# GreenTurn

# Communication & Dissemination strategy

**Deliverable D7.1**

**Version N°1.0**

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# Change Log

| Version | Description of change |
|---------|----------------------|
| V0.1 | Initial version preparation |
| V0.2 | Reviewed with remarks |
| V1.0 | Final |
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# List of abbreviations

| Abbreviation/Term | Description |
|-------------------|-------------|
| CA | Consortium Agreement |
| C&D | Communication & Dissemination |
| D | Deliverable |
| EC | European Commission |
| EU | European Union |
| GA | Grant Agreement |
| IPR | Intellectual Property Rights |
| KPI | Key Performance Indicator |
| LSP | Logistics Service Provider |
| MS | Milestone |
| OA | Open Access |
| PC | Project Coordinator |
| PO | Project Officer |
| SME | Small & Medium Enterprises |
| UN | United Nations |
| WP | Work Package |
| WPL | Work Package Leader |

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# Executive Summary

The GreenTurn Communication & Dissemination strategy outlines the approach, tools, and activities designed to ensure effective and consistent visual representation of the project as well as to share the project's results effectively with its diverse stakeholders.

As part of the Horizon Europe framework, GreenTurn addresses sustainability challenges in e-commerce logistics by promoting green delivery and return systems, fostering stakeholder engagement, and contributing to environmental, social, and economic goals. Thus, the deliverable outlines the strategy, activities and tools that will be used to communicate with stakeholders at different stages of the project. The set of rules and standards presented in the Communication & Dissemination strategy will guide GreenTurn partners towards effective communication with target audiences from the outset of the project.

# 1. Introduction

This report has been prepared under the framework of WP7 and Task 7.1 of GreenTurn. It aims to raise awareness, engage stakeholders, and ensure transparency in the communication of GreenTurn's outcomes. By leveraging a wide range of dissemination tools, including online platform, scientific publications, and public events, the project intends to maximize its impact and foster collaboration among researchers, policymakers, logistics service providers, retailers, stakeholders, and the general public. The Communication & Dissemination strategy emphasizes the importance of delivering targeted messages to specific audiences, highlighting the benefits of green logistics solutions and encouraging their adoption.

Through consistent and effective communication efforts, GreenTurn seeks to create long-term value and inspire systemic change in e-commerce logistics, aligning its efforts with the European Green Deal and the UN Sustainable Development Goals. This document serves as a roadmap to ensure the project's visibility and impact, setting the foundation for meaningful engagement and actionable results.

The deliverable also distinguishes between communication and dissemination activities. Communication activities involve strategic and targeted measures to inform and promote project activities, actions, and results to diverse audiences, showcasing the impact and benefits of the European Union (EU)-funded project. On the other hand, dissemination activities involve the public disclosure of project results with the objective of transferring knowledge and outcomes to targeted stakeholders

## 1.1. Deliverable Overview and Report Structure

The document consists of the following sections:

- Section 1 serves as a general introduction and the scope of the Communication & Dissemination strategy document and is provided along with the deliverable structure and its alignment to the corresponding GA descriptions and requirements. It also provides the general communication & dissemination objectives and describes the approach set for the GreenTurn project;

- Section 2 reflects on the identified target groups and stakeholder ecosystem defined, as well as key audience profiles and key messages developed;
- Section 3 elaborates on the Communication strategy developed for the scope of the project;
- Section 4 details the Dissemination Activities envisioned within the GreenTurn project;
- Section 5 provides the information on KPIs set for the C&D activities and the ways of monitoring them;
- Section 6 concludes the document and informs about the next steps planned.

## 1.2. Purpose of the document

The GreenTurn Communication & Dissemination strategy serves as a practical tool for efficiently developing and implementing communication and dissemination activities with the overall objective of contributing to achieve the project expected impacts. Moreover, the document's aim is to express the project outcomes in terms that are understandable not only to researchers and experts in the e-commerce value chain, but also to stakeholders at governments and suppliers, in order to accelerate the implementation of the research findings and upscaling of the technological innovations. This document builds on initial strategies and plans outlined at proposal stage, serves as an addition to the Grant Agreement and presents the developed C&D strategy, including a stakeholder management plan and selection of appropriate dissemination channels.

The following are the focus points related to the communication & dissemination of GreenTurn's ambitions and outcomes:

- Plan and execute activities to effectively communicate the benefits and impact of GreenTurn's results;
- Engage key audiences through digital platforms, media, and events to highlight the project's mission and relevance;
- Disseminate GreenTurn's innovative results, policy insights, and best practices to industry stakeholders and policymakers;
- Promote project outcomes to encourage uptake among logistics providers, retailers, and decision-makers.

Thus, the aim of the planned activities is to increase public awareness of the GreenTurn project's activities and to publicly disclose its results within Europe and internationally. Additionally, the document is considered a crucial element in attracting the target audience's interest and encouraging them to adopt the GreenTurn results. To achieve this, the consortium members will capitalise on existing communication channels (e.g., those of their institutions) and their own networks to raise awareness and promote new and unforeseen interactions with potential end-users. Although dissemination and communication activities are complementary processes, they may overlap among audiences and communication channels. Acknowledging this aspect, this document will discuss Dissemination and Communication separately.

This document is a living document and will be updated on a regular basis, discussed monthly during WP7 *Share & Valorise: Dissemination and Exploitation* meetings, as well as every third month during the Project Steering Committee meetings and the bi-annual General Assembly

meetings. Next to this, in its role as the Dissemination Manager, the Project Coordinator tracks the dissemination activities closely (with support from WP7 leader BAX). At the end of the project, in M36, a final version of the *Revision of the dissemination strategy. Collection of newsletters and dissemination activities performed* (D7.3) will be presented, including all the dissemination activities carried out throughout the project. Finally, the detailed planning and tracking are supported by an Excel sheet (depicted in Annex I), where the input is collected from all the partners.
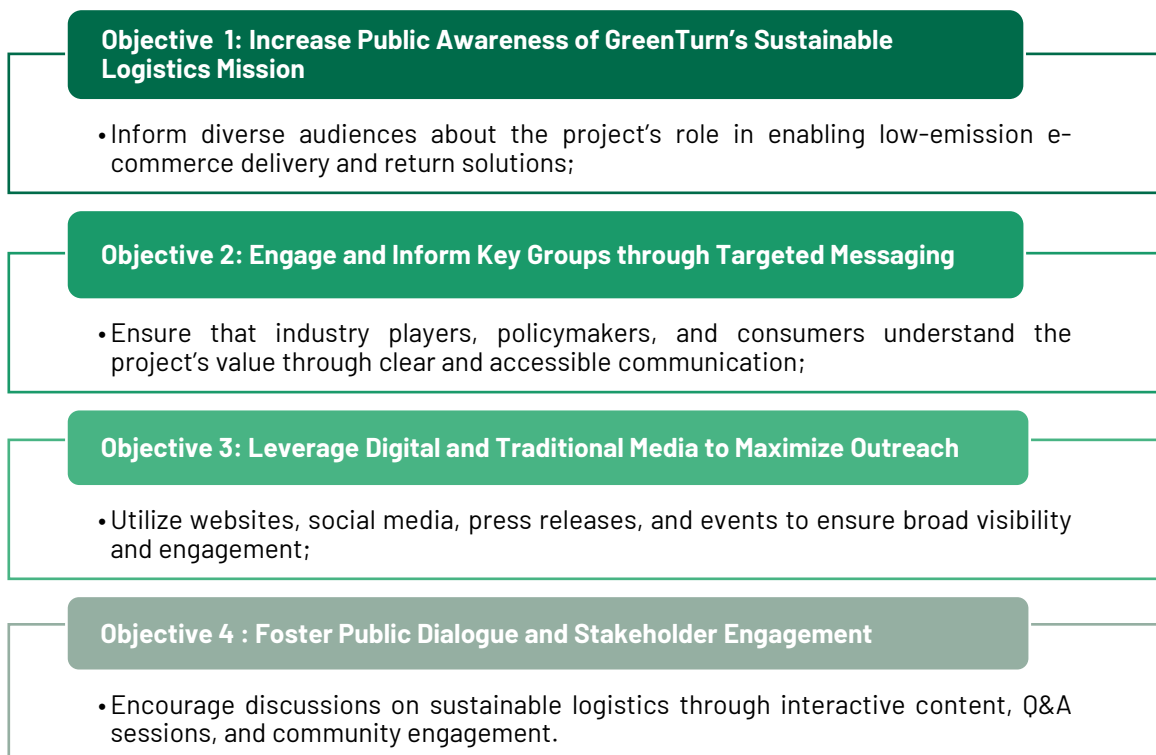
## 1.3. Objectives of Communication and Dissemination Activities

The dissemination and communication strategies of GreenTurn are closely aligned with the C&D strategy's objectives and Key Performance Indicators (KPIs) set for the D&C activities (Table 3, p. 23). To ensure adherence to these objectives and KPIs, particularly with regards to stakeholder engagement and exploitation activities, the document is designed to promote GreenTurn and its accomplishments, while also engaging a broad audience and potential users by addressing their key concerns.

Dissemination and communication represent horizontal activities and concentrate on driving awareness and engagement, while fostering targeted knowledge transfer and adoption. The practical experience and guidance that will emerge from the project work will be of relevance to an array of stakeholders within the EC and beyond and will be of value across different sectors and internationally. Clear channels of communications between the project partners themselves as well as with a broader community will play a crucial role in the success of the project.

The specific goals of the communication and dissemination efforts are presented in Figure 1:

**Communication objectives:**

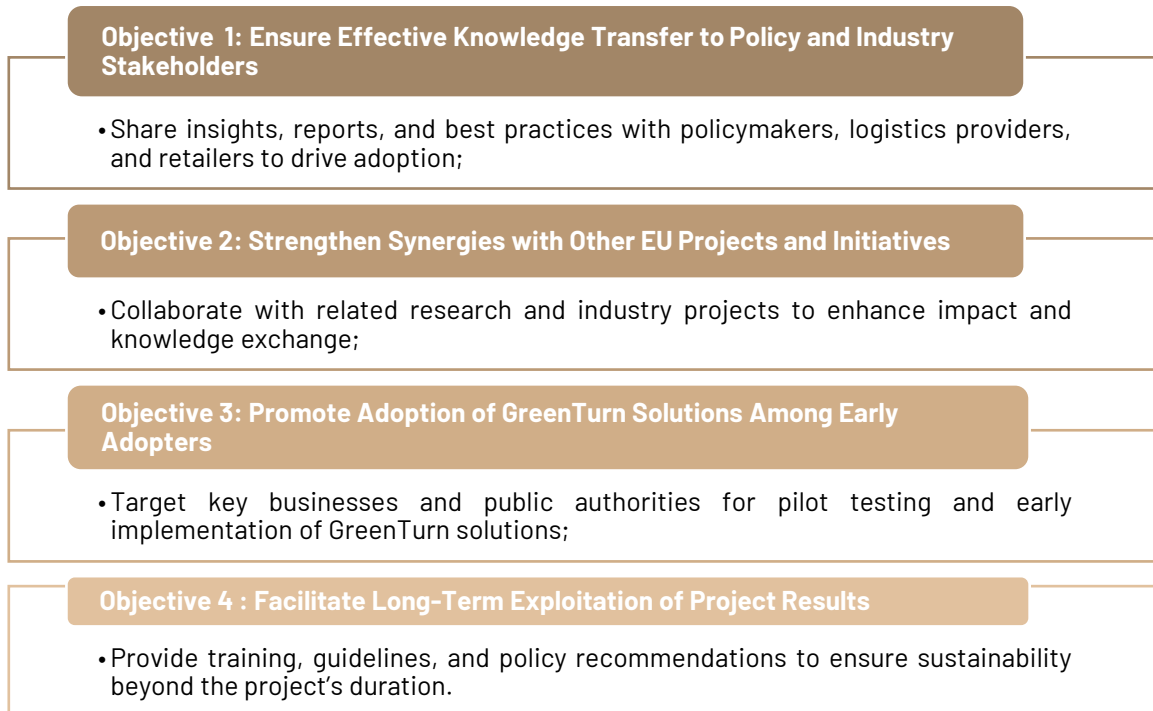**Objective 1: Increase Public Awareness of GreenTurn's Sustainable Logistics Mission**

- Inform diverse audiences about the project's role in enabling low-emission e-commerce delivery and return solutions;

**Objective 2: Engage and Inform Key Groups through Targeted Messaging**

- Ensure that industry players, policymakers, and consumers understand the project's value through clear and accessible communication;

**Objective 3: Leverage Digital and Traditional Media to Maximize Outreach**

- Utilize websites, social media, press releases, and events to ensure broad visibility and engagement;

**Objective 4 : Foster Public Dialogue and Stakeholder Engagement**

- Encourage discussions on sustainable logistics through interactive content, Q&A sessions, and community engagement.

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**Dissemination objectives:**

**Objective 1: Ensure Effective Knowledge Transfer to Policy and Industry Stakeholders**

- Share insights, reports, and best practices with policymakers, logistics providers, and retailers to drive adoption;

**Objective 2: Strengthen Synergies with Other EU Projects and Initiatives**

- Collaborate with related research and industry projects to enhance impact and knowledge exchange;

**Objective 3: Promote Adoption of GreenTurn Solutions Among Early Adopters**

- Target key businesses and public authorities for pilot testing and early implementation of GreenTurn solutions;

**Objective 4 : Facilitate Long-Term Exploitation of Project Results**

- Provide training, guidelines, and policy recommendations to ensure sustainability beyond the project's duration.

Figure 1. GreenTurn Dissemination and communication objectives

## 1.4. Methodology and Approach

The GreenTurn Communication & Dissemination strategy is developed collaboratively among consortium members to engage stakeholders and increase the reach of outputs and knowledge generated by the project. The document prioritises simplicity and consistency in communication, tailored to the specific needs of the target audience. Understanding stakeholder requirements and features is critical to developing effective dissemination and communication strategies, ensuring that messages are delivered through appropriate channels. Therefore, key activities were defined and classified on different levels, depending on the type of action (see Figure 2):
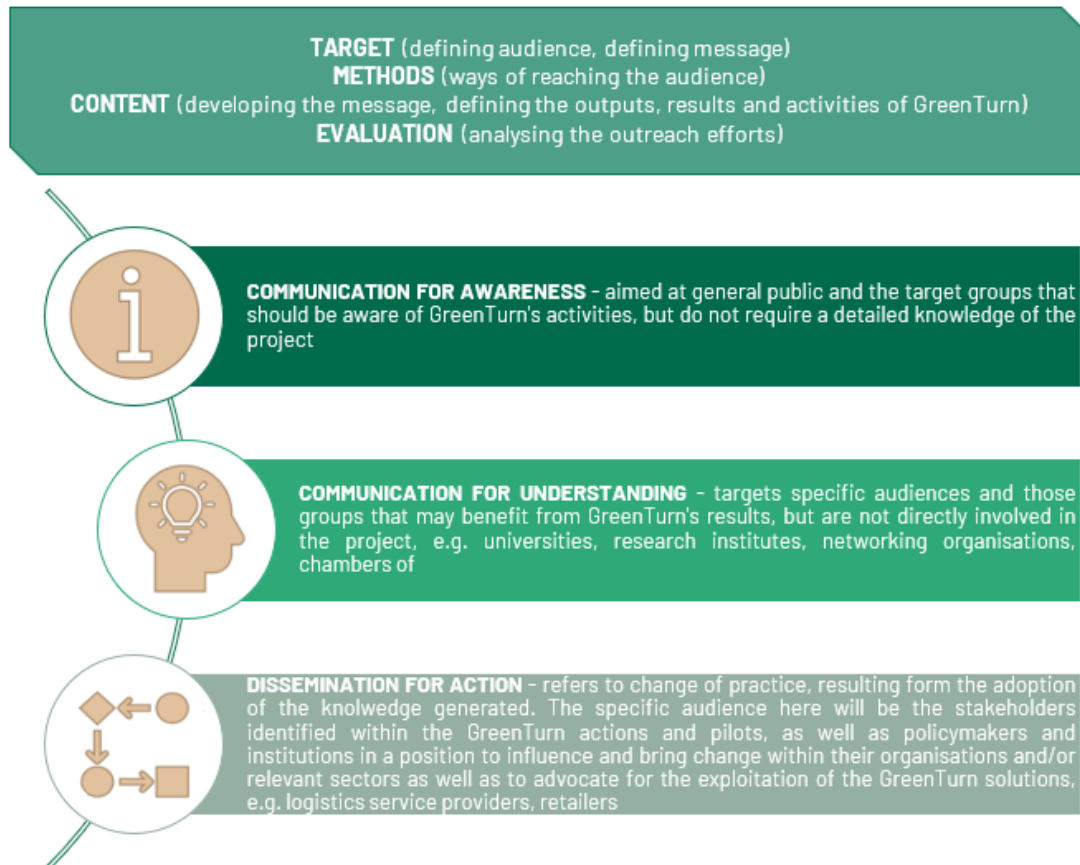
Figure 2. GreenTurn Communication & Dissemination approach

To achieve more meaningful and worthwhile interactions with different target audiences, a set of general principles has been adopted and oriented towards the long-term sustainability of the project:

1. **Confidence and trust raising.** The activities are aimed at building long-term relationship through leveraging the GreenTurn's outcomes and expertise to the target audiences.
2. **Individualised and multi-channel communication.** The messages will be designed for targeted audiences by delivering relevant messages across various topics important to identified ecosystems of stakeholders.

Additionally, the GreenTurn messages will be designed to avoid technical language and terminology wherever possible, to increase the accessibility of project results to a broader audience.

# 2. Target Groups Ecosystem

The success of the GreenTurn project depends not only on the effective deployment of its results, but also on the impact it generates towards relevant stakeholders. These stakeholders are defined as individuals or groups who have an interest in or are affected by the project. To effectively communicate and disseminate information, it is essential to first identify and classify target stakeholders. This enables the selection of appropriate messages, communication tools and channels. It is also important to analyse the power structure among stakeholders to prioritize outreach efforts and account for shifting dynamics.

Overall, the **target groups** that GreenTurn aims to engage and communicate with effectively include:

1. Logistics service providers & retailers (SMEs and large enterprises);
2. Researchers and academics;
3. Policymakers and Public Authorities;
4. Technology providers;
5. E-commerce consumers;
6. Horizon projects and other EU initiatives;
7. General Public.

The success of GreenTurn's communication and engagement efforts will depend on understanding the needs and characteristics of each target group and using appropriate communication channels to deliver the right messages.

Table 1 defines the key audience profiles for the GreenTurn, grouped into the identified target groups, along with the expected impact of communication & dissemination activities.

| C&D level: | Target audience profiles: | Expected impacts: |
|---|---|---|
| Communication for Awareness | <ul><li>General Public;</li><li>Media outlets;</li><li>Civil society groups and NGOs;</li><li>Educational institutions (non-technical audiences);</li><li>Related Horizon projects & other EU initiatives.</li></ul> | <ul><li>Increased awareness of GreenTurn's goals and activities;</li><li>Creation of a positive narrative around sustainable logistics and eco-friendly practices;</li><li>Engagement with sustainability initiatives at a broader societal level;</li><li>Promotion of eco-conscious behaviours and greater public understanding of green logistics.</li></ul> |
| Communication for Understanding | <ul><li>Universities and research institutions;</li><li>Networking organizations, chambers of commerce</li><li>Policymakers (local, national, EU level)</li><li>Industry stakeholders interested in sustainability innovations</li></ul> | <ul><li>Facilitation of partnerships and knowledge transfer within innovation ecosystems.</li><li>Development of evidence-based policies supporting green logistics and urban planning.</li><li>Industry stakeholders interested in sustainability innovations</li><li>Alignment of GreenTurn results with ongoing technological and environmental innovations.</li></ul> |

| | | |
|---|---|---|
| **Dissemination for Action** | ▪ Logistics service providers (LSPs);<br>▪ Retailers (SMEs and large enterprises);<br>▪ Public authorities (urban planners, local governments);<br>▪ Policymakers and regulatory bodies;<br>▪ Consumers and end-users. | ▪ Adoption of zero-emission delivery and return systems, leading to measurable reductions in emissions<br>▪ Implementation of sustainable business models for greener delivery practices and efficient returns<br>▪ Integration of GreenTurn solutions into Sustainable Urban Mobility Plans (SUMPs) and policies<br>▪ Policy reforms and incentives to promote widespread adoption of sustainable logistics practices<br>▪ Behavioural changes, including increased preference for eco-friendly delivery and return options;<br>▪ Networking and stakeholder engagement to build connections required to accelerate innovation. |

Table 1. GreenTurn stakeholder groups and expected Impacts
of dissemination & communication activities

Broad concepts of the key messages have been defined per target group, highlighting the advantages provided by GreenTurn and are presented in Table 2 below:

| Target audience: | Key messages: | Tools & channels:: |
|---|---|---|
| **General Public**<br><br>**Media outlets**<br><br>**Civil society groups and NGOs**<br><br>**Educational institutions** | ▪ Importance of sustainable e-commerce logistics;<br><br>▪ Role of GreenTurn in reducing environmental impact. | ▪ Website, flyers, videos, newsletters;<br>▪ Social media campaigns (X, LinkedIn);<br>▪ Infographics and videos;<br>▪ Press releases, interviews and featured articles, success stories. |
| **Universities and research institutions**<br><br>**Networking organizations and chambers of commerce**<br><br>**Policymakers (local, national, EU)**<br><br>**Industry stakeholders**<br><br>**Horizon projects and other EU initiatives** | ▪ Insights into GreenTurn's solutions and pilot results;<br><br>▪ Data-driven findings for policy and academia;<br><br>▪ Synergies with EU sustainability goals and frameworks. | ▪ Open-access scientific publications;<br>▪ Workshops and knowledge-sharing events;<br>▪ Policy briefs and white papers;<br>▪ Participation in Horizon-related platforms and conferences;<br>▪ Website, flyers, videos, newsletters;<br>▪ Social media campaigns (X, LinkedIn);<br>▪ Infographics and videos. |

| Logistics service providers (LSPs) Retailers (SMEs and large enterprises) Public authorities (urban planners, local governments) Policymakers and regulatory bodies Consumers and end-users | ▪ Adoption of zero-emission delivery systems; ▪ Benefits of sustainable logistics for cities and businesses; ▪ Role of consumers in eco-friendly delivery choices. | ▪ Pilot demonstrations and case studies; ▪ Workshops and training sessions; ▪ Urban planning policy guidelines; ▪ Consumer education campaigns; ▪ Industry-specific events and webinars; ▪ Website, flyers, videos, newsletters; ▪ Social media campaigns (X, LinkedIn); ▪ Infographics and videos. |
|---|---|---|

Table 2. GreenTurn key messages

The involvement of any partner in organised internal or external events or any dissemination activities related to the GreenTurn project must be internally reported. If dissemination activities include the project results protected through Intellectual Property Rights (IPR), review and approval of the Risk & Innovation Manager will be required. The provisions were prepared in order to:

- ▪ Produce high-quality GreenTurn publications and presentations;
- ▪ Avoid overlaps and possible disclosure of restricted or confidential information; and
- ▪ Monitor and record the dissemination activities of the project appropriately.

For **routine communication activities**, such as sharing project updates on social media, reposting content, or informal networking, prior approval is not required. However, partners are encouraged to maintain consistency with GreenTurn's key messages and branding guidelines. If in doubt, partners may consult the WP7 Leader to ensure coherence in external communication.

**Partners planning to engage in external events or structured dissemination activities** related to the GreenTurn project—such as conference presentations, panel discussions, or media engagements—must first inform the WP7 Leader and Project Coordinator. This notification should include details on the nature of the event, target audience, proposed content, and any other relevant information to ensure alignment with the project's C&D strategy. In such cases the envisioned approval process consists of the following steps:

- **Review**: WP7 Leader and Project Coordinator shall review the notification and assess whether the proposed activity aligns with the project objectives and overall communication and dissemination strategy. The review will also ensure that there are no overlaps or possible disclosure of restricted or confidential information.
- **Approval**: If the proposed activity is deemed appropriate, the Project Coordinator will approve it. However, if the proposed activities include the project results protected through IPR, review and approval of the Risk & Innovation Manager will be required.

- **Production**: Once approved, the partner can proceed with producing the publication or presentation for the proposed activity. The production should meet the project's high-quality standards, including adherence to the project's communication and dissemination guidelines.
- **Dissemination**: The partner can then disseminate the publication or presentation as planned, ensuring that it reaches the target audience effectively.
- **Monitoring and recording**: The Project Coordinator will monitor and record the activities of the project appropriately. This will help to evaluate the impact of the dissemination activities and ensure that the project is meeting its communication and dissemination objectives.

The partners are regularly reminded about the existence of the **Event Report**, which is a form based on the continuous reporting on the project's dissemination and communication activities mandated by the European Commission. This report is distributed to all partners to ensure that they are aware of its importance and are equipped to submit it as required.

# 3. Communication Activities and forms

The implementation of GreenTurn's communication strategy is envisioned to last throughout the project duration. It aims to showcase the project's impact and benefits to its target audiences and will employ a mix of communication means, including different media and activities, to reach distinct stakeholder groups.

A coherent approach, including a common visual identity, has been adopted to synchronize communication activities by the whole consortium. This will ensure that appropriate media and formats with a custom audience-tailored message are used, maximising the impact of the available resources during the project. The project will use easy-to-understand visual content to make ideas and benefits practically recognizable to a wide audience. This approach will help to increase the curiosity of future end-users, who will be guided to more comprehensive knowledge and resources on solutions and outcomes.

The project will customize its material and communicate it to different target audience groups, with the aim of building and sustaining a community of engaged stakeholders. The project will collect useful knowledge from project deliverables, interactions with partners, and other target audiences and partner publications.

GreenTurn will also engage in broad communication through the ALICE network and during the ALICE organised events and activities. By leveraging this network, GreenTurn can increase its visibility and reach within the relevant communities.

## 3.1. GreenTurn channels & tools

To achieve its objectives, GreenTurn will leverage a range of communication tools and channels—online, offline, and interactive (face-to-face)—to facilitate efficient and effective engagement with diverse stakeholders. These resources will include both general-purpose materials and those tailored to specific target groups. By drawing on the expertise and established networks of consortium partners, GreenTurn will focus on utilizing unique communication

channels that partners already employ successfully in their day-to-day interactions, ensuring meaningful and impactful outreach.

### 3.1.1 GreenTurn's visual identification

The GreenTurn project's visual identity—comprising its logo, colour scheme, typography, and design elements—will serve as a cornerstone for establishing a strong and recognizable presence among external audiences. A consistent and professional identity will not only enhance awareness but also solidify the project's credibility.

To ensure alignment, all communication channels, including the project website, X (formerly Twitter) account, and LinkedIn page, will utilize the established branding. Likewise, promotional and informational materials such as presentations, posters, roll-ups, and official documents will follow the visual identity guidelines. All project deliverables will reflect this coherent design approach, ensuring a polished and professional appearance across all outputs.

This unified visual strategy will enable GreenTurn to effectively engage stakeholders, foster recognition, and communicate its mission with clarity and impact.

**GreenTurn logo**

The creation of a visual identity and project logo ensures that project outputs are cohesive and easily recognizable. LPIT developed a logo, vectorized it and provided a brand book detailing the logo concept and Pantone colour scheme. The finalized GreenTurn logo is shown in Figure 3.

Figure 3. GreenTurn logo (variants)

The GreenTurn project logo standout features are the subtly incorporated leaves and the stylized arrow integrated into the letter "n" at the end of "GreenTurn," which loops back to form a circular motion. It symbolizes sustainability, renewal, and embodies the projects commitment to promoting sustainable practices within the e-commerce sector.

## Colour palette

Colour serves as a vital visual element for effectively conveying and representing the project's brand. The chosen colour palette (Figure 4), inspired by the original logo, reflects the project's identity at the highest level. These colours are integral to all communications, ensuring a unified and cohesive visual representation of GreenTurn.



Figure 4. GreenTurn colour palette

The colour palette consists of:
− Green: #007753
− Beige: #F2F2F2
− Black: #000000
− Auxiliary colours: Gold: #A28667, Light Beige: #E1C19E, Pink: #FAB6AB Blue: #A7D2DD (used on charts)

With the primary colours represent the project's commitment to creating greener e-commerce and auxiliary colours defined to provide more flexibility to the visual elements and eliminate any potential contrast issues.

**Document templates**

The GreenTurn consortium partners received standardized templates in Word (Figure 5) and PowerPoint (Figure 6) to ensure a consistent and distinctive visual identity across all project documentation throughout its duration. These templates are available through the intranet file repository. If needed, LPIT team will prepare additional presentations for use in project activities. Partners are expected to utilize the GreenTurn PowerPoint template when presenting the project or its results at internal or external events, unless the event organisers require otherwise. Examples of these templates are shown in the figures below.
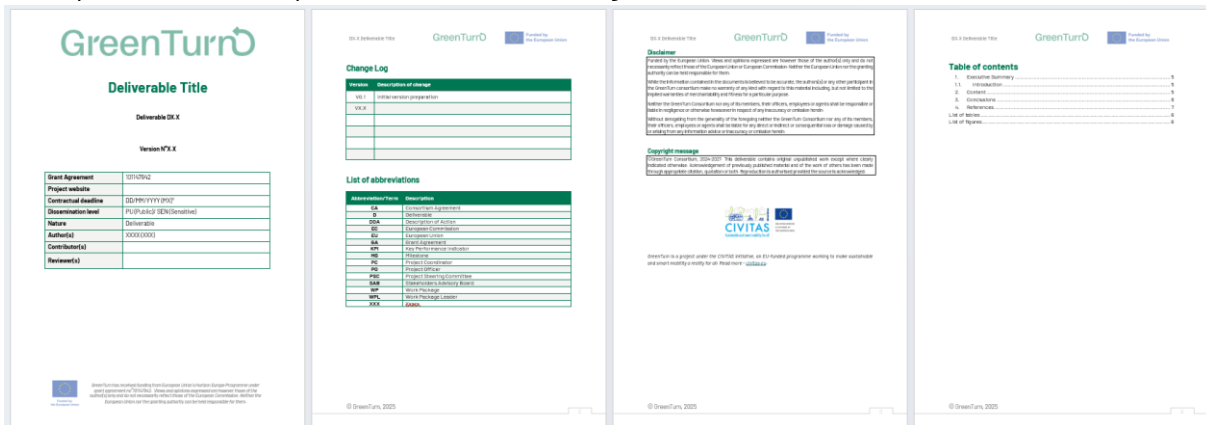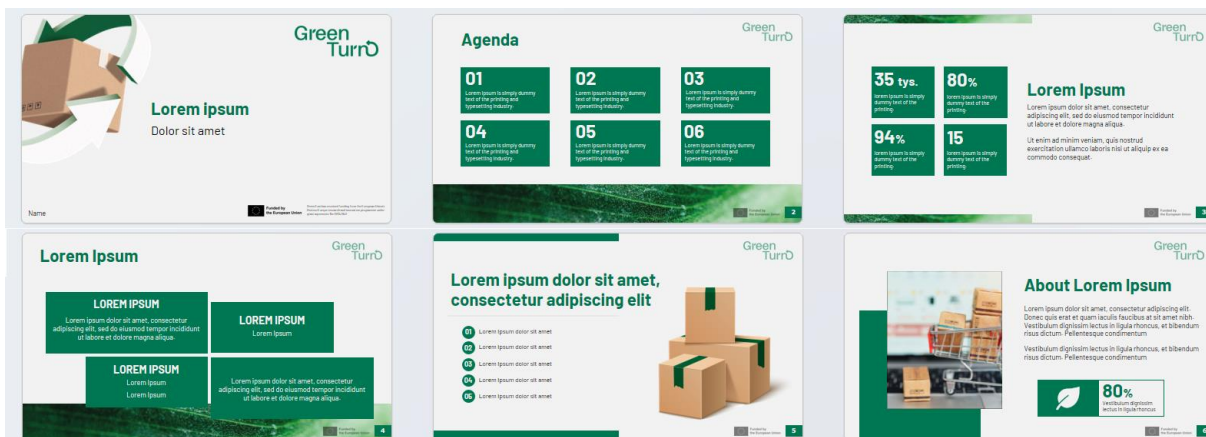


Figure 5. GreenTurn deliverable template



Figure 6. GreenTurn Power Point template

## 3.1.2 GreenTurn's online presence

**Website**

The internet serves as a crucial source of information and a key communication channel for GreenTurn. The project's website (Figure 7) – green-turn.eu, launched in its initial version during Month 3, acts as the primary platform for public engagement, catering to GreenTurn's diverse target audiences. Designed for easy navigation, the website provides essential information about the project, allowing users to access their areas of interest seamlessly. It plays a central role in disseminating and communicating project activities and outcomes to stakeholders at all levels.

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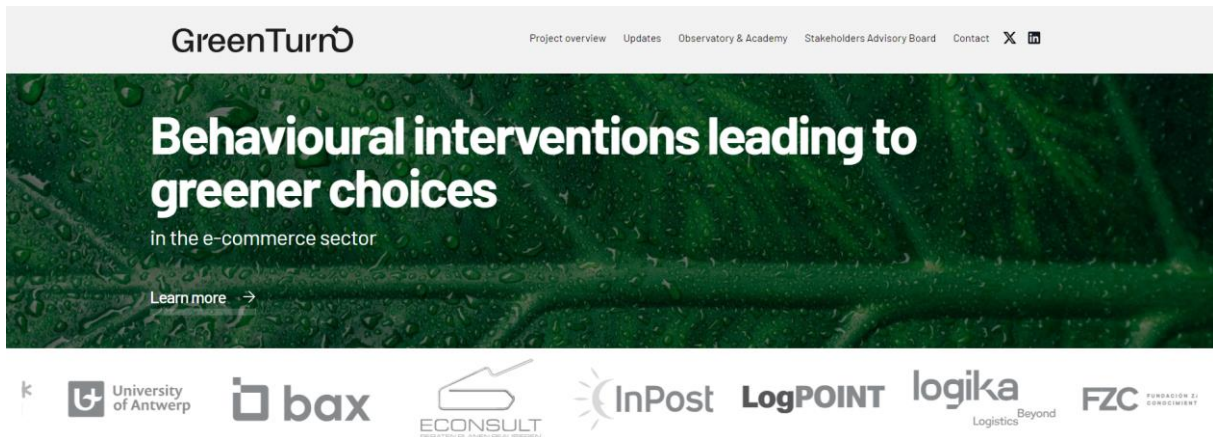**Funded by the European Union**



Figure 7. GreenTurn website landing page

Managed by LPIT with contributions from all partners, the website offers detailed insights into the project's objectives, solutions, scope, partners, and expected outcomes. It also features downloadable materials such as promotional content, deliverables, PowerPoint presentations, and videos. In the later stages of the project, the website will serve as a key platform for showcasing major findings and success stories (GreenTurn Observatory & Academy). Its management ensures the content remains current, featuring regular updates with the latest news and developments aligned with the project's objectives.

To ensure continued relevance and engagement, the GreenTurn website will be regularly updated with new insights, case studies, and findings as the project progresses. Stakeholder feedback gathered through interactions, surveys, and events will be integrated into the content strategy, ensuring that the platform evolves to address emerging needs, industry trends, and policy developments in sustainable e-commerce logistics.

## Social media channels

To enhance its outreach and establish effective two-way communication, the GreenTurn project aims to build a strong presence on social media. The project will prioritize social media platforms that partners already use successfully to engage with their audiences and stakeholders, ensuring optimal usability and impact. Content will be regularly updated, with partners sharing posts to maintain a steady flow of news. While partners will primarily utilize their social media for special occasions, the project's dedicated channels will play a central role in increasing visibility and engagement.

GreenTurn leverages social media to share knowledge, promote results, interact with the public, and connect with stakeholders, particularly those involved in pilot sites. Social media enables the project to reach audiences directly, gather valuable insights, and capitalize on networking and viral effects to significantly boost awareness.

To support these efforts, the project has launched a LinkedIn page and an X account.

The GreenTurn LinkedIn page is designed to engage specific industries, companies, and researchers, leveraging LinkedIn's vast network. It serves as a platform for sharing project outputs, opportunities, and updates, while inviting users to express their views, ask questions, and connect more deeply with the project.

[The GreenTurn X account](#) complements this effort by delivering timely, accurate, and engaging updates to a broader audience. Posts are crafted to be both informative and captivating, fostering a community around topics relevant to the project.

GreenTurn's social media channels will feature a diverse range of content, including infographics illustrating key project findings, polls to gather stakeholder insights on sustainable e-commerce practices, and short interviews with experts, policymakers, and pilot site participants to showcase real-world impact. Additionally, success stories, and interactive Q&A sessions will keep the audience engaged while fostering dialogue on green logistics innovations.

Beyond social media, GreenTurn utilizes a range of communication channels to reach its audiences, including email, meetings, training events, press releases, and presentations. In the later stages of the project, GreenTurn will launch and maintain a YouTube channel to host and share all video materials generated throughout the project, further enhancing its dissemination efforts.

## Newsletter

The GreenTurn biannual newsletter is a key communication tool designed to foster engagement and collaboration among project partners, stakeholders, and the wider e-commerce logistics community. Released periodically, the newsletter provides updates on the project's progress, highlights innovative practices, and shares actionable insights related to sustainable logistics. Its content includes sections on project milestones, market trends, policy updates, and learning resources to ensure that all stakeholders are informed and involved in GreenTurn's journey toward low-emission logistics solutions.

The newsletter aspires to enhance awareness of GreenTurn's objectives and outcomes while inspiring action among its readers. By showcasing pilot results and stakeholder spotlights, it aims to encourage the adoption of sustainable logistics practices. Additionally, the newsletter emphasizes collaboration by providing opportunities for readers to participate in project initiatives, join events, and engage with learning materials such as guides, best practices, and recorded webinars. This aligns with GreenTurn's mission to advance low-carbon solutions in e-commerce logistics and contribute to the EU Green Deal objectives.

Beyond a simple update mechanism, the GreenTurn newsletter is a strategic platform for building connections and driving innovation. By maintaining a focus on open communication and knowledge sharing, the newsletter not only strengthens relationships within the project consortium but also amplifies GreenTurn's impact across the logistics and sustainability sectors.

The first edition of the GreenTurn's newsletter is planned to be released in the first half of 2025.

### 3.1.3 GreenTurn's promotional materials

GreenTurn will create a variety of promotional materials in both print and digital formats to effectively engage its target audience. Recognizing the environmental impact of printed materials, the project encourages partners to prioritize sharing digital versions whenever possible.

A leaflet in English has already been designed to highlight the benefits GreenTurn offers to its target groups, focusing also on the aspect of building the community of stakeholders The flyer can be translated into other languages while preserving the original message. Editable files are accessible through the project's intranet file repository. A roll-up banner was also created for display at external events.



Figure 8. GreenTurn leaflet

Additionally, GreenTurn may produce other materials such as postcards, stickers, folders, notebooks, and t-shirts upon request. These items will be distributed at relevant events, with partners printing them locally using the recommended layout and design guidelines to ensure consistency.

As the project progresses, more comprehensive materials such as reports, factsheets, policy briefs, posters, and exhibition displays may be produced to enhance the dissemination of project results.

## 3.2.    Networking and liaison with other initiatives

The project will actively promote its initiatives by monitoring and collaborating with relevant online media platforms, including blogs, news portals, publications, and other outlets focused on innovation & sustainable delivery and return options and e-commerce logistics. Additionally, GreenTrun will establish strong connections with other EU-funded, international, and national initiatives to increase awareness and amplify its impact on target audiences.

The main pillars of the networking include:

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- Exploiting the potential of ALICE, who are GreenTurn's consortium partner and an alliance set-up to develop a comprehensive industry lead strategy for research, innovation and market deployment of logistics and supply chain management in Europe. ALICE will leverage their innovation knowledge community (including more than 200 relevant stakeholders) and reach them via its dedicated platform as well as in dedicated knowledge exchange events;
- A liaison with GreenTurn's sister project CodeZERO (HE GA No. 101146909), which aims to create sustainable, zero-emission last-mile delivery and return solutions for e-commerce. The cooperation will include joint communication and dissemination actions, but also substantial cooperation and joint work on specific deliverables and outcomes;
- GreenTurn will be implemented in close cooperation with the CIVITAS initiative. The project will share the lessons and conclusions with the CIVITAS network and will implement the CIVITAS corporate design, according to the guidelines provided. On request, GreenTurn will cooperate with the CIVITAS-secretariat and participate in CIVITAS-lead activities. The CIVITAS initiative promotes a collaborative approach for the cities and stakeholders' members of the CIVITAS community to support them in developing innovative solutions, measures and policies, needed for cleaner and better urban mobility/transport.

To further these efforts, GreenTurn partners will explore opportunities to participate in each other's events and organize joint activities. Collaboration will be strengthened at both centralized and decentralized levels, fostering closer cooperation among partners. This approach will help the project reach a broader audience and maximize its influence within scientific and engineering communities.

# 4. Dissemination activities and formats

Effective dissemination is crucial for the success of the GreenTurn project. Therefore, it is essential to maintain continuous engagement with stakeholders from all groups in the project's community. The GreenTurn dissemination efforts will ensure that individuals and organisations representing all the target stakeholder groups are aware of the project's activities and the value of its outputs.

The dissemination of information will include several key elements:

- the purpose, objectives, value, and relevance of the GreenTurn project will be highlighted;
- news, achievements, and results will be disseminated, and partners will showcase how GreenTurn contributes to greener delivery and return options and sustainable e-commerce solutions and  within cities;
- events and publications will be organized to present the project's results;
- GreenTurn Observatory & Academy will be established and resources shared with stakeholders.

As set out in the Grant Agreement (GA), partners are obliged to communicate and disseminate the project and its results by disclosing them to the public, if not stated otherwise. Moreover, the GreenTurn Communication & Dissemination strategy follows the EU Guidelines for the successful dissemination of the HORIZON Europe project results. By disclosing the project

results, the focus of the GreenTurn dissemination-related activities is to disseminate the respective project results to the audience that may take an interest in the potential use of the results (i.e., researcher community, policy makers, etc.) and to openly demonstrate clear economic, social and environmental benefits of utilizing GreenTurn's outputs with the targeted users.

## 4.1. Dissemination Activities

In order to achieve the long-term impact and market uptake of the GreenTurn project outcomes, the consortium will leverage the strong positioning of its partners, including their participation in initiatives, clusters, and platforms, as well as their active involvement in conferences and prolific content publications, among other efforts. This will enable the project to reach and influence various target groups, with the support and coordination of BAX as the WP7 leader. BAX and ALICE will also leverage their vast industrial network to amplify the impact of the project results. The focus of the dissemination activities in respect to the timeline of the project are presented in Figure 9 below:



Phase I (M1-M13):
Presenting the approach and objectives/dissemination of existing knowledge

Phase II (M13-M36):
Presenting the project's intermediate and final results & acheivements

Post-project period:
Disseminating the final results as well as analyses and assessments (mainly through publications and conferences)
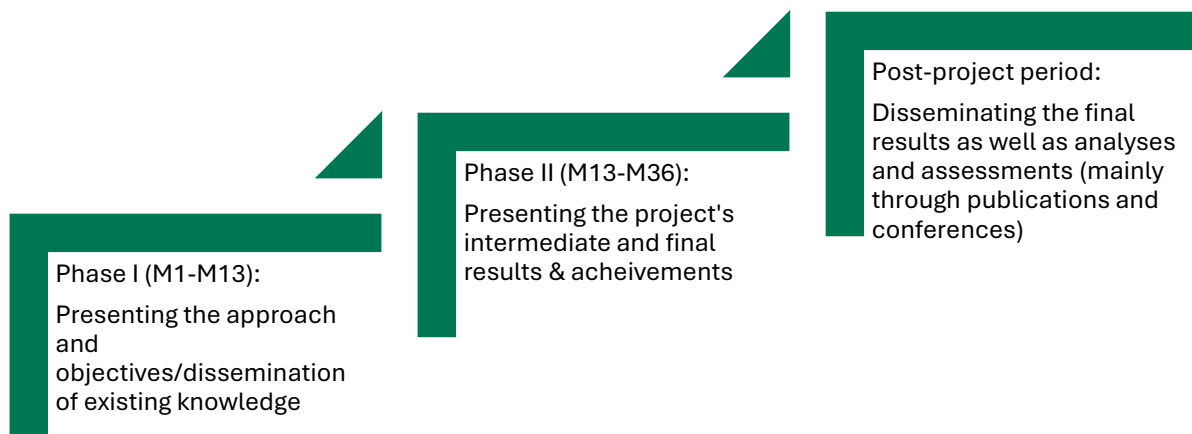
Figure 9. GreenTurn Dissemination activities phases

Each partner will focus on attracting the interest of specific target groups, and all partners are requested to plan their dissemination activities accordingly.

The main dissemination activities of the GreenTurn project are presented in the following subchapters to ensure that all partners are aligned and consistent in their efforts to disseminate the project outcomes effectively.

### 4.1.1 Conferences & events

It is envisioned that the GreenTurn partners will actively participate in both virtual and physical international and local conferences/meetings to disseminate the project results and raise awareness around GreenTurn's activities and achievements. Each partner will report their involvement with GreenTurn at conferences and events that they are attending or hosting. The types of activities and events that partners are expected to participate in include:

conferences, industry events, exhibitions, and joint events with other H2020/HORIZON EU projects as well as workshops, courses, seminars, and training sessions.

The project partners have created a comprehensive list of relevant events related to the GreenTurn project. This list includes various conferences, workshops, seminars, and other events that are of relevance to the project's goals and objectives. The list is regularly updated by the partners to ensure that it remains current and relevant.

The list of events is stored in the project's internal repository, where all partners have access to it (the main identified events are included in Annex I). This ensures that the partners are aware of upcoming events and can plan their involvement in them accordingly. The list of events serves as a valuable resource for the partners to identify opportunities to disseminate project outcomes and to engage with relevant stakeholders.

### 4.1.2 Webinars & workshops – Green Turn Academy & Observatory

As part of Task 7.3, GreenTurn will establish an E-Commerce Deliveries and Returns Observatory & Academy to provide a comprehensive understanding of challenges, innovations, and best practices in green e-commerce logistics. The Academy will play a key role in ensuring that lessons learned, insights, and successful interventions from the project benefit not only consortium partners but also a broader audience of industry professionals, policymakers, researchers, and other stakeholders.

A core component of the Academy will be an extensive webinar series (with over six planned sessions) that goes beyond project updates to serve as a training and knowledge-sharing platform. These webinars will be designed to educate, upskill, and inspire individuals and organizations looking to implement sustainable logistics solutions. They will cover key topics such as:

- Comprehensive Training on Green E-Commerce Logistics – covering customer behavioural interventions, nudging techniques, sustainable delivery and return strategies, and the role of public authorities.
- Practical Knowledge Sharing & Hands-On Learning – including real-world applications, expert insights, and interactive discussions on policy recommendations and business implementation.
- Case Studies & Success Stories – highlighting tested solutions, best practices, and lessons learned from GreenTurn and other relevant EU projects.

These webinars will be organized by GreenTurn partners and conducted in collaboration with external experts, research institutions, and industry stakeholders to ensure high-quality content and broad applicability. They will be open to all interested parties, including policymakers, logistics service providers, retailers, academics, and industry professionals. Recorded sessions will be made available on the GreenTurn website, allowing for long-term accessibility and continuous learning.

Beyond webinars, the GreenTurn Observatory will act as a knowledge hub, aggregating global insights, research findings, and project results. The platform will host data, evidence, and lessons learned from both GreenTurn and other ongoing initiatives worldwide. Contributions from project

partners, external experts, and industry leaders will ensure that the Observatory remains a valuable, evolving resource for sustainable e-commerce logistics.

Through the Observatory & Academy, GreenTurn will bridge the gap between research and real-world application, empowering organizations and professionals to drive meaningful change in e-commerce sustainability beyond the project's lifespan.

### 4.1.3 Publications

The first submissions to journals will take place when substantial results emerge from the project. The publications shall be prepared in full harmony with the Open Science philosophy and its inclusive framework of accessible science. In particular, GreenTurn will try to ensure that:

- Scientific papers arising from GreenTurn results will be published in journals indexed at the Journal Citation Reports, of international circulation and with high impact factor;
- Scientific papers are published under Open Access (OA) schemes, in harmony with EC guidelines;
- Other types of data may be published in technical publications or scientific meetings, such as conference proceedings, monographs, data dictionaries, compendia, among others;
- Early access to research results are available by publishing the outcomes as preprints in open repositories.

In addition to scientific publications, GreenTurn will also publish non-scientific reports to present project results and outcomes to a broader audience, as mentioned in the chapter above.

## 4.2. Partner roles & responsibilities

All GreenTurn partners will engage in communication and dissemination activities at both consortium and partner levels, as an integral part of their respective Work Packages and areas of expertise. Partners will collaborate closely to identify and organise relevant activities, and work together to engage with target audiences, relevant projects and initiatives.

To maximise the impact of the GreenTurn project, partners are encouraged to integrate dissemination and communication actions into all project activities, and to share success stories and good practices to create synergies with other partners and reach a wider audience. Partners are also encouraged to actively engage with local and national media outlets (such as press, radio, and TV), and offer interviews, visits, and demonstrations to showcase their work. In addition, partners can leverage existing press offices at their organizations, such as those found at universities, to help identify and contact media outlets and generate interest in the project.

Deliverables marked as public will be available as downloads on the project website, after receiving approval from the Project Coordinator and throughout the Quality Assurance process (D1.3).

To ensure effective communication and dissemination of the project results, partners will have specific responsibilities, as defined below:

- All partners will dedicate efforts to communication and dissemination activities through the channels and tools outlined in the project's communication plan;

- All partners will be responsible for providing content related to their project activities for use in different channels, including the GreenTurn Observatory & Academy;
- The development of the project newsletters will be the responsibility of LPIT, with partners providing information and content related to their project activities;
- The management of the GreenTurn social media networks will be the responsibility of LPIT;
- All partners will be responsible for actively interacting with the project's social media networks;
- All partners will be responsible for reporting their communication and dissemination activities.

# 5. Monitoring of communication and dissemination activities

Monitoring is a continuous and systematic process conducted throughout the project to generate data on its implementation. To ensure the successful execution of dissemination and communication activities and the achievement of related objectives, a structured monitoring approach will be employed during the project's duration.

The impact of GreenTurn's communication activities will be tracked continuously and documented and concluded in *D7.3 Revision of the dissemination strategy. Collection of newsletters and dissemination activities performed* (M36).

The monitoring system (Table 3) will provide evidence on whether the C&D strategy is being implemented as originally designed and scheduled. It will also address any implementation challenges and identify if additional actions are required to meet the objectives. Particular focus will be placed on pre-assessing information needs, establishing appropriate monitoring frequencies, and determining effective methods for collecting evidence.

| KPI Name: | KPI Description: | KPI Value (Indicator): |
|---|---|---|
| **GreenTurn Website** | Volume of content available and number of unique visitors | >3,000 unique visitors |
| **LinkedIn** | Followers and mentions of #GreenTurn on LinkedIn | >300 page followers and >50 mentions of #GreenTurn |
| **X** | Followers and mentions of #GreenTurn on X | >300 followers and >50 mentions of #GreenTurn |
| **Search Engine Ranking** | Visibility of GreenTurn on search engines | Ranking on first page for key phrases Metadata |

| Events | Number of events GreenTurn is featured in and visitor attendance | >25 events and >1,000 attendees to exhibits/presentations |
|---|---|---|
| **Stakeholder Workshops** | Number of workshops conducted to engage with e-commerce stakeholders | At least 10 workshops with participation from LSPs, retailers, and policymakers |
| **Multimedia Content** | Number of educational videos, infographics, and materials created and shared online | >20 multimedia materials produced and shared |
| **Number of scientific publications** | Number of peer-reviewed scientific publications derived from GreenTurn research | At least 2 publications in high-impact journals and conferences |

Table 3. Dissemination and communication KPIs

# 6. Conclusions

The deliverable outlines the GreenTurn's Communication & Dissemination strategy, a comprehensive and dynamic document that details the methods, channels, and activities to be implemented throughout the project to ensure widespread acceptance and long-term sustainability of the GreenTrun initiative.

The document provides an in-depth description of the strategy, tools, and activities planned for engaging with various stakeholders, as well as the metrics used for tracking success. The Consortium recommends periodic reviews of this document to incorporate the most up-to-date information and opportunities for disseminating and communicating project developments.

As the project evolves, the strategies and methods outlined in the C&D strategy will be assessed and revised as needed. The strategy will function as a living document, throughout the entire project lifetime, subject to multiple iterations as new opportunities for dissemination arise. This iterative approach ensures that the strategy remains flexible and adaptable to emerging events and channels that align with the project's goals.

The impact of GreenTurn's communication and dissemination activities will be monitored continuously and summarised in the next relevant deliverable, D7.3 Revision of the dissemination strategy. Collection of newsletters and dissemination activities performed (M36).

# List of tables

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# Annex I Initial list of journals, platforms and events identified by GreenTurn Partners

**JOURNALS & PLATFORMS:**

| Name | Type | Frequency | Target audience | Examples of developments and involved partners |
|---|---|---|---|---|
| **Transportation Research Part A-E** | Academic Journals | >2 publications | Scientific community, policy makers | New methods and results from scientific tests during GreenTurn – RUG, CHA, UANT |
| **Electronic Commerce Research and Applications** | Academic Journal | >1 publication | Scientific community, industry | Pilot results and solutions – LPIT |
| **Journal of Transport Geography** | Academic Journal | >1 publication | Scientific community | All findings with a geographical component (e.g., accessibility) – UANT |
| **Frontiers for young minds** | Academic Journal | >1 publication | Youth, other researchers interested in science communication | Findings which relate to young people e-commerce behaviours – RUG, LPIT |
| **Open Research Europe Publishing Platform (OREPP)** | Open access publishing platform | >3 publications | Scientific community, policy makers | Pilot results and solutions – all academic partners |
| **CIVITAS Newsletter** | Newsletter | >6 features | Policy makers, researchers & scientific community, industry | Results from GreenTurn pilots, potential impact of solutions – BAX, FZC, ALICE |
| **GreenTurn observatory** | Posts, insights | Every two months | Policy makers, practitioners, industry, scientific community | Project updates, relevant innovations – all partners |

**EVENTS:**

| Name | Type | Frequency | Target audiences | Examples of developments and involved partners |
|---|---|---|---|---|
| **Urban Mobility Days (sessions on Urban Logistics)** | Conference | Annual | Policy makers, local authorities, transport experts | Findings relevant for public authorities (e.g., WP6 toolset & guidelines) – ALICE, BAX, FZC, ZGZ, POZ |
| **ITS European Congress** | Conference | Annual | ITS experts, companies and academics | Presentation of modelling and simulation results – CHA, UANT, UAEG |
| **Transportation Research Board Conference** | Conference | Annual | Transport academics | Presentations, involvement on the urban freight panel, exchange with the US – UANT, RUG, LPIT |

| | | | and US policymakers | |
|---|---|---|---|---|
| **European Transport Conference** | Conference | Annual | Transport academics and EU policymakers | Possibility to chair a special session – RUG, CHA, UANT |
| **VREF Conference** | Conference | Biennial | Transport academics and EU policymakers | Presentations, possibilities to chair a special session – CHA, RUG |
| **International Conference on City Logistics** | Conference | Biennial | Academics and policy makers | Presentation and open access conference proceeding contribution – RUG, CHA |
| **Transport Research Arena 2026 Budapest** | Conference | Biennial | Academics and industry | Presentation and open access conference proceeding contribution – BAX, RUG, ALICE, LPIT |
| **European E-Commerce Conference** | Conference | Annual | Industry leaders, policymakers & regulators | Dissemination of toolset for public authorities – BAX, FZC, ZGZ, ALICE, POZ |
| **Ecomexpo 2023** | Trade and conference | Annual | E-commerce businesses | Solutions and pilot results – LOGP, INPO, KOT |
| **Poland & CEE Retail Summit** | Conference | Annual | Retail industry stakeholders, LSPs | Solutions and pilot results –INPO, LPIT |
| **Tomorrow Mobility World Congress** | Conference | Annual | Mobility & transport stakeholders | GreenTurn solutions and policy recommendations – FZC, ZGZ, BAX |
| **POLIS** | Conference | Annual | Policy makers, local authorities, transport experts | Findings relevant for public authorities (e.g., WP6 toolset & guidelines) – ALICE, BAX, FZC, ZGZ, POZ |
| **IPIC - International Physical Internet Conference** | Conference | Annual | Policy makers, researchers & scientific community, industry | Presentations, possibilities to chair a special session – ALICE, CHA, UANT, LPIT, RUG, BAX |
| **European Conference on Operations Research (EURO)** | Conference | Annual | Academics and policy makers | GreenTurn solutions and MVPs presentation - UAEG |
| **ALICE Logistics Innovation Summit** | Conference | Annual | Policy makers, researchers, local authorities, industry | Presentations, possibilities to chair a special session – ALICE, CHA, UANT, LPIT, RUG, BAX, UAEG |