



# Dissemination and Communication (D&C) plan

Deliverable D5.1

|                       |                                                                                                                                                                                       |
|-----------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
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| Ignacio Magallón, BAX           | Complete deliverable covering all complementary aspects of the dissemination & communication activities of IKIGAI. After first review, the D5.1 now includes several quantified                                                                                                                                                                                                                 |

KPIs and detailed examples of the actions already performed

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## LIST OF ABBREVIATIONS AND DEFINITIONS

| ABBREVIATION/TERM | DESCRIPTION                     |
|-------------------|---------------------------------|
| <b>D</b>          | Deliverable                     |
| <b>D&amp;C</b>    | Dissemination and Communication |
| <b>EC</b>         | European Commission             |
| <b>EU</b>         | European Union                  |
| <b>GA</b>         | Grant Agreement                 |
| <b>HRP</b>        | Horizon Results Platform        |
| <b>KER</b>        | Key Exploitable Result          |
| <b>KPIs</b>       | Key Performance Indicators      |
| <b>LI</b>         | Logistics Innovation            |
| <b>M</b>          | Month                           |
| <b>PI</b>         | Physical Internet               |
| <b>WP</b>         | Work Package                    |
| <b>WPL</b>        | Work Package Leader             |

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## 1. EXECUTIVE SUMMARY

This Dissemination and Communication Plan sets out the strategic and operational framework for how IKIGAI will communicate and disseminate knowledge, and manage the information generated throughout the project. The plan supports the project's overarching aim of accelerating the digital and green transition of freight transport and logistics in Europe by encouraging the adoption of interoperable, collaborative, and low-emission solutions that are aligned with the Physical Internet (PI) vision.

The plan sets out IKIGAI's communication and dissemination objectives and principles, ensuring clarity, consistency, and compliance with Horizon Europe requirements. The plan identifies key audiences, establishes the project narrative and sets out the channels and tools to be used to engage with stakeholders in the logistics, digitalisation and policy domains. Particular attention is given to the use of the IKIGAI website and LinkedIn channel, brand identity, organisation of and participation in events, cross-project coordination, and the development of communication materials that reflect the project's visual guidelines.

The dissemination framework describes how validated results will be shared openly using appropriate formats and platforms, including open-access repositories, sectoral networks, and the Horizon Results Platform. These dissemination activities ensure the accessibility, transparency and reusability of IKIGAI outputs.

Stakeholder engagement is a core part of IKIGAI's impact plan. It outlines the functioning and role of the project's engagement ecosystem, including the PI Ambassadors (Physical Internet Ambassadors), the Nishida Circle, the PI Coalition, and the PI Observatory. These instruments facilitate informed dialogue, offer strategic insight and foster the conditions necessary for knowledge uptake and long-term alignment with European priorities.

Monitoring and evaluation procedures are defined by a set of realistic key performance indicators covering communication, dissemination, stakeholder engagement, and knowledge processes. Regular reviews will ensure that actions remain relevant and proportionate and that the plan can be adapted as the project progresses. Compliance with EU visibility requirements and ethical communication standards is also integrated into the framework to ensure responsible and transparent dissemination.

This document is a living plan. It will be updated at key stages of the project (M18 and M30) to reflect progress, lessons learned, and insights gained through stakeholder interactions and Horizon Results Booster support services. By providing a structured, coherent and compliant approach, the plan will support IKIGAI in generating meaningful awareness, ensuring the accessibility of project results.

## 2. INTRODUCTION AND CONTEXT

### 2.1 IKIGAI OVERVIEW

IKIGAI is a Horizon Europe Innovation Action project that supports the digital and green transition of freight transport and logistics in Europe.

Coordinated by FIT Consulting SRL, the project will run from July 2025 to December 2028 and will bring together more than 30 partners from industry, academia, cities and technology organisations.

IKIGAI will scale up five industry-driven logistics innovations demonstrating how shared capacities, harmonised digital processes, and integrated emissions tracking systems can make European freight more collaborative, efficient and low-carbon. The project will deliver large-scale pilots, practical tools and a governance framework to facilitate the adoption of, and compliance with, the Physical Internet (PI) vision.

IKIGAI is the Physical Internet showcase implementation, aiming move goods as seamless and efficient as the flow of data across the digital internet through open standards, interoperability, and cross-sector collaboration. The project's purpose is not merely technological improvement, but systemic transformation towards an open, sustainable, and connected logistics ecosystem.

### 2.2 PURPOSE OF THE DELIVERABLE

The "Dissemination and Communication (D&C)" deliverable defines how IKIGAI's results and knowledge will be communicated, disseminated and shared, ensuring broad awareness, stakeholder engagement and long-term impact.

The plan has two complementary objectives:

- To act as the operational roadmap guiding all project-wide communication, dissemination, stakeholder engagement and knowledge management activities
- To serve as a strategic interface linking technical outputs, stakeholder dialogue and impact evaluation in accordance with Horizon Europe and CINEA communication requirements<sup>1 2</sup>.

As a living document, this deliverable will be reviewed and updated at least twice (in Months 18 and 30) in line with project progress and advice received through the Horizon Results Booster mentoring programme.

This Dissemination and Communication plan covers four interrelated domains:

- Communication: ensuring visibility and public understanding of IKIGAI's aims and results.
- Dissemination: sharing validated knowledge, data and outcomes for reuse.
- Stakeholder engagement: building trust and cooperation among industrial, policy and research stakeholders.

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<sup>1</sup> "CINEA Communications TOOLKIT", CINEA, seen on 12.11.2025 on [https://cinea.ec.europa.eu/document/download/1a9fad06-0fac-41e2-8567-abbba4de0939\\_en?filename=CINEA\\_TOOLKIT\\_Accessible\\_v3.pdf](https://cinea.ec.europa.eu/document/download/1a9fad06-0fac-41e2-8567-abbba4de0939_en?filename=CINEA_TOOLKIT_Accessible_v3.pdf)

<sup>2</sup> "COMMUNICATION Monitoring EVALUATION. TIPS & TOOLS" Version 4.0 – 21 November 2019, European Commission, seen on 12.11.2025 on [https://ec.europa.eu/regional\\_policy/sources/policy/communication/evaluation\\_toolbox\\_en.pdf](https://ec.europa.eu/regional_policy/sources/policy/communication/evaluation_toolbox_en.pdf)

- Knowledge management: curating and structuring outputs for continuity and exploitation.

Particular focus is given to the PI Augmenter Kit, which is the primary tool for knowledge transfer and stakeholder training, as well as the associated engagement mechanisms: the PI Ambassadors, the Nishida Circle, the PI Coalition and the PI Observatory.

Matters relating to exploitation, intellectual property rights and budgetary planning are covered in separate deliverables: D5.4. Mid-term impact scalability and KERs exploitation plan; D5.5. Final KERs exploitation plan; D6.1, D6.2, D6.3: Quality Assurance & Risk Management (v1-v3); D6.10, D6.11, D6.12: Project monitoring deliverables.

## 2.3 CONCEPTUAL FRAMEWORK GUIDING DISSEMINATION AND COMMUNICATION

IKIGAI's communication framework is structured around three complementary pillars that collectively define *what*, *why*, and *how* transformation occurs:

| Pillar                 | Definition                                                                                                                                | Function in D&C                                                                      |
|------------------------|-------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------|
| Twin Transition Genome | The long-term roadmap for the digital and green transformation of logistics, integrating decarbonisation, digitalisation, and resilience. | Provides the strategic narrative and long-term vision that guides all communication. |
| Physical Internet      | The enabling system that makes logistics interoperable, connected, and resource-efficient, modelled on the digital Internet.              | Supplies the core story and value proposition underpinning IKIGAI's messaging.       |
| PI Norm                | The operational and technical standard that establishes common rules, data interfaces and procedures for PI-compliant logistics.          | Ensures consistency, credibility, and shared terminology across communications.      |

Table 1. IKIGAI's communication framework

Together, these layers provide a coherent framework that links vision, mechanisms and implementation.

## 2.4 READER'S GUIDE

This deliverable has been structured to be accessible to both project partners and external audiences.

- Sections 3-6 provide details of the strategic objectives, stakeholder mapping, communication channels and knowledge management processes.
- Section 7 introduces the engagement ecosystem, including the PI Ambassadors, the Nishida Circle, the PI Coalition and the PI Observatory.
- Sections 8-10 cover monitoring, compliance and conclusions.

The annexes include templates, visual identity rules and reporting tools.

Readers looking for an overview should focus on Sections 1-3, while practitioners are invited to consult the operational chapters for implementation guidance.

### 3. STRATEGIC OBJECTIVES

IKIGAI's Dissemination and Communication strategy is designed to ensure that the project's results and messages are coherent, visible and actionable for all audiences throughout the project lifecycle. The strategy directly supports IKIGAI's overarching goal of accelerating the digital and green transition of freight transport and logistics in Europe by scaling five industry-driven innovations and enabling the widespread adoption of the Physical Internet.

The strategic objectives set out in this chapter are implemented through an approach that is both progressive and overlapping. It reflects the evolving maturity of the project's activities and results. Rather than adhering to strictly sequential stages, it employs a model of continuity with shifting emphasis.

In **Phase 1** (M1-M12), the primary emphasis is put on positioning and raising awareness. Activities focus on establishing IKIGAI's identity, introducing the Physical Internet narrative and raising initial visibility within the European logistics, mobility and policy communities. These actions lay the basis for subsequent engagement and dissemination, and will continue beyond this phase as the project grows.

In **Phase 2** (M10-M36), the emphasis shifts progressively towards engagement and consolidation. The focus is on strengthening stakeholder interaction, expanding the project's follower base, activating engagement instruments, and deepening dialogue with industry, cities, research organisations, and policymakers. As pilot activities mature and validated insights begin to emerge, dissemination activities are intensified.

**Phase 3** (M30-M42) sees the strategic focus increasingly centre on the dissemination and long-term accessibility of results. Communication and engagement activities remain active to support visibility and understanding of project outcomes. Structured dissemination ensures that validated results are shared in formats that enable reuse, replication and continuity after the project has ended.

Quantitative objectives, monitoring methods, data sources and review processes are described in Section 8.

#### 3.1 COMMUNICATION OBJECTIVES

The communication component of IKIGAI ensures that the project's purpose, progress and results are conveyed effectively to diverse audiences, building awareness of, and credibility for, the Physical Internet vision.

The communication objectives are to:

- increase visibility and understanding of IKIGAI as the EU-funded project driving the digital and green transformation of logistics in Europe,
- communicate the Physical Internet vision and principles clearly and accessibly, demonstrating how interoperability, collaboration and data exchange can contribute to sustainable logistics,
- promote the five Logistics Innovations (LIs): the real-life pilots demonstrating scalable solutions for collaborative freight, digital platforms, carbon transparency, urban logistics and reusable packaging,

- ensure consistent and compliant EU funding visibility across all communication materials, online platforms, and public events,
- build trust and credibility by providing accurate, verifiable information and aligned across different channels communication.

The success of communication activities will be measured using visibility metrics such as website engagement, social media performance and participation in events.

### **3.2 DISSEMINATION OBJECTIVES**

The aim of dissemination activities is to make the validated knowledge and results generated within IKIGAI available for uptake and replication by the broader logistics community.

The dissemination objectives are to:

- transfer validated results from the five pilot demonstrations (LIs) to industry, policymakers and researchers through open reports, briefs and presentations
- disseminate the PI Norm as a shared framework of procedures, digital interfaces, and standards that support interoperable, low-carbon logistics systems
- promote the Twin Transition Genome as a long-term roadmap connecting decarbonisation, digitalisation, and resilience in logistics and supply chains
- enable the reuse and replication of the tools, methods and data developed by IKIGAI via the PI Augmenter Kit and the PI Observatory
- ensure compliance with open-access requirements under Horizon Europe, providing open access to public deliverables and scientific publications.

### **3.3 STAKEHOLDER ENGAGEMENT OBJECTIVES**

Stakeholder engagement is central to IKIGAI's strategy for generating impact. The project involves a wide range of stakeholders, from logistics operators and SMEs to public authorities and researchers, through structured participation and knowledge exchange. The objective is to inform and actively involve stakeholders in the dialogue, validation and alignment processes that support the transition towards the Physical Internet.

The stakeholder engagement objectives are to:

- engage industry actors, cities, SMEs, technology providers and researchers in validating and contextualising project results,
- create trusted spaces for dialogue that support shared understanding of PI-aligned practices and governance models,
- support the emergence of a critical mass of informed stakeholders capable to support PI-related activities beyond the project's lifetime,
- contribute directly to European policy and coordination processes, including through the Expert Group on Urban Mobility – Urban Freight, coordinated by ALICE and POLIS,
- foster active dialogue with European and national authorities to align pilot results and policy recommendations with the EU Green Deal, Fit-for-55 and Smart Mobility Strategy,
- facilitate collaboration and knowledge sharing between project partners and external networks, ensuring that learning is shared beyond the consortium.

### **3.4 KNOWLEDGE MANAGEMENT OBJECTIVES**

IKIGAI treats communication as a form of knowledge management. This ensures that information and lessons are collected, structured and made available for long-term use.

The knowledge management objectives are to:

- consolidate validated project knowledge in a structured, accessible and reusable format,
- ensure continuity and traceability of IKIGAI outputs beyond the project's lifetime,
- support capacity building, training and informed decision-making by stakeholders,
- enable replication of IKIGAI results across different logistics contexts and geographic areas,
- enable internal learning through structured documentation, partner feedback loops and cross-work package coordination,
- support the replication of results by packaging learning materials in accessible formats that are suitable for training, policymaking and industrial adoption,
- ensure that knowledge generated contributes to broader European innovation and standardisation ecosystems.

## 4. STAKEHOLDER MAPPING AND ENGAGEMENT PLAN

Engaging stakeholders is essential to achieving IKIGAI's objectives, particularly adopting interoperable logistics standards, validating the five Logistics Innovations (LIs), uptaking the PI Norm, and transitioning towards the long-term plan set out in the Twin Transition Genome. As IKIGAI involves systemic transformation across the European logistics ecosystem, engagement with external parties must be structured, inclusive and in line with EU expectations regarding openness, transparency and long-term impact.

This chapter presents the planned process for stakeholder mapping and engagement. It describes how stakeholders will be identified and their needs assessed, and how they will be involved throughout the development, testing, dissemination and scaling-up activities of the project. It also clarifies the role of IKIGAI's engagement instruments, including the PI Ambassadors, the Nishida Circle, the PI Coalition and the PI Observatory.

### 4.1 METHODOLOGY FOR STAKEHOLDER MAPPING

Stakeholder mapping will be carried out using a structured approach in the early stages of IKIGAI. The steps will include:

- Identification of relevant stakeholders through partner knowledge, analysis of the pilots' ecosystems, and review of networks associated with ALICE, GS1 in Europe, the Smart Freight Centre, POLIS and other organisations relevant to the Physical Internet and logistics innovation.
- Classifying stakeholders according to their interests, influence, potential contribution to the pilots, relevance to the PI Norm and alignment with digital and green transition objectives.
- Assessment of stakeholder needs and expectations using interviews, consultations, workshops and analysis of regulatory, operational and technological contexts.
- Prioritisation will be based on the level of expected involvement during different project phases.
- Validation and update of the mapping through ongoing coordination with WPs and engagement instruments, ensuring flexibility as new stakeholders emerge.

This iterative approach supports the project's need for a dynamic and responsive stakeholder landscape that evolves as pilot results become available and the PI Coalition grows.

### 4.2 PRELIMINARY STAKEHOLDER CATEGORIES

Stakeholders are identified based on their level of interest in IKIGAI results, as well as their potential influence on the uptake, replication or scaling of these results.

To support a structured and actionable engagement strategy, IKIGAI will use a stakeholder mapping and prioritisation approach inspired by BOOSTER. Stakeholders are preliminary mapped along an interest-impact axis, enabling the project to differentiate engagement intensity, tailor messages, and select appropriate communication and dissemination channels.

**Players:** stakeholders with high interest in IKIGAI results and high potential impact on their uptake or exploitation.

**Subjects:** stakeholders with high interest but limited influence on implementation or scaling.

**Context setters** are stakeholders with significant influence but lower direct interest in project outputs.

**“Crowd”** comprises stakeholders with limited interest and impact, who are mainly addressed through general communication actions.

Based on this framework, IKIGAI has identified the following categories represent an initial, high-level classification of the stakeholders that are likely to be relevant to IKIGAI. These categories will be confirmed, expanded or adjusted during the formal mapping process.

- **Industry and logistics operators.** Actors involved in freight transport, multimodal operations, urban distribution, terminal management and collaborative logistics services.
- **Shippers and retailers.** Organisations that send or receive goods, particularly those interested in collaborative models, carbon visibility and reusable packaging.
- **SMEs in logistics and supply chains.** Small and medium-sized enterprises requiring accessible digital tools and simplified compliance, particularly with regard to the eFTI-compliant platform pilot.
- **Public authorities, cities and regions.** Municipalities, metropolitan authorities and national regulatory bodies involved in logistics, transport, digitalisation, emissions monitoring and urban mobility.
- **Research and academic organisations.** Organisations that contribute expertise in areas such as digitalisation, emissions accounting, optimisation, standardisation and long-term transformation pathways.
- **Standardisation bodies and sectoral networks.** Stakeholders involved in developing or adopting standards.
- **Technology and solution providers.** Developers of digital platforms, blockchain systems, smart packaging solutions, routing engines and documentation tools.
- **Media.** Logistics industry press, specialised publications and online media channels relevant for dissemination and outreach.
- **European and global initiatives.** International PI networks and organisations that contribute to global standardisation or policy development.

These categories are indicative and will serve as the baseline for the structured mapping to be performed during implementation.

| STAKEHOLDER GROUP                      | INTEREST    | IMPACT      | MAPPING CATEGORY   |
|----------------------------------------|-------------|-------------|--------------------|
| Industry & logistics operators         | High        | High        | Players            |
| Shippers & retailers                   | High        | Medium-high | Players / Subjects |
| SMEs in logistics and supply chains    | High        | Medium-high | Players / Subjects |
| Public authorities, cities and regions | High        | High        | Players            |
| Research and academic organisations    | High        | Medium      | Subjects           |
| Standardisation bodies & networks      | Medium-high | High        | Players            |
| Technology & solution providers        | Medium-high | Medium      | Players / Subjects |
| Media                                  | Low-medium  | Medium      | Context setters    |
| European and global initiatives        | Medium      | High        | Context setters    |
| General public                         | Low         | Low         | Crowd              |

Table 2. Indicative stakeholder mapping according to interest-impact assessment

### 4.3 PLANNED ENGAGEMENT STRATEGIES AND CHANNELS

Based on the preliminary stakeholder mapping, engagement activities are tailored to the needs of stakeholders and the timing of the project, to ensure interaction is purposeful, proportionate, and aligned with objectives.

"Players" (high impact – high interest) will be engaged through structured and continuous activities including targeted workshops linked to the Logistics Innovations, consultations on the PI Norm and governance aspects, and participation in coordination and standardisation-oriented activities. These dialogues will support validation of results, alignment with regulatory and operational contexts, and preparation for long-term uptake beyond the lifespan of the project.

"Subjects" (limited impact – high interest) will primarily be engaged through dissemination and capacity-building activities. These include webinars, conferences, technical workshops, and access to structured resources provided through the PI Augmenter Kit and the PI Observatory. This approach facilitates learning, feedback collection and knowledge transfer, while ensuring the accessibility of validated results.

"Context setters" (high impact – limited interest) will be addressed through targeted, strategic engagement. This includes participation in high-level events, policy-relevant briefings, and contributions to European coordination mechanisms.

"Crowd" (limited impact – limited interest) will be reached through general communication channels, such as the IKIGAI website, social media, PI Observatory, newsletters, and media outreach (when applicable). These activities will raise broad awareness of the project's objectives, progress and outcomes.

PI Ambassadors, Nishida Circle, PI Coalition, and PI Observatory will support stakeholder engagement.

Engagement channels will be reviewed regularly across all stakeholder groups to reflect project progress and emerging results.

### 4.4 COOPERATION WITH OTHER FUNDED PROJECTS AND INITIATIVES

Collaborating with other research and innovation projects is one of the parts of IKIGAI's engagement strategy. As the project addresses the systemic transformation of freight transport and logistics, many of its objectives overlap with those of other initiatives focusing on digitalisation, decarbonisation, standardisation, multimodality and the Physical Internet. Structured cooperation enables alignment across projects, avoids duplication of effort, and strengthens the visibility and uptake of results within the European logistics ecosystem.

IKIGAI will therefore pursue synergies with relevant Horizon Europe, Horizon 2020 and other thematic programmes through three complementary forms of collaboration.

**Coordination meetings and mutual learning.** These exchanges facilitate the sharing of knowledge, the alignment of methodologies, and the identification of opportunities for collaborative action. IKIGAI has already started cooperating with the DISCO and Shift2Zero projects. IKIGAI has also collaborated with the PILOTS project, including a coordinated presence and informal exchange at the ALICE Logistics Innovation Summit 2025. Building on these initial contacts, IKIGAI will proactively approach its sister project, HOLOGISTICS, to explore shared objectives and define areas for practical collaboration.

**Cross-communication and visibility support.** Mutual dissemination helps extend the reach of each project's results. For instance, IKIGAI has already been featured in the [Shift2Zero](#) newsletter, raising awareness of the project within the transport and logistics community. Similar opportunities will be pursued with [DISCO](#), [PILOTS](#), HOLOGISTICS and any other projects with which shared priorities or complementary outputs are identified.

**Clustering and joint dissemination activities.** As project results mature, IKIGAI will explore creating clusters around themes such as the Physical Internet, digital logistics standards, multimodal innovation, emissions data, scalable logistics solutions and urban freight. Potential actions may include joint webinars, shared conference sessions, collaborative policy briefs, or participation in cross-project groups.

## 5. COMMUNICATION AND DISSEMINATION FRAMEWORK

This chapter outlines the framework for communication and dissemination activities within IKIGAI. It clarifies how project messages will be developed, validated and shared with the relevant audiences and how the results will be disseminated to encourage uptake, replication and long-term impact. The framework ensures that these activities remain coherent and consistent.

The communication strategy aims to raise awareness of the project and increase its visibility and understanding among a broad audience. Dissemination focuses on sharing validated results in structured formats that enable practical adoption. These two functions operate together and are closely integrated with the stakeholder engagement and knowledge management.

### 5.1 CORE NARRATIVE AND KEY MESSAGES

The project name “IKIGAI” comes from the Japanese concept of finding a reason for being, which is defined as the intersection of what one loves, what the world needs, what one is good at, and what one can be paid for.

This philosophy underpins the purpose innovation approach and all IKIGAI communication and dissemination.

Purpose Innovation ensures that the project's actions are meaningful and socially relevant. It unites motivation, competence and societal need, aligning technological progress with tangible value for people and the planet.

When applied to communication, this translates into a set of principles:

- Human-centred: understanding and responding to stakeholder needs,
- Transparent and factual: communicating verified, neutral information,
- Inclusive and accessible: using clear language and ensuring digital accessibility,
- Educational: treating communication as an enabler of learning and behavioural change.

The key messages tailored to each group of stakeholders highlight the specific added value, benefits and opportunities that the project offers to different audiences, reflecting their roles, interests and potential contribution to the PI ecosystem. They might evolve during the project adjusting to the projects needs and outcomes.

| STAKEHOLDER GROUP              | KEY MESSGES                                                                                                                                                                                                                                                                                                                                                                                                                  |
|--------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Industry & logistics operators | IKIGAI uses PI principles to enable logistics operators to collaborate across company boundaries, improving asset utilisation, operational efficiency and sustainability performance while preserving commercial autonomy. The project shows how interoperable standards, shared capacities and digital connectivity can cut costs, boost resilience and speed up the shift towards low-emission freight operations.         |
| Shippers & retailers           | IKIGAI enables shippers and retailers to achieve end-to-end visibility, reduce logistics emissions and build more resilient supply chains by facilitating collaboration, the use of reusable assets and standardised digital processes. It demonstrates how logistics aligned with the PI can support emissions reporting, cost efficiency and sustainability commitments while maintaining service quality and flexibility. |

|                                        |                                                                                                                                                                                                                                                                                                                                                                                                         |
|----------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| SMEs in logistics and supply chains    | IKIGAI aims to lower the entry barriers for SMEs by providing practical, scalable and interoperable logistics solutions that are aligned with EU standards and the PI principles. By simplifying the onboarding process and reducing investment requirements, the project enables SMEs to participate in collaborative logistics networks and access digital tools, helping them to remain competitive. |
| Public authorities, cities and regions | IKIGAI supports public authorities, cities and regions in designing efficient, low-emission, space-efficient freight systems that align with EU policies on climate, mobility and urban logistics. It demonstrates how collaborative logistics, digitalisation and standardisation can reduce congestion, emissions and the environmental impact, while supporting economic activity and innovation.    |
| Research and academic organisations    | IKIGAI promotes scientific understanding of PI-based logistics systems by combining real-world pilots with methodological innovation. The project generates validated data, models and insights on network optimisation, emissions reduction, interoperability and system transformation. This contributes to open science and informs future research agendas.                                         |
| Standardisation bodies & networks      | IKIGAI contributes to development and validation of harmonised logistics standards, enabling interoperability, scalability and trust across supply chains. By providing real-world evidence, the project supports the evolution of PI Norm, digital interfaces and governance frameworks.                                                                                                               |
| Technology & solution providers        | IKIGAI creates a real-life testing environment for digital, data-driven and interoperable logistics solutions within PI-aligned ecosystems. It shows how technology providers can integrate, scale and align solutions with open standards, enabling faster market uptake and long-term compatibility.                                                                                                  |
| Media                                  | Pedagogical messages about PI explaining the concept and showcasing practical examples of how logistics can become cleaner, smarter and more collaborative, shifting the focus from isolated innovations to system-level transformation.                                                                                                                                                                |
| European and global initiatives        | IKIGAI is contributing to the global transition towards interoperable, standardised and sustainable logistics systems, which are inspired by the PI vision.                                                                                                                                                                                                                                             |
| General public                         | IKIGAI shows how everyday goods can be moved in cleaner, smarter and more collaborative ways, reducing traffic, emissions and waste while keeping logistics efficient and affordable.                                                                                                                                                                                                                   |

Table 3. Key messages per stakeholders' group

## 5.2 COMMUNICATION ACTIVITIES

Communication activities aim to increase visibility, improve understanding, and strengthen the credibility of IKIGAI and its contribution to European priorities. Expected results include increased awareness, improved stakeholder understanding, and consistent EU-funding compliant visibility.

IKIGAI will use a range of communication tools and instruments to ensure that messages are consistently and professionally presented in line with the agreed visual identity. Supporting both online and offline communication, these tools will be expanded progressively as the project advances.

### 5.2.1 VISUAL IDENTITY, LOGO AND BRAND GUIDELINES

A dedicated visual identity has been developed for IKIGAI, ensuring that all communication materials present a coherent and recognisable image. The IKIGAI visual identity was created through a participatory design process that involved all of the project partners. During the kick-off meeting, several logo concepts were presented and voted. The feedback collected during and after two voting rounds, provided by the consortium guided the refinement and selection of

the final logo, ensuring that the chosen identity would align with the project's values and resonate with its diverse stakeholder communities.

The resulting logo symbolises IKIGAI's dedication to transformation, interconnectedness, and purpose innovation. Its design elements symbolise collaboration, movement, digital enablement, and the systemic shift required to achieve logistics compliant with the Physical Internet.



Figure 1. IKIGAI logo

To ensure a unified and professional appearance across all materials, a comprehensive set of brand guidelines has been produced. These guidelines define the core components of the IKIGAI brand and provide practical instructions for using them. They cover:

- Colour palette, reflecting the project's focus on green and digital transition,
- Typography rules to ensure consistency and readability across formats,
- Logo usage, including spacing rules, minimum sizes, and correct and incorrect applications.

These guidelines apply to all communication materials produced by consortium partners and third parties, including presentations, brochures, online materials, event visuals, etc.



Figure 2. Extract from the IKIGAI brand guidelines

The following communication materials have been developed to support the professional and consistent dissemination of information and communication activities across the consortium. These include:

- PowerPoint presentation template for use in internal meetings, external engagements, capacity-building sessions and public presentations,
- Deliverable template to ensure consistent formatting and proper EU-funding compliant visibility,
- Generic project flyer presenting the project's objectives, Logistics Innovations and governance ecosystem,
- Roll-up banners for use at conferences, exhibitions, and public events,
- Internal newsletter banner to facilitate structured internal updates.

## D5.1 Dissemination and Communication (D&C) plan

All these materials are stored in the project's SharePoint and will be updated when new requirements or formats emerge.

As the project progresses, more visual elements may be created to support particular communication activities or themes.

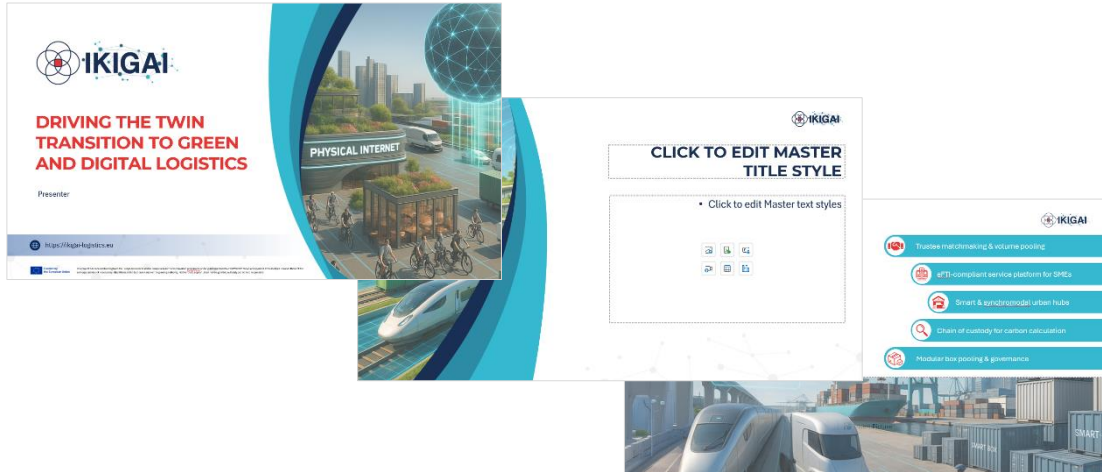


Figure 3. IKIGAI PPT template: examples of slides



Figure 4. Internal Newsletter banner



Figure 5. IKIGAI generic flyer



Figure 6. IKIGAI roll-up

In line with the visibility requirements of Horizon Europe and CINEA, the IKIGAI materials feature the official EU emblem, the standard funding acknowledgement, and relevant disclaimers for public documents.

All partners are required to adhere to these guidelines to ensure consistent and compliant communication. The Project Coordinator and the WP5 team provide support and guidance on specific applications or clarifications.

### 5.2.2 COMMUNICATION CHANNELS AND TOOLS

IKIGAI uses a variety of communication channels and tools to reach different audiences in Europe's logistics, mobility, technology, and policy ecosystems. These channels ensure the timely, accessible and professional dissemination of information while supporting stakeholder engagement, capacity building, and the long-term visibility of the project's results.

The selection of channels has been guided by three principles:

- **Relevance:** ensuring that each channel reaches the audiences most likely to benefit from IKIGAI's outputs,
- **Accessibility:** ensuring stakeholders can obtain information in formats that suit their needs,
- **Consistency:** ensuring a coherent and recognisable presence across all communication touchpoints.

The channels described below serve complementary purposes and will be expanded as the project progresses and new needs emerge.

#### IKIGAI website

The project website (<https://ikigai-logistics.eu>) is the digital hub for public communication, stakeholder engagement, and knowledge sharing. It provides a structured, accessible and transparent entry point to IKIGAI's objectives, activities, results and engagement mechanisms, addressing a broad range of stakeholders, including industry actors, cities, public authorities, researchers, standardisation bodies and the wider public. All website content is fully public and available in English.

The website is organised into clearly defined sections, each with a specific communication, dissemination or engagement purpose. The currently available sections are:

The “About” section provides a high-level introduction to the project. It includes the project's objectives, expected results, and the composition of the consortium. It also serves as the primary reference point for stakeholders seeking an overview of IKIGAI and its scope.

The “Physical Internet” section introduces the conceptual foundations on which the project is based. It presents the Twin Transition, the PI Norm and the Twin Transition Genome, offering content designed to raise awareness, educate and disseminate information. It is designed to

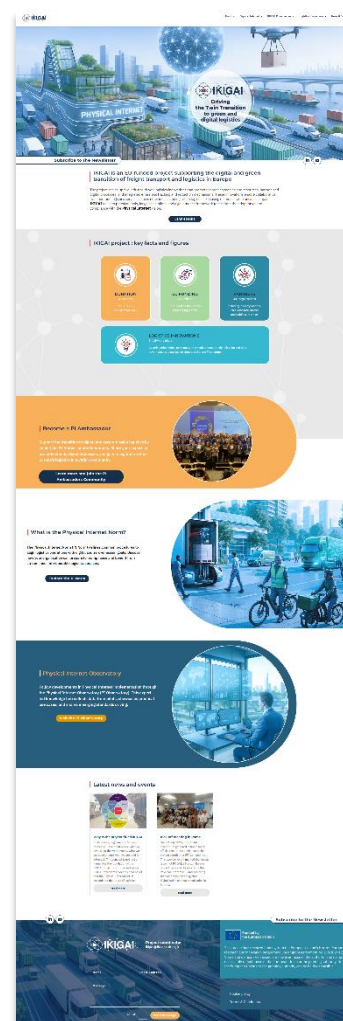


Figure 7. IKIGAI website: Homepage

## D5.1 Dissemination and Communication (D&C) plan

translate complex systemic concepts into accessible narratives for expert and non-expert audiences alike.

The “IKIGAI Communities” section presents the project’s engagement ecosystem and provides dedicated subpages for the PI Coalition, the Nishida Circle, and the PI Ambassadors. It also includes information on how external stakeholders can become PI Ambassadors. This section supports stakeholder engagement, community building.

The “Logistics Innovations” section is dedicated to the five industry-driven Logistics Innovations, presenting pilots’ contexts, objectives and expected outcomes.

The “News & Events” section presents ongoing project activities, including milestones, participation in the events, publications, stakeholder meetings, cross-project cooperation and other type of news. It ensures continuous visibility throughout the project lifecycle and

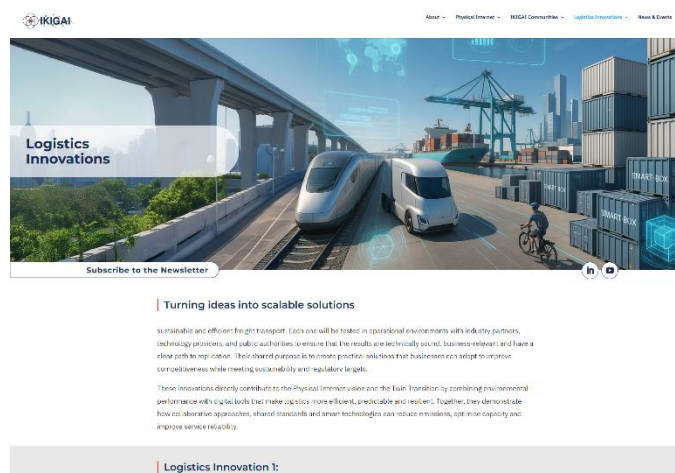


Figure 8. Fragment of Logistics Innovations landing page

supports engagement with external audiences.

As the project evolves, the sections “PI Observatory”, “Publications” and “Liaised projects” will be developed. The website will be continuously updated with project milestones, public deliverables, event announcements, news items. Other new content sections and subpages may be added to reflect emerging communication and dissemination needs.

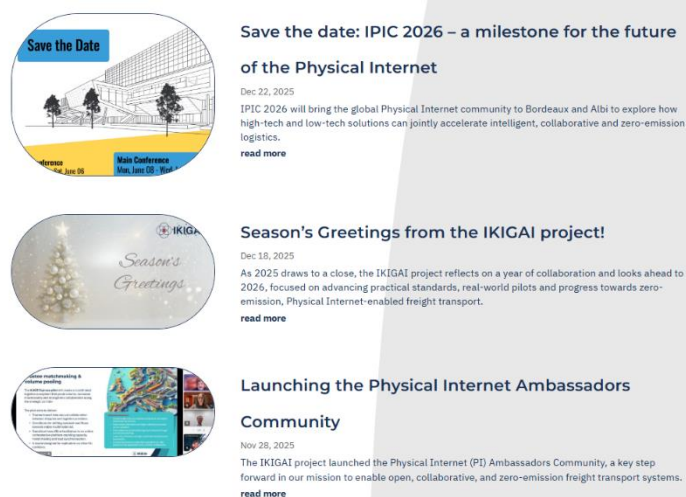


Figure 9. Fragment of News & Events webpage

## Social media: LinkedIn as the primary channel

LinkedIn

(<https://www.linkedin.com/company/ikigai-logistics-project>) is IKIGAI's main social media platform, selected because it is relevant to professional audiences in logistics, technology, research, and policymaking. IKIGAI's LinkedIn page has already established a strong presence, gaining over 500 followers in the first five months of the project.

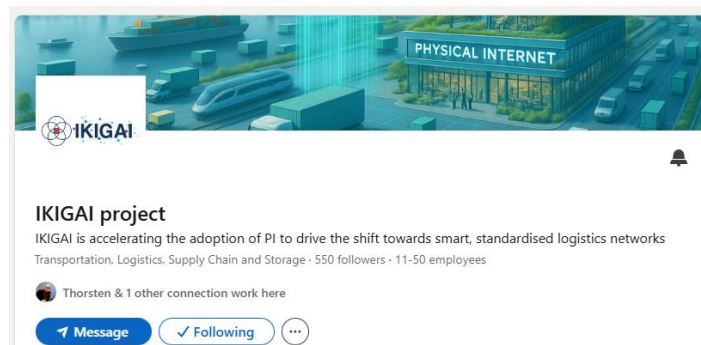


Figure 10. IKIGAI LinkedIn profile

## D5.1 Dissemination and Communication (D&C) plan

The project has a content calendar and maintains a regular weekly posting schedule. This covers major project news, events, news related to the PI, members of the IKIGAI communities (like PI Ambassadors), engage with stakeholders, Logistics Innovations, publications, etc. Below are some examples of the LinkedIn posts.

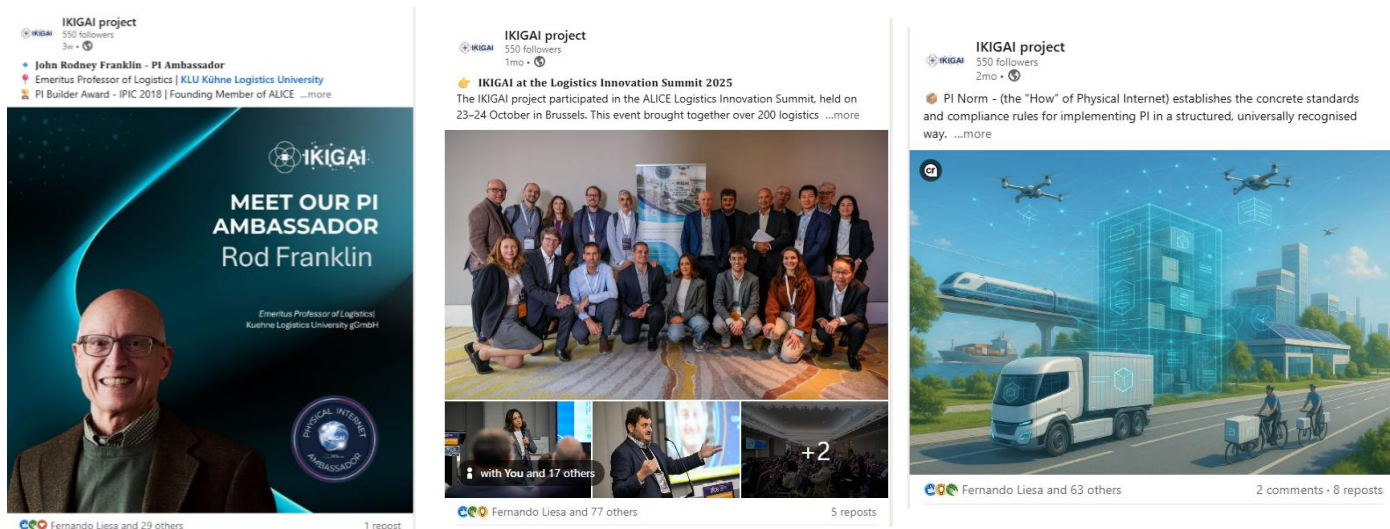


Figure 11. Examples of LinkedIn posts

Engagement statistics table shows that there is a consistent level of visibility and interaction, with posts regularly generating impressions, reactions, and profile visits.

| Post title                                            | Created date | Impressions | Clicks | Likes | Comments | Reposts | Engagement rate |
|-------------------------------------------------------|--------------|-------------|--------|-------|----------|---------|-----------------|
| John Rodney Franklin - PI Ambassador                  | 11/26/2025   | 391         | 13     | 23    | 0        | 1       | 9,46%           |
| A strong start for the IKIGAI PI Ambassadors          | 11/25/2025   | 654         | 228    | 39    | 1        | 7       | 42,05%          |
| IKIGAI is heading to POLIS Conference 2025!           | 11/24/2025   | 541         | 12     | 18    | 0        | 1       | 5,73%           |
| Meet Our PI Ambassadors: Matthieu Lauras We           | 11/17/2025   | 1807        | 93     | 95    | 2        | 0       | 10,51%          |
| Meet Our PI Ambassadors: Jaco van Meijeren            | 11/17/2025   | 1313        | 41     | 73    | 0        | 0       | 8,68%           |
| We are proud to welcome the first round of PI A       | 11/14/2025   | 885         | 56     | 39    | 1        | 3       | 11,19%          |
| Collaboration in action: advancing sustainable urba   | 11/11/2025   | 1617        | 91     | 45    | 0        | 5       | 8,72%           |
| The IKIGAI project website is now live! https://lnkd  | 11/06/2025   | 1070        | 46     | 45    | 0        | 6       | 9,07%           |
| IKIGAI at the Logistics Innovation Summit 20          | 11/03/2025   | 2090        | 663    | 78    | 0        | 5       | 35,69%          |
| IKIGAI at the Logistics Innovation Summit 202         | 10/23/2025   | 1801        | 397    | 72    | 1        | 1       | 26,15%          |
| IKIGAI is contributing to the advancement of          | 10/22/2025   | 1460        | 314    | 68    | 2        | 6       | 26,71%          |
| Meet AELER at the IKIGAI stand during the AL          | 10/22/2025   | 508         | 10     | 20    | 0        | 3       | 6,50%           |
| Meet the IKIGAI project partners Open Logistics Fo    | 10/21/2025   | 996         | 21     | 41    | 4        | 3       | 6,93%           |
| IKIGAI at the GS1 in Europe Regional Forum 2          | 10/16/2025   | 818         | 88     | 41    | 1        | 0       | 15,89%          |
| Have a coffee with GS1 in Europe at the IKIGA         | 10/16/2025   | 664         | 13     | 23    | 0        | 2       | 5,72%           |
| What is the PI Coalition and why is it central t      | 10/10/2025   | 1064        | 49     | 36    | 1        | 3       | 8,36%           |
| IKIGAI at the ALICE Logistics Innovation Summ         | 10/02/2025   | 889         | 16     | 44    | 0        | 1       | 6,86%           |
| PI Norm - (the "How" of Physical Internet) establishe | 09/25/2025   | 1632        | 54     | 64    | 2        | 8       | 7,84%           |
| At the 21st European Parking Conference & Exhibition  | 09/18/2025   | 913         | 159    | 43    | 1        | 1       | 22,34%          |
| Twin Transition - Digital and Green reshape the       | 09/11/2025   | 666         | 9      | 34    | 0        | 3       | 6,91%           |
| Every transformation is driven by the people who m    | 08/26/2025   | 1044        | 44     | 38    | 0        | 4       | 8,24%           |
| The call for Physical Internet (PI) Ambassadors       | 08/19/2025   | 1320        | 62     | 40    | 3        | 8       | 8,56%           |
| The IKIGAI project now has its official logo, which   | 08/12/2025   | 1629        | 67     | 65    | 1        | 7       | 8,59%           |
| Why is the project titled IKIGAI? In Japanese, it     | 08/05/2025   | 1460        | 80     | 65    | 6        | 7       | 10,82%          |
| During our project launch in Rome, we were honour     | 07/29/2025   | 445         | 100    | 24    | 1        | 0       | 28,09%          |
| Call for PI Ambassadors - now open! The IKIGA         | 07/18/2025   | 1269        | 66     | 41    | 6        | 6       | 9,38%           |
| On the second day of the IKIGAI kick-off meeting, K   | 07/10/2025   | 773         | 656    | 40    | 2        | 5       | 90,94%          |
| IKIGAI kick-off meeting Day 1: an inspiring start an  | 07/09/2025   | 2651        | 2652   | 92    | 4        | 9       | 104,00%         |
| We're ready to launch! The IKIGAI Kick-off Me         | 07/08/2025   | 2050        | 1068   | 83    | 6        | 11      | 56,98%          |

Table 4. IKIGAI LinkedIn statistics

As for mid-December, there were 33 LinkedIn post published, with the average 1169 impressions per post and the average engagement rate of 19.58% . This confirms that LinkedIn is an effective channel for amplifying IKIGAI's key messages, disseminating activities and maintaining ongoing engagement with external stakeholders. However, due to the logics of the current LinkedIn

algorithms and their evolution over the time, the decrease of the reach and engagement levels is forecasted.

As discussed and agreed during the kick-off meeting, IKIGAI will not use the X platform, despite it being listed in the Grant Agreement. This decision is based on considerations relating to GDPR and data handling practices, content moderation concerns, ethical and brand-alignment requirements, and governance risks related to platform operation and stability. Resources originally previewed for communication on the X platform will be used to reinforce LinkedIn communication efforts.

### Events

Participation in events forms an integral part of IKIGAI's approach to communication and engagement. Events serve to:

- raise project visibility among relevant stakeholders,
- showcase the progress and early results of the Logistics Innovations projects,
- strengthen connections with external projects and initiatives,
- support clustering and cross-fertilisation activities,
- engage potential adopters of PI-aligned tools, standards, and solutions.

A distinction is made between events organised or co-organised by the IKIGAI project, and those in which IKIGAI participates as a contributor or attendee. Both types of event serve complementary purposes within the overall strategy.

IKIGAI-organised and co-organised events focus on structured dissemination and/or stakeholder engagement around specific project outputs, such as Logistics Innovations, the PI Norm, governance models, standardisation pathways, etc. These events might include workshops, thematic sessions, webinars, pilot-related activities, matchmaking, etc. These events are designed to enable in-depth discussions, encourage alignment among stakeholder groups and/or directly support the exploitation, uptake and policy relevance of project results.

IKIGAI also actively participates in external European and international events, including conferences, summits, exhibitions, and policy forums related to logistics, transport, urban mobility, sustainability, digitalisation, and standardisation. Depending on the event context and objectives, participation may take different forms, including: contribution as speakers or panellists in plenary or thematic sessions; organisation or moderation of dedicated sessions or workshops; presence with an exhibition stand or demonstration of project innovations; targeted networking and bilateral meetings with stakeholders; attendance to monitor emerging trends and strengthen strategic positioning, etc.

To support a more coordinated event presence, IKIGAI will put in place and regularly update an internal event planning and monitoring tool, with the support of all project partners. This tool will allow the consortium to identify relevant upcoming events, map speaking and participation opportunities, anticipate submission deadlines, and align participation with project milestones and target audiences. It will also support coordination across WPs and help to avoid overlaps.

During the first months of the project, IKIGAI has already been represented at several events. These engagements have served to introduce the project, strengthen collaboration with partner networks and encourage the shift towards interoperable, low-carbon, digitally integrated logistics.

**POLIS Conference 2025, Utrecht, 26-27 November 2025.** IKIGAI participated in the POLIS Annual Conference, which focused on sustainable urban mobility. The project engaged with

## D5.1 Dissemination and Communication (D&C) plan

cities, industry stakeholders, and policy-makers, presenting how IKIGAI contributes to zero-emission and collaborative logistics. Attending POLIS helped the project align freight transport innovations with broader urban mobility strategies.

**Esplugues pilot meeting at the Smart City Expo World Congress** (Barcelona, 5 November 2025). Partners involved in the Esplugues pilot met at the Smart City Expo World Congress to plan the next phase of the “Smart and Synchronodal Hub” logistics innovation project. The discussions focused on refining the pilot area, identifying stakeholder needs and ensuring inclusive participation, including citizens with reduced mobility and the elderly. The meeting helped to coordinate upcoming implementation steps and reinforced IKIGAI’s visibility within the smart cities ecosystem.



Figure 12. Esplugues pilot meeting at the Smart City Expo World Congress

At the **ALICE Logistics Innovation Summit 2025** in Brussels (23-24 October 2025), IKIGAI was presented to an audience of over 200 logistics professionals, industry representatives, and researchers. The project had an exhibition stand to facilitate dialogue with the logistics community about collaborative, zero-emission, PI-compliant freight solutions. Several IKIGAI partners, PI Ambassadors, and members of the Nishida Circle contributed to discussions on scaling interoperable and sustainable logistics systems.



Figure 13. IKIGAI Team at the ALICE Logistics Innovation Summit 2025

**International Workshop on Standards for the Physical Internet** (Brussels, 22<sup>nd</sup> October 2025). IKIGAI contributed to the international workshop, “Towards Standards for the Physical Internet: Building the Foundations for Global Interoperability”, which was co-organised by ALICE and the POLIS network, and supported by several Horizon Europe projects, including IKIGAI. Additionally, IKIGAI presented its strategic vision for PI-enabled logistics, and its partners participated in breakout sessions on interoperability, governance, and urban logistics. The event emphasised the importance of coordinated action on standardisation and created opportunities for cross-project collaboration with DISCO, Shift2Zero, URBANE and others.

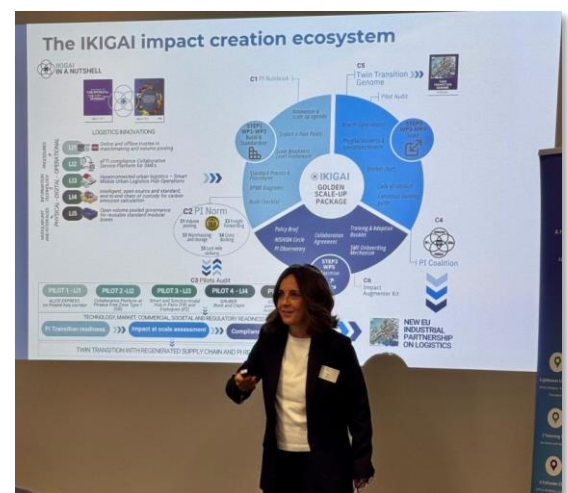


Figure 14. Paola Cossu presenting the IKIGAI project at International Workshop on Standards for the Physical Internet

The project was also showcased at the [GS1 in Europe Regional Forum 2025](#) in Copenhagen from



Figure 15. Kai Wing So presenting IKIGAI at the GS1 in Europe Regional Forum 2025

6-9 October 2025, with contributions from GS1 partners involved in IKIGAI. Presentations emphasised the connection between standardised reusable packaging (e.g. SMART-Box), digitalisation, and the Physical Internet. The sessions provided an opportunity to explain how GS1 contributes to IKIGAI's activities on standardisation, interoperability, and harmonised logistics processes. The Forum also facilitated discussions on the role of standards in enabling efficient, sustainable and data-driven supply chains.

During [the 21<sup>st</sup> European Parking Conference & Exhibition](#) (Brussels, 17-18 September 2025) the IKIGAI project was referenced in discussions on urban logistics and mobility. Contributions from ALICE and FIT Consulting emphasised the importance of the Physical Internet and digitalisation in reimagining urban space for logistics purposes. The event provided an opportunity to connect with cities and mobility authorities on shared priorities relating to reducing emissions, managing multimodal spaces and providing integrated digital solutions.

These events have collectively helped to establish the project's presence within the European logistics and mobility ecosystem. Relationships with other projects and initiative, including PILOTS, DISCO, and Shift2Zero, have been strengthened, and cooperation has been reinforced. Participation in events will continue to be a key communication channel throughout the project, supporting visibility, stakeholder engagement, and uptake of IKIGAI's results.

## Publications

Structured outreach activities will be carried out with media, sectoral publications and professional networks to ensure that IKIGAI's messages reach industry decision-makers, researchers and policy-makers. Planned activities include:

- publication of project news in logistics and technology media
- contributions to newsletters of partner organisations and external initiatives
- collaboration with ALICE, POLIS, GS1 in Europe and other networks to support broader dissemination.

These channels will be complemented by targeted communication materials, such as factsheets, infographics, explanatory videos, and curated content for the PI Augmenter Kit.

## Additional communication materials to be developed

Throughout the project, IKIGAI will develop and refine communication materials to support visibility, stakeholder understanding, and uptake of project results. These materials will be produced in line with the needs of the project, emerging findings from Logistics Innovations, and the evolving engagement of PI Ambassadors, the Nishida Circle, and the PI Coalition. Planned materials include videos, podcasts, roll-ups, fact sheets, thematic briefs and infographics explaining key concepts such as the PI Norm and the Twin Transition Genome. As the project progresses, further templates will be prepared for policy briefs, results highlights, training materials and reference sheets to accompany the outputs of the PI Augmenter Kit and the PI

Observatory. All new materials will adhere to IKIGAI's visual identity guidelines and EU visibility requirements, ensuring a coherent and recognisable project presence.

### **Horizon Results Booster support**

IKIGAI is benefiting from the Horizon Results Booster, a European Commission initiative that provides EU-funded projects with expert guidance on improving the dissemination, exploitation and long-term visibility of their results. Following a successful application, IKIGAI has been accepted onto the programme and will receive support throughout the implementation of the project.

Booster will complement and reinforce the activities implemented under WP5, particularly by supporting the identification and prioritisation of key exploitable results, refining value-oriented dissemination messages for different stakeholder groups and improving the organisation and presentation of project outputs on European level platforms. Additionally, the Booster will provide methodological guidance for early exploitation planning, ensuring consistency between communication narratives, dissemination activities and future uptake pathways.

These activities will complement IKIGAI's communication and dissemination work, adding external expertise, structured methodologies, and additional opportunities to align with European level expectations.

## **5.3 DISSEMINATION FRAMEWORK**

The dissemination framework outlines how IKIGAI will share its validated results with stakeholders, enabling them to apply, replicate and scale these results beyond the scope of the project. Dissemination activities focus on structured knowledge sharing, scientific openness, policy alignment, and engagement with active industry players. Dissemination in IKIGAI is guided by four principles:

- **Clarity:** presenting results in accessible, structured formats suitable for diverse technical and non-technical audiences,
- **Quality:** sharing only validated findings to ensure scientific accuracy, methodological rigour and relevance to stakeholders,
- **Openness:** providing open access to public deliverables, publications and tools in line with Horizon Europe requirements,
- **Reusability:** supporting stakeholders in applying IKIGAI insights in real-world environment and enabling replication across different logistics ecosystems.

IKIGAI's dissemination strategy aims to maximise the use and reuse of the knowledge generated by the project. To achieve this, dissemination activities will:

- prioritise communicating validated results from the LIs, including operational insights, data-driven findings, and technical outputs,
- support harmonisation and standardisation efforts by disseminating PI Norm content to enable stakeholders to understand compliance pathways and operational requirements,
- promote the Twin Transition Genome as a long-term roadmap connecting digitalisation, decarbonisation and resilience in freight transport,
- ensure that peer-reviewed publications adhere to open-access principles and are made available via repositories,

- contribute to broader scientific and technical communities, thereby reinforcing the evidence base for sustainable logistics innovation.

These principles will guide the selection of dissemination formats and channels throughout the project.

### **5.3.1 DISSEMINATION CHANNELS**

A variety of channels will be used to ensure that IKIGAI's outputs reach the relevant stakeholder groups and support their practical implementation.

#### **Scientific and technical publications**

Research partners will publish scientific articles, technical papers, conference contributions and methodological outputs in peer-reviewed journals and at recognised conferences. The publications will comply with Horizon Europe's open-access requirements and will be made accessible via the IKIGAI website, the PI Observatory, and institutional repositories.

To facilitate accessibility and long-term preservation, scientific outputs may be published via Open Research Europe (ORE), the European Commission's open-access publishing platform, which provides free publication and transparent peer review. Preprints, datasets and supporting materials may also be deposited in Zenodo to ensure persistent identifiers and long-term availability.

Outputs published on ORE, Zenodo or institutional repositories will be automatically indexed by OpenAIRE, enabling them to be discovered more easily across European research infrastructures. Zenodo will also be used to store selected public deliverables and training materials developed within the PI Augmenter Kit, as well as technical artefacts that support replicability.

#### **PI Augmenter Kit**

The PI Augmenter Kit functions as a central dissemination instrument that translates project knowledge into practical learning resources. It will include training modules, templates, guidance documents, example workflows, compliance checklists and visual explanations linked to the PI Norm and the Twin Transition Genome. These materials will be designed to support capacity building and practical implementation across different stakeholder groups.

#### **PI Observatory**

The PI Observatory will have as the entry point the IKIGAI website and will serve as the long-term repository for validated results, including pilot findings, technical specifications, indicators, and training resources. It will ensure structured access, version control and continuity beyond the end of the project, providing stakeholders with a coherent entry point to IKIGAI's knowledge base.

#### **Horizon Results Platform and innovation visibility tools**

In line with Horizon Europe obligations, IKIGAI will make its Key Exploitable Results available on the Horizon Results Platform (HRP). Support received through the Horizon Results Booster will refine the definition, packaging and presentation of these results, improving their visibility and relevance. The project may also be featured in the EU Innovation Radar, which identifies high-potential innovations emerging from EU-funded research. Inclusion in the Innovation Radar is determined by the EC through periodic evaluation. Where relevant, the project may engage with the European Standardisation Booster to support the standardisation potential of outputs linked to the PI Norm, digital interfaces, and interoperability frameworks.

## **European networks and platforms**

Dissemination will be strengthened through collaboration with well-established networks, such as ALICE, POLIS, GS1 in Europe and the Smart Freight Centre. This will enable the project's outputs to reach a wider range of professional communities, while also supporting alignment with European innovation and standardisation agendas.

## **Clustering with other projects and initiatives**

IKIGAI will collaborate with related EU-funded and other projects and initiatives, including DISCO, Shift2Zero, PILOTS, HOLIGISTICS, etc. to organise joint workshops, exchange knowledge, and align dissemination activities. These actions will reinforce the coherence of the Physical Internet innovation ecosystem and support the wider uptake of relevant results.

### **5.3.2 DISSEMINATION ACTIVITIES**

Dissemination activities will take place throughout the project, expanding as the results become available. Planned activities include:

#### **Workshops and webinars on validated results**

Targeted workshops will be organised to disseminate findings from the LIs, focusing on evidence, replicability, and operational lessons learned. Webinars will provide wider access for industry, cities, SMEs and research organisations.

#### **Presentations at scientific and technical conferences**

Project partners will present the project's results at relevant conferences and symposia focused on logistics, mobility, digitalisation, interoperability and sustainability (ex.: TRA, IPIC, Logistics Innovation Summit, etc.). These events provide opportunities to share scientific contributions and receive expert feedback.

#### **Standardisation-oriented dissemination**

IKIGAI will engage with standardisation communities through ALICE and GS1 in Europe to present PI Norm content, contribute to interoperability discussions, and support the harmonisation of relevant standards.

#### **Targeted dissemination to industry and public authorities**

Customised materials will be prepared for logistics operators, shippers, cities and public authorities, including practical summaries of pilot outcomes, data-driven insights and methodological guidelines.

#### **Results and long-term uptake**

As the results become available, the dissemination materials will be integrated into the PI Augmenter Kit and published on the PI Observatory. This will ensure long-term availability and support replication by industry, cities, and other innovation projects.

## **5.4 COMPLIANCE WITH EU VISIBILITY AND ETHICAL REQUIREMENTS**

IKIGAI ensures that all communication and dissemination activities comply with the visibility, communication and ethics obligations set out in the IKIGAI Grant Agreement and the requirements of the European Climate, Infrastructure and Environment Executive Agency (CINEA), as well as the communication principles of the European Commission.

In line with Articles 17 of the IKIGAI Grant Agreement:

- The EU emblem must be displayed visibly on all communication channels and materials, including websites, social media content, presentations, publications, templates, printed materials, and event banners,
- The standard funding acknowledgement accompanies the emblem.

The WP5 templates ensure the emblem and funding wording are used consistently by all partners. Alteration or stylisation of the emblem is not permitted. All materials must avoid implying that the content represents the official views of the European Union.

IKIGAI adheres to the European Commission's principles of ethical, inclusive and responsible communication.

### **Accuracy and neutrality:**

- All public information is based on validated project results,
- Communications avoid overstated or unverified claims,
- Quantitative statements are only used when supported by available data.

**Inclusiveness and accessibility.** IKIGAI considers accessibility when creating communication materials, including clear language, easy-to-read structure, visually accessible formatting (contrast, font size and layout), accessible digital formats if appropriate.

The IKIGAI website adheres to general web accessibility best practices to promote inclusive access to information.

**Respectful and non-discriminatory content.** Content is drafted in a neutral and respectful tone, avoiding stereotypes or bias. Examples and messages reflect the diversity of the European logistics community.

Stakeholder engagement within IKIGAI adheres to the ethical principles of transparency, voluntary participation and inclusiveness.

- Participation in workshops, consultations and meetings is voluntary,
- Stakeholders are informed about how their contributions may be used (e.g. as part of aggregated qualitative insights),
- No sensitive personal data is collected through engagement activities.

These practices ensure respectful and responsible interaction with external stakeholders.

## 6. KNOWLEDGE MANAGEMENT FRAMEWORK

Effective knowledge management is an important part of IKIGAI's communication, dissemination and stakeholder engagement approach. In line with the mandate of WP5, knowledge management supports the structured organisation, transformation and transfer of project results. This ensures that validated insights are accessible, usable and ready for replication by stakeholders. This chapter outlines the knowledge management mechanisms specific to WP5 and clarifies their relationship with complementary support services.

Please note that this deliverable does not cover data management, FAIR data principles, GDPR compliance, metadata standards or procedures for handling research data. These topics are addressed separately under WP6 through the Data Management Plan deliverables. This chapter focuses exclusively on knowledge management as a communication, dissemination, and capacity-building function, as defined in Task 5.4.

The knowledge management framework in WP5 ensures that the project's results are captured, structured, and prepared for transfer to external stakeholders. It facilitates the conversion of technical outputs into materials suitable for training, policy dialogue, capacity building and replication.

The framework is built around the following elements:

- **Internal knowledge capture and validation**

Partners contribute validated inputs from Logistics Innovations, standardisation work (PI Norm) and strategic components, such as the Twin Transition Genome. Structured exchanges between WPs ensure that relevant insights are captured as the project progresses.

- **Knowledge structuring and packaging**

WP5 transforms raw project results into clear, accessible formats suitable for different audiences. This includes methodological summaries, practical guidelines, pilot replication notes, policy briefs, materials for the PI Augmenter Kit, etc.

- **Internal repository on the IKIGAI SharePoint and version control**

This shared repository on the IKIGAI SharePoint hosts working documents, templates, draft materials, and validated outputs that have been prepared for communication and dissemination. Version control ensures consistency and avoids duplication across partners and work packages.

- **Coordination with WP Leaders**

Close coordination with WP leaders ensures that knowledge is collected at the right stages, and that communication and dissemination activities accurately reflect project progress, findings, and validated results.

This approach ensures continuity between the technical work, communication activities, and dissemination of practical, replicable outcomes.

### 6.1 PI AUGMENTER KIT

The PI Augmenter Kit is IKIGAI's primary knowledge transfer tool. It converts project results into practical, user-friendly material that supports learning, replication, and capacity building across the logistics ecosystem.

The PI Augmenter Kit will include:

- Training modules tailored to industry, cities, SMEs and researchers,
- Explanatory materials for the PI Norm and related digital interfaces,
- Procedural templates, operational checklists and example workflows,
- Pilot replication blueprints illustrating how results can be applied in practice,
- Visual and multimedia assets designed for training and stakeholder onboarding,
- Summaries of key insights from the Twin Transition Genome and LIs.

The elements of the PI Augmenter Kit will be used during workshops, webinars, demonstrations, and cross-project exchanges to support the adoption of harmonised, PI-compliant practices.

## 6.2 PI OBSERVATORY

The PI Observatory is a component of IKIGAI's knowledge management approach. It will be designed to be an open and structured entry point into the emerging Physical Internet ecosystem. It will collect, organise, and present information that promotes awareness of, and collaboration in, the uptake of PI-compliant solutions across industry, cities, research organisations, and policy-makers.

The PI Observatory will serve as:

- **Open access knowledge repository:** it will aggregate validated content relevant to the Physical Internet, including news, events, project deliverables, scientific publications, use cases and best practices. As IKIGAI progresses, the Observatory will host insights from the Logistics Innovations, the PI Norm and the Twin Transition Genome.
- **Community hub:** it will support the activities of the PI Ambassadors community. Outputs from structured community sessions will be used to populate the platform with practical case studies, lessons learned, and other insights generated by the community.
- **Certification and compliance information:** in the long term, the Observatory will provide transparency on PI-compliant applications and the organisations responsible for certification. This may include contributions from recognised bodies, such as the Smart Freight Centre or the Open Logistics Foundation. Over time, the Observatory could also connect to the PI Norm compliance framework.

The PI Observatory will be embedded within the wider governance structure of IKIGAI and the Physical Internet ecosystem: PI Coalition, PI Ambassadors, certification bodies. It will be a living organism that will evolve with the IKIGAI project development and will continue its functioning after the project end.

The PI Observatory will provide a comprehensive and accessible overview of developments in the Physical Internet, supporting the consolidation of knowledge generated in IKIGAI and strengthening the foundation for future PI-related projects, standards and communities.

## 7. THE IKIGAI ENGAGEMENT ECOSYSTEM

Engagement is a core part of IKIGAI's approach to generating impact. As the project aims to support the transition towards interoperable, collaborative logistics reducing carbon emissions in line with the Physical Internet vision, structured engagement mechanisms are essential to ensure that stakeholders across sectors understand, validate and adopt the project's results. The engagement and knowledge ecosystem incorporates complementary instruments: the PI Ambassadors, the Nishida Circle, the PI Coalition and the PI Observatory. Each instrument plays a specific role in strengthening outreach, ensuring strategic alignment, enabling multi-stakeholder governance and providing access to knowledge.

Together, these instruments enable IKIGAI to interact effectively with industry, cities, policy-makers, research communities and standardisation bodies. They also establish continuity beyond the project by supporting governance and capacity-building structures that will remain active once the project has ended.

The engagement ecosystem provides a coordinated framework for:

- supporting dialogue between technical WPs and external stakeholders,
- validating insights from Logistics Innovations,
- promoting a consistent understanding of the PI Norm and its applications,
- ensuring strategic alignment with international developments,
- enabling long-term governance processes beyond IKIGAI,
- organising knowledge in a way that allows it to be accessed and reused.

This ecosystem complements the dissemination and communication activities presented in Section 5, as well as the knowledge management mechanisms described in Section 6.

### 7.1 PI AMBASSADORS

The PI Ambassadors form an international community of practitioners and experts who contribute to awareness raising and capacity building around the Physical Internet and the solutions developed in IKIGAI. PI Ambassadors are recognised individuals from industry, academia, public institutions and civil society who act as trusted multipliers, promoting IKIGAI's results, principles and standards within their own professional networks and geographical contexts.

PI Ambassadors are selected through an open and multi-wave process based on demonstrated expertise, alignment with the Physical Internet vision, influence within their ecosystems and motivation to contribute actively. The first selection round launched during the IKIGAI Kick-off meeting, has resulted in 28 ambassadors from Europe, Asia, Australia and North America, reflecting a wide geographical and professional diversity. The list of the PI Ambassadors is presented in the Annex. To onboard and activate the community, two kick-off webinars were successfully organised at the end of November 2025, accommodating different time zones and introducing the project, its Logistics Innovations and the expected ambassador roles.



Figure 16. PI Ambassador badge

As part of the communication toolkit, each PI Ambassador receives an official PI Ambassador badge and a PI Ambassador banner, which can be used on LinkedIn profiles, email signatures and presentations.



Figure 17. PI Ambassador banner

The role of a PI Ambassador includes:

- communicating PI concepts, practices and benefits within their networks,
- promoting understanding of PI-aligned innovations showcased in IKIGAI,
- contributing content to the PI Observatory through experience sharing and case studies,
- participating in events, workshops and discussions relevant to PI adoption,
- acting as reference points for stakeholder groups seeking practical guidance.

The PI Ambassadors community will continue to be expanded and animated throughout the project duration in line with dissemination priorities and available resources..

## 7.2 NISHIDA CIRCLE

The Nishida Circle (from “French Nouvelles Idées Soutenues par l’Honnêteté et l’Innovation pour un Développement Avancé”) is IKIGAI’s high-level international advisory body, composed of seven experts in logistics, digital innovation, sustainability and the Physical Internet. The Nishida Circle provides strategic guidance to ensure that IKIGAI remains aligned with global developments and that its outputs reflect scientific, operational and policy relevance.

Core functions the Nishida Circle will include:

- reviewing the project’s overall direction from strategic and conceptual perspectives,
- advising on the development of the PI Norm and its alignment with global frameworks,
- contributing expertise on long-term transformation pathways related to the Twin Transition Genome,
- supporting the positioning of IKIGAI within the broader PI landscape.

The Nishida Circle is not involved in the day-to-day implementation of the project. Instead, it provides structured, periodic input to ensure that IKIGAI’s activities remain coherent, forward-looking and aligned with best practices and emerging trends.

## 7.3 PI COALITION

The PI Coalition is a multi-stakeholder platform that supports the governance, standardisation and long-term coherence of the Physical Internet ecosystem. It brings together companies, cities, technology providers, networks and associations that contribute to the development and adoption of PI-aligned practices.

Key activities of the PI Coalition will include:

- guiding discussions related to the PI Norm and its practical application,
- supporting alignment across different sectors, regions, and pilot contexts,
- facilitating dialogue with standardisation and industry bodies,
- contributing to long-term governance models relevant to PI adoption,
- organising thematic exchanges and coordinated consultations on key topics.

The PI Coalition provides a structured environment in which stakeholders can engage in discussions about interoperability, data exchange, reusable assets, and operational procedures. The coalition strengthens the project's connection to industry and policy stakeholders, supporting continuity beyond IKIGAI.

## 7.4 PI OBSERVATORY

The PI Observatory is the knowledge interface for the engagement ecosystem. As outlined in Section 6.3, it provides open access to curated Physical Internet-related information, including project deliverables, pilot insights, best practices, scientific publications, and news and events.

Within the engagement ecosystem, the PI Observatory will support:

- access to validated knowledge generated by IKIGAI,
- transparency around PI-compliant applications and certification bodies,
- structured entry points for stakeholders seeking guidance on PI implementation,
- visibility of contributions from PI Ambassadors and advisory inputs from the Nishida Circle,
- alignment between governance discussions in the PI Coalition and publicly available information.

As the platform evolves, it will consolidate and share the knowledge produced during the project in a sustainable and accessible way.

Although each engagement instrument has a specific purpose, they function together as a coordinated ecosystem:

- PI Ambassadors extend the project's outreach and contribute community-driven insights,
- The Nishida Circle ensures strategic alignment with global developments,
- The PI Coalition anchors multi-stakeholder governance and harmonisation efforts,
- The PI Observatory consolidates and presents knowledge for the broader ecosystem.

This structured interaction supports IKIGAI's objective of enabling consistent, scalable, PI-compliant logistics solutions and ensuring that project knowledge is validated and shared effectively.

## 8. MONITORING, EVALUATION AND KEY PERFORMANCE INDICATORS

Monitoring and evaluation ensure that IKIGAI's dissemination, communication, stakeholder engagement and knowledge management activities are implemented as planned and remain aligned with the project's objectives. This section outlines the approach adopted in WP5 and the set of Key Performance Indicators (KPIs) used to track progress throughout the project. The indicators are designed to be realistic and measurable, and avoid any attribution of policy or market impact that exceeds the scope of the project.

### Monitoring approach

Monitoring is based on a structured approach built on the following principles:

1. Consistency with project objectives. Indicators are linked to the communication, dissemination, engagement and knowledge management objectives set out in Sections 3, 5, 6 and 7.
2. Measurability and data availability. KPIs rely on data that can be reliably collected through established tools, such as website analytics, LinkedIn statistics, event participation records, internal reports and repository logs.
3. Regular review. Progress will be reviewed through bi-annual WP5 internal checks, contributions to project periodic reporting, updates to the D&C Plan at M18 and M30. In addition, a first internal benchmark will be established after Month 12, based on actual performance data collected during the first project year. This benchmark will be used to refine targets and ensure that KPI values remain realistic and evidence-based.

### Key Performance Indicators

The KPIs are organised into categories that correspond to the main areas of WP5: communication, dissemination, stakeholder engagement, and knowledge management. Where appropriate, they combine quantitative and qualitative measures. The targets are indicative and will be reviewed during the project as data becomes available.

**Communication KPIs and their targets.** These KPIs track visibility, awareness and outreach across public-facing channels.

Website:

- Number of visitors to the IKIGAI website:  $\geq 800$  per year
- Number of news items published: 12 per year
- Pageviews: 5000 per year

Social media (LinkedIn):

- Number of posts published: 45 per year
- Number of followers: 1200 by the end of the project

Events participation (communication-focused).

- Number of events at which IKIGAI is presented publicly (e.g. conferences, exhibitions, etc.):  $\geq 25$  over the project lifetime
- Number of participants reached through these events:  $\geq 2000$  participants in total (indicative).

These indicators assess visibility, but do not infer behavioural impact.

**Dissemination KPIs and their targets.** Dissemination KPIs focus on validated outputs and their accessibility.

Scientific and technical outputs:

- Number of peer-reviewed publications submitted:  $\geq 5$
- Number of publications in open access:  $\geq 15$
- Number of technical notes, briefs or fact sheets produced:  $\geq 10$

Dissemination events:

- Number of dissemination-oriented workshops, webinars or technical presentations:  $\geq 10$
- Number of participants in dissemination events:  $\geq 1,200$  participants in total

These indicators reflect the project's efforts to make validated results accessible and reusable.

**Stakeholder engagement KPIs and their targets.** These indicators track the activation and involvement of key stakeholder groups throughout the project.

Stakeholder engagement activities:

- Number of engagement meetings, consultations or workshops:  $\geq 15$
- Feedback or queries received from stakeholders (qualitative): tbd later during the project

Engagement instruments:

- Number of activities involving PI Ambassadors:  $\geq 10$
- Number of meetings or consultations involving the Nishida Circle:  $\geq 5$
- Number of meetings or sessions organised under the PI Coalition:  $\geq 5$
- Number of stakeholders interacting with PI Observatory content:  $\geq 100$

The aim is to monitor participation and interaction, not to evaluate behavioural change or adoption outcomes.

**Knowledge management KPIs and their targets.** These KPIs relate to the development and use of knowledge assets managed under WP5.

PI Augmenter Kit:

- Number of modules or materials developed:  $\geq 5$
- Number of partner contributions incorporated:  $\geq 30$  partner inputs

PI Observatory:

- Number of content items uploaded (news, events, publications and use cases):  $\geq 50$  items
- Number of visits to Observatory sections:  $\geq 2000$  cumulative visits

These indicators track progress in structuring and sharing knowledge, but do not measure long-term uptake within the ecosystem.

The monitoring and KPI framework provides a structured approach to tracking IKIGAI's communication, dissemination, engagement, and knowledge management activities. It promotes transparency, enables adaptive planning, and guarantees that the project can demonstrate progress.

## 9. CONCLUSIONS

This Dissemination and Communication Plan provides operational and strategic framework that will guide IKIGAI's communication, dissemination, stakeholder engagement and knowledge management activities throughout the project. It establishes coherent processes, tools and responsibilities to support project visibility, accessible results and structured stakeholder involvement across the logistics, mobility and standardisation ecosystems.

The plan translates IKIGAI's objectives into clear actions relating to communication channels, dissemination methods, engagement mechanisms and compliance requirements. It ensures that messages are consistent and that validated results are shared in suitable formats and via suitable platforms. It also ensures that stakeholder interactions are organised and meaningful. The integration of the PI Ambassadors, the Nishida Circle, the PI Coalition and the PI Observatory reinforces IKIGAI's capacity to reach out to diverse audiences and support informed dialogue around the Physical Internet, the PI Norm and the Twin Transition.

Early implementation of the plan has already delivered tangible results. The project website has rapidly gained visibility, reaching 972 sessions and 726 unique visitors indicating strong initial interest in project content. The LinkedIn channel has grown to more than 500 followers, with 33 posts published and an average performance of 1169 impressions per post, demonstrating effective reach and interaction with professional audiences. In parallel, IKIGAI partners have actively participated in six European and international events, including conferences, workshops and exhibitions, contributing to early awareness-raising and positioning of the project within relevant ecosystems.

This deliverable is a living document. As the project progresses and its outcomes evolve, the plan will be updated in M18 and M30 to reflect new insights, emerging requirements and feedback gathered from partners, stakeholders and the Horizon Results Booster support programme. Monitoring activities and the associated KPIs will enable WP5 to track progress and adjust priorities when necessary.

By establishing a structured and coordinated approach, this plan will support the project's contribution to more efficient, interoperable, and low-carbon freight transport in Europe. It provides the foundation for transparent and effective communication of IKIGAI's work, and for ensuring that knowledge generated during the project is shared in a way that facilitates understanding, reuse and long-term value.

## 10. REFERENCES

- “CINEA Communications TOOLKIT”, CINEA, seen on 12.11.2025 on [https://cinea.ec.europa.eu/document/download/1a9fad06-0fac-41e2-8567-abbba4de0939\\_en?filename=CINEA\\_TOOLKIT\\_Accessible\\_v3.pdf](https://cinea.ec.europa.eu/document/download/1a9fad06-0fac-41e2-8567-abbba4de0939_en?filename=CINEA_TOOLKIT_Accessible_v3.pdf)
- “Communication Monitoring Evaluation. Tips & Tools”, Version 4.0 – 21 November 2019, European Commission, seen on 12.11.2025 on [https://ec.europa.eu/regional\\_policy/sources/policy/communication/evaluation\\_toolbox\\_en.pdf](https://ec.europa.eu/regional_policy/sources/policy/communication/evaluation_toolbox_en.pdf)

## 11. Annex: List of PI Ambassadors

1. Andrea Condotta
2. Andreas Nettsträter
3. Anne Goodchild
4. Ballot Eric
5. Benoit Montreuil
6. Birger Schrevers
7. DARIO BIGGI
8. Fernando Liesa Carrera
9. FRANCOIS REGIS LE TOURNEAU
10. Greg Foliente
11. Jaco van Meijeren
12. Johan Leveque
13. John Rodney Franklin
14. Justin Lemmens
15. Kevin Liu (Liu Shi Hong)
16. Masoud Kahalimoghadam
17. Matthieu LAURAS
18. Paola Cossu
19. Philippe Michiels
20. Pietro Darpa
21. Russell Thompson
22. Ruud Vossebeld
23. Sandra Stein
24. Sergio Barbarino
25. Shenle Pan
26. Tadashi Mizutani
27. Xiangtianrui KONG
28. Zhiheng Zhao