

INTERMODEL EU

**Simulation using Building Information Modelling Methodology of
Multimodal, Multipurpose and Multiproduct Freight Railway Terminal
Infrastructures**

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D9.3 – COMMUNICATION PLAN 3

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1 Executive Summary

The deliverable aims to set up the strategy for the dissemination and the communication activities planned to be carried out within the INTERMODEL EU project. The Communication Plan determines target groups to be addressed with the results of the project, outlines dissemination tools. The document also defines the key performance indicators (KPIs) that will be used to assess measure efficiency of the dissemination activities. It also describes the communication management aspects within the project consortium as well as informs on the requirements of the Horizon 2020 program with regard to promotion channels or rules governing securing open access to scientific publications based on the research supported with EU funds.

The Communication Plan was created at M6, and an updated version of the Plan is then provided together with each project periodic report about dissemination and communication activities (M12, M18, M24, M30, M36). This deliverable is the second update.

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1. Objectives of the Communication and Dissemination Plan

The main objective of the Communication and Dissemination Plan is to ensure achievement of broad publicity of the INTERMODEL EU project among all project-relevant stakeholders using effective measures and instruments, adequate to the targeted audience. The Plan also aims to determine communication schemes facilitating effective communication of results and deliverables to INEA as well as among the project partners. The document aims to determine relevant dissemination actions and enable access to the project results by all the interested stakeholders. Effectiveness of the Communication and Dissemination activities will be assessed based on the Key Performance Indicators, developed for the project. The strategy for communication and dissemination of the INTERMODEL EU project includes both the project duration period as well as the period after the project completion.

2. Document Maintenance and Update

2.1. Update schedule

Along with the project progress and achievement of the specific objectives and milestones, also new promotion opportunities appear, which are not feasible to be foreseen at the initial period of the project implementation. Potential findings of the research process, including unexpected results, may also generate opportunities generating value added to the project publicity.

Therefore, schedule of the project assumes update of the Communication and Dissemination Plan every 6 months. Frequent, biannual update of the Plan, facilitates inclusion of the new events, including those of non-cyclic character as well as better adjustment of the dissemination activities to the project advancement, which may be a subject to various amendments, depending on the generated results.

2.2. Reviews and contributions

As the content of the Plan may be a subject to significant number of amendments, such as contributions and updates throughout the project period, hence it is important to ensure availability of the most recent and up-to-date version of the document to all project partners. Therefore, each amendment or update of the document should be recorded by the partner changing the document, within the table visible in the initial part of the Plan. In order to keep track of the contributions and updates, the table should contain the following records:

- Date of release/introduced amendment
- Name of the contributing partner
- Short summary of introduced changes.

3. Target groups of the Communication and Dissemination Plan

Identification of the adequate target groups of the project is crucial not only from the point of view of effective publicity of the project but also influences the scale of the project results' utilization by the range of stakeholders. This chapter aims to identify the stakeholders directly related to the project, as well as those functioning outside the scope of the project's activities. Identification of the target groups is fundamental for determining adequate dissemination and communication measures.

3.1. Internal target groups

Stakeholders within the category of Internal target groups include those related to the project either by participation in the project consortium, acting as the associated or supporting partner, institution administering the programme or the branch institutions related to the programme via the structures or relations to the project partner.

Specifically, the stakeholders categorized within the internal target group, include:

- INTERMODEL EU project partners
- European Commission's institutions: Innovation and Networks Executive Agency (INEA), Directorate-General for Research and Innovation, EC's media and communication channels
- Scientific/research institutions co-operating with project partners and/or within the range of direct contacts of the project partners
- Companies and enterprises within the same capital groups of the project partners.

3.2. External target groups

Stakeholders categorized within the external target groups include entities and institutions indirectly related to the project partners or operating behind the direct scope of activities conducted by the project partners. External target groups may include the following:

- Potential end-users of the elaborated solutions, including civil engineering design and construction companies, as well as administrative or integrators of BIM technology

- Academic communities in the area of intermodal infrastructure design
- Local/regional/central administration responsible for research, innovation and development
- Local/regional authorities
- Container Terminal Operators
- Port authorities
- Logistics and transport industry
- Transport companies
- Regional/country or European scale transport sectorial associations, e.g. International Railway Union; Baltic Ports Organization
- Associations of local and regional governments – the stakeholders of the European transport corridors
- Standardization bodies. The results of INTERMODEL will aid in the creation of frameworks that facilitate the development of intermodal infrastructure projects
- Regional and governmental agencies and ministries of transport
- Transport sector media, e.g. Baltic Transport Journal
- RailGroup cluster, or any other transport/logistics cluster
- General public, raising awareness on the advances in BIM as applied to civil engineering projects and contributing to public acceptance.

4. Dissemination and Communication tools

The tools serving efficient publicity of the project are mostly web-based solutions, with a special role of social media facilitating effective transfer of the information in the form of text, images or videos, capable of reaching the direct and indirect stakeholders of the project. Activities conducted with social media will be accompanied by the participation in the events – conferences, seminars and fairs (described in chapter 6) and supported by printed materials, distributed during the events. Due to Research and Innovation type of the project, results of the research actions will be also published in scientific journals as well as sectorial magazines. The publicity of the project is also expected to be enhanced with press releases.

Dissemination activities will take place at all relevant points during the project and will be considered by the Management Board at the achievement of each of the project milestones. A range of dissemination measures for project information can be released into the public domain to the stakeholders including EU web sites and information publications, peer reviewed scientific journals and general media publications for dissemination to the wider public.

4.1. Website and intranet

Project website constitutes the major source of information concerning the project setup. The website has been established at the address <http://www.intermodeleu.eu/> and presents crucial information on the project, such as information on the objectives, planned activities, source of financing, and presentation of the partnership. Project website constitutes the main source of information and space for publication of information on project advancement, results of the research activities, other project-related activities conducted by the project partners, such as participation in the meetings, conferences, fairs and/or exhibitions, information on press releases or publication of other project materials, including scientific articles.

Project partners shall also use their own communication tools, as their corporate and institutional websites to disseminate the information on the project advancement.

The page structure has not changed since the last update. We have only added a new functional feature that allows us to collect mailing data through a special plugin. Added tool makes easy for readers to join project email list.

Website design

The screenshot displays a website layout for Intermodel. At the top, there is a navigation menu with links for HOME, PROJECT, CONSORTIUM, PUBLICATIONS, NEWS, and CONTACT. Below the navigation is a large banner image of a yellow train with 'VIAS' branding. The 'NEWS' section features three articles with images: 'Second plenary meeting', 'We have reached an important milestone', and 'New public deliverables on our website'. A 'Tweets by @IntermodelP' section shows a tweet from Intermodel Pro... mentioning a meeting in Tampere. A 'TESTIMONIALS' section includes a quote from Janna Porkka, VTT Technical Research Centre of Finland, about developing a holistic integrated planning environment. A 'VIDEO' section shows a red train. The 'CONSORTIUM' section displays logos for various partners: VTT, VTI, Viesys VCC, IZO, BASF, CENIT, CAI, VIAS, BEDESCHI, IDP, and DHL. An 'EDIT' button is located below the consortium logos. At the bottom, there is a footer with a European Union logo, a text box stating 'This project has received funding from the European Union's Horizon 2020 research and innovation programme under the grant agreement No. 690056', and copyright information for © 2018 Intermodel and a link to the Cookie Policy.

4.2. Social media

Dissemination and communication activities within the INTERMODEL EU project utilize the social media, which facilitate quick and effective distribution of the project-related news and other materials. The project channel at Youtube will facilitate publication of video materials presenting the project and its results.

LinkedIn portal facilitates networking with professionals around the world, operating within different economic sectors. Functionality of the portal allows establishing groups of contacts interested in the specific area of knowledge or professional activities. The project profile aims to develop a network of professionals operating in the scope of project interests, distribute news and other project-related information as well as initiate the discussions related to various aspects of the conducted activities, with both internal and external stakeholders.

Twitter is a tool facilitating quick distribution of short news, messages, links and images or videos among the followers (Twitter users) of the INTERMODEL EU project profile. Scale of publication at Twitter can be enhanced by adding hashtags in the comment line, which increase visibility of the published content in the Twitter's searching engine, by contributing to the catalogue attributed to the specific keyword.

Below addresses are linked to the INTERMODEL EU project profiles at the abovementioned social media.

- YouTube - <https://www.youtube.com/channel/UCZjDMG4L58ELZ9KB7JQ8u3Q>
- Twitter - <https://twitter.com/IntermodelP>
- LinkedIn - <https://www.linkedin.com/in/intermodel-project-335722133>

To increase the number of followers in the social media channels, each member of the consortium will send an email to his colleagues and contacts related to project scope, encouraging them to visit the profiles.

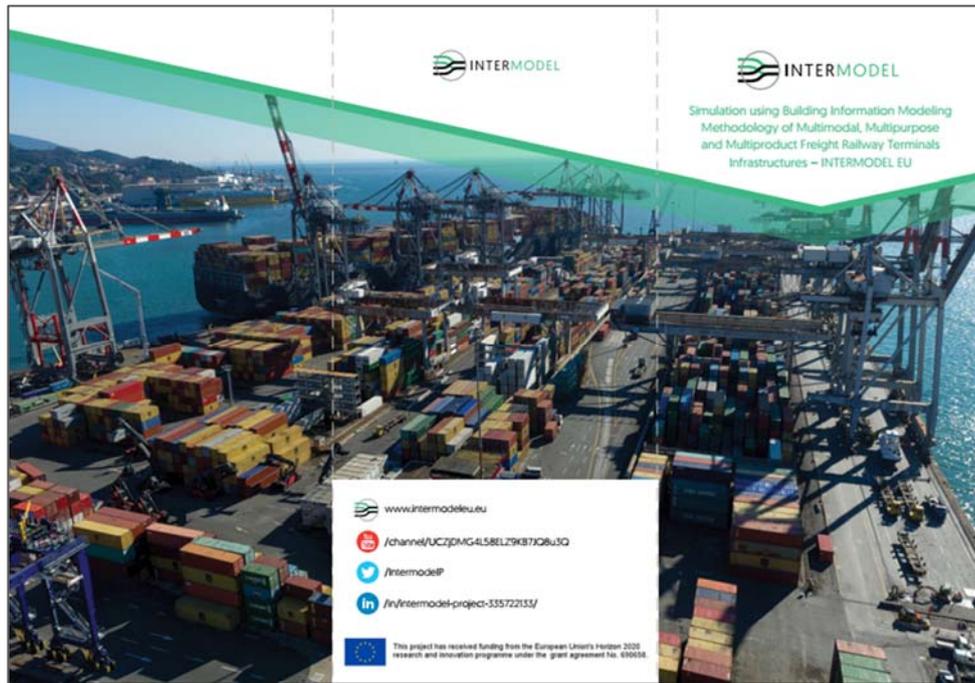
4.3. e-Brochure

Project dissemination activities assume publication of two editions of the e-brochures in PDF format, at the initial period of the project and second, in last months of the project duration, summarizing the project implementation.

Content of e-brochures will summarize the activities conducted so far, in the form of brief articles, illustrated with relevant graphic elements. Information within the e-brochure shall also encourage visits of the project profiles at social media.

The brochures may be also distributed in the printed form, so they can serve as the promotion material, e.g. as the inserts to conference materials. This form of project promotion allows a person which is not familiar with the project to receive up-to-date information on the ongoing activities and most recent findings.

Brochure design



Goals of the project

INTERMODEL EU project aims to develop an integrated decision support platform to assess different pilot cases of Multimodal, Multiproduct and Multipurpose Freight Rail Terminals in terms of a wide range of Key Performance Indicators (KPIs). By integrating simulation modules of the terminal operation and its relationship to the hinterland into a BIM design, both the quickness and the quality of the decision-making will be improved.

What the project proposes is to develop an advanced ICT environment based on BIM methodology adapted to intermodal freight rail terminals in order to support decision-making regarding both design and planning as well as operating phases through the whole life-cycle of the terminal. This ICT environment will include a BIM design able to interact with several simulation tools of the terminal performance and its hinterland impacts.

According to the indicators identified previously, specific pilot cases of intermodal freight rail terminals covering a wide range of possible scenarios will be tested.

Our aim is to develop a holistic integrated planning environment that enables technical management of modeled terminal projects and supports making decisions on assets throughout the life cycle.

Janne Pörkkä, VTT Technical Research Centre of Finland

The ideal scenario for Kiruna Wagon is that project generate a standardized terminal concept that can handle Multi modular wagons in an efficient way.

Heidi Kangas, Kiruna Wagon AB, Sweden

Intermodel is about decision making during design process taking into account the operational results and taking profit of modeling potential of BIM for model operational scenario.

Miguel Angel Dombit, Ferrocarrils de la Generalitat de Catalunya (FGC)

The objectives of the project include:

- ▶ Improve decision making in multimodal freight terminal networks and supply chains.
- ▶ Develop an advanced ICT planning environment based on BIM methodology.
- ▶ Conduct comparative study assessing and evaluating alternative designs developed for virtual and real terminals, both inland and maritime, in terms of the outputs generated by Building Information Modelling – virtual design.
- ▶ Develop of the planning platform for the decision support tool, established by the Building Information Modelling (BIM) methodology and software adapted to intermodal freight rail terminals.
- ▶ Support decision making both in the fields of design and planning as well as operating phases through the whole life cycle of the terminal.
- ▶ Perfect modeling of terminal solution in view of feasibility studies.
- ▶ Reduce the operational burden of the intermodal terminal on the surrounding area and on the existing logistics network regarding functional, economic and environmental dimensions, thus improving citizens' quality of life.

Consortium

INTERMODEL consortium consists of 14 selected partners, from 8 different Member states, representing an excellent combination of a wide range and complementary multidisciplinary expertise.

4.4. Project information materials and visual identity

Visual identity of the project constitutes a crucial measure that provides common branding to range of specific activities conducted by the established partnership, within a defined period of time. Therefore, the INTERMODEL EU project logotype has been developed and is meant to be used with all the project-related information materials along with the emblems of the EU as well as the message providing information on project co-financing within Horizon 2020 programme, in accordance with the guidelines of the Grant Agreement. Logotype of the project, emblems of the EU and H2020 shall be also visible at all the project promotion materials, such as roll-up posters, brochures, gifts.

Each project partner should be equipped with the set of promotion materials, especially roll-up posters, which allow project identification during internal meetings of the project consortium as well as presentation of the project at external events.

The project consortium elaborates the project brochure presenting the full scope of information on the project, including objectives, planned activities, and partnership. The brochures support promotion activities, to be distributed at exhibition stands or as inserts to the conference/seminar materials.

Printed brochure has been distributed in the Connecting Europe Conference held on 21st and 22nd of September 2017, where INTERMODEL EU got a booth, which was mounted by IDP. Presentations of the INTERMODEL EU project were shown during the event and also some short videos of the progress made up to that moment.

Also, VTT distributed the printed brochure during the seminar focused on open data exchange formats in infrastructures and buildings, infraBIM open, held in Tampere on 6th and 7th of February 2018.

Printed brochure is also available in IDP offices.

Part of the project visual identity should involve also a template for presentation of the project to be used by all project partners at conferences, seminars and other events, which involve project promotion activities. Besides the unique graphic layout, default elements of the presentation template should be constituted by the project logo as well as the EU and Horizon 2020 emblems accompanied by standard information on the financing programme, in accordance with the guidelines included in the Grant Agreement and INEA's document "Communicating EU research and innovation guidance for project participants".

Logo design:



4.5. Scientific articles

Due to research profile of the activities undertaken within the project, the partners should make efforts to contribute with project results to publications in the selected scientific journals, e.g. World Journal of Engineering and Technology, Journal of Transportation Technologies, The Harbors Review, Journal of Transport Geography, Transport Reviews, and others. Scientific publications will be also a subject for promotion in the social media.

Each published scientific article will be included at an annex to the final Communication Plan (Deliverable 9.6).

According to the different tasks developed throughout the project, the Consortium has identified which topics could be used for articles and papers. Below proposed topics and possible journals are given.

Table 1. Topics/results identified to develop scientific articles or papers

Deliv.	Main Author	CO-Author	TOPIC	Deadline for submission	Status	Possible Journals/Conferences
D3.1	CENIT		Indicators in intermodal terminals (comprehensive state of the art)	Deliverable submitted	Presented (25/09/2018) Pending paper	Interdisciplinary Conference on Production, Logistics and Traffic (presented) Transport Reviews, European Transport Research Review
D5.2	MAC	CENIT	Ontology for simulation at intermodal terminals	Deliverable submitted	Pending paper	Journal of metadata and semantics
8.3	CENIT	DHL	Development on the results from the terminals and recommendations for new and remodeled intermodal terminals	15/02/2019	Pending	Transportation Planning and Technology, European Transport Research Review, Transport Policy

Deliv.	Main Author	CO-Author	TOPIC	Deadline for submission	Status	Possible Journals/Conferences
8.1-2	CENIT	DHL	Review on current studies and data forecast and implications on intermodal terminals (market analysis)	30/11/2018	Paper under development	Transportation Planning and Technology, European Transport Research Review, Journal of Transportation Geography
6.2-3	CENIT	MAC	Calibration and validation / Assessment of external mobility affectations	01/09/2018	To be started	European Transport Research Review, Transportation Research Record
2.2	VTT		Conference paper: Integrated planning environment in terminal projects.	Done	Pending presentation at TRA Possible further publication	Transport Research Arena (To be presented) Transport Reviews, European Transport Research Review
2.4	VTT		Conference paper: Decision support for owners of terminal projects	30/08/2018	To be started	

4.6. Press Releases

Press releases dedicated to the project implementation and results of the action may also become interesting stories for newspapers, magazines or transport sector media. Each project partner shall identify their local/regional/country-scale journalists and media, which may become interested in the results of activities conducted within the project.

The list of potential transport and intermodal sector magazines, which may host articles dedicated to INTERMODEL EU project, include e.g. Baltic Transport Journal (www.baltictransportjournal.com) the international bimonthly magazine focusing on transport sector in the Baltic Sea Region, WorldCargo News (<http://www.worldcargonews.com>) Freight Industry Times, Combined Transport Magazine (<https://combined-transport.eu>), HANSA - one of the leading magazines for the maritime industry and the oldest journal of its kind in Europe, Port Technology International (<https://www.porttechnology.org>).

Information on the press releases should be included into the below table.

Journal	Edition	Date	Title	Description	Language

Project partners shall also save the screens of the articles published online as well as scans of the articles from printed sources, for reporting purposes.

4.7. Newsletter

Project dissemination activities assume publication of two newsletters per year.

In the given period, only one newsletter was sent, due to there was not enough material for writing a relevant one. The dissemination manager, after the first year of the project started working on the content of the newsletter with milestones reached after the first year, but it has been considered that more material and results will be available after the first 18 months, when the BIM models will be delivered as well as the simulation for the existing terminals. In this way, it is planned to increase the number of newsletter sent up to 4-5 in the remaining project time.

An example of a newsletter:

Intermodel EU Project <welcome@sumomail.com> [Anuluj subskrypcję](#)
do mnie 

From 16-19 April 2018 Europe's biggest Transport Research Conference, the Transport Research Arena (TRA), will take place in Vienna. Under the motto "a digital era for transport - solutions for society, economy and environment" about 3,000 international experts will discuss the latest research results and future developments in mobility and transport. [Intermodel project](#) will be presented during poster sessions.

We encourage you to read our first conference paper called: [Integrated planning environment in terminal projects](#). The work considers indicators in performance evaluation, serving as background for integrated planning environment to be discussed more in upcoming Intermodel project's work. That work will consider more thoroughly BIM and simulation, components and interfaces related to the approach.

For more information, please visit our [website](#).

5. Events – conferences, seminars, exhibitions and fairs

A very significant part of the dissemination and communication activities in the project is constituted by events, which are characterized by high promotional potential. Project events constitute part of the project own promotion activities, however the Plan should also include the external events, which have a potential to increase the range of publicity.

External events include any type of event organized by external companies/organizations/institutions, which is participating by the project partners and include INTERMODEL EU project promotion activities. Formula of the events may be either a conference, seminar, B2B meetings related to project activities, exhibitions, fairs, lectures.

Similarly to the internal meetings, attention should be given to the documentation and identification of the project. In the case of the project presentation at any type of the mentioned meetings the visual identification should be feasible, both by the use of the common project presentation template as well as physical information carriers, such as roll-up project poster.

For the reporting purposes, project promotion should be documented by the following:

- Agenda of the event including the title of the presentation related to the project
- Presentation given at the event
- List of participants (if possible)
- Photographic documentation
- Any other type of documentation, such as press releases, publications at social media (Tweeter, LinkedIn, Youtube), etc.

Project partners shall identify external events expected in the EU, national, regional and local scale, where the project can be promoted. Information on the relevant external events shall be presented in the table below. Upcoming events will be discussed during a workshop focused on communication and exploitation during the third global meeting that will be held in March 2018.

Up to date information dedicated to the events and conferences to be held at the European level can be selected from among the events listed at the website of the European Commission <http://ec.europa.eu/research> at menu Events.

Another source of information on the European research events is available at CORDIS site: www.cordis.europa.eu/news/home_en.html

Partners have been working on identifying congresses and conferences considered interesting for dissemination of INTERMODEL EU's results. And once the list is closed, they are proceeding to pair feasible papers based on deliverables with congresses.

Table 2. List of events in which team members participated

Date	Name of event	Event's location	Event's website	Title of presentation*	Project partner
24-25/11/2016	GeoBIM Building and Infrastructure	Amsterdam, Holand			
21/12/2016	Gdansk Port Authorities	Gdansk, Poland			
02-03/03/2017	Successful R&I in Europe 2017 – 8 th European Networking Event	Düsseldorf, Germany	www.horizon2020.zenit.de/networking2017/	n/a	IDP
03/2017	RailTech Europe	Utrecht, Holand	www.railtech.com/	n/a	MAC
18/05/2017	Open Day Projects organized by the RailGrup Cluster	Barcelona, Spain		n/a	FGC
06/2017	TOC Europe	Amsterdam, Holand	www.tocevents-europe.com/en/Home.html	n/a	MAC
21-22/09/2017	Connecting Europe Conference	Tallinn, Estonia	www.connectingeu.eu	H2020 transport project	IDP
25-26/09/2017	ICPLT – Interdisciplinary Conference on Production, Logistics and Traffic	Darmstadt, Germany	www.icplt.org	Assessment of intermodal freight terminals with Key Performance Indicators integrated in the BIM process	Pau Morales-Fusco (CENIT)
29-30/11/2017	Intralomag	Lodz, Poland	www.targi.lodz.pl	International cooperation	ZNIK

Date	Name of event	Event's location	Event's website	Title of presentation*	Project partner
05/12/2017	Clusters meetings	Warsaw, Poland	www.klasterlogtrans.pl	National Smart Specializations	ZNIK
15-16/02/2018	International meeting of clusters, study visit	Bilbao, Spain	www.pomorskie.eu	Smart Specializations	ZNIK

Table 3. List of upcoming events

Date	Name of event	Event's location	Event's website	Title of presentation*	Project partner
21-23/03/2018	InterModal 2018	Warsaw, Poland	www.intermodal-poland.com	n/a	n/a
16-19/04/2018	TRA2018 – Transport Research Arena	Vienna, Austria	www.traconference.eu/	Terminal Planning: The Selection of Relevant KPIs to Evaluate Operations	VTT, IDP
01-03/05/2018	Multiomdal	Birmingham, UK	www.multimodal.org.uk	n/a	n/a
25-27/04/2018	TEN-T Days 2018	Ljubljana, Slovenia	www.tentdays.eu/2018/	n/a	n/a

6. Media evaluation

Media evaluation will be conducted to follow the success of the project dissemination and communication activities, to maximize the project's impact and to react and make changes in the Communication Plan. This process will be carried out biannual.

Table 4. Proposed actions for media evaluation

Action	Quantitative assessment	Qualitative assessment
Follow up on project partners activities of sharing information about project in events, seminars and conferences.	How often the information is shared?	Has the information reached the target audience? Has the shared information been tailored to the audience? How did the information provided contribute to the dissemination of the project?
Follow up on project partners activities of sharing information about project in electronic and paper media channels.	How often the information is shared?	Has the information reached the target audience? Has the shared information been tailored to the audience? How did the information provided contribute to the dissemination of the project?
Has the project website been noticed?	What is the number of hits/visits per page? What is the duration of visits?	Have site visitors found content that interests them? Have they stayed longer on a particular subpage?
Has the project youtube/linkedin/tweeter profile been noticed?	What is the number of followers? What is the number of shared posts/video?	Does the activities in social media channels show growing interest in the project?
Follow up on project partners activities of publishing of articles.	How many articles have been published?	How did the information provided contribute to the dissemination of the project?

7. Monitoring and reporting

7.1 Performance indicators

Efficiency of the dissemination activities undertaken within the project will be measured with the Key Performance Indicators (KPI) of the specific activities. As some of the KPIs concerning specific dissemination activities or tools can be defined at the initial stage of

the project, others, especially those referring to social media or website visits will be evaluated biannually, within the update of the Communication and Dissemination Plan and upon the completion of the project.

Goals of the project regarding dissemination and communication activities includes:

- 5000 visits since launch of the website
- at least 6 articles and papers within the project life
- project presentation in at least in 4 logistics or transport events, such as fairs like TOC 2016, Transport Logistic 2017
- 1 or 2 newsletters per year.

The table below contains the KPIs attributed to specific communication and dissemination tools, to be evaluated within the project.

Table 5. Key Performance Indicators

Dissemination tool/measure	Key Performance Indicators	After 18 months
Website	number of updates (included content updates), number of material downloads, number of visits to the website.	80 300 13.350
Newsletters	number of subscribers number of distributed copies number of opened newsletters (located at website)	12 10 7
Press articles and scientific publications	number of articles published in the technical literature and dedicated journals number of scientific papers published in international conferences and dedicated journals	2 (Assessment of intermodal freight terminals with Key Performance Indicators in the BIM process, Terminal Planning: The Selection of Relevant KPIs to Evaluate Operations)

Dissemination tool/measure	Key Performance Indicators	
		After 18 months
Events	number of the events attended by project partners including presentation of the INTERMODEL EU project	9

Communication activities will also be evaluated not only in terms of outputs, but also trying to evaluate long-term or indirect effects of these impact indicators.

7.2 Reviews and planning

Summaries of the reporting periods, in terms of communication and dissemination will take place every 6 months and are expected to include analysis of the activities implemented within the previous period. The subjects for reviews will be the efficiency of the dissemination activities and tools listed in the chapter dedicated to Key Performance Indicators as well as other related activities of both internal or external character.

Biannual reviews will be accompanied by the updates of the Plan in terms of the forthcoming international and regional events, planned achievement of specific milestones and milestones-related dissemination activities.

Schedule of the Plan's updates has been reflected in the following deliverables:

- D9.1 : Communication Plan 1 [month 6]
- D9.2 : Communication Plan 2 [month 12]
- D9.3 : Communication Plan 3 [month 18]
- D9.4 : Communication Plan 4 [month 24]
- D9.5 : Communication Plan 5 [month 30]
- D9.6 : Communication Plan 6 [month 36]