional

[Click here](#)

Diario de Transporte

[Click here](#)

Diario del Puerto

[Click here](#)

Alimarket

[Click here](#)

Figure 3-5: FOR-FREIGHT Media Press Releases

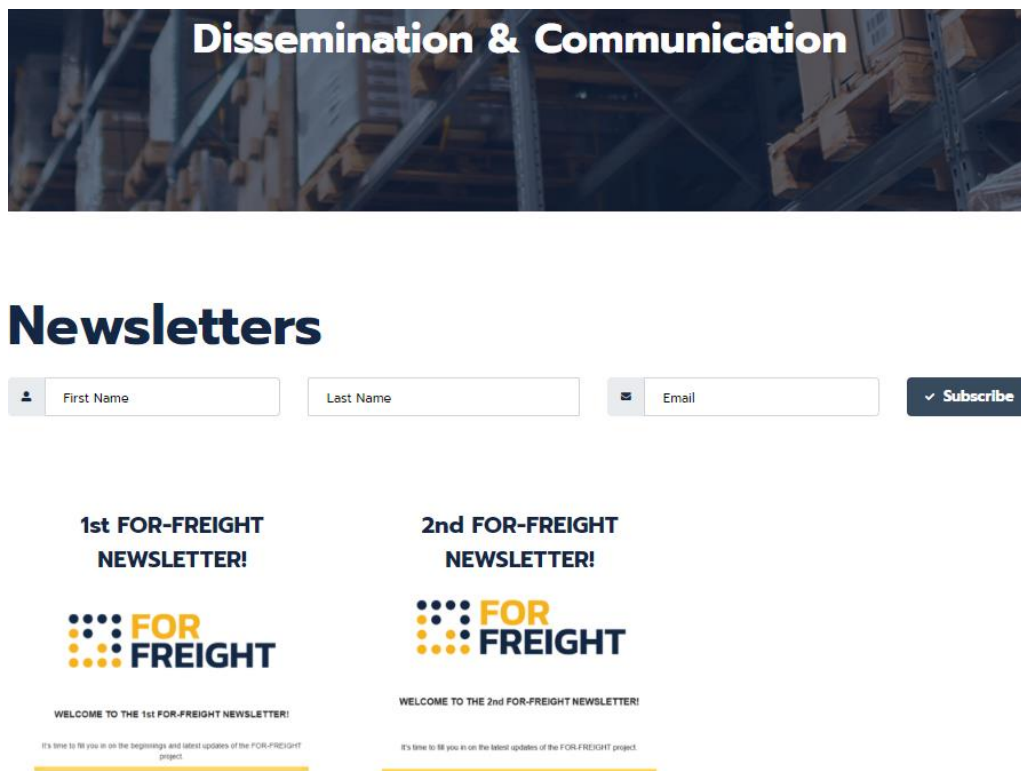


Figure 3-6: FOR-FREIGHT Newsletters

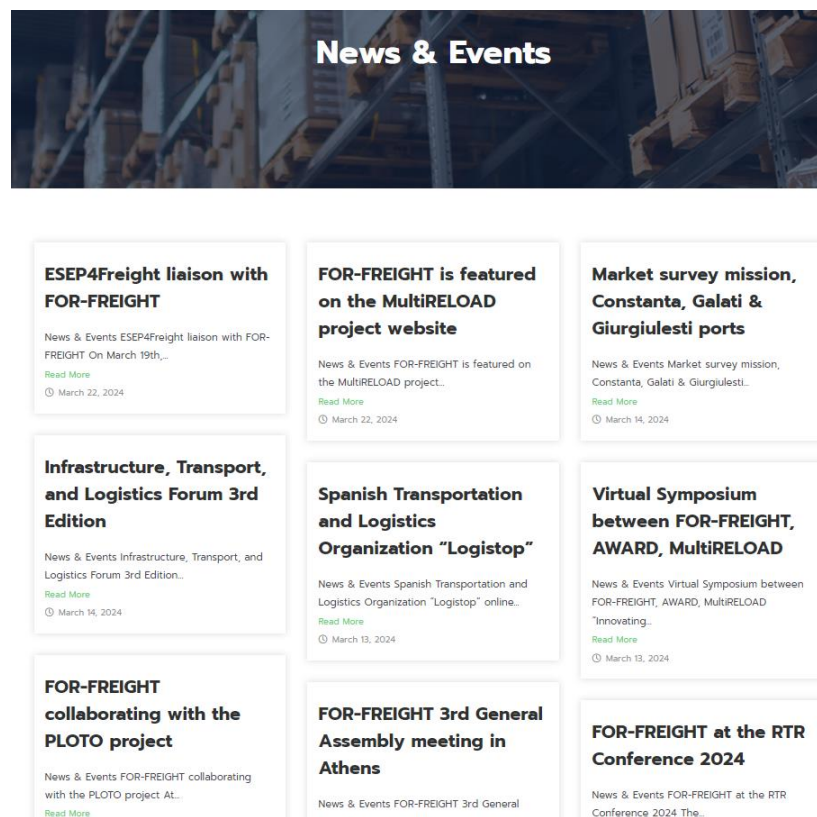


Figure 3-7: FOR-FREIGHT Website: News & Events page

4 Dissemination Activities

In any project, the dissemination of information plays a pivotal role in ensuring its success and broader impact. Dissemination activities in FOR-FREIGHT serve as the bridge between the project's objectives and its stakeholders, facilitating the sharing of knowledge, outcomes, and achievements. Effective dissemination not only enhances visibility but also fosters collaboration, engagement, and ultimately, the uptake of project outputs by relevant communities and stakeholders.

This section explores the dissemination activities within the project, examining the strategies, channels, and methodologies employed to reach target audiences, and maximise the project's reach and influence. From traditional communication channels to digital platforms and face-to-face interactions, the project's dissemination efforts are tailored to resonate with diverse audiences and address their specific needs and preferences. Through a systematic approach to dissemination, FOR-FREIGHT aims to not only share its findings and outputs but also inspire dialogue, spark innovation, and catalyse positive change within its sphere of influence. By fostering an open exchange of ideas and knowledge, dissemination activities contribute to the project's sustainability, relevance, and long-term impact on the communities and stakeholders it serves. Aligned with the project's broader goals, clear objectives provide a roadmap for dissemination efforts, outlining specific outcomes and milestones to be achieved. From raising awareness and driving engagement to promoting behaviour change and fostering collaboration, objectives serve as benchmarks for evaluating success and measuring the impact of dissemination initiatives.

4.1 Target Audiences and Objectives

Identifying target audiences and setting clear objectives are fundamental steps in the project's dissemination, but also communication strategy. Understanding who the project seeks to reach and what it aims to achieve guides the development of tailored messaging, channels, and activities that resonate with stakeholders and drive meaningful engagement. Through a comprehensive analysis of target audiences, the project seeks to identify their unique needs and interests, ensuring that efforts made in the project are both relevant and impactful. Whether engaging with Transport and Logistics (T&L) stakeholders, industry stakeholders, or the general public, understanding audience demographics, behaviours, and motivations informs strategic decision-making and enhances the effectiveness of dissemination activities.

The following Table gives the FOR-FREIGHT Target Audiences and Objectives, as reported in D5.2 at M06.

Table 4-1: FOR-FREIGHT Target Audiences and Objectives

Target audience	Description	Dissemination Objectives
Academia & Real Time Operating systems (RTOs)	Institutions primarily for education and early research for expanding their academic skills.	To consider the results in updated curricula, advanced courses, and new Research and Innovation (R&I) initiatives.
Public R&I	Institutions with innovation-oriented Research and Development (R&D) and technology transfer (e.g., European Commission (EC) Digital Innovation Hubs, etc.).	To adopt the results in technology transfer and new R&I initiatives with the industry.

T&L stakeholders	T&L operators, cargo handlers, shipping operators, Logistics Service Providers (LSPs), freight operators and forwarders, urban logistics, etc.	To adopt the results in their daily T&L operations and enjoy social and economic benefits.
Mobile Network Operators/Mobile Virtual Network Operators (MNOs/MVNOs) Telecom Infrastructure providers	As key players in the 5G technology market, they will be informed about the project's outcomes and the possibility of adopting the results in their networks and services.	To adopt the results for enhancing their infrastructure and network functions for supporting new T&L services with guaranteed Service-Level Agreements (SLAs) supporting Operating Expenses (OPEX) reductions.
Industrial equipment vendors	Private companies that maintain R&I groups for new products and services, e.g., telecom vendors, and tier-1/tier-2 suppliers.	To adopt the results in product and service roadmaps related to network monitoring, management, and security.
Port/airport/road/rail transport Authorities.	Governmental agencies, customs, and authorities are mainly concerned with policy setting (e.g., road traffic, railway traffic, air(port) traffic authorities).	To consider the results in policy and new regulatory developments for T&L services.
Small and Medium-sized Enterprises (SMEs)	Technology providers, application service providers, and developers create strong links with academia, RTOs, and leading industrial entities, creating a strong value chain.	To adopt the results for developing new innovative T&L applications, and to create strong links with industry and academia.
Public/Private T&L associations	Initiatives that leverage public and private resources and funds for joint undertakings such as 5G Infrastructure Public Private Partnership (5GPPP), European Institute of Innovation and Technology (EIT) Digital, European Private Equity, European Association for Forwarding, Transport, Logistics and Customs Services (CLELAT), etc.	To consider the results in the planning of joint public and private undertakings.
5G, IoT, Big Data related organisations.	Telecom: Third Generation Partnership Project (3GPP), European Telecommunications Network Operators (ETNO), Global System for Mobile Communication Association (GSMA), Next	To consider the results in new 5G release specifications, establish new strategic goals and strengthen networking activities.

	<p>Generation Mobile Networks Alliance (NGMN); International: Fifth Generation (5G) Forum, Fifth Generation Mobile Communications Promotion Forum (5GMF), International Mobile Telecommunications (IMT)-2020; Complementary domains: Big Data Value Association/Data, AI and Robotics (BDVA/DAIRO), Networked European Software and Services Initiative (NESSI), Alliance of IoT Innovation (AIOTI), Next Generation Internet (NGI), NetworkEurope.</p>	
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4.2 Engagement Strategy

Before the project start, the FOR-FREIGHT consortium identified various adoption planning activities for dissemination. Such activities reflect different ways and levels of engagement for each of the strategies adopted by the project members, and are described in the following Table.

Table 4-2: FOR-FREIGHT Engagement Strategy

Level	Adoption planning activities
Understanding	<ul style="list-style-type: none"> • Consolidate the knowledge base and understanding between project partners; • Articulate the value of the project outcomes; • Identify potential adopters and link profiles related to the R&I areas in the project.
Raising Awareness	Raise awareness about the challenges and the FOR-FREIGHT Solutions and reach out to T&L stakeholders, policy-makers and authorities.
Interest	<ul style="list-style-type: none"> • Spread understanding and acceptance of the benefits of the project's innovation; • Widely diffuse the project's key outcomes and ideas at an early stage of the project and the project's achievements and results at a mature stage of the project to the public.
Information	<ul style="list-style-type: none"> • Provide a regular flow of information about the project and its key results through the EAB's representatives and Consortium partners' internal departments and networks; • Reach the research community by publishing the project's results in key scientific journals and conference proceedings.

<p>Participation Networking, collaboration & engagement</p>	<ul style="list-style-type: none"> • Prepare, establish and reinforce a network of potential T&L stakeholders; • Interact with targeted potential adopters on an ongoing basis and engage with communities in order to obtain feedback about results; • Plan liaison activities, collaborate with ongoing EU projects, and international networks and consolidate institutional links and working relations among partners and adopters.
<p>Knowledge transfer and take-up</p>	<ul style="list-style-type: none"> • Provide training in the use of FOR-FREIGHT Solutions, services and processes; • Promote the results and benefits to target audiences, regulatory and standards authorities, and policy-makers (exploiting the results from the pilot measurements); • Ensure sustainability by involving adopters in creating new value-added services and tools using the open-source Solutions of the project.

As to what concerns FOR-FREIGHT’s level of understanding, the project partners gathered regularly, from M01 to M20, to communicate the work implemented in the various WPs, discuss and agree on the knowledge shared in the project, and report outcomes in the various deliverables. The value of project outcomes was thus identified, raising awareness about the FOR-FREIGHT solution based on the ongoing developments and progress of work. Speaking of the information reported in the project’s deliverables up to today, it is essential to highlight the identification of T&L key players and adopters who can interact with the FOR-FREIGHT consortium and benefit from the project’s results. Furthermore, the project partners, during those twenty months of work, managed to reach the research community by publishing the project’s work and results in conference proceedings, organising other joint activities and cross-collaborations, etc. The collaboration of FOR-FREIGHT with other Horizon (H) 2020 projects and their participation in various events and scientific conferences enhanced the project’s visibility, knowledge-sharing, and thus, impact.

4.2.1 Advisory Board involvement in the project

A key player in FOR-FREIGHT is the Advisory Board (AdvB) which was formulated under WP6 “Project Management”, and specifically, under T6.1 “Project Management and coordination”. The AdvB comprises esteemed experts from the transport, logistics, and technology sectors, in Europe and beyond. These stakeholders include government entities at various levels, non-governmental organisations, associations, and key industrial players. The primary role of the AdvB is to offer strategic guidance to the project and bolster the stakeholder engagement strategy within the T&L domain.

In addition to providing strategic direction, AdvB members serve as ambassadors for the FOR-FREIGHT vision, leveraging their influence within relevant communities and industries to maximise the project's impact. As integral members, they also advise the FOR-FREIGHT consortium on various project matters and activities, ensuring alignment with project objectives and desired outcomes. The AdvB's involvement extends to actively assessing project materials uploaded to the "FOR-FREIGHT Access" page (page to be active soon), a restricted section on the project website monitored by the Project Coordinator (PC) and the D&C Manager. Furthermore, AdvB members participate in regular meetings with the project's General Assembly team and the Project Management Board (PMB) to review the project progress and provide feedback as needed.

Given their involvement in project activities, AdvB members may be consulted on dissemination and communication matters, with a commitment to uphold the confidentiality stipulated in the signed Non-disclosure Agreement (NDA). The NDA, outlined in Annex V: Non-disclosure agreement with Advisory Board members, delineates the agreement's scope, entry into force, duration, termination terms, and various other

provisions regarding rights, obligations, non-disclosure of information, liability, and ownership among members. Given that, the AdvB members are listed in the following Table.

Table 4-3: FOR-FREIGHT Advisory Board Members

Advisory Board Members	Domain/Area of Expertise
Dr. Georgios Giannopoulos	Sustainable mobility systems and management, Freight and intermodal transport.
Dr. Hamid Allaoui	Supply Chain Logistics, Sustainability Optimisation, Decision Making, Scheduling Maintenance.
Dr. Dimitris Vlachos	Supply chain management, logistics, applied operational research, combined transport systems management, business restructuring and strategy development.
Mr. Jaco Voorspuij	Logistics Specialist, Logistics Consultant, Logistics Supply Chain Specialist.

On the 26th of September 2023, the first AdvB meeting of the FOR-FREIGHT project took place at the premises of Interuniversitair Micro-electronica Centrum (IMEC) in Antwerp, Belgium. This meeting was attended by members of the PMB, as well as members of the AdvB. Specifically, in this meeting, the project partners had the honour of hosting Dr. Georgios Giannopoulos (Emeritus Professor at Aristotle University of Thessaloniki), Dr. Hamid Allaoui (Professor at Université d'Artois), Dr. Dimitris Vlachos (Professor at Aristotle University of Thessaloniki), and Mr. Jaco Voorspuij (Senior Supply Chain Professional), as participants.

At the beginning of the meeting, Dr. Georgia Ayfantopoulou, the PC, provided a brief introduction to the project and presented the scope, objectives, and expected outcomes. Subsequently, there was an extensive description of the project's UCs by the leaders of each pilot, and finally, the FOR-FREIGHT system architecture and specifications were presented. Throughout the presentations, the members of the AdvB provided the project consortium with insights for both, the project's progress up to that point, and its future development. They also provided valuable suggestions and guidance on technical, business standardisation and development issues.

4.3 Dissemination Channels and Activities

In the digital age, effective dissemination channels and activities are integral components of the FOR-FREIGHT's communication strategy. They serve as the channels through which information, insights, and innovations are shared with target audiences, stakeholders, and the wider community. From traditional media to online platforms and face-to-face engagements, the choice of dissemination channels and activities plays a critical role in shaping the reach, impact, and engagement of the project.

Therefore, this section delves into the multifaceted landscape of dissemination channels and activities within the project framework. The effectiveness of dissemination activities hinges on strategic planning, content creation, and audience engagement. From developing compelling narratives and visuals to fostering interactive dialogues and feedback loops, dissemination activities are designed to captivate, inform, and inspire action among diverse stakeholders. The following Table gives a detailed description of the FOR-FREIGHT target audiences and the indicative dissemination channels and activities for each of the respective target audience groups, as described in the GA, and reported in D5.2.

Table 4-4: FOR-FREIGHT Dissemination channels and activities

Target Audience	Indicative Dissemination Channels & activities
<p>Authorities, Industry, T&L and ICT experts through Industrial Exhibitions, Business Conferences and Trade Fairs</p>	<p>Present demos of UCs and key project results in key T&L conferences, such as Air cargo Europe Conference, International Logistics and Supply Chain Fairs, Cargo logistics Expo, Logistics & Transport Management, European Business Aviation Convention & Exhibition, Logistics & Transport Exhibition, Inter Airport Europe Conference, Air Cargo conference, Transportation Conference, Terminal Operations Conference, Smart & Digital Ports of the Future Conference, Container Terminal Automation Conference. Also, present the project solutions and results at 5G-related conferences, such as Mobile World Congress, Global 5G, etc.</p>
<p>Standards bodies and open-source organisations</p>	<p>Development of roadmaps for standards development and contributions to new standardisation activities to SDOs. Indicative examples include Standards in the field of Inland Navigation (CESNI), European Standard laying down Technical Requirements for Inland Navigation vessels (ES-TRIN), and Central Commission for the Navigation of the Rhine (CCNR) contributed by BEIA CONSULT INTERNATIONAL SRL (BEIA); Goldair Handling (GOLD) is a member of International Air Transport Association (IATA) and will propose standardisation actions related to cultural safety advancement within the airline industry; Fundación Valenciaport (FVP) closely collaborates with Terminal Industry Committee 4.0 (TIC4.0), for developing operational standards for the evolution of the sector towards automation and the Ports 4.0 paradigm. FVP is also part of the standardisation initiative led by the International Maritime Organisation/ International Organisation for Standardisation (IMO/ISO) aiming to create an international standard for the port-call process optimisation and the application of Just-in-Time Arrivals. WINGS ICT Solutions Information & Communication Technologies IKE (WINGS) contributed to the creation of two specific Working Items (WIs) within the European Telecommunications Standards Institute (ETSI INT) committee, one on testing methodologies and the other one on testing specifications.</p>
<p>Prominent T&L Industry Events</p>	<p>ALICE, IPIC & Intermodal Europe: present project and results at prominent T&L conferences, and leverage engagements with industrial actors as a vehicle to inform and incentivise the project's business plan and outreach efforts.</p>
<p>Workshops, webinars and tutorials to industrial T&L stakeholders</p>	<p>DHL plans to organise 2 workshops for T&L stakeholders in major T&L trade fairs. WINGS plans to co-organize with the Centre for Research & Technology, HELLAS/Hellenic Institute of Transport (CERTH/HIT), Athens International Airport (AIA), Cosco Shipping Lines (Greece) SA. (COEL), and ASOCIATIA TEHNOPOL – GALATI (GP) workshop to showcase the results of Athens-based multi-modal solution. At least 3 webinars will be co-organised by CERTH/HIT, WINGS, FVP, Cosco Shipping Lines (Spain) SA. (CSLS), COEL, DHL, BEIA, and GP to showcase the exploitation potential of the FOR-FREIGHT solutions for a multi-disciplinary audience. At least 3 online tutorials will be delivered by CERTH/HIT for the use of the FOR-FREIGHT solutions.</p>

Policymakers	Policymakers (e.g., local, national and regional authorities and agencies dealing with port/airport/road/rail transport and urban logistics) are one of the target groups of the project to which key project outcomes will be disseminated through various relevant activities, such as clustering events, workshops, presentations to conferences, exhibitions and trade fairs, white papers, etc. Moreover, FOR-FREIGHT will establish appropriate links with other reference groups, such as the Digital Transport and Logistics Forum (DTLF), the Digital Container Shipping Association (DCSA), the International Port Call Optimisation Task Force (IPCOTF) and Global Standards (GS) ¹ , in which policymakers are involved. In addition, as part of T5.2 specific policy recommendations will be provided by Consortium partners CERTH/HIT, GP, AIA, and Zentrum fuer Soziale Innovation GmbH (ZSI), and the deliverable will be publicly available and widely promoted to policymakers of the involved countries in which the pilots will be conducted. The aim is to present the project's key results to such policymakers for defining future R&I directions based on the project's acquired knowledge, as well as for adopting them in existing policy and new regulatory developments for T&L services. For example, AIA will participate in industry-related events and fora to communicate the project results to aviation's industry policy-making Bodies and Organisations. Policy-makers at any level (e.g., National, Regional, and Local Public Authorities and Agencies) presenting project results for defining future R&I directions based on the project's acquired knowledge.
Universities, RTOs, Industry through scientific journals and magazines	IEEE Access, IEEE Internet of Things Magazine, IEEE Open Journal of Intelligent Transportation Systems, Transport & Logistics: The International Journal, Elsevier: EURO Journal on Transportation and Logistics, LOGI – Scientific Journal on Transport and Logistics, Journal of Transportation and Logistics, Journal of Sustainable Development of Transport and Logistics, IEEE Communications Magazine, IEEE Journal on Selected Areas in Communications, IEEE Network Magazine, etc.
Universities, RTOs, Industry through International conferences	International Conference on Awareness Science and Technology (iCAST), Institute of Electrical and Electronics Engineers (IEEE) International Conference on Advanced Logistics and Transport (ICALT), IEEE International Conference on Models and Technologies for Intelligent Transport Systems, International Symposium on transport network reliability, International Conference on Road and Airfield Pavement Technology, International Conference on Traffic and Logistic Engineering, Conference on Traffic and Transportation Engineering and Logistics, International Conference on Advanced Systems in Public Transport, International Symposium on Multimodal Transportation, IEEE International Conference on Industrial Informatics, etc.
Push results to clusters, associations, communities	Partners will act as liaisons to relevant target Communities in which they are active members. Examples include Digital Transport and Logistics Forum - DTLF (CERTH/HIT), Smart Network Services (SNS) 5G-PPP Working Groups (EBOS, WINGS, DHL), AIOTI (EBOS), BDVA/DAIRO (EBOS), Centro Español de Logística (DHL), Asociación Española de Codificación Comercial (AECOC) (DHL), etc., reporting results and outcomes from the FOR-FREIGHT

	work/trials, such as evaluation framework and trial results, multimodal SW architecture.
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4.3.1 Achieved Dissemination Activities (M20)

The dissemination channels and activities reported in Table 4-4 serve as guidelines, and are indicative. The FOR-FREIGHT consortium strives to execute numerous activities to disseminate the project's progress, internal and external collaborations and outcomes to its target audiences, aiming to make a significant impact on the T&L sector.

Briefly, the achieved dissemination activities, taking into account the above-reported Table, are:

- Present FOR-FREIGHT progress in key T&L conferences such as Transport Research Arena (TRA), European Conference on Networks and Communications (EuCNC) & 6G Summit, Smart Cities International Conference, etc. Different Task Force groups consisting of project members are created with the support of the D&C Manager and the PC, to define responsibilities and align on activities needed for smooth and successful participation in those events;
- Participation in T&L industry events such as International Physical Internet Conference (IPIC), as well as those attended by ALICE (Alliance for Logistics Innovation through Collaboration in Europe), etc.;
- Preliminary discussions concerning the organisation and implementation of workshops and webinars, online tutorials, etc.;
- Identification of European and international standards, development of roadmaps for standards development, and contribution to standardisation bodies;
- Dissemination of project activities and presentations to various events where T&L experts and policymakers were present.

The early drop of the FOR-FREIGHT multimodal transport solutions is available from M16 (D2.1). The public D2.1 “FOR-FREIGHT multimodal transport solutions - Early (testing) drop”, analyses in depth, amongst other aspects, the architectural design and specifications of the project platform, as well as the projects’ UCs and systems integration, selection of appropriate tools, hardware deployment and software development, integration, and testing, validation, solutions suitability analysis, verification, etc. Therefore, as technical content is available from M16, the project partners will prepare dissemination materials, presentations, and scientific papers to promote FOR-FREIGHT solutions in future events, joint activities, etc.

4.3.1.1 List of Conferences, Events, Trade Fairs & Forums FOR-FREIGHT attended

Conferences, events, trade fairs, and forums serve as dynamic platforms for knowledge exchange, networking, and collaboration within the T&L industry. They provide valuable opportunities for stakeholders to stay abreast of emerging trends, share insights, and showcase innovative solutions shaping the future of the sector. In this section, we report a list (Table 4-5) of conferences, events, trade fairs, and forums that FOR-FREIGHT has actively participated in. From international symposiums to specialised industry gatherings, each event offers a unique environment for engagement, learning, and partnership-building. Through active participation and meaningful interactions, FOR-FREIGHT seeks to amplify its impact, foster collaborations, and drive positive change across the industry.

Table 4-5: FOR-FREIGHT Conferences, Exhibitions, Trade Fairs, Forums, and other Events

Type and Title of event (i.e., conference, exhibition, etc.)	Date and Place	Partner(s) attended	Target audience(s) reached	FOR-FREIGHT role & activities
TAFIE 2022 & ROMAT 2022 Event	23/11/2022 Bucharest, Romania	BEIA	University students, scientific community	BEIA briefed the audience about the RO UC, and FOR-FREIGHT in general. More information: https://www.for-freight.eu/2022/11/23/beia-presented-for-freight-at-the-tafie-2022-romat-2022-event/
Transport Research Arena (TRA) Conference 2023	14/11/2023-17/11/2023 Lisbon, Portugal	CERTH/HIT	Research community, industry, telecommunications experts	FOR-FREIGHT & VITAL-5G project at TRA. More information: https://www.for-freight.eu/2023/01/04/for-freight-vital-5g-at-the-tra-conference/
ALICE Brokerage Event 2023	28/02/2023 Brussels, Belgium	BEIA	Research community, industry, telecommunications experts	BEIA talked about the project and distributed the project flyers. Amongst other projects, BEIA briefly presented FOR-FREIGHT. More information: https://www.for-freight.eu/2023/02/28/beia-disseminated-for-freight-at-the-alice-brokerage-event/
EUCAD CCAM 2023 Event	03/03/2023 Brussels, Belgium	BEIA	Research community, industry, telecommunications experts	BEIA disseminated the project by distributing promotional material. More information: https://www.for-freight.eu/2023/05/05/beia-disseminated-for-freight-at-the-eucad-ccam-2023-event/
Intelligent Transportation Systems (ITS) European Congress 2023	22/05/2023-24/05/2023 Lisbon, Portugal	CERTH/HIT, BEIA	Research community, industry, telecommunications experts	CERTH and BEIA shared, exchanged and discussed their perspectives on ITS and smart urban mobility, providing the attendees with information about the FOR-FREIGHT UCs and technologies, and established connections and partnerships within the ITS ecosystem. Also, BEIA's paper "Integrated solution based on innovative digital technologies for smart ports" (prepared and submitted at the

				EuCNC & 6G Summit in June) was briefly presented. More information: https://www.for-freight.eu/2023/05/20/for-freight-at-the-its-european-congress/
EuCNC & 6G Summit Conference 2023	06/06/2023-09/06/2023 Gothenburg, Sweden	CERTH/HIT, WINGS, BEIA	Research community, industry, telecommunications experts	FOR-FREIGHT with a booth, attended also, with three presentations and the Special Session “Enabling innovation in Transport and Logistics operations: a 5G approach”. For the organisation of the Special Session, FOR-FREIGHT created synergies with four other projects, and specifically the FENIX, 5G-Blueprint, VITAL-5G, and 5G-Loginnov project. As an added value to the Special Session and Joint Paper, the above-mentioned projects submitted additional position papers such as: “5G Experimentation Facilities for the Future of Transport and Logistics: The VITAL-5G Approach”. “Enabling End-To-End Freight Transport Visibility Using 5G Technology: The Case of the FOR-FREIGHT Project”. “Integrated Solution Based on Innovative Digital Technologies for Smart Ports”. “Online Media Innovations in the Service of Transport and Logistics 4.0: a 5G Paradigm” – This is a paper submitted by COPA EUROPE: https://copaeurope.eu/ attending the event with FOR-FREIGHT. More information: https://www.for-freight.eu/2023/05/24/for-freight-at-the-eucnc-6g-summit/
IPIC2023 9th International Physical Internet Conference	13/06/2023-15/06/2023 Athens, Greece	CERTH/HIT	Research community, industry, telecommunications experts	FOR-FREIGHT attended IPIC Conference and had the pleasure of meeting ALICE. More information: https://www.for-freight.eu/2023/06/19/for-freight-attended-ipic-conference-and-had-the-pleasure-of-meeting-alice/
Smart Cities Expo & Conferences	16/06/2023-17/06/2023	CERTH/HIT	Research community, industry,	FOR-FREIGHT attended the event with a booth, and distributed the project flyers to the interested audience. The PC briefed the audience about the project’s UCs and

	Athens, Greece		telecommunications experts	<p>trials, and provided further analysis on the methodologies and technologies they are going to use in the project.</p> <p>More information: https://www.for-freight.eu/2023/06/23/for-freight-attended-the-smart-cities-expo-conferences/</p>
"TRA2024 – Get engaged through ALICE" online event	28/06/2023 Online	CERTH/HIT, eBOS	Research community, industry, telecommunications experts	<p>FOR-FREIGHT joined the online event, to better understand TRA2024 requirements, and engage in activities with ALICE.</p> <p>More information: https://www.for-freight.eu/2023/07/07/for-freight-joined-tra2024-get-engaged-through-alice-online-event/</p>
TransLogistica Romania – European Mobility Week	19/09/2023-21/09/2023 Bucharest, Romania	BEIA	Industry, telecommunications experts	<p>Our project partner BEIA attended the event in Bucharest and explained their role in the FOR-FREIGHT project by briefing the audience about the project’s UCs and trials. BEIA has collected many business cards from the audience that showed interest in the FOR-FREIGHT project, to be contacted for future activities and become informed about the project’s developments and updates.</p> <p>More information: https://www.for-freight.eu/2023/09/21/for-freight-at-translogistica-romania-european-mobility-week/</p>
Supply Chain & Logistics Expo 2023	30/09/2023-02/10/2023 Athens, Greece	CERTH/HIT	Research community, industry, telecommunications experts	<p>CERTH/HIT distributed the project’s flyers to the exhibitors and visitors, and presented the project’s banner, emphasising the FOR-FREIGHT Use Cases and trials.</p> <p>More information: https://www.for-freight.eu/2023/10/09/for-freight-at-the-supply-chain-logistics-expo-2023/</p>
Smart Cities International Conference (SCIC) 2023	08/12/2023 Bucharest, Romania	BEIA	Research community, industry, telecommunications experts, policymakers,	<p>On December 8th, 2023, BEIA attended the Smart Cities International Conference (SCIC), and presented FOR-FREIGHT “Challenge and Innovation in Modal Freight Transport: FOR – FREIGHT”.</p>

			governmental institutions	More information: https://www.for-freight.eu/2023/12/18/smart-cities-international-conference-scic-2023/
RTR Conference 2024	05/02/2023 Brussels, Belgium	CERTH/HIT, BEIA	Research community, industry, telecommunications experts, policymakers, governmental institutions	FOR-FREIGHT participated with a special session and presentation. More information: https://www.for-freight.eu/2024/01/26/for-freight-at-the-rtr-conference/
Infrastructure, Transport, and Logistics Forum 2024	20/02/2024	BEIA	Research community, industry, telecommunications experts, policymakers, governmental institutions	FOR-FREIGHT participated in the event through the project partner BEIA, who distributed promotional material. More information: https://www.for-freight.eu/2024/03/14/infrastructure-transport-and-logistics-forum-3rd-edition/
Spanish Transportation and Logistics Organisation “Logistop” 2024	21/02/2024 Online Event Bucharest, Romania	TIC4.0	Research community, industry, telecommunications experts, policymakers, governmental institutions	TIC4.0 had the honor of presenting groundbreaking insights at the esteemed Spanish Transportation and Logistics Organisation, “Logistop,” during a captivating online conference. FOR-FREIGHT was mentioned as well. More information: https://www.for-freight.eu/2024/03/13/spanish-transportation-and-logistics-organisation-logistop/
Participation in ADRBI – InnoCom Interreg Europe project 2024	29/02/2024 Bucharest, Romania	BEIA	Research community, industry, policymakers	BEIA participated in the ADRBI – InnoCom Interreg Europe project seminar on the 29th of February 2024, at the Radisson BLUE Hotel in Bucharest, Romania. This seminar was about information, awareness, and debate regarding the issues arising from the project. The purpose of the meeting was to improve specific regional policies regarding increasing awareness among public authorities regarding administrative barriers and bureaucratic systems that hinder SMEs from fully benefiting from EU funding opportunities. BEIA thus disseminated the FOR-FREIGHT project during the networking session.

				More information: https://www.for-freight.eu/2024/02/29/participation-in-adrbi-innocom-interreg-europe-project/
Market survey mission, Constanta, Galati & Giurgiuilesti ports 2024	13/03/2024 Constanta, Galati and Giurgiuilesti, Romania	BEIA	Research community, industry, and telecommunications experts	The purpose of this mission was to provide participating companies with an overview of Romania's importance as a logistics center and to facilitate them in concluding new partnerships with local companies. More information: https://www.for-freight.eu/2024/03/14/market-survey-mission-constant-galati-giurgiuilesti-ports/
Gala SCIA 2024 - Smart City Industry Awards	04/04/2024 Bucharest, Romania	BEIA	Research community, industry, and telecommunications experts	BEIA participated in Gala SCIA 2024 – Smart City Industry Awards event, on 4 April 2024 in Bucharest, Romania. The event benefited from the distinguished presence of industry brand leaders who underlined the importance and profound impact of SCIA Gala 8. This was a platform to showcase innovations and achievements, but also a forum for constructive dialogue and exchange of ideas and knowledge. BEIA, amongst other projects, disseminated FOR-FREIGHT. More information: https://www.for-freight.eu/2024/04/04/beia-participates-in-gala-scia-2024-smart-city-industry-awards/
LOGISTICS & TRANSPORTS THESSALONIKI EXPO	11-13/04/2024 Thessaloniki, Greece	CERTH/HIT	Research community, industry, and telecommunications experts	A new exhibition event for the logistics and transport sector is being launched, in April 2024, in Thessaloniki. The new exhibition called LOGISTICS & TRANSPORTS THESSALONIKI EXPO was held in the “heart” of the city, at the International Exhibition Center of Thessaloniki (ITC), on April 11-13, attracting every professional from Greece and the Balkan countries. The Institute of Sustainable Mobility & Transport Networks (I.MET.) of CERTH/HIT, our Project Coordinator, attended with a

				<p>booth and distributed the dissemination materials of the project.</p> <p>More information: https://www.for-freight.eu/2024/04/14/imet-certh-hit-attended-the-logistics-transport-thessaloniki-expo/</p>
TRA Conference 2024	18/04/2024	CERTH/HIT, GOLD	Research community, industry, and telecommunications experts	<p>FOR-FREIGHT and MultiRELOAD, sister projects, have their pods at the ALICE booth and inform the audience about the progress of their work, and future developments. Our project partners CERTH/HIT and Goldair Handling represent the project at the event by presenting “Unlocking efficiency: FOR-FREIGHT’s Solution to Intermodal Interface Transport Challenges”.</p> <p>More information: https://www.for-freight.eu/2024/04/19/for-freight-is-at-the-transport-research-arena-tra-2024/</p>
PoliFest 2024	18-20/04/2024 Bucharest, Romania	BEIA	University graduates, research community, industry	<p>The event, taking place in Bucharest between April 18-20, 2024, facilitates collaboration between academia and business and creates a bridge between pupils, students, teachers, specialists, researchers, and companies. With a diverse educational offer and graduates with exceptional results, POLITEHNICA Bucharest prepares the specialists of the future.</p> <p>More information: https://www.for-freight.eu/2024/04/19/for-freight-was-at-polifest-2024/</p>
Virtual Symposium between FOR-FREIGHT, AWARD, MultiRELOAD	24/04/2024	FOR-FREIGHT consortium	Research community, industry, and telecommunications experts	<p>The virtual symposium united three EU-funded projects — AWARD, MultiRELOAD, and FOR-FREIGHT who gathered together online to promote the ways experts in the industry can advance port operations through automation. This was a 90-minute interactive session showcasing the projects’ innovative solutions for enhancing port efficiency, safety, and sustainability.</p>

				More information: https://www.for-freight.eu/2024/04/29/virtual-symposium-between-for-freight-award-multireload-copy/
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Figure 4-1: Snapshot of Conferences & Events

4.3.1.2 FOR-FREIGHT Dissemination outcomes, metrics and targets (M20)

Within the dynamic landscape of project management, the evaluation and measurement of dissemination outcomes, metrics, and targets serve as key indicators of success and impact. In this section, we cover the intricate framework of FOR-FREIGHT's dissemination KPIs, employed to gauge its effectiveness.

Table 4-6: FOR-FREIGHT Dissemination outcomes, metrics and targets

	Activity/Metrics	Target Values	Current Values (M6)
Dissemination	Industrial exhibitions	Participation in industrial exhibitions, and Standardisation (ISO) 28005 trade fairs with presentations: >10	9
	Scientific publications	Journals/magazines >6;	0
		R&D conferences >20;	4 ⁵
		Conference demonstrations: 6	0
	Workshops	>3 industrial workshops for T&L stakeholders; >80 participants/workshop	0 0
	Standardisation	>3 contributions towards relevant SDOs with adoption status	0
	Trainings, webinars	Online training tutorials: 3;	0
Webinars: 4; Participants per event > 120		0 0	
Communities/clusters	>3 communities/clusters to accelerate the dissemination of project's results	15	

Table 4-5 highlights the partners' great efforts to promote the project in various industry events and create a noteworthy impact. In other words, the impact of dissemination activities within FOR-FREIGHT extends across several dimensions, each contributing to the project's overarching objectives and the T&L sector. This is because dissemination activities empower stakeholders to actively participate in decision-making processes, policy formulation, and industry initiatives. Such activities also enhance awareness of FOR-FREIGHT's goals, progress, and outcomes among key stakeholders, including government agencies, industry players, and research communities. Through targeted messaging and engagement efforts, stakeholders become actively involved in the project, fostering collaboration and knowledge exchange. In addition, by providing platforms for dialogue and collaboration, FOR-FREIGHT fosters inclusive engagement, enabling diverse voices to contribute to the development of solutions that address shared challenges and opportunities. Through targeted engagement with

⁵ Three scientific publications were successfully submitted and presented at the EuCNC&6G Summit in 2023, and one more is approved, for the event in 2024.

policymakers and regulatory bodies, dissemination activities contribute to shaping policies, standards, and regulations that govern the T&L sector. By providing evidence-based insights and recommendations, FOR-FREIGHT influences policy discourse and fosters the adoption of practices that promote sustainability, efficiency, and resilience across the industry. By sharing insights, best practices, and research findings, dissemination activities facilitate knowledge transfer within the T&L sector. Through workshops, seminars, and online resources, stakeholders gain access to valuable information and tools that empower them to address challenges, adopt innovative solutions, and enhance their capacity for sustainable development.

With this intention, the FOR-FREIGHT consortium reported to the PC, as well as the D&C Manager, the methodology and scope of the project's workshop and webinar activities, which are planned to take place between M32-M36. Online training tutorials, which will be developed taking into account the technological offerings of the project, will be delivered towards the end of the project. More information about the FOR-FREIGHT's workshops and webinars is available in Chapter 9 of this deliverable. Regarding the online training tutorials, detailed information is reported in Chapter 7. Clustering activities are also reported in depth, in Chapter 6.

As to what concerns the project's standardisation activities, it is essential to mention the importance of FOR-FREIGHT's contribution to European and international standards. The project consortium aims to emphasise the importance of interoperability, efficiency, and sustainability across diverse systems, technologies, and processes, while also exploring the strategic initiatives and collaborative efforts aimed at shaping industry standards and best practices within the T&L sector. With this in mind, TIC4.0 has contacted several Standardisation Developing Organisations (SDOs) and T&L organisations to disseminate the standardisation actions taken within FOR-FREIGHT and its developments.

As part of the FOR-FREIGHT developments, TIC4.0 has applied for a position in the European Digital Transport and Logistics Forum (DTLF). The main aim of this expert group is to achieve interoperability in logistics processes and regulations, especially across different transportation modes. TIC4.0 will promote the developments of the FOR-FREIGHT consortium in the development of suitable data models for the modelling of port and port-hinterland logistics, and its mutual interactions. The outcome of the application is expected in the coming months. Another action was the participation of Luisa Kempf, Vice-Chair of TIC4.0 Operations Council, in a webinar organized by the International Port Community Systems Association (IPCSA). During the presentation, an explanation of how the common standard works (semantics and structure) and its potential to model port and port-hinterland-related processes, including how TIC4.0 maps other standards such as the Digital Container Shipping Association (DCSA), was followed by a panel discussion with experts of the port industry.

Further activities of TIC4.0 include talks with the ISO committee responsible for the development of International Organisation for Standardisation (ISO) 28005 on the alignment of both organisations, the possible participation of TIC4.0 experts in the committee, and a joint webinar with the MultiRELOAD⁶ and AWARD⁷ projects, where the working group ALICE is present. Lastly, TIC4.0 presented both TIC4.0 and FOR-FREIGHT's results, on February 21st, 2024, at the Spanish transportation and logistics organisation "Logistop" with a conference. In more detail, the presentations were made during the event "Observatory Logistic: Avanzando hacia la sincronización de operaciones logístico-portuarias: la importancia del intercambio estandarizado de datos en las cadenas logísticas y sus retos", organised by Logistop, reference organisation in the field of transportation and logistics.

⁶ <http://www.multireload.eu/>

⁷ <https://award-h2020.eu/>

5 Communication Activities

Effective communication is the cornerstone of successful project management, enabling the exchange of information, ideas, and objectives among stakeholders. In this Chapter, FOR-FREIGHT explores the dynamic landscape of communication activities within the project framework. Communication activities serve as the conduit through which project progress, achievements, and challenges are conveyed to stakeholders, fostering transparency, engagement, and collaboration. From internal team communications to external outreach efforts, communication activities play a pivotal role in ensuring alignment, clarity, and momentum throughout the project lifecycle. Through strategic planning, targeted messaging, and innovative engagement strategies, communication activities aim to inspire action, foster understanding, and cultivate a sense of shared purpose among stakeholders. In the following section, FOR-FREIGHT navigates through the communication target audiences and objectives, emphasising the project’s communication channels and activities, as well as the achieved metrics and outcomes until M20.

5.1 Target Audiences and Objectives

The Communication Strategy serves as the guiding framework that shapes how information is conveyed between different target groups based on their interest in FOR-FREIGHT, how relationships are nurtured, and how objectives are achieved. A well-crafted Communication Strategy is instrumental in aligning project activities with overarching goals, fostering stakeholder engagement, and enhancing transparency and accountability. It reflects a holistic approach to communication, encompassing diverse channels, audiences, and messages tailored to achieve specific outcomes. Through proactive outreach, active listening, and continuous feedback loops, the project partners ensure the establishment of a meaningful connection with target audience groups. In addition, by prioritizing the needs and perspectives of target audience groups, we aim to co-create value, drive positive change, and enhance the impact of the project within the broader community.

As given in the GA, the following Table illustrates the communication target audiences of FOR-FREIGHT and their interest in the project, as well as the project partners’ communication objectives.

Table 5-1: FOR-FREIGHT Target Audiences and Objectives

Target Group	Description	Interest in the project	Communication Objectives
A - SMEs and industry	Stakeholders from industry, network operators, SMEs and entrepreneurs, operating in the T&L domains (e.g., T&L service providers, cargo handlers, etc.).	<ul style="list-style-type: none"> • Use of FOR-FREIGHT solutions for accelerating their service deployment • Promoting FOR-FREIGHT in operations and in their R&I activities for new service development. • Amplify innovation in T&L services by blending FOR-FREIGHT outcomes with in-house artefacts. 	<p>Create an active community of interested stakeholders and potential users and collect knowledge and requirements considered by the project.</p> <p>Create awareness of the project among the full range of stakeholders impacted by the results activities.</p>
B – Mass media channels	Non-technical articles to newspapers and magazines, radio, social	Inform about the project through flyers, banners, videos, press releases	

	media (e.g., LinkedIn, Facebook, YouTube, Twitter).	related to the added value of the project and the benefits offered to the society.	Formulate adapted key messages and prepare adapted communication material.
C – Clusters	European initiatives and clusters, research communities, associations, (e.g., ETNO, NetWorld2020, Digital Business Innovation, Digital Agenda, Innovation Union, etc.).	<ul style="list-style-type: none"> • Inclusion of project's results to collaborative research activities (roadmap, white papers...). • Communicate project's results to their members • Participation in project's events for knowledge exchange. 	
D - General Public	General public, end-users and anyone interested in the project.	<ul style="list-style-type: none"> • Non-technical articles based on project's results. • Stimulate innovation in unexpected groups of society. 	

As to what concerns target group A, internal stakeholders and end-users such as T&L service providers, cargo and/or airport handlers, etc. in FOR-FREIGHT, are currently supporting the project consortium (in various WPs and tasks) in gathering the relevant information concerning mapping the project's stakeholders, aiming to create a pool of interested T&L bodies and experts to promote knowledge sharing and exchange of ideas in regards to project's solutions, impact, and innovation. Concerning target group B, non-technical materials are developed in the project such as a roll-up banner and a flyer, emphasising the project's UCs, objectives, consortium, website, and social media channels, as a first view of what FOR-FREIGHT is about. In addition, one additional Press Release was created and disseminated in December 2023 (M16), with the focus being on the project's UCs. Prepared by the project partner DHL, the aim in the future is to create synergies with the press (i.e., TV and radio), to promote the project results to the general audience and create a bigger awareness about the project's goals and technologies. The project's two available Press Releases can be found on the FOR-FREIGHT website, specifically on the pages *Dissemination and Communication > Press Releases*. Also, the project consortium developed a generic video, which visually reflects problems in the T&L sector and how FOR-FREIGHT project is trying to solve them, with emphasis on the FOR-FREIGHT UCs and platform. Additional non-technical brochures will soon be created in the project, and technical brochures will be available once D2.2 "FOR-FREIGHT multimodal transport platform - First full drop" is submitted (M22). As to what concerns target group C, European initiatives and associations, clusters, as well as research communities will be contacted in the following months, either for the implementation of joint activities, or/and for providing feedback as external stakeholders to the project's developments through the conduction of workshops, group interviews, surveys, etc. Regarding group D, the general public has declared their interest in FOR-FREIGHT by subscribing to the project's newsletters, following the project's social media channels, and accessing the FOR-FREIGHT website. Another form of engagement is the participation of the general public in community events, or activities implemented jointly with other projects, initiatives, associations (i.e., ALICE), etc.

5.2 Communication channels and activities

The communication strategy of FOR-FREIGHT integrates both traditional and innovative communication channels, as outlined in the following Table.

Table 5-2: FOR-FREIGHT Communication channels and activities

Channels & Activities	Description
<p>Online Presence</p>	<p>A project website to be created by M2 and maintained by EBOS serving to:</p> <ul style="list-style-type: none"> i) promote the project’s public image and serve as a main online access point for the different target groups; ii) serve as an information source, highlighting project objectives, activities, outcomes and relevant updates; iii) serve as a repository of information. <p>The website will be publicly accessible, and will also feature a restricted area, only accessible to project partners, the EC project scientific officer, the project review panel team, and the AdvB member. This restricted area contains documents and confidential information related to the project’s internal activities and reporting.</p>
<p>Press and TV/Radio Interviews</p>	<p>FOR-FREIGHT will publish at least 6 press releases in order to show major achievements and the potential of its solutions as a future-proof T&L services and will attempt to reach the general audience via TV/radio interviews. DHL will be responsible for this activity.</p>
<p>Promotional material (Brochures/flyers/posters/roll-up banners)</p>	<p>FOR-FREIGHT will prepare 3 technical brochures providing information about the technical and scientific achievements and 3 non-technical brochures-factsheets describing the potential project applications and services in a more accessible manner. A number of project flyers, posters and roll-up banners will also be created for display in conferences and in exhibition booths. The brochures will be also distributed to local universities, schools, city councils, etc. EBOS will lead this activity.</p>
<p>Social media</p>	<p>FOR-FREIGHT will use several online social media sites, such as Twitter, LinkedIn, YouTube, as a two-way access between the project partners and the technical and public audience. The Consortium will regularly publish announcements and initiate discussions from M6. The content will be updated in a regular basis and the obtained feedback will help to influence the project’s directions. EBOS will coordinate this activity.</p>
<p>Video clips</p>	<p>At least 3 video clips will be produced, which will cover the FOR-FREIGHT general ideas, demonstrations and presentations and talks including non-technical information about the project, targeting nonexpert public. The videos will be available at the project’s website during the entire project’s lifetime, while a dedicated link will be used to request feedback from the audience. This activity will be undertaken by CERTH/HIT.</p>

Newsletters	These will be distributed to different mailing lists, to foster inter-communication with other relevant research actions, projects and technical communities. The newsletters, available at the project’s website, will provide information regarding the project activities, achievements and results, targeting cross-fertilisation. The first newsletter issue will be released in month M6 and new issues every 6 months. EBOS will coordinate this activity.
Public engagement	FOR-FREIGHT Consortium members will follow a set of strategies to interact with the general public (e.g., non-scientists, secondary schools, etc.) and inform them about the effect of the FOR-FREIGHT results in their everyday life and to create awareness on the differences about facts regarding the societal benefits of the FOR-FREIGHT solutions for T&L services. This set of activities include the use of social media, online video-clips, public talks at schools and university open days, participation at events organised by the local authorities, etc.

5.2.1 Achieved Communication Activities (M20)

The achieved communication activities in FOR-FREIGHT reflect the information and metrics reported in the following section. In more detail, and as to what concerns the visual identity of the project, the project website is available since M02, same as the social media channels. Information was provided online, about the project’s achievements, partners’ backgrounds and expertise, collaboration with other projects and initiatives, as well as scientific publications, promotional materials (i.e., project newsletters, press releases, flyers, roll-up banners. etc.), and participation to key events, conferences, etc. In addition, as already stated, the first project video of FOR-FREIGHT is developed and visualizes the three project UCs, and the FOR-FREIGHT platform. As to what concerns public events, BEIA presented FOR-FREIGHT at the TAFIE 2022 & ROMAT 2022 Event, which took place at the University Politehnica of Bucharest in November 2022.

5.2.1.1 FOR-FREIGHT Communication outcomes, metrics and targets (M20)

In this section, FOR-FREIGHT delves into the key components of partners’ communication strategy, focusing on the outcomes they aim to achieve, the metrics they use to measure success, and the targets they set to track the project’s progress. By establishing clear communication goals and benchmarks, the project consortium can better understand the impact, identify areas for improvement, and optimize strategies to maximize engagement and effectiveness. In the following Table, the project consortium provides the communication metrics, desired values, and currently achieved activities.

Table 5-3: FOR-FREIGHT Communication outcomes, metrics and targets

	Activity/Metrics	Target Values	Current Values (M6)
Communication	Project Website	Online by month 2 Visitors from M12: 1000 & from M40: 3000	Yes 474 N/A

	Social Media	LinkedIn followers: >600 Twitter followers: >400 YouTube channel views :>1000 Banners: >30	382 145 23 5
	Press/Newsletters	Press releases: >6 Newsletters: >6 White papers: >5	13 2 ⁸ 0
	Factsheets/Brochures	Technical factsheets: 3 Non-technical factsheets: 3 Hardcopies: > 1000	0 0 500
	Video clips	Number of online video clips: 3 Number of video views: > 1000	1 ⁹ 23
	Flyers/posters & roll-ups	Project flyers: >3 Posters & roll-up banners: >3	1 1
	Public events	>3 public events at schools/universities >3 Demo days/events with >100 visitors/event.	1 0 0

⁸ The project's third Newsletter will be created and disseminated at the end of M20.

⁹ A generic video about FOR-FREIGHT is developed in M20, and disseminated in the social media channels and website of the project. It will also be featured in many conferences and other relevant to FOR-FREIGHT future events.

6 Liaison with other projects and clusters

Collaboration lies at the heart of innovation, driving synergies, sharing knowledge, and accelerating progress towards common goals. Within the expansive landscape of T&L, effective liaison with other projects and clusters is essential for maximising impact, leveraging resources, and fostering a culture of collaboration and learning. In this chapter, we delve into the dynamic ecosystem of partnerships and alliances forged by the FOR-FREIGHT project with other initiatives, projects, and clusters. From joint research efforts and knowledge exchange to shared resources and best practices, our liaison efforts seek to cultivate a vibrant network of stakeholders committed to advancing the frontiers of multimodal freight transport.

Working together with other projects, initiatives, associations, and clusters is a vital component of the D&C plan within the FOR-FREIGHT project. This teamwork aims to maximise the reach and impact of the project results, and identify opportunities for synergy and partnership within the broader ecosystem of T&L innovation. Therefore, the strategy for collaboration with other projects and entities encompasses several key elements:

1. **Joint Organisation:** FOR-FREIGHT will explore opportunities for joint organisation with other relevant projects and Working Groups within the 5G PPP/SNS framework, as well as other 5G stakeholders, including industry players, research institutions, and policymakers. By leveraging shared resources and expertise, the project partners aim to create synergistic events and activities that amplify the visibility and impact of our respective projects. In addition, by participating in these collaborative initiatives, they can also contribute to the advancement of common goals and objectives within the 5G ecosystem.
2. **Contribution to Common Activities:** Upon invitation by the European Climate, Infrastructure and Environment Executive Agency (CINEA), FOR-FREIGHT will contribute to common information and dissemination activities aimed at increasing visibility and synergies between Horizon Europe (HE)/ Horizon (H) 2020 supported actions. This collaborative approach enables us to amplify the project's impact and leverage shared resources for maximum effect.
3. **Organisation of Sessions:** FOR-FREIGHT will organise dedicated sessions (i.e., webinars, workshops, trainings, etc.) with other 5G stakeholders, including industry players, research institutions, policymakers, etc. These sessions serve as platforms for knowledge exchange, discussion, and collaboration on key topics relevant to the FOR-FREIGHT project (see Annex VI: Preliminary Plan for Webinars, and Annex VII: Preliminary Plan for Workshops).
4. **Co-hosting in Established Events:** Additionally, FOR-FREIGHT will consider co-hosting events within the framework of other well-established industry events, conferences, or exhibitions (i.e., ALICE, etc.). This collaborative approach allows the project consortium to tap into existing networks and audiences, enhancing their reach and engagement within the industry.
5. **Collecting Feedback:** Feedback will be solicited from relevant external stakeholders, including organisations such as ALICE, Hellenic Institute of Logistics Management, Foundation, INLECOM S.A., DIAKINISIS S.A., Port of Antwerp, Danube Digital Innovation Hub, CEL (Centro Español de Logística/Spanish Logistics Centre), Logistop/Technological Platform in Logistics, Intermodality, and Mobility, etc. This feedback will strengthen the co-design aspects of the FOR-FREIGHT solutions and the influence of the wider multimodal transportation and logistics sector on project outcomes.
6. **Standardisation contributions and policy recommendations:** TIC4.0, with the support of key participants in FOR-FREIGHT, aims to establish connections with prominent European and international standardisation groups on the T&L fields such as the Digital Transport and Logistics Forum (DTLF), the Digital Container Shipping Association (DCSA), the International Port Call Optimisation Task Force (IPCOTF), etc. This said, FOR-FREIGHT will focus the communication on several key aspects, including ship-port data sharing harmonisation, cargo handling process standardisation at port terminals, port-hinterland communication exchange, and last-mile distribution leg standardisation. The scope is to identify standardisation gaps and needs among stakeholders, ensuring that FOR-FREIGHT's solutions meet industry requirements and expectations, as well as streamline processes, improve interoperability, and enhance efficiency across the entire logistics chain. Reporting of these activities reflects T5.2

“Standardisation contributions & Policy recommendations”, and will be reported in D5.5 “Report on standardisation activities” by M20.

Based on this future action plan, partners have already initiated collaboration with other 5G and HE/H2020 projects such as the projects VITAL-5G¹⁰, FENIX¹¹, 5G-Blueprint¹², 5G-Loginnov¹³, COPA EUROPE¹⁴, MultiRELOAD, AWARD, and PLOTO¹⁵. More specifically, the collaboration with the projects VITAL-5G, FENIX, 5G-Blueprint, 5G-Loginnov, and COPA EUROPE, officially took place at the EuCNC & 6G Summit in 2023, where they met physically for the implementation of a special session, as well as the presentation of a joint paper. In this event, FOR-FREIGHT participated with two additional papers, emphasising the case of the FOR-FREIGHT project, as well as the Romanian UC. The projects VITAL-5G and COPA EUROPE, joined also, with additional papers. The FOR-FREIGHT project was thus presented at the special session, and the information can be found on the project website, specifically on the pages *News & Events > FOR-FREIGHT at the EuCNC & 6G Summit* [3]. As to what concerns the projects MultiRELOAD and AWARD (which are members of ALICE), FOR-FREIGHT aims to organise a joint virtual symposium that emphasises "Innovating Port Logistics Operations: An Interactive Symposium on Automation and Digitalisation", taking place on April 24, 2024¹⁶. This 90-minute interactive session will not only showcase these projects' innovative solutions for enhancing port efficiency, safety, and sustainability but will also engage participants through live polls, Q&A sessions, breakout discussions, and networking opportunities. The event will culminate in a panel discussion on the future of technology in ports, emphasising collaborative insights and participant-driven topics.

Besides the virtual symposium, MultiRELOAD and FOR-FREIGHT will join with pods, the ALICE Booth at the TRA event in April 2024¹⁷. The two projects, cross-collaborating with ALICE, are aiming to promote the project's D&C materials, as well as videos showcasing the technical work in their projects. This said, it is important to highlight that FOR-FREIGHT, in June 2023, joined ALICE's Liaison Program. This is to safeguard the project's participation in relevant thematic groups of ALICE to properly link the project outcomes to the Thematic Group activities, as well as identify remaining gaps that would feed ALICE documents, including recommendations to Research and Innovation programs. Among other benefits gained from this collaboration, FOR-FREIGHT will be cross-referenced in the ALICE Newsletters and featured in ALICE news, and will also be able to use the ALICE Knowledge Platform [4]. In more detail, this platform serves as a comprehensive repository for innovation within the logistics sector. It offers visibility to key deliverables, outcomes, and case studies stemming from EU-funded Research and Innovation (R&I) initiatives. Additionally, it features contact details of project partners and experts involved in these endeavours. Within this platform, users can explore information on funding opportunities and innovative companies, and access a library containing pertinent papers and reports, including resources from events like the International Physical Internet Conference. Furthermore, the Innovation Marketplace facilitates connections between those seeking innovation solutions and owners of R&I project outcomes, as well as experts capable of addressing challenges and devising solutions. FOR-FREIGHT was also disseminated in other ALICE events, such as the ALICE Brokerage Event in 2023, the International Physical Internet Conference in 2023, and the "TRA2024 – Get engaged through ALICE" online event, also in 2023. Speaking of the PLOTO project, FOR-FREIGHT had the opportunity to meet PLOTO during their third General Assembly meeting in 2024. PLOTO joined the meeting physically and presented their project.

¹⁰ <https://www.vital5g.eu/>

¹¹ <https://www.fenix-project.eu/>

¹² <https://www.5gblueprint.eu/>

¹³ <https://5g-loginnov.eu/>

¹⁴ <https://copaeurope.eu/>

¹⁵ <https://ploto-project.eu/>

¹⁶ More information will be soon available on the project website.

¹⁷ More information will be soon available on the project website.

Other projects such as the ADMIRAL¹⁸ (initiated in May 2023) project and ESEP4Freight¹⁹ (initiated in September 2023), will collaborate with FOR-FREIGHT in the following months. However, communication with the ADMIRAL project is safeguarded, as FOR-FREIGHT participates in their Stakeholders Collaborative Forum. This forum will serve as a platform that will provide opportunities for interested parties to engage in the project's activities (i.e., workshops, events, e-training activities), stay informed about EU requirements for reducing greenhouse gas emissions, and contribute to shaping the project's outcomes, including business models, digital marketplace, roadmaps, and policy recommendations. Membership in the Forum does not imply any formal commitment, beyond giving your opinion on certain issues and receiving feedback on the project's results. More information about this cross-partnership will be provided in the following months. Regarding ESEP4Freight, more news will be available in the upcoming months, as the two projects have their introductory meeting in March 2024. Moreover, BEIA participated in the ADRBI – InnoCom Interreg Europe project²⁰ seminar on the 29th of February 2024, at the Radisson BLUE Hotel in Bucharest, Romania. This seminar was about information, awareness, and debate regarding the issues arising from the project. The purpose of the meeting was to improve specific regional policies regarding increasing awareness among public authorities regarding administrative barriers and bureaucratic systems that hinder SMEs from fully benefiting from EU funding opportunities. BEIA thus disseminated the FOR-FREIGHT project during the networking session.

Moreover, BEIA presented FOR-FREIGHT in a meeting with the Naval Cluster. The cluster was created to contribute to the promotion and development of an industrial policy, at a national and European level in the naval field, through cooperation between the various actors in the sector of ecological river transport and by intensifying contacts, exchange of information and ideas, respectively by carrying out joint activities on innovation and entrepreneurship in the sector of ecological river transport. BEIA, amongst other project, spoke about the FOR-FREIGHT project and the river port-rail solution they aim to develop in the project, focusing in particular on the wireless communication between vehicles as well as the surrounding technical infrastructure, authentication of devices in a secure fashion, and heterogeneity of protocols. As BEIA is actively attending many events across Europe, it is essential to also mention the Infrastructure, Transport, and Logistics Forum [5] they attended in 2024, to promote the project.

Besides creating synergies and cross-collaboration with other projects, the main aim of the project consortium is to push results (once available) to relevant associations and communities (the Infrastructure, Transport, and Logistics Forum for example, etc.). Taking this into account, the project partner TIC4.0, in February 2024, had the opportunity to present innovative insights at the Spanish Transportation and Logistics Organisation, “Logistop” online event. TIC4.0 presented the project, emphasising the standardisation in railways, with a particular focus on how TIC4.0’s language could serve as a game-changing solution for the terminal-train and terminal-train-port interfaces. More information about T5.2 is available in D5.5, submitted in M20.

¹⁸ <https://www.admiral-project.eu>

¹⁹ <https://www.esep4freight.eu/>

²⁰ <https://www.interregeurope.eu/innocom>



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Figure 6-1: Snapshot of liaison & clustering activities

7 Training activities

As part of T5.3 “Trainings & clustering activities”, the FOR-FREIGHT partners will engage different key stakeholder groups that represent potential future users of the platform with the aim of offering dedicated training activities. The task builds on the work previously done in other WPs (see especially D1.1, D1.2, D1.3, D2.1 and D4.3), where relevant stakeholder groups were mapped and clustered according to their characteristics and how they would relate to the platform. From these clusters, the training needs of relevant stakeholder groups are identified to develop a training strategy targeted to the specificities of each group.

The following sections outline the identified stakeholder groups followed by a preliminary workplan of T5.3. They then describe the first workshop implemented to elicit training needs as well as its results. Finally, the next steps to be undertaken to achieve the goals of this task are sketched out.

7.1 Key stakeholder groups

As indicated above, WP4 saw a collaborative identification of relevant stakeholder groups within each of the three UCs, namely Spain (ES_UC), Greece (GR_UC), and Romania (RO_UC). Between the three UCs, the following stakeholder groups could be noted:

- Academic / research institutions;
- Airfreight handlers;
- Cargo/transport companies;
- Civil society organisations & society as a whole;
- Companies trading goods with specific storage requirements;
- Consulting and advisory firms;
- e-commerce companies;
- Environmental organisation;
- Financial institutions;
- Freight forwarders;
- Government (transport department);
- Insurance companies;
- IoT tech company;
- Manufacturers;
- Non-Governmental Organisations (NGOs);
- Port authority;
- Professional associations (regional, national, EU, global);
- Rail operators;
- Shipping & logistics companies;
- Software development firms;
- Standardisation bodies;
- Terminal operator;
- Third-party logistics providers;
- Warehouse companies.

This stakeholder list serves as a useful starting point to explore training audiences, consolidate their needs, and develop targeted training approaches while serving as a helpful tool to identify possible gaps in our stakeholder mapping going forward.

7.2 Preliminary work plan for Training Activities

Task T5.3 entered its preparatory phase in June 2023 (M10) of the project, with the official kick-off held in November 2023 (M15). The following months were spent incorporating the knowledge gathered in other WPs, especially the work done in WP1, WP2, and WP4. Building on these insights, an internal workshop was developed

and implemented in February 2024 (M18) to mobilise the insights of the platform and the UC partners and start to concretise the training needs of different stakeholder groups in light of their experiences with developing the FOR-FREIGHT platform. The concrete plan of the implemented workshop is outlined in the form of a concept note in Section 7.3. This is followed by an exploration of preliminary workshop results in Section 7.4.

The insights gained from this workshop will form the basis for further targeted workshops with UC partners, aimed at exploring the training needs of their core respective stakeholder groups. Through this, we will gain a better understanding of the breadth and depth our training offers should reach. Most importantly, these activities will give further insights into local T&L ecosystems to help identify stakeholder specificities relevant to each UC. To this end, further activities will be sought with the various stakeholders involved in the three UCs in the form of small, dedicated workshops, enlarging upon the information collected in the February workshop.

On top of this, synergies with the events of T4.3 will be exploited to collect broader stakeholder input, with the main aim of validating the workshop results. To achieve this goal, ZSI will develop a short survey which will be implemented in collaboration with WP4, where three stakeholder events are planned. Through this, existing communication and dissemination activities will be leveraged. The survey will be set up in a way to easily integrate it into the planned outreach workshops with relevant stakeholders in a flexible manner. Potentially, other activities as implemented e.g., in T5.1 can be leveraged for this purpose, should the formats prove advantageous. In terms of survey content, we will most likely include identified training areas with relevant stakeholder groups and inquire about their respective interest in each, while leaving the option of sharing training areas we might have missed in the course of implementing the UC workshops. In addition, we might ask about which stakeholder groups or user roles respondents identify with, depending also on the learnings from the workshops. As a tool for recruitment, we will also include an option for respondents to indicate their interest in participating in trainings by allowing them to share their contact information.

The feedback gained from this survey will be integrated with the workshop results to develop a training from July 2024 (M23) of the project. This training will be pretested and iterated on, before a first implementation with T&L stakeholders anticipated for November 2024 in the form of a basic training module. There, stakeholder groups with similar training needs would be brought together to empower them to effectively use the platform to maximise its impact. As such, a core goal of each training will be to generate buy-in to the platform from potential user groups, by creating a training experience specifically addressing their needs and interests. As a format, online webinars currently seem to be the most effective method of engagement for these three training tutorials. One webinar is already planned in collaboration with WP4, which can also serve to create synergy with our training efforts. In any case, the concrete timeline and formats will be chosen in an agile manner and open to adjustment, depending on the identified needs and availability of relevant stakeholders, and the progress made by the technical project partners on developing the FOR-FREIGHT platform.

The following Figure shows the preliminary work plan for T5.3 about the work undertaken in T4.3. The “internal workshops” of WP5 denote the above-mentioned dedicated workshops with each UC, which further delve into the specificities of their stakeholder needs. The “stakeholder events” of WP4 denote the events with wider stakeholder communities planned for WP4, in which surveys will be deployed to validate the findings of the workshops. From these validated findings, training modules will be developed and successively implemented. While at this point a three-tiered module seems sensible, this might still change based on the findings of the additional workshops and the survey. Finally, the “webinar” denotes an activity planned at this point in the Spanish UC, where potential synergies with the work of T5.3 will be actively sought.

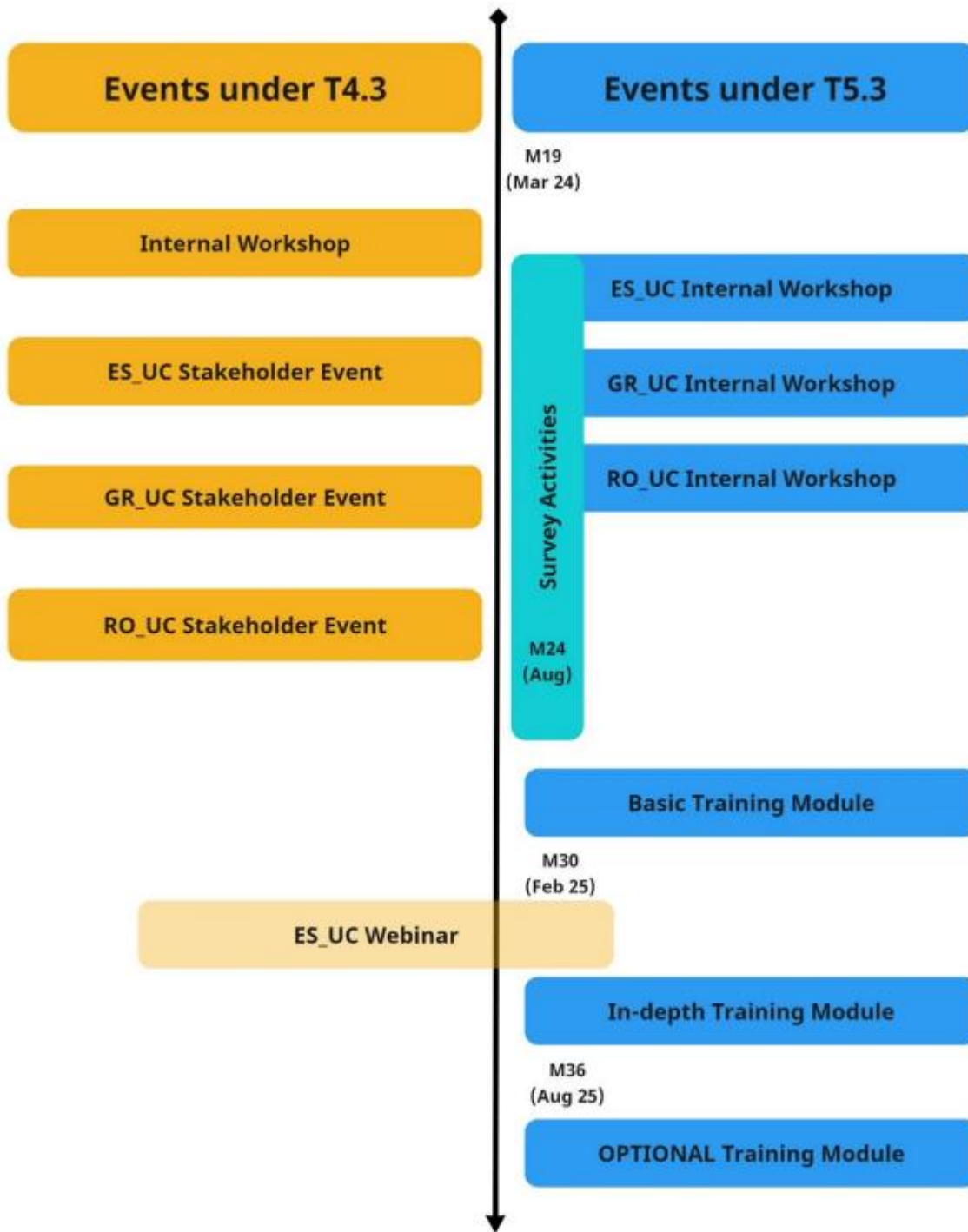


Figure 7-1: T5.3 Preliminary Work Plan

7.3 Workshop on training needs: Concept Note

The following chapter outlines the concept note of the first workshop implemented with the project consortium to elicit training needs. It identifies the objectives, target audience, scope and guiding questions, modules, and agenda of the workshop as implemented. Since the workshops were subject to significant time constraints, UC leads were invited to fill out some information beforehand, while additional, targeted workshops with each UC

are planned to provide more depth to the information collected with this first workshop. As such, this workshop served as a first entry point to explore the questions as laid out below.

In more detail, the introduction of an online platform to support multi-modal transport in the EU, especially one that integrates legacy systems from various stakeholders like terminal operators, port authorities, rail operators, airports, etc., will lead to a range of training needs. The objective of this workshop was to take a first step in eliciting those training needs from project-internal stakeholders, in particular the partners involved in the three UCs. Since these partners work closely with external stakeholders who are foreseen to be involved in the development and/or use of the platform, or who may be affected by the introduction and use of the platform, they may also have a better understanding of their specific needs. Once the training needs are identified, effective trainings can be organised and tailored to the various stakeholder groups and selected phases of the project implementation.

Thus, the target audience of this workshop was the entirety of project partners, with a focus on those involved in the UCs and platform development. As stated above, the introduction of the FOR-FREIGHT platform and its potential use by a variety of stakeholder groups can be expected to lead to a range of training needs. These needs will vary depending on the specific features of the platform, the existing skill levels of the involved users, and the technological and operational environment of the UCs. **Potential training areas include:**

- **Basic operation of the platform:** Training in the basic operation, navigation, and management of the platform. This includes understanding the user interface and data input methods, and accessing relevant features and functionalities;
- **Data handling and analysis:** Since the platform will involve significant data handling, training in data entry, quality, analysis, and interpretation will be crucial;
- **Integration of legacy systems:** Training in integrating and interfacing with legacy systems with the new platform, which includes understanding how data is shared between systems and troubleshooting common integration issues;
- **Interoperability standards and protocols:** Training in understanding and implementing interoperability standards and protocols to ensure seamless communication and data exchange between different systems, especially between legacy systems and the FOR-FREIGHT platform;
- **Security and data privacy:** Understanding the importance of data security and privacy is key, and training in secure practices for handling data and maintaining privacy is a must. This also serves to facilitate trust in the platform and its use;
- **Regulatory compliance:** Training in compliance with relevant national, EU, and international regulations;
- **Change management:** As the introduction and use of a new system can be disruptive, training in change management ought to help facilitate a smoother transition for the users;
- **Problem-solving and technical support:** Training staff to troubleshoot common issues, provide first-level technical support, and understand when to escalate problems to a higher support level;
- **Use of new technologies:** Since the platform incorporates new technologies (e.g., AI, blockchain, IoT), training will be required to understand and effectively utilise the FOR-FREIGHT platform;
- **Soft skills development:** Training in soft skills like communication, collaboration, and adaptability is essential for working in an integrated and technology-driven environment such as the FOR-FREIGHT platform.

7.3.1 Workshop part 1

The assessment of the training needs started with a stakeholder analysis. This has been done already in various WPs (WPs 1, 2, 4, and 5) but what is yet needed is to understand each stakeholder group's role in, and interaction with, the project's platform. This then allows the analysis of tasks that will be performed using the FOR-FREIGHT platform, which in turn helps determine the skills and knowledge to execute these tasks efficiently.

The objective of this workshop module was thus to break down each job role or function related to the platform into specific tasks and identify the skills and knowledge required to perform these tasks effectively.

Key questions to help guide the workshop participants are as follows:

- Who are the key representatives of our key stakeholder groups for each UC?
- What user roles and tasks can we define for these stakeholder groups?
- What specific tasks will each user group perform on the platform (e.g., data entry, system navigation, data analysis)?
- Are there new or modified tasks due to the introduction of the platform?

Additional material that may supplement this workshop module are job descriptions or operational manuals that allow for a better understanding of tasks and user roles, and how they might be impacted by integrating platform functionalities into their everyday work.

7.3.2 Workshop part 2

With a skill gap analysis, we set out to compare the current skills and knowledge of the users with the requirements identified in the task analysis (see part 1). This aims to help identify specific areas or gaps where training is needed. Key questions to help guide the workshop participants were as follows:

- What are the existing skills and knowledge of users, related to the tasks identified in the task analysis?
- What (new) skills and knowledge are required to use the platform effectively?
- Where do gaps exist between current capabilities and the requirements for using the new platform?
- Are there specific groups or departments with larger gaps?

The Agenda of the workshop implemented on February 22nd this year on training needs, is presented below:

Table 7-1: Agenda of T5.3 workshop on training needs

Time	Topic	Details	Moderator	Input by
15	Welcome & introduction	Plenary: Short introduction to the workshop	ZSI	N/A
45	Stakeholder and task analysis	Breakout rooms: Identify and concretise key stakeholder groups, the tasks they perform, and their relationship to the platform	ZSI, UC leads (rapporteurs)	All partners (3 UCs)
10	Break	Remain in breakout rooms	N/A	N/A
45	Gap and training needs analysis	Breakout rooms: Identify skill and knowledge gaps for training needs, create user stories	ZSI, UC leads (rapporteurs)	All partners (3 UCs)
30	Summary and Discussion	Plenary: Short summary of breakout rooms by rapporteurs, discussion of open questions, identifying alignments, and use case-specific needs	ZSI	Group rapporteurs
5	Wrap-up & next steps	Plenary: Outline of upcoming activities	ZSI	N/A

7.4 Workshop implementation and first learnings

As outlined above, the first internal workshop was organised in February 2024 (M18) of the project, gathering the consortium partners and engaging the UC partners to mobilise their respective expertise. For the

implementation of the workshop, a Miro whiteboard was prepared, allowing each UC to work individually on their relevant user groups and outline user stories for each (see the Figure below).



Figure 7-2: Whiteboard prepared to guide workshop participants

While the workshop was attended by representatives of all three UCs, who all provided valuable inputs, it still needs to be seen as preliminary, since the workshop could not go into all necessary depths on the different potential user groups due to time constraints. Still, the analysis of the workshop's preliminary results indicates that the stakeholder groups and their user roles as sketched out in WP2, WP3, and WP4, can effectively be built upon for the trainings. Most importantly, individual stakeholder organisations can be marked out in clear pathways connecting solvers on the platform and the impact to be achieved, to develop user stories that feed into training approaches. By way of example, for a warehouse company involved in the platform development, site managers could be identified as an important potential user group whose role would lay in performing critical analytics to optimise the allocation of resources concerning the unloading of incoming trucks. For them, the platform can serve to support decision-making processes, while the alignment with other companies and departments allows for the modernisation of outdated resource infrastructures that rely on historical data. The workshop participants indicated that the organisational role of this user group could change as the FOR-FREIGHT platform engenders additional responsibilities for its users. As such, it requires a change in how to approach and manage processes and interdependencies at the warehouse using the FOR-FREIGHT platform – e.g., by using live data instead of relying on historical records. For warehouse site managers, a platform user story would look a bit like this:

“As a warehouse company, I want to reduce my OPEX and make the operations more efficient and secure while reducing the handling errors.”

Similar changes can be anticipated for most T&L stakeholders making up the core target group of the platform, including suppliers, shipping companies, terminal operators, truck companies, rail operators, courier companies, and so on. Besides site managers, technical integrators and operation officers might be relevant categories of direct platform users. Beyond these, a category of users deserving special attention might be policy actors such as municipalities and port authorities, as well as tangential network partners such as smart mobility providers. This, however, needs to be explored in further detail in upcoming targeted workshops with each of the UCs' stakeholders, and validated via the aforementioned small surveys.

As another category of note, indirect platform users were mentioned during the workshop. These include financial institutions, policymakers, and researchers, who have been identified by the UC partners as relevant stakeholders in their networks. To explore the roles that might be assigned to these groups, and to deepen and validate the roles sketched out in this workshop while aligning them with the clusters identified in other relevant WPs, further insights will be collected through the means laid out above – i.e., further individual activities with the UCs, as well as a survey to be developed from these interactive workshops. Other activities such as interviews and bilateral exchanges might be employed to strengthen the approach to training development. A visualisation will in any case be created to sketch out the different layers of stakeholders, user roles, and their tasks within the complex ecosystem of multi-modal freight transport.

In terms of skills and knowledge needed to use the platform effectively, several broad concepts were brought up, often building on the training areas laid out in the concept note above. As the following figures show, the information provided in the initial workshop with consortium partners was of different granularities and employed different categories, necessitating the aforementioned follow-up activities.



Figure 7-3: User needs identified by GR_UC



Figure 7-4: User needs identified by ES_UC

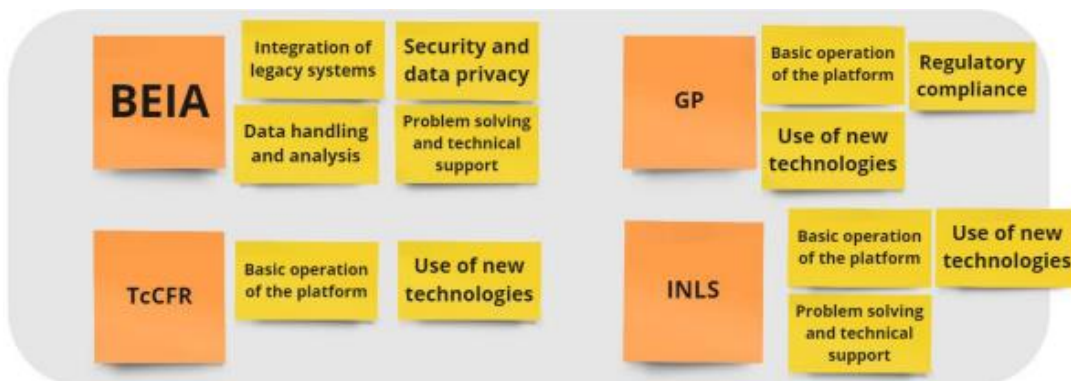


Figure 7-5: User needs identified by RO_UC

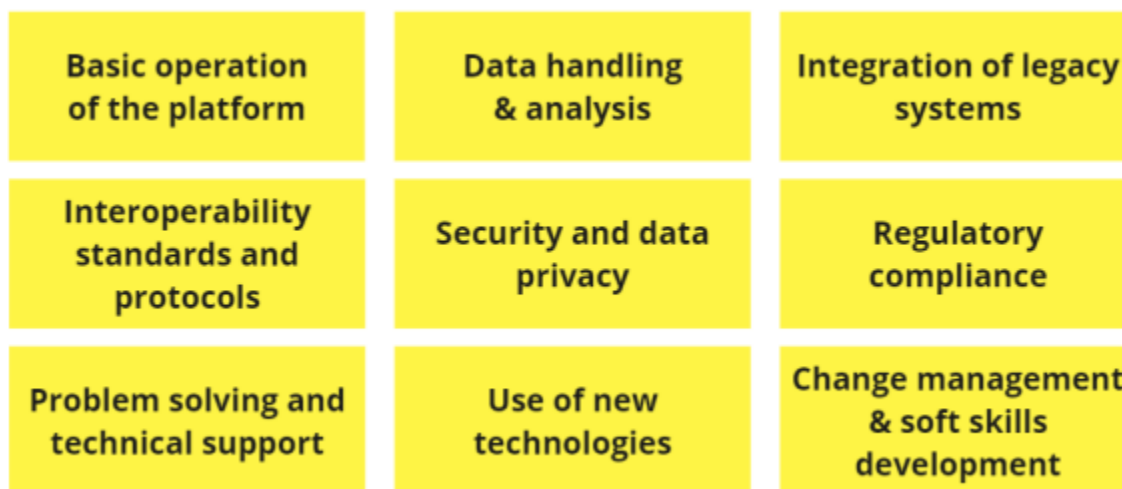


Figure 7-6: Nine training areas

Beyond the nine training areas defined in preparation for the workshop, more concrete needs were identified in the following ways:

- Tracking of containers based on EDI messages;
- Ensure data privacy and understand how their data is used on the platform;
- Greater understanding of the entire logistics chain and better understanding of processes and interdependencies, as well as identify the data sources needed to be able to operate with the platform
- Train the potential users of the platform and Support to know how the platform works;
- Different types of monitoring: Reskilling for software instead of people management and learning to interact with technology instead of people.

While these notes provide a good starting point for developing training, further mapping is needed to cluster the needs into workable categories and create an effective training approach. Meanwhile, the user stories point towards the various business, social, and environmental impacts sought through the deployment of the platform. They sketch out benefits for user groups that include more informed decision-making, e.g. about the environmental impact of a travel choice and the option to choose more sustainable transportation routes while opening up new transport routes by advertising little-known (yet more environmentally friendly) options such as metro-services; a reduction in errors and friction that lead to a higher chance for freight to reach the expected destination; more information flow and better communication with business partners by allowing for an exchange of data; value chain optimisation; enhanced visibility and accuracy of tracking for customers; as well as the use of meta-data, e.g. for purposes such as market analysis, which could also be interesting to third parties. Although these user stories are already quite rich, a clearer understanding of user needs will also sharpen these to the benefit of our training activities.

7.5 Next steps and outlook

Following the first restructuring of stakeholder groups and needs identified throughout the WPs within the logic of T5.3 in the context of the workshop discussed above, further explorations of the specificities governing the three UCs will be necessary. As laid out above, this will be done under the leadership of ZSI via further interactive activities with the stakeholders of each UC, as well as the development of an online survey to validate and potentially enrich the findings of these previous activities. This survey will be developed by ZSI and pre-tested with key consortium partners, namely the UC leads and the platform developing partners. To maximise response rates and ensure the usefulness of the feedback, the survey will be developed in a manner to be applied in the context of the various dialogues and exchange formats planned with external stakeholders for a multitude of

purposes in different WPs. This includes activities planned in the context of T4.3 and T5.1, while the option to leverage the activities and networks of the UC partners (WP3) will also be explored. One important benefit of this approach is that it leverages synergies instead of creating additional, repeating, and overlapping inquiries. Due to the intensity of engagement planned within the various WPs, it is essential not to exhaust important external stakeholders that might serve as future users of the platform and risk depleting their goodwill before a final product can be offered. Depending on the timeline of these interventions, it might also be necessary to engage members of a wider community directly for their input. If this proves necessary, a limited number of members will be chosen in a targeted manner in close conversation with the technical partners of the project, to ensure the feasibility, purposefulness, and impact maximisation of this activity.

These activities will continue to run at least through June 2024, with the results feeding directly into the development of the concrete training offers to be implemented as soon as the platform development allows for it, starting in November 2024 (M27) at the latest. In terms of content, while this must remain open to adjustment when taking into account the feedback collected via the survey, building the training in a modular manner shapes out to be a feasible approach. These modules would be offered in three tiers, covering basic and in-depth training on the platform:

- **Basic training module:** Workshop introducing the basic use of the platform, including fundamental questions such as security and data privacy, as well as problem-solving and technical support;
- **In-depth training module:** Workshop building on the first module and focusing on the integration of legacy systems, interoperability standards, and protocols, as well as data handling and analysis;
- **Optional in-depth training module:** Workshop potentially aimed at higher-level decision-makers, focusing on questions of regulatory compliance.

While the development of the training plan and methodology will be led by ZSI, the provision of expert knowledge, the mobilisation of stakeholder and implementation of individual trainings will be the responsibility of the expert partners, namely CERTH, WINGS, VFP, CSLS, COEL, DHL, BEIA, and GP. ZSI will support these efforts with their methodological expertise on stakeholder engagement. The progress of these activities will be reported in D5.4 “Dissemination, Communication, training and clustering activities (Final version)”, in M40.

8 Exploitation Strategy and planning towards commercialisation

Deliverable D4.2 “FOR-FREIGHT Business Plan”, submitted in M12, outlines the commercialisation strategy for the FOR-FREIGHT project, and encompasses the ES_UC, GR_UC, and RO_UC, each with tailored commercialisation plans.

The FOR-FREIGHT project aims to address the existing challenges in the multimodal freight transport industry, such as information silos, inadequate management systems, minimal digitalisation and automation, and inefficient resource planning. The project will develop a cloud-based platform to enhance collaboration, improve interoperability, and optimise freight flows, thereby cultivating a multimodal logistics ecosystem and promoting innovative solutions for more efficient and sustainable multimodal freight transport.

8.1 Key Directions based on FOR-FREIGHT Business Plan

The PESTEL analysis identifies political, economic, sociocultural, technological, legal, and environmental factors that could impact the project's success. By managing these factors effectively, the project aims to leverage market opportunities and meet its goals in multimodal freight transport. The feasibility analysis highlights:

1. **ES_UC:** Implementation of a Decision Support System (DSS) for multimodal logistics in Spain, leveraging Artificial Intelligence (AI), Machine Learning (ML), and blockchain to enhance customer satisfaction and reduce costs and emissions, although initial investments and legal hurdles pose challenges.
2. **GR_UC:** Tools for route optimisation, warehouse resource optimisation, and monitoring transport and logistics process lifecycles in Greece, which promise significant business benefits and sustainability improvements but require a substantial initial investment and robust Information Technology (IT) infrastructure.
3. **RO_UC:** Advanced technologies for container tracking and monitoring, and carbon footprint assessment in Romania, offering efficiency and cost benefits but facing challenges in investment and compliance with data privacy and regulations.

The opportunity analysis for the ES_UC, GR_UC, and RO_UC indicates significant potential for the FOR-FREIGHT solutions in the transport and logistics sector, with licensing identified as a key strategy for market growth and successful commercialisation. The project also envisions using a subscription-based Software as a Service (SaaS) model, customisation, system integration, white labelling, and Application Programming Interface (API) licensing, alongside collaborations with logistics providers and technology firms to enhance market reach and adoption.

Future steps for the FOR-FREIGHT project include implementing a detailed commercialisation strategy, enhancing product development based on market feedback, forming strategic partnerships, conducting pilot projects, protecting intellectual property, ensuring customer support, and scaling efforts for global expansion while also complying with regulatory standards, and continuously innovating to remain competitive and relevant in the market. Additionally, the project plans to emphasise sustainability and adapts its business model based on dynamic market conditions and customer needs.

8.2 FOR-FREIGHT Preliminary Commercialisation Strategy

The FOR-FREIGHT project's commercialisation strategy focuses on leveraging a joint approach with key partners to establish a commercial structure supporting the FOR-FREIGHT platform as a service. This involves a subscription-based revenue model for cloud services, complemented by other operational services like support and consultancy. A cross-licensing agreement will precede the formation of a Joint Venture (JV), tasked with evolving the platform's TRL and ensuring future-proof innovation. This Joint Venture, incorporating roles for technical support, innovation, market analysis, and business strategy, aims to commercialise the project's results within two years post-completion, ensuring sustainability, and market relevance.

The FOR-FREIGHT project will work together with key consortium partners (i.e., CERTH, EBOS, DHL, and WINGS, led by BEIA) to develop and implement a joint commercialisation strategy. These partners make up the commercialisation team that will set up the suitable commercial framework to provide support for:

- Providing the FOR-FREIGHT platform and its solutions as a service to enable third parties to deploy their T&L applications in a fast and easy way. The project will earn revenue from the use of the solutions as cloud-based services on a subscription model based on time and features and number of concurrent users;
- Leveraging the capabilities of the FOR-FREIGHT platform and solutions to deliver other types of operational services, such as support and consultancy on a subscription model. All these partners have expertise and experience in industry-oriented research and technology development at TRL 7-9 and importantly, they all have proven track records of commercialisation.

Action point	Implementation		Post-implementation							
	2025		2026				2027			
	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
	M7– M9	M10– M12	M1– M3	M4– M6	M7– M9	M10– M12	M1– M3	M4– M6	M7–M9	M10– M12
1										
2										
3										
4										
5										
6										

Figure 8-1: FOR-FREIGHT communication and joint commercialisation actions

To further elaborate on the above-reported Figure, these are the future actions of the project partners, and are preliminary drafted:

1. **Formation of a JV:** A commercial entity, led by key consortium partners, will manage the FOR-FREIGHT platform's post-project services and innovations. This JV will focus on evolving the platform's technology readiness from TRL7 to TRL9.
2. **Continuous market prospection and adaptation of the business strategy to market changes:**
 - 2.1. Market analysis, which is a continuous process in order to timely adapt to market changes including the commercial offer of the competitors, regulatory framework and market demand. The market analysis will be performed by two different means, as a continuation of the efforts started in D4.2 and updated in D4.5:
 - 2.1.1. Interaction with stakeholders involved in the target market, to gather requirements in a direct way and adapt the FOR-FREIGHT product portfolio accordingly.
 - 2.1.2. Research of available market data published through various national, regional and European studies.

- 2.2. Business strategy which will be based on the market research elements identified by project partners and their available resources (e.g., production capacity, financial resources for investment, networks of business partners etc.).

CERTH will monitor technological advancements of the competitors while BEIA will lead market analysis, business planning, and marketing strategies after the project completion to ensure the platform's sustainability and market relevance.

3. **Cross-Licensing Agreement:** to facilitate the sharing of technologies and innovations among consortium partners, a cross-licensing agreement will be established, ensuring that all parties can leverage the FOR-FREIGHT solutions effectively.
4. **Online marketing and participation to business events.**
5. **Piloting, testing and product fine-tuning (TRL7 to TRL9):**
 - The JV will conduct further piloting and testing with third-party T&L stakeholders to validate the platform's effectiveness and prepare it for commercialisation after project completion.
 - EBOS and WINGS will provide ongoing technical support and development, ensuring the platform remains cutting-edge.
6. **Establishment and training of the sales and technical support teams:** Properly trained sales personnel will be dynamically scaled by the JV, based on the market demand. This strategy aims to leverage the consortium's collective expertise to bring the FOR-FREIGHT platform to market, ensuring it meets the current and future needs of the T&L sector.

Useful Reporting Documents under these activities are:

- JV Agreement: A document outlining the terms, conditions, and roles of each JV partner;
- Market Analysis Report: Detailed insights into the T&L sector's needs, competition, and potential customer base;
- Technical Progress Reports: Regular updates on the development status, including milestones achieved and technical challenges addressed;
- Pilot Testing Reports: Feedback and data from pilot tests with third-party stakeholders, focusing on usability, efficiency, and market readiness;
- Commercial Launch Plan: A strategy document for market entry, including marketing, sales, and distribution channels.

Regular progress meetings and reports will be essential to keep all stakeholders informed and engaged throughout the process. This structured approach ensures that the FOR-FREIGHT project moves from concept to commercial reality efficiently, with clear goals, responsibilities, and checkpoints.

9 Next Actions

In the pursuit of advancing the objectives of the FOR-FREIGHT project and maximising its impact, several key actions have been identified for the forthcoming months. These actions are strategically designed to foster collaboration, disseminate project findings, and engage stakeholders across various platforms.

One of the primary next actions involves a series of interactive events which will be organised to engage with different stakeholder groups effectively. Workshops, webinars, group interviews, stakeholder dialogues, and surveys will be employed to gather insights, refine strategies, and ensure alignment with stakeholder needs and expectations. These interactive sessions will provide a platform for knowledge sharing, discussion, and collaboration among project partners and stakeholders. Topics will range from technical insights to practical applications, aiming to facilitate a deeper understanding and implementation of FOR-FREIGHT solutions. Feedback will be solicited from relevant external stakeholders, including key industry organisations such as ALICE, Foundation, and others. This feedback will be obtained after the initial implementation of solutions, based on early results, to inform solution design updates and further strengthen co-design aspects.

Exploration of collaboration opportunities with other relevant 5G PPP/SNS projects will be considered. Options such as joint organisation of events, co-hosting within established forums, and cooperation with working groups will be explored to enhance visibility, share knowledge, and leverage synergies. Furthermore, stakeholders will be clustered based on their UCs of the platform, and individualised training strategies will be developed for each cluster. This process will involve conducting questionnaires to assess stakeholder capacities, followed by a series of workshops tailored to each stakeholder group. These workshops will focus on highlighting the differences between FOR-FREIGHT solutions and legacy approaches, showcasing the platform's features, and emphasising the business, social, and environmental impacts of FOR-FREIGHT solutions.

In addition, the dissemination of research findings through scientific publications remains a crucial action for the FOR-FREIGHT project. Efforts will be focused on preparing and submitting high-quality papers to reputable scientific conferences and journals, thereby contributing to the body of knowledge in the field of freight transport and logistics. According to this, and as to what concerns future participation in events and conferences, FOR-FREIGHT aims to attend the EuCNC & 6G Summit, taking place in Antwerp, Belgium, in June 2024. The project partners from CERTH/HIT, IMEC, eBOS, WINGS, FVP, TIC4.0, BEIA, and GP worked together for the development of a scientific paper titled “Designing a dynamic platform for the next generation of multi-modal logistics”, which was approved by the conference committee. Thus, the project partners attending the event (to be decided later on in the project) will present the paper and distribute promotional materials to inform the conference audience about the project and its latest technical updates. CERTH along with the project partners’ contribution, in M20, created a generic video about the project (see the project’s YouTube channel), and promoted the FOR-FREIGHT UCs and platform, as well as explained the gaps and needs of the T&L sector.

Besides the above-mentioned activities, to reach a wider audience and keep stakeholders informed, regular Press Releases and Newsletters will be produced and distributed. These communication materials will highlight project achievements, upcoming events, and relevant industry news, ensuring continued visibility and engagement with project activities. Visual communication materials such as technical and non-technical brochures, videos, posters, roll-up banners, etc., will be developed to effectively convey the key messages and outcomes of the FOR-FREIGHT project. These materials will be utilised during events, conferences, and outreach activities to capture attention and spark interest in project initiatives.

These next actions demonstrate the project's commitment to engaging stakeholders effectively, refining strategies based on feedback, exploring collaboration opportunities, and ensuring stakeholders are equipped with the knowledge and tools needed to maximise the impacts of FOR-FREIGHT solutions. As already stated in the above paragraphs, to coordinate these actions, the D&C Manager of the project has created and shared with the project consortium, the “WP5_D&C Plan & Responsibilities” Excel file which indicates a preliminary timeline and action plan for each of the project partners in FOR-FREIGHT, and will work as a base for partners’ alignment, and implementation of activities.

10 Conclusions

The current deliverable, situated within WP5, underscores the significance of effective dissemination and communication, ensuring the project's success. Deliverable D5.3 provides a comprehensive update of FOR-FREIGHT's visual identity, dissemination and communication strategies, and activities achieved up to M20. The progress made regarding partners' participation in events and scientific conferences, as well as with presentations, the collaboration with other projects and initiatives, and the creation of additional promotional material such as Press Releases and Newsletters, proves the ongoing efforts of the project consortium. The delineation of partner roles and responsibilities, coupled with alignment with project target values, sets the stage for robust collaboration and partnership formation, both within the project consortium and with external stakeholders. In other words, emphasising transparent communication practices, including regular meetings with the D&C Task Force teams created under WP5, and specifically, T5.1, underscores the project's commitment to fostering engagement and collaboration both internally and externally.

In addition, through a modular training approach, including basic and in-depth modules, the project aims to equip stakeholders with the necessary skills and knowledge to effectively utilise the FOR-FREIGHT platform. The training areas identified thus far will be tailored to address specific needs through stakeholder engagement and will be delivered by expert partners within the consortium. By empowering users with the requisite expertise, the project seeks to maximise the platform's impact and facilitate its adoption across the T&L sector. Moreover, the preliminary commercialisation strategy outlines key directions for leveraging market opportunities, licensing models, and strategic partnerships to ensure the project's sustainability and market relevance. Moving forward, continued engagement with stakeholders, pilot testing, and fine-tuning of the platform will be essential to achieve the project's goals of providing efficient and sustainable solutions.

Concluding this chapter, the FOR-FREIGHT project emerges as a beacon of innovation and collaboration, poised to reshape the landscape of multimodal freight transport. Its strategic focus on efficiency, sustainability, and stakeholder engagement underscores a commitment to addressing the complex challenges facing the logistics industry. Through effective dissemination, transparent communication, and continuous monitoring, FOR-FREIGHT paves the way for transformative change, not only within the project consortium but also across the broader transportation sector. As the project progresses, it is poised to deliver tangible results, driving operational excellence, and creating a more sustainable and resilient freight transport ecosystem for the benefit of all stakeholders involved. Deliverable D5.4 "Dissemination, Communication, training and clustering activities (Final version)" will showcase the project partners' overall effort toward dissemination and communication at the end of the project, specifically, M40.

11 References

- [1] FOR-FREIGHT Website. Press Releases page. Retrieved March 5, 2024, from <https://www.for-freight.eu/press-releases/>
- [2] FOR-FREIGHT Website. News & Events page. Retrieved March 5, 2024, from <https://www.for-freight.eu/news-events/>
- [3] FOR-FREIGHT Website. News & Events page. FOR-FREIGHT at the EuCNC & 6G Summit post. Retrieved March 20, 2024, from <https://www.for-freight.eu/2023/05/24/for-freight-at-the-eucnc-6g-summit/>
- [4] ALICE Website. Knowledge platform page. Retrieved March 20, 2024, from <https://www.etp-logistics.eu/knowledge-platform/>
- [5] FOR-FREIGHT Website. News & Events page. Infrastructure, Transport, and Logistics Forum 3rd Edition post. Retrieved March 29, 2024, from <https://www.for-freight.eu/2024/03/14/infrastructure-transport-and-logistics-forum-3rd-edition/>

Annex I: FOR-FREIGHT_WP5_D&C Management Tool

Position Papers											
Item	Partner/Author	Event/Publication	Paper Title	Month Developed	Type of audience reached	Other information					
1	CERTH & WINGS & EBOS	EuCNC & 6G Summit 2023	Enabling innovation in Transport and Logistics operations: a 5G approach	M09		Joint Paper for the EuCNC & 6G Summit Conference & Special Session (June 2023)	https://www.eucnc.eu/programme/special-sessions/special-session-4/				
2	CERTH & WINGS & EBOS & FVP	EuCNC & 6G Summit 2023	Enabling end-to-end freight transport visibility using 5G technology: the case of the FOR-FREIGHT Project	M09		Additional Paper for the EuCNC & 6G Summit Conference & Special Session (June 2023) - Based on D1.1					
3	BEIA	EuCNC & 6G Summit 2023	Integrated solution based on innovative digital technologies for smart ports	M09		Additional Paper for the EuCNC & 6G Summit Conference & Special Session (June 2023)					
4	EBOS (Andreas Gavrielides for VITAL-5G)	EuCNC & 6G Summit 2023	5G Experimentation Facilities for the Future of Transport and Logistics: The VITAL-5G Approach			Additional Paper for the EuCNC & 6G Summit Conference & Special Session (June 2023)					
5	EBOS (ELLI Symeou for COPA EUROPE)	EuCNC & 6G Summit 2023	Online Media Innovations in the Service of Transport and Logistics 4.0: a 5G Paradigm			Additional Paper for the EuCNC & 6G Summit Conference & Special Session (June 2023)					
6	TIC4.0	Not yet sure - TBC	HOW TIC 4.0 CAN BOOST THE FOR-FREIGHT PROJECT	M09		About semantics & can be the basis for the webinar with ALICE/MultiRELOAD	Not yet used				
7	FVP	TRA2024	FOR-FREIGHT State-of-the-Art analysis: A review of current practices, technologies and standards in the T&L sector	M09		Based on D1.1 submitted to TRA2024 & wait for proceedings (The notification of Abstract acceptance for TRA2024 is planned to be 12th July 2023)	Paper rejected	paper submission will be open until 27 September, according to the email.	Alicia and Jorge will be working over these months to prepare the paper. If partners have any topics to address in the paper or any suggestions to report		
8	BEIA	Conference 2023 International Security in the Post-Pandemic Era: Threats and Opportunities	Threats and opportunities in smart mobility in the handling of goods	Oct-23			Abstract rejected				
9	BEIA	EuCNC & 6G Summit 2023	Final paper : Integrated solution based on innovative digital technologies for smart ports	Nov-23		ResearchGate (Journal) It doesn't count as journal publication cause does not pass peer review https://www.researchgate.net/publication/373718732_Integrated_solution_based_on_innovative_digital_technologies_for_smart_ports	https://www.for-freight.eu/wp-content/uploads/2023/07/SPS4-Paper-Integrated-solution-based-on-innovative-digital-technologies-for-smart-ports.pdf	Cosmina and Beia team prepare article and ppb - on Gotheburg conference. https://www.researchgate.net/publication/373718732_Integrated_solution_based_on_innovative_digital_technologies_for_smart_ports	This is connected to the EuCNC & 6G Summit 2023	Can we count it for both KPIs (conference and journal)? Can I proceed with dissemination?	To be disseminated

Annex II: WP5_D&C Plan & Responsibilities

Activity	2023				2024								2025															
	Q5		Q6		Q7		Q8		Q9		Q10		Q11		Q12		Q13		Q14									
	M13	M14	M15	M16	M17	M18	M19	M20	M21	M22	M23	M24	M25	M26	M27	M28	M29	M30	M31	M32	M33	M34	M35	M36	M37	M38	M39	M40
	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D
Development of 2nd & 3rd Newsletter eBOS		2nd Newsletter							3rd Newsletter																			
Development of 6 Press Releases and TV/Radio Interviews DHL			Perhaps on solution architecture (?)				1 Press Release (perhaps for TRA2024)						Perhaps on solution architecture (?) - Updated version				Perhaps on sea port - last-mile solution development, integration & testing (?)									Perhaps on sea port last-mile trials (?)		
6 Publications in magazines/journals CERTH, FYP, IMEC	eBOS to send email to partners to discuss and arrange																											
Identification of 3 clusters and communication ZSI																												
Creation of 3 videos CERTH								1 video										1 video										1 video
Participation in industrial exhibitions, trade fairs with 10 presentations AIA, GP, IMEC, WINGS, CERTH, BEIA, ABS, FYP, eBOS, etc.		This is an ongoing task - partners to discuss and think of which exhibition to attend & what to present																										
Join Communities to accelerate the dissemination of project's results CERTH, eBOS, WINGS, DHL							eBOS to arrange a call with partners to discuss and proceed																					
Participate in 20 R&D Conferences & submit scientific publications CERTH, BEIA, WINGS, AIA, DHL, COSCO, IMEC, FYP, TIC4.0, GP, eBOS, ABS & rest of the partners as well & 6 Conference demonstrations	This is an ongoing task	Partners to provide suggestions & report to eBOS					to provide suggestions & report to eBOS					Partners to provide suggestions & report to eBOS									to provide suggestions & report to eBOS					to provide suggestions & report to eBOS		
	Preparation phase: ZSI has provided						Questionnaire					Questionnaire																

Annex III: Deliverable Template



Flexible, multi-mOdal and Robust FREIGHT Transport

DX.X Deliverable Title

Document Summary Information

Grant Agreement No	101069731	Acronym	FOR-FREIGHT
Full Title	Flexible, multi-mOdal and Robust FREIGHT Transport		
Start Date	01.09.2022	Duration	40 months
Project URL	https://www.for-freight.eu/		
Deliverable			
Work Package			
Contractual due date		Actual submission date	
Nature		Dissemination Level	
Lead Beneficiary			
Responsible Author			
Contributions from			



Funded by the European Union under Grant Agreement no. 101069731. Views and opinions expressed are however those of the author(s) only and do not necessarily reflect those of the European Union or the European Climate, Infrastructure and Environment Executive Agency. Neither the European Union nor the granting authority can be held responsible for them.

Annex IV: Presentation Template



Annex V: Non-disclosure agreement with Advisory Board members

Non-disclosure agreement with Advisory Board members

On the one side

[Name of Advisory board member], [address, business reg. no.],
hereinafter "Advisory Board Member" or "Recipient"

and on the other side

Ethniko Kentro Erevnas kai Technologikis Anaptyxis (CERTH) - Acting as Coordinator, in its own name and on behalf of the Consortium Parties as listed below of the EU project FOR FREIGHT- Flexible, multi-mOdal and Robust FREIGHt Transport (Grant Agreement number _____)
hereinafter "the Coordinator"

The parties named above (the Advisory Board Member, the Coordinator and the Consortium Parties as listed in Annex 1) are hereinafter referred to as "**Party**" individually and "**Parties**" collectively, as the context may require.

WHEREAS:

- a. The Consortium Parties listed below (referred to in this NDA collectively as "the Consortium Parties" and individually as "Consortium Party") are participating in an EU project entitled "FOR-FREIGHT" Flexible, multi-mOdal and Robust FREIGHt Transport (hereinafter "the Project") supported by the European Commission as part of the Horizon Europe Programme – the Framework Programme for Research and Innovation (2021-2027):
- b. The Consortium Parties have agreed to discuss the Project with an Advisory Board.
- c. To ensure safe and regulated exchange of confidential or sensitive information the Parties enter into this NDA:

1 Scope, entry into force, duration and termination

This NDA only covers the disclosure of information by one or more Consortium Parties to the Advisory Board Member as well as the feedback received from the Advisory Board Member hereunder in accordance with the terms and conditions of the NDA.

This NDA shall have effect from [INSERT DATE] ("Effective Date").

This NDA shall remain in force as long as the Advisory Board Member is a member of the Advisory Board. The confidentiality obligations shall survive termination of this Agreement for a period of six (6) years after the Effective Date of this Agreement.

The "Purpose" shall be defined as closely monitor and directly provide to the Consortium Parties consultation to the innovation and technological development activities performed by the Consortium Parties throughout the Project's lifecycle.

2 Survival of rights and obligations

The provisions relating to confidentiality, for the time period mentioned therein, as well as for liability, applicable law and settlement of disputes shall survive the expiration or termination of this NDA.

3 Non-disclosure of information

3.1 Confidential or Sensitive Information

"All information in whatever form or mode of communication, which is disclosed by a Consortium Party (the "Disclosing Party") to the Advisory Board Member (the "Recipient") in connection with the Project during its implementation as well as the feedback provided by the Recipient in its role as advising member for the Project, is "Confidential or Sensitive Information".

3.2 Obligations of confidentiality

The Recipient hereby undertakes a commitment for the period indicated in article 1 above:

- (i) Not to use Confidential or Sensitive Information otherwise than for the Purpose for which it was disclosed;
- (ii) not to disclose Confidential or Sensitive Information without the prior written consent by the Disclosing Party;
- (iii) to ensure that internal distribution of Confidential or Sensitive Information by a Recipient shall take place on a strict need-to-know basis;
- (iv) to take all reasonable precautions to prevent the unauthorized disclosure or access to Confidential or Sensitive Information to third parties; and
- (v) to, at any time upon request from the Disclosing Party, return to the Disclosing Party, or destroy, all Confidential or Sensitive Information that has been disclosed to the Recipient including all copies thereof and to delete all information stored in a machine-readable form to the extent practically possible, except for Confidential or Sensitive Information temporarily stored on an automated back-up system. The Recipient may keep a copy to the extent it is required to keep, archive or store such Confidential or Sensitive Information because of compliance with applicable laws and regulations or for the proof of ongoing obligations provided that the Recipient complies with the confidentiality obligations herein contained with respect to such copy.

3.3 Exceptions

The above obligations shall not apply for disclosure or use of Confidential or Sensitive Information, if and in so far as the Recipient can show that:

- (i) the Confidential or Sensitive Information was or becomes publicly available by means other than a breach of the Recipient's confidentiality obligations;
- (ii) the Disclosing Party subsequently informs the Recipient that the Confidential or Sensitive Information is no longer confidential;
- (iii) the Confidential or Sensitive Information is communicated to the Recipient without any obligation of confidentiality by a third party who is to the best knowledge of the Recipient in lawful possession thereof and under no obligation of confidentiality to the Disclosing Party(ies);
- (iv) the Confidential or Sensitive Information, at any time, was developed by the Recipient completely independently of any such disclosure by the Disclosing Parties;

- (v) the Confidential or Sensitive Information was already known to the Recipient prior to disclosure, or
- (vi) the Recipient is required to disclose the Confidential or Sensitive Information in order to comply with applicable laws or regulations or with a court or administrative order, subject to the provision Section 3.6 hereunder.

3.4 Degree of care

The Recipient shall apply the same degree of care with regard to the Confidential or Sensitive Information disclosed within the scope of the Project as with its own confidential and proprietary information, but in no case less than reasonable care

3.5 Notification

Each Recipient shall promptly advise the Disclosing Parties in writing of any unauthorised disclosure, misappropriation or misuse of Confidential or Sensitive Information after it becomes aware of such unauthorised disclosure, misappropriation or misuse.

3.6 Required to disclose

If the Recipient becomes aware that it will be required, or is likely to be required, to disclose Confidential or Sensitive Information in order to comply with applicable laws or regulations or with a court or administrative order, it shall, to the extent it is lawfully able to do so, prior to any such disclosure

- (i) notify the Disclosing Parties, and
- (ii) comply with the Disclosing Party's/Parties' reasonable instructions to protect the confidentiality of the information.

4 Liability towards each other (No Warranty)

All Confidential or Sensitive Information is provided “as is”. No warranty or representation of any kind is made, given or implied as to the sufficiency or fitness for Purpose nor as to the absence of any infringement of any proprietary rights of third parties.

Therefore, the Recipient shall in all cases be entirely and solely liable for the use to which it puts such information and materials, and the Disclosing Parties shall not be liable in case of infringement of proprietary rights of a third party resulting from Recipient’s use of such information.

5 Ownership

All Confidential or Sensitive Information disclosed under this NDA shall be and remain under the property of the Disclosing Party(ies) and nothing contained in this Agreement shall be construed as granting or conferring any rights to such Confidential or Sensitive Information on the Recipient. Principally, nothing in this Agreement shall be deemed to grant to the Recipient a license expressly or by implication under any patent, copyright or other intellectual property right.

6 Miscellaneous

Each Party shall comply with all applicable export laws and regulations and each Party shall obtain all necessary export licences in connection with any subsequent export, re-export, transfer or use of all Confidential or Sensitive Information disclosed under this Agreement. The Recipient agrees that it will not export or re-export, directly or indirectly, any Confidential or Sensitive Information received from the Disclosing Party to any affiliated entity or third party if so prohibited by the applicable laws or if a necessary export licence is not obtained.]

This NDA contains the final, complete and exclusive agreement of the Parties relative to the subject matter hereof and supersedes all prior and contemporaneous understandings and agreements relating to its subject matter.

This NDA may not be changed, modified, amended or supplemented except by a written instrument signed by the representatives of all Parties.

This NDA is neither intended to nor shall it be construed as creating a joint venture, partnership or other form of business association between the Parties. Any notices hereunder shall be given at the address specified above or at such other address, as a Party shall specify in writing. Such notice shall be deemed given upon the personal delivery, or if sent by certified or registered mail, postage prepaid, upon the receipt of mail. This NDA may be executed by the Parties in any number of counterparts, each of which is an original but all of which together constitute one and the same instrument (whether originally signed or through facsimile, scan or other electronic copies of such signatures).

7 Applicable law

This NDA shall be construed in accordance with and governed by the laws of Belgium excluding its conflict of law provisions.

8 Settlement of disputes

The Parties shall try to solve amicably any dispute, controversy or claim arising under, out of or relating to this NDA and any subsequent amendments thereof.

If the concerned Parties are unable to reach an agreement amicably each Party is entitled to submit the dispute, controversy or claim to the sole competent courts of Brussels.

Nothing in this NDA shall limit the Parties' right to seek injunctive relief in the competent court of Brussels or, in case these are not competent, any applicable competent court.

9 Signatures

The Parties have caused this NDA to be duly signed by the undersigned authorised representatives in separate signature pages. The signature of a Party via a scanned or digitized image of a handwritten signature (e.g. scan in PDF format) or an electronic signature (e.g. via DocuSign), shall have the same force and effect as an original handwritten signature for the purposes of validity, enforceability and admissibility. Delivery of the fully executed copy via e-mail or via an electronic signature system shall have the same force and effect as delivery of an original hard copy.

The Advisory Board Member

[NAME]

Date:

Name and title:

Signature: _____

**On behalf of itself and the Consortium Parties, FOR-FREIGHT Coordinator,
Ethniko Kentro Erevnas kai Technologikis Anaptyxis (CERTH)**

Date:

Name and title:

Signature: _____

Annex 1

1. **ALLBESMART LDA (ABS)**, established in AVENIDA DO EMPRESARIO, CENTRO DE EMPRESAS INOVADORAS 1, CASTELO BRANCO 6000-767, Portugal,
2. **ASOCIATIA TEHNOPOL - GALATI (GP)**, established in SALISTE 20, GALATI 800023, Romania,
3. **ATHENS INTERNATIONAL AIRPORT S.A. (AIA)**, established in ODOS SPATA ATTIKIS, SPATA 19019, Greece,
4. **BEIA CONSULT INTERNATIONAL SRL (BEIA)**, established in STREETPOIANA NARCISELOR 12 1ST FLOOR APARTMENT 3 SECTOR 1, BUCURESTI 010158, Romania,
5. **COMPANIA DE NAVIGATIE FLUVIALA ROMANA NAVROM SA (NAVR)**, established in STRADA PORTULUI 34, GALATI 800025, Romania
6. **COSCO Shipping Lines (Greece) S.A. (COEL)**, established in 85 AKTI MIAOULI & 2 FLESSA STREET, PIRAEUS 185 35, Greece,
7. **COSCO SHIPPING LINES SPAIN SA (CSLS)**, established in CASANOVA 2, BARCELONA 08011, Spain,
8. **DHL EXEL SUPPLY CHAIN SPAIN SL (DHL)**, established in AVENIDA DE CASTILLA 2, EDIFICIO ITALIA, 28830, SAN FERNANDO DE HENARES, MADRID, Spain,
9. **EBOS TECHNOLOGIES LIMITED (eBOS)**, established in ARCH. MAKARIOU III AND MESAORIAS 1 OFFICE 101, NICOSIA 2322, Cyprus,
10. **FUNDACION DE LA COMUNIDAD VALENCIANA PARA LA INVESTIGACION, PROMOCION Y ESTUDIOS COMERCIALES DE VALENCIAPORT (FV)**, established in Avenida Muelle del Turia s/n, VALENCIA 46024, Spain,
11. **GOLDAIR HANDLING S.A (GOLD)**, established in Athens International Airport "El.Venizelos", building 24, Cargo Terminal, Spata 190 19, Greece,
12. **INTERUNIVERSITAIR MICRO-ELECTRONICA CENTRUM vzw (IMEC)**, established in KAPELDREEF 75, LEUVEN 3001, Belgium, registered under the number 425.260.668,
13. **METRO DE MADRID SA (MDM)**, established in Avenida de Asturias 4, MADRID 28029, Spain.

Annex VI: Preliminary Plan for Webinars

		WEBINAR 1								
2	Responsible Partner:	WINGS								
3	Topic/Theme:	The planned webinar will be co-organised by CERTH, WINGS, COEL , to showcase the exploitation potential of the FOR-FREIGHT solutions for a multi-disciplinary audience with focus on the Greek UC .								
4	Methodology:	<p>The planning and execution of the greek webinar will be implemented within the framework of NABC (Need, Approach, Benefit, Competitor) with a feedback collection method.</p> <ol style="list-style-type: none"> Need : Clear understanding of the audience's needs and background Approach: Develop a solid approach to meet those needs with a user-friendly approach Benefit: Communicate the benefits effectively Competitors: Take into account the competitive landscape Feedback material: Refinement and optimization of webinar output over time 								
5	Tools/Platforms:	<ol style="list-style-type: none"> 1. Video Conferencing and Webinar Platforms 2. Survey and Feedback Tools 3. Social Media and Marketing Tools 								
6	Target Audience:	<p>Policy makers (e.g., local, national and regional authorities and agencies dealing with port/airport/road/rail transport and urban logistics)</p> <p>Industry-specific/Academic audiences: Digital Transport and Logistics Forum (DTLF), the Digital Container Shipping Association (DCSA), the International Port Call Optimisation Task Force (IPCOTF) and GS1, in which policy makers are involved. T&L operators, cargo handlers, shipping operators, freight operators and forwarders, urban logistics, port/airport/road/rail transport authorities, MNOs and telecom service providers, industrial T&L equipment vendors, researchers and academics interested in the T&L, IoT, big data and 5G sectors, SMEs providing T&L applications, authorities, public/private T&L associations, 5G, IoT, big data related organisations, existing T&L projects, standards bodies</p>								
7	WPs/Tasks related:	WP3,WP4								
8	Partners to support:	CERTH, WINGS, COEL								
9	When:	M36								

D5.3 Dissemination, Communication, training and clustering activities (Interim version)

WEBINAR 2									
1									
2	Responsible Partner:	Beia & GP							Presentation of ForFreight platform on a Romanian scale
3	Topic/Theme:	Beia & GP will co-organize a webinar to showcase the exploitation potential of the FOR-FREIGHT solutions for a multi-disciplinary audience with a focus on Romanian audience							
4	Methodology:	The planning and execution of the Romanian webinar will be in accordance with the target audience's needs, using a Google form questionnaire.							
5	Tools/Platforms:	1. Video Conferencing and Webinar Platforms 2. Google form questionnaire 3. Social Media and Marketing Tools							
6	Target Audience:	Policy makers (e.g., local, national, and regional port authorities and port operators, agencies dealing with port & rail freight transport) Industry-specific/Academic audiences: Romanian River Transport Cluster (RRT), Universities, T&L operators, cargo handlers, shipping operators, freight operators and forwarders, rail transport authorities							
7	WPs/Tasks related:	WP1, WP2, WP3, WP4							
8	Partners to support:	BEIA, GP							
9	When:	M35							
10	Desired knowledge and impact generated:	Present the FOR FREIGHT identified solutions to a large group of stakeholders (>1.000). Exchange the lessons learned and the results of use cases with the target audience.							
11									
12									
13									
14									
15									

	A	B	C	D	E	F	G	H	I	J	K	L	M	N
1	WEBINAR 3													
2	Responsible Partner:	FVP	Spanish UC											
3	Topic/Theme:	Co-organized by FV, CSLS, MDM, IMEC and ABS. The webinar will address logistic challenges and how new technologies/solutions have been used to improve processes, operations and efficiency in the Spanish Use Case (topics: short introduction of FOR-FREIGHT and added value of the project, Spanish UC Business impact, FOR-FREIGHT solutions).												
4	Methodology:	<p>The planning and execution of the Spanish webinar will be implemented within the framework of NABC (Need, Approach, Benefit, Competitor) with a feedback collection method.</p> <ol style="list-style-type: none"> 1. Need : Clear understanding of the audience's needs and background 2. Approach: Develop a solid approach to meet those needs with a user-friendly approach 3. Benefit: Communicate the benefits effectively 4. Competitors: Take into account the competitive landscape 5. Feedback material: Refinement and optimization of webinar output over time 												
5	Tools/Platforms:	(1) Video Conferencing and Webinar Platforms, (2) Social Media and Marketing Tools												
6	Target Audience:	<p>Policy makers (e.g., local, national and regional authorities and agencies dealing with port/airport/road/rail transport and urban logistics).</p> <p>Industry-specific/Academic audiences: Digital Transport and Logistics Forum (DTLF), the Digital Container Shipping Association (DCSA), the International Port Call Optimisation Task Force (IPCOTF) and GS1, in which policy makers are involved. T&L operators, cargo handlers, shipping operators, freight operators and forwarders, urban logistics, port/airport/road/rail transport authorities, MNOs and telecom service providers, industrial T&L equipment vendors, researchers and academics interested in the T&L, IoT, big data and 5G sectors, SMEs providing T&L applications, authorities, public/private T&L associations, 5G, IoT, big data related organisations, existing T&L projects, standards bodies.</p>												
7	WPs/Tasks related:	WP2, WP3, WP4, WP5												
8	Partners to support:	CSLS, DHL, MDM, IMEC, ABS												
9	When:	M32-34												
10	Desired knowledge and impact generated:	<p>Energise target audience to the value-added of the project and its outcomes, present lessons learned, highlight best practices, identify potential for improvement and co-design future application trajectories extracted from the Spanish UC. Audience: > 40.</p>												

	WEBINAR 4													
2	Responsible Partner:	All the partners	Presentation of the ForFreight platform on a European scale											
3	Topic/Theme:													
4	Methodology:													
5	Tools/Platforms:													
6	Target Audience:													
7	WPs/Tasks related:													
8	Partners to support:													
9	When:													
10	Desired knowledge and impact generated:													

Annex VII: Preliminary Plan for Workshops

1		WORKSHOP 3 (WINGS)
2	Topic/Theme:	WINGS plans to co-organize with CERTH, AIA, COEL and GAH a workshop to showcase the results of the Athens based multi-modal solution and will invite additional SMEs to witness the added value of the FOR-FREIGHT solutions and to potential experiment with the platform.
3	Methodology:	<p>The four key elements for promoting the FOR-FREIGHT solutions incorporate the NABC (Need, Approach, Benefit, and Competitor) Strategy.</p> <p>1. Need (Audience Analysis): Identify FOR-FREIGHT target users and their specific needs. Understand what problems FOR-FREIGHT can solve for them.</p> <p>2.Approach (Marketing Strategy): Develop a strategic marketing plan tailored to FOR-FREIGHT audience.</p> <p>3. Benefit (Value Proposition): Clearly articulate the unique benefits and value FOR-FREIGHT offers. Craft compelling messaging that communicates these benefits effectively.</p> <p>4.Competitor Strategy: Analyze competitor tactics and strategies in the T&L industry. Differentiate FOR-FREIGHT platform by offering distinct advantages and solutions.</p>
4	Tools/Platforms:	<ol style="list-style-type: none"> 1. Video Conferencing and Webinar Platforms 2. Survey and Feedback Tools 3. Social Media and Marketing Tools
5	Target Audience:	<p>Policy makers (e.g., local, national and regional authorities and agencies dealing with port/airport/road/rail transport and urban logistics)</p> <p>Industry-specific/Academic audiences: Digital Transport and Logistics Forum (DTLF), the Digital Container Shipping Association (DCSA), the International Port Call Optimisation Task Force (IPCOTF) and GS1, in which policy makers are involved.</p> <p>T&L operators, cargo handlers, shipping operators, freight operators and forwarders, urban logistics, port/airport/road/rail transport authorities, MNOs and telecom service providers, industrial T&L equipment vendors, researchers and academics interested in the T&L, IoT, big data and 5G sectors, SMEs providing T&L applications, authorities, public/private T&L associations, 5G, IoT, big data related organisations, existing T&L projects, standards bodies</p> <p>Non-technical users</p>
6	WPs/Tasks related:	WP2, WP3, WP4
7	Partners to support:	eBOS, CERTH, AIA, COEL, GAH, CERTH, VFP, CSLS, DHL, BEIA, GAL
8	Where/Place:	on-line / physical (CERTH site?)
9	When:	M36