D6.1 Plan for dissemination, communication, and exploitation of results

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Table of contents

EXECUTIVE SUMMARY 1

1 INTRODUCTION 3

1.1 PROJECT INTRODUCTION 3

1.2 PURPOSE OF THE DELIVERABLE 3

1.3 INTENDED AUDIENCE 5

1.4 INTERRELATION 5

1.5 STRUCTURE OF THE DELIVERABLE 6

2 OVERALL STRATEGY 8

2.1 ROLES AND RESPONSIBILITIES 10

2.2 TARGET GROUPS AND KEY MESSAGES 11

2.3 TIMELINE 13

2.4 POTENTIAL RISKS AND MITIGATION MEASURES 14

2.5 OVERVIEW OF TARGET GROUPS AND MAIN COMMUNICATION AND DISSEMINATION TOOLS 15

3 COMMUNICATION AND DISSEMINATION PLAN 18

3.1 COMMUNICATION PLAN 18

3.1.1 VISUAL IDENTITY 18

3.1.2 COMMUNICATION CHANNELS 19

3.1.3 MEDIA AND PRESS RELEASES 23

3.1.4 COMMUNICATION MATERIALS 24

3.1.5 COMMUNICATION KEY PERFORMANCE INDICATORS (KPIs) 24

3.2 DISSEMINATION PLAN 25

3.2.1 APPROVAL FOR DISSEMINATION PROCEDURE AND REPORTING GUIDELINES 25

3.2.2 DISSEMINATION GUIDELINES 27

3.2.3 ACTIVITIES TO ENSURE TARGET GROUPS & STAKEHOLDER ENGAGEMENT 29

3.2.4 SYNERGIES WITH OTHER ONGOING ACTIVITIES 32

3.2.5 SUMMARY OF DISSEMINATION ACTIVITIES AND KEY PERFORMANCE INDICATORS FOR MONITORING 36

4 EXPLOITATION AND REPLICATION 38

4.1 EXPLOITATION STRATEGY 40

4.1.1 STAKEHOLDER CENTRIC EXPLOITATION PATHWAYS 40

4.1.2 EXPLOITABLE RESULTS 41

4.1.3 EXPLOITATION ROADMAP 45

4.1.4 IPR ELEMENTS AND OWNERSHIP 48

4.1.5 REPLICATION AND SCALING 51
4.2 PARTNER ACTIONS 52
5 CONCLUSIONS 53
ANNEXES 54
ANNEX 1: VISUAL IDENTITY OVERVIEW 54
ANNEX 2: DISSEMINATION ACTIVITIES REGISTER 59
ANNEX 3: COMMUNICATION AND DISSEMINATION GUIDELINES OVERVIEW 60

LIST OF FIGURES

Figure 1. Focus areas for communication, dissemination and exploitation 8

Figure 2. Communication and dissemination activities 13

Figure 3. CAMBER Landing page 20

Figure 4. LinkedIn page 22

Figure 5. Clustering stakeholders based on their influence (power vs. interest) in the project and recommended type of engagement for each stakeholder cluster 30

LIST OF TABLES

Table 1. Target audiences and key messages 11

Table 2. Risk and mitigation measures 14

Table 3. Communication and Dissemination activities for specific target groups 16

Table 4. Communication Key Performance Indicators 24

Table 5. Preliminary external events 28

Table 6. Key Performance Indicators for Monitoring 36

Table 7. Key Exploitable Results 39

Table 8. Exploitation Matrix 42

LIST OF ABBREVIATIONS AND ACRONYMS

Acronym	Meaning
ADAS	Advanced Driver Assistance System
CA	Consortium Agreement
CC BY	CC BY licence rules: https://creativecommons.org/share-your-work/cclicenses/
C&D	Communication & Dissemination
CDSP	Communication and Dissemination Strategy & Plan
DoA	Description of Action
EC	European Commission
ES	Exploitation Strategy
EU	European Union
GA	Grant Agreement
GDPR	General Data Protection Regulation
GP	General Public
HE	Horizon Europe
IP	Intellectual Property
IPR	Intellectual Property Rights
KER	Key Exploitable Result
KPI	Key Performance Indicator
PTW	Powered Two Wheelers
PU	Public (for deliverables status)
R&I	Research and Innovation

Acronym	Meaning
RSM	Road Safety Management
SEN	Sensitive (for deliverables status)
TRA	Transport Research Arena (Conference)
TRB	Transportation Research Board
TRL	Technology Readiness Levels
WP	Work Package

EXECUTIVE SUMMARY

The Connected and Adaptive Maintenance for Safer Urban and Secondary Roads project ('CAMBER') aims to develop and demonstrate improved safety monitoring across urban and secondary rural road networks through real-time data feedback into road maintenance systems and proven low-cost interventions. Performance metrics based on new-generation data sources will provide road managers up-to-date information on safety issues, damage, and routine maintenance and upgrade needs. Data collated from a range of sources, such as telematics, vehicle and smartphone sensors, and road user feedback, will feed into safety assessment models to flag what measures are required to ensure a safe road environment for all road users, including road-user minority groups with varying design needs, such as powered two-wheelers (PTW). CAMBER will support this through much-needed research and testing of low-cost road safety interventions and low-impact maintenance techniques, including those for vehicles with advanced driver-assistance systems (ADAS). The approaches will be demonstrated on urban and road networks in five European countries. CAMBER's economically sound solutions and new knowledge will be communicated through established networks to European road managers, policymakers and industry to support the decision-making and investment needed for more efficient maintenance for safer urban and secondary roads.

The deliverable D6.1 'Plan for dissemination, communication, and exploitation of results' – prepared within Work Package (WP) 6 'Dissemination, Exploitation and Stakeholder Involvement' includes the Communication and Dissemination Strategy and Plan (CDSP) delivered by Task T6.1 during the CAMBER project. Its purpose is to provide the consortium with comprehensive guidelines and an integrated plan to ensure effective communication, dissemination and exploitation of the project's strategic objectives, activities and results.

The Plan for Dissemination, Communication and Exploitation of Results establishes a framework that allows CAMBER to raise awareness about the importance of enhancing road safety and optimising maintenance practices across urban and secondary rural roads. It aims to create a better understanding of the issues and challenges associated with current road management systems, particularly their limitations in addressing real-time safety needs and supporting diverse road-user groups. Additionally, engagement with stakeholders, such as road managers, policymakers, advocacy organisations, and industry representatives, is expected to ensure the widespread and lasting impact of the project, its findings, and results.

The present deliverable describes the communication and dissemination objectives and measures for achieving and monitoring them through a set of Key Performance Indicators (KPIs). It presents the target audiences to be addressed, as well as the appropriate channels and planned activities for each target group. It outlines the communication and dissemination strategy that the partners will apply to ensure an effective, consistent, and efficient approach around CAMBER's relevant news, outcomes, and results.

This includes a non-exhaustive list of graphic elements associated with the project (the branding, the logo, the EU-funding acknowledgement, the templates) and guidelines on how to use them. In addition,

it defines the approval procedures and the timing for partners to notify their participation in dissemination activities (publications, events, etc.), as well as their expected contributions in relation to the use of the existing website and social media channels. This ensures that all communication and dissemination needs and activities from various WPs and project partners in general are considered and coordinated.

Also contained within this document is the Exploitation Strategy (ES), delivered within Task 6.4 (Exploitation and replication strategy) which will maximise the visibility of its economically sound solutions and innovative approaches, foster the exploitation and adoption of low-cost safety interventions and low-impact maintenance techniques and support informed decision-making among European road managers and policymakers for safer urban and secondary road networks.

The CAMBER project is committed to establishing cooperation with projects funded under the same topic HORIZON-CL5-2023-D6-01-10 (EVOROADS and iDriving). Linkages will be assured through ERTICO who coordinate EVOROADS and are part of the CAMBER consortium. ERTICO is a network of members and Austriatech are a member of ERTICO's network as well as being involved in iDriving.

The presented Plan for Dissemination, Communication and Exploitation of Results will remain valid for the duration of the project and may be adjusted based on the project's needs and outcomes. Therefore, this deliverable is a living document that will be updated throughout the project's progress and following the review and communication and dissemination report in M18 – June 2026. An important part of the strategy is to report on the testing conducted in the CAMBER pilot locations in Portugal (Cascais region), Greece (Trikala region), Croatia, The Netherlands (North Holland region) and Spain.

KEY WORDS

Communication, dissemination, exploitation, plan, strategy, , impact.

Social Media link:

@CAMBER Project

For further information please visit https://camber-project.eu

1 INTRODUCTION

1.1 PROJECT INTRODUCTION

The project Connected and Adaptive Maintenance for Safer Urban and Secondary Roads is a Horizon Europe Project running from 1 January 2025 to 31 December 2027 and executed by a consortium of 14 partners. The objective of the CAMBER project is to develop and demonstrate improved safety monitoring across urban and secondary rural road networks by using real-time data to inform road maintenance systems and implementing cost effective, proven interventions. Performance metrics derived from next-generation data sources will provide road managers with up-to-date information on safety issues, road damage, and maintenance or upgrade needs.

1.2 PURPOSE OF THE DELIVERABLE

Deliverable D6.1 'Plan for dissemination, communication, and exploitation of results' is a key component and deliverable of WP6 (Dissemination, Exploitation and Stakeholder Involvement), with the objective of organising impactful dissemination, communication, liaison, and exploitation activities to accelerate the deployment of CAMBER solutions, contributing to improved road safety and maintenance practices across Europe.

There are four tasks in WP6: T6.1 'Communication and dissemination strategy'; T6.2 'Communication tools and activities'; T6.3 'Stakeholder consultation, expert groups and cross-collaboration' and T6.4 'Exploitation and replication strategy'. D6.1 is produced as part of T6.1, to guide the entire consortium on project communication and dissemination activities, however, as it provides comprehensive guidelines to be followed for all communication and dissemination activities over the course of CAMBER's implementation and beyond, it also provides clear and important references for the other tasks of the WP.

With the primary purpose of providing partners involved in WP6 that are task leaders (ERTICO, LNEC, SWOV, iRAP, FPZ, AIT, AGILYSIS) the overarching strategy. It provides the Communication and Dissemination Strategy and Plan (CDSP) for all other consortium partners with clear references on how to promote and raise awareness about the project, its findings, and results, the contents of this document should inform and empower project partners on aspects related to:

1. Communication channels, tools, and materials
2. Target audiences and key messages
3. Timeline of key activities related to communication, dissemination and exploitation
4. Quantitative Key Performance Indicators (KPIs), their measurement and risk management related to these KPIs

5. Rules or procedures to be considered
6. Roles and responsibilities
7. Visual branding and communication materials guidelines
8. Stakeholder consultation and cross-collaboration activities
9. Exploitation activities focused on maximising the sustainability and impact of the project results

This deliverable meets the requirements set out for in the Grant Agreement – Annex 1 Description of Action (GA DoA) for WP6.

Communication aims to inform and engage a broad audience, including road users, industry professionals, and the media, focusing on the project's activities, results, and successes. The objective is to reach out to society and show the impact and benefits of EU funded activities. Dissemination targets specific groups that may take an interest in the potential use of the results, such as road safety experts, policymakers, and road managers to share detailed results for further application and research. Exploitation aims for the concrete use of the research results in further research activities other than those covered by the action concerned. The objective is to effectively use project results through scientific, economic, political or societal exploitation routes aiming to turn Research and Innovation (R&I) actions into concrete value and impact for society.

The communication strategy, outlined in this document, describes the overall goals and approaches for engaging the target audiences, while the communication plan is an action plan that details the specific steps and timelines for executing this strategy.

Similarly, the dissemination strategy outlined in this deliverable provides a framework for making results accessible and available, while the dissemination plan specifies the exact procedures and timings for sharing the findings. With the above in mind, this deliverable defines the key messages and target groups for the CAMBER project, details the communication channels and planned activities, and outlines both strategic approaches and operational procedures to be adopted by the consortium partners for dissemination activities.

Finally, building on the Key Exploitable Results (KERs) identified in the proposal, the exploitation strategy (ES) targets different sectors based on their relevance to the project goals and innovation. It will also identify how each partner can exploit project results (via the relevant stakeholders), determine an exploitation roadmap (revised during the project) for after the project closure and develop a plan for Intellectual Property Rights (IPR strategy). The ES will be revised to guarantee its optimal impact based on the achieved and foreseeable results. This deliverable presents an initial version of this ES.

The communication, dissemination, and exploitation strategy outlined in this deliverable ensures that CAMBER's results and findings are both comprehensible and accessible for future application and upscaling. To achieve this, the Plan for Dissemination, Communication, and Exploitation of Results provides a structured approach to raising awareness, engaging diverse stakeholders, and sharing relevant updates, outcomes, and insights. It also incorporates Key Performance Indicators (KPIs) to

assess the impact of these activities and includes a detailed timeline for planned dissemination events and initiatives.

By adhering to this strategy and plan, CAMBER aims to maximise the visibility of its innovative approaches, foster the adoption of low-cost safety interventions and low-impact maintenance techniques, and support informed decision-making among European road managers and policymakers for safer, more sustainable urban and secondary road networks.

1.3 INTENDED AUDIENCE

Deliverable 6.1 is a public document and can be consulted by the European Commission, external stakeholders or any interested reader. Specifically, it serves as a guide for the CAMBER project partners, who need to be informed about the planned Communication and Dissemination (C&D) activities, and about the use of CAMBER's internal and external branding and marketing resources to contribute to the project's extensive promotion and diffusion.

1.4 INTERRELATION

This deliverable is a strategic document providing Project Partners with a consistent approach, guidelines and ground rules for approaching stakeholders and reporting engagement outcomes as well as keeping track of co-participatory processes. Stakeholder engagement and dissemination activities are strongly related to all WPs, as they promote the project activities, results and developments and focus on their further exploitation. The close involvement of all partners in these activities guarantees a successful flow of information within the project, as well as the wide diffusion of the exploitation and uptake of CAMBER results beyond the project timeline. This deliverable is complemented by the Dissemination Activities Record (included in Annex 2) and the Project Dissemination Guidelines (ANNEX 3: COMMUNICATION AND DISSEMINATION GUIDELINES OVERVIEW).

This deliverable also contributes to future outputs of WP6, such as D6.2 'Plan for Dissemination, Communication and Exploitation of Results (final)' (due in M18, June 2026) and D6.3 'Final exploitation, IPR and replication plans" (to be developed in M36, December 2027). The reports and updated strategies will include any necessary changes based on the progress of the planned communication, dissemination and exploitation activities.

This deliverable also contributes to the following tasks:

1. Task 6.1 'Communication and dissemination strategy': this deliverable outlines the key steps that will be taken as part of this task.
2. Task 6.2 'Communication tools and activities': this deliverable both supports and makes use of the channels, tools and activities developed by this task, to ensure an effective communication and dissemination strategy.
3. Task 6.3 'Stakeholder consultation, expert groups and cross-collaboration': as this task organises and coordinates stakeholder consultations and topic-specific expert panels (in the form of focus groups, workshops, and surveys, which aim to capture the general needs and

key challenges in connecting safety and asset management, as well as to gather information about existing systems, methods, and approaches to enable integration and facilitate uptake of solutions), the dissemination strategy and plan included in this deliverable provides guidelines for these engagement activities.

4. Task 6.4 'Exploitation and replication strategy': this deliverable ensures that communication, dissemination and stakeholder engagement efforts effectively support business exploitation plans.

In addition, the plan for dissemination, communication and exploitation directly contribute to the objectives of other work packages, including:

1. **WP2 (Methodological and Technical Approach):** Dissemination of findings from the review of best practices and conceptual frameworks will ensure broad awareness among stakeholders and alignment with state-of-the-art solutions.
2. **WP3 (Data Collection, Fusion and Provision):** Communication efforts will spotlight the data discovery process and identified user requirements, engaging stakeholders to refine technical approaches and ensure practical relevance.
3. **WP4 (Solutions Investigation and Digital Twins):** Dissemination activities will showcase the technical advancements in interventions, in-vehicle systems, and digital twin solutions, generating interest among end-users and decision-makers for future adoption.
4. **WP5 (Pilot Testing and Evaluation):** Promoting pilot activities and their outcomes will engage local communities, authorities, and stakeholders, ensuring the tested solutions are scalable, replicable, and widely accepted.

In addition, by raising awareness and providing a clear framework for disseminating results, the strategy helps create the foundation for scaling and adapting CAMBER solutions to diverse road networks. Furthermore, it ensures that lessons learned from pilot activities and evaluations are accessible and actionable for replication and integration into broader safety and asset management practices.

1.5 STRUCTURE OF THE DELIVERABLE

Deliverable D6.1 ensures a coherent approach to communication, dissemination, and exploitation, facilitating the effective deployment and uptake of CAMBER solutions and results. It aligns with and highlights the project's objectives and expected impacts as described in the Grant Agreement. This deliverable also serves as a key component of CAMBER's strategy to translate research outcomes into tangible benefits for road infrastructure management, actively promoting replication, scalability, and policy alignment.

Chapter 2 provides a strategic framework for communication and dissemination, delineating roles, responsibilities, key messages, and target audiences. It also addresses potential risks and mitigation measures to ensure a robust and adaptive approach.

Building on this, **Chapter 3** details the specific tools, channels, activities and guidelines for the communication and dissemination. This task outlines the activities for Task T6.1 and includes:

- A comprehensive **Communication Plan**, covering the development of CAMBER's visual identity, communication materials, and key channels such as the project website, LinkedIn, YouTube, and newsletters.
- A targeted **Dissemination Plan**, outlining procedures for approval and reporting, dissemination channels (e.g., scientific publications, webinars, and participation in external events), and activities to engage target groups and stakeholders. The chapter also includes synergies with ongoing initiatives and summarises dissemination activities alongside key performance indicators (KPIs) for effective monitoring.

Chapter 4 presents the exploitation plan, translating CAMBER's innovations and results into sustainable outcomes, identifying key stakeholders, beneficiaries, and commercialisation opportunities. It presents the tasks related to Task T6.4. It highlights activities designed to embed CAMBER solutions into road management practices across Europe, ensuring their relevance and applicability beyond the project's lifetime.

2 OVERALL STRATEGY

The Communication and Dissemination (C&D) strategy is the foundation on which the activities identified in the C&D plan are built. The present strategy defines objectives, roles and responsibilities, target audiences and key messages, a timeline, and an overview of potential risks and mitigation measures. The development of an effective strategy is fundamental for all project partners to have a clear understanding of all these elements.

The primary objective of the CAMBER project is to provide road managers across Europe with practical solutions to improve safety and asset management which will result in fewer crashes and more effective maintenance management on urban and road networks. It is therefore imperative that all activities target the potential uptake of CAMBER's recommendations and that project learnings inform further research, development and applications in this field. To this end, CAMBER has three main areas of focus for the communication, dissemination and exploitation of the project's results, as seen in Figure 1. Focus areas for communication, dissemination and exploitation. This presents the three main areas for communication, dissemination and exploitation, namely: **Communication and dissemination**, **stakeholder engagement** and **exploitation strategy.**

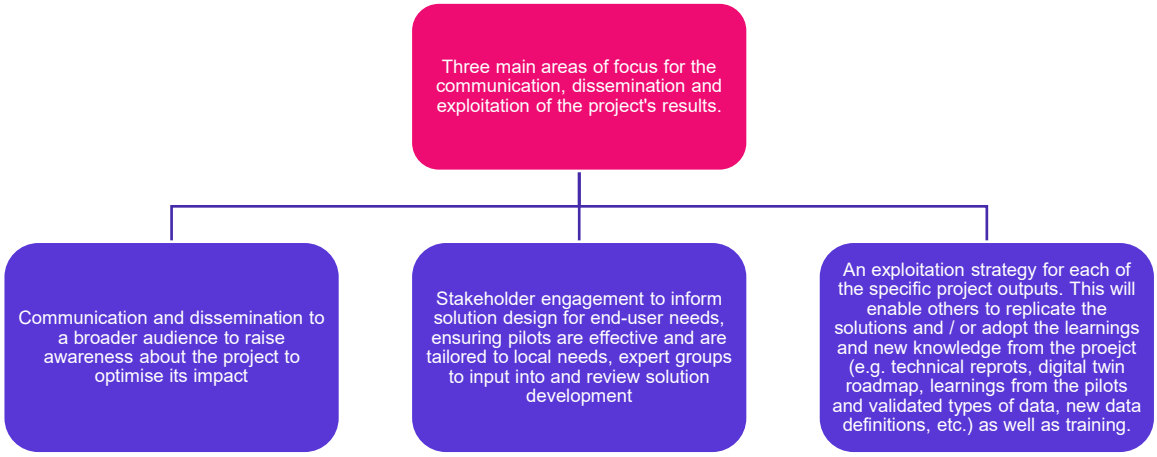


Figure 1. Focus areas for communication, dissemination and exploitation

CAMBER's communication, dissemination and exploitation activities focus on the following target groups (which act as our target audience clusters):

- Public administrations (municipalities, provinces, regions)
- Industry (e.g., technology, data and road device providers)
- Research sector (e.g., universities, research centres, R&I departments); Specific needs/competencies: Control
- Policy makers and regulators
- Citizens, road users, advocacy groups
- Transport Operators
- Investors

By aligning the strategy with these focus areas and target groups, the goal is for CAMBER's solutions and outputs to be more easily adopted and sustained due to an integrated and comprehensive C&D strategy.

Therefore, the overall goal for Communication and Dissemination is to publicise, convey and share the evidence-based knowledge on inclusive design solutions that shall be developed and deployed within the project, thus fostering the exploitation of the results, to ensure maximum uptake and deployment of the project's insights and technologies. More specifically, the objectives are to:

- Provide a clear overview of the project's concept, goals and results by crafting suitable key messages, preparing and maintaining communication and dissemination channels, materials and tools.
- Increase impact by raising awareness and understanding of the project goals and achievements among stakeholders (including technology, data and road service providers, public administrations, policy makers and regulators, and advocacy groups).
- Ensure engagement and adoption of results by different stakeholders.
- Pave the way for the exploitation of the solutions developed and validated within the project by disseminating information to the wider public.
- Promote CAMBER as a reference project in technologies for enhanced metro operations.
- Stimulate dialogue and synergies.

In particular, the C&D efforts align with and highlight some of the project's expected outcomes and impacts as described in the Grant Agreement in the following ways:

Short term (upon project completion):

1. **Five pilots demonstrate CAMBER solutions and potential to improve safety to read managers:** Communication and dissemination efforts will focus on showcasing the five pilot demonstrations through digital channels and events. These activities will emphasise the measurable safety benefits observed during the pilots, highlighting specific use cases and quantifiable results. By tailoring messages to CAMBER's target groups (see Section 2.2), these efforts will reinforce CAMBER's relevance and demonstrate its readiness for implementation in real-world scenarios.

2. **CAMBER outcomes shared via workshops and training with at least 50 European road authorities (at municipal, provincial and national levels) responsible for road networks:** Webinars and events will serve as a direct channel to disseminate CAMBER outcomes. These efforts will not only increase awareness but also equip participants with the practical knowledge needed to assess the applicability of CAMBER solutions in their jurisdictions. Complementary materials, such as case studies, step-by-step guides, and interactive tools, will ensure knowledge transfer is effective and scalable.

Medium term (2-3 years after end of the project):

- **The CAMBER outcomes are adopted as best-practice and inform policy at the EU-level:** Workshops and events aimed at European road authorities will serve as a direct channel to disseminate CAMBER outcomes. These efforts will not only increase awareness but also equip participants with the practical knowledge needed to assess the applicability of CAMBER solutions.
- **At least 15 European road authorities are using one or more of the CAMBER outcomes as part of their maintenance systems and processes:** Exploitation activities will include advocacy campaigns targeting EU institutions, industry bodies, and key stakeholders.

Long term (~5 years after the end of the project):

- **The outcomes are fully integrated into secondary road management.**
- **At least 25 European road authorities have adopted and are routinely using one or more of the CAMBER outcomes as part of their maintenance systems and processes:**

During the project's lifetime, the communication and dissemination campaign will lay the foundation for achieving CAMBER's long-term objectives by fostering awareness, engagement, and readiness among key stakeholders.

2.1 ROLES AND RESPONSIBILITIES

The CAMBER C&D strategy will be implemented with the active involvement of all partners, under the coordination of the WP6 Leader (ERTICO) and the Project Coordinator (EIRA).

1. Communication activities

   WP6 Leader (ERTICO) is responsible for timely and accurate performance of communication activities, including meeting deadlines, monitoring and achieving project KPIs. This role will be coupled with activities performed by task leaders in WP6 activities (i.e. LNEC, SWOV, iRAP, FPZ, AIT, AGILYSIS). This is supported by the whole consortium, as all partners have time allocated in WP6. The WP6 leader will be supported by consortium members' commitment in terms of timely and transparent information sharing, engagement in communicating the key messages and expanding the project's audience.

2. Dissemination activities

ERTICO takes up the role of Project Dissemination & Communication Manager. Whereas consortium members are responsible for producing and publishing scientific papers and journal publications, the WP6 Leader (ERTICO), together with the project coordinator (EIRA) will coordinate these activities, as well as participation in relevant and organisation workshops. ERTICO is also responsible for duly collecting, monitoring and reporting all the events and publications produced by consortium partners. The main tool that will be used to keep track of all dissemination activities is the Dissemination Activities Record, a live document whose template is presented in **Annex 2.**

2.2 TARGET GROUPS AND KEY MESSAGES

The aim of the communication and dissemination activities is to increase awareness and to stimulate the interest of multiple stakeholders, ultimately for buy-in and exploitation of the project's outcome. Dissemination activities will inform target groups (potential users in the scientific & research community, policymakers, industry groups, etc.) about the project results, through scientific articles, workshops and presentation in relevant events. Communication activities include setting up all the channels to enable direct outreach to the wider audience, including the general public and media, and developing accessible and easy to understand content on the scope and impacts of the project for society to guarantee outreach and enhance public awareness.

The C&D strategy of the CAMBER project will address the following target groups and design specific key messages for each of them, based on their particular needs/competencies and the expected impact of the project (Table 1. Target audiences and key messages):

Table 1. Target audiences and key messages

Target Group	Specific Needs/Competencies	Expected Impact	Main Benefits and Messages
Public administrations (municipalities, provinces, regions)	Asset management, road safety management, maintenance, traffic management, data security, privacy legislation	More effective RSM and maintenance programmes; Fewer crashes; Less congestion related to crashes; Improved traffic management techniques during maintenance	Better tools and data for decision-making in traffic management and road safety; Cost-effective solutions for asset and maintenance management; Direct impact on reducing crashes and congestion.

Target Group	Specific Needs/Competencies	Expected Impact	Main Benefits and Messages
Industry (e.g., technology, data and road device providers)	Need for Probe vehicle data including specifications, data security	Improved navigation systems, improved road user information systems, AI systems for road authorities, transport operators and investors, asset management, road safety management, maintenance, traffic management	Opportunities for collaboration and market expansion through the integration of project results; Competitive advantage through better data and technology applications.
Research sector (e.g., universities, research centres, R&I departments)	Control algorithms, decision support systems, data optimisation and manipulation	Improved knowledge, protocols and guidelines for RSM, asset management and maintenance	Access to cutting-edge datasets, methods and tools for academic and applied research; Advancing state-of-the-art in road safety, maintenance and management.
Policy makers and regulators	Road Safety policy	Data driven road safety policy making, focussed road safety policy	Evidence-based policymaking enabled by advanced data and analytics; Support for crafting precise and impactful road safety legislation; Guidance for prioritising investments in infrastructure and safety measures.
Citizens, road users, advocacy groups	Advanced traffic information services; driver interface unit	All road users making use of platforms such as Waze/Flitsmeister or active navigation become data providers and end users	Safer and more efficient travel experiences for all road users; Enhanced access to real-time traffic and road condition information; Greater awareness of the importance of road safety innovations for daily life; Improved trust in public and private initiatives addressing road safety challenges.

Target Group	Specific Needs/Competencies	Expected Impact	Main Benefits and Messages
Transport Operators	Improved navigation systems, improved road user, information systems, AI systems	More efficient use of transport, reduced crashes, improved financial returns	Cost effective solutions providing enhanced access to real-time traffic and road condition information providing commercial benefits.
Investors & Funders	Understanding of commercial opportunities linked to CAMBER applications such as asset management, road safety management, maintenance, traffic management, data security.	Reduces uncertainty and unlocks new investment opportunities.	Clear understanding of the business case / financial return for better data and technology applications.

2.3 TIMELINE

The C&D strategy covers the whole project duration, from the beginning (January 2025) until the end (December 2027), making sure the communication and dissemination objectives are met, and target audiences are reached. Communication activities will start from the start of the project (Month 1) and continue until the end of the project (Month 36).

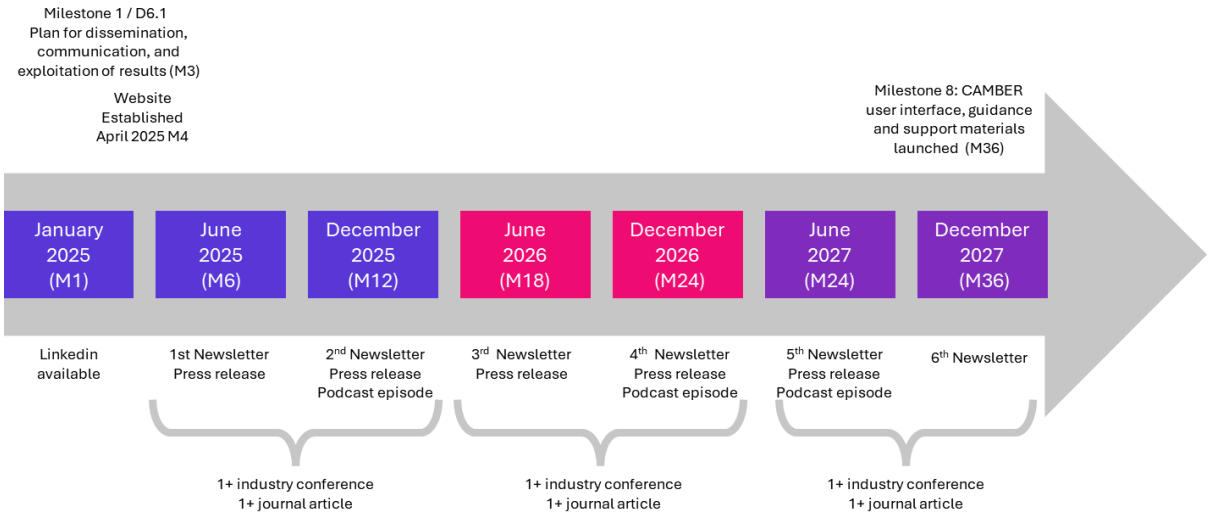


Figure 2. Communication and dissemination activities

2.4 POTENTIAL RISKS AND MITIGATION MEASURES

Table 2 presents potential barriers and risks identified to date in relation to the Communication, Dissemination and Exploitation activities, with the potential mitigation measures that will be employed by the consortium to manage them.. This will be managed in conjunction with the overall project management Work Package (WP1) where risks will be managed in conjunction with the overall project and risk management approach (T1.1 / T1.2) and will be recorded in the Risk Management Log in accordance with the Risk Management Plan (D1.2).

Table 2. Risk and mitigation measures

Risk number	Description	Mitigation measure
1	Perceived high cost or high levels of technical capabilities required to adopt the CAMBER solutions limit uptake amongst road managers	Include clear and targeted communication campaigns highlighting the cost-effectiveness and long-term savings of adopting CAMBER solutions. Develop user-friendly guidance materials, case studies, and testimonials to demonstrate ease of use and benefits.
2	Challenges in achieving TRL 6 for the development of the technical components	Communicate incremental progress to stakeholders through regular project updates, newsletters, and dedicated events. Highlight the expertise of CAMBER partners and technical milestones to build confidence in the project's ability to achieve its objectives.
3	Road managers' unfamiliarity with the CAMBER solutions limit the acceptance and uptake of them.	Conduct workshops, webinars, and demonstrations tailored for road managers. Disseminate accessible materials such as videos, infographics, and Q&A documents to improve understanding and awareness of the solutions' benefits and applications.
4	Concerns about privacy, data regulations, local specifications and investment in current road management systems may influence approval to adopt the CAMBER metrics, digital twins and/or data sources.	Develop clear and transparent messaging addressing privacy and data compliance through FAQs, white papers, and presentations. Engage directly with policymakers and technical advisors to demonstrate alignment with legal and regulatory requirements.

Risk number	Description	Mitigation measure
5	Low acceptance amongst policymakers on ADAS findings which limit ability to influence road design guidelines.	Tailor communication efforts to policymakers by creating policy briefs that present ADAS findings in a clear and actionable format. Organise dedicated policy roundtables to discuss findings and their relevance to road design guidelines with key stakeholders.
6	Lack of clarity of status (PU, SEN) means dissemination opportunities missed or risks sensitive information released.	Partners will be informed of the different status of deliverables, e.g. PU are fully open, SEN have limited dissemination based on Grant / Consortium agreement – partners will need to check with originating partners around confidentiality and whether these materials can be shared.

2.5 OVERVIEW OF TARGET GROUPS AND MAIN COMMUNICATION AND DISSEMINATION TOOLS

The link between CAMBER target groups with specific C&D tools and activities is presented in Table 3. Communication and Dissemination activities for specific target groups on the following page**.** The following combination of C&D tools and channels will be used to communicate key project messages to the identified target groups.

Table 3. Communication and Dissemination activities for specific target groups

Number	Target Group	C&D Tools/Channels
1	Public Administrations (municipalities, provinces, regions)	-Website -Social media channels and campaigns -Media and press releases -Webinars and online events -Blogs and podcasts -Conferences -Stakeholder consultation and expert meetings -Scientific and technical papers -Project articles -Reports and journal articles -Newsletters
2	Industry (e.g., technology, data, and road device providers)	-Website -Social media channels and campaigns -Media and press releases -Blogs and podcasts -Conferences -Stakeholder consultation and expert meetings -Scientific and technical papers -Project articles -Reports and journal articles -Newsletters
3	Research Sector (e.g., universities, research centres, R&I departments)	-Website -Social media channels and campaigns -Media and press releases -Blogs and podcasts -Conferences -Stakeholder consultation and expert meetings -Scientific and technical papers -Project articles -Reports and journal articles -Newsletters

Number	Target Group	C&D Tools/Channels
4	Policy Makers and Regulators	-Website -Social media channels and campaigns -Media and press releases -Blogs and podcasts -Conferences -Stakeholder consultation and expert meetings -Scientific and technical papers -Project articles -Reports and journal articles -Newsletters
5	Citizens, Road Users, Advocacy Groups	-Website -Social media channels and campaigns -Media and press releases
6	Transport Operators	-Website -Social media channels and campaigns -Media and press releases -Blogs and podcasts -Conferences -Stakeholder consultation and expert meetings -Project articles -Newsletters
7	Investors & Funders	-Website -Social media channels and campaigns -Media and press releases -Blogs and podcasts -Conferences -Stakeholder consultation and expert meetings -Project articles -Newsletters

3 COMMUNICATION AND DISSEMINATION PLAN

The aim of the communication and dissemination activities is to increase awareness and to stimulate the interest of multiple stakeholders, ultimately for buy-in and exploitation of the project's outcome. Dissemination activities will inform target audiences – potential users in the scientific & research community, policymakers, industry groups, etc. – about the project results, through scientific articles, workshops and presentation in relevant events. Communication activities include setting up all the channels to enable direct outreach to the wider audience, including the general public and media, and developing accessible and easy to understand content on the scope and impacts of the project for society to guarantee outreach and enhance public awareness.

3.1 COMMUNICATION PLAN

The Communication Plan serves as a guide to maximise outreach efforts effectively. It covers the following aspects:

1. Visual identity: consistent branding and distinctive visual identity across all communication outputs, such as newsletters, brochures, report templates, posters, PowerPoint presentations, videos, podcast and other materials. The informative materials will also be available electronically via the project website and social channels.
2. Communication channels: utilisation of the project website, social media channels (LinkedIn and YouTube), and newsletters, for regular updates and engagement.
3. Media and publications: strategic use of media outlets and publications to communicate information and promote project achievements.
4. The development of Communication materials: such as a roll-up banner, an introductory video, flyers, leaflets and brochures etc. This will be created (and updated as needed) for use at (in-person) events. Materials including the e-Leaflet will be available through the project website.

3.1.1 VISUAL IDENTITY

The CAMBER project has established and adopted a distinctive visual identity (completed in M3 – April 2025) of the project, for its communication activities across all channels. This is to benefit from clear visibility, identification and association of the project.

The CAMBER visual identity guidelines and suggestions about the usage and application of the corporate design, project logo and acknowledgement to EU funding are presented in **Annex 1** of this Deliverable, including logo characteristics, project official colours, font policy, image policy, and EU funding acknowledgment.

Visual identity is also implemented in digital templates for the harmonisation of documents distributed: these are a Word template for Deliverables and Meeting Minutes, as well as a PowerPoint presentation

template, which will be made available to all partners on the project SharePoint site: https://irap1.sharepoint.com/:f:/r/sites/CAMBER/Shared%20Documents/5_Templates%20and%20logos/Templates?csf=1&web=1&e=nDJcCM

Additional templates will be developed during April 2024 (Month 4) include the agenda template and letterhead. Additional templates can be developed as need arises by the consortium, on request to ERTICO.

All CAMBER partners are instructed to adhere to the given design guidelines and will follow them for all applied communication and dissemination activities.

3.1.2 COMMUNICATION CHANNELS

PROJECT WEBSITE

A fundamental communication tool for the CAMBER project will be a dynamic and interactive website serving as the central gateway for accessing project-related information, news, publications, and updates. This platform will facilitate the exchange of knowledge and best practices among stakeholders within the road safety and maintenance ecosystem, including road management agencies, policymakers, industry professionals, and researchers engaged with CAMBER's objectives.

The CAMBER landing page (Figure 3. CAMBER Landing page) is available at https://camber-project.eu/.

Figure 3. CAMBER Landing page

The full official website will contain the following sections: Home page introducing the project; About section with details of the consortium, the project description; the project's objectives, components,

theoretical principles, methodological processes and technical specifications; Pilot Sites section leading to a respective page for each pilot site; a News & Events section; and Contact section.

The project website will provide a platform for downloads of the project's public deliverables (CAMBER Library), as well as communication materials like project brochures, e-newsletters, e-leaflets, and public deliverables. It will also provide links to the project social media channels and the ability to subscribe to the newsletter.

The project website will be managed by the Project Communication, Dissemination & Exploitation Manager (ERTICO). All five pilot site cities will contribute by providing input for the Pilot Sites descriptions.

SOCIAL MEDIA

Content for CAMBER social media accounts will be generated and monitored by the Project Communication, Dissemination & Exploitation Manager (ERTICO), while relying on commitment and contributions from all project partners.

LINKEDIN

LinkedIn has been strategically chosen as the primary social media platform for this project due to its focus on a professional audience. This platform allows us to effectively connect with and engage our target audience and key stakeholders, which includes project partners, related projects, public administrations, technology, data and road service providers, the research sector, policy makers and regulators, as well as citizens, road users and advocacy groups.

A LinkedIn page has been created and will be regularly updated with CAMBER important information, news and events to encourage audience engagement. Whenever a new article is added on the website, it should also be shared immediately via the LinkedIn page to maximise the online visibility.

The content will include references to project activities as well as links to the main project website and related technical websites for more details. It will also give the opportunity to comment on or share the latest developments with one's own professional network. LinkedIn is an effective tool to spread important information, publications, etc. to a technically interested audience. There will be a mix of shorter and longer posts, not exceeding 1000 characters.

Structuring the posts into several paragraphs will increase readability. Hashtags should primarily be listed at the end of a post.

According to the project KPIs, we will aim to reach more than 500 followers by the end of the project.

The impact measurement of the social media page will rely on the number of overall followers, new followers per month, impressions, views, and engagement rate (reactions, comments, mentions and shares).

The goal is to consolidate the social media presence and get the most out of this important communication channel with the professional community. LinkedIn will allow us to connect and cooperate with related projects and sister projects. Project partners will be encouraged to tag the project page to encourage sign-up and mention the page during presentations. ERTICO will also use its

network, social media and newsletters to encourage sign-ups. WP6 meetings will be used to monitor sign-ups. Any resulting actions will also be discussed in the Technical Committee and whole Consortium Meetings when needed.

CAMBER LinkedIn page: https://www.linkedin.com/company/camber-project/

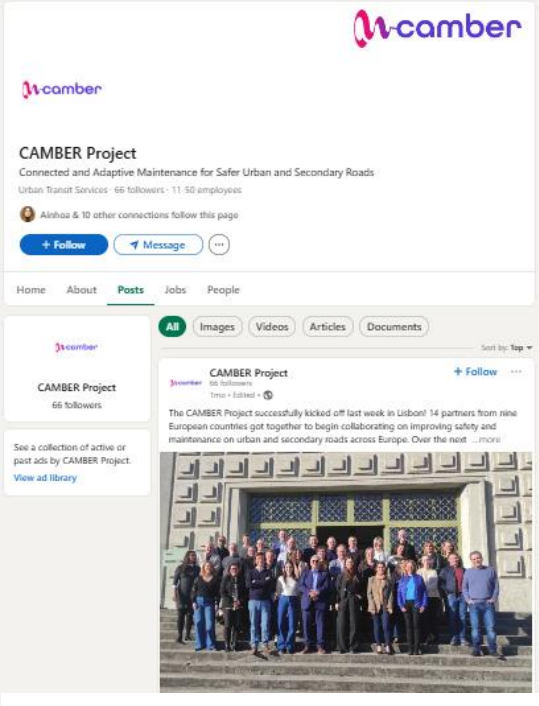


Figure 4. LinkedIn page

The following hashtags should be used for posting:

- #EU #H2020Transport
- #HorizonEU #Transport #HorizonEurope

#EUClimate

#EUFunded

#EUGreenDeal

The following accounts should also be considered to amplify the impact:

@CINEA - European Climate, Infrastructure and Environment Executive Agency

@connected-automated-driving-in-europe

@ccam-association

These hashtags will be provided to partners in the COMMUNICATION AND DISSEMINATION GUIDELINES OVERVIEW (Annex 3)

YOUTUBE

To communicate the CAMBER achievement to a broader audience and guarantee maximum impact of any video and other audiovisual material that will be produced during the project, a YouTube channel will be created by ERTICO. When possible, other YouTube channels (of partners' with a network and reach such as ERTICO's) will be used to spread CAMBER's messages. The goal of YouTube is to provide short video content illustrating the products and research CAMBER is developing and to provide video content that can support the LinkedIn page. The YouTube videos aim to attract a wider audience that LinkedIn (including the public). ERTICO will create two short videos explaining the project but will look for opportunities such as at project meetings, conferences and events to create interviews with key members of the CAMBER consortium.

NEWSLETTER

The CAMBER e-newsletter will feature information on best practices related to the project's core themes, including road safety, asset management, and low-cost interventions. It will provide updates on pilot site activities, project findings and results, news from sister or relevant projects, and announcements of technical workshops, trainings, and webinars. The newsletter will primarily draw content from news items published on the CAMBER website. Developed by the ERTICO with support of the Technical Committee and contributions from all partners, the e-newsletter will be issued biannually, with a total of six editions planned throughout the project's duration.

Subscription to the newsletter will be possible through the CAMBER website and will be managed by ERTICO. Information included in the newsletter will concern developments at a local (Pilot Site) level and for the project as a whole. A database will be created to collect and store all the contact information of newsletter subscribers following GDPR rules. The main target groups will be project partners, decision makers, public administrations, universities and research centres, policy makers, citizens and advocacy groups.

3.1.3 MEDIA AND PRESS RELEASES

CAMBER partners will be involved in dissemination and communication activities, including interviews, news articles and press releases, which will be amplified through the consortium and associated partners' own platform, e.g. ERTICO-ITS Europe newsroom (erticonetwork.com), as well as Horizon Europe initiatives and projects running in parallel with CAMBER.

CAMBER's plan gives indications on the minimum number of media publications and updates such number once per year. Project Dissemination Manager (ERTICO, WP6 leader) should ensure the minimum threshold is reached. This will allow to keep partners' engagement level high and stakeholders' involvement seamless.

For the whole project duration, a minimum of 5 press releases should be produced and published about the project, which will also be shared on CAMBER's and the partners' channels, to help attracted media attention and inform civil society.

3.1.4 COMMUNICATION MATERIALS

In terms of marketing and communication materials, the project approach is to remain as paperless as possible, except for the roll-up banner, which could be reused throughout the project at both internal and external events; and leaflets/brochures to present at in-person events to inform the attendees about the project's main facts and figures. WP6 leader and task leader(s) will propose a stock of selected relevant images and pictures to be used in the different communication activities (articles, banners, social media posts, etc.).

A roll-up banner, flagship flyer, concept graphic and brochure will be developed and updated or re-styled in year 2 and 3 of the project, if deemed necessary. The visual identity should not, nevertheless, differ excessively from the initial materials in order to maintain the project's branding features.

3.1.5 COMMUNICATION KEY PERFORMANCE INDICATORS (KPIS)

To maximise the impact of the communication activities and to guarantee that the CAMBER project is promoted adequately throughout its duration, some Key Performance Indicators (KPIs) were set in the Grant Agreement. They can be consulted in Table 4. Communication Key Performance Indicators ERTICO will be responsible for collating the statistics that inform the KPIs, with all project partners responsible for encouraging the uptake of the CAMBER communication channels. ERTICO will report in WP6 and Technical Committee project meetings on the progress towards targets. If sufficient progress is not being made, actions will take place: this could include campaigns to encourage new followers or new types of content if there are insufficient visits. ERTICO will also collate suggestions and feedback from project partners during these meetings.

ERTICO is the partner in charge of creating the website, logo and other social media accounts. ERTICO, as WP6 leader, will coordinate and validate the outputs. Moreover, all partners will be involved in the activities to help reach KPIs and will contribute by sharing the communication materials, re-posting new items etc. on their own websites and social media platforms.

Table 4. Communication Key Performance Indicators

KPI	Target by the end of the project
Website visits	>7,000
Social media followers	>500
Social media mentions	>200
Press releases	>5
E-newsletter distribution	>500 recipients

3.2 DISSEMINATION PLAN

The dissemination plan describes dissemination activities, supported and coordinated with communication activities, included in WP6 that will be implemented throughout the project by the WP6 leader (ERTICO) and the consortium partners. The plan defines the approach to enhance the impact of CAMBER results by raising awareness and creating understanding about the project, fostering engagement with the stakeholders about its mission and activities. This will in turn ultimately lead to the exploitation of the project's innovative solutions and outcomes. The plan also targets the primary and secondary audiences identified in the C&D strategy with evidence-based results and information on the CAMBER project. This is to ensure audience engagement and to help the deployment and adaptation of the CAMBER project exploitable results.

The dissemination plan specifies:

1. Dissemination channels, tools, timeline and frequency
2. Identified key events, publications and activities to achieve high dissemination impact of the target groups and appropriate messaging / targeting to ensure high quality publications and presentations
3. Engagement activities with sister projects and other initiatives, as well as engagement activities within each project Pilot Site, including definition of the impacts/targets to achieve
4. Key performance Indicators (KPIs) to record and monitor progress and whether the objectives of the dissemination activity have been achieved

Dissemination of the project will take place at two levels, which all partners will get involved with:

- At the pilot site/national level: In the five CAMBER pilot sites, the project will promote its innovative road safety and maintenance solutions, such as digital twin models and low-cost safety interventions. These will be demonstrated and evaluated with input from key stakeholders. CAMBER partners will engage with road management agencies, public administrations, industry professionals, researchers, advisory services, transport operators, policymakers, and end-users to ensure co-design and effective implementation.
- EU and international level: The project will reach broader audiences, including European and global road safety communities, policymakers, researchers, and industry stakeholders. Dissemination activities will emphasise the potential applications and benefits of CAMBER's solutions, fostering knowledge exchange and collaboration with ongoing and related initiatives.

3.2.1 APPROVAL FOR DISSEMINATION PROCEDURE AND REPORTING GUIDELINES

Consortium partners must inform the Project Stakeholder Engagement & Dissemination Manager (ERTICO), the Project Coordinator (EIRA) and all partners (in case of publication), about the intended dissemination activity.

CAMBER consortium members wishing to participate in an event or carry out dissemination activities to present the project must get prior approval from the Project Coordinator (EIRA) and the Project Communication, Dissemination and Exploitation Manager (ERTICO).

The internal document, “Dissemination Guidelines”(Annex 3) provides partners with precise instructions on how to disseminate articles and other project material to achieve the best results and guarantee following the required guidelines. This is owned by ERTICO and will be updated when necessary. The guidelines provide a quick reference on dissemination activities, using the brand, approach for approval, dissemination opportunities and reporting.

All consortium members who carry out a dissemination activity (scientific papers, presentations or participation at events, round tables, workshops, press releases, articles, etc.) must record the results/outcomes in the internal Dissemination Activities Record setup in Excel format and made available in the SharePoint (https://irap1.sharepoint.com/sites/CAMBER/Shared%20Documents).

The CAMBER Dissemination Activities Record is presented in **Annex 2**. All required information in each column must be duly filled in (type of activity, partners involved, description of the dissemination activity, date, location, target audience, etc). This file will be used as the principal source of information for all the reporting of Dissemination activities to the European Commission, as required by the Grant Agreement.

The approach is as follows:

- Project Partners are to complete the register as soon as an activity is scheduled, so that ERTICO can monitor and manage updates, including requests for further information (if needed).
- ERTICO will also use WP6 and Technical Committee meetings to review the register and it contains all relevant information.
- Continued non-completion of the register by partners would be seen as a project risk and managed in conjunction with WP1.
- After activities: the register is then updated within five days after the realisation of the approved dissemination activity, accompanied by the presented dissemination material (final paper, presentation, poster, etc) to be stored in the dedicated folder.
- Where multiple partners attend an activity, each partner will be responsible for recording their specific activities related to that event in one combined record. Partners may choose to designate one partner to make the record, if they are aware of all activities undertaken.
- Partners should record relevant information such as:
    - number of attendees in sessions,
    - target groups / audience present,
    - key contacts made,
    - potential follow-up actions to maximise the impact of dissemination.
- The use of surveys or other tools such as Slido could also be used to gauge awareness or knowledge of CAMBER and related activities before and after activities.

3.2.2 DISSEMINATION GUIDELINES

In addition to communication channels described in **Section 3.1** (website, social media, newsletter and marketing materials), dissemination activities will make use of various additional dissemination channels such as publications, events organised by the CAMBER project and external conferences.

SCIENTIFIC PUBLICATIONS

Open science practices are an integral part of the proposed project methodology. Based on the identified pillars of the European Commission's Open Science policy, CAMBER strives to incorporate these into different themes where applicable. Specific cases where open science is applied are as follows:

- **Open-access publication**: in this project, we attempt to publish the scientific outputs of the work in open-access peer-reviewed journals. In case of unavailability of gold open-access or an embargo restriction posed by the publisher, simultaneously with the time of publication, the accepted final peer-reviewed version of the publication will be made available through deposition in reliable repositories under a Creative Commons Attribution International Public Licence (CC BY).
  Scientific and technical papers will be submitted to peer-reviewed journals such as *Accident Analysis & Prevention* and *European Transport Research Review*, as well as included in conference proceedings for events like TRA, TRB's Annual Meetings, and the World Road Congress. These publications will help share CAMBER's research and solutions while gathering feedback from the scientific and technical community.
- **Reproducibility of research outputs**: besides the peer-reviewed publications, research data, created tools, and frameworks are also deposited in a safe repository.
- **Early and open sharing of information**: during the project, research outputs will be made immediately available via preregistration of scientific papers, registered reports, or pre-prints of the results.
- **Open science tools**: open repositories are essential tools for open science practices. All data, frameworks, experimental designs, and publications will be deposited in available trusted repositories (e.g., Zenodo, GitHub, GitLab, Croatian Scientific and Educational Cloud HR-ZOO), considering applicable licensing protocols.
- **Open peer-review**: CAMBER will incorporate the open science principles to opt for an open peer-review approach covering both open identities (i.e., non-blinded reviews) and open reports to maximise transparency and accessibility.
- **Citizen science**: This refers to the involvement of non-scientists (i.e., citizens) in conducting research, commonly under the supervision of researchers. Citizens' involvement is typically practiced in data collection (i.e., crowdsourcing). Examples of this exploitation are data collection exercises for bike infrastructure surface assessment or in-vehicle systems evaluation. Moreover, citizens could be involved in experimental activities (e.g., driving simulator experiments) where their views, attributes, and behavioural aspects will be studied, resulting in tailormade interventions and human-centred applications.

WP leaders and Technical Committee / members of Task T1.2 will be responsible for ensuring the quality of the publications. Project articles, reports, and journal papers will also be made available on the CAMBER website, following the green model for open-access publishing. This approach ensures that CAMBER's research and results are accessible to both the scientific community and the public.

WEBINARS AND ONLINE EVENTS

A minimum of one webinar a year will be organised by ERTICO to update each of the target groups on CAMBER's progress. The project's final event will highlight the project's results and focus on the sustainability and exploitation of the results beyond after the project ends. ERTICO will also work with the wider consortium to join other webinars, e.g. those organised by other projects.

PROJECT PARTICIPATION IN EXTERNAL EVENTS

CAMBER will maximise potential for participation in relevant international conferences and workshops which have themes related to Smart Cities, data, ITS and urban and interurban mobility, road safety, transport, and road maintenance and asset management. CAMBER will maximise opportunities for those events led by CAMBER partners, such as ERTICO's ITS World Congress and ITS European Congress and iRAP's annual Innovation Workshop, etc. Examples of other events the CAMBER project will target include the Transport Research Arena (TRA), Transport Research Board (TRB), International Symposium on Highway Geometric Design (ISHGD), and the Smart City World Congress.

Table 5. Preliminary external events presents a preliminary list of identified conferences and events, where CAMBER partners could potentially promote the project, which will be added to during the project (and updated in the revised version – D6.2 – June 2026). Moreover, CAMBER will also participate in public events at local pilot site level to raise awareness about its activities and build stronger synergies among stakeholders The reporting table included in **Annex 2** contains a screenshot of then register of relevant dissemination activities related to CAMBER. This document will act as the master for documenting forthcoming events and outcomes from these events (see Section 3.2.1 for details on reporting)

Table 5. Preliminary external events

Date	Event	Location
18-21 May 2026	Transport Research Arena	Budapest, Hungary
11-15 Jan 2026	Transport Research Board Annual Meeting	Washington, D.C., USA
4-6 November 2025	Smart City World Congress	Barcelona, Spain
19-21 May 2025	ITS European Congress	Seville, Spain
	iRAP's Innovation Workshop	

3.2.3 ACTIVITIES TO ENSURE TARGET GROUPS & STAKEHOLDER ENGAGEMENT

The dissemination strategy will utilise partners' existing national and European networks to promote the exploitation of the CAMBER results. The CAMBER partners (from nine European countries) are all well connected within their respective countries. Several partners, such as EIRA, iRAP and ERTICO, have expansive European-wide networks which can provide effective channels for dissemination, training and advocacy. The CAMBER partners have existing connections with key projects and platforms relevant to the common European mobility dataspace (e.g., dataforroadsafety.com and TN-ITS, ERTICO's multi-stakeholder innovation platform) cross-fertilisation of the project's outputs is likely inevitable. During the project, CAMBER will go further to build an effective network of relevant stakeholders—across public administrations, industry, transport operators, and the research sector—and engage with them through stakeholder consultations and expert exchanges.

To maximise the impact of stakeholder engagement, stakeholders will be mapped and grouped into clusters. This analysis will help determine the most effective engagement approach and format for each group.

Key purposes of stakeholder analysis and clustering:

- Ensure representation from underrepresented stakeholder groups.
- Guide targeted recruitment efforts for specific project tasks and workshops.
- Tailor communication strategies to different stakeholder clusters.
- Identify geographic focus areas to differentiate between local, regional, and global actors.
- Highlight potential "multipliers" — stakeholders who can disseminate project outcomes to broader audiences

CLUSTERING CRITERIA:

Stakeholders will be clustered based on their;

- **Power**: Role in decision-making processes, dissemination reach, and ability to influence metro system innovation; and
- **Interest:** Relevance of the stakeholder's activities to CAMBER goals and likelihood of engagement.

The results of this analysis are visualised in a power/interest matrix (Figure 5. Clustering stakeholders based on their influence (power vs. interest) in the project and recommended type of engagement for each stakeholder cluster), which will assist in defining stakeholder clusters.

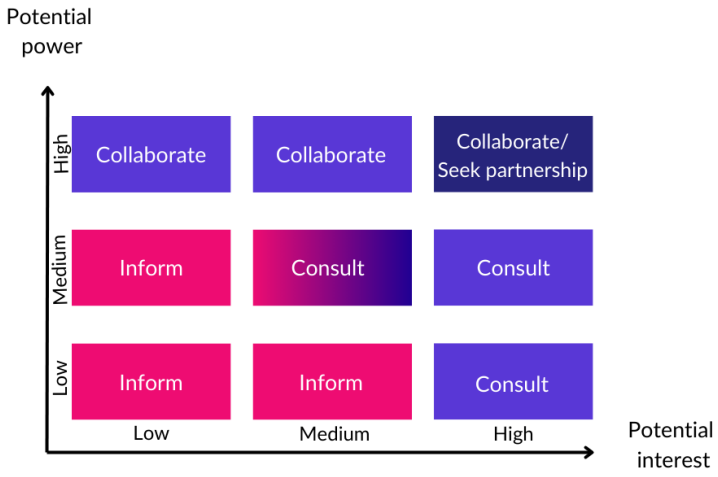


Figure 5. Clustering stakeholders based on their influence (power vs. interest) in the project and recommended type of engagement for each stakeholder cluster

The Power criterion reflects stakeholders' influence in shaping decision-making processes at international, national, or regional levels. It encompasses their ability to disseminate information, mobilise key individual stakeholders, and drive action through their expertise and authority in the field.

The Interest criterion evaluates how relevant the stakeholder's activities are to CAMBER objectives and their likelihood of active engagement, considering their thematic focus and professional priorities.

Using these two criteria, stakeholders will be categorised into one of four quadrants, each representing a distinct positioning that corresponds to tailored engagement strategies. While some stakeholders may receive similar rankings, further detailed analysis will prioritise the most critical stakeholders within each quadrant.

Additionally, when determining stakeholder importance, special attention will be given to those actively contributing to metro system innovation and urban transport advancements, as these areas align closely with the core focus of CAMBER. This approach ensures that the project's engagement strategies effectively target individuals and organisations with the greatest potential to influence outcomes and foster collaboration.

STAKEHOLDER CLUSTERS AND ROLES:

- **Collaborate/Seek Partnership (High Power, High Interest)**: Involved in workshops, focus groups and expert panels.
- **Consultation (Medium Power, High Interest)**: Involved in focus groups, workshops and knowledge sharing activities.
- **Inform (Low Power, Medium Interest):** Recipients of updates through newsletters, the CAMBER website, and social media channels.

Regular reviews of stakeholder clusters and engagement strategies will ensure alignment with project objectives and the evolving needs of the work packages.

Based on the power vs. interest graph in Figure 5. Clustering stakeholders based on their influence (power vs. interest) in the project and recommended type of engagement for each stakeholder cluster, CAMBER stakeholders can be categorised as follows:

High Power - High Interest (Collaborate / Seek Partnership)

- Public administrations (e.g., municipalities, provinces, regions).
- Policy makers and regulators.
- Industry stakeholders with direct involvement in road management (e.g., technology providers, road device manufacturers).

High Power - Medium Interest (Collaborate)

- Industry stakeholders less directly involved but providing essential services (e.g., data providers, software developers).

Medium Power - High Interest (Consult)

- Research sector (e.g., universities, research centres, R&I departments).
- Advocacy groups with a focus on road safety and mobility.

Medium Power - Medium Interest (Consult)

- General research sector participants not directly focused on CAMBER's objectives but relevant to broader knowledge dissemination.

Low Power - High Interest (Consult)

- Citizens and road users actively interested in improved road safety and maintenance outcomes.

Low Power - Medium Interest (Inform)

- Advocacy groups or public stakeholders with moderate interest in road management innovations.

Building on this, stakeholder engagement activities will align with insights from the stakeholder analysis and clustering, ensuring stakeholders are clustered based on their influence and interest. These clusters will determine the level and type of engagement needed, ranging from active participation in technical activities to consultation for feedback and dissemination.

Key Engagement Activities:

1. **Regular Communication:**
   - Newsletter, Website and social media updates will keep stakeholders informed of project milestones, technical developments, and opportunities for collaboration.
   - Articles and interviews featuring stakeholders will highlight their contributions to CAMBER, fostering a sense of shared ownership.

2. **Stakeholder Consultations and Workshops:**
   - **Focus Groups and Surveys (Task 2.1)**
     Workshops, surveys, and focus groups will involve road management agencies, CEDR, and sector representatives across Europe to capture general needs, key challenges, and information on existing systems and approaches. These consultations will guide the integration and adoption of CAMBER solutions.
   - **Expert Panels (Task 6.3)**
     Two expert panels, each comprising 5–10 leaders in research or practice, will focus on:

     -Digital Twin Models (Task 4.4)

     -Improving In-Vehicle Safety System Performance on Secondary Roads (Task 4.2)
     These panels will guide the development and selection of solutions, provide peer review, and offer strategic advice on testing designs and results.

3. **Workshops and Cross-Collaboration Activities:**
   - **Collaborative Workshops (Task 6.3)**
     Joint technical workshops with related projects will facilitate the exchange of requirements, best practices, and knowledge. Peer-reviewed publications will ensure scientific rigor and open access to project results.
   - **Cross-Collaboration Efforts**
     Partnerships with ongoing and new road safety-related projects will support joint dissemination activities, fostering synergies and ensuring CAMBER's solutions contribute to the broader road safety landscape.

4. **Technical Dissemination:**
   - **Conference Participation**
     Participation in key events, such as the ITS European Congress and Urban Mobility Days, will provide platforms to share technical findings and promote CAMBER solutions.
   - **Publications and Reports**
     Peer-reviewed articles and open-access publications will ensure scientific rigour and the widespread dissemination of project results.

By integrating these targeted engagement activities, the CAMBER project will ensure effective collaboration with stakeholders, enabling the successful development, testing, and adoption of its innovative solutions.

3.2.4 SYNERGIES WITH OTHER ONGOING ACTIVITIES

CAMBER is focused on improving urban mobility and road safety through practical collaboration with related research and development projects. By building on the experience and results of other initiatives, CAMBER aims to enhance its own work and contribute to shared goals in areas like

automation, road maintenance, and inclusive transport solutions. CAMBER will utilise existing links to engage with each project (either directly if a partner was part of the project or indirectly through existing relationships) or through reaching out to the CCAM Partnership for an introduction. Initial meetings will be established with each project or groups of projects to share knowledge of what each project is planning or has achieved (if complete). From these meetings, the potential for joint initiatives will be discussed such as joint workshops, conference sessions or webinars as well as when to inform other projects of key CAMBER activities and milestones

Here are specific opportunities for collaboration with relevant projects (and the CAMBER lead(s) for engagement)

- **EVOROADS (EU HEU)** – *ERTICO Coordinator, ERTICO is a partner in project*

  Focus: Defines safety assessment criteria and quantification methodologies covering the entire spectrum of a "Safe System" approach. It develops a digitalised platform to enable dynamic monitoring of the infrastructure condition and road safety.

  Relevance to CAMBER: Funded under same call as CAMBER and exploring similar concepts.

  Potential Collaboration: Opportunities to share knowledge and learning between the two projects. Consider joint dissemination opportunities.

- **iDriving(EU HEU)** - *ERTICO*

  Focus: Enhancing road safety through intelligent, data-driven solutions for urban and secondary roads across Europe. Leveraging advanced technologies like AI, digital twins, and real-time monitoring.

  Relevance to CAMBER: Funded under same call as CAMBER and exploring similar concepts.

  Potential Collaboration: Opportunities to share knowledge and learning between the two projects. Consider joint dissemination opportunities.

- **ELVITEN (EU H2020)** – *ICCS Coordinator, ERTICO is a partner in project*

  Focus: Demonstrating the use of electric vehicles in six cities to support residents, manufacturers, and authorities.

  Relevance to CAMBER: Knowledge about urban road management, adoption of new technologies, and vehicle-road interfaces.

  Potential Collaboration: CAMBER can learn from ELVITEN's demonstrations to better integrate electric vehicles into urban mobility plans.

- **SHOW (EU H2020)** – *ERTICO, ICCS is a partner in project*

  Focus: Deploying shared, connected, and automated vehicles in 20 cities to promote sustainable urban transport.

  Relevance to CAMBER: Connected and automated vehicles for urban environments.

Potential Collaboration: CAMBER can use SHOW's results to guide implementation of automated vehicle systems in urban areas.

- **PHOEBE (EU HEU)** – *IRAP is a partner in project*

  Focus: Developing tools to assess safety for all road users in cities, using data and models.

  Relevance to CAMBER: Urban road safety and inclusion of vulnerable road users like cyclists.

  Potential Collaboration: CAMBER can work with PHOEBE to apply their safety assessment methods to improve conditions for road users.

- **AUGMENTED CCAM (EU HEU)** - *AIT is a partner in project*

  Focus: Studying how physical and digital infrastructure can support automated driving systems.

  Relevance to CAMBER: Communication between vehicles and infrastructure.

  Potential Collaboration: CAMBER can contribute to shared research on improving infrastructure for automated vehicles.

- **AMIGOS (EU HEU)** – *SWOV is a partner in project*

  Focus: Using digital tools to create safe and sustainable urban transport systems in several cities.

  Relevance to CAMBER: Digital tools, urban mobility, and diverse road users.

  Potential Collaboration: CAMBER can exchange knowledge with AMIGOS on how to use digital tools to improve urban transport.

- **PREMIUM (EU CEDR)** - *LNEC*

  Focus: Helping road authorities manage and maintain road equipment through better asset management strategies.

  Relevance to CAMBER: Partnerships with road authorities and infrastructure maintenance.

  Potential Collaboration: CAMBER can adopt asset management approaches from PREMIUM to improve infrastructure monitoring and planning.

- **RMSF (DG MOVE)** - *FPZ*

  Focus: Improving road markings and signs to be readable by both humans and automated vehicles.

  Relevance to CAMBER: Road marking and maintenance for automation.

  Potential Collaboration: CAMBER can apply RMSF's recommendations to improve automated vehicle navigation in its pilot areas.

- **ELABORATOR (EU HEU)** – *ICCS is project coordinator*

Focus: Developing transport solutions that are safe, inclusive, and environmentally friendly in multiple European cities.

Relevance to CAMBER: Urban transport safety and inclusion.

Potential Collaboration: CAMBER can partner with ELABORATOR to test and refine solutions for improving mobility in cities.

- **PoDIUM (EU HEU)** - *ERTICO partner in project*

  Focus: Improving infrastructure to support automated and connected vehicles, including addressing data challenges.

  Relevance to CAMBER: Digital infrastructure and vehicle connectivity.

  Potential Collaboration: CAMBER can share findings with PoDIUM on infrastructure upgrades to support automation.

- **EVENTS (EU HEU)** - *LNEC*

  Focus: Addressing risks and disruptions to the operation of automated vehicles.

  Relevance to CAMBER: Ensuring safety in automated driving systems.

  Potential Collaboration: CAMBER can adopt EVENTS' strategies to improve the safety of automated vehicle operations.

- **i-DREAMS (EU H2020)** - *UH*

  Focus: Monitoring driver behaviour, vehicle data, and environmental conditions to prevent crashes.

  Relevance to CAMBER: Safety and real-time risk management.

  Potential Collaboration: CAMBER can incorporate i-DREAMS' monitoring tools to enhance safety on urban roads.

- **FAME (EU HEU**- *ERTICO Coordinator of project*

  Focus: Creating a framework for testing automated vehicles with input from different stakeholders.

  Relevance to CAMBER: Testing and stakeholder collaboration.

  Potential Collaboration: CAMBER can work with FAME to improve testing processes for automated vehicles.

- **ROMO (Provincial)** - *ERTICO*

  Focus: Using sensor data to monitor road conditions for winter maintenance and safety improvements.

  Relevance to CAMBER: Road maintenance and safety on secondary roads.

Potential Collaboration: CAMBER can adopt ROMO's approach to using data for better road maintenance and safety planning.

By working with these projects, CAMBER aims to share ideas, avoid duplication of efforts, and create practical solutions for safer, more efficient, and inclusive urban transport systems. Dissemination and communication will be supported through platforms like TRIMIS and the Horizon Results Booster to ensure results are widely shared and used.

3.2.5 SUMMARY OF DISSEMINATION ACTIVITIES AND KEY PERFORMANCE INDICATORS FOR MONITORING

ERTICO, together with the CAMBER project partners, will continuously measure the impact of the project's stakeholder engagement and dissemination with this a topic during WP6 and Technical Committee meetings. ERTICO will update the EC portal when new information is available and formal reporting will take place at the end of each reporting period. The dissemination activities will be closely monitored and evaluated against a set of pre-defined KPIs, as shown in Table 6. Key Performance Indicators for Monitoring) during the project's lifecycle and presented in each reporting period.

Table 6. Key Performance Indicators for Monitoring

Activity	KPI	Target by the end of the project
Online presence (website, social media, press releases)	Website visits	>7,000
	Social media followers	>500
	Social media mentions	>200
	Press releases	>5
Knowledge sharing events	Webinars organised	>2
	Participants reached via webinars	>50 (specially targeting road authorities)
	Podcast episodes	1 per year, 3 in total
	Podcast listens	>500
	Presentations at conferences	>2 industry conferences per year
	Stakeholder workshops organised (per pilot)	3

Activity	KPI	Target by the end of the project
	Consultation participants (representing all target groups)	>30 with participants representing all target groups
Publications and news	Project 'how-to' guidance downloads (e.g., Digital Twin Roadmap)	>100
	Scientific journal article downloads	>50
	Scientific journal articles published discussing CAMBER outcomes	>3
	E-newsletter distribution	>500 recipients

4 EXPLOITATION AND REPLICATION

During and up to four years after the Action, as stated in the General Model Grant Agreement EIC Accelerator Contract (Annex 5, VALUES-Article 14), all partners will exploit project findings and results in both the commercial and scientific dimensions. A critical task to be carried out in the project is developing a concrete plan to make certain that CAMBER results and findings are well understood and readily accessible for future use and upscaling.

Within WP6, Task 6.4 focuses on initiating and advancing exploitation, IPR and replication plans to ensure project outcomes can be adopted, replicated, and utilised by others. The plan aims to maximise impact by informing further research, development, and applications in the field, aligning with CAMBER's core objective of driving broader adoption and innovation. It will also address exploitation barriers and risks, ensuring they are continuously monitored and mitigated throughout the project lifecycle.

CAMBER partners recognise the strong potential for cross-fertilisation of project outcomes and are committed to fostering a robust European network of relevant stakeholders. This network will ensure ongoing collaboration and long-term sustainability of the project's impact.

During the proposal preparation, the consortium partners have defined Key Exploitable Results (KERs). They provide the basis for how the project's results will be leveraged and maximised after the project's completion. The identified KERs (see Table 7) will be exploited through a combination of commercialisation, licensing, and knowledge transfer activities. Ownership and protection measures will ensure their sustainability, and targeted stakeholder engagement will facilitate the adoption of these results in relevant sectors.

Table 7. Key Exploitable Results

KER	Description
KER 1	**Digital twin models** and digital dynamic maps, presented via a dashboard or selected user interface, for each of the CAMBER demonstration pilot sites. Each model and map will include analysis of the data presented, including asset and safety performance metrics.
KER 2	**Data, validated data sources and collection techniques** for asset and safety related data using probe, sensor (including mobile phone and vehicle sensors) and camera-based data collection and community reporting platforms, as well as specialised models trained to detect relevant road safety and road maintenance features, such as markings conspicuity and ageing.
KER 3	**Digital twin roadmap** for road managers across Europe to guide the replication of the models and maps demonstrated in CAMBER. The roadmap will include a cost-benefit analysis for each type of model and mapping method demonstrated to support investment and decision-making.
KER 4	**Clear definitions of, and common specifications for infrastructure data** attributes (e.g. road markings and road signs and inventories of road characteristics) to support the application and replication of digital twins and mapping, integration into asset and road safety management systems and measurement of asset and safety performance metrics.
KER 5	An **expanded set of safety performance indicators** optimised for urban and secondary roads, which account for all road user groups and CAV technologies.
KER 6	**Safety-enhanced maintenance planning and prioritisation tool** for road managers supported by road safety Star Rating methodology.
KER 7	A published review of **low-cost features in road link and intersection design**, recommended infrastructure measures and guidelines for designing, implementing and maintaining different road safety elements for urban and secondary roads with minimal to the surrounding environment.
KER 8	Published research and other informational guides on **compliance with the minimum required level of performance for automated vehicles and ADAS**.
KER 9	**Guidelines for designing, implementing and maintaining different road safety elements.**
KER 10	A **comprehensive evaluation framework** by which safety interventions can be informed, evaluated and refined, as well as results of the evaluation framework applied for the pilot sites.
KER 11	**Cost-benefit analysis** of the CAMBER solutions and European-wide **impact assessment** for road networks to inform policy and decision-making.

4.1 EXPLOITATION STRATEGY

The exploitation strategy describes how the consortium plans to make concrete use of the project results for commercial, societal and political purposes. This strategy entails concrete plans on how to exploit our results, whether commercially or non-commercially. It will continuously evolve throughout the project, integrating new insights, partner contributions, and real-world testing outcomes.

The exploitation strategy will focus on:

1. How each partner will exploit project results via relevant stakeholders; **stakeholder-centric exploitation pathways.**
2. Linking project results with partners and their exploitation pathways.
3. Drafting an exploitation roadmap for post-project sustainability and market adoption.
4. Establishing the **IPR strategy,** to protect and commercialise key innovations.

Efforts in this area will be optimised to ensure the widest possible replication and impact across Europe. Our objective is to translate our research results into concrete benefits for the economy and society - contributing to EU leadership on road safety.

A workshop on exploitation (planned by SWOV for approximately M9) will bring together partner representatives, particularly WP and Task leaders, to refine the exploitation strategy, explore synergies, and finalise individual exploitation plans. To complement this, an online survey will be conducted beforehand, ensuring that all beneficiaries contribute to the Exploitation Strategy and its joint execution. By following this approach, the project will maximise impact, foster innovation uptake, and ensure the long-term sustainability of its results.

4.1.1 STAKEHOLDER CENTRIC EXPLOITATION PATHWAYS

Through these engagement activities, partners will capture the general needs and key challenges in connecting road safety with asset management, while also gathering insights on existing systems, methods, and approaches for successful integration. Effective ‘consultation and collaboration’ with stakeholders -including public administrations, policymakers/regulators, advocacy groups, technology and data industries, research communities, road authorities, and road users - is essential for the development, testing, and eventual adoption of CAMBER’s innovative solutions, thus facilitating their uptake.

To ensure successful commercialisation and integration, researchers will balance technical details with market-focused content by clearly defining the commercial relevance of their innovations. This includes translating technical advantages into market benefits and directly addressing the specific needs of targeted industries.

It is crucial to engage sceptical stakeholders early in the process by demonstrating the project’s potential benefits and aligning its objectives with their interests. Early buy-in will foster a sense of ownership and support for the solutions being developed.

As market conditions and stakeholder needs evolve, the exploitation plan will remain flexible and adaptable. If necessary, it will be revisited and updated to respond to new opportunities and challenges, ensuring that CAMBER's results continue to be maximised in line with emerging demands.

4.1.2 EXPLOITABLE RESULTS

To assess the maturity level of a specific technology, the "Technology Readiness Level" (TRL) has been used. The TRL scale classifies nine different levels. CAMBER will deliver TRL5-6 for all key objectives and provide the basis for scale-up after the project.

Relevant levels for CAMBER:

TRL 2 - technology concept formulated
TRL 3 - experimental proof of concept
TRL 4 - technology validated in lab
TRL 5 - technology validated in relevant environment
TRL 6 - technology demonstrated in relevant environment

To address the safety and maintenance challenges road managers are facing, the consortium has chosen to focus on five components to advance through collective research and innovation efforts to meet the projects objectives. The solutions will be developed as components which can be adapted and utilised by road managers individually according to needs, or as an integrated unit.

Each component draws on deep expertise of the partners to expand on existing cutting-edge technologies and models which have been proven to work and further developing them to meet the specific needs of road managers. The enhanced components will then be replicated and tested in real-world pilot locations to demonstrate their application and evaluate their suitability.

CAMBERs' outcomes will deliver broader impacts for policy, investments and decision-making for sector-wide industry, policymakers, investors, and innovators. Practical, economical solutions include:

- Increased knowledge
- Implementation guidance and costings
- Estimated impact for European-wide implementation
- Newly validated data
- Road safety metrics for tracking to targets

The exploitation matrix will be further developed, aligning KERs with partners, their roles, and impact pathways, while integrating considerations for market uptake and standardisation. This matrix will be completed and refined throughout the project based on feedback from demonstration activities and evolving market conditions.

The objective of the dedicated Exploitation Workshop is to ensure we address following key questions clearly and systematically:

- Key Exploitation Result (KER) → The specific innovation, product, or knowledge result.
- Target groups/ stakeholders → Who benefits from or uses this result?
- Exploitation pathway → The method of application (e.g., licensing, spin-off creation, further research).
- Expected impact → How does it contribute to industry, policy, or science?
- Ownership & responsibility → Which partners or individuals ensure implementation?
- Timeline → When is it expected to be finalised or deployed?
- Required resources → Financial, technical, or HR needs for successful exploitation.

Table 8. Exploitation Matrix

MAIN EXPLOITABLE RESULT	TRL LEVEL	CAMBER ACTIVITIES - MEANS TO ACHIEVEMENT
Safety-integrated maintenance system and processes	Current: TRL 3 Final: TRL 6 - Integrated approach for asset and safety management, including maintenance warrants and prioritisation for safety.	Expand & Replicate: Builds on proven methodologies to enhance and deploy road safety indicators across pilot sites, ensuring scalable application. Consult & Collaborate: Leverages CAMBER partners' expertise and stakeholder input to refine performance indicators, ensuring alignment with road managers' needs. Evaluate & Extrapolate: Conducts a cost-benefit analysis to measure socio-economic impacts and assess long-term feasibility for broader application.
New-generation data sources for road condition and road safety	Current: TRL 3 Final: TRL 6 - New data sources and definitions for asset and safety indicator monitoring.	Expand & Replicate: Utilises existing data-driven methodologies to improve asset and safety performance indicators. Consult & Collaborate: Engages experts and stakeholders to refine definitions and ensure compatibility with current road management practices. Evaluate & Extrapolate: Assesses real-world effectiveness through pilot testing, with guidance materials for broader European adoption.

MAIN EXPLOITABLE RESULT	TRL LEVEL	CAMBER ACTIVITIES - MEANS TO ACHIEVEMENT
Digital twin models for secondary road networks	Current: TRL 4 Final: TRL 6 - Digital twin model concepts will be adapted, refined, and demonstrated for secondary road networks.	Expand & Replicate: Extends digital twin technologies from urban and primary roads to secondary road networks. Consult & Collaborate: Works closely with road authorities to ensure the models integrate with existing asset management systems. Evaluate & Extrapolate: Validates effectiveness using pilot site data and develops an extrapolation strategy for scaling up.
Road safety treatments to elicit desired road user behaviour	Current: TRL 3 Final: TRL 6 - Road safety treatments will be developed/refined and demonstrated for secondary roads.	Expand & Replicate: Builds on low-cost safety interventions already tested in local projects to enhance their applicability for broader road networks. Consult & Collaborate: Engages local road managers and safety experts to refine interventions for vulnerable road users (VRUs). Evaluate & Extrapolate: Conducts cost-benefit analysis and impact assessments to support large-scale implementation.
Improving performance of advanced driver-assistance systems (ADAS)	Current: TRL 2 Final: TRL 6 - Research and testing of engineering measures to improve ADAS functioning on secondary rural roads.	Expand & Replicate: Tests ADAS performance in diverse secondary road environments to refine system capabilities. Consult & Collaborate: Involves industry stakeholders (e.g., vehicle manufacturers, tech firms) to improve ADAS-road infrastructure interactions. Evaluate & Extrapolate: Uses real-world data to analyse effectiveness, providing recommendations for integrating ADAS solutions into rural road safety strategies.

EXPECTED OUTCOMES & IMPACTS

The CAMBER project aims to drive the widespread adoption of its innovations by aligning key stakeholders: industry, policymakers, researchers, and road operators. By leveraging structured market readiness actions, an active replication framework, and a clear exploitation strategy, CAMBER will ensure the real-world application of its solutions, which ultimately enhances road safety and infrastructure management across Europe.

Expected outcomes:

- 5 pilot sites will adopt CAMBER's solutions and validate their effectiveness in real-world environments.
- 50+ road authorities will be informed about the benefits of CAMBER's innovations.
- 15 secondary road network managers will implement CAMBER components ±3 years post-project.

Expected impacts:

- Reduced road risks: CAMBER's solutions will contribute to fewer crashes, improved traffic management, and safer roads.
- Enhanced decision-making: adoption of data-driven systems, including digital twins and ADAS, will enhance decision-making for road authorities and operators, improving efficiency in maintenance and resource allocation.
- Improved safety: by integrating smart systems into infrastructure management, CAMBER will increase safety for all road users.

OPEN SCIENCE

Open science is a core principle of our exploitation strategy, enhancing impact, accessibility, and sustainability. By promoting early knowledge and data sharing alongside open collaboration, we ensure that research and innovation (R&I) benefit all relevant stakeholders, including academia, industry, public authorities, and society at large (road users).

To achieve this, we will:

- Leverage Open Research Europe (ORE) as a high-quality, open-access, peer-reviewed publishing platform to disseminate findings at no cost to beneficiaries, both during and after the project's duration. This will support compliance with open-access obligations while encouraging pre-prints and open peer review.
- Utilise emerging open repositories for Horizon Europe research objects, ensuring long-term access to data, models, software, and workflows, fostering transparency and collaboration. Balance transparency and protection by identifying which results should be openly shared and which require protection before disclosure.
- Ensure open access to research outputs while safeguarding commercially viable components.

- Promote early and open sharing through preregistration, pre-prints, and collaborative problem-solving.
- Support open peer review to improve research quality and reproducibility.
- Explore open-source approaches alongside commercialisation strategies to enhance accessibility and innovation.
- Engage stakeholders early to foster impactful and sustainable exploitation, including citizen science and co-creation initiatives.

By integrating open science initiatives such as ORE and open repositories into our exploitation efforts, we maximise innovation potential while ensuring responsible knowledge dissemination and intellectual property protection.

4.1.3 EXPLOITATION ROADMAP

The Exploitation Roadmap will provide an approach to ensuring the long-term impact of the project's outcomes. It will outline key steps for transitioning research into practical applications, supporting the adoption and scalability of project results.

By 'project results', we refer to any tangible or intangible outcomes of the project, regardless of their form or nature, and whether they are legally protected. Results may encompass know-how, innovative solutions, algorithms, proofs of feasibility, new business models, policy recommendations, guidelines, prototypes, demonstrators, databases, datasets, trained researchers, infrastructures, and networks.

These results have the potential to be commercially exploited, for example, through the development of new products or services, or they may serve as a foundation for further research, policymaking, or innovation, contributing novel knowledge, insights, technologies, methodologies, and data.

Project partners will play a crucial role in dissemination and knowledge transfer by leveraging their networks and actively participating in conferences. This engagement will help share project methodologies, tools, and pilot results, fostering adoption within city and regional transport management sectors.

The roadmap defines key elements necessary to advance Technology Readiness Levels (TRLs) beyond the project's duration. It will integrate insights from pilot site evaluations and pre-project exploitation plans to ensure the project's benefits are clearly articulated. Additionally, it will account for future market trends, user needs, and financial sustainability, creating a practical and feasible exploitation path.

By detailing exploitable results and critical factors for success, the roadmap will position project solutions for scalable adoption and long-term impact. It will serve as a practical guide for stakeholders, supporting effective commercialisation and maximising societal benefits. Where possible, research outputs such as software, tools, models, and algorithms will be made open access.

If exploitable results have not been utilised within one year after the project's conclusion (around Month 48), they will be published on the Horizon Results Platform to enhance visibility and facilitate third-party exploitation.

The pathway to achieving the expected impact will be underpinned by stakeholder-centric dissemination and exploitation strategies. These efforts will benefit from the broader engagement of all consortium partners in key international forums, including UNRSC, UNECE, EC, EIB, EBRD, FERSI, CEDR, IRF, ITF, PIARC, ECTRI, ERTRAC, EARPA, and other relevant platforms. These networks will also support the wider adoption of project outcomes beyond the research and development phase.

Industry partners - including local, provincial, and national road authorities, civil engineering and transportation consultants, traffic service providers, and traffic information providers - will play a pivotal role in the post-project promotion of the project's approach, tools, and pilot outcomes. They will continue to build interest within the transport management sector at the city and regional levels through their respective industry networks and conferences.

Following roadmap outlines the steps and actions necessary to leverage the outcomes of research activities for practical applications and commercialisation.

Short-term (upon project completion):

- Pilot demonstration & validation:
  Conduct real-world testing in demonstration sites to ensure readiness for adoption by industry, authorities, and user groups.
- Stakeholder engagement & business models:
  Engage early with market actors, road authorities, and regulators to refine business models for cost-effective implementation. Organise workshops and roundtables to align with user needs.
- Technology transfer & research dissemination:
  Research institutions will leverage CAMBER results for academic dissemination, industry collaboration, and educational purposes. Publication in peer-reviewed journals and presentations at conferences will be encouraged.
- Replication strategy initiation:
  Develop initial guidelines and frameworks (KER 3 & KER 4) to support future scalability beyond pilot sites.

Medium-term (2-3 years after the end of the project):

- Commercialisation & market uptake:
  Collaborate with industrial partners to integrate CAMBER solutions into their product lines. Engage stakeholders in the deployment of digital twin models, data analytics, and safety planning tools.
- Replication & scale-up:
  Use the digital twin roadmap* (KER 3) and cost-benefit analysis (KER 11) to guide widespread European deployment. Engage in bilateral meetings with road operators and mobility providers.
- Public sector adoption & policy influence:
  Collaborate with policymakers to integrate CAMBER's results into national and EU-level regulations. Provide policy recommendations and draft position papers.

- Strategic alliances:
  Pursue partnerships with ongoing Horizon Europe (RI&) projects and other relevant initiatives to further develop CAMBER's technologies and address emerging challenges.

Long-term (~5 years after the end of the project):

- Industry transformation & system integration:
  CAMBER's solutions will become standard components of road asset management, safety planning, and mobility services. Work with industry leaders to integrate solutions into long-term infrastructure planning.
- Policy & regulatory evolution:
  CAMBER's CBA and evaluation frameworks will influence road infrastructure safety and digital management policies at national and EU levels.
- Sustainable business & investment models:
  Establish sustainable revenue models for CAMBER-based services to ensure continuous innovation and updates.

*Based on the results of the digital twin solutions (KER3) tested in the CAMBER pilots (T4.4), the roadmap will include information on, and evaluation of, available data sources, the acquisition of data, usage and application, technical details on geo-location, mapping and so forth, as well as the various options for digital twins. The roadmap will also include information to support decision-making such as CBA of the various options tested in CAMBER, which solutions are best suited for different road network types, and tailoring/optimising digital twins to meet particular analysis needs. This roadmap will form a part of D4.2 (M36 – December 2027).

4.1.4 IPR ELEMENTS AND OWNERSHIP

Intellectual Property Rights (IPR) play a crucial role in ensuring that research results are effectively protected, managed, and exploited. An IPR strategy helps maximise impact and supports the commercialisation, dissemination, and sustainability of project outcomes. The role of project partners in implementing the IPR and exploitation strategy depends on their specific contributions and responsibilities in the project.

To strengthen efforts regarding IPR protection and exploitation planning, CAMBER will consult Booster (a European Commission service) and the European IPR Helpdesk. These resources will help refine the IPR strategy and develop an exploitation roadmap that ensures market readiness while preventing third-party restrictions on project results, resulting in:

- Clear agreements on ownership of results among consortium members.
- Detailed IP provisions, including joint ownership rules and licensing terms.
- Joint consideration on whether/which results should be licensed, assigned, or commercialised through spin-offs, open access, or standardisation.

Project partners must define clear terms on IP ownership, access rights, confidentiality, and protection to support commercialization and replication. Activities in this area are closely linked to the aforementioned Exploitation Workshop.

1. Safety-integrated maintenance system & processes

IP ownership:

The predictive maintenance system designed for safety will be owned by the consortium (your project team).

Any innovations in fault detection, maintenance scheduling algorithms, and safety processes will be filed for patents as inventions. IP will be jointly owned by the involved consortium members, depending on who is developing each piece of technology.

Exploitation rights:

The system will be licensed under exclusive or non-exclusive agreements to stakeholders in the automotive, fleet management, and transportation sectors.

Potential partnerships with vehicle manufacturers or fleet operators for commercial use and integration into existing vehicle ecosystems.

Open science:

For non-sensitive data, parts of the maintenance system (e.g., data standards, protocols) will be made open-access to encourage innovation, particularly for small-to-medium enterprises (SMEs) and research communities.

2. New-Generation data sources

IP ownership:

Data Ownership: The data collected from the vehicle fleets and maintenance systems will be owned by the consortium. However, each member involved in data collection, aggregation, or analysis will hold certain rights to their specific contributions.

Any new methods for data collection, integration, or enhancement (such as AI models to process new data types) will be filed for patents where applicable.

Exploitation rights:

New data sources can be licensed to third parties (OEMs, telematics companies, etc.) to integrate into their analytics platforms, enabling improved predictive models for safety, maintenance, and other areas.

Open science:

Data that does not contain sensitive information will be shared in an open-access format, with appropriate anonymisation techniques for collaboration with research bodies and public-private partnerships.

3. Digital Twins

IP ownership:

Digital twin technology developed as part of the project (for example, creating virtual replicas of vehicles or infrastructure) will be owned by the consortium. Innovations in the algorithms and models used for virtual simulation will be patented.

Exploitation rights:

The digital twin systems can be licensed to automotive companies, logistics providers, or infrastructure developers.

Future opportunities include developing maintenance services based on digital twin models, where fleet owners can leverage real-time simulations to predict system failures.

Open science:

Certain non-sensitive models and simulation data will be made open access for further research in digital twin applications across sectors like construction, smart cities, and healthcare facilities.

4. ADAS (Advanced Driver Assistance Systems) performance

IP ownership:

The ADAS performance data, including the algorithms for collision avoidance, lane keeping, and automatic braking, will be owned by the consortium. If any new algorithms or improvements are made, they will be patented.

Exploitation rights:

This technology will be licensed to OEMs, tier-1 suppliers, and autonomous vehicle manufacturers for integration into their systems.

Open science:

Data that can be used to enhance ADAS features (e.g., non-personally identifiable road conditions, weather patterns, etc.) will be shared openly for research to improve driver safety across different regions.

5. Low-cost safety interventions

IP ownership:

Any low-cost interventions that help improve vehicle safety (such as safety equipment, sensors, or AI-based systems) will be owned by the consortium.

If any new low-cost solutions (for instance, low-cost sensors or safety algorithms) are developed, patents will be filed.

Exploitation rights:

Low-cost safety systems can be commercialised by licensing them to vehicle manufacturers, fleet owners, and safety equipment providers.

Open science:

Non-sensitive designs, standards, and methods for implementing safety interventions will be shared openly to benefit smaller players in the industry and academia for broader adoption.

IPR MANAGEMENT

Each partner will be granted ownership of the IPR based on their contribution - whether in technology, data generation, software development, or testing. This allocation will be determined during or after the exploitation workshop.

The exploitation strategy will be updated to incorporate intellectual property aspects, ensuring that all contributors benefit appropriately through licensing, patents, or partnerships.

The consortium is committed to open science principles, making non-sensitive results and technologies accessible to support public knowledge and innovation.

Following the planned meeting on the Data Management Plan (D1.3, led by AIT), any relevant overlaps will be addressed and incorporated – in both plans - accordingly.

4.1.5 REPLICATION AND SCALING

Replication is a core element of CAMBER's exploitation plan, ensuring that its solutions can be widely adopted beyond the pilot sites. 'Expand and replicate' is one of CAMBERs' pillars in its methodology. Upon completion of the project, a suite of knowledge products and tools will be produced, which will be available to road managers to support the implementation and uptake of solutions:

- Guidance on implementation making it easier for road authorities and private actors to deploy CAMBER solutions.
- A scalable digital twin roadmap, allowing replication across diverse European contexts.
- A cost-benefit analysis and European-wide impact assessment, providing strong investment cases for widespread adoption.
- Standardised road safety metrics to track improvements and support policymaking.

The replications plans will also be monitored and updated throughout the project to:

- incorporate new opportunities and lessons learned from demonstration activities,
- address barriers to adoption identified during stakeholder engagement,
- ensure alignment with evolving policy and market conditions.

4.2 PARTNER ACTIONS

The project partners shall exploit the results of the project in several ways. WP6 will make sure each partner is committed to maximise the visibility and impact of the project.

To ensure the success of the exploitation strategy, key partner actions will focus on engagement and integration:

1. Stakeholder engagement (see section 3.2.3)
2. Project visibility through C&D activities
3. Academic outreach / research integration
4. Project awareness by showcasing project activities
5. Partnerships and collaborative efforts with relevant (R&I) initiatives (see section 3.2.4)

Through the coordinated 'Exploitation, IPR and replication strategy' (D6.2 - due M36, December 2027), CAMBER aims to drive long-term improvements in European road safety, infrastructure management, and mobility services by ensuring the widespread adoption of its innovations.

T6.4, led by SWOV, supports the delivery of all key objectives at TRL 5-6, providing the basis for scale-up after the project. The strategy and implementation plans will be adapted to evolving requirements to maximise impact, ensuring sustainability beyond the project's lifetime. It is a dynamic document that will be updated regularly throughout the project (M9 – September 2025, M18 – June 2026). This iterative approach will help refine the strategy to maximise its effectiveness and impact.

5 CONCLUSIONS

The D6.1 - Communication and Dissemination Strategy and Plan (CDSP of the CAMBER project establishes a comprehensive framework to ensure the broad visibility, impactful dissemination, and successful exploitation of its outcomes. By actively engaging key stakeholders—including road authorities, policymakers, industry professionals, researchers, and the general public—the project has laid a robust foundation for fostering knowledge exchange, driving innovation, and promoting safer, more efficient road maintenance practices across Europe.

This deliverable presents a strategic blend of stakeholder engagement, policy influence, academic outreach, and media presence. These efforts are designed to amplify the project's reach while facilitating the integration of CAMBER's findings into practical road management frameworks and policies. The strategy is further strengthened through the establishment of durable partnerships, collaborative networks, and the dissemination of best practices, ensuring the scalability and long-term impact of CAMBER solutions.

As part of this strategy, the CAMBER project website and social media profiles have been launched and are being continuously updated with news and progress updates. A cohesive visual identity, including the project logo, branding guidelines, marketing materials, and document templates, has been created to support consistent and professional representation at events. These materials will be used to enhance the project's presence at conferences, workshops, and other external engagements, providing opportunities to share results, collect feedback, and establish connections with relevant stakeholders.

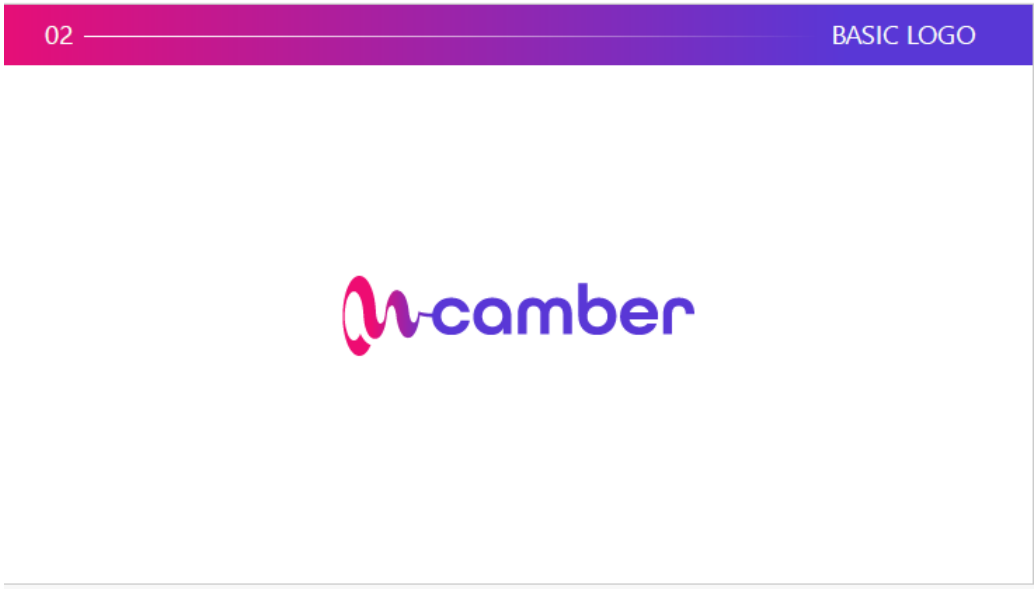
Looking ahead, the implementation of targeted communication campaigns and dissemination activities will promote upcoming project milestones and achievements. The guidelines and key performance indicators (KPIs) outlined in this document will enable the project to meet and exceed its communication and dissemination goals. Monthly analysis of website traffic, social media engagement metrics, and feedback from stakeholders will provide valuable insights into the effectiveness of these efforts.

To ensure alignment and harmonisation, communication and dissemination guidelines will be shared with project partners, equipping them with clear processes for executing these activities. By maintaining a coordinated and adaptive approach, CAMBER will maximise its visibility, stakeholder engagement, and impact, paving the way for the widespread adoption and integration of its innovative road management solutions across Europe.

Throughout the duration of the project, the CDSP will be maintained as a living document, updated by Task 6.1 leader ERTICO, to adapt it to potential changes within the project and to keep it up to date with the latest dissemination and communication developments of the project. Updates on the progress of the planned C&D activities will be included in deliverable D6.2 'Plan for dissemination, communication and exploitation of results (final)' (M18 – June 2026), along with updates in the final report.

ANNEXES

ANNEX 1: VISUAL IDENTITY OVERVIEW



03
COLOR AND FONT
DIGITAL COLOUR PALETTE
#5937D6 R=89 G=55 B=214
#EE0C72 R=238 G=12 B=114
#000000 R=0 G=0 B=0
#7F2CBD R=127 G=44 B=189
#D5D5DB R=213 G=213 B=219
#8E8E8E R=142 G=142 B=142
#200093 R=32 G=0 B=147
PALETTE FOR PRINTING
#4B4898 C=83 M=78 Y=0 K=0
#E71B73 C=0 M=95 Y=19 K=0
#231F20 C=0 M=0 Y=0 K=100
#674092 C=73 M=84 Y=0 K=0
#DCDDDE C=0 M=0 Y=0 K=15
#939598 C=0 M=0 Y=0 K=50
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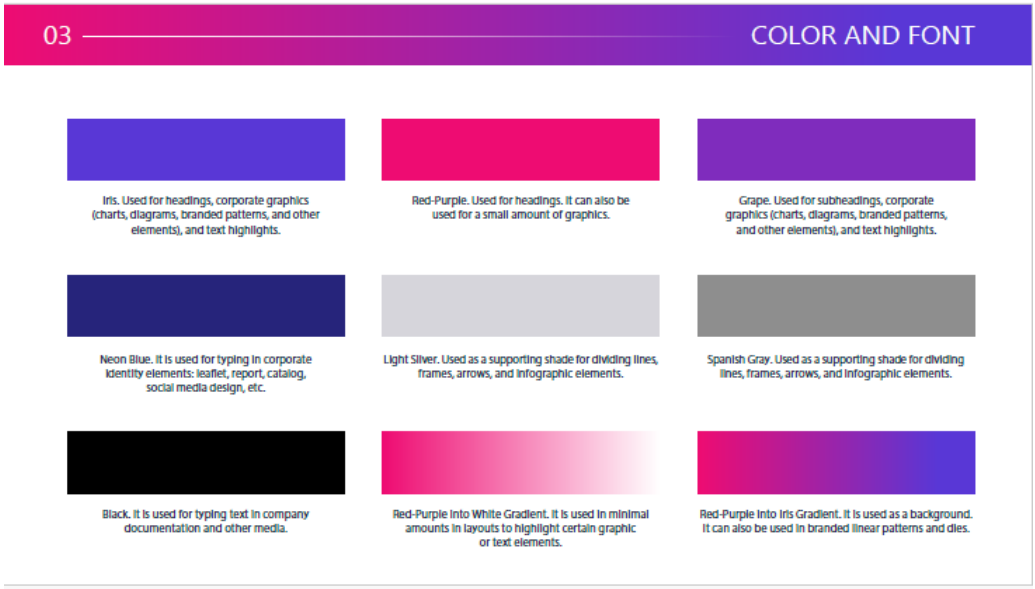

03
COLOR AND FONT
Iris. Used for headings, corporate graphics (charts, diagrams, branded patterns, and other elements), and text highlights.
Red-Purple. Used for headings. It can also be used for a small amount of graphics.
Grape. Used for subheadings, corporate graphics (charts, diagrams, branded patterns, and other elements), and text highlights.
Neon Blue. It is used for typing in corporate identity elements: leaflet, report, catalog, social media design, etc.
Light Silver. Used as a supporting shade for dividing lines, frames, arrows, and infographic elements.
Spanish Gray. Used as a supporting shade for dividing lines, frames, arrows, and infographic elements.
Black. It is used for typing text in company documentation and other media.
Red-Purple into White Gradient. It is used in minimal amounts in layouts to highlight certain graphic or text elements.
Red-Purple into Iris Gradient. It is used as a background. It can also be used in branded linear patterns and dies.

03 COLOR AND FONT

LOGO FONT

All Round Gothic Demi

abcdefghijklmnopqrstuvwxyz
ABCDEFGHIJKLMNOPQRSTUVWXYZ
1234567890 .,-+!.№&@«»

BRAND FONT

Prompt

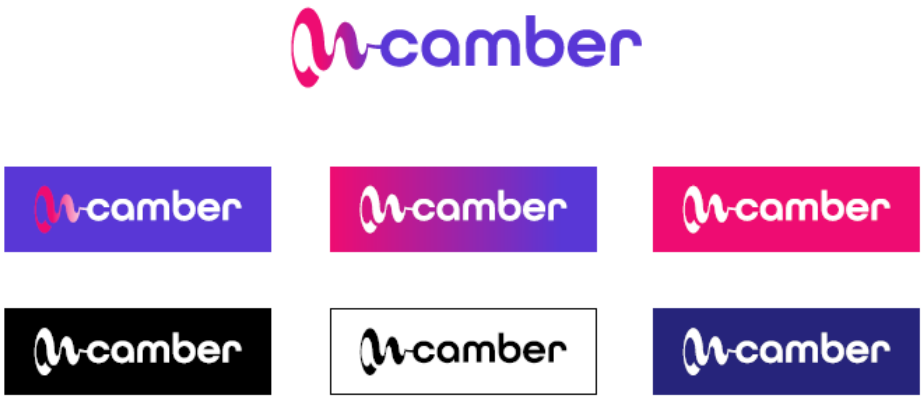
Prompt Bold

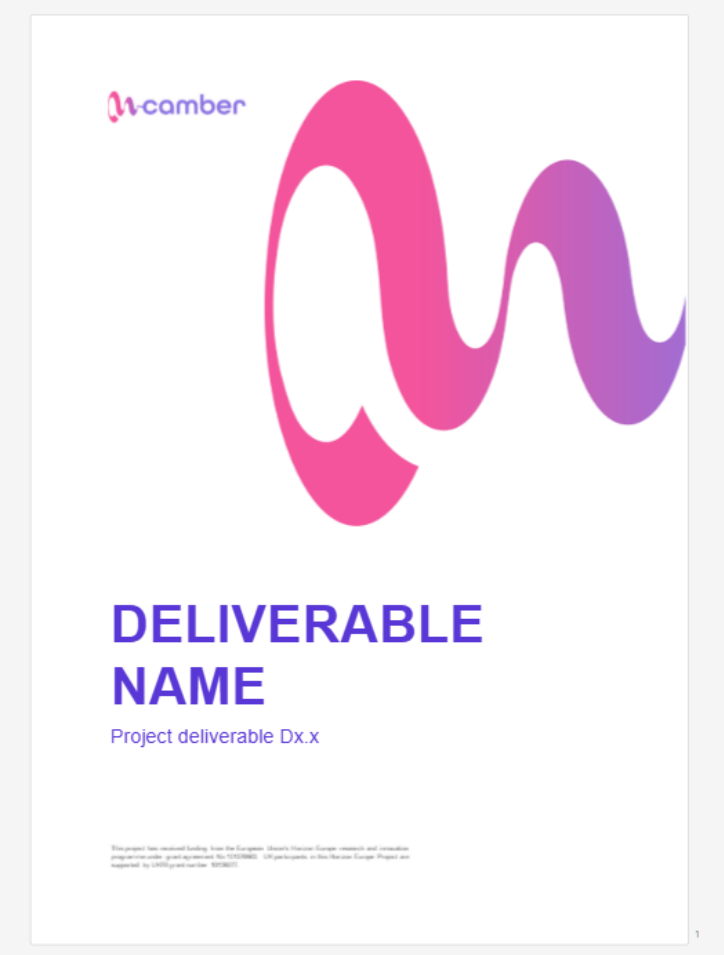
FONT FOR THE INTERNAL DOCUMENTS (DELIVERABLES, SLIDES, ETC.)

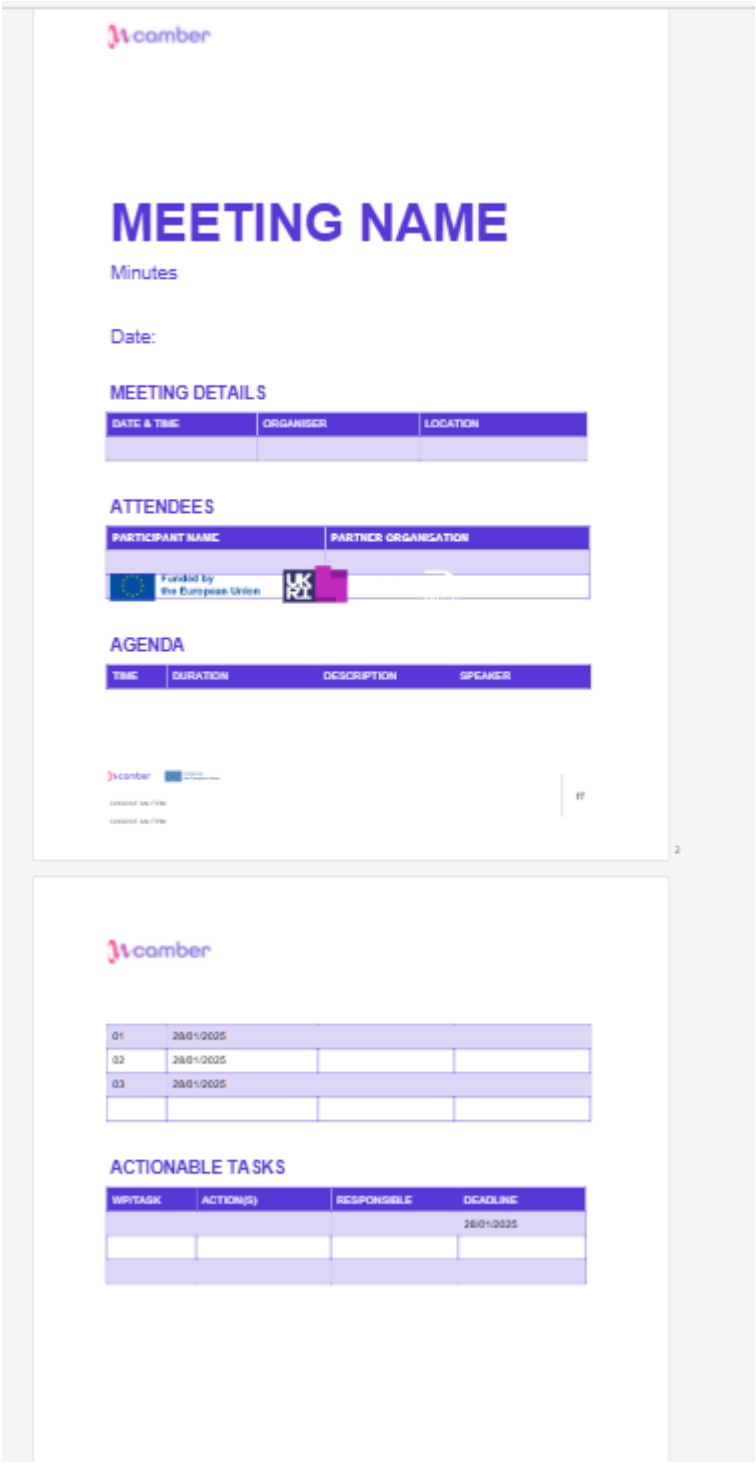
Arial

Arial

04 COLOR VARIATION




camber
DELIVERABLE NAME
Project deliverable Dx.x



MEETING NAME

Minutes

Date:

MEETING DETAILS

DATE & TIME	ORGANISER	LOCATION

ATTENDEES

PARTICIPANT NAME	PARTNER ORGANISATION

Funded by the European Union

AGENDA

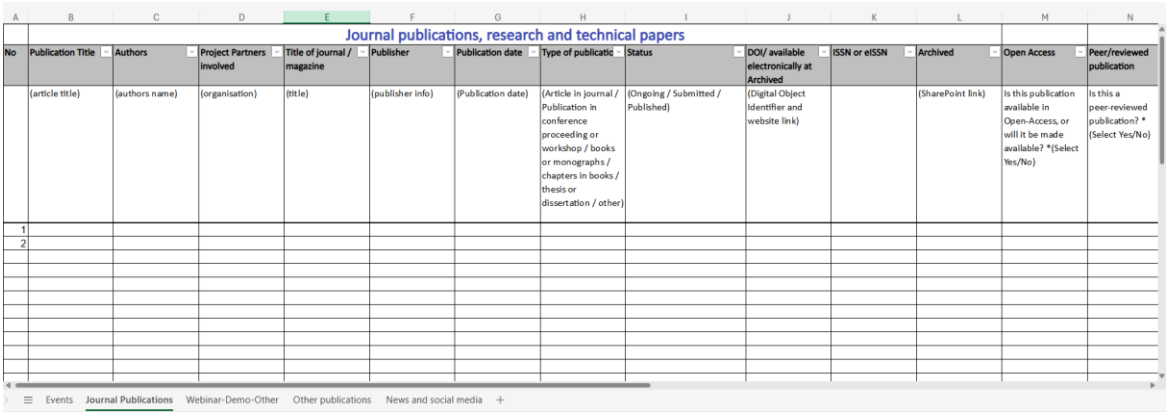
TIME	DURATION	DESCRIPTION	SPEAKER

01	28/01/2025		
02	28/01/2025		
03	28/01/2025		

ACTIONABLE TASKS

WP/TASK	ACTION(S)	RESPONSIBLE	DEADLINE
			28/01/2025

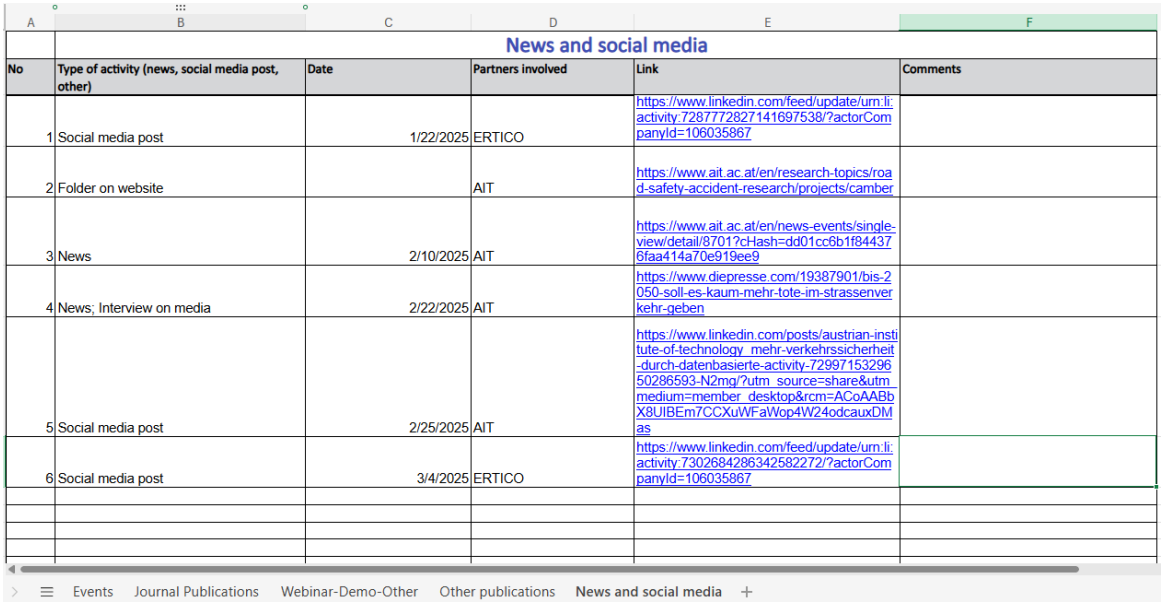
ANNEX 2: DISSEMINATION ACTIVITIES REGISTER



Journal publications, research and technical papers

No	Publication Title	Authors	Project Partners involved	Title of journal / magazine	Publisher	Publication date	Type of publicatio	Status	DOI/ available electronically at Archived	ISSN or eISSN	Archived	Open Access	Peer/reviewed publication
	(article title)	(authors name)	(organisation)	(title)	(publisher info)	(Publication date)	(Article in journal / Publication in conference proceeding or workshop / books or monographs / chapters in books / thesis or dissertation / other)	(Ongoing / Submitted / Published)	(Digital Object Identifier and website link)		(SharePoint link)	Is this publication available in Open-Access, or will it be made available? *(Select Yes/No)	Is this a peer-reviewed publication? * (Select Yes/No)
1													
2													

Events | Journal Publications | Webinar-Demo-Other | Other publications | News and social media

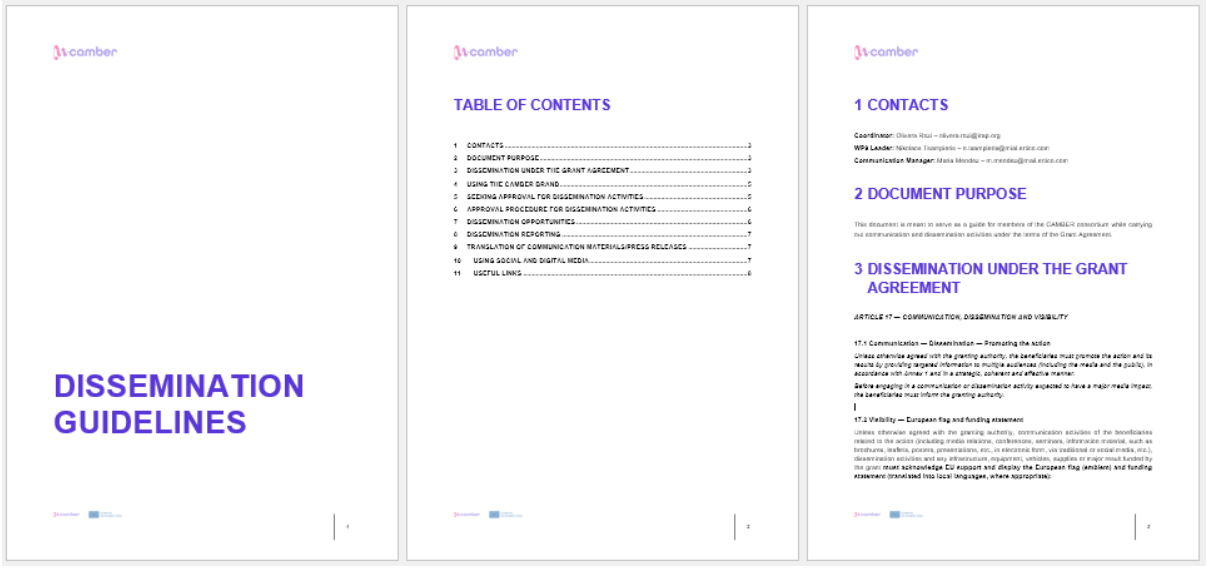


News and social media

No	Type of activity (news, social media post, other)	Date	Partners involved	Link	Comments
1	Social media post	1/22/2025	ERTICO	https://www.linkedin.com/feed/update/urn:li:activity:7287772827141697538/?actorCompanyId=106035867	
2	Folder on website		AIT	https://www.ait.ac.at/en/research-topics/road-safety-accident-research/projects/camber	
3	News	2/10/2025	AIT	https://www.ait.ac.at/en/news-events/single-view/detail/8701?cHash=dd01cc6b1f844376faa414a70e919ee9	
4	News; Interview on media	2/22/2025	AIT	https://www.diepresse.com/19387901/bis-2050-soll-es-kaum-mehr-tote-im-strassenverkehr-geben	
5	Social media post	2/25/2025	AIT	https://www.linkedin.com/posts/austrian-institute-of-technology_mehr-verkehrssicherheit-durch-datenbasierte-activity-7299715329650286593-N2mg/?utm_source=share&utm_medium=member_desktop&rcm=ACoAABbX8UIBEm7CCXuWFaWop4W24odcauxDMas	
6	Social media post	3/4/2025	ERTICO	https://www.linkedin.com/feed/update/urn:li:activity:7302684286342582272/?actorCompanyId=106035867	

Events | Journal Publications | Webinar-Demo-Other | Other publications | News and social media

ANNEX 3: COMMUNICATION AND DISSEMINATION GUIDELINES OVERVIEW



DISSEMINATION GUIDELINES

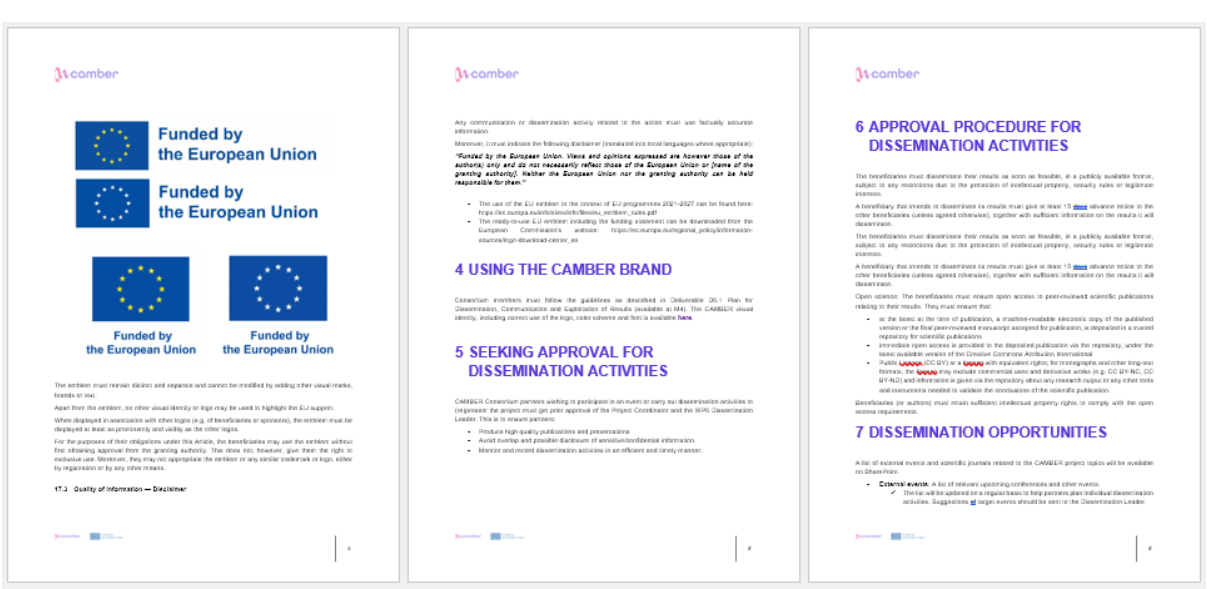
TABLE OF CONTENTS

1 CONTACTS 3
2 DOCUMENT PURPOSE 3
3 DISSEMINATION UNDER THE GRANT AGREEMENT 3
4 USING THE CAMBER BRAND 5
5 SEEKING APPROVAL FOR DISSEMINATION ACTIVITIES 5
6 APPROVAL PROCEDURE FOR DISSEMINATION ACTIVITIES 6
7 DISSEMINATION OPPORTUNITIES 6
8 DISSEMINATION REPORTING 7
9 TRANSLATION OF COMMUNICATION MATERIALS/PRESS RELEASES 7
10 USING SOCIAL AND DIGITAL MEDIA 7
11 USEFUL LINKS 8

1 CONTACTS

2 DOCUMENT PURPOSE

3 DISSEMINATION UNDER THE GRANT AGREEMENT



Funded by the European Union

Funded by the European Union

Funded by the European Union

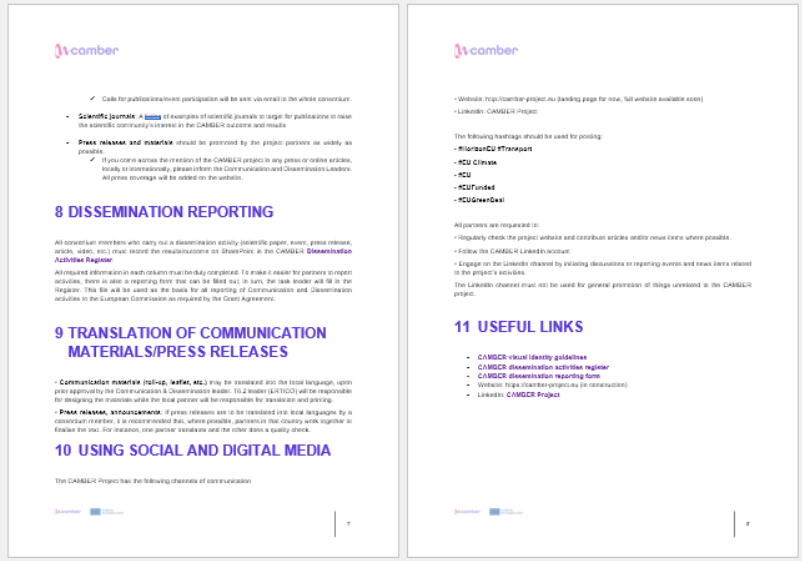
Funded by the European Union

4 USING THE CAMBER BRAND

5 SEEKING APPROVAL FOR DISSEMINATION ACTIVITIES

6 APPROVAL PROCEDURE FOR DISSEMINATION ACTIVITIES

7 DISSEMINATION OPPORTUNITIES



8 DISSEMINATION REPORTING

All consortium members who carry out a dissemination activity (scientific paper, event, press release, article, video, etc.) must record the results/outcome on SharePoint in the CAMBER **Dissemination Activities Register**.

All required information in each column must be duly completed. To make it easier for partners to report activities, there is also a reporting form that can be filled out; in turn, the task leader will fill in the Register. This file will be used as the basis for all reporting of Communication and Dissemination activities to the European Commission as required by the Grant Agreement.

9 TRANSLATION OF COMMUNICATION MATERIALS/PRESS RELEASES

- **Communication materials (roll-up, leaflet, etc.)** may be translated into the local language, upon prior approval by the Communication & Dissemination leader. TG 2 leader (EKTICO) will be responsible for designing the materials while the local partner will be responsible for translation and printing.
- **Press releases, announcements**. If press releases are to be translated into local languages by a consortium member, it is recommended that, where possible, partners in that country work together to finalise the text. For instance, one partner translates and the other does a quality check.

10 USING SOCIAL AND DIGITAL MEDIA

The CAMBER Project has the following channels of communication

- Website: https://camber-project.eu (landing page for now, full website available soon)
- LinkedIn: CAMBER Project

The following hashtags should be used for posting:

- **#HorizonEU #Transport**
- **#EU Climate**
- **#EU**
- **#EUFunded**
- **#EUGreenDeal**

All partners are requested to:

- Regularly check the project website and contribute articles and/or news items where possible.
- Follow the CAMBER LinkedIn account.
- Engage on the LinkedIn channel by initiating discussions or reporting events and news items related to the project's activities.

The LinkedIn channel must not be used for general promotion of things unrelated to the CAMBER project.

11 USEFUL LINKS

- **CAMBER visual identity guidelines**
- **CAMBER dissemination activities register**
- **CAMBER dissemination reporting form**
- Website: https://camber-project.eu (in construction)
- LinkedIn: **CAMBER Project**