Dissemination Strategy

ULaaDS D7.1: DISSEMINATION STRATEGY

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Abstract

ULaaDS sets out to offer a new approach to system innovation in urban logistics. Its vision is to develop sustainable and liveable cities through re-localisation of logistics activities and re-configuration of freight flows at different scales. Specifically, ULaaDS will use a combination of innovative technology solutions (vehicles, equipment and infrastructure), new schemes for horizontal collaboration (driven by the sharing economy) and policy measures and interventions as catalysers of a systemic change in urban and peri-urban service infrastructure. This aims to support cities in the path of integrating sustainable and cooperative logistics systems into their sustainable urban mobility plans (SUMPs). ULaaDS will deliver a novel framework to support urban logistics planning aligning industry, market and government needs, following an intensive multi-stakeholder collaboration process. This will create favourable conditions for the private sector to adopt sustainable principles for urban logistics, while enhancing cities' adaptive capacity to respond to rapidly changing needs. The project findings will be translated into open decision support tools and guidelines.

A consortium led by three municipalities (pilot cities) committed to zero emissions city logistics (Bremen, Mechelen, Groningen) has joined forces with logistics stakeholders, both established and newcomers, as well as leading academic institutions in EU to accelerate the deployment of novel, feasible, shared and ZE solutions addressing major upcoming challenges generated by the rising on-demand economy in future urban logistics. Since large-scale replication and transferability of results is one of the cornerstones of the project, ULaaDS also involves four satellite cities (Rome, Edinburgh, Alba Iulia and Bergen) which will also apply the novel toolkit created in ULaaDS, as well as the overall project methodology to co-create additional ULaaDS solutions relevant to their cities as well as outlines for potential research trials. ULaaDS is a project part of ETP ALICE Liaison program.

Keywords

Communication, dissemination, strategy, plan, website, social media, events, publications.

Copyright statement

Executive summary

The ULaaDS' dissemination strategy sets the framework to ensure the project's visibility, optimal exploitation, and deployment of the project results to a wide group of stakeholders at European, international, national and local level.

This document describes the target audiences, activities, communication and dissemination tools and channels that will enable ULaaDS to be the flagship initiative in Europe boosting the uptake of innovative, shared, zero-emission and fair logistics in cities while dealing with the impact of the on-demand economy on a local level.

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1. About ULaaDS

ULaaDS is short for Urban Logistics as an on-Demand Service. The vision behind it is to foster sustainable and liveable cities through the deployment of innovative, shared, zero-emission logistics, while dealing with the impact of the on-demand economy.

ULaaDS will use a combination of innovative technology solutions (vehicles, equipment &; infrastructure), new schemes for horizontal collaboration (driven by the sharing economy) and policy measures and interventions as catalysts for systemic change in urban and peri-urban service infrastructure.

Three municipalities committed to zero-emissions city logistics (Bremen, Mechelen and Groningen) have joined forces with logistics stakeholders and leading academic institutions to accelerate the deployment of these solutions, addressing major upcoming challenges generated by the emergence of on-demand economy in urban logistics. Rome, Edinburgh, Bergen and Alba Iulia will follow the process and feed into the overall project methodology, co-creating additional urban freight solutions.

The project will research the existing and future challenges linked to the on-demand economy and will develop adapted solutions that will be trialled and monitored in the partner cities. The cities will experiment with containerised urban last-mile delivery, city-wide platforms for integrated management of urban logistics, integration of passenger and urban freight mobility services and networks, transport vehicle capacity sharing, integration of logistics activities into urban planning at both local and regional level, and deployment of zero-emission vans and cargo-bikes.

The project will produce a comprehensive methodology of the process with its results, challenges and recommendations for solutions to be replicated in other cities.

2. Communication and dissemination plan

2.1 Communication and dissemination objectives

The overall aim of ULaaDS' communication and dissemination strategy is to raise awareness about the project and maximise its visibility. This will include optimal exploitation and deployment of the project results to a wide group of stakeholders at local, national, European, and international level.

Through targeted activities, dedicated communication and dissemination tools and channels, ULaaDS aims to accelerate the uptake of innovative, shared, zero-emission logistics in cities.

At the same time, the project wants to go beyond mere promotion and dissemination of results and encourage significant breakthroughs in Europe regarding the development of new concepts and business cases.

Within WP7, the high-level communication and dissemination aims are translated into the following operational objectives:

1) Define and implement a common strategy for effective and integrated communication and dissemination of the ULaaDS project, including its trials, solutions and schemes and their results;

2) Support Lighthouse and Satellite cities with their local and European dissemination activities;

3) Develop the necessary online and offline tools and channels for appropriate communication and dissemination;

4) Inform key stakeholders, such as cities, logistics transport companies, shippers and receivers and the general public, and disseminate the project's activities and results at local, national, European and international levels;

5) Increase the project's visibility beyond the ULaaDS consortium, thus broadening the project acceptance and fostering the uptake of its results;

6) Ensure a wide visibility of the project's activities and results by participating in project-related and external events, targeting a broad range of addressees;

7) Cooperate and collaborate with other related H2020-funded projects and initiatives thus widening the ULaaDS impact in this field.

2.2 Communication and dissemination target groups

The project targets end-users, logistics and transportation companies, shippers and receivers, local authorities, policy-makers, mobility operators and sharing services providers, the scientific community, the general public, and other stakeholders involved in the project.. Special focus will be

given to existing networks and associations which can engage with potential users of the services, solutions, and tools to be developed and deployed in the pilots during the project.

The different communication products will provide different levels of detail, depending on the purpose and/or the target group they serve.

Table 1: Tools and target audience

Main dissemination tools / Target audience	Website	Leaflets/roll-ups/ gadgets	Videos	Social media	Newsletters	Scientific/Sectorial publications	Events	Webinars	Replication manual	Policy and research recommendations
General public including end-users	x	x	x	x			x			
Logistics and transportation companies	x	x	x	x	x	x	x	x	x	
Shippers and receivers	x	x	x	x	x	x	x	x	x	
Local authorities	x	x	x	x	x	x	x	x	x	x
Local policy makers	x	x	x	x	x	x	x	x	x	x
Business groups	x	x	x	x	x	x	x	x		
Mobility operators and sharing services providers	x	x	x	x		x	x	x		
Scientific community	x	x		x		x	x	x		
Professional media	x	x	x		x	x	x			
Local, regional and national transport planners	x	x	x	x	x	x	x	x	x	x
National governments and national regulatory authorities	x	x		x		x	x	x		x
EU policy makers	x	x	x	x	x	x	x	x	x	x

2.3 **Promotion tools**

2.3.1 Project logo

The visual identity establishes a common and recognisable brand for ULaaDS, which will be used for all project communication and dissemination activities during the whole duration of the project.

The project identity relates to the appearance and visibility of a project towards the external stakeholders. This includes a logo and templates for project deliverables and PowerPoint presentations. At the heart of the project identity is the project logo (Figure 1) which symbolises a stylised cargo bike 'carrying' a city as cargo. The logo brings together two key elements of the project: 1. the urban dimension; and 2. the prominent role of cargo bikes solutions in ensuring sustainable urban logistics. The logo also uses a vibrant blue shade in its written part, which contains both the project acronym (ULaaDS) and the full project title. In addition, a standard square logo was developed (Figure 2), consisting of the stylised cargo bike alone, which will be used for social media profiles and in other communication materials, should it fit better than the main horizontal logo.

Figure 1: Main logo

Figure 2: Square variation of the logo

> **Role of partners & timing:**
>
> **BAX & EUROCITIES** led this task and coordinated with the designer for the development of the logo.
>
> **BREMEN** provided feedback on the options proposed.
>
> All project partners received three logo designs as options and were asked to vote for their favourite logo. The chosen ULaaDS logo received 70% of the votes.
>
> The project logo was completed in M1 (September 2020)

2.3.2 Graphic charter and templates

The graphic charter (Annex 2) is a comprehensive document that lists the presentation rules for the graphic elements that convey the project's visual identity, including use of the logo and its variations, fonts, colours and basic graphic elements that will be used during the course of the project in ULaaDS publications and other dissemination materials.

The objective of the graphic charter is to set guidelines for designers and project partners in order to give them clear directions as well as to provide 'the look and feel' of the project. The graphic charter will be used as the guiding visual identity document when developing publications, website, leaflets, roll-ups, etc.

The templates include both Word documents to be used for deliverables, meetings and events agendas, memos for minutes etc., and a PowerPoint presentation.

The graphic charter and templates are disseminated to all ULaaDS partners and stored in the Project Management System BAL.PM, they are also stored in the project HiDrive. All partners will also be asked to clearly refer to the Horizon 2020 funding programme when presenting project results.

> **Role of partners & timing:**
>
> **BAX and EUROCITIES** led this task. BAX selected a graphic designer who developed the Logo, the graphic charter, and the PowerPoint template. BAX developed the word template in-house with support from EUROCITIES. EUROCITIES was involved throughout the whole development process for the graphic charter and the templates.
>
> **BREMEN** provided feedback on the options proposed.
>
> The graphic charter and templates were completed by M2 (October 2020)

2.3.3 Leaflets

The project leaflet is produced and used as the project's business card towards external stakeholders, presenting at a glance ULaaDS objectives, the Lighthouse and Satellite cities, the ULaaDS solutions and schemes, and the project partners. Due to the ongoing COVID-19 crisis and the uncertainties related to the feasibility of physical meetings, it was decided to develop an online 'interactive' leaflet that could be more easily disseminated through virtual means and on social media. The online leaflet has a series of animations, pop-ups, links (e.g. to the project partners websites and to social media profiles of the project) that make it an attractive dissemination tool, moving beyond the usual PDF format of online leaflets.

The ULaaDS online leaflet can be consulted here: **http://leaflet.ulaads.eu/.h2020/**

Depending on when physical meetings will be possible again, it will be determined if an updated version of the leaflet should be produced and printed at a later stage. The total number of copies printed could be adjusted accordingly. It will also be assessed if the leaflets produced at a later stage should be translated in the different languages of the project.

Role of partners & timing:

EUROCITIES developed the design of the online leaflet with support from **BAX**.

BAX and EUROCITIES collaborated in the development of the written content of the leaflet.

BREMEN provided feedback on the content and on the design.

The leaflet is produced and published online by M3 (November 2020).

2.3.4 Roll-ups and gadgets

Three roll-up banners were foreseen to be produced to promote ULaaDS at events. Due to the current ongoing COVID-19 crisis, it was agreed to postpone the production of the roll-ups to the moment in which physical meetings will become possible again. The number of roll-ups to be printed will be assessed in due time.

Should it not be possible to host physical meetings for the whole duration of the project, the budget foreseen for the production of the roll-up could instead be used to purchase a digital conference platform that can be personalised according to the project visual identity. This platform could be used for workshops, webinars or events (e.g. the digital platform used for the Urban Mobility Days 2020 - https://www.aanmelder.nl/en/online-event).

> **Role of partners & timing:**
>
> **BAX** is responsible for drafting the text of the roll-up and for coordinating the layout process with the designer.
>
> **EUROCITIES & BREMEN** provides feedback on the content and the different layout options proposed.
>
> The roll-ups production has been postponed.
>
> *Due to the ongoing COVID-19 crisis and the uncertainties related to the feasibility of physical meetings, the roll-ups and gadgets will only be produced once there is more clarity on future physical events and quantities will be adjusted accordingly.*

2.4 Digital communication tools

2.4.1 Project website

The website informs the public, and all the other target audiences about the aims, outcomes, solutions and trials that will be carried out during the course of the project. It is the project's first window for external stakeholders, providing information on ULaaDS objectives, partners, solutions, publications, news and success stories. It features the Lighthouse and Satellite cities in detail, including stories for inspiration in other cities across Europe. The ULaaDS website also allows users to access the 360º urban logistics observatory insights and deliverables (WP2).

The updating process is user-friendly and does not require specialised skills. The WordPress-based content management system allows for the easy creation of new pages, inclusion of new text, pictures and video content. The website features dedicated pages for news and events in a blog style. The website embeds videos (media library), a twitter feed, and publications.

The website addresses all target groups and is developed in a user-friendly way, ensuring easy and smooth navigation. The ULaaDS website can be consulted at:

http://www.ulaads.eu

The website also includes links to dedicated ULaaDS pages on social media, i.e. LinkedIn and Twitter (see Social Media section for further details).

The primary language of the website is English, although google translation features are supported.

The ULaaDS website will be regularly monitored by Google Analytics in order to provide detailed information about website traffic (no. of sessions, new and returning visitor ratio, average time of

the visit, geographical range of the audience etc.). Statistics will be provided on-demand to project partners and included in D7.4 - Collection of newsletters and dissemination activities.

Initially, the website is structured as follows:

Table 2: Website initial structure

Home	About	Our cities	Resources	Solutions & schemes	360º urban logistics observatory	News and events	Contact us
	Our vision	Bremen	Reports & Publications		Insights	News	
	The consortium	Groningen	Media library *(videos)*		Best practices database	Events	
	Related initiatives	Mechelen	Communication material *(leaflets, posters, project logo, etc.)*		UFT resources		
		Alba Iulia	Glossary				
		Bergen					
		Edinburgh					
		Rome					

The images below show an initial design sketch of the home page.

Figure 3: Website structure – Home Page top section
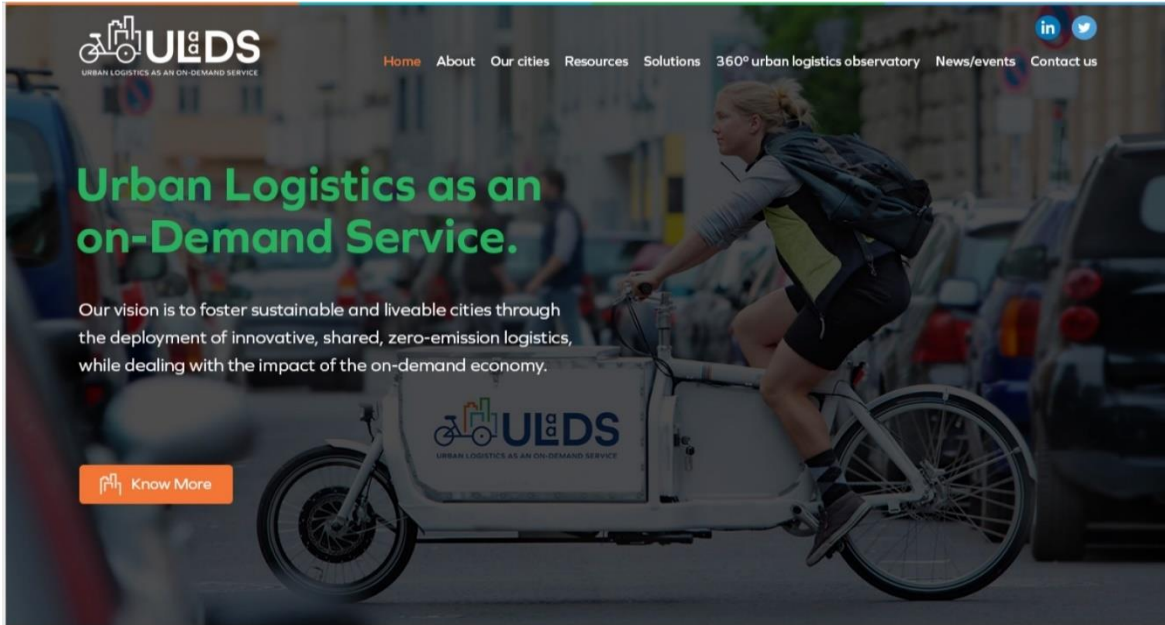
Figure 4: Website structure – Home Page content
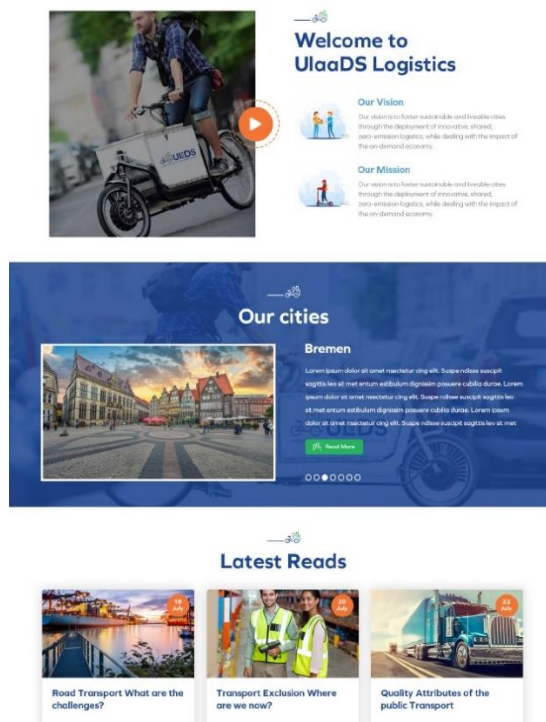
> **Role of partners & timing:**
>
> **BAX** is responsible for briefing and coordinating the creation/layout process of the website with the designer, with support from **EUROCITIES**.
>
> **BREMEN** provides feedback on the content and the different layout options proposed.
>
> **CITY PARTNERS** provide input on city-specific content.
>
> The project website is currently being finalised and it will be launched to the public by mid-December. (Mid-M4)

2.4.2 Videos

A one-minute 5-minute introduction video will be produced in the first half of year 1 of the project (M6 - February 2021), introducing ULaaDS and including interviews with partners. Towards the end of the project, a more extensive version of the video will be produced showcasing project results from the different sites. These videos will be uploaded on the EUROCITIES YouTube channel and embedded on the project's website (in the media library). The video will be also shown at strategically important events.

> **Role of partners & timing:**
>
> **EUROCITIES** is responsible for briefing and coordinating the creation process with the video maker.
>
> **BAX** provide feedback on the content.
>
> **CITY PARTNERS** contribute with interviews and facilitate the recording process at the different sites
>
> The first video is planned to be released by M6 (February 2021).
>
> The second video will be produced according to developments in the project's different sites.

2.4.3 Social media

By using social media, the project aims to fulfil the following objectives:

- Maximise the return on investment by steering additional traffic to the ULaaDS website;
- Complement traditional communications channels e.g. printed publications, events, press outreach and targeted mailings;
- Give an informal, 'human' voice to ULaaDS to promote understanding of and engagement with the project;
- Monitor mentions of ULaaDS, project partners, project outcomes and other important activities;
- Engage with influencers and critics on key issues and amplify positive comments;
- Provide on-site coverage of key events for those who cannot attend.

The project will capitalise on the use of social media to build a solid base of stakeholders interested in the project. Given the current COVID-19 crisis, establishing virtual fora to communicate and raise awareness of the project has become an even more crucial element in the dissemination efforts of the project. Within ULaaDS, we will use the most advanced features of Twitter and LinkedIn to achieve this objective.

2.4.3.1 Twitter

Twitter has the potential to deliver many benefits in support of ULaaDS communications objectives. The ULaaDS tweets will contain:

- The latest news from the project and urban logistics world;
- Live coverage from events (either physical events or online events);
- News and pictures from meetings or workshops (either physical events or online events);
- Pictures of developments from the project's trials and physical solutions;
- Twitter capsules (short videos recorded at consortium meetings, short interviews, quotes from the partners or key stakeholders and users);
- Retweets from related twitter accounts of initiatives, partners, cities and projects.

Furthermore, ULaaDS will engage with social media influencers that actively post on the topic covered by the project (e.g. sustainable urban logistics, on-demand economy, innovative business models) to bring the project to life and amplify its message through their networks, building the buzz, so people will see, hear and share with others. Examples of social media influencers to engage with include: Jos Sluijsmans (@JosSluijsmans), Tamara Bozovic (@tamara_bozovic), Pedal Me (@pedalmeapp) UK Cycle Logistics Federation (@ukclf) and Ian Wainwright (on LinkedIn).

The ULaaDS twitter handle is: @ULaaDS

The ULaaDS Twitter page can be consulted at: https://twitter.com/ULaaDS

Used hashtags include: #ULaaDS, #UrbanLogistics, #CargoBike, #LastMile, #ondemand, #delivery, #sustainability.

The ULaaDS Twitter account was created in September 2020 and counts 33 followers and 15 tweets so far. The target is to reach 200 followers by M12.

Role of partners & timing:

BAX will be responsible for the ULaaDS Twitter with support from EUROCITIES.

Tweets will be posted on a weekly basis.

2.4.3.2 LinkedIn

The dedicated ULaaDS page on LinkedIn aims to create an expert community of ULaaDS partners and related stakeholders, where professional target audiences, such as fleet operators and logistics businesses, can learn about ULaaDS developments as well as virtually meet and exchange experiences on urban logistics-related topics.

The aim of the ULaaDS LinkedIn page is therefore to:

- Enable knowledge transfer between sustainable urban logistics planners, the scientific community and logistic business.
- Share experiences and enhance collaboration.
- Keep in touch with peers.
- Announce events.

The ULaaDS LinkedIn user profile can be accessed at: https://www.linkedin.com/company/ulaads-urban-logistics-as-an-on-demand-service/

It was established in October 2020 and it currently counts 24 followers, while the overall target is to reach 500 connections towards the end of the project.

Role of partners & timing:

BAX will be responsible for the ULaaDS LinkedIn profile.

News will be posted to the LinkedIn profile on a monthly basis.

2.4.3.3 YouTube

YouTube will be used primarily to publish the two videos that will be produced during the course of the project. It will also showcase webinar recordings and other relevant videos that might occur. This communication channel will provide a more visual understanding of the project, of the project activities and measures implemented.

ULaaDS will use the EUROCITIES' YouTube channel to make the most of its consolidated visibility and existing subscribers, a dedicated ULaaDS playlist will be set up on the EUROCITES channel. EUROCITIES' YouTube channel can be accessed at: https://www.youtube.com/channel/UCK-tEG_e2eKYFdPVdGdK0-w

It counts 545 subscribers.

> **Role of partners & timing:**
>
> **EUROCITIES** will be responsible for populating the EUROCITIES' YouTube channel with ULaaDS content.
>
> The 2 videos and the webinar recordings will be published as soon as ready.

2.4.4 Newsletters

The ULaaDS newsletter will be issued every six months to ensure a regular flow of information to those working in the field of sustainable urban logistics, local authorities, other identified target groups and all interested stakeholders. The electronic newsletters will keep the wide ULaaDS community informed about the project's progress and intermediate results, as well as events, webinars, and replication activities. It will contain the latest news about the project and news from the research trials. The news articles will be provided by BAX, EUROCITIES and the project partners. The newsletter will be emailed directly to project contacts and made available on the website. The ULaaDS website will also allow stakeholders to sign up and receive the newsletter automatically.

ULaaDS will link with other relevant initiatives and projects and use their newsletters to promote project results. ULaaDS will regularly be featured in its sister projects' (LEAD and Senator)[1]

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[1] INEA sister projects: LEAD Low-Emission Adaptive last mile logistics supporting 'on Demand economy' through digital twins, ID: 861598, and SENATOR Smart Network Operator Platform enabling Shared, Integrated and more Sustainable Urban Freight Logistics, ID: 861540

newsletters in a dedicated section. The same will be done in the ULaaDS newsletter where we will share news and events from LEAD and Senator.
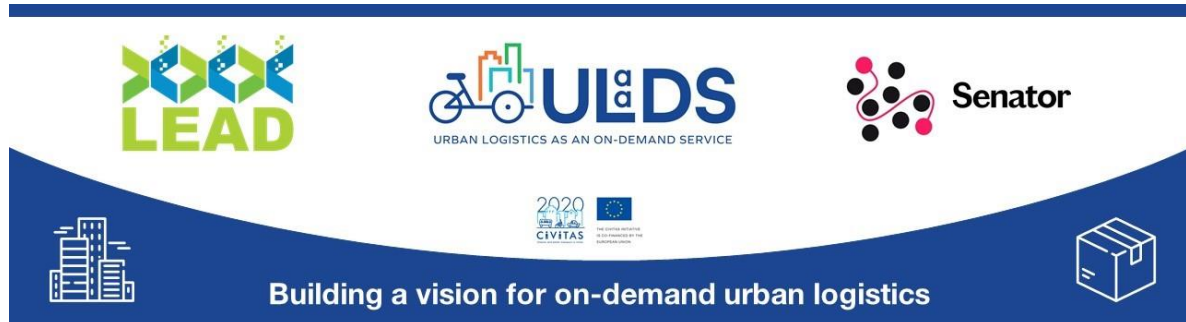
Figure 5: Newsletter banner for the dedicated section

Other newsletters we will cooperate with include: the Eltis newsletter, which is tackling urban transport news monthly and the CIVITAS MOVE newsletter, which is the quarterly CIVITAS initiative newsletter. EUROCITIES will also use FLASH (over 3000 readers from city politicians to experts) - its own newsletter - to engage with cities and promote the project to other cities. This system will keep the wider European transport community informed about the project's progress and intermediate results, announcements of events and webinars, and news from the cities.

> **Role of partners & timing:**
>
> **BAX** will be responsible for creating and issuing the newsletters with input from partners on the content.
>
> **EUROCITIES** will be responsible for the ULaaDS articles to be featured in existing newsletters with input from partners on the content.
>
> The newsletters will be issued every 6 months.

2.5 **Publications and media**

2.5.1 Press and media

At important milestones which could interest a larger audience, press releases will be issued through BAX and EUROCITIES media channels to European general and specialised media, as well as to the networks, platforms, initiatives and stakeholders.

These could include:

- European Energy Innovation
- Intelligent transport
- Eurotransport
- European Voice
- European Parliament Magazine
- Cities Today Magazine
- Thinking Cities
- Urbanicity
- Connected Mobility HUB
- EIT Urban Mobility
- CIVITAS
- Logistiek.be

ULaaDS' Lighthouse and Satellite cities will also communicate with the national and local press to inform them about the project milestones and results, also using their channels to distribute ULaaDS press releases through their respective channels and in their respective languages.

> Role of partners & timing:
>
> **BAX & EUROCITIES** will be responsible for placing ULaaDS news through EU media channels.
>
> Promoting ULaaDS via media will take place continuously throughout the project.
>
> Target: 10 articles published by the end of the project (M36)

2.5.2 Scientific publications

The more technical results developed by ULaaDS partners are to be published in relevant scientific journals and peer-reviewed journals at international or national level, such as:

- Transportation Research Part A: Policy and Practice
- Transportation Research Part D: Transport and Environment
- Transport Policy
- Transportation Science
- Planning Theory and Practice
- European Transport Research Review
- International Association of Traffic and safety Sciences (IATSS)
- Journal of Transport and Land use

Role of partners & timing:

Relevant partners will be responsible for placing ULaaDS scientific articles in relevant scientific journals at international or national level.

Scientific articles will be drafted as relevant results emerge from the project.

Target: 10 papers published by the end of the project

2.5.3 ULaaDS publications

A series of ULaaDS publications will be developed during the project lifetime with different targets and objectives:

The ULaaDS replication booklet (D7.5 due in M36) is a manual (digital and printed) that will describe replication methodologies applied by the project and – incorporating the experiences and lessons learned from replication activities in WP5 – provide an overview of the different technologies, strategies and business models that have been trialled by the Lighthouse cities. The booklet offers technical and strategic guidelines on how to successfully transfer these solutions to other cities (including the value cases of Satellite cities). The content of this manual will be developed in close collaboration with the technical (WP3) and demonstration (WP4) work packages and WP6 on SUMPs/SULPs assessment.

The policy paper on future on-demand urban logistics (D7.8 due in M36) aims at supporting European cities and policy-makers in their efforts to include the ULaaDS solutions and results in their plans and roadmap. Barriers and ways to overcome them will be included in the policy paper. Therefore, the EU vision on innovative digital urban on-demand shared and low-emission logistics will be enhanced and supported.

Finally, policy and research recommendations and measures will be compiled (T6.3) and published towards the end of the project. These recommendations will build on a systematic collection of the learnings of the Lighthouse city trials and the outcomes of the work packages and incorporate input from the cities and stakeholders in the ULaaDS Community of Practice and the Project Advisory Group.

Role of partners & timing:

EUROCITIES will be responsible for drafting and publishing the replication booklet. (M36)

EUROCITIES will develop the policy paper on future on-demand urban logistics and **BAX will carry out the writing process.** (M36)

BRE will be responsible for drafting and publishing the policy and research recommendations and measures with support from EUR and other relevant partners. (M32 - M36)

2.6 Events and webinars

Throughout the project, ULaaDS will organise and participate in different events, at local, national, European and (to a smaller extent) international level. In addition, various types of webinars will be organised to reach out to a larger audience.

2.6.1 Networking events

Events play an important role in the dissemination and networking strategy, giving an opportunity to promote and communicate about the project. They allow direct contacts and discussions with the ULaaDS target groups, therefore enlarging the virtual communication engaged via the ULaaDS website, news, publications and social media.

The aim is to disseminate ULaaDS at local, national, European and international external events. In general, the ULaaDS partners will be asked to select national and local events and their participation has to be agreed upon with the Project Coordinator.

At European and international levels, EUROCITIES, in agreement with the Project Coordinator, selects all the events relevant for the project dissemination and chooses the relevant spokesperson(s) from the project consortium. The main criteria are the events' topic, its scale, target, audience, agenda and more generally, its added value for the project. Moreover, due to the ongoing COVID-19 crisis and the large number of online events and digital conference, opportunities

to showcase ULaaDS at virtual events will also be considered as key in disseminating the project. Participation in events physically taking place outside the European Union will always be checked with the Project Officer. Urban Logistics-related events will be prioritised, as well as opportunities to speak at roundtable discussions or at the European Parliament, European Commission or Committee of Regions. A list of possible external events where UlaaDS could be presented has been carefully prepared in advance in order not to miss good opportunities for dissemination.

Table 3: List of potential networking events

Meeting/Event	Date	Location
Urban Mobility Days 2020	28/09-2/10/2020	Online
9th EUROPEAN CONFERENCE ON SUSTAINABLE CITIES & TOWNS	30/09-2/10/2020	Mannheim / Online
EUROCITIES Annual Conference	4-5/11/2020	Online
Transport Logistic	4-7/05/2021	Munich
VeloCity	1-4/06/2021	Lisbon
International Cargo Bike Festival	2021	TBC
Smart Mobility Congress	16-18/11/2021	Barcelona
ECOMM – European Conference on Mobility Management	TBC	TBC
EU Urban Mobility Days (Ex CIVITAS Forum + SUMPs Conference)	2021 / 2022	TBC
IPIC – International Physical Internet Conference	2021 / 2022	TBC
Transport Research Arena 2022	14/02/2022	Lisbon
EUROCITIES Mobility Forum	2021 / 2022 / 2023	TBC
HyperMotion	2022 / 2023	TBC

EUROCITIES, and other ULaaDS partners, will also make use of their internal events and meetings to further promote the project and reach out to cities and other relevant stakeholders.

The linking with other existing projects and initiatives will also be performed by attending selected events. (see "2.6.4 Coordination with other initiatives").

> ### Role of partners & timing:
>
> **BAX** & **EUROCITIES** will be responsible for creating and maintaining an event planner with the main events to be targeted.
>
> This will be a continuous task throughout the project.
>
> *It is important to underline that participation of ULaaDS partners at physical events will largely depend on the development of the COVID-19 health crisis, travel restrictions, and availability of partners to travel.*

2.6.2 Project's workshops and events

2.6.2.1 Thematic workshops

Three thematic workshops will be organised:

- 1st Thematic workshop on ULaaDS solutions and schemes – at EUR Mobility Forum 2021;
- 2nd Thematic workshops on SUMP/SULP logistics, to present and discuss the experience of ULaaDS demonstrators and exchange with other European CIVITAS / H2020 / Interreg logistics projects - at UMDs 2022;
- 3rd Thematic workshop on ULaaDS trial results and toolkit – at ULaaDS final event.

These will be open to a wide audience and will allow the participants to share their experiences through presentations and networking but also in a more dynamic way through World Cafés, Open Space and other formats organised during the course of the workshop.

2.6.2.2 Training workshops

In addition, two training workshops will be organised by EUROCITIES for its member cities, linked to the annual Mobility Forum and WG meetings (in 2022 and 2023). Training materials will be based on tools, reports and deliverables developed in various ULaaDS work packages, including for example best practice fact sheets, catalogues of rules & fines (e.g. vehicle access regulations, tolls and charges, incentives, etc.), business and operating models, future scenario development, guidelines, methodologies and policy recommendations for integration of SUMPS/SULPs, decision support toolbox and system architecture. The training workshops will benefit from input and contributions from expert partners, Lighthouse and Satellite cities. Training materials will be made available via the ULaaDS website and the EUROCITIES members platform before the trainings.

2.6.2.3 Final event and conference

A dedicated high-level final event will be organised towards the end of the project which will target Brussels-based stakeholders combining a high-level policy debate for EU decisionmakers including the final ULaaDS thematic workshop. ALICE-ETP will actively collaborate in the setting up of the event by reaching out to stakeholders and participants through their network. The final event will be organised back-to-back with the ULaaDS final conference. Bringing together the final results and the main outcomes of ULaaDS, the events will engage around 80-100 participants. Representatives from cities will be primarily targeted and invited to learn from events and workshops.

> #### Role of partners & timing:
>
> **EUROCITIES** will be responsible for organising the thematic and training workshops with input from the project partners.
>
> **EUROCITIES, BAX & BRE** will be responsible for the organisation of the ULaaDS final event and conference.
>
> For a detailed overview of workshops, webinars and an event timeline see Table 6 below: List of communication milestones
>
> *It is important to underline that participation of ULaaDS partners at physical events will largely depend on the development of the COVID-19 health crisis, travel restrictions and availability of partners to travel.*

2.6.3 Webinars

The events will be complemented by dissemination, technical and peer-to-peer webinars open to external stakeholders and follower cities.

Three **dissemination webinars** will be organised in the framework of WP7. The dissemination webinars will be produced to interact with our external stakeholders sharing progress and training on outputs and deliverables published. They will be thematic, including the presence of different key partners.

The **technical webinars** will be organised – in the framework of WP5 - to present, with a technical angle, the solutions that are being implemented in the Lighthouse cities. Each of the Lighthouse cities – assisted by technical experts from the project - will give at least one webinar to share with other Lighthouse, Satellite and Follower cities the specific urban freight solutions they are implementing, with explanations provided on how these solutions address the challenges related to the on-demand economy. These webinars will also be open to Follower cities to capture innovative approaches, experiences and expertise from outside of the consortium.

Finally, also in the framework of WP5, the **peer-learning webinars** will focus on good practices and solutions from the Lighthouse and Satellite cities and will be open to other cities to learn. External cities might also be invited to participate as presenters in those webinars to cross-fertilise the ULaaDS implementation and learning process. These types of webinars will be organised towards the end of the project after each of the study visits and will mainly target Follower Cities.

> **Role of partners & timing:**
>
> **BAX & EUR** will be responsible for organising the dissemination webinars with input from relevant project partners.
>
> **EUR** will be responsible for organising the technical and peer learning webinars with inputs from relevant project partners.
>
> For a detailed overview of webinars timeline see Table 6: List of communication milestones (on page XX).

2.6.4 Coordination with other initiatives and stakeholders

ULaaDS will regularly cooperate and collaborate with other Horizon 2020 funded projects, urban mobility initiatives and platforms (such as ETP-Alice) in order to maximise the creation of synergies and the impacts achieved. ULaaDS will also ensure and promote clustering and liaising with other relevant RDI projects and initiatives in the European context. Specifically, we will set up regular meetings to discuss joint dissemination activities together with the ULaaDS sister projects LEAD and Senator.

Examples of associations/initiatives to cooperate with are:

- ETP-Alice: https://www.etp-logistics.eu/
- CIVITAS Initiative: http://civitas.eu/
- EIT Urban Mobility https://www.eiturbanmobility.eu/
- Eltis - The Urban Mobility Observatory: https://www.eltis.org/
- ICLEI, Local Governments for Sustainability: http://www.iclei.org/
- ECF, European Cycling Federation: https://ecf.com/
- EPOMM, European Platform on Mobility Management: http://www.epomm.eu/
- Europlatforms, The European Logistics Platforms Association: https://www.europlatforms.eu/
- ECLF - European Cycle Logistics Federation: http://eclf.bike/index.html
- LEAD: https://www.leadproject.eu/
- Senator: https://www.senatorproject.eu/

- City Changer Cargo Bike: http://cyclelogistics.eu/

Moreover, to increase the reach and broaden the dissemination and exploitation impact of the project, ULaaDS has set up a Stakeholders Panel as an "extension" of the project consortium, which will engage a wide spectrum of stakeholders from different networks related to on-demand urban freight transportation and urban planning, amongst other expertise and applications. The Stakeholder Panel will greatly contribute to the project's successful implementation and further upscaling, providing input through the dedicated workshops that ULaaDS will organise and by following closely for future replicability.

2.6.5 Collection and processing of personal data

In order to inform interested parties about the project, contact details of those parties will be collected and saved throughout the project. Contact details of interested parties are personal data according to Art. 4 (1) General Data Protection Regulation (GDPR). Therefore, specific requirements and obligations, deriving from the GDPR, will be implemented by the data processor.

Special attention will be given to the requirement of informed consent prior to the processing of data, in order to guarantee its lawfulness based on Art. 6 (1) GDPR. Hence, only contacts who have provided their consent will be added to the ULaaDS contact database in order to stay informed. The legal and ethical requirements for consent are laid out by D1.7: Ethical guidelines & documentation of IPR processes.

Besides, the contact database will only be accessible to the Communications Managers at EUROCITIES and BAX. The Communication Managers will make sure that the required technical and organisational measure for data security, which are described in D1.7 (Ethical guidelines & documentation of IPR processes) will be met.

Moreover, registering to events and webinars will be possible via a GDPR compliant form, which meets the obligations described by D1.7 (Ethical guidelines & documentation of IPR processes)

2.7 Deployment

2.7.1 Phased approach

Communication and dissemination are permanent activities throughout the duration of the ULaaDS project. Still, there will be specific occasions and project milestones that can be identified as particularly suitable for outreach activities towards the project's envisaged target groups. This can include the organisation of an event, when key results become available, when a publication is launched, when one of the demonstrated measures takes an important step towards innovation, etc.

2.7.1.1 Phase 1: create expectations and general promotion (M1-M14)

In the first year of the project, communication and dissemination efforts will mainly be geared towards establishing name-recognition of ULaaDS in the sustainable urban logistics world. The main objective during this phase is to maximise the project's visibility. During this start-up phase, the delivery of communication tools will support the project's dissemination activities and will provide good opportunities to actively reach out to the ULaaDS audience. Those include the project website and its visual identity, roll-ups and leaflets summarising the main ULaaDS messages, as well as the first project video to be used online and at events. Social media accounts (e.g. Twitter and LinkedIn) will be created at this stage and used on a regular basis, promoting and covering the launch of the website, the first webinars and thematic workshop, as well as events in which ULaaDS is involved and information that may be of interest for the project partners and stakeholders. Additionally, during this stage, articles on the launch and first activities of the project will be featured in the ULaaDS newsletter and EU publications. Articles concerning the project will be announced through the social media channels and published on the website.

2.7.1.2 Phase 2: general and specific promotion (M14-M30)

As from the second year, general promotion will continue on the project's website, the project's social media account, and through newsletters. The project partners will further work to maximise the project's visibility by regular updates on the website and social media accounts as well as presenting ULaaDS at internal and external events.

At the same time, as the first results and deliverables become available, the dissemination activities will include more developed and technical content. Specific promotion will start to be shaped where content will be adapted to provide the targeted audience with specific information and results that are most suited to their interests and objectives. Specific promotion, for example, will concentrate on promoting and encouraging preliminary results from the trials. Towards the end of this phase, replication activities will also be launched, giving a new impetus to the broader communication activities and acting as a multiplier for ULaaDS' results. While the technical results from the demonstration cases will be communicated through technical webinars, scientific publications and articles on specialised magazines, the outcomes of the replication activities will be disseminated through the peer-learning webinars, videos, twitter capsules and podcasts.

2.7.1.3 Phase 3: Capitalisation on results and spreading of lessons learned (M30-M36)

In the last phase of the project, dissemination and outreach activities will increase even further, as more and more final results become available, culminating at the ULaaDS final event. The focus will then shift towards capitalising on ULaaDS results and spreading the lessons learned with a view to encourage other cities to take-up ULaaDS results and replicate its solutions. The replication booklet will collect the different solutions, strategies and business models that have been trialled by the Lighthouse cities and offer technical and strategic guidelines on how to successfully transfer those solutions to other cities, beyond the end of the project. Policy and research recommendations will be produced in this phase to foster Europe-wide uptake of urban on-demand shared and low-emission logistics. The ULaaDS website will remain online in order to preserve the information and

the results of the project after its completion. Through these combined efforts, the ULaaDS project hopes to create a meaningful and relevant heritage that can really make a difference and give a boost to unlock the sustainable urban logistics potential in Europe.

2.7.2 Monitoring and Key Performance Indicators (KPIs)

An effective dissemination strategy will only continue to be effective if it is considered as an evolving and constantly developing process. The environment around ULaaDS will change during the lifecycle of the project and the contexts within which the target audiences are working will also change.

This means that suitable mechanisms will be set up for reviewing the dissemination progress and the extent to which the dissemination strategy is meeting the objectives. ULaaDS partner will use the dissemination tracker embedded in the project management system BAL.PM to track articles (Annex 3) and events (Annex 4).

This tracker, together with other KPIs described below, will form the basis for monitoring dissemination and remediating gaps in the implementation of this strategy. It will also allow the Communications Managers to closely follow all dissemination activities while keeping an overview accessible to all partners for consultation. Partners will receive monthly email reminders to record all their dissemination activities via the tracking system (e.g. articles, interviews, participation or organisation of events, etc.), however they are expected to record such actions as and when they happen. Feedback from event participants and readers of ULaaDS' various outputs will also be collected and used as a quality control tool to optimise the dissemination deliverables to the needs of our target audiences. Discussions on the applicable dissemination and communication actions will include the relevant partners who are best placed to understanding the evolution of the environment.

Table 4: Dissemination key performance indicators

Tools and means	Monitor indicators	Target
Website	Number of visits on the website	➢ 100 visitors/month (on average)
Leaflets	Views of the online leaflet *(Depending on the COVID-19 pandemic, if a physical leaflet will be produced)* Copies distributed at events	➢ More than 500 views ➢ Copies distributed at events (the exact number of copies will depend on the number of events taking place during the course of the project)

Tools and means	Monitor indicators	Target
Social media	Number of followers/likes/engagements Number of posts shared on social media	➢ 200 twitter followers after Y1 of the project ➢ 5 posts created/month
Videos	Number of views	➢ 200 views by the end of the project
Newsletters	Number of subscribers	➢ 1 Newsletter every 6 months ➢ 500 subscribers by the end of the project
Press and media	Number of articles in the media Mentions in the press	➢ 10 articles published by the end of the project ➢ 5 press mentions per year
Scientific publications	Number of publications in scientific journals	➢ 10 papers published by the end of the project
Participation in external events	Number of interventions	➢ 10 talks given
ULaaDS workshops	Number of workshops Number of qualified participants (to ensure the success of the workshops we will focus on attracting smaller groups of highly qualified participants)	➢ 3 thematic workshops along project meetings ➢ 2 dedicated training workshops by Eurocities and ALICE ➢ Total reach: between 10 and 30 highly qualified participants per workshop (of which 10 external stakeholders in total – 2 per workshop)
Webinars	Number of webinars Number of qualified participants	➢ Webinars during project implementation (3 dissemination webinars, 3 technical webinars, 3 peer-to-peer webinars) ➢ Between 20 and 50 highly qualified participant per webinar

Tools and means	Monitor indicators	Target
ULaaDS Final Conference	Number the participant at the events	➢ 80-100 participants (of which 15-20 external stakeholders)

2.7.3 Deliverables and milestones

2.7.3.1 Deliverables

Table 5: List of dissemination deliverables

Number	Title	Partner	Due Date	Month
D7.1	Dissemination strategy	EUR	Nov 2020	M3
D7.2	Project logo	BAX	Nov 2020	M1
	Graphic charter and templates	BAX	Nov 2020	M1
	Leaflets	BAX	Nov 2020	M3
	Roll-ups	BAX	Nov 2020	Postponed
	Project website	BAX	Nov 2020	M3
D7.3	Training materials for the workshops	EUR	Feb 2023	M30
D7.4	Collection of newsletters and dissemination activities	BAX	Aug 2023	M36
D7.5	Replication booklet	EUR	Aug 2023	M36
D7.6	Insights from training workshops organised	EUR	Aug 2023	M36
D7.7	Report on individual exploitation strategies	BAX	Aug 2023	M36
D7.8	Policy paper on future on-demand urban logistics	BAX	Aug 2023	M36

2.7.3.2 Milestones

Table 6: List of communication milestones

Title	Date	Month
1st dissemination webinar (EUR Annual Conference)	November 2020	M3

Title	Date	Month
Thematic workshop (EUR Mobility Forum 2021)	May-June 2021	M9-M10
1st technical webinar (BRE – WP5)	December 2021	M16
2nd dissemination webinar (Trials launch)	Feb 2022	M18
Training workshop (EUR mobility forum or WG 2022)	2022	TBC
2nd technical webinar (GRO – WP5)	September 2022	M25
Thematic workshop (at UMDs 2022)	October 2022	M26
3rd technical webinar (MEC – WP5)	March 2023	M31
3rd dissemination webinar (Project preliminary results)	April 2023	M32
Training workshop at EUR mobility forum	May-June 2023	M33-M34
Thematic workshop (at final conference)	July 2023	M35
Final conference	July 2023	M35

2.7.4 Resources

2.7.4.1 Staff

Dissemination resources are distributed among the consortium as follows:

Table 7: Staff resources for dissemination and exploitation

Partner	Effort	Partner	Effort
BRE	2.00	RUG	1.00
BAX	10.00	DRO	1.00
RYT	1.50	OVB	1.00
ADF	1.00	FGM	1.00
MEC	0.50	TØI	1.00
UPS	0.50	IML	1.00
ECO	1.00	EUR	3.50
VVA	1.00	BER	1.00
VIL	1.00	EDI	1.00
BPO	0.50	RSM	1.00

MIE	1.00	AIM	1.00
GRO	0.50	TBN	0.50
			TOTAL 34.50

2.7.4.2 Direct costs

Table 8: Dissemination direct costs

Type	Partner	Amount
Logo and visual identity	BAX	500€
Leaflets, roll-ups production and printing costs (2,000 leaflets and 3 roll-ups)	BAX	1,500€
Project website development and operational costs	BAX	2,800€
Leaflet printing in German	BRE	2,000€
Leaflet printing in German	ADF	500€
2 videos	EUR	5,000€
Promotion of ULaaDS within ALICE network for one year	BAX	500€
Design and printing of the replication booklet	EUR	5,000€
Final event	EUR	5,000€
Final project conference	BRE	2,500€

Table 9: Travel to events / promotion at events – direct costs

Type	Partner	Amount
External events		
Presentation of ULaaDS at 5 European/International workshops/conferences	EUR	5 X 800€ = 4000€
Presentation of ULaaDS at 5 European/International workshops/conferences	BRE	5 X 800€ = 4000€
Presentation of ULaaDS at 3 European/International workshops/conferences	BAX	3 X 800€ = 2400€

Type	Partner	Amount
Presentation of ULaaDS at 3 European/International workshops/conferences	GRO	3 X 800€ = 2400€
2 people x 1 dedicated event (EUR Mobility forum 2022)	BAX	2 X 800 = 1600
Booth at stand of ALICE at TRA2022	BAX	2,500
ULaaDS events		
5 regional workshops (Presentation of ULaaDS to follower cities) (2 at EUR Mobility forum + 3 at project events/meetings)	EUR	5 X 800€ = 4000€
Travel to 4 national workshops	RYT	4 X 300€ = 1,200€
Travel to 4 national workshops	ADF	4 X 300€ = 1,200€
Travel to 4 national workshops	DRO	4 X 300€ = 1,200€
Travel to 4 national workshops	OVB	4 X 300€ = 1,200€

2.7.5 Local dissemination

A local dissemination strategy template (Annex 1) has been made to identify the main actions and tools available to Lighthouse cities to disseminate the experiences of the project to their target groups. The aim of this local dissemination strategy is to establish the means for effectively communicating and disseminating the experiences of ULaaDS at local, regional and national level, especially taking into account the local urban freight fora (WP2). The local dissemination strategy template has been sent to all cities for their completion. The local dissemination strategy complements ULaaDS' overall project dissemination and networking strategy. The local dissemination strategy template will be shared with partners by M3, completed by M6 and monitored continuously throughout the project lifetime.

Annex 1 – Local dissemination strategy template

Introduction

The aim of this local communication and dissemination strategy is to establish the means for effectively communicating and disseminating the experiences of ULaaDS at local, regional and national level. It identifies the main actions and tools available to Lighthouse and Satellite cities to disseminate the experiences of the project to its target groups.

This document complements the ULaaDS overall project dissemination strategy produced by EUROCITIES.

How to communicate about ULaaDS at local level?

- **Identify your target group**: ULaaDS cities should identify key people and organisations working on sustainable urban logistics at local at regional and national level.

- **The message**: cities can use ULaaDS to disseminate their own local sustainable urban logistics innovations and business models and the learning they have acquired from other cities in Europe.

- **Make the most of your existing tools**: Much can be done using existing channels like intranets, municipality website and newsletters, internal and external meetings, events, newspapers, campaigns, etc.

Target groups

The following section identifies which target groups cities will be able to reach through their own networks of contacts.

Local administration

How do you plan to disseminate the results and lessons learnt of ULaaDS within your own organisation (e.g. to other departments)?

(max. 100 words)

Please complete the following table with the contact details of key persons within your organisation who might be interested in ULaaDS.

Organisation	Contact person	Position	Email *(previous consent, in case you want them to receive information about ULaaDS)*

Local stakeholders

How do you plan to disseminate the learning of ULaaDS to relevant local stakeholders (Logistics and transportation companies, shippers and receivers, DSO, municipal companies, universities…)?

(max. 100 words)

Please complete the following table with the contact details of key local stakeholders who might be interested in ULaaDS.

Organisation	Contact person	Position	Email *(previous consent, in case you want them to receive information about ULaaDS)*

Regional and national stakeholders

How do you plan to disseminate the learning of ULaaDS to relevant regional and national stakeholders (regulatory authorities, associations of municipalities, regional authorities, national agencies…)?

(max. 100 words)

Please complete the following table with the contact details of key regional and national stakeholders who might be interested in ULaaDS.

Organisation	Contact person	Position	Email *(previous consent, in case you want them to receive information about ULaaDS)*

European and international stakeholders

Cities can support EUROCITIES and BAX in reaching other European and international stakeholders. How can your participation in the project contribute to European-wide dissemination?

Tip: Your organisation might be member of some other international network or have contacts with other organisations in Europe.

(max. 100 words)

Please complete the following table with the contact details of key stakeholders at European and international level who might be interested in ULaaDS.

Organisation	Contact person	Position	Email *(previous consent, in case you want them to receive information about ULaaDS)*

Communication tools

The following section identifies the main communication channels the partners can use to disseminate ULaaDS.

Local and social media

Please provide details regarding name of newsletter, URL, number of readers, etc.

Website

Newsletters

Other relevant newsletters

Local press

Regional and national press

Social media

Other

Representation at events

This section tries to identify already established events that are part of a recurrent series (every year, every semester…) where ULaaDS could be promoted.

	Name of the event and purpose	Date	Envisaged communication action
Events organised at local level			
Events organised at regional or national level			
International events			
Others			

Other dissemination activities

Please describe any other dissemination activities you may plan to promote and disseminate ULaaDS.

(max. 100 words)

Annex 2 – Graphic charter

brand
guidelines

1

Horizontal Logo
The H height

The "H" height is measured from the top to the bottom of the "H"

2

Horizontal Logo
Clear Space

Use an "H" height of white space around the logo.

3

Square Logo

The square logo is to be used when more convenient, e.g. on social media profile pictures, banners, web communication tools, etc.

4

Positive and Negative Logo

5

Typography

Helvetica Neue Bold

A B C D E F G H I J K L M
N O P Q R S T U V W X Y Z
a b c d e f g h i j k l m
n o p q r s t u v w x y z

Figures
1 2 3 4 5 6 7 8 9 0

Graphie Regular

A B C D E F G H I J K L M
N O P Q R S T U V W X Y Z
a b c d e f g h i j k l m
n o p q r s t u v w x y z

Figures
1 2 3 4 5 6 7 8 9 0

6

Colours

#	1c4592	#	f37636	#	15bbc5	#	28b360	#	50a3da
R	28	R	243	R	21	R	40	R	80
G	69	G	118	G	188	G	179	G	163
B	149	B	54	B	197	B	96	B	218
C	100	C	0	C	71	C	77	C	64
M	85	M	67	M	0	M	1	M	23
Y	9	Y	87	Y	25	Y	87	Y	0
K	1	K	0	K	0	K	0	K	0

7

Graphic Elements

Annex 3 - Articles tracker on BAL.PM

Dissemination details

Type of dissemination activity *	Popularised publications (non-scientific and non-peer reviewed)
Title of activity *	New ULaaDS project to deliver solutions for urban logistics in the on-demand economy
Place of publication	Article on CIVITAS Website - 11/09/2020
Internal/public	○ Internal ● Public
Planned date (in months)	1 — Sep. 2020
Main target audience	General Public
Additional audience	Policy Makers
Estimated audience size	500
Est. amount of invited persons	Est. amount of invited persons
Resp. partner *	(19) EUR (EUROCITIES)
Status *	Occurred
Comment	https://civitas.eu/news/new-ulaads-project-deliver-solutions-urban-logistics-demand-economy

Save   Close

Annex 4 - Events tracker on BAL.PM

Dissemination details

Type of dissemination activity *	Participation of a conference
Title of activity *	Urban Mobility Days - Innovative zero-emission freight solutions for cities session
Place of publication	Online - 30/09/2020
Internal/public	○ Internal ● Public
Planned date (in months)	1 — Sep. 2020
Main target audience	Policy Makers
Additional audience	Other
Estimated audience size	100
Est. amount of invited persons	Est. amount of invited persons
Resp. partner *	(1) BRE (Freie Hansestadt Bremen)
Status *	Occurred
Comment	Recording of the session: https://www.youtube.com/watch?v=OCxe9gD0ts8

Save   Close