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1. Introduction

This document describes the objectives and sets the strategy for various communication and dissemination activities in the LTWL-project. The objective of this communication and dissemination plan is to be a guide for implementing communication and dissemination activities to ensure that the different target groups are appropriately approached by using tools in line with their needs.

This plan consists of the following elements:

- Definition of the content to be communicated;
- Identification of key audiences for the project results and supporting efforts;
- Description of appropriate communication and dissemination tools to be used for the targeted audiences;
- A timeline of planned communication and dissemination activities;
- A procedure to evaluate the achievements in communication and dissemination activities.

2. What to disseminate – key message

The LessThanWagonLoad project has the objective to develop a smart specialized logistics cluster for the chemical industry in the Port of Antwerp in order to shift transport volumes from road to rail freight. This overall objective will be realized along the following activities in the project:

- Launching a rail transport solution for ‘less than wagon loads’ which can offer a competitive and green solution for transport of single pallets through Europe;
- Design of an automated wagon loading system (AWLS);
- Build and test a prototype of the automated wagon loading system;
- Offering new added value rail freight services for the chemical industry, consisting of:
 - Cross docking services for pallets in a rail connected warehouse;
 - Specialised parking, repair and picking services for chemical wagons;
 - Advanced cleaning & repair services for chemical wagons & tank trucks;
 - Improved rail connections by combining conventional and intermodal volumes.
- Development of governance and business models for each of the proposed new services
- Validation of the services with the chemical industry;
- Validation of the transferability of the smart specialized logistics cluster concept to other business sectors/sites, i.e. the logistical hub Nola;
- Assessment of the environmental impact of the concept.

In order to elaborate on what and how dissemination about these project activities should take place it makes sense to distinguish three kinds of dissemination objectives in view of the desired level of involvement of the targeted audiences¹.

1. Dissemination for awareness

It can be assumed that, at the very least, audience must be aware of the work of the project. This lowest level of dissemination is aimed to audiences who do not need a detailed knowledge of the work and results, but activities and outcomes of LTWL could be useful to them. Creating such an awareness of the project’s work will help the “word of mouth” type dissemination.

For LTWL, awareness includes:

- What the LTWL project is about;
- Who is involved;
- What is the work being carried out;
- Where to find information about the results of the work.

2. Dissemination for understanding

There will be a number of groups, audiences and individuals who need to have a deeper understanding of the project’s work. This is because they can benefit from what the project

¹ Harmsworth, S. & S. Turpin (2000) Creating an effective dissemination strategy, TQEF National Co-ordination Team.

has to offer. LTWL dissemination activities should target them directly. This would be a win-win situation where these groups would benefit from the outcomes of the project and the project itself would benefit from their attitude and support.

For LTWL, understanding includes:

- Why LTWL is important;
- Why the objectives are relevant for stakeholders;
- How to get involved in activities of the project by stakeholders;
- How to benefit from the project.

3. Dissemination for action

“Action” refers to a change of practice resulting from the adoption of products, materials or approaches offered by the project and its partners. Therefore, this level of dissemination is targeted at the groups, audiences, and individuals who need to be equipped with the right skills, knowledge and understanding in order to really change their practice. However, to be effective there is the need to engage with individuals whom we will need to offer the full knowledge and understanding of the project’s work in order to establish a close relation with them, allowing their future involvement with the project and their partners.

3. Dissemination approach

3.1 Introduction

The awareness raising activities constitute one of the project pillars and play a crucial role in disseminating project outcomes. A key objective of the LTWL dissemination plan is to define an approach and tools for disseminating the project results as widely as possible and to ensure that end-users take account of our findings and that the ideas and different elements of the smart specialized logistics cluster are being embraced and adopted.

In defining the approach and tools to use it is useful to identify specific target audience groups, because they will have a different interest and therefore will need a different approach.

3.2 Target audiences

The target audience of the LTWL consists of different groups of stakeholders that will benefit from the results of the project. Addressing the target audiences is important for the uptake and use of the project results. The dissemination strategy is aimed to maximize transfer of useful project results and other outputs within each group of stakeholders forming the target audience. Targeting these audiences through appropriate dissemination means and activities is the main objective of the dissemination work in the LTWL project.

Furthermore, in order to facilitate implementation and uptake of project results, stakeholders will play an active role throughout the project in evaluating and assessing the project results and deliverables. LTWL consortium partners are capable to reach out to a wide network of end-users and stakeholders across Europe. The project will pay special attention to links with stakeholders, who will be involved and informed throughout the project lifespan through the following communication tools:

- interactive meetings and dialogues with stakeholders to tackle discussions on important issues that require their participation and opinions, e.g. potential first adopter/customers of the AWLS technology and the new added value services;
- informing relevant stakeholder networks (e.g. professional associations) about ongoing project activities.

To attain the project goals (development and commercialisation of new technology and services in the framework of smart specialized logistics clusters), it is important that LTWL has a sound interface and positive relationships with all the stakeholders who would be the first to implement and benefit from its outputs. The project results will be of great interest first of all for the chemical sector and the rail freight transport sector, but in view of possible leverage of the smart specialized logistics cluster concept also for other business sectors, and in addition, policy makers at different levels.

In view of reaching key stakeholders the following target audiences for dissemination are identified:

Chemical sector: companies belonging to the chemical sector located in the region of Antwerp, companies in chemical clusters elsewhere in Belgium and abroad. In view of the specific focus of the project on the chemical industry in the port of Antwerp, chemical companies in and around Antwerp are key stakeholders, but chemical clusters elsewhere are also stakeholders to adopt the concept.

Rail freight sector: rail transport operators play a key role in offering less than wagon load rail freight services and mixed cargo freight services. Lineas has a leading role in these initiatives, but in the end these solutions to improve the competitiveness of rail transport should be addressed and adopted sector-wide.

Networks, national and international professional associations: the personal contact networks of the project partners and professional associations are important target groups to spread news and results of the project to relevant stakeholders.

Policy/decision makers: interested in understanding what is required at policy level to support and facilitate the development of smart specialized logistics clusters and new rail transport solutions. To reach and influence policy, it is imperative to understand the interests of policy / decision makers and match dissemination outputs to their needs and priorities.

Other business sectors: if the concept proves viable in the chemical industry it may be also adopted in other industries. In the course of the project - after the concept is validated in the chemical industry in Antwerp and at the logistical hub Nola – some promising other sectors will be identified to raise awareness and promote the concept (for instance possibly the car industry).

The scientific community: scientists, researchers as well as PhD students active in the field of (rail) transport and logistics to be targeted in the project by using the professional networks and contacts of the project partners.

The press: enables to reach a wide audience. Among the press there are more and less specialised media, so in fact this target group is far from homogeneous and requires information that is adapted accordingly.

Table 1 Dissemination kinds regarding the desired level of involvement of each group of targeted audiences

Targeted audience	Dissemination kind			Notes (why we want to reach stakeholders)
	Awareness	Understanding	Action	
Chemical industry	√	√	√	<ul style="list-style-type: none"> ➤ to inform the chemical industry about potential new added value services; ➤ to gain and share insights between the academics, policy makers and field experts; ➤ to get feedback from the industry on proposed new services to improve services when needed; ➤ to get commitment for using the new services; ➤ to change the industry's perception on rail freight transport to stimulate modal shift.
Other industries	√	√		<ul style="list-style-type: none"> ➤ to raise awareness about the concept of a smart specialized logistic cluster; ➤ to inform and provide an understanding about the added value of the smart specialized logistic cluster; ➤ to encourage adoption of the concept of the smart specialized logistic cluster; ➤ to change the industry's perception on rail freight transport to stimulate modal shift.
Rail freight sector	√	√	√	<ul style="list-style-type: none"> ➤ to inform the sector about new logistic and technical solutions to improve the competitiveness of rail freight transport; ➤ to encourage the sector to adopt these new solutions.
Networks, national and international professional associations	√	√	√	<ul style="list-style-type: none"> ➤ to integrate their perspectives on the development of the LTWL results; ➤ to gain and share insights between the academics, policy makers and field experts; ➤ to transfer information about the concept of a smart specialized logistic cluster to the members of the networks and associations.
Policy makers	√	√	√	<ul style="list-style-type: none"> ➤ to inform and provide an understanding about the added value of the smart specialized logistic cluster; ➤ to gain and share insights between the

				<p>academics, policy makers and field experts;</p> <ul style="list-style-type: none"> ➤ to consider recommendations made by the consortium to include in their policies; ➤ to engage them in facilitating the development of logistic clusters.
Scientific community	√	√	√	<ul style="list-style-type: none"> ➤ to encourage discussion and feedback of the findings and recommendations of the project; ➤ to get insights from different domains on LTWL project results; ➤ to gain and share insights between the academics, policy makers and field experts; ➤ to encourage academic and research organizations to perform further research in relation to the LTWL topics.
The press	√			<ul style="list-style-type: none"> ➤ to introduce the LTWL project findings and recommendations to the media; ➤ to encourage the media to raise stakeholder awareness and interest in the concept of smart specialized logistic cluster; ➤ to influence the perception on rail freight transport in general among industries, policy makers and the general public.

4. Dissemination tools

4.1 LTWL identity

A project logo defines the project visual identity, creates an easily recognizable “image” and helps to improve the visibility. Therefore it is an important tool for external communication activities. The logo was designed in the first quarter of the project (see figure 1) and will be used in all events that are attended and other dissemination materials used in the project. The logo will always be accompanied by the H2020 logo to acknowledge the financial support for the project by the European Commission.



Figure 1 Project logo

4.2 Dissemination material

Flyers, posters, banners about research projects and findings offer a concise and visually appealing way to disseminate information to broad audiences. These materials will be considered according to different dissemination needs, to various events typologies and tailored to closely follow the evolution of the project. Dissemination materials will be updated regularly to provide the latest project status and achievements. This will help the project consortium to develop a coherent visual identity of the LTWL project. Developed materials can be distributed at designated conferences, workshops and other events attended by project partners. In addition, the dissemination material will be distributed in electronic format to interested parties and will be accessible on the LTWL project website.

4.3 Conferences / workshops / exhibitions

Participating in national and international events is a great opportunity to communicate the results of the project to a targeted audience, made up of scientific and industry experts and decision makers at different levels. In this way, the relevance and the acceptance of the project results can be checked. The project will be represented in relevant events where results can be disseminated. Among all events are those events that are organized by the project consortium of key importance:

- Small workshops with stakeholders in the Antwerp chemical cluster organized to gauge the collaboration opportunities of different actors;
- conference on rail solutions for the chemical industry;
- final project event to present final project results.

A list of potential interesting events organized by third parties that could be attended by the partners is given in Table 2.

Table 2 Relevant Events

Event Name	Date and place	Webpage	Action	Partner	Status
2nd EAI International Conference on Management of Manufacturing Systems	November 22-24, 2017, Stry Smokovec, Slovakia	http://archive.manusystems.org/2017/show/home	Paper presentation	TUKE	Done
Working group of EU-ERA "Safety culture in rail traffic"	June 25-26, 2018	-	International roundtable meeting with representatives of UIC, ERA, ISCI, infra managers and wagon owners and rentals	Zos Trnava	Planned
International Conference on Railways Technology	September 3-7, 2018, Barcelona, Spain	http://www.railwaysconference.com/	TBC	TBC	TBC
3rd EAI International Conference on Management of Manufacturing Systems	November 6-8, 2018, Dubrovnik, Croatia	http://manusystems.org/	Paper presentation	TUKE	Planned
Intermodal Europe 2018	November 6-8, 2018, Rotterdam, Netherlands	http://www.intermodal-events.com/	TBC	TBC	TBC
International trade fair for logistics, mobility, IT and Supply Chain Management	04- 07 June 2019, Munich, Germany	https://www.transportlogistic.de/index-2.html	TBC	Lineas / Transcare	TBC
Railtech Europe	26-28 March 2019, Utrecht, Netherlands	https://events.railtech.com/europe/2019/	TBC	TBC	TBC
Transport Research Arena (TRA)	April 2020, Helsinki, Finland	https://www.traconference.eu/	TBC	TBC	TBC

4.4 Scientific publications

In addition to contributions to conferences, scientific publications are planned to be produced covering work and results of the LTWL-project. Scientific journals are an important tool to disseminate the produced scientific knowledge and main project achievements to a very specialized audience: the scientific community. A first search of relevant scientific journals is given in Table 3.

Table 3 List of relevant scientific journals

Journal title	Journal description	Web site
Transportation Research Part C: Emerging Technologies	The journal addresses development, applications, and implications, in the field of transportation, of emerging technologies; Of particular interest are the impacts of emerging technologies on transportation system performance, in terms of level of service, capacity, safety, reliability, resource consumption and the environment, economics and finance, privacy, standards, and liability.	https://www.sciencedirect.com/journal/transportation-research-part-c-emerging-technologies
Transportation Research Part E: Logistics and Transport Reviews	TRE publishes informative articles drawn from across the spectrum of logistics and transportation research.	https://www.journals.elsevier.com/transportation-research-part-e-logistics-and-transportation-review
International Journal of Rail Transportation	IJRT aims to provide an open forum for scientists, researchers, and engineers in the world to promote the exchange of the latest scientific and technological innovations in rail transportation; and to advance the state-of-the-art engineering and practices for various types of rail based transportation systems.	https://www.tandfonline.com/toc/tirt20/current
Journal of Rail Transport Planning & Management	The journal accepts generic theoretical research projects, original concise transport and business plans, pilot technical and economic feasibility analyses, as well as genuine impact assessment studies in the railway domain.	https://www.journals.elsevier.com/journal-of-rail-transport-planning-and-management
Research Policy	Research Policy is a multi-disciplinary journal devoted to analysing, understanding and effectively responding to the economic, policy, management, organizational, environmental and other challenges posed by innovation, technology, R&D and science. This includes a number of related activities concerned with the creation of knowledge, the diffusion and acquisition of knowledge (e.g. through	http://www.journals.elsevier.com/research-policy

	organizational learning), and its exploitation in the form of new or improved products, processes or services.	
Technovation	The journal encompasses all facets of the process of technological innovation from conceptualization of a new technology-based product or process through commercial utilization.	http://www.elsevier.com/locate/technovation
Acta logistica - International Scientific Journal about Logistics	The journal is focused for the forms all of logistics and transport scientific and research work of academic area, industry and fields of logistics (supply, production, manufacturing, distribution, purchase, strategy, planning, controlling, business, reverse), transport and distribution, information logistics, education and pedagogy in the field of logistics and transport and the field of logistic audit.	http://www.actalogistica.eu
Acta Tecnología - International Scientific Journal about Technologies	The journal focuses on the fields of technologies of all industry and aims offer insightful solutions to specific problems from the field of technologies.	http://www.actatecnologia.eu
Acta Simulatio - International Scientific Journal about Simulation	The journal focuses on the fields of simulation and modelling in all versions, computer simulation, mathematics modelling and simulation and aims to offer insightful solutions to specific problems from the field of simulation.	http://www.actasimulatio.eu
SAR Journal	This journal covers any aspect of science research, and all subject areas will be considered.	http://www.sarjournal.com

4.5 Social networks

Website and presence at social networks are purposed to act as a central online and information hub during the lifetime of the project. They are considered as the major platform and efficient channels for the raising awareness and dissemination of information on the project organization, aims, activities and its outcomes.

In particular, social networks are considered as very suitable marketing tools to create awareness about the project existence and a way to guide interested people to the project website as well as to foster virtual dissemination of the project's results.

The consortium partners will be asked to have their own and/or organisational profiles on LinkedIn linked to the project's website. In addition, the project partners will be asked to announce news, events, information at their LinkedIn page in order to support the dissemination efforts.

4.6 Project website

The website (<http://www.lessthanwagonload.eu/>) is a fundamental tool for presenting the project and opening it to public audience in general. It includes, among others:

- the main objectives of the project;
- a description of the organization of the technical work;
- the presentation of the consortium;
- the output that is realised in the project.

The website is the public interface to access information about the project and its results. All the relevant project documents, deliverables and dissemination articles will be available on it. The project website serves both as a proper communication tool, and as a disseminating channel for all project materials. It will also act as a principal means of publication for news (e.g. information on upcoming events). It has been active from Q1 of the LTWL project.

4.7 Company newsletters

Most partners have own company magazines or newsletters which are regularly issued and distributed among their (potential) clients and interested organisations. A description and updates about the project can take place through these channels. Company newsletters are a very useful tool to create awareness among the different target audiences of the project and enable to reach many organisations within the target audiences.

4.8 Press releases

Press releases are a very efficient communication tool to inform about relevant milestones or events of the project, mainly targeting journalists, editors and communication media in general. Press releases (information) will be published at strategic times when major achievements have been made or to announce major upcoming LTWL events. Their publications will be based mainly on website updates. LINEAS will be in charge of preparing press releases, dependent on the topic this will be done in close cooperation with the relevant project partner(s). These press releases will be sent to professional associations and distributed via the common media channels of the partners in the project.

Press releases are expected to be published after the first achieved results and at the end of the project. Furthermore, press release associated to important results or milestones will be periodically published during the lifetime of the project in the projects' web page, as well as in other media and the partners' web pages.

4.9 Multidisciplinary expert network (advisory board)

In order to have regular interaction with field experts in different domains tackled by the LTWL project an advisory board has been formed. This board was established in the first

quarter of the project lifetime. The advisory board contributes to the project by commenting project plans or results and providing information, all on the basis of their knowledge about transport technology, the intermodal transport and chemical sector or public or private decision making. They do so on meetings to which they are invited four times during the project lifetime, and in between on request. However, the advisors are also the ambassadors of the project to their networks and this is important for the transferability of the concept to other locations and industries. The advisory board consists of experts in the above-mentioned fields (see Annex A). A first meeting took place in Q2 of the project, a second meeting is planned for Q5.

In order to reach a wider audience of field experts the contact networks of the project partners can be used. Information about the project can be shared via their personal contact networks, but also via their organisations' links and memberships to professional networks and associations. Table 4 lists links of project partners to potential relevant organisations.

Table 4 Relevant organisations

Partner	Links or/and Memberships in networks and professional associations
Lineas	AFWP (Association française des wagons de particuliers), ALICE (Alliance for Logistics Innovation through Collaboration in Europe), BEWAG (Belgian Wagon Association), CEFIC (European Chemical Industry Council), CER (Community of European Railway), CLECAT (Comité de Liaison Européen des Commissionnaires et Auxiliaires de Transport du Marché Commun), ECTA (European chemical transport Association), F&L (European Freight and Logistics Leaders Forum), ERA (European Railway Agency), ERFA (European Rail Freight Association), FTE (Forum Train Europe), RFE (Rail Forum Europe), RNE (RailNet Europe), SSICF (Service de Sécurité et d'Interopérabilité des Chemins de Fer), UIC (Union Internationale des Chemins de fer), UIP (Union International de Propriétaires), UIRR (Union International Route-Rail transport combine), VAP (Verlader Anschlussgeleise Privatgüterwagen)
Transcare	t.b.a.
Ancra	-
Trafuco	t.b.a.
TU Delft	TRAIL Research School on Transport, Infrastructure and Logistics (collaborative umbrella organisation of Dutch universities focusing on transport and logistics), NECTAR (network of European Transport Researchers), BIVEC (Benelux Interuniversity Association of Transport

	Researchers, Transportation Research Board (USA)
Zos Trnava	t.b.a.
Interporto Servizi	Fercarco (Italian association of Italian private railway companies), Confcommercio (association for trade, tourism and services)
VTG	UIP (Union International de Propriétaires), VAP Schweiz (Verlader Anschlussgeleise Privatgüterwagen), VPI (Vereinigung der Privatgüterwagen-Interessenten), VPI Österreich (Vereinigung der Privatgüterwagen-Interessenten), AFWP France (Association française des wagons de particuliers), BEWAG (Belgian Wagon Association), IGTL Poland (Polnische Verein), Allianz pro Schiene (Bündnis für den sicheren und umweltfreundlichen Schienenverkehr), ERFA (European Rail Freight Association), UIRR (Union International Route-Rail transport combine)
Tuke	EAI (European Alliance for Innovation), TEAM Society (Technique, Education, Agriculture & Management Society)
EcoRes	Transport & Environment (promotion of transport policy based on the principles of sustainable development) Fevia (association of Belgian food industry), Agoria (association of Belgian technology industry)
Essencia	-

4.10 LTWL final event

At the end of the project (M36), a final event will be organized for all target groups (chemical and other industries, the transport and logistic sector, policy makers and the scientific community), to present the results and practical outcomes of the LTWL project. The event will showcase the main results of the project and also intends to encourage the visitors of the event to give a follow up on the project results: actions directed towards the uptake of the AWLS technology and new added value services in the chemical industry sector-wide and possibly also to other industrial sectors.

It will be considered to align the LTWL event with another large event depending on the timing, to encourage the number of visitors to the LTWL event.

5. When – Time planning for engagement

Dissemination activities will be carried out during the project lifetime until May 2020. At first stage the dissemination activity will be focused on the communication of the project as a whole (main objectives, partners, etc.) and as the project goes forward, it will be more focused on communicating project results. In order to arouse stakeholder’s interest in the LTWL project, the consortium has established a dissemination timeline based on the development stages of the main results. In the Table 5 given below, planned dissemination activities are scheduled according to these development phases of the project.

Table 5 Planned dissemination activities

Phase		Time	Dissemination activities
I	Initial awareness	M1 – M12	<ol style="list-style-type: none"> 1. Communication and dissemination plan 2. Development of project website 3. Creation of basic dissemination tools: <ul style="list-style-type: none"> ✓ Project logo ✓ PPT template ✓ Project banner 4. Creation of a the multidisciplinary network (Advisory Board) and organising meetings 5. Links from partners website to LTWL website 6. Links from partners LinkedIn profile to LTWL website 7. Identification of dissemination opportunities (events, conferences, journals, magazines) 8. Participating in events to promote the project
II	Targeted awareness	M13 – M24	<ol style="list-style-type: none"> 1. Update of Website 2. Liaison with stakeholder networks and professional associations 3. Press releases 4. Organizing advisory board meetings 5. Participating in events to present mid-project results
III	Full dissemination	M25 – M36	<ol style="list-style-type: none"> 1. Update of Website 2. Press releases 3. Organizing advisory board meetings 4. Organizing workshops with stakeholders in chemical industry 5. Organizing conference for the chemical industry 6. Participating in events to present main project results 7. Organization and delivery of the project final event

Most of the activities described in the table above are the main responsibility of the leader of the work package 'Dissemination and communication of the results (WP12). However, for some activities the WP leader may rely on support of the project partners. Project partners will be encouraged to participate in events to promote the project, but have an own responsibility in doing so and in the choice of events. Topics for the journals, conferences, media and LTWL news items for example, can be brought to table, discussed and agreed among the partners during plenary project meetings.

6. Evaluation criteria and dissemination targets

The dissemination action plan provides the basis for the dissemination strategy to be followed throughout the lifetime of the project. It is viewed as a 'live' plan and therefore it should be possible to enrich or intensify actions in the plan if this may enhance the impacts of the project results. However, some tools, i.e. criteria and targets, are needed to evaluate the success of the dissemination and communication actions.

The tools to be used to evaluate the intensity and effectiveness of the dissemination and communication actions are:

- a) (internally) to have communication and dissemination on the agenda of every plenary project meeting, and by means of discussion evaluate its external and internal effectiveness;
- b) Count the number of website visits, articles in relevant (external) newsletters, press releases and active participations on behalf of the project in events, conferences and workshops;
- c) See how many publications are accepted in professional and scientific journals, an approach which is of interest starting in the second year of the project when publishable results are expected to arise;
- d) See how many advisory board meetings take place;
- e) See how many people visit the events with target audiences (workshops with stakeholders, conference for the chemical industry and the final project event);
- f) Evaluate questionnaires distributed at the conference for the chemical industry and the final project event.

In the table below the targets for dissemination are defined.

Table 6 LTWL quantitative dissemination targets

Medium	Volume
Project website visits	500
Presence in other websites	25
Articles in relevant (external) newsletters	20
Participation in events, conferences, workshops	15
Publications (professional and scientific)	10
Number of press releases to the media	3
Participants in workshops with chemical stakeholders	20
Advisory board meetings	4
Visitors conference for the chemical industry	50
Visitors final project conference	75

ANNEX A Multidisciplinary expert network

Expertise	Organisation	Representative
Local knowledge about port activities (transport, industries)	Port of Antwerp	Koen Cuypers
General knowledge on logistics	VIL	Kris Neyens
Scientific knowledge:		
(hinterland) rail transport, rail logistics/ operations, freight flows	University of Antwerp	Thierry van Elslander
Wagons/materials	Technische Hochschule Wildau	Michael Herzog
Logistics and transport automation	Technical University Hamburg	Heike Flämig
Technical practical knowledge (wagons/automated (un)loading)	Dapa - Design	Jozef Rejduga
User requirements:		
Shippers	Evonik	Bart Witdouck
LSP/transport operator	Palletways	Rob Manders
Branche organisations (representing opinions sectorwide)	EVO-Fenedex	Jurgen van der Sloot
Environmental impact	CER	Ethem Pekin