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SCALE-UP

User-Centric & Data Driven Solutions for Connected Urban Poles

D9.1 – Communication and Dissemination Plan

Version 1.0

Disclaimer

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D9.1 – Communication and Dissemination Plan			
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0.1	6 August 2021	Communication and dissemination strategies and uptake definition. List of external events added. Visual Identity Handbook created.
1.0	17 August 2021	Modification of Social Media Inventory, correction of page numbering

List of Acronyms	
Acronym	**Meaning**
CINEA	European Climate, Infrastructure and Environmental Executive Agency
EC	European Commission
EU	European Union
ETC	European Transport Conference
IA	Innovation Action
IEEE	Institute of Electrical and Electronics Engineers
ITS	Intelligent Transport Systems
KPI	Key Performance Indicator
NGO	Non-Governmental Organisation
REACH	Rational, Enabling, Addressed, Clear, Holistic
R&D	Research and Development
SCALE-UP	Scale up user-Centric and dAta driven soLutions for connected Urban Poles
TEN-T	Trans-European Transport Network
TRA	Transport Research Arena
VIH	Visual Identity Handbook
WP	Work Package

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1 Executive Summary

Within the scope of the SCALE-UP (User-Centric and Data Driven Solutions for Connected Urban Poles) Project, Work Package 9 – Communication and Dissemination is intended to ensure the widest possible outreach and collaboration with Project results and findings. The activities developed under this Work Package support the communication and dissemination process, by enabling an effective promotion of the Project to the industry, governments, follow-up urban nodes, general public, academia and other relevant stakeholders.

The aim of the Communication Plan is to set clear guidelines of the respective strategies and define its main activities throughout the Project. Its result is a roadmap, which can serve all Project partners to ensure maximum visibility and create synergies beyond the Project consortium. This roadmap is to be updated on a regular basis to serve as the main reference document for any communication or exploitation activities throughout the entire Project.

The main Project activities covered by this deliverable are the development of a SCALE-UP online platform, the design and distribution of the Project's dissemination materials as well as the organisation of a yearly SCALE-UP event.

The Visual Identity Handbook (VIH) offers a practical guide and templates to homogenise all communication activities, both internal and external. It defines the written and visual identity of the Project and sets out requirements for the layout and contents of, among others, written reports, use of logos and the delivery of presentations.

Finally, a list of relevant external events is assembled and a coordinated approach to attending these events is defined. The rationale is to ensure that the SCALE-UP Project partners are informed of upcoming events in due time and their participation is encouraged, so the consortium presents insights, conclusions and challenges to platforms external to the consortium.

2 Communication and Dissemination Plan

2.1 SCALE-UP Objectives & Methodology

SCALE-UP is an Innovation Action (IA) funded under the Horizon 2020 framework programme of the European Commission (EC).

Although many different solutions have been tested and implemented across Europe, the concept of a scalable, functional, and holistic Smart City has not been made possible to this day. Unfortunately, only very few actions seem to succeed on the long-term in a highly competitive urban mobility arena. The idea behind the SCALE-UP Project is i) to rethink or alternatively rebuild mobility modes old and new, and ii) to define strategies for a simple and insured scaling up of mobility activities. These strategies are to be replicable in a wide range of different urban environments and settings across Europe.

In this context, the Communication & Dissemination Plan aims at ensuring that SCALE-UP i) defines a common communication and dissemination strategy, and ii) targets the right audiences. In doing so, this plan secures the undertaking of well-performing activities within a comprehensive and fixed (but flexible) calendar.

As a result, the Communication & Dissemination Plan will be a reference document for all partners involved in SCALE-UP. It will be regularly updated i) to allow partners to follow the work progress, and ii) to clearly evaluate the communication and dissemination priorities and the efforts to be enhanced.

The Plan follows the REACH methodology (**R**ational means, **E**nabling environment, capacity and ownership, **A**ddressed communication, awareness, prevention, **C**lear strategy and processes, **H**olistic meaning, purpose) to ensure the maximum outreach and impact possible. The effectiveness of this methodology can be assessed using a simple table, where Key Performance Indicators (KPIs) are defined and monitored in detail. Any deviations from the initial baseline can be reported in the final report at the end of the Project and during the annual Project events.

Table 1 – SCALE-UP Communication & Dissemination KPIs

Activity and Criteria	Expected Performance			
	Year 1	Year 2	Year 3	Year 4
Online platform, number of visitors	200/month	250/month	350/month	400/month
Social media, publications	24	40	40	50
Videoclips, number of	0	≥1	0	≥2
Media coverage, number of	≥10	≥20	≥40	≥50
Roll-ups, number of	≥1	≥2	≥3	≥3
Posters, number of	≥1	≥2	≥2	≥3
Newsletter, issues released	≥4	≥8	≥12	≥16
Brochures, number distributed	≥300	≥500	≥700	≥900
Technical publications, number of	≥3	≥6	≥9	≥12
SCALE-UP Events, number of public authorities attending	≥10	≥10	≥15	≥20
SCALE-UP Events, number of planning authorities involved	≥10	≥15	≥20	≥20
SCALE-UP Events, number of transport operators involved	≥5	≥10	≥20	≥30
Number of external Projects contacted	≥5	≥10	≥15	≥20
Readership results	**500**	**800**	**1000**	**1200**

Furthermore, some general yet ambitious principles are being followed throughout the entirety communication and dissemination work. These principles ensure that all activities do not only reach as many audience recipients as possible but that the information is presented adequately for them and therefore the information is easily accessible and exploitable:

Table 2 - Communication and dissemination principles

Principle	Activities
User-Orientation	SCALE-UP Deliverables are designed, produced and circulated within different target groups to ensure any recipient only receives relevant information.
Open	SCALE-UP is open to incorporate external ideas into its dissemination activities. This includes establishing links with other European initiatives and stakeholders and sharing any insights or learnings freely, by rendering them accessible to anyone.
Comprehensive	The declared target of SCALE-UP deliverables is to address all types of Smart City stakeholders as well as the general public. They deliver enough information to allow insights to be exploited directly by anyone and offers all learnings as well as their implications at once.
Adapted	A "smart approach" takes into consideration the specific interests and existing knowledge base of different target groups and to adapt the messages and communication channels accordingly. This ensures that anyone, no matter their familiarity with the topics at hand can easily comprehend and use the Project results.
Global	Although the key target of SCALE-UP are other European cities, a global outreach is desirable and can be achieved by exchanging with non-European initiatives and organisations. This can also help in exporting important insights to less-favoured world areas.

In line with these principles, it is important to keep in mind that almost all information related to the communication as well as the dissemination of Project results consists of encultured knowledge, which means that it contains novel insights while representing a collective endeavour from an organisational point of view. In light of this, any activity should also align with one of two different strategies, which have been identified as appropriate for the SCALE-UP Project: integration for the implementation of functional knowledge acquired during the course of this Project and transfer through exploiting existing knowledge in a new context (Tidd & Bessant, 2009).

Furthermore, considering a process model of knowledge management for innovation, it is subsequently possible to identify some concrete guidelines, which are relevant for the SCALE-UP Project and need to be kept in mind during the design and execution of communication and dissemination activities (Tranfield, Young, Partington, & Bessant, 2006):

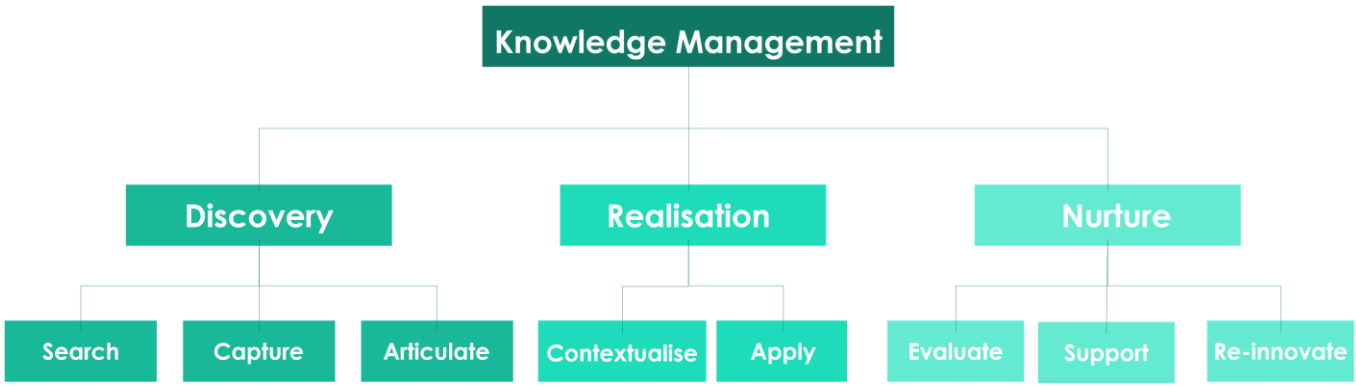

Figure 1 - Knowledge management for innovation

It should also be noted that it is crucial to incorporate megatrends such as sustainability, automation, privacy and IoT into all communication and dissemination activities to ensure a high attractivity of the content and achieve a good engagement rate.

Finally, since all activities take place in countries with different languages, all content is available in English first, while some more important deliverables, such as some offline materials are to be translated into local languages, namely Dutch, Finnish and Spanish to ensure a widespread circulation of the information.

2.2 Communication Plan

Communication activities consist of targeted measures to promote all Project activities and proceedings to the general public and society as a whole. It is supposed to demonstrate how the Project tackles societal challenges and should

therefore be easy to understand for anyone. The activities carried out under this Plan also serve to demonstrate how SCALE-UP has achieved more than other initiatives and how the outcomes of the Project as relevant to citizens' everyday life. Communication activities are usually quite broad and ensure that internal highly-complex and specialised debates or findings are communicated in a straight-forward manner, which attracts as large of an audience as possible to ensure wide recognition and awareness of the Project (European Commission, 2014).

Figure 2 - Guidance on communication (European Commission)

In order to design the best possible communication strategy, it is first important to define the target audience of SCALE-UP activities and findings as closely as possible. The audience can be easily split into 7 different groups to gather a better overview of the relevant **target audience groups**.

Table 3 - SCALE-UP Communication target audience groups

Target Audience	Stakeholders	Communication Action
Local	City authorities, mobility & traffic departments, environmental departments, smart city agencies, traffic police, local citizens & communities, local environmental & sustainable mobility NGOs, local business organisations	1. Social Media Accounts 2. Dedicated e-Newsletter 3. Project Website 4. Project Videoclip 5. Project Roll-up & Posters 6. Technical Reports & Discussion Papers 7. Annual Project Events
National & Regional	National & regional authorities, mobility & traffic departments, environmental departments, delegations to the EU	1. Technical Reports & Discussion Papers 2. Annual Project Events
European	European Commission, TEN-T corridor coordinators, European networks, European Parliament, Committee of the Regions, European Economic and Social Committee, Council of the European union	1. Dedicated e-Newsletter 2. Technical Reports & Discussion Papers 3. Annual Project Events
Press & Media	National & European press and press agencies, international correspondents, specialised press	1. Social Media Accounts 2. Dedicated e-Newsletter 3. Project Website 4. Annual Project Events
Industry & Operators	Infrastructure builders, service providers and operators, other related industries	1. Social Media Accounts 2. Dedicated e-Newsletter 3. Project Website 4. Project Videoclip 5. Project Roll-up & Posters 6. Project Brochures 7. Annual Project Events
Academia	Academia, research centres, European & national trade	1. Dedicated e-Newsletter 2. Project Website 3. Project Brochures

	organisations, national professional associations	4. Technical Reports & Discussion Papers 5. Annual Project Events
Related R&D Initiatives	European R&D Projects, R&D initiatives at national level	1. Project Website 2. Technical Reports & Discussion Papers 3. Annual Project Events

Keeping both the target audience groups as well as the general aims of communication activities in mind, the communication plan and its eventual evaluation permit to correctly estimate the overall impact of the entire Project on the general public.

2.2.1 SCALE-UP Online Communication Materials

Several different digital communication channels have been created to share information on SCALE-UP and its ongoing activities and resulting insights across the Project's three Urban Nodes. Each of these channels has a slightly different focus, depending on the expected audience of each outlet.

It should be noted that all online communication materials in this Project consist of one-way communication via a mass medium. Although citizens, stakeholders or city workers have the option to communicate via email or via a private direct message on social media with the SCALE-UP team, the idea is to establish a strong presence by publishing information on the SCALE-UP channels. Collaboration with partners or members of the Urban Nodes Platform are envisioned as well.

2.2.1.1 *SCALE-UP e-Newsletter*

A dedicated e-Newsletter is created and maintained, called 'SCALE-UP In Action'. The Newsletter is published to an extensive Mailing List every 3 months and is sent out digitally. It targets some target audience groups specifically as shown in Table 3, but overall, it can be considered of interest for all target audience groups. During the first few weeks and months of the Project, the Newsletter is promoted heavily to receive as many registrations as possible for it.

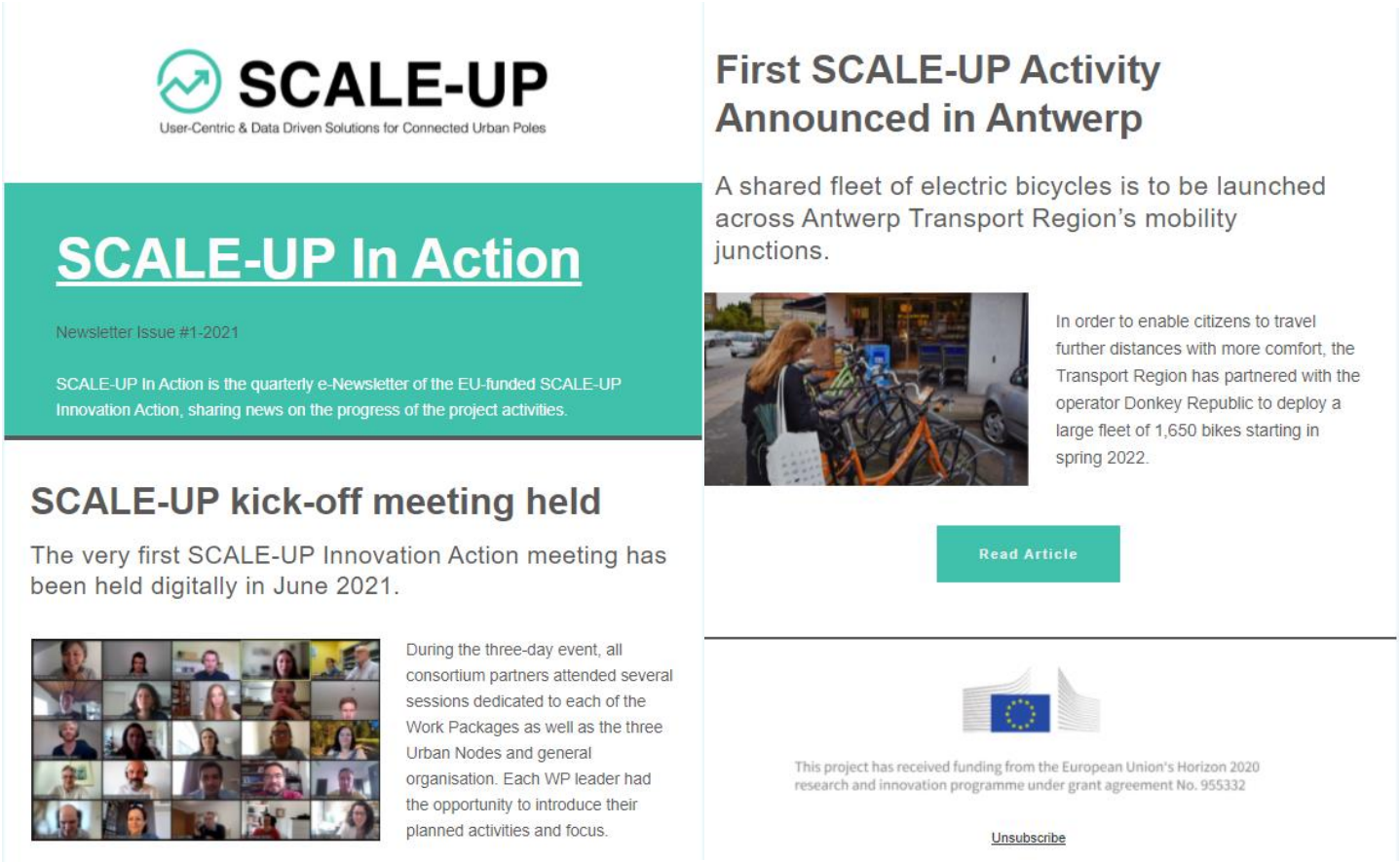

Figure 3 - SCALE-UP Newsletter

2.2.1.2 *SCALE-UP Social Media Accounts*

Several social media channels have been established, namely an account on the social network Twitter[1] (SCALE-UP Twitter Page), on the professional social network LinkedIn[2] (SCALE-UP LinkedIn Page) and the video sharing platform YouTube[3] (SCALE-UP YouTube Channel). The later channel also serves in rendering recordings of internal meetings available to WP partners, without publishing them to the wider public. In order to ensure the best possible coordination, a detailed inventory of all consortium partners' social media presence has been created and all accounts have been linked by following each other. It can be found in full in *Annex I: SCALE-UP Consortium Social Media Inventory*

These social media outlets are especially well designed to not only publish information for end users and citizens but also to interact with them in a more engaging way.

[1] https://twitter.com/
[2] https://www.linkedin.com/
[3] https://www.youtube.com/

While Twitter and YouTube are more targeted towards the general public, LinkedIn is a good network to interact with cities, industry partners, stakeholders and experts. All channels are to be managed on a regular basis by the WP9 coordination. A member of staff checks for related content of stakeholders or related Projects to engage with and shares, likes or publishes content on a regular basis.

2.2.1.3 *SCALE-UP Website*

To reach a wide range of citizens, a dedicated Project website (SCALE-UP Project Website) has been launched; special attention has been paid to display the structure of the Project and to providing an overall good readability:

1. **Homepage**: The homepage contains a summary of the Project, its main objectives, and some key information as well as an interactive dashboard, which displays the different activities across the Urban Nodes. As on all pages of the website, visitors can also find links to the Project's social media accounts, other pages of the website as well as a form to sign up to the 'SCALE-UP in Action' newsletter.

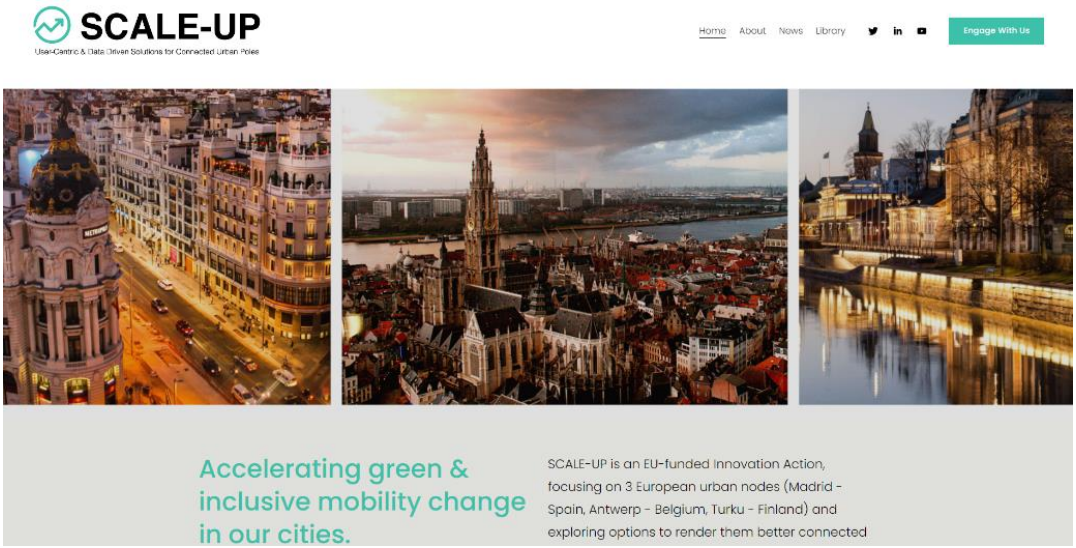

Figure 4 - SCALE-UP Website homepage introduction & social media links

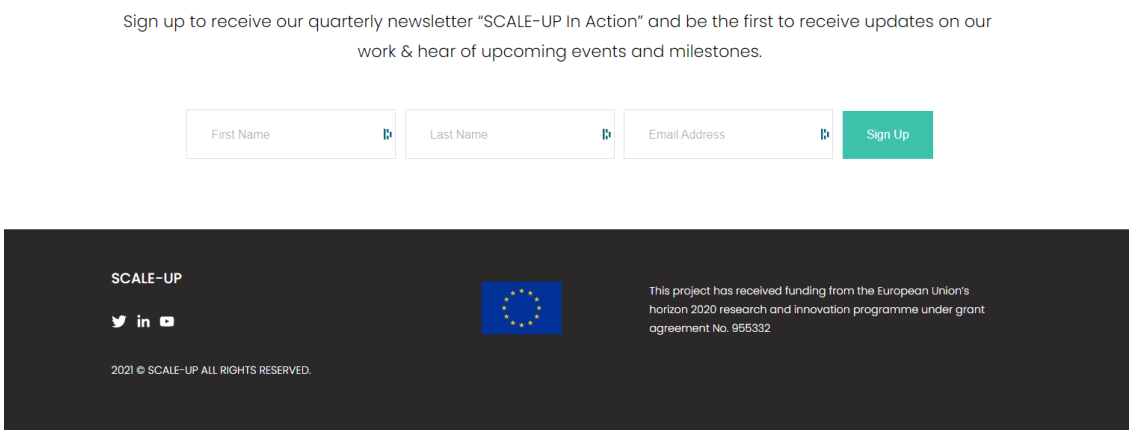

Figure 5 - SCALE-UP Website newsletter registration form & social media links

2. **About**: On the top of the About page, several questions (What? Where? When?) are answered and key information, such as the duration and the support received from the European Commission, are displayed. All Work Packages as well as the general Project structure are introduced and at the bottom of the page, all consortium partners are represented with their logos and links to their respective websites.

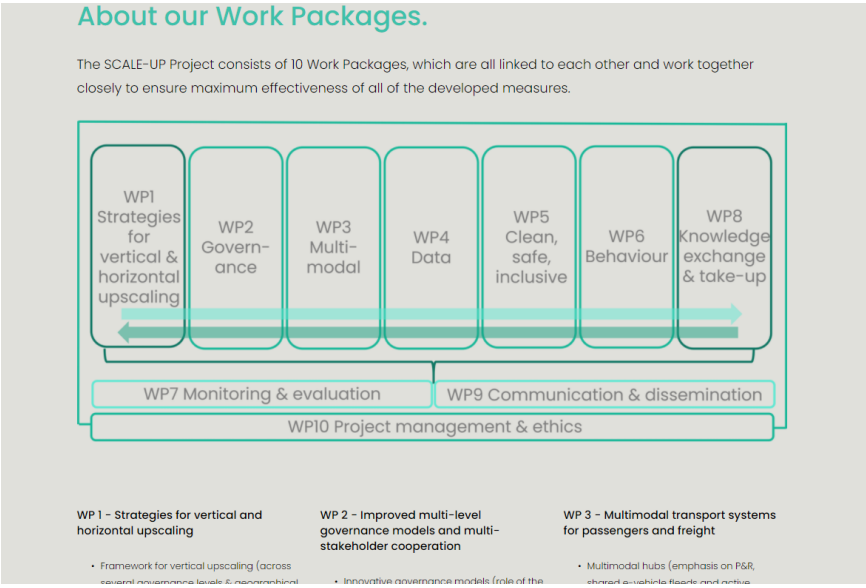

Figure 6 - SCALE-UP Website work package structure

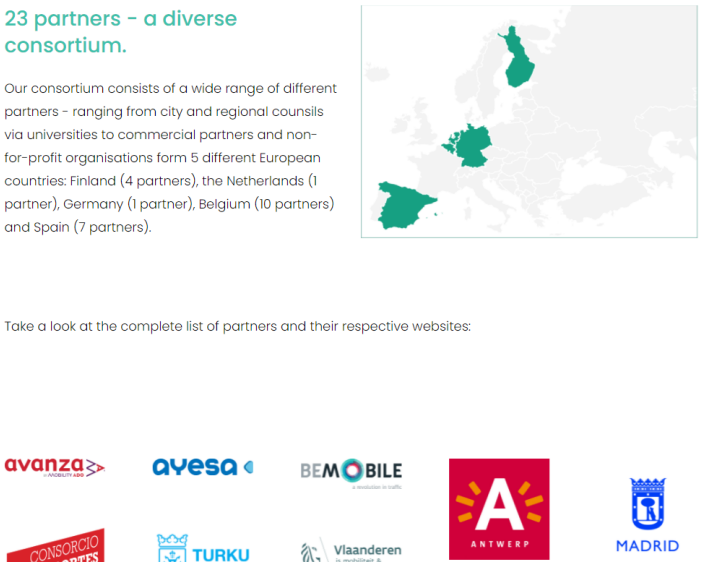

Figure 7 - SCALE-UP Website consortium presentation

3. **News**: The news page contains a built-in blog, in which the consortium can publish its own news articles. reports on any ongoing activities. It can contain announcements, calls for collaboration or minutes to large consortium meetings. Eventually, the blog can also serve as an archive.

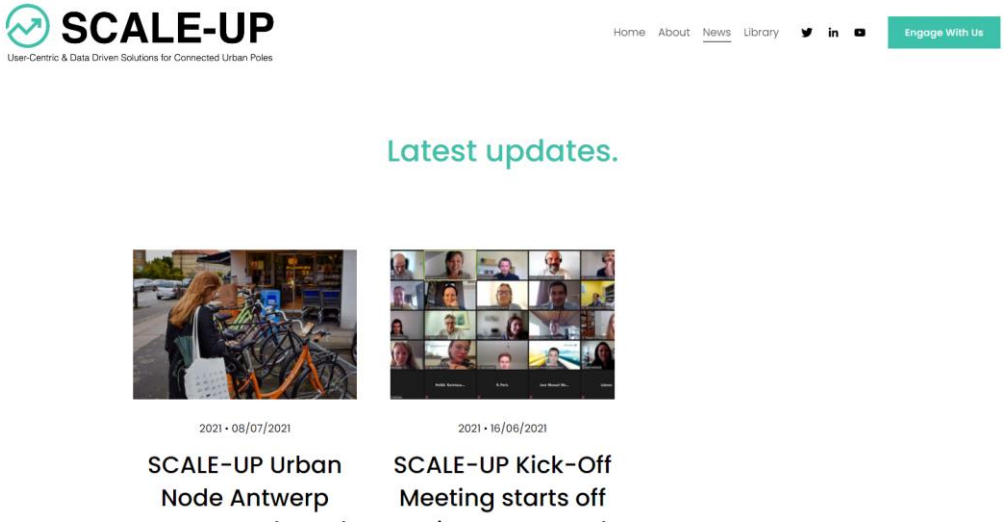

Figure 8 - SCALE-UP Website news blog

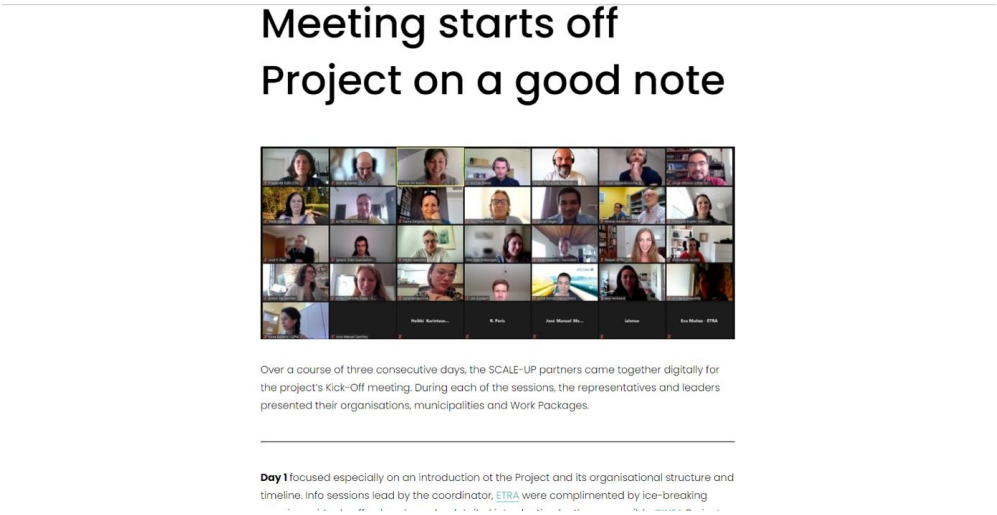

Figure 9 - SCALE-UP Website news blog entry

4. **Library**: The Project's library contains any documents that might be of interest for the consortium partners or citizens. It mirrors news articles in other news outlets, printable materials such as flyers or brochures, videos and any deliverable which is released publicly. It serves as the principal and focal information point for partners inside and outside the Project and documents the work progress with exemplary transparency for the general public.

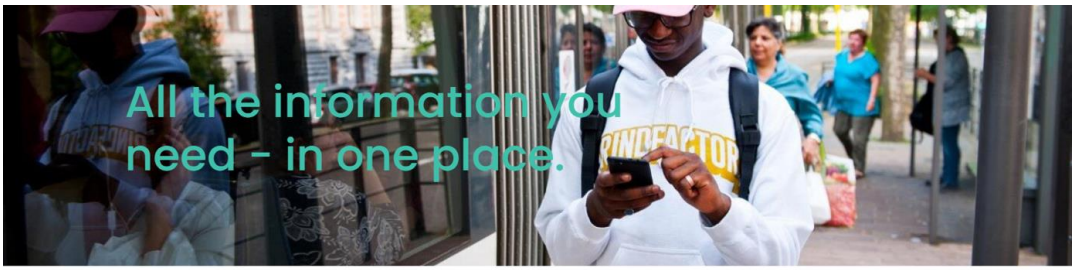

Figure 10 - SCALE-UP Website library introduction

5. **Engagement**: The final page contains a form to sign up for the 'SCALE-UP In Action' Newsletter as well as a form to register to become a part of the Urban Nodes Platform. Visitors can also contact the consortium using a contact form, where they can directly submit any question they might have.

In order to support, complement and top the digital communication tools off, three videoclips are produced during the lifecycle of the Project, which are published on all outlets and embedded on the SCALE-UP website.

2.3 SCALE-UP Offline Communication Materials

Apart from the digital communication channels, several different materials for offline activities need to be designed, published, printed and distributed. The purpose of these materials consists in complementing real-life activities or meetings and draw attention to the Project's objectives as well as provide the reader with a comprehensive overview. Their challenge lies in viewers needing to grasp the concept of SCALE-UP at a glance while still understanding the underlying complexities of the Project.

2.3.1.1 *SCALE-UP Roll-ups & Posters*

Over the course of the entire Project, three roll-ups and posters will be created in regular intervals, promoting the Project's objectives and already achieved milestones and ad-hoc achievements. They are distributed among all Project partners, while some partners who participate in most events or host real-life activities open to the general public receive a higher number of materials. Roll-ups are especially useful to represent the Project in external events or during activities which are open to the general public, such as city festivals or mobility weeks. Posters on the other hand can also be hung up in public transport vehicles, offices open to the general public or distributed among partners. Both roll-ups and posters need an attractive and appealing design, which aligns with the branding described within the VIH.

2.3.1.2 *SCALE-UP Brochures*

During the entirety of the Project, 900 brochures will be printed and distributed, especially during events and on-site promotion of the Project, which are suitable for all target audience groups with a special focus on industry players & operators as well as academia. They document the most important objectives and promote achieved milestones. Since the brochures, differently from roll-ups or posters, contain more space for texts, infographics and tables, they can convey more detailed information and serve in illustrating the SCALE-UP activities, objectives and goals. Therefore, they

are especially interesting for target audience groups who are specialised or in settings where the SCALE-UP staff cannot exchange personally in detail with the audience.

2.4 SCALE-UP Events

Four Project events take place, once a year, and serve in exchanging within the consortium, presenting the progress made and help by including key stakeholders and gathering their feedback. Two of the events act also as events for the Urban Nodes Platform and involve experts from across Europe.

During the drafting and publication of the deliverable, the COVID-19 pandemic still heavily influences public life in Europe and it is therefore not clear whether the events can be held in person or virtually using a programme for videocalls. Although the former is more desirable as it enables participants to exchange in a more active and direct way, the organisation of a digital event is also possible.

Both the attendance as well as the hosting of own events offers a great opportunity to engage deeper into interpersonal communication, which goes both ways: feedback from stakeholders as well as citizens can help improving the Project while spreading information on the Project in a more selective and personal way.

2.5 Communication Editorial Calendar

All these actions can be summarised in one comprehensive editorial calendar, covering the upcoming 12 months. This editorial calendar should be revised yearly to plan all activities for the following 12 months until the end of the Project. It details potential publishing dates for news articles, newsletters, social media posts or events:

Table 4 - SCALE-UP Communication editorial calendar 1

Year	**2021**							**2022**					
Month	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
Project month	M1	M2	M3	M4	M5	M6	M7	M8	M9	M10	M11	M12	M13
News blog	1	2	2	2	2	2	2	2	2	2	2	2	2
Newsletter			×			×			×			×	
LinkedIn	1	2	2	2	2	2	2	2	2	2	2	2	2
Twitter (own)	2	2	2	2	2	2	2	2	2	2	2	2	2

Twitter (external)	1	2	2	2	2	2	2	2	2	2	2	2	2
YouTube	1	1	1							1			
Offline materials						×							
Event									×				

The number of releases and in the case of Twitter the sharing of other accounts' contents has been predefined.

2.6 Dissemination Plan

Differently from communication work, dissemination activities focus rather on the coordinated distribution and the release of results and conclusions of the Project to potential users. These activities aim at promoting and spreading awareness and at enabling other stakeholders, public, academic and commercial, to make direct use of the findings for their work and services. The goal of dissemination is the exploitation of the Projects' results (European Commission, 2019).

Figure 11 - Guidance on dissemination (European Commission)

Although many of the tools and activities in the previous section are also going to be used for dissemination of Project results (e.g., the library page on the SCALE-UP website or the off- and online materials), some WP9 activities are solely focused on dissemination.

The main target of the Dissemination Plan is to enable other stakeholders or urban nodes by providing them with any relevant information to act as follow-up cities and adopt, modify and implement as many of the tested measures as possible. The final goal is to simply the scaling-up of urban mobility measures across Europe and offer a viable and effective measure for any municipality.

2.7 SCALE-UP Urban Nodes Platform

One of these activities is the operation and maintenance of the SCALE-UP Urban Nodes Platform in collaboration with WP8 partners, which enables key stakeholders to gather insight into the Project progress, give their feedback and discuss on different tools developed by SCALE-UP. The platform is open to any industry or public body who is interested in reviewing and potentially implementing one of the SCALE-UP measures. Members are invited to share their view of the measures and propose modifications or raise concerns, ensuring that the SCALE-UP measures are taken up by as many follow-up cities as possible across Europe.

2.8 External Events

Finally, a number of external events have been identified and a participation of WP9 in these events for cross-fertilisation purposes has to be considered:

Table 5 - List of external events 01

Date	Name	Location
16/09 – 22/09/2021	European Mobility Week	Online
17/09/2021	International Conference on Transport and Smart Cities	Frankfurt (Germany)
11/10 – 15/10/2021	ITS World Congress	Hamburg (Germany)
20/10 – 21/10/2021	CIVITAS Forum	Aachen (Germany) / Online

10/11 – 11/11/2021	Evolve Arena	Lillestrøm (Norway)
16/11 – 18/11/2021	Smart Expo World Congress	Barcelona (Spain) / Online
01/12 – 02/12/2021	Polis Annual Conference	Gothenburg (Sweden)
09/01 – 13/01/2022	Transport Research Board Annual Meeting	Washington D.C. (United States)
29/03 – 01/04/2022	Intertraffic Conference	Amsterdam (Netherlands)
18/05 – 20/05/2022	ITS European Congress 2020	Lisbon (Portugal)
14/11 – 17/11/2022	Transport Research Arena (TRA)	Lisbon (Portugal)
Autumn 2022	International Conference on Connected Smart Cities	Online
Autumn 2022	European Transport Conference (ETC)	Online

2.9 Scientific publications

To directly support exploitation and disseminate towards companies, academia and specialist press, a total of twelve technical reports and discussion papers will be produced. They are published over the entire duration of the Project, and they contain the most interesting achievements and technical findings. These papers and reports establish an active academic discussion concerning urban mobility solutions and their implementation as well as their scalability across the European continent and beyond. They allow for further in-dept research and the exploration of subjects, which might only crystallise as important or innovative during the Project implementation.

- **Discussion papers** are articles which focus on delivering a summary of applicable objections and appropriate conclusions drawn from the Project through quantitative depiction of a specified topic. Their main aim is to understand a given topic more fully for a committee or commission's review.

- **Technical papers** are scientific documents, which convey information about technical research in an objective and fact-based manner, and in addition hold the potential to be published in peer-reviewed scientific magazines.

While discussion papers serve more as a platform for scientific dialogue and speculation, it is especially the technical reports that can help to maximise the impact on the scientific community at large. They are better equipped to contribute actively to the ongoing discourses around urban mobility solutions and lay out evidence to support hypotheses and quantify observations. In order to maximise their impact, the consortium will approach the publishing houses of different scientific journals as well as apply for the submission of technical papers at conferences or events. A good way to establish the consortium as a reliable and high-quality research unit, the authors of papers can apply for a peer review, which adds to the legitimisation of the publication. Peer reviewed articles are more likely to be published more frequently than regular papers or reports.

3 Visual Identity Handbook

This Visual Identity Handbook (VIH) serves to align the layout and presentation of all Project activities. It aims at creating a unique branding by which the SCALE-UP Project can be identified by at a glance and supports the entire consortium in developing and following a harmonised communication strategy. It comprises of templates for documents, presentations, website pages, the newsletter and the overall tone of both communication and dissemination activities. It further sets out requirements, guidelines and standards for written reports, the use of logos and the delivery of presentations.

All of the materials included in this VIH adhere to the philosophy of minimal design, which means that all of them are easily adaptable and can be integrated into other Projects', cities' or events' communication without being disruptive.

3.1 Colours and Fonts

The SCALE-UP Project has a distinct Project colour, which are used and repeated across all materials, deliverables and presentations associated with the Project. The selected colour is a turquoise one with the colour code #40C1AC.

Figure 12 - SCALE-UP Project colour

For any kind of written deliverable, the font Century Gothic is used, which is based on simple geometric shapes and is easy to read quickly and even from a larger distance.

Figure 13 - SCALE-UP Project font

3.2 Logos

Two different logos have been developed and transferred also into different colours. The symbol of the logo is based on three main principles, which represent the SCALE-UP philosophy at a glance:

- *Upward lightning*: Representing energetic up-scaling of solutions, development and innovation.
- *Circle*: Stands for a holistic approach and circular (sustainable) mobility solutions.
- *Turquoise*: The clear contrast offers dynamics and clarity, while being distinct from other logos. It also highlights the ecological character of the Project.

One version of the logo is a so-called favicon, which consists simply of the logo without any text and can be used for social media channels or to watermark documents.

Figure 14 - SCALE-UP Favicon logos

Furthermore, a second set of logos had been created, which also displays the full name of the Project and is more suitable to add branding to presentations, websites or other official deliverables of the consortium.

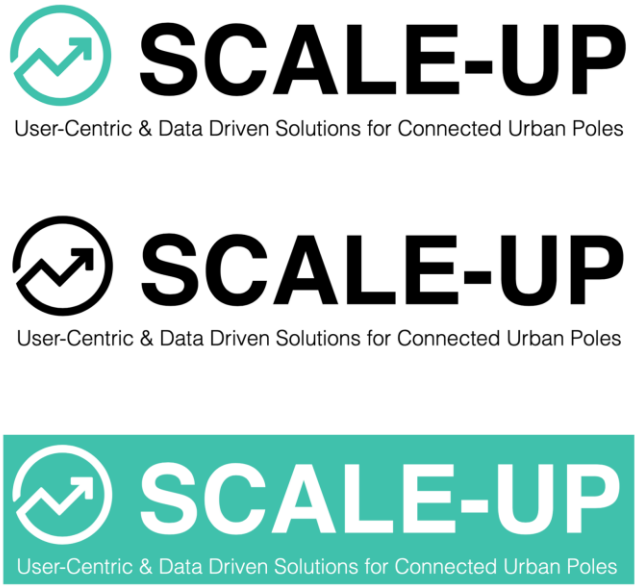

Figure 15 - SCALE-UP Logos

3.3 Written Report Template

All the written reports produced within the SCALE-UP Project follow the same unified formatting in order to easily identify the origin of any document. In particular, a template with a unified SCALE-UP format has been created and circulated among all of the consortium partners. The current document also follows this format.

Although *Annex II: SCALE-UP Written Report Template* contains the full template, the following figures document the most important and striking layout details.

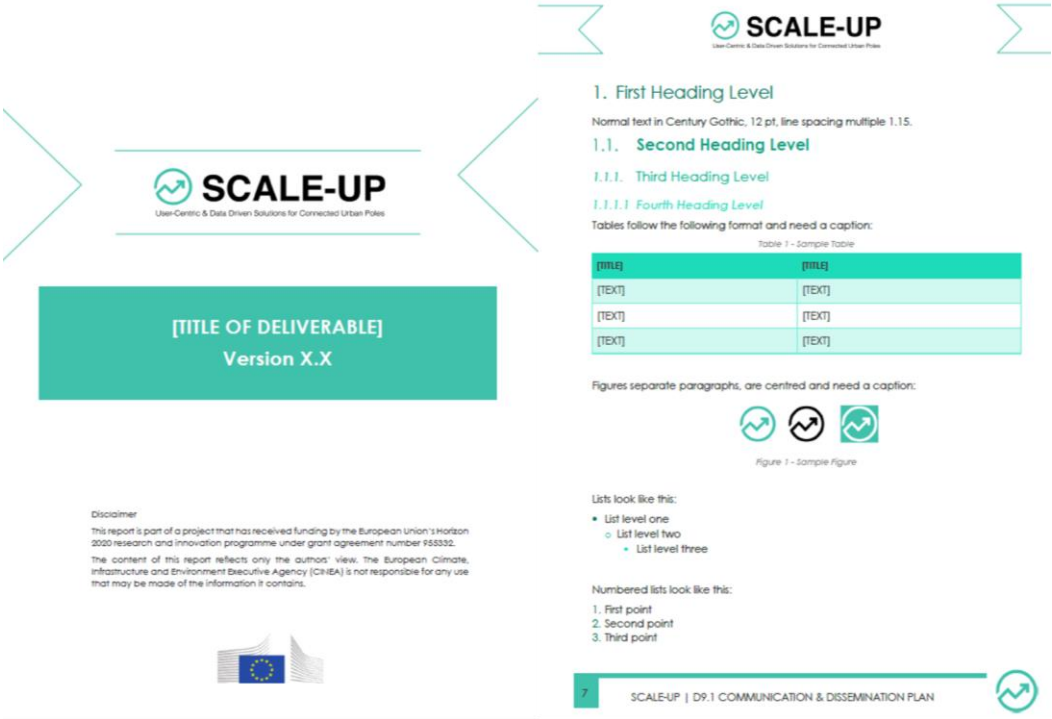

Figure 16 - SCALE-UP Written report template page 1 & 7

3.4 Presentation Template

When delivering presentations at conferences, international events or for internal WP meetings, all consortium partners should make use of a PowerPoint template to represent the SCALE-UP Project in a consistent and professional manner. The slides consist of various different layouts, spanning from those displaying only text or pictures over various graphs and table samples to complex infographics, illustrating objectives, timelines, figures and data. These slides can be filled with relevant outputs of the Project and have been branded with the SCALE-UP logo and colours. Furthermore, the presentation has received a special and individualised touch through custom icons and infographics, which set it apart from other presentation layouts. Although the complete PowerPoint template is included in *Annex III: Presentation Template*, the following figures illustrate the different slide functionalities available.

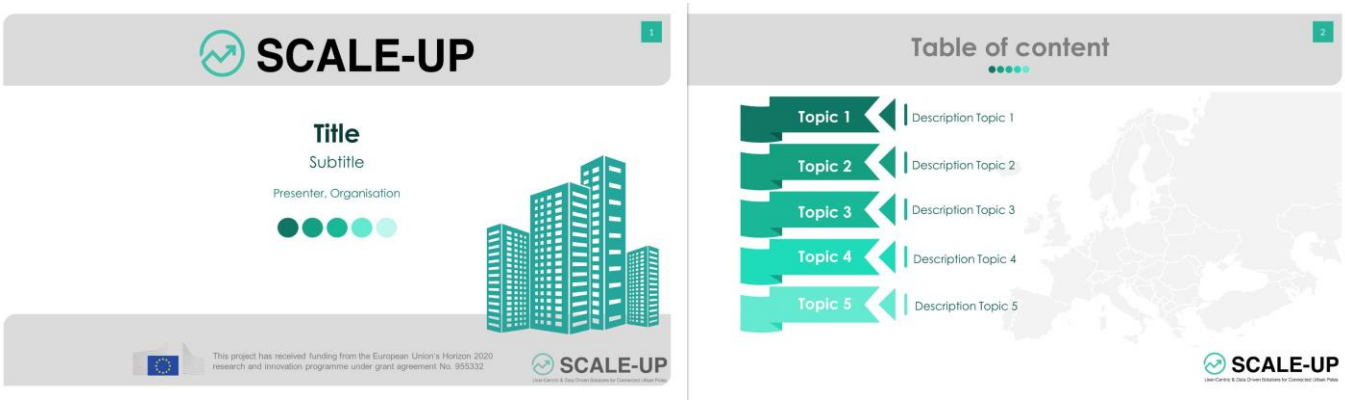

Figure 17 - SCALE-UP Presentations template slides 1 & 2

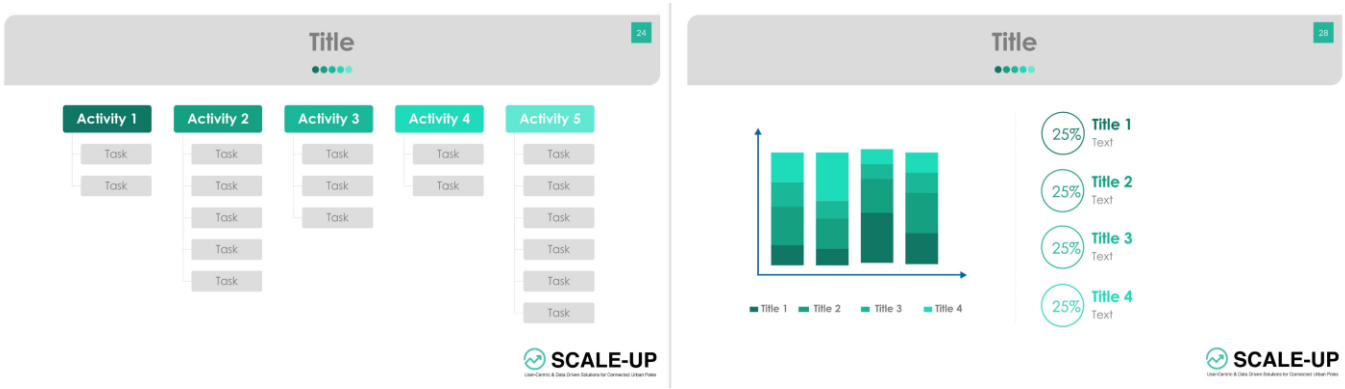

Figure 18 - SCALE-UP Presentations template slides 24 & 28

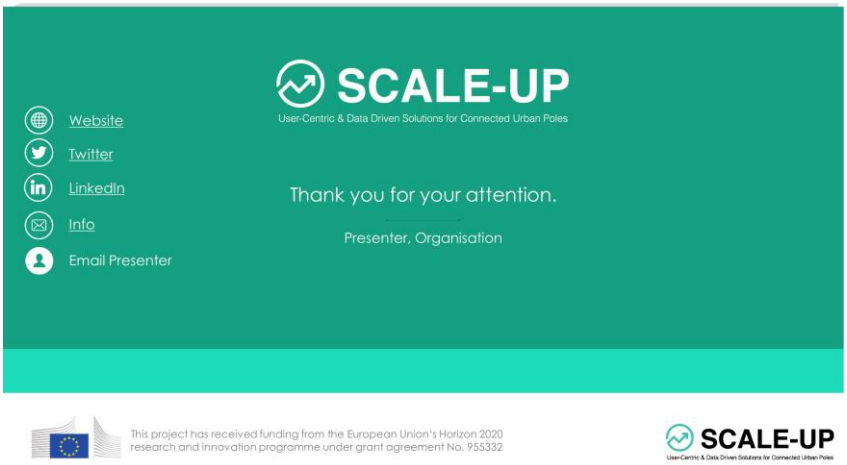

Figure 19 - SCALE-UP Presentations template slide 65

4 Conclusions

The SCALE-UP communication and dissemination tools and materials represent a key element in the development of the Project's overall strategy. The tools defined and mentioned in this document are to be developed under the Project brand identity and follow all guidelines defined in section 2.1. These tools contain a wide range of graphic and visual elements, which are to be further enhanced as the urban mobility measures are implemented over time.

Another concern is the language of the materials – while the online communication tools are available mostly in English, with some Dutch, Finnish or Spanish information available, the offline materials will need to be translated into the respective local language of each Urban Node. This ensures that citizens in the participating cities can understand all activities and actively partake in the Project.

The entire SCALE-UP consortium is expected to contribute during the production, development and dissemination of the communication and dissemination tools on the base of the Project description of action.

All tools, as well as calendars, are to be updated on a regular basis, but at least yearly to ensure that activities for the following 12 months are always clear and planned to ensure that all relevant partners can take part in them.

A final report will be published at the end of the Project to document all changes or modifications made and report on the implementation of the Project activities. In this report, the effectiveness of all activities is compared to the original list of KPIs and their success is measured with quantitative datapoints.

5 Bibliography

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6 Annex I: SCALE-UP Consortium Social Media Inventory

Partner	Platform	Language	Link
	Website	Spanish	https://www.avanzabus.com/
	Instagram	Spanish	https://www.instagram.com/avanzalargadistancia/
	Twitter	Spanish	https://twitter.com/avanzaLD?lang=es
	Facebook	Spanish	https://www.facebook.com/avanzalargadistancia/
	YouTube	Spanish	https://www.youtube.com/channel/UCCFboSYmT2IyvGkpIGsD1Lg
Ayesa	Website	English, Spanish	https://www.ayesa.com/en
	Facebook	Spanish	https://es-es.facebook.com/ayesa.paginaoficial/
	LinkedIn	English, Spanish	https://www.linkedin.com/company/ayesa/posts/?feedView=all
	Twitter	Spanish	https://twitter.com/ayesanews
Be Mobile	Website	English	https://www.be-mobile.com/
	LinkedIn	English	https://www.linkedin.com/company/be-mobile/
	Twitter	English	https://twitter.com/bemobile_hq
	Vimeo	English	https://vimeo.com/bemobilecompany
City of Antwerp	Website	English, Dutch, Frenc	https://www.antwerpen.be/
	Facebook	Dutch	https://www.facebook.com/stad.antwerpen
	Instagram	Dutch	https://www.instagram.com/stad_antwerpen/
	LinkedIn	Dutch	https://www.linkedin.com/company/stad-antwerpen/
	Twitter	Dutch	https://twitter.com/Stad_Antwerpen
	YouTube	Dutch	https://www.youtube.com/user/stadantwerpen/featured
City of Madrid	Website	Spanish	https://www.madrid.es/portal/site/munimadrid
	Facebook	Spanish	https://www.facebook.com/ayuntamientodemadrid/
	Instagram	Spanish	https://www.instagram.com/madrid/
	Twitter	Spanish	https://twitter.com/MADRID
	YouTube	Spanish	https://www.youtube.com/channel/UCYY0va5t-KZncOOctoGva7A
City of Turku	Website	English, Finnish, Swed	https://www.turku.fi/en/frontpage
	Facebook	Finnish	https://m.facebook.com/turunkaupunki/
	Instagram	Finnish	https://instagram.com/turkukaupunki?utm_medium=copy_link
	LinkedIn	Finnish	https://www.linkedin.com/company/city-of-turku/
	Twitter	English	https://twitter.com/cityofturku
	YouTube	English, Finnish	https://www.youtube.com/user/Turkukaupunki
Consorcio Regional de Transportes de Madrid	Website	English, Spanish	https://www.crtm.es/
Ecorys	Website	English, Bulgarian, Cr	https://www.ecorys.com/global
	Facebook	Bulgarian, English	https://www.facebook.com/pages/Ecorys/172753242780124
	LinkedIn	English	https://www.linkedin.com/company/ecorysnl/
	Twitter	English	https://twitter.com/Ecorys

Etra	Website	English, Portugese, Sp	http://www.grupoetra.com/
	LinkedIn	Spanish	https://www.linkedin.com/company/etra/posts/?feedView=all
	Twitter	Spanish	https://twitter.com/grupoetra
Eurocities	Website	English	https://eurocities.eu/
	Instagram	English	https://instagram.com/eurocitiesinsta?utm_medium=copy_link
	LinkedIn	English	https://www.linkedin.com/company/eurocities/
	Twitter	English	https://twitter.com/eurocities
	Facebook	English	https://www.facebook.com/EUROCITIES/
	YouTube	English	https://www.youtube.com/user/TheEUROCITIESnetwork
Flanders Transport Region	Website	Dutch	https://www.departement-mow.vlaanderen.be/nl
	Facebook	Dutch	https://www.facebook.com/departementmobiliteitenopenbarewerken
	Twitter	Dutch	https://twitter.com/departementMOW
Hacon	Website	English, German	https://www.hacon.de/en/
	Facebook	English	https://www.facebook.com/HaconTimetable/
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	LinkedIn	English	https://www.linkedin.com/company/hacon/?originalSubdomain=de
	Twitter	English	https://twitter.com/haconfimetable
	YouTube	English	https://www.youtube.com/user/HaConCompany
Lantis	Website	Dutch	https://lantis.be/
	LinkedIn	Dutch	https://www.linkedin.com/company/lantis/
Polytechnic University of Madrid	Website	English, Spanish	https://www.upm.es/internacional
	Facebook	Spanish	https://www.facebook.com/universidadpolitecnicademadrid
	Instagram	Spanish	https://instagram.com/somosupm?utm_medium=copy_link
	LinkedIn	Spanish	https://www.linkedin.com/school/universidad-politecnica-de-madrid/?originalSubdomain=es
	Twitter	Spanish	https://twitter.com/La_UPM/
	YouTube	English, Spanish	https://www.youtube.com/user/UPM
Port of Antwerp	Website	English, Dutch	https://www.hacon.de/en/
	Facebook	Dutch	https://www.facebook.com/portofantwerp/
	Instagram	Dutch	https://instagram.com/portofantwerp?utm_medium=copy_link
	LinkedIn	English	https://www.linkedin.com/company/port-of-antwerp/
	Twitter	English	https://twitter.com/PortofAntwerp
	YouTube	English	https://www.youtube.com/user/AntwerpPortTV
Province of Antwerp	Website	English, Dutch, Frenc	https://www.provincieantwerpen.be/en/provincial-government.html
	Facebook	Dutch	https://www.facebook.com/provincie.Antwerpen
	Instagram	Dutch	https://instagram.com/provincieantwerpen?utm_medium=copy_link
	LinkedIn	Dutch	https://www.linkedin.com/company/provincie-antwerpen/
	Twitter	Dutch	https://twitter.com/prov_antwerpen
	YouTube	English, Dutch	https://www.youtube.com/user/provantbe
Regional Counsil of Southwest Finland	Website	English, Finnish, Swed	https://www.varsinais-suomi.fi/en/
	Facebook	Finnish	https://www.facebook.com/Varsinaissuomenliitto
	LinkedIn	Finnish	https://www.linkedin.com/company/regional-council-of-southwest-finland/
	Twitter	Finnish	https://twitter.com/vsliitto
	YouTube	English, Finnish	https://www.youtube.com/channel/UCzNT9mu-1-sBvapLE2IV3xA

Smart Transportation Alliance	Website	English	https://www.smart-transportation.org/
	LinkedIn	English	https://www.linkedin.com/company/smart-transportation-alliance-sta-/?viewAsMember=true
	Twitter	English	https://twitter.com/Smart_Transp
Smart Ways to Antwerp	Website	English, Dutch, Frenc	https://www.slimnaarantwerpen.be/en/home
	Facebook	Dutch	https://www.facebook.com/slimnaarantwerpen/
	Instagram	Dutch	https://www.instagram.com/slim_naar_antwerpen/
	LinkedIn	Dutch	https://www.linkedin.com/company/slim-naar-antwerpen/
	Twitter	Dutch	https://twitter.com/SlimnaarA
Traject	Website	English, Dutch, Frenc	https://www.traject.be/en
	LinkedIn	English, Dutch, Frenc	https://www.linkedin.com/company/traject/
	Twitter	English, Dutch, Frenc	https://twitter.com/trajectmobility
Transport Mobility Leuven	Wesbite	English, Dutch	https://www.tmleuven.be/en/
	Facebook	Dutch	https://www.facebook.com/tmleuven
	LinkedIn	Dutch	https://www.linkedin.com/company/transport-&-mobility-leuven/
	Twitter	Dutch	https://twitter.com/tmleuven
	YouTube	English, Dutch	https://www.youtube.com/channel/UC6XXI93s40uRamG7rMcKWmA
Turku University of Applied Sciences	Website	English, Finnish	https://www.tuas.fi/en/
	Facebook	Finnish	https://www.facebook.com/TurkuAMK
	Instagram	Finnish	https://instagram.com/turkuamk?utm_medium=copy_link
	LinkedIn	Finnish	https://www.linkedin.com/school/turku-university-of-applied-sciences/
	Twitter	Finnish	https://twitter.com/TurkuAMK
	YouTube	Finnish	https://www.youtube.com/user/TurunAMK
Vinka	Website	English	https://futuremobilityfinland.fi/member/vinka/
	Twitter	English	https://twitter.com/FinlandFuture

7 Annex II: SCALE-UP Written Report Template

SCALE-UP
User-Centric & Data Driven Solutions for Connected Urban Poles

[TITLE OF DELIVERABLE]
Version X.X

Disclaimer

This report is part of a project that has received funding by the European Union's Horizon 2020 research and innovation programme under grant agreement number 955332.

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SCALE-UP

[NAME OF DELIVERABLE]			
WP No.	X	WP Title	X
Deliverable owner		X	
Author(s)		X	
Reviewer(s)		X	
Due Date		DD.MM.202X	
Delivery Date		DD.MM.202X	

Version history		
Version	**Date**	**Summary of changes**
01	DD MONTH 202X	[Description]

SCALE-UP

List of Acronyms	
Acronym	**Meaning**
EC	European Commission
WP	Work Package

SCALE-UP

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This deliverable is a draft document subject to revision until formal approval by the European Commission.

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SCALE-UP

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1. First Heading Level 7
1.1. Second Heading Level 7
1.1.1. Third Heading Level 7
2. Bibliography 8

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List of Figures

Figure 1 - Sample Figure 7

List of Tables

Table 1 - Sample Table 7

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1. First Heading Level

Normal text in Century Gothic, 12 pt, line spacing multiple 1.15.

1.1. Second Heading Level

1.1.1. Third Heading Level

1.1.1.1 Fourth Heading Level

Tables follow the following format and need a caption:

Table 1 - Sample Table

[TITLE]	[TITLE]
[TEXT]	[TEXT]
[TEXT]	[TEXT]
[TEXT]	[TEXT]

Figures separate paragraphs, are centred and need a caption:

Figure 1 - Sample Figure

Lists look like this:

- List level one
  - List level two
    - List level three

Numbered lists look like this:

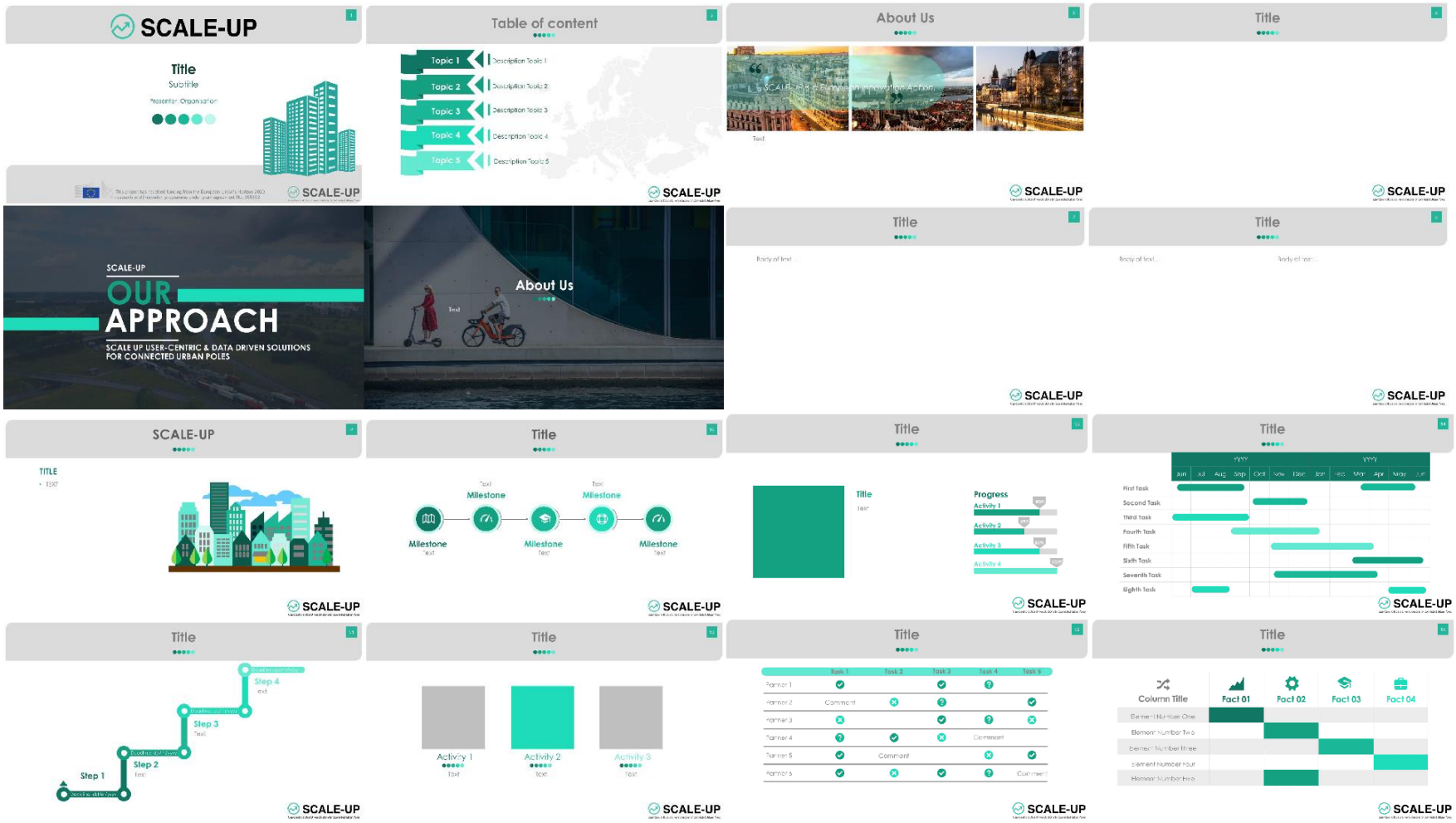
1. First point
2. Second point
3. Third point

SCALE-UP

2. Bibliography

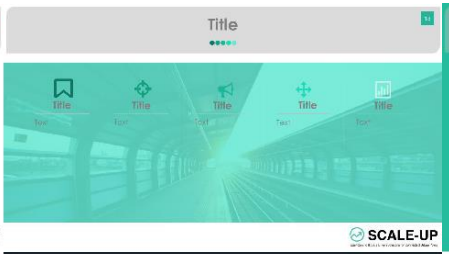
There are no sources in the current document.

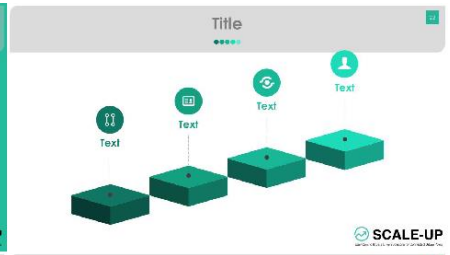
8 Annex III: SCALE-UP Presentation Template

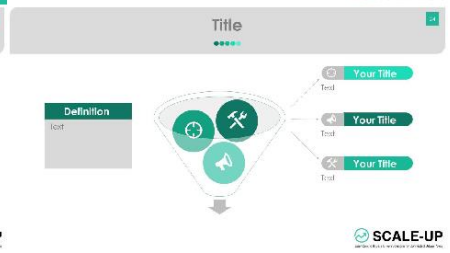


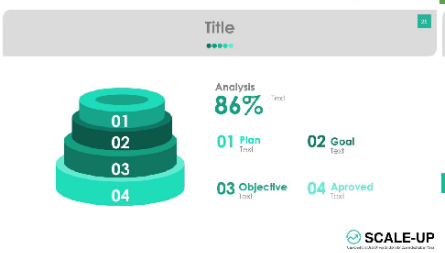
SCALE-UP

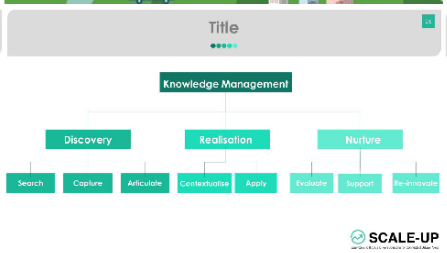
User-Centric & Data Driven Solutions for Connected Urban Poles

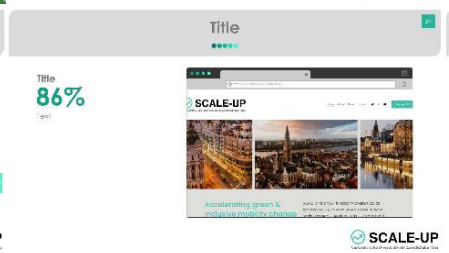


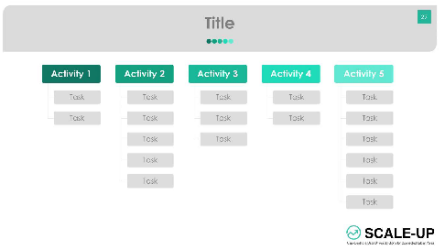


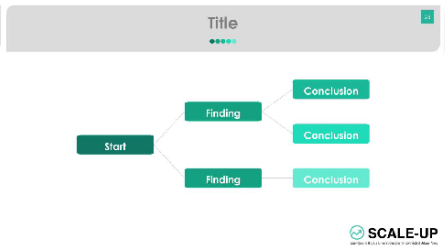


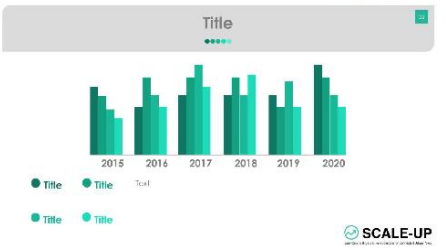






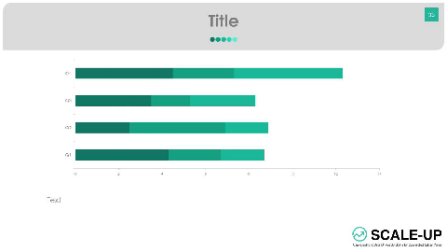


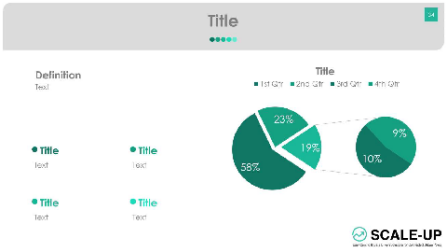


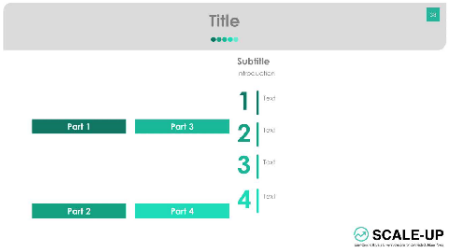


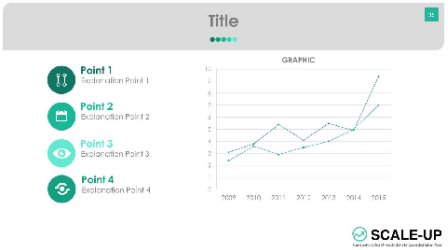
SCALE-UP

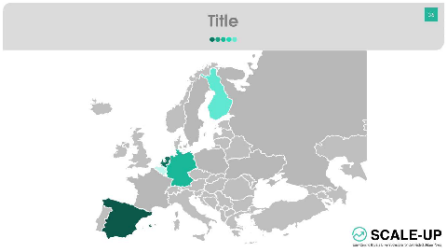
User-Centric & Data Driven Solutions for Connected Urban Poles

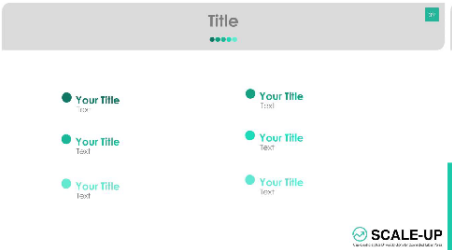


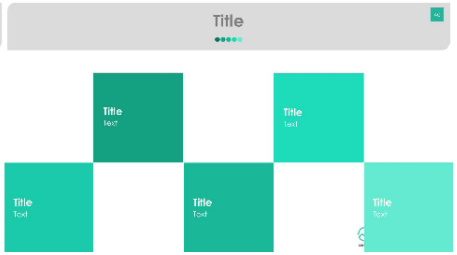


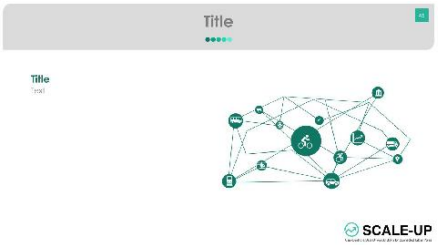


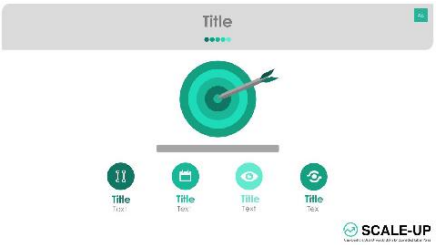


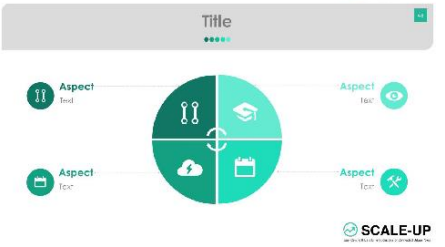












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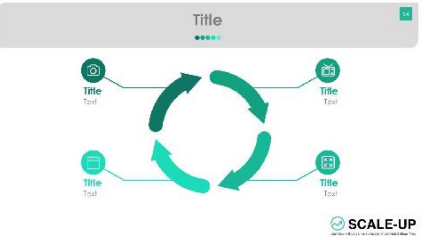
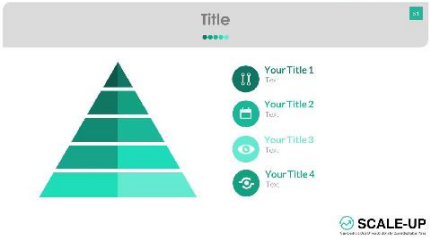
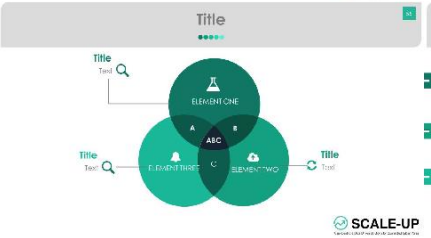
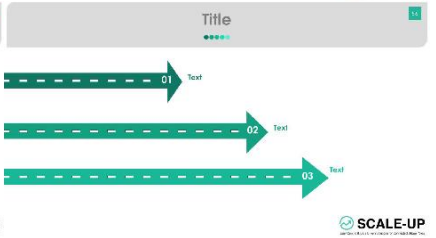
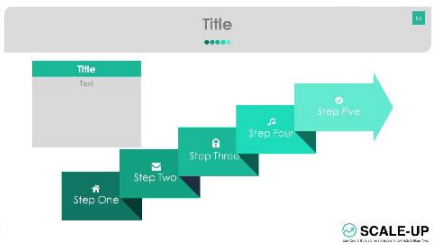
User-Centric & Data Driven Solutions for Connected Urban Poles

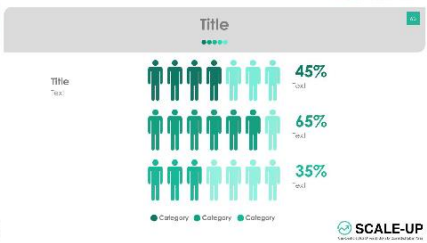












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Time to relax and enjoy a cup of coffee