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D7.6

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Author(s) – in alphabetical order		
Name	Organisation	E-mail
Annarita Leserri	ENIDE	annarita.leserri@enide.com
Francesc Rosinés	ENIDE	francesc.rosines@enide.com
Marcel Huschebeck	PTV	marcel.huschebeck@ptvgroup.com

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Abbreviations and Acronyms

Acronym	Definition
EC	European Commission
EU	European Commission
GA	Grant Agreement
H2020	Horizon 2020
ICT	Information and Communication Technologies
INEA	Innovation and Networks Executive Agency
KPI	Key Performance Indicators
LSP	Logistic Service Provider
PO	Project Officer
R&D	Research and Development
SME	Small and Medium Enterprise
WP	Work Package

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1. Executive Summary

This deliverable represents Clusters 2.0 final dissemination report, containing the review of the final status of the communication and dissemination activities performed during the project as well as the assesment of their impact, with the perspective of the goals that have been achived by using the defined dissemination channels to reach the specific communication and dissemination target groups.

There D7.6 includes the final report of the Clusters 2.0 communication and dissemination activities, thus completing and finalising D7.1 Communication strategy and plan.

The new content mainly affects the following sections:

- Section 5: Updated communication tools
- Section 7: Clusters 2.0 dissemination activities
- Section 8: Results accomplished
- Section 9: Conclusions
- Annex I: Dissemination activities report
- Annex II: Updated general presentation

2. Introduction

2.1 Aim of the project

Logistics clusters become value creators for the regions where they are formed, where a mix of good intermodal connections, logistics platforms and large freight volumes are in place. However, well-established logistics clusters still do not leverage their full potentials in terms of competitiveness and sustainability for the European industry and society. This is due, among other reasons, to insufficient coordination between the local actors in the cluster and insufficient connectivity among European logistics clusters to maximize the full network potential of the clusters and related hubs. Moreover, logistics clusters also need to deal and minimize negative impacts such as congestion, noise, land use and local pollution.

Therefore, Clusters 2.0 main objective is to enhance the competitiveness and sustainability of logistics clusters thanks to its innovative solutions. As part of the efforts needed to make logistics stakeholders aware of new possibilities and concepts, Clusters 2.0 partners undertook a variety of dissemination actions developing a broad understanding and increasing the uptake of the project results.

2.2 Purpose of deliverable

The goal of WP7 “Communication and engagement” is to effectively raise awareness about Clusters 2.0 research and innovation outcomes and results.

As part of this WP, this deliverable consolidates and validates CLUSTER 2.0 dissemination activities meant to maximize the impact of the project on several audiences: scientific community, the industry, the society; and to deploy the project results in a successful way. The dissemination goals of Clusters 2.0 have been achieved by using the defined dissemination channels to reach the specific communication and dissemination target groups. Depending on the phase of the project, the methods to reach the target groups has been different: during the early phases, dissemination activities was focused on presentations of the main concepts of Clusters 2.0, while at later stages the task of dissemination has concentrated on presenting the results and outputs. All these actions are reported in this document.

In addition, the dissemination activities have been also key for the partners of Clusters 2.0 consortium, promoting their achievements and competencies. Several types of activities have been carried out, including the attendance to numerous events, the production of communication material, the submission of scientific papers to conferences and journals, etc. The Dissemination Leader has managed the dissemination activities; and specific dissemination procedures have been defined and followed, also reported in this document.

The new updates mainly affect sections:

- Section 5: Updated communication tools
- Section 7: Clusters 2.0 dissemination activities
- Section 8: Results accomplished
- Section 9: Conclusions
- Annex I: Dissemination activities report
- Annex II: Updated general presentation

2.3 Readership of deliverable

D7.6 is a public deliverable, i.e. it provides the dissemination report to targeted stakeholders and to the general public, apart from the Clusters 2.0 partners. Additionally, this document will be available on Clusters 2.0 webpage dedicated to public deliverables.

2.4 Structure of the document

This document is composed by nine main sections: section 1 includes the executive summary while Section 2 gives a short introduction and explanation about the purpose of the document. Section 3 includes the Communication and dissemination objectives as well as the strategy to reach the target groups which are described in Section 4. Then, Section 5 outlines the communication and dissemination plan and Section 6, the communication tools that supported the dissemination activities performed during the project, explained in Section 7. Finally, in Section 8, the impact of the dissemination and communication activities is assessed, evaluating the results with the list of key performance indicators. The document includes some final remarks in Section 9 as conclusions.

3. Clusters 2.0 objectives regarding communication and dissemination

The overall aim of the framework of communication and dissemination of Clusters 2.0 was to promote the mission and results of the project to a wide range of stakeholders at a local, regional, national, European and international level, as described in section 4. Therefore, the project adopted a cross-level dissemination approach. Clusters 2.0 also aimed to establish the project and its tools as a reference point for the European logistics industry and for European logistics clusters in particular. The importance of this aspect lies in the actual possibilities of take-up and deployment of the Clusters 2.0 solutions after the project conclusion.

Furthermore, Clusters 2.0 communicated the role of the EU and the H2020 Programme through its dissemination and communication channels. The promotion of the programme that supports this project along other related successful project was fundamental to improve the overall success of Clusters 2.0.

Therefore, Clusters 2.0 developed dedicated dissemination activities and targeted communication tools supporting the project dissemination and communication strategy, in particular:

- Organising and promoting events, with the support of all WPs;
- Creating synergies in the dissemination activities with relevant other actions;
- Showcasing Clusters 2.0 at internal and external events.

4. Communication and Dissemination Plan

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



Figure 1: Clusters 2.0 communication and dissemination plan per phases

4.1 Initial stage activities

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

This phase covered from project beginning to the achievement of initial outcomes (M14).

4.2 Mid stage activities

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

This stage ranges from end of Initial phase to completion of the Clusters 2.0 toolkit (M28).

4.3 Final stage activities

In the Final stage of the project, efforts have used all available communication channels to disseminate the results of the project to all our target groups. Press and media have been used to broadcast Clusters 2.0 main findings. In particular:

- International conferences and events;
- Massification workshops;
- Academic papers;
- Press releases and online articles;
- Joint dissemination initiatives with other R&D European projects.

During this period, the public deliverables as well as latest developments and information have been published in the website and social media of the project.

This phase spans from the completion of tools to the end of the project, including the execution of the living labs, from M28 to M39 approximately.

4.4 After-project stage

It is expected that many possibilities of promoting Clusters 2.0 will be possible after the project conclusion, still creating impact on the community.

After the scenario created by the COVID-19, many different conferences and congresses planned for the period have been postponed or cancelled, both at European and International level, without a clear indication of the potential schedule. Accordingly, several dissemination activities of the project have been cancelled or postponed, as the participation in TRA2020 or the organization of the project final event. For this reason, it is expected that some additional actions will be performed as soon as the situation is normalized, in order to promote the project results.

Anyhow, the project has made available in the Clusters 2.0 website all the final outcomes. The web as well as the social media profiles will be still maintained for the next 5 years after the end of the project, providing information on the project contacts, outcomes and deliverables.

4.5 Timeline of results

Table 1 below outlines the timeline of Clusters 2.0 results, as well as their communicable content and the target groups addressed, as described in Section 6. A visual summary of the same timeline is also provided in Figure 2 below.

Table 1: Timeline of Clusters 2.0 results

ID	Time	Date	Communicable results	Target groups
R1	M6	Oct 2017	<ul style="list-style-type: none"> - Scoping logistics clusters - Preliminary exploitation plans. - Consolidated LL requirements. - CNI Technical description -Collaboration and negotiation mechanisms 1st description 	<ul style="list-style-type: none"> -Logistics Industry -ICT providers -Relevant initiatives
R2	M12	Apr 2018	<ul style="list-style-type: none"> -Technical specifications on LL prototypes - Exploitation handbook - Market analysis 	<ul style="list-style-type: none"> -Logistics Industry -ICT providers -Relevant initiatives
R3	M16	Aug 2018	<ul style="list-style-type: none"> - CluCS architecture and 1st prototype - 1st Prototype on cross cluster 	<ul style="list-style-type: none"> -Logistics Industry -ICT providers -Relevant initiatives

ID	Time	Date	Communicable results	Target groups
			collaboration - 1 st Prototype on NMLU	-EC&EU authorities
R4	M20	Dec 2018	- LL feedback on 1 st prototypes - Recommendations on policies and technical standards (M18)	-Logistics Industry -ICT providers -Relevant initiatives -EU tech organizations -EC&EU authorities -Influencers & publications
R5	M24-26	Apr-Jun 2019	- Exploitation plans update - 2 nd iteration on prototypes, architecture and methodology	-Logistics Industry -ICT providers -Relevant initiatives -EU tech organizations -EC&EU authorities -Influencers & publications
R6	M30-32	Nov 2019-Jan 2020	- Guidelines for Smart Cluster establishment path - 3 rd iteration on prototypes, architecture and methodology - LL validation and conclusions	-Logistics Industry -ICT providers -Relevant initiatives -EU tech organizations -EC&EU authorities -Influencers & publications
R7	M39	Jul 2020	- Final exploitation plans - Consolidated LL results (M36) - Impact assessment - Recommendations on policies and technical standards	-Logistics Industry -ICT providers -Relevant initiatives -EU tech organizations -EC&EU authorities -Influencers & publications

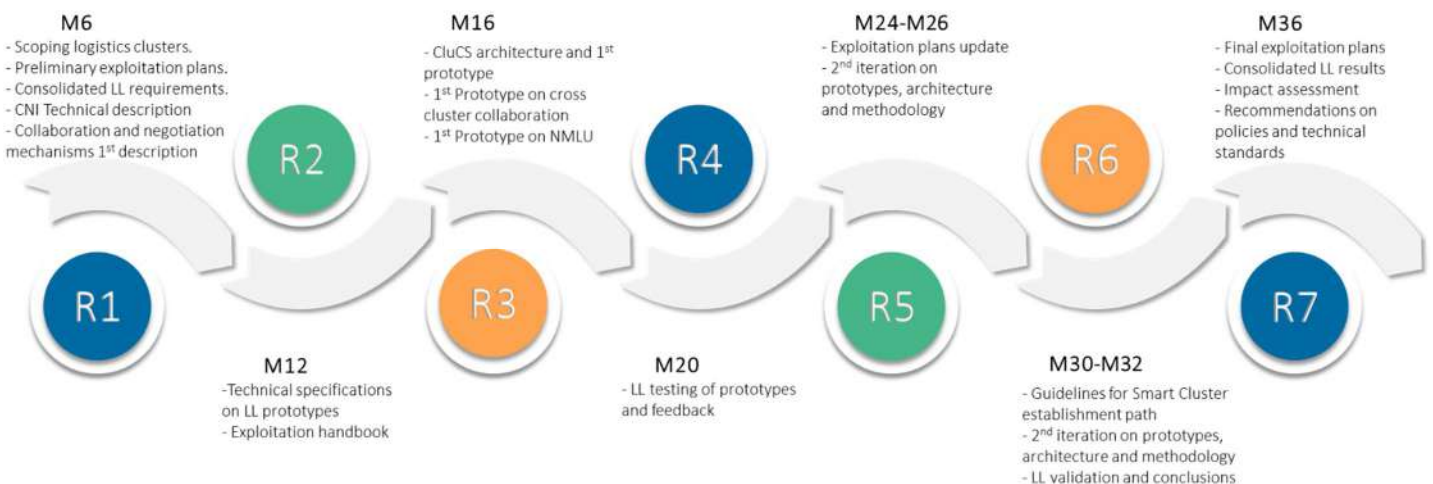


Figure 2: Timeline of Clusters 2.0 results

5. Updated communication tools

After recapitulating Clusters 2.0 communication and dissemination plan, this section focuses on describing the different tools that have supported the communication and dissemination activities of Clusters 2.0 partners. More specifically, this section outlines the developments and updates of the initial communication tools D7.2 Dissemination material.

5.1 General presentation

The general project presentation comprising few slides introducing the main project idea has been replaced by one focusing on the project main solutions. The general project presentation has been used during different events, both internal, such as project workshops, meetings with stakeholders, testings, etc. and external such as conferences, fairs and exhibitions, webinars and other meetings with logistics industry players. A copy of the updated presentation is available in Annex II.

5.2 Poster and leaflet

The initial Clusters 2.0 roll-up on the main project idea described in D7.2 has been coupled with a more updated poster to address the requirements of different purposes and events. The poster followed the “corporate identity” pattern (logo, images, colours, fonts), but focused on the main project results. It provided an eye-catching and thought-provoking presentation, and included contacts and to facilitate the access to further information. A thumbnail of the updated poster is provided below in Figure 3:



Figure 3: Clusters 2.0 updated poster

Similarly, the initial Clusters 2.0 leaflet described in D7.2 has been coupled with an *ad hoc* one on Massification methodology. This leaflet, whose thumbnail follows in Figure 4, has been distributed to the participants of massification webinar and workshops.



Figure 4: Thumbnail of the massification leaflet

5.3 Videos

Three main videos have been produced about Clusters 2.0 main idea and solutions. The first one focused on the project mission and main characteristics, whereas the second one introduced the main results and their expected impact on sustainable logistic. Finally, the third one aimed at concluding the project with a detailed description of the results achieved through the explications provided by the Clusters 2.0 partners directly involved in their development. The full interviews to these partners are available in a dedicated playlist on Clusters 2.0 YouTube channel.

Additionally, another YouTube playlist was created to collect the recordings of Clusters 2.0 series of webinars in June and July 2020. In this way, the discussions held during the webinars can be retrieved at any moment even after the conclusion of the broadcast. More details about the series of webinars is available in Section 7.3.4.

Clusters 2.0 videos are available on the project website, social media and YouTube channel.

5.4 Newsletter

Five Clusters 2.0 newsletters have been produced throughout the project lifetime, following the scheduled publications provided in Table 2 below:

Table 2: Scheduled publications of Clusters 2.0 newsletters

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



Clusters 2.0 newsletter informed the project community on the project's developments and outcomes. They explained the project goals and announced relevant activities and results. Each newsletter included an interview with a key project member (only one per newsletter, e.g. coordinator, individual living lab responsables, etc.) as well as the most important highlights (in terms of results) during the period covered.

They were both actively distributed to the newsletter subscribers, the EHLIG group members and the Clusters 2.0 partners' connections and made available on the project website and social media. The latest newsletter was also uploaded in the handouts of the Clusters 2.0 webinars, so that the attendees could download it and read it after the broadcast.

6. Communication and Dissemination target groups

As previously mentioned in Section 3, the overall aim of the Clusters 2.0 dissemination and communication strategy is to promote the project, its vision and results to a wide range of stakeholders at local, regional, national, European and international levels. Therefore, this section will outline a cross-level dissemination and communication approach to address a far-reaching audience of stakeholders at different levels of governance.

6.1 Logistics industry

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

This group comprises both business and technical experts.

6.2 ICT providers

This group covers developers of logistics-related applications and ICT service providers, to discuss the product emergence and their commercial expectations. The commercial attractiveness of ICT products and services was enhanced by the positive feedback received from relevant stakeholders.

6.3 R&D projects

Dissemination among relevant EU, national and overseas peers is paramount for successful uptake of the project results. The exchange of knowledge is imperative for assessing the up-to-date developments, project dynamics and assess Clusters 2.0 outcomes. Clusters 2.0 joined forces with several similar projects, including HARMONY, PortsForward, Less than a wagon load, to work on cross-fertilization activities, align expectations and avoid duplicities. This effort had an international scope. European, but also overseas high profile colleagues involved in similar research activities have been addressed.¹

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

6.4 Technical communities

This is a wide group of relevant R&D projects and associations such as ALICE, ERRAC, ERTRAC or Waterborne. at a national, European and international level, Their significant multiplier effect as associations representing transport authorities and logistics professionals extended at a national, European and international level. .

6.5 Scientific and research community

The Clusters 2.0 findings were widely shared with the research community by participating in relevant academic congresses and by publishing articles to journals related to logistics, as more thoroughly described in Annex I.

6.6 EC staff/politicians and relevant European Organizations

This target group is composed by European Community staff / politicians; leading opinion

¹ Cf. MIT newsletter: <https://ctl.mit.edu/pub/newsletter/supply-chain-frontiers-66-cluster-based-freight-corridors-could-drive-sustainable>



creators and policy assessors; organizations relevant in the Europe context such as GS1, ECTRI or ESC; and forums related to standardization as well as edge initiatives, where the project's findings could be debated.

This group includes standardization fora and initiatives where the results and project recommendations have been communicated.

6.7 Key influencers / Publications

Regional, national, European and online and specialist publications have been performed throughout the project to reach a wider audience of interested stakeholders and key influencers in the logistic sector.

6.8 General public

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

7. Clusters 2.0 dissemination activities

The dissemination activities of the project have covered participation in external **events**, **deliverables**, **articles and publications**, etc. with the objective of creating awareness and communicate the results of the research to the audience (industrial but also academic). Section 7 outlines the performed dissemination activities by the partners. The assessment of the impact is described in detail in Section 8.

7.1 Public deliverables and open access

As a result of the research and development activities of the project Clusters 2.0 several project deliverables have been produced. Table 3 below provides a list of Clusters 2.0 public deliverables, including as well their connected results ID.

Table 3: List of Clusters 2.0 public deliverables

ID	Deliverable name	Delivery date (M)	Related Results Id	Logistics industry	ICT Providers	EU & Nat org and Tech c.	Scientific & R+I com.	EC and EU authorities	Influencers & publications
D2.1	Scoping Logistics Clusters	6	R1	X					X
D2.2	Cluster building blocks: Proximity Terminal Network potentialities	6	R1	X	X				
D3.1	CNI Description of the minimal data set	6	R1		X		X		
D3.2	CNI API description	6	R1		X		X		
D4.1	Specification sheet of designated NMLU	6	R1	X		X			X
D4.4	Reliable train-truck horizontal transshipment prototype	6	R1	X		X			X
D1.1	Market Analysis	12	R2	X	X				X
D1.4	Exploitation Handbook	12	R2	X	X				X
D4.2	Reliable NMLU prototype	14	R3	X		X	X		X
D2.3	Cluster Community System requirements and architecture	16	R3		X	X	X		
D2.4	Cluster Community System Tool	16	R3	X	X	X	X		
D2.5	Handbook for Smart Clusters development	16	R3	X	X	X	X	X	X
D3.3	Collaboration methodology within logistics clusters	16	R3	X		X	X	X	
D3.5	Rail Freight Operators Service mapping	16	R3	X		X		X	
D3.6	Network Design Model describing current European flows across clusters: as is	16	R3	X		X		X	X
D7.5	Policy adaptation and standardization recommendations	18	R4	X	X	X	X	X	X
D4.3	Prototype trucks for fast and reliable transshipment of NMLUs	22	R4	X		X	X		X
D3.4	Collaboration methodology in between logistics clusters	26	R4	X		X	X		X
D3.8	Scenarios and tools for shipment planning and asset optimisation for logistics clusters networks	28	R5	X		X	X		X
D4.5	Dynamic Terminal Management System	28	R5		X		X		
D3.7	Optimization and assessment tool for sustainable collaboration through clusters: to be	30	R6		X		X		
D5.8	High-level reports on progress of Living Labs	34	R7	X		X	X		
D6.3	Living Lab evaluation analysis and Clusters Assessment Report	39	R7			X	X		X

ID	Deliverable name	Delivery date (M)	Related Results Id	Logistics industry	ICT Providers	EU & Nat org and Tech c.	Scientific & R+I com.	EC and EU authorities	Influencers & publications
D6.4	Environmental and socio-economic performance assessment of Clusters 2.0	39	R7	X		X	X	X	X

In the Clusters 2.0 website (<http://www.clusters20.eu/clusters-2-0-deliverables/>) all public deliverables have been published and can be downloaded. Moreover, following the “Guidelines on Open Access to Scientific Publications and Research Data in H2020”, these deliverables are available on ZENODO² (<https://zenodo.org/communities/clusters-20/>).

7.2 Publications

Clusters 2.0 academic partners published several scientific papers in international journals or conferences. Annex I provides the details of their authors and websites where to retrieve them. In line with the “Guidelines on Open Access to Scientific Publications and Research Data in H2020”, the project beneficiaries ensured open access (‘gold’, or ‘green’) to all peer-reviewed publications relating to the project results. Finally, Clusters 2.0 publications are available on ZENODO, a permanent Open Access repository jointly promoted by OpenAIRE and the CERN (<https://zenodo.org/communities/clusters-20/>).

7.3 Events

The Clusters 2.0 events have give a strong support to the project objectives by helping in the spread of the project results to the different audiences, also gathering valuable feedback from the different stakeholders, and providing ground for discussion and brainstorming.

7.3.1 EHLIG meetings

The EHLIG (European High Level Industrial Group) consists of 21 members from 9 different countries which are experts in logistics both from academia and industry. EHLIG Members met twice a year and were fully reimbursed for travel and accommodation expenses incurred for the attendance of the EHLIG Meetings and other activities of the project they attended. EHLIG meetings were planned in conjunction with workshops or conferences of the project, namely on:

- 1st March 2018
- 26th September 2018
- 11th April 2019
- 10th October 2019
- 15th July 2020

The EHLIG provided expert advice and feedback on selected CLUSTERS 2.0 results. The EHLIG was also consulted when the strategy for effective communication was defined. The

² a permanent Open Access repository jointly promoted by OpenAIRE and the CERN

goal was to present the main results of the project as well as to seek stakeholder commitment beyond the lifetime of the project, involving them in results exploitation.

The EHLIG had the following objectives:

- 1) Discuss the project major findings and seek endorsement
- 2) Evaluate whether the results match real needs
- 3) Provide direction to resources and access to end users
- 4) Help communicate project findings and activities
- 5) Assess emerging trends, opportunities, innovations and developing needs that may affect project concepts
- 6) Assess whether to adapt project activities so that needs are met.

7.3.2 External events and joint initiatives

The partners of the project have taken part in different European and International events, including congresses, conferences and workshops, during the lifetime of the project. This has allowed the interaction among the industry and scientific communities as well as the public administration officers and the general public with the project partners. The work made in the project has been presented via organisation of special sessions on related research topics, technical presentations or exhibition of the project's concepts and findings at stands and booths. Also, the dissemination material (posters and brochures) was distributed to the events attendees so as to reach a wider audience, all while being adapted according to the specific topic and participants of the event.

As part of the project, the consortium will be present at least in 5 scientific workshops. Most remarkably, Clusters 2.0 dissemination manager promoted a cooperation among four different H2020 projects (Harmony, PortsForward, Less than a wagon load) to submit an invited session proposal at the renowned TRA2020 in Helsinki in April 2020. Although the application was successful, TRA2020 was cancelled in March 2020 due to the Finnish measures to contrast the COVID-19 spread.

A detailed list of events attended by Clusters 2.0 partners is available in Annex I attached.

7.3.3 Clusters 2.0 final conference

The Clusters 2.0 Final Conference was planned to take place at the end of the project in March 2020. However, due to the COVID-19 outbreak, the event was postponed to July 2020 and took the form of a virtual series of webinars. During the webinars, Clusters 2.0 partners presented their latest results advancing sustainable logistics. Distinguished speakers from top businesses and institutions engaged in a stimulating discussion revolving around IT technologies, physical internet, cooperation and sustainability, among other topics.

Clusters 2.0 series of webinars was recorded and resulted in a dedicated playlist on the project YouTube channel. In this way, the discussions held during the webinars can be retrieved at any moment even after the conclusion of the broadcast.

8. Results accomplished

The effectiveness of communication and dissemination activities has been monitored throughout the project by comparing their performance with a set of relevant indicators and metrics. A summary of Key Performance Indicators (KPI) is shown in Table 4 below:

Table 4: List of Clusters 2.0 KPI and related achievements

KPI	Unit	DoA	July 2020
Website	unique page views	5000	14,500+; 22,000 page views
Subscriptions to newsletter	Individuals at M36	300	58
Media coverage	€ Advertising spend equivalent	150.000	Not computable ³
Scientific publications	Publications in journals or conferences	5	7 ⁴
Scientific workshops	Participation	5	5 ⁵
International events	Presentations	10	25 ⁶
Final event	Participants	150	149 participants, 130 views on YouTube
Leaflets distributed in events	Leaflets	1000	700
Networked EU/Nat initiatives	Contacts	10	10+ ⁷
EHLIG	Members from different countries	15	21 members from 9 different countries
Academic M.Sc.	M.Sc.	5	0
Academic Ph.D.	PhD. Thesis	2	1
Twitter followers	Followers at end of project	1000	230+
LinkedIn group	Members	250	125+
Videos produced	Videos produced	3	18
Videos view	Total Views	500	1155+ ⁸
Social media links	links with representative groups	10	17 ⁹

Looking at the Clusters 2.0 communication and dissemination activities performance after three years, it can be concluded that the initial expectations for Clusters 2.0 activities were generally fulfilled or even exceeded in some cases (e.g. scientific publications, scientific workshops, videos produced, video views, etc.). However, some issues might need further analysis, that is provided below.

³ Subjective, as it depends on the value of the audience

⁴ Cfr Annex I

⁵ Cfr Annex I

⁶ This datum excludes 4 exhibitions and 5 brokerage events. More details are available in Annex I.

⁷ EU and national initiatives contacted by email or on social media.

⁸ YouTube views.

⁹ Top followers on Twitter

8.1 Subscription to newsletter

At the end of the project, the actual subscribers to Clusters 2.0 newsletter were 58. However, the newsletter was actively promoted on Clusters 2.0 website and social media, where it totalled 230 views. Moreover, it was uploaded as a Clusters 2.0 webinar handout, so that an audience of around 150 participants could download it at any time.

8.2 Media coverage

Clusters 2.0 was able to reach several key players in the sector of sustainable logistics, who engaged to spread the projects results and achievements through their communication channels (INEA, Cordis, other EU projects, etc.).

However, the value of media coverage cannot be easily computable, since it heavily depends on the value of the audience reached. For example, the estimated cost of mentions, retweets and followers on Twitter is strictly related to the visibility of the profile engaged (e.g. number of followers, level of activity, institutional significance, etc.). Similarly, the cost of publications varies considerable depending on the format of the article (online- or paper-based) and on the readership of the newspaper.

8.3 Leaflets distributed in events

Before the outbreak of COVID-19, 700 leaflets had been printed out and distributed by several Clusters 2.0 partners. The physical final event would have meant the occasion to print at least 300 more to distribute to participants in Brussels, thus meeting the KPI. Nevertheless, the leaflet was uploaded in Clusters 2.0 webinar handouts, so that an audience of around 150 participants could download it at any time.

8.4 Academic M.Sc. and Ph.D.

The limited number of academic thesis and dissertations based on Clusters 2.0 was balanced by the major effort performed by academic partners to produce scientific contributions. These latter exceeded the related KPI and ensured a grounded presence of the project in different scientific journals and conferences. More details about Clusters 2.0 academic publications are available in Annex I.

8.5 Twitter followers

The Twitter-related KPI for Clusters 2.0 was very ambitious (1000 followers). However, the number of followers is not always representative of the overall performance of a profile in Twitter. For example, Clusters 2.0 posts on Twitter reached 5,000 monthly impressions on average and at least 17 top followers, including key companies and clusters, influencers of the logistic field and other EU projects.

8.6 LinkedIn group members

The Clusters 2.0 group on LinkedIn doubled the number of its participants during the second reporting period. Despite staying below the envisioned KPI of 250 group members, the LinkedIn group soared from 61 in M18 to 125+ in M39. Additionally, the private Clusters 2.0 group was coupled with the public Clusters 2.0 page on LinkedIn that counts 170+ followers. Therefore, the sum of the page followers (170+) and the group members (125+) actually meets and exceeds the LinkedIn KPI (290+ people reached on LinkedIn). Finally, the possibility for Clusters 2.0 group members to invite their connections will remain available even after the project conclusion.

9. Conclusions

For Cluster 2.0 was of paramount importance to create a powerful impact in the different target groups of the project through a winning communication and dissemination strategy and execution. For this reason, during the project lifetime a significant number of communication and dissemination activities have been carried out, following the plan included in D7.1 Communication strategy and plan. In this deliverable, the results and the assessment of the impact have been analysed after the validation of the strategy and plan designed for Clusters 2.0.

This deliverable D7.6 consolidated and validated the project communication and dissemination activities through a final dissemination report. The project dissemination goals were achieved by reaching specific target groups through defined communication tools and dissemination activities. The comparison of Clusters 2.0 communication and dissemination activities results with a set of predefined KPI has also measured their effective impact towards a more sustainable and efficient European logistics.

Most of the KPIs have been successfully achieved; in some cases, even exceeded. The active role of the partners of Clusters 2.0 has been key to promote the project innovations to different stakeholders at any level; and, in order to uptake of the project outcomes, they will continue to engage them in the future.

10. References

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Annex I - Dissemination activities report

External events

Id	Date	Type/Description/Title	Location	No Audience	Partner responsible / involved
1	25/04/2017	ALICE collaboration days - poster session	Brussels, Belgium		
2	09/05/2017	Transport and Logistics Fair. Clusters 2.0: Get connected! Session	Muchen, Germany	30	PTV, P&G, NALLIAN
3	04/07/2017	IPIC Conference. Dissemination session composed of 5 speeches	Graz, Austria	200	Argusi, PTV, P&G, Euralogistic, Enide
4	06/09/2017	International Conference on Operations Research - presentation	Berlin, Germany		PTV
5	24/10/2017	IoT Solutions World Congress - brokerage	Barcelona, Spain		Enide
6	25/10/2017	BVL 2017 Deutscher Logistik Kongress - Presentation	Berlin, Germany		PTV
7	07/11/2017	TalkNET, Logistics and transport, between sustainability and market needs	Krakow, Poland		
8	09/11/2017	Freight and Logistics Leaders Summit- Clusters 2.0 pitch	Barcelona, Spain	100	Argusi and P&G
9	09/11/2017	Cluster Logistic de Catalunya plenary meeting - presentation	Barcelona, Spain	18	Enide
10	15/11/2017	Smart City Expo World Congress - brokerage	Barcelona, Spain	10	Enide
11	13/12/2017	ALICE plenary meeting	Brussels, Belgium		Enide
12	14/12/2017	ALICE Info day and brokerage Event	Brussels, Belgium		
13	01/02/2018	Aeroflex meeting - presentation	Dortmund, Germany		
14	10/04/2018	CGS – Centre de Gestion Scientifique. NMLUs – Creating Supply Chain Benefits for Retailers	Paris, France		
15	16/04/2018	TRA 2018 - booth in ALICE stand	Vienna, Austria	10	Enide
16	16/04/2018	TRA 2018 - presentations in stand	Vienna, Austria	30	
17	25/04/2018	Hi-Tech Supply Chain Summit Europe - Case study: New Modular Load Units – From idea to urban distribution reality	Venlo, NL	80	IML
18	27/04/2018	Joint workshop ZLC-Railgrup-tmZ "Jornada Multimodal Transport"	Zaragoza, Spain	25	ZLC
19	22/05/2018	GA2 Aeroflex - presentation of Clusters 2.0	Berlin, Germany		P&G
20	31/05/2018	Presentation at STP du GdR MACS conference	Lille, France	50	Armines
21	07/06/2018	AEOLIX governance recommendations workshop	Frankfurt, Germany		PTV
22	07/06/2018	SIL Fair - booth	Barcelona, Spain	15	Enide
23	07/06/2018	SIL Fair - presentations	Barcelona, Spain	10	Enide
24	07/06/2018	SIL Fair - brokerage event	Barcelona, Spain	10	Enide
25	20/06/2018	International Physical Internet Conference	Groningen, the Netherlands	120	Argusi, Armines
26	05/07/2018	PhD Summer School on Sustainable Supply Chains	Wageningen, Netherlands	20	Argusi
27	13/07/2018	Guest lecture on Clusters 2.0 project at TU Dortmund	Dortmund, Germany	35	IML
28	26/07/2018	TM2.0 masterplan workshop	Brussels, Belgium		PTV
29	03/09/2018	Railways 2018. Fourth International Conference on Railway Technology: Research, Development and Maintenance	Sitges, Spain	100	ZLC
30	24/09/2018	Congress Hasselt - PXL - Experience new shopping	Hasselt, Belgium	50	CityDepot
31	25/09/2018	Fachpack Nürnberg: IML/LNC Forum	Nürnberg, Germany	100	IML, PTV
32	26/09/2018	Synchro-Net H2020 project final event	Valencia, Spain	10	Enide
33	04/10/2018	COREALIS plenary meeting - presentation of Clusters 2.0	Antwerp, Belgium	23	SEAbility
34	10/10/2018	ALICE Workshop Physical Internet - presentation of Clusters 2.0	Munich, Germany	60	Argusi, PTV
35	10/10/2018	ALICE Workshop Physical Internet - MAN Truck and Bus Forum	Munich, Germany	50	Argusi, PTV, Euralogistic, IML
36	17/10/2018	BVL 2018 Deutscher Logistik Kongress - presentation	Berlin, Germany		PTV
37	06/11/2018	OBOR.One Belt one road - poster session	Athens, Greece	20	SEAbility
38	13/11/2018	SmartCity Expo World Congress - Brokerage	Barcelona, Spain	10	Enide
39	21/11/2018	Innovation and Networking Days 2018	Torino, Italy	30	Enide
40	28/11/2018	#H2020RTR18 European Conference: Results from Road Transport Research in H2020 projects	Brussels, Belgium	60	PTV
41	04/04/2019	DocksTheFuture midterm conference	Trieste, Italy	40	IBI Innovation
42	04/06/2019	Transport Logistics Exhibitions - Market Place Seminar	Munich, Germany	30	FIT consulting, UIC
43	04/06/2019	Transport Logistics Exhibitions	Munich, Germany	20	PTV, IBI Innovation
44	07/06/2019	Guest lecture on Clusters 2.0 project at TU Dortmund	Dortmund, Germany	30	IML
45	28/06/2019	SIL Fair - booth	Barcelona, Spain	10	Enide
46	28/06/2019	SIL Fair - presentation	Barcelona, Spain	10	Enide
47	09/07/2019	IPIC	London, UK	25	Armines, MinesParisTech
48	09/07/2019	IPIC	London, UK	50	PTV, van Eck
49	11/09/2019	GS1 Forum Intralogistics	Bern, Switzerland	15	IML
50	17/09/2019	Futurecongress Logistics	Dortmund, Germany	15	IML, Argusi
51	24/09/2019	FachPack 2019 - European packaging exhibitions	Nuremberg, Germany	10	IML
52	03/10/2019	CIVITAS2019	Graz, Austria	20	Enide, Port of Trieste
53	08/10/2019	COREALIS plenary meeting - presentation of Clusters 2.0	Antwerp, Belgium	30	Enide
54	06/11/2019	Innovation and Networking Days	Bonn, Germany	50	Enide
55	14/11/2019	Milano Smart Mobility Conference	Milano, Italy	100	FIT consulting
56	20/11/2019	Innovartion day - pallet	Dortmund, Germany	50	IML
57	17/12/2019	ITSHellas Conference 2019	Athens, Greece	160	SEAbility
58	18/12/2019	The future of rail transport for European regions: Challenges and perspectives 2020	Brussels, Belgium	50	ZLC
59	13/02/2020	Pick&Pack	Barcelona, Spain	30	Enide
60	17/03/2020	SiTL (cancelled due to Coronavirus)	Paris, France	/	Euralogistics
61	03/03/2020	Advanced Factories 2020	Barcelona, Spain	60	Enide
62	24/03/2020	Online Innovation breakfast at Railgrup	webinar	20	Enide
63	24/04/2020	Railgrup working group on multimodal logistics	online meeting	20-30	Enide
64	29/04/2020	TRA2020 (cancelled due to coronavirus)	Helsinki, Finland	/	Enide
65	10/06/2020	IAME 2020	online	20-30	University of Antwerp

Clusters 2.0 events

N°	Date	Title of event	Description	Location	Responsible partner	Involved partners	Type of audience	No of audience
1	01/03/2018	EHLIG meeting	Meeting with external experts	Amsterdam, the Netherlands	Argusi			20
2	30/06/2018	Massification workshop Dourges	collaboration meetings	Dourges, France	Euralogistic		Shippers	8
3	26/09/2018	EHLIG meeting	Meeting with external experts	Amsterdam, the Netherlands	Argusi			20
4	06/02/2019	Massification workshop Piraeus	presentation of the massification methodology	Piraeus, Greece	Port of Piraeus	Euralogistic - P&G	Shippers	6
5	11/04/2019	EHLIG meeting	Meeting with external experts	Amsterdam, the Netherlands	Argusi			20
6	12/06/2019	CluCS presentation	presentation of CluCS to external stakeholders	Bologna, Italy	IBI		Business	10
7	10/10/2019	EHLIG meeting	Meeting with external experts	Amsterdam, the Netherlands	Argusi			20
8	03/12/2019	Massification workshop Zaragoza	presentation of the massification concept with tools	Zaragoza, Spain	ZLC	Euralogistic - Enide - P&G	Shippers	3
9	15/01/2020	Operational testing of NMLU second proto in Aircargo doc	Feedback on usability	Machelen, Belgium	IML, DHL, BruCargo	Innova, PTV	Operational staff, groundhandlers	10
10	16/01/2020	Operational testing of NMLU second proto at Container terminal	Feedback on usability	Nettetal, Germany	Cabooter Rail Terminal, JDR, IML		Operational staff	10
11	22/01/2020	Operational testing of NMLU second proto in warehouse	Feedback on usability	Roosendaal, NL	JDR, IML	VET	Operational staff	10
12	23/01/2020	Operational testing of NMLU second proto in Aircargo doc	Feedback on usability	Machelen, Belgium	BruCargo, DHL, WSF, IML	VET	Operational staff, groundhandlers	10
13	23/01/2020	Meeting with Piraeus Port Authority SA	presentation of NMLU and massification to external stakeholders	Piraeus, Greece	SEAbility		Business	
14	03/02/2020	Meeting with COSCO shipping	presentation of NMLU and massification to external stakeholders	Perema, Greece	SEAbility		Business	
15	13/02/2020	Meeting with PCDC	presentation of NMLU and massification to external stakeholders	Perema, Greece	SEAbility		Business	
16	18/02/2020	Operational testing of NMLU second proto in Warehouse	Feedback on usability	Roosendaal, NL	JDR, IML	VET, INNOVA, PTV, MOSAIC	Operational staff	10
17	26/02/2020	Massification workshop Trelleborg	presentation of the massification concept with tools	Trelleborg, Sweden	Port of Trelleborg	Euralogistic -P&G	Rail operators and shipping lines	8
18	27/02/2020	Meeting with PEARL	Meeting with external stakeholders	Piraeus, Greece	SEAbility			
19	18/03/2020	Meeting with TELENAVIS	presentation of NMLU and massification to external stakeholders	Chalandri, Greece	SEAbility		Business	
20	15/07/2020	EHLIG meeting	Meeting with external experts	Online	Argusi			20

Scientific publications

ID	Date	Title	Book/Conference	Author	DOI	Link to website	Partner responsible / involved
1	10/07/2017		Annual Workshop of EURO Working Group on Vehicle Routing and Logistics optimization (VeRoLog)				
2	27/09/2017	Time-dependent route planning for truck drivers	ICCL 2017	Alexander Kleff, Christian Bräuer, Frank Schulz, Valentin Buchhold, Moritz Baum, Dorothea Wagner	https://doi.org/10.1007/978-3-319-68496-3_8	https://link.springer.com/chapter/10.1007/978-3-319-68496-3_8	PTV
3	06/04/2019	Container flow forecasting through neural networks based on metaheuristics		Moritz Baum, and Dorothea Wagner	/10.1007/s12351-019-00477-1	https://link.springer.com/epdf/10.1007/s12351-019-00477-1?author_access_token=yuDmy0yd53_1wXVfnpR77fe4RwIQNChNByi7wbcmAY4aLAyK08LAJsWEMP4pJWvKL_98P3JIORhSD_1EdPQFqzplRpLq3ahOzuiK8465sZbZOF5j-M00R4sXD57LVPtOCUr7bhyEEwG7UjhKh8Jtzg%3D%3D	ZLC
4	04/07/2019	Opportunities of Product-Service System in Physical Internet		Shenle Pan	https://doi.org/10.1016/j.procir.2019.03.107	https://bit.ly/2uyRQbq	MINES ParisTech
5	10/07/2019	Decision support tool for containerization problems		Ben Jouida S., Ballot E., Pan S.			MINES ParisTech
6	07/09/2019	Optimization Models for Rail Car Fleet Management		Milos Milenkovic Nebojsa Bojovic		https://www.elsevier.com/books/optimization-models-for-rail-car-fleet-management/milenkovic/978-0-12-815154-9	ZLC
7	10/07/2020 3/06/2020	Collaboration Methodology in Between Logistics Clusters	IAME conference 2020	Seyed Abolfazl Mohseni , Christa Sys , Thierry Vanelslander , Frans Cruijssen, Marlies de Keizer, Florian Krietsch, Milos Milenkovic, Elvina Nowak, Shenle Pan, Elsie Sauty, Marc Verelst		http://www.clusters20.eu/wp-content/uploads/2020/06/IAME-2020-Mohseni_SeyedAbolfazl-Paper-of-Collaboration-Methodology-in-Between-Logistics.pdf	University of Antwerp

Media coverage

	Date	Type of activity	Location	Responsible partner
1	02/10/2017	Online article	http://www.expansion.com/aragon/2017/10/02/59d2013c46163f84538b45d0.html	
2	02/10/2017	Online article	http://www.eleconomista.es/aragon/noticias/8647806/10/17/Nace-Clusters-20-para-crear-una-red-de-clusteres-logisticos-en-Europa-.html	
3	02/10/2017	Online article	https://www.zlc.edu.es/news-and-events/news/zlc-participa-en-el-proyecto-clusters-20-para-desarrollar-una-red-de-clusteres-logisticos-multimodales-e-hiperconectados-en-europa/	ZLC
4	02/10/2017	Newspaper article	Newspaper "El periódico de Aragón"	
5	02/10/2017	Online article	http://empresason.com/not/1370/zlc-participa-en-el-proyecto-clusters-2-0-para-desarrollar-una-red-de-clusteres-logisticos-multimodales-e-hiperconectados-en-europa/	ZLC
6	03/10/2017	Online article	http://www.elperiodicodearagon.com/noticias/economia/zlc-participa-proyecto-crear-red-clusteres-logisticos_1232011.html	
7	03/10/2017	Online article	http://www.axonade.com/actualidad/zlc-participa-en-el-proyecto-clusters-2-0-para-desarrollar-una-red-logistica-europea/	
8	03/10/2017	Online article	http://www.veintepies.com/secciones/logistica_more.php?id=D105431_0_11_0_M	
9	31/01/2018	Online article	https://www.zlc.edu.es/news-and-events/news/cluster-based-freight-corridors-could-drive-sustainable-logistics-in-europe/	ZLC
10	01/02/2018	Online article	https://www.scmr.com/article/cluster_based_freight_corridors_could_drive_sustainable_logistics_in_europe	ZLC
11	01/02/2018	Online article	https://www.2e3s.eu/cluster-based-freight-corridors-drive-sustainable-logistics-europe/	
12	01/03/2018	Online article	https://ctl.mit.edu/pub/newsletter/supply-chain-frontiers-66-cluster-based-freight-corridors-could-drive-sustainable	ZLC
13	24/04/2018	Online article	https://longitudes.ups.com/cluster-based-freight-corridors-could-drive-sustainable-logistics-in-europe/	
14	20/09/2018	Online article	https://www.interporto.it/en/20-21-september-2018-executive-board-of-the-project-clusters-2-0-a424	IBI
15	19/02/2020	CORDIS online news and article	https://cordis.europa.eu/article/id/413524-logistics-clusters-solutions-for-a-sustainable-and-fully-integrated-transport-system	Enide

Press releases

N°	Date	Type of activity	Event	Location	Responsible partner
1	15/05/2017	press release	KOM	Dourges, France	Enide
2	05/11/2018	press release	Midterm	Barcelona, Spain	Enide
3	25/06/2020	Invitation	Final event	online	Enide

12. ANNEX II – Updated general presentation



Clusters 2.0

Clusters 2.0 towards a more cooperative logistics in Europe and beyond

This project has received funding from the European Union's Horizon 2020 research and innovation programme under grant agreement No 723265.

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The current issues of inland transportation

SOCIAL RESPONSIBILITY

ECONOMIC EFFICIENCY

SUSTAINABILITY

CONGESTION

SERVICE

COST



HGV driver shortage is 'a ticking time bomb' for UK logistics sector, say MPs

13/01/2015

[Add to favorites](#)



The problems of recruiting younger people into the haulage industry, as a way of solving the driver shortage crisis, was revealed by a new report released by a UK Parliamentary group yesterday.

The all-party Parliamentary group for freight transport yesterday published *Barriers to Youth*

Employment in the Freight Transport Sector, its final report before the country votes in a general election in May, after which the group could comprise different personnel.



ROAD TRANSPORTATION HAS 3X MORE CO2 EMISSIONS THAN RAIL

THE COST OF CONGESTION IS ESTIMATED AT 1.0% OF THE GDP OR €170 BILLION

420.000 TRUCK DRIVERS ARE NEEDED IN THE EU 28 BY 2020

ROAD IS 15% MORE EXPENSIVE THAN RAIL / 57% INEFFICIENCY / 15% EASILY SOLVABLE VIA COLLABORATION.

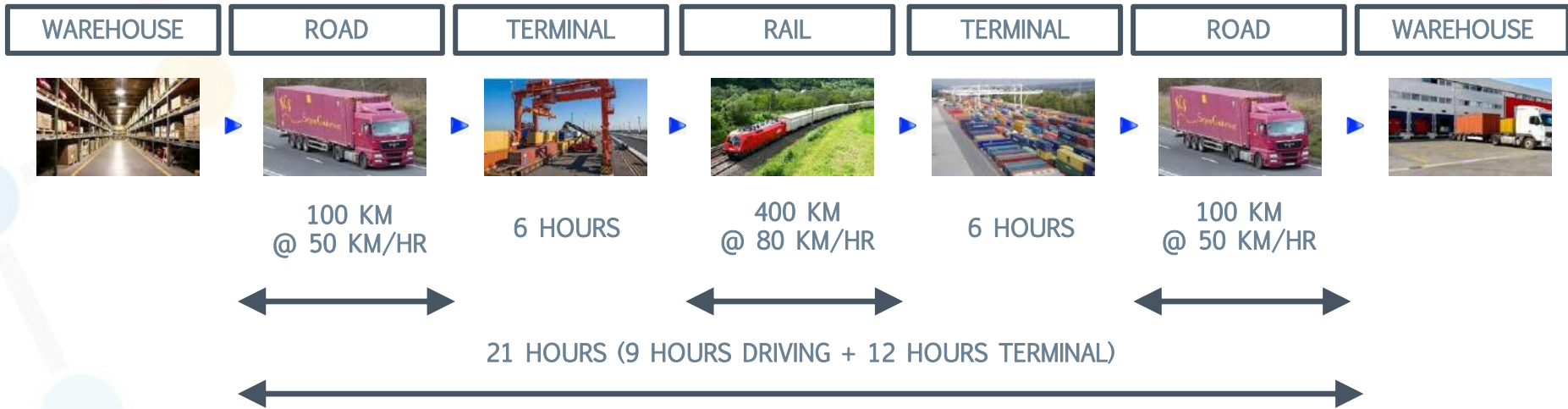
COMPANIES WILL TAKE SOCIAL RESPONSIBILITY IF SUPPORTED BY ECONOMICALLY EFFICIENT MEASURES

Intermodality as a solution

FROM ROAD TRANSPORTATION



TO INTERMODAL TRANSPORTATION



Why does intermodality not take off?

NOT ENOUGH
CONNECTIVITY



NOT ENOUGH
VOLUME



NOT ENOUGH
FREQUENCY



HIGH COSTS



LONG LEAD TIMES



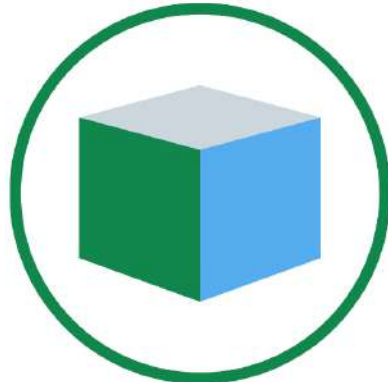


Clusters 2.0

Clusters 2.0. Vision is to leverage the full potential of **European Logistics Clusters** for a sustainable, efficient and fully integrated **transport** system:

- making optimal use of an **Open Network of Logistics Clusters**;
 - enhance and advance towards a **better co-ordination between logistics actors in clusters**;
 - and to **improve co-ordination and connectivity between European logistics clusters**.
- Vídeo: https://www.youtube.com/watch?v=0_FmKfWGmXI

Clusters 2.0 main solutions



NMLU



SlotBooking



Massification



CLuCS

CluCS - Cluster Community System

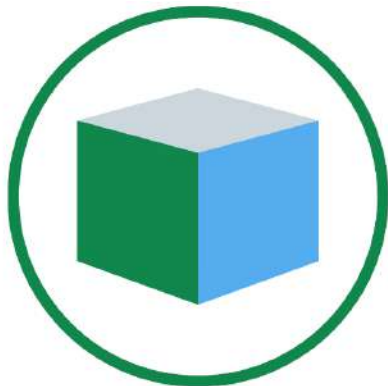


CLuCS

CLuCS - Cluster Logistics Community System is an IT platform supporting the governance of the **Proximity Terminal Network (PTN)**. It manages the information related to cargo flows and assets within the nodes of the PTN and the surrounding supraregional Cluster. It coordinates the management of multiple hubs, thus linking the Cluster to different TEN-T corridors.



CLUSTERS 2.0 main solutions: NMLU



NMLU

New Modular Loading Units (NMLU) is the Clusters 2.0 solution providing a new Modular Load Unit at sub-container level with automated handling equipment. It addresses global handling inefficiencies and poor utilization of storage space in warehouses and terminals.

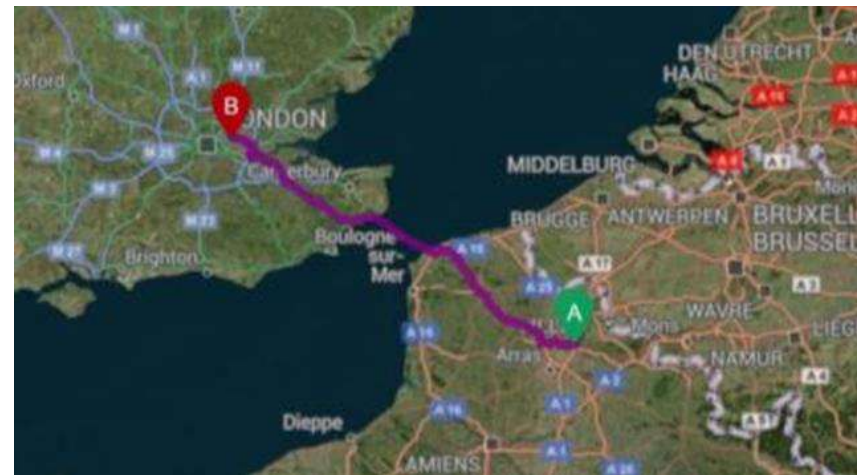
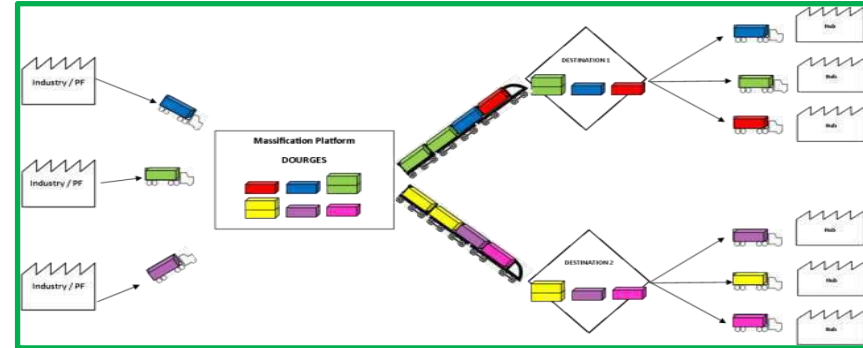


Massification project



Massification

It develops a new collaborative methodology supporting a group of shippers to bundle their goods on a same train towards one destination. The “massification” concept into a logistics organization aims to bundle goods on the same transport mode with a capacity. It is relevant to trial the concept on the railway as the “massified transport mode”.



The initial pilot was the Dourges (France) – UK corridor as initial pilot.

Slot Booking App



SlotBooking

SlotBooking App is an IT solution facilitating the process of freight delivery and pick up in an airport. It reduces waiting times, costs and CO2 emissions of logistics operations.



Smoothen the process of freight delivery at the GHA's facilities



Eliminate waiting times (peaks) and idle times



Optimize personnel planning



Central community approach



Transparency

Summary

- › **IT can be an enabler to establish and facilitate collaboration**
- › **New approach on D2D/Network level rather than geographically centred**
 - **Adding horizontal collaboration to the clustering concept**
 - **Addressing collaboration on local level (within clusters) linked with network wide community approach**
- › **Include technological developments such as NMLU and related transshipment technology towards automatization of transshipment processes**

CLUSTERS 2.0 a toolbox for future logistics!

Fact sheet

Overall project budget: 6,329,618.75 €

Maximum grant: 5,998,743.75 €

Running: May 1, 2017 - April 30, 2020





Thank you for your attention!

www.clusters20.eu
info@clusters20.eu



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Disclaimer: The content of this document reflects only the author's view. Neither the European Commission nor the INEA are responsible for any use that may be made of the information it contains

13. ANNEX III Dissemination procedure

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

- During the Project and for a period of 1 year after the end of the Project, the dissemination of own Results by one or several Parties including but not restricted to publications and presentations, shall be governed by the procedure of Article 29.1 of the Grant Agreement subject to the following provisions.

Prior notice of any planned publication shall be given to the other Parties at least 45 calendar days before the publication. Any objection to the planned publication shall be made in accordance with the Grant Agreement in writing to the Coordinator and to the Party or Parties proposing the dissemination within 30 calendar days after receipt of the notice. If no objection is made within the time limit stated above, the publication is permitted.

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

14. ANNEX IV – Data Privacy aspects related to dissemination

This Annex explains how data privacy in communication activities is addressed.

The analysis of the data privacy topics applied to Communication and Dissemination activities have shown that we should focus on Newsletters distribution mailing register. Their related requirements will be met by defining a specific process used to manage the privacy of newsletter subscribers.

ENIDE, as Clusters 2.0 responsible for managing and hosting the web platform, confirms that they comply with Spanish data protection regulations (and, therefore, with European ones).

To sign for the newsletter, the subscribers will have to:

- Sign for the newsletter using the electronic form for registration by its own initiative
- Receive an invitation from a Clusters 2.0 partner or stakeholder, redirecting to the electronic registration form.

Consequently, all contacts are solely and directly managed by ENIDE, avoiding the need to transfer personal data to other parties. Furthermore, ENIDE will be responsible for ensuring the right to modify and the right to eliminate the data contained in the Newsletter mailing register.

Finally, whenever Clusters 2.0 consortium decide to share a communication (i.e. a Newsletter) with the list of subscribed people, Clusters 2.0 partners will send the information (Newsletter document and/or content summary) to ENIDE, who will distribute it by email, obviating personal data exchange.

15. ANNEX V - Dissemination versus Communication channels

Channels	Communication	Dissemination
Clusters 2.0 website – General webpages	X	
Clusters 2.0 website – webpages of results		X
Mailing lists & newsletter subscribers	X	X
Social media	X	
External channels – Generalist	X	
External channels – Specialised, sectorial, targeted		X
Clusters 2.0 events – Presentation of Clusters 2.0 results		X
External events – announcements, brochures and flyers, etc	X	
External events – Presentation of Clusters 2.0 results		X
Publications in scientific journals		X

16. ANNEX VI - Overview of deliverables

The following deliverables are planned in WP7:

#	Title	Responsible	Type	Diss. level	Due date	Date
D7.1	Communication Strategy and Plan	ENIDE	Report	Public	M3	July 2017
D7.2	Communication kit	ENIDE	Web sites, etc	Public	M3	July 2017
D7.3	Engagement activities plan	ARGUSI	Report	Confidential	M6	Oct 2017
D7.4	Engagement activities Report	ARGUSI	Report	Confidential	M18	Oct 2018
D7.5	Policy adaptation and standardization recommendations	PTV	Report	Public	M18	Oct 2018
D7.6	Dissemination report	ENIDE	Report	Public	M39	July 2020