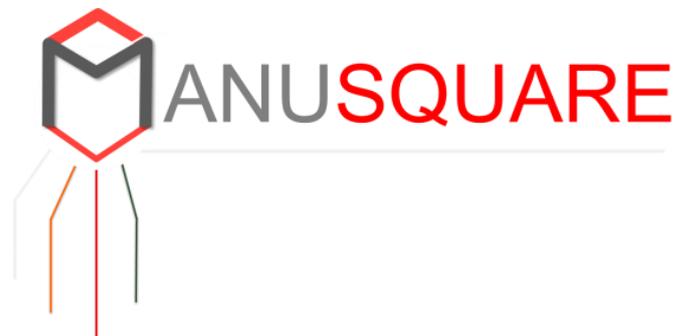


Horizon 2020 – The EU Framework Programme for Research and Innovation
Project Co-funded by the European Commission
Contract number: 761145
Call identifier: NMBP-22-2017
Project Start Date: 1st January 2018



MANUfacturing eco**S**ystem of **QUA**lified **R**esources **E**xchange

D7.1.
Dissemination Guidelines

Dissemination Level	Public
Partners	P-TECH, SUPSI
Authors	Pedro Rocha, Silvia Menato, Andrea Barni
Planned date of delivery	M3 – March 2018
Date of issue	10 th May 2018
Document version	Final v1.0



This project has received funding from the European Union's Horizon 2020 research and innovation programme under grant agreement No 761145.

DISCLAIMER

The herewith information reflects only the author's view. The European Commission is not responsible for any use that may be made of the information herewith included.

DOCUMENT HISTORY

Version	Issue date	Content and changes	Author
0.1	28.03.2018	Full Document	Pedro Rocha
0.2	05.04.2018	Additions and Corrections	Silvia Menato
0.3	06.04.2018	Reformulation of § 3 and § 4, and minor additions	Pedro Rocha
0.4	10.04.2018	General review, § 5.1	Andrea Barni
0.5	10.04.2018	Minor corrections	Pedro Rocha
1.0	10.05.2018	Final review and validation	Andrea Bettoni

Role	Partner	Person
Reviewer 1	SUPSI	Silvia Menato
Reviewer 2	SUPSI	Andrea Barni
Quality assurance	SUPSI	Silvia Menato

TABLE OF CONTENTS

1	Executive summary	6
2	Introduction.....	7
2.1	Project MANU-SQUARE in a nutshell.....	7
2.2	Scope and objectives of this deliverable.....	7
3	Dissemination plan	9
3.1	Dissemination strategy overview	9
3.2	Target audience.....	10
3.3	Dissemination methods / channels	12
3.4	Dissemination activities timings	14
3.5	Dissemination responsibilities.....	15
3.6	Dissemination policy and rules	15
3.6.1	On the dissemination obligation and notification to the other partners	15
3.6.2	On the acknowledgement of EU funding and the project source.....	17
3.6.3	On the disclaimer excluding Commission responsibility	18
3.6.4	On peer-reviewed scientific publications (open access to scientific publications)	18
4	Communication tools.....	19
4.1	Promotion material.....	19
4.1.1	Brochure.....	19
4.1.2	Newsletter	19
4.1.3	Posters	20
4.1.4	Technical and scientific publications and communications at conferences	20
4.1.5	Press releases.....	20
4.1.6	Public events and fairs	21
4.1.7	Project portal	21
4.1.8	Social networks profiles.....	21
5	Dissemination and communication procedures	23
5.1	Procedure for the participation in events	23
5.2	Procedure for publications and paper presentations or communications at conferences	23
5.2.1	Approval process.....	23
5.2.2	Information on project, EU funding and disclaimer.....	24
5.2.3	On IPR protection.....	24
6	Reference contacts	26
6.1	Dissemination and Exploitation Coordination Team	26
6.2	Partners' contacts.....	26

LIST OF ABBREVIATIONS

Acronym	Description
DECT	Dissemination and Exploitation Coordination Team
DoA	Description of Action
EC-GA	Grant Agreement pertaining to MANU-SQUARE project, number 761145, signed between the European Commission and the Consortium partners
IPR	Intellectual Property Rights
SMEs	Small and Medium-sized Enterprises

1 EXECUTIVE SUMMARY

The MANU-SQUARE project promotes the mutual interaction of diverse industries, among different sectors, for beneficial reuse of flows, that could result in a more resource-efficient production a network level. In sake of this challenging goal, a proper dissemination and communication plan will be defined in order to raise awareness of the project activities and make MANU-SQUARE a successful project.

The project consortium will progressively disseminate the project's results and experiences to industrial communities (SME and Industry), to academic and research area, as well as to the wide public interested in the project. Project results will be promoted and disseminated during the entire project, which can also be seen as an appropriate prerequisite for a successful exploitation at the end of the project. The dissemination will be conducted both as a collective activity, managed by the entire consortium, and as an individual set of actions handled by each single partner. During the project, great importance will be given to the awareness of all partners and to the engagement of stakeholders towards a broad dissemination of results in order to obtain their effective commitment to allow access to the results achieved in the project to various kinds of audience and end-users, with respect to confidentiality and the defined Intellectual Property Rights (IPRs). Moreover, the clear trans-nationality of the consortium will ensure the dissemination of all established and accumulated knowledge throughout the European countries and also worldwide.

This document describes the Dissemination and Communication guidelines to be adopted by the MANU-SQUARE project. This document is assumed to be a "living document" to be updated during the course of the project as new dissemination actions are defined and as the feedback from developed ones is received.

According to this, Section 1 pertains to the executive summary of the document, while presenting its structure.

Section 2, being the introduction, presents a brief description of the main goals of the project, as well as the scope and the objectives of the deliverable.

Section 3 identifies the dissemination strategy overview, the target audience, the foreseen dissemination methods and channels and respective objectives, the associated timings and the dissemination policy, rules and generic guidelines.

Section 4 presents the foreseen communication tools and promotion material.

In annexes, Section 5 is devoted to the definition of the procedural steps pertaining to dissemination actions while, in Section 6, the contacts pertaining to dissemination are identified.

2 INTRODUCTION

2.1 Project MANU-SQUARE in a nutshell

The project MANU-SQUARE aims to deploy tools, technologies and business models to create a European Platform-enabled ecosystem acting as a virtual marketplace that brings available manufacturing capacity, as well as other virtual and physical assets, closer to production demand to achieve their optimal matching. It fosters, on the one hand, fast and efficient creation of local and distributed value networks for innovative providers of product-services and, on the other hand, the reintroduction and optimization in the loop of unused capacity and potential that would be wasted otherwise.

In essence it pursues a paradigm shift that disrupts the traditional static supply chain model and establishes dynamic value networks that can be arranged on-demand to couple the needs of buyers and the availability of sellers of manufacturing capacity. As such the developments under the project have as strategic objectives:

- To make European unused manufacturing capacity emerge towards its reintegration in the loop and the creation of local efficient value networks;
- To support innovative SMEs and start-ups in finding the optimal suppliers to transform their business ideas into new product-services;
- To seamlessly involve actors all along the entire value network including consumers for cross-fertilisation of product-service solutions and underlying technologies;
- To coordinate the whole MANU-SQUARE ecosystem towards a better use of resources and a more sustainable European manufacturing

The MANU-SQUARE project recognises the gaps and limitations existent in current approaches, on the unused potential of the sharing of manufacturing capacities and aims to take a step beyond the mere facilitation of production capacity exchange. It aims at the exploitation of the full potential residing in the industrial ecosystems in terms of know-how, technologies, production capacities and exploitation of circular economy approaches in the use waste and by-products from companies and industrial sectors, exploiting the cross-sectorial fertilization. In order to establish the envisioned European manufacturing ecosystem 4 implementation layers are foreseen:

- Ontological representation: instrumental in the definition of a semantic that allows the description of the manufacturing offer, the demand and an unified flow vision, supporting the effective information sharing and matchmaking;
- Platform deployment: establishing a holistic cross sectorial point of aggregation of the stakeholders, offers and demands in market place, via a multi-objective matching engine, while supporting trust via reputation mechanisms;
- Ecosystem configuration: supporting the creation and management of competence-based value networks, via platform integrated tools that bring the ecosystem to life, e.g. forecast tools for value chain reconfiguration, risk management tools, open-innovation tools, supporting inclusion of external ideas and co-design, etc.
- Business model generation: enabling the identification of profit sources and the establishment of the foreseen ecosystem extended valorisation.

2.2 Scope and objectives of this deliverable

This deliverable is the first of three deliverables regarding the dissemination strategy to be implemented during the life cycle of the project. As a dissemination guideline, it is expected that this will be a living document to be updated as the project progresses and new dissemination actions are identified.

Additionally and being dissemination a key tool in the support and potentiation of the exploitation of projects results, there is a link between the objectives of the dissemination, communication and exploitation strategy, and as such the content of the dissemination foreseen actions are intertwined with the development of the stakeholders engagement plan (deliverable D7.2), and with the exploitation related actions (deliverables D7.3 and D7.5).

D7.1. – Dissemination Guidelines

In fact, dissemination, communication and exploitation will act in tandem in the wide diffusion of the project, in the engagement of the relevant stakeholders and in fostering the adoption of the project results by the relevant stakeholders, and in the last analysis in the nurturing of the foreseen ecosystem.

In this sense the main objectives of the planned dissemination activities are meant to:

- (1) increase the visibility of both the project and its results on the relevant communities, target groups and stakeholders, as well as on the public in general;
- (2) support the engagement of the stakeholders throughout the project life time, in accordance with the different project phases;
- (3) further facilitate exploitation opportunities;
- (4) foster the ecosystem and the foreseen impacts, having in mind the diffusion and adoption of project results by the relevant stakeholders.

The dissemination actions shall therefore support, being a means to an end, to the tackling of the barriers and obstacles to the expected impact concretization.

As such the consistent dissemination and communication actions shall have as objective the involvement of the community of stakeholders from the beginning of the project and throughout its development, ensuring:

- a) awareness raising;
- b) the engagement of stakeholders in the development, and by foreseeing the collection of feedback from users into the design and research work of the project, the identification of commercialization and exploitation scenarios, the support to the definition of a commercialization roadmap and associated business model to take results from prototype to the market;
- c) the building of the community and the fostering of the foreseen ecosystem;
- d) the wide diffusion of the results and the continuous identification of other dissemination opportunities, towards its objectives.

3 DISSEMINATION PLAN

3.1 Dissemination strategy overview

Platform businesses are built on network effects, this meaning that the more network effect is generated, the stronger the platform is. MANU-SQUARE builds on this assumption to define its dissemination strategy that, during the project timeframe, is expected to achieve the creation of a first ecosystem of platform users that will guarantee the continuity of platform activities after project end.

The dissemination activities will take place from the very beginning of the project and will intensify during the final part of it, focusing on actions specifically intended to raise awareness about the developed platform and early involving people and companies constituting the MANU-SQUARE ecosystem.

Therefore, the foremost goal of project's dissemination and communication activities will lie in the creation of a community around the project platform which will cover both sides of the platform: demand-side and supply-side.

- Demand-side stakeholders include manufacturers (including SMEs), start-ups, artisans with an interest in simplifying the approach to the use/subcontracting of external manufacturing processes and/or in being supported in the design and development of new products/solutions.
- Supply-side stakeholders include manufacturing companies detaining underused production capacity, companies providing full custom services and able to solve small scale production requisites, innovators able to support the definition of novel products/production systems/technologies.

For further information about the nature, characteristics and needs of platform stakeholders, please refer to deliverable D1.1 Stakeholder analysis.

In order to reach the aforementioned objectives, the dissemination and communication strategic plan and tools shall conform to the following principles:

- each action must be justified, and support at least one of the project strategic objective: positioning the project in the manufacturing ecosystem, federating relevant innovation communities, engaging stakeholders' and reaching to future innovators (Why disseminate);
- dissemination shall be outcome-focused, pragmatic and utility-driven, efficient (lightweight on resources) and shall be simple towards efficacy (How to disseminate);
- dissemination shall address project goals, scientific outcomes, reusable platform components, standardization propositions, demonstration and pilot use cases, methodology and impacts, etc. (What to disseminate);
- dissemination shall resort to a multitude of communication methods and means in line with the specific objectives and purpose of the communication action, e.g. press releases and newsletters, web portal and social media, conferences and workshops, relationship with other projects, mobilization of local ecosystems, specialized events, the participation at standardization committees (Media, means and tools);
- focus shall be on the manufacturing community, but also to linked communities (artisans, makers, start-ups, etc.), multipliers and orchestrators, policy makers and standardization bodies (to Whom the dissemination action shall be addressed to);
- dissemination and communication actions shall start from day 1 of the development of the project and shall be adapted to the timeline of the project (When to disseminate).

MANU-SQUARE dissemination plan will have to create the basis for understanding of the project, ecosystem building and diffusion and adoption by the relevant stakeholders. The scheme below (Figure 1) presents types of dissemination actions and expected results in the building of the MANU-SQUARE ecosystem.

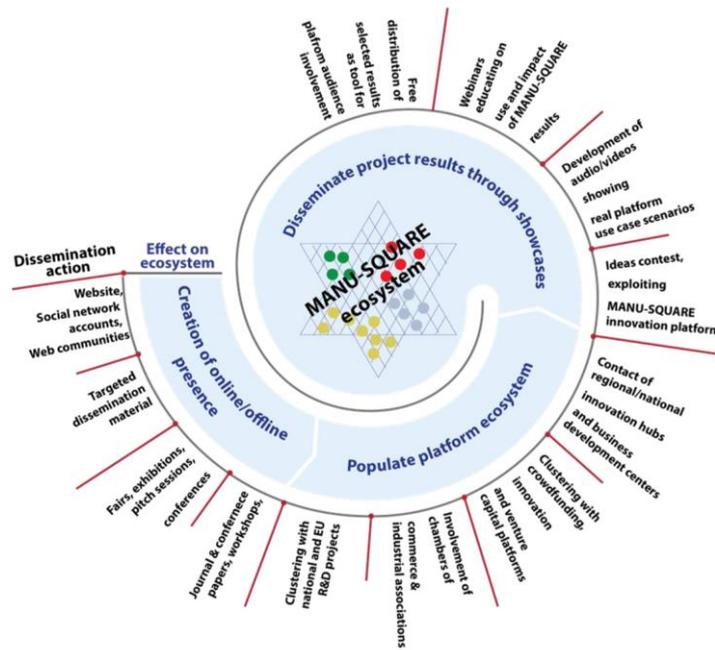


Figure 1 Types of dissemination actions and expected effect on ecosystem

3.2 Target audience

Having in mind the scope and objectives of the MANU-SQUARE project and the stakeholders constituting the platform-based community (both suppliers and demanding actors), the relevant target audience for dissemination and communication actions are the following stakeholders:

- **Manufacturing companies, Start-ups, Solution and Technology providers and other potential users:** who are the users of the solutions that MANU-SQUARE develops and will be integral part of the industrial ecosystem to be established around the platform;
- **Industrial Associations, Start-ups and Innovation Communities, Clusters and other business networking organizations:** this group includes multipliers and orchestrators; multipliers are identified as organizations that have a facilitator role in the outreach of dissemination actions, in promoting network effects and towards the establishment of a critical mass of stakeholders in the ecosystem; orchestrators are both users of the MANU-SQUARE solutions and multipliers;
- **Scientific, R&D and Innovation Community:** Who may find solutions in the technologies and systems developed within the project and exploit results for further researches and / or may present additional challenges and / or application domains for the developed technologies that are not initially foreseen; this group also includes other European Projects and initiatives.
- **Public in general and other stakeholders** (including policy makers, standardization bodies and others): the civil society will be involved in the creation of awareness regarding the project and its results, by leveraging on the visibility of the foreseen industrial breakthroughs and by raising the awareness via the communication to a wider audience of the investments made by the consortium and funding received. Additionally, a consistent communication towards national, regional and European policy makers will be performed to raise awareness amongst policy makers at different levels: developed solutions are expected to impact in regional, national and European ecosystems and, as such, this wider visibility will support an acknowledgement of the work being done by the consortium members and enable the establishment of synergies with current and future initiatives. Standardization bodies also assume a relevant role, particularly in terms of the development of standards (e.g. blockchain standards development). The potential participation of the consortium organizations in the standardization process will enable a bilateral contribution (e.g. in terms of ensuring that the to-be developed standards, embedding best practices and enabling interoperability, are integrated in the project developments,

D7.1. – Dissemination Guidelines

as well as by enabling that the project's needs, requirements and use case implemented solutions are embedded in the relevant standards development).

Considering the above target audiences the foreseen dissemination addresses different objectives and will resort to different dissemination measures described in Table 1:

Target Audience	Engagement and Dissemination Measures
Manufacturing companies	Direct communications, initiatives at relevant industry events and the launch of joint and clustering initiatives with multipliers (e.g. industrial associations, digital innovation hubs, clusters, etc. – see also multipliers below). It includes (1) the participation in fairs and exhibitions, (2) the organization of workshops, webinars, (3) meetings with relevant organizations and stakeholders, (4) communications at relevant seminars and conferences, (5) press releases and publication at industry magazines; (6) mailings, newsletters and other direct communication initiatives; (7) Social media. Manufacturing companies assume a dual role in the ecosystem, as they can belong to both the demand side and offer side of the marketplace.
Start-ups	Direct communications and the launch of joint and clustering initiatives with multipliers (e.g. science parks, incubators, venture capitalists, etc. – see also multipliers section below). In addition to the above it may also include: (1) development of specialized events in line with project objective; (2) participation with booths and communications at relevant events (scale up events, entrepreneurial ecosystem growth conferences, etc.)
Solution and technology providers	Being the counterpart of manufacturing companies, solution and technology providers are the offer side of the MANU-SQUARE market place. Nevertheless they also assume a similar dual role, notably as suppliers of solutions and capacities, but also as users of solutions, capacities and competences supplied by others. Dissemination Measures are similar to those identified for the target audiences Manufacturing companies and Start-ups.
Multipliers: Industrial Associations, Communities (Scientific, Start-ups, Innovation Hubs), Clusters and Other business networking organizations	Assuming a key role in the outreach of the relevant stakeholders, a strategic engagement with multipliers is expected. Direct communications such as meetings with relevant regional, national and European stakeholders are considered to be essential in order to engage multipliers and to foresee opportunities for furthering the collaboration e.g. in launch joint initiatives and/or establishing dissemination and communication synergies. In addition to the instrumental focus above other dissemination measures are foreseen e.g. (1) the launch of specific workshops addressing the multipliers' associates, (2) press releases (foreseeing the inclusion of project news in respective newsletters and communication means) (3) dissemination articles in magazines managed by these multipliers; (4) mailings, newsletters and other direct communication measures. Specifically in terms of the scientific community conference communications and journal papers is particularly envisaged. Both Green and Gold Open access publishing is foreseen to be followed.
Policy Makers/Regional Authorities	As mentioned policy makers represent a key stakeholder for the purposes of leveraging initiatives related with the project. Direct communications on the presentation of the project, main foreseen impacts and results will be the key priority, in addressing to this stakeholder group. Meetings and/or their invitation to specific focus groups and events is foreseen.
Standardization Bodies	The contribution to standards will be made on the basis of the participation of consortium partners in standardization bodies and respective meetings.
Public in general	This includes a full set of dissemination measures from public website to social media, to press releases, among several others.

Table 1 Engagement and dissemination measures by target audience

All partners will participate in the specification of relevant targets for dissemination and on its implementation. This aims to leverage the already established relational capital and to further outreach to the target audience. For the due purposes project partners are invited to submit to the coordination, dissemination and exploitation leaders, in continuity during the development of the project, proposals for (1) stakeholders to be reached by them; (2) relevant initiatives (e.g. conferences, seminars) that they are organizing and where communications from the project are expected or assume an

high potential for dissemination purposes and (3) other initiatives in which they plan to participate, e.g. fairs and exhibitions, and where they envisage the opportunity for the project dissemination.

3.3 Dissemination methods / channels

There is a wide variety of dissemination methods and channels. The challenge is to select the right one(s) to bring the message to the target audience and achieve the project's purpose. The following table lists the channels / methods used to make the MANU-SQUARE dissemination strategy effective, highlighting per each channel the associated purpose, expected impact, the targeted audience and KPIs / targets.

Channel / Method	Purpose	Expected Impact	Audience	Targets
Project website	Awareness / Inform Engage Promote / Starting up	Ready to use information for report about the progress and press; federate constitution of MANU-SQUARE through website / forum / newsletter interaction	All	15.000 visitors during the project
Social Network Profiles	Awareness / Inform Engage Promote / Starting up	Creation of online community	All	1.000 members across the different social networks
Brochure / Flyers, Newsletter / Posters	Awareness / Inform	Increase awareness and disseminate results	All	Communication templates, brochures and newsletter reaching to at least 1.000 subscribers
Press Releases and Media	Awareness / Inform	Assure high coverage of stakeholders in the industry, start-ups and innovation sector	All	2 press releases per year, 3 appearances in channels (TV, national, regional and other media)
Scientific Conference Presentations and Posters	Awareness / inform Engage	Awareness of project vision and share results among research and innovation community	Focus on: (group 3) Scientific, R&D and Innovation Community	Presentation (papers and posters) at least in 4 international conferences
Journal articles	Awareness / Inform	Creating new scientific knowledge and inform.	Focus on: (group 3) Scientific, R&D and Innovation Community	At least 2 articles and 3 other peer-reviewed publications
Workshops / Seminars, Focus groups, Seminars and Demonstration actions	Engage Promote / Starting up	Share results, engage with stakeholders, and promote the use and exploitation	Focus on: (group 1) Manufacturing companies, Start-ups, Solution and Technology providers and other potential users; (group 2) Industrial Associations, Start-up and Innovation Communities, Clusters and other business networking organizations (group 3) Scientific, R&D and Innovation Community	At least 5 initiatives during project development

D7.1. – Dissemination Guidelines

Articles in Newspapers and Technical / Industry oriented magazines (incl. Case studies)	Awareness / Inform Promote / Starting up	Share results, engage with stakeholders, and promote the use and exploitation	Focus on: (group 1) Manufacturing companies, Start-ups, Solution and Technology providers and other potential users; (group 2) Industrial Associations, Start-up and Innovation Communities, Clusters and other business networking organizations (group 3) Scientific, R&D and Innovation Community	At least 3 articles published
Fairs	Awareness / Inform Engage Promote / Starting up	Share results, engage with stakeholders, and promote the use and exploitation	Focus on: (group 1) Manufacturing companies, Start-ups, Solution and Technology providers and other potential users; (group 2) Industrial Associations, Start-up and Innovation Communities, Clusters and other business networking organizations	At least presentations / posters / booths at 2 Fairs
Meetings (ad-hoc)	Awareness / Inform Engage Promote / Starting up	Share results, engage with stakeholders, and promote the use and exploitation	All	N/A
Reports and other documents	Awareness / Inform	Disseminate the project and results towards the relevant stakeholders	All	N/A

Table 2 Dissemination methods / channels and expected impacts

Other activities fostering community building and linking to dissemination and communication are explained in Table 3:

Linking to Academia and Innovation Community		
Webinars	Creating new scientific knowledge, contribution to the scientific body of knowledge. Disclosure and dissemination of project results, their use and their benefits.	At least 2 webinars will be prepared.
Liaison with other projects	Interaction, sharing the knowledge and cross-fertilization between research and industry. Enlargement of MANU-SQUARE ecosystem through involvement of other consortia.	10 parallel projects in the manufacturing domain contacted; at least 2 workshops organised together with national and European projects.
University courses	Spread awareness and interest among young engineers and researchers.	Results introduced to the students in at least one university course.
National and European initiatives		
Collaboration with other national and European initiatives	Informed knowledge about MANU-SQUARE activities, intensified networking.	Meeting participation and presentation. At least 2 pitch sessions during project life.
Standardisation		
Contribution to relevant standardization work	Disseminating results through standards	Participation in standardisation working group related to blockchain standard development
Other activities		
Ideas contests	Federate use of the platform infrastructure through a trial made of its Open Innovation system. Disseminate results and platform achievements through students, innovation hubs, general public.	At least 30 ideas generated and evaluated

Networking with relevant players of the MANUSQUARE ecosystem	Create the basis for the diffusion of the MANU-SQUARE concept and results after end of the project.	Networking and dissemination among at least 30 subjects within innovation hubs, commerce chambers, industrial associations
--	---	--

Table 3 Other dissemination and communication activities

The project will also resort to the communication and dissemination channels already in use by project partners (individually), for extending the visibility of the project and ecosystem nurturing (e.g. inclusion of project’s news on newsletters, on institutional websites, etc.).

3.4 Dissemination activities timings

Having in mind the identified objectives of the planned dissemination (project’s visibility; stakeholders’ engagement; further exploitation opportunities; fostering diffusion, adoption and impacts), the communication planning shall start from the beginning of the project and its delivery on month 6.

Additionally, dissemination and communication activities shall occur in line with the project life cycle, and notably with the developments and as projects results and milestones are achieved. Figure 2 presents the first plan of dissemination and communication actions being deployed in line with the project development roadmap (and main milestones) and with the correspondent key phase for dissemination and exploitation.

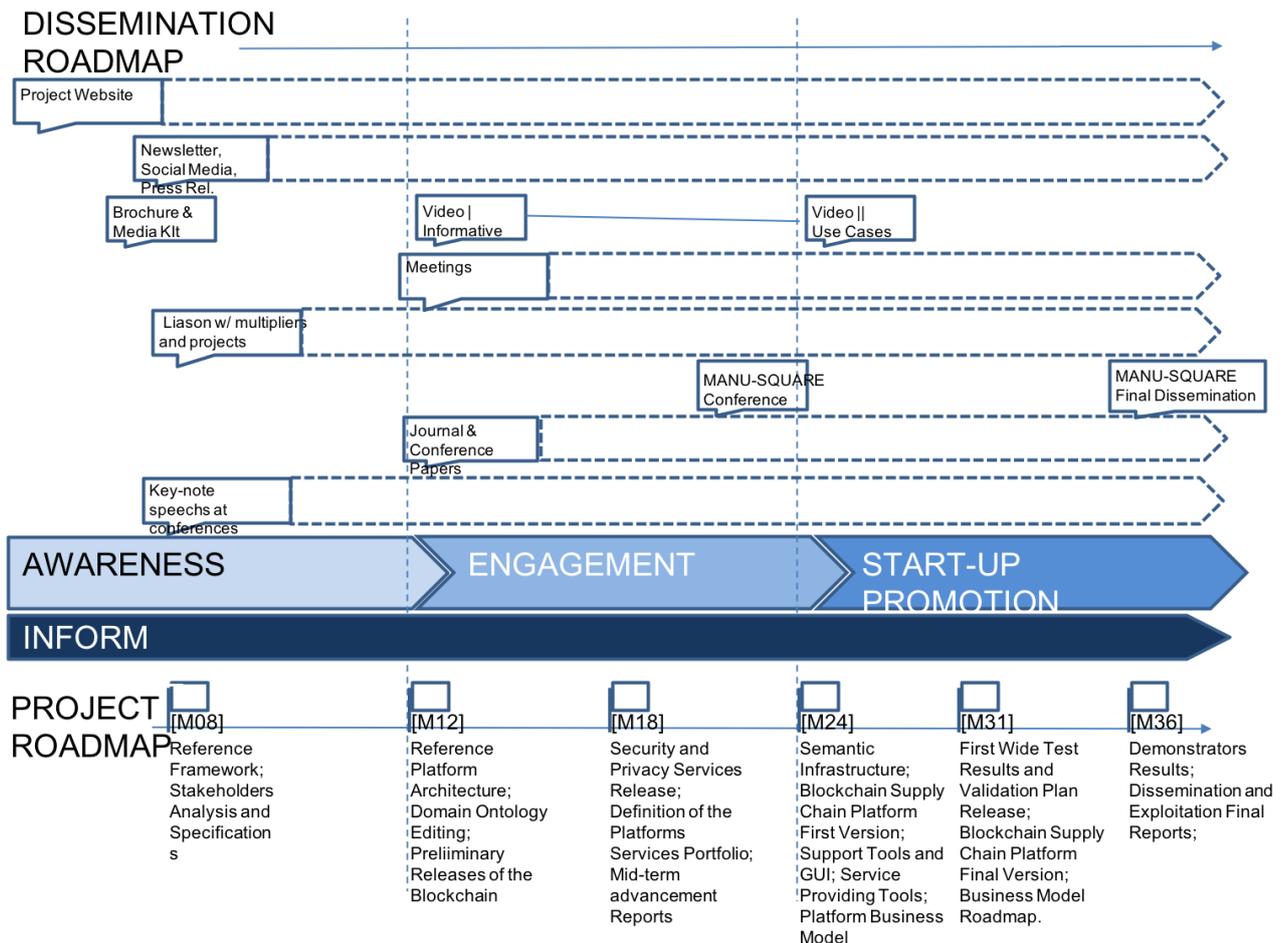


Figure 2 Dissemination timings and project's life-cycle

As the identification of further opportunities will occur during the course of the project, the dissemination and communication plan will be one of the topics to be discussed and followed-up in plenary project meetings, enabling the update of detailed scheduling of specific communication actions.

3.5 Dissemination responsibilities

According to the Article 29.1 of the EC-GA “Each beneficiary must – as soon as possible – ‘disseminate’ its results by disclosing them to the public by appropriate means (other than those resulting from protecting or exploiting the results), including in scientific publications (in any medium).”

In this context, the dissemination is a shared responsibility and the several individual partners shall embrace all opportunities to increase the visibility and dissemination of the project and its results.

All partners of the consortium must contribute to the dissemination according to their foreseen role and effort and using all available tools. This includes the participation and presentations given at conferences, publishing articles, holding press conferences, networking and similar activities. All partners are deemed to contribute to maximize the existing dissemination channels fostering the project’s visibility and the diffusion and successful future commercialization of MANU-SQUARE outputs.

In order to manage the external communication and the publication of MANU-SQUARE related text / images / videos in whatsoever form (magazines, newspapers and papers for conferences, workshops and seminars, etc.) the Consortium avails itself of a Dissemination and Exploitation Coordination Team.

The Dissemination and Exploitation Coordination Team is composed by representatives of the (1) Project Coordinator (SUPSI), (2) Exploitation Leader (INNOVA) and (3) the Dissemination Leader (PRODUTECH).

The contact details for the Dissemination and Exploitation Coordination Team are as follows:

- (1) Project Coordinator: Andrea Bettoni | SUPSI | e: andrea.bettoni@supsi.ch | t: +41 (0)58 666 65 66
- (2) Exploitation Leader: Alessio Gugliotta | INNOVA | e: a.gugliotta@innova-eu.net | t: +39 06 40040358
- (3) WP7 Leader: Pedro Rocha | PRODUTECH | e: pedro.rocha@produtech.org | t: +351 226 166 897

Additionally each partner nominates an internal contact point who is responsible for dissemination issues and reporting.

3.6 Dissemination policy and rules

Dissemination policy and rules are deeply rooted in the EC-Grant Agreement, notably under articles 23.a¹, 27.3², 29³ and 38⁴, and in the MANU-SQUARE Consortium Agreement, notably under article 8.4⁵.

3.6.1 On the dissemination obligation and notification to the other partners

In regard to the obligation to disseminate results the EC-Grant Agreement (under article 29.1 of the EC-GA) establishes that:

Unless it goes against their legitimate interests, each beneficiary must — as soon as possible — ‘disseminate’ its results by disclosing them to the public by appropriate means (other than those resulting from protecting or exploiting the results), including in scientific publications (in any medium).

This does not change the obligation to protect results in Article 27, the confidentiality obligations in Article 36, the security obligations in Article 37 or the obligations to protect personal data in Article 39, all of which still apply.

A beneficiary that intends to disseminate its results must give advance notice to the other beneficiaries of — unless agreed otherwise — at least 45 days, together with sufficient information on the results it will disseminate. Any other beneficiary may object within — unless agreed otherwise — 30 days of receiving

¹ ARTICLE 23a - “Management of Intellectual Property”

² ARTICLE 27.3 - “Information on EU funding” (in applications for the protection of results)

³ ARTICLE 29 - “Dissemination of Results – Open Access – Visibility of EU Funding”

⁴ ARTICLE 38 - “Promoting the action – Visibility of EU Funding”

⁵ ARTICLE 8.4 - “Dissemination”

D7.1. – Dissemination Guidelines

notification, if it can show that its legitimate interests in relation to the results or background would be significantly harmed. In such cases, the dissemination may not take place unless appropriate steps are taken to safeguard these legitimate interests.

If a beneficiary intends not to protect its results, it may — under certain conditions (see Article 26.4.1) — need to formally notify the Commission before dissemination takes place

The basic regulation of the dissemination activities in the Consortium Agreement states that:

the Dissemination of Results by one or several Parties including but not restricted to publications of whatever form (excluding patent applications(s) and other registrations of IPRs), shall be governed by the procedure of Article 29.1 of the Grant Agreement subject to the following provisions:

Prior written notice of the final version of any planned publication shall be given to the other Parties at least thirty (30) days before the planned publication submission date. Any objection to the planned publication shall be made in writing to the Coordinator and the Party or Parties proposing the dissemination within twenty (20) days after receipt of the written notice. If no objection is made within the time limit stated above, the publication is permitted.

An objection to a planned publication by a Party is justified if:

- a) the protection of the objecting Party's Results or Background is adversely affected; and*
- b) the proposed publication includes Confidential Information of the objecting Party; or*
- c) the objecting Party's legitimate academic or commercial interests would be significantly harmed.*

Any and all objection(s) shall include, to the extent possible, a precise request for necessary modifications.

If an objection has been raised on one or more of the above mentioned grounds, the objecting Party and the publishing Party shall discuss how to overcome the justified grounds for the objection on a timely basis (for example by amendment to the planned publication and/or by protecting Confidential Information before publication) and the objecting Party shall not unreasonably continue the opposition if appropriate measures are taken following the discussion.

For the avoidance of doubt, no Signatory Party shall have the right to publish or allow the publishing of any data which includes Foreground, Background or Confidential Information of another Signatory Party, even if such data is amalgamated with the Signatory Party's Foreground, or other information, document or material without the other Signatory Party's prior written approval. Where publications relate to jointly-developed results, each Signatory Party involved must be asked for its consent to publish and such consent not to be unreasonably withheld, delayed or conditioned.

The Consortium Agreement provisions, as regard to the periods for notification and objection, supersede the periods established under EC Grant Agreement.

In this sense, and prior at least 30 days to any planned publication submission, the partner that intends to develop the dissemination and communication action must give notice (including the foreseen communication material) to all partners (see § 5 - Dissemination and communication procedures and § 6 - Reference contacts) and to the Dissemination and Exploitation Coordination Team (see § 3.5 - Dissemination responsibilities).

Despite the individual obligation to ensure the fulfilment of the dissemination requirements, the Dissemination and Exploitation Coordination Team will check if the rules regarding to the visibility of EU funding are being fulfilled.

3.6.2 On the acknowledgement of EU funding and the project source

3.6.2.1 **Communication activities, infrastructures, equipment and results funded:**

Any communication activity related to the project (including in electronic form, via social media, etc.) and any infrastructure, equipment and major results funded by the grant must:

(a) include MANU-SQUARE Logo

i. full logo:



ii. logo without signature (to be used only if, due to the dimension, the signature is not legible)



(b) whereas the logo cannot be used it shall be included the acronym and full name of the project:

“MANU-SQUARE - MANUfacturing ecoSystem of QUALified Resources Exchange”

in the specific case for scientific publications, the acronym and full name of the project can be included under acknowledgment section in conjunction with the text under (d), e.g.

“This paper includes results of the MANU-SQUARE - MANUfacturing ecoSystem of QUALified Resources Exchange project that has received funding from the European Union’s Horizon 2020 research and innovation programme under grant agreement No 761145”.

(c) display the EU emblem https://europa.eu/european-union/about-eu/symbols/flag_en

(d) include the following text:

For communication activities:

“This project has received funding from the European Union’s Horizon 2020 research and innovation programme under grant agreement No 761145”.

For infrastructure, equipment and major results:

“This [infrastructure][equipment][insert type of result] is part of a project that has received funding from the European Union’s Horizon 2020 research and innovation programme under grant agreement No 761145”.

3.6.2.2 **Application for the protection of results**

Applications for protection of results (including patent applications) filed by or on behalf of a beneficiary must — unless the Commission requests or agrees otherwise or unless it is impossible — include the following:

“The project leading to this application has received funding from the European Union’s Horizon 2020 research and innovation programme under grant agreement No 761145”

3.6.3 On the disclaimer excluding Commission responsibility

Any communication activity related to the project must indicate that it reflects only the author's view and that the Commission is not responsible for any use that may be made of the information it contains. As such the following disclaimer is suggested to be used:

“The herewith information reflects only the author’s view. The European Commission is not responsible for any use that may be made of the information herewith included”

The above disclaimer must be used in conjunction with the text identified for communication activities under § 3.6.2 - On the acknowledgement of EU funding.

3.6.4 On peer-reviewed scientific publications (open access to scientific publications)

Each partner must ensure open access (free of charge online access for any user) to all peer-reviewed scientific publications relating to its results. In particular, it must:

- (a) as soon as possible and at the latest on publication, deposit a machine-readable electronic copy of the published version or final peer-reviewed manuscript accepted for publication in a repository for scientific publications; Moreover, the beneficiary must aim to deposit at the same time the research data needed to validate the results presented in the deposited scientific publications.
- (b) ensure open access to the deposited publication — via the repository — at the latest:
 - (i) on publication, if an electronic version is available for free via the publisher, or
 - (ii) within six months of publication (twelve months for publications in the social sciences and humanities) in any other case.
- (c) ensure open access — via the repository — to the bibliographic metadata that identify the deposited publication.

The bibliographic metadata must be in a standard format and must include all of the following:

- (i) the terms **“European Union (EU)”** and **“Horizon 2020”**;
- (ii) the name of the action, acronym and grant number, notably: **“MANUFACTURING ecoSystem of QUALified Resources Exchange - MANU-SQUARE – Grant Agreement nr. 761145”**;
- (iii) the publication date, and length of embargo period if applicable, and
- (iv) a persistent identifier.

4 COMMUNICATION TOOLS

4.1 Promotion material

4.1.1 Brochure

Effective dissemination	
Goals	To disseminate project goals, results and on-going activities
Objectives	Explanation of the project goals, activities and results
Users	(group 1) Manufacturing companies, Start-ups, Solution and Technology providers and other potential users; (group 2) Industrial Associations, Start-up and Innovation Communities, Clusters and other business networking organizations; (group 3) Scientific, R&D and Innovation Community; (group 4) Public in general and other stakeholders (including policy makers, standards bodies and others)
Content	Project Overview
Source	DoA, deliverables, results leaders
Medium	Web, paper in events
Access	Internet connection, events, exhibitions
Barriers	Potential digital divide

Table 4 Brochure effective dissemination details

The purpose of a brochure is to communicate briefly and effectively the objectives of the project and to provide information about the partnership/consortium. The target for the brochure are people present at European, National and Local conferences, workshops and meetings.

Different versions of project brochures will be created both industry- and technology-oriented and will address:

- the generic overview of the project;
- the project objectives;
- the (expected → achieved) results;
- the project web site;
- the consortium.

The procedure that partners willing to prepare communication material have to follow is described in § 5.2.

4.1.2 Newsletter

Effective dissemination	
Goals	To disseminate project on-going activities in an easy way
Objectives	Project activities and results step by step
Users	General audience, consortium
Content	Project activities (research and dissemination activities)
Source	DoA, deliverables, results leaders
Medium	Web, paper in events
Access	Internet connection, events, fairs
Barriers	Possible digital divide

Table 5 Newsletter effective dissemination details

Distributing a regular newsletter summarizing research actions and findings is the ideal way to update the consortium and interested parties. To support this activity, regular input from WP leaders is required.

Newsletters are distributed periodically every 6 months starting from M12, in the official project language.

Newsletters are distributed by mail as well as made available in digital form on the dissemination portal, so that they can also be easily downloaded and printed for wider dissemination. A specific mailing list will be created collecting the project partners and the subscribers to the project website.

4.1.3 Posters

Effective dissemination	
Goals	To disseminate project results
Objectives	Explanation of the project results
Users	All
Content	Project activities and results
Source	DoA, deliverables and results leaders
Medium	Web, papers in events
Access	Internet connection, events, fairs
Barriers	Possible digital divide

Table 6 Posters effective dissemination details

The generic MANU-SQUARE poster aims to be an eye-catching presentation of the project, which can be used to draw attention to the project when and where seemed appropriate. It needs to be crisp and clear, without oversimplifying the information presented. The poster will be available and distributed by M12.

The procedure that partners willing to prepare communication material have to follow is described in § 5.2.

4.1.4 Technical and scientific publications and communications at conferences

Effective dissemination	
Goals	To disseminate project on-going activities and specific results in different tasks
Objectives	Project activities and results
Users	(group 1) Manufacturing companies, Start-ups, Solution and Technology providers and other potential users; (group 2) Industrial Associations, Start-up and Innovation Communities, Clusters and other business networking organizations; (group 3) Scientific, R&D and Innovation Community; (group 4) Public in general and other stakeholders (including policy makers, standards bodies and others)
Content	Project results
Source	DoA, deliverables, results leaders
Medium	Conferences, journals, technical magazines and other publications
Access	Conferences, publications
Barriers	Access to conferences

Table 7 Publications and communications at conferences effective dissemination details

A selection of conferences, journals, technical magazines, conferences and other publications will be identified throughout the duration of the project, on the basis of the dissemination and communication opportunities identified by the several project partners.

The procedure that partners willing to prepare communication material have to follow is described in § 5.2.

4.1.5 Press releases

Effective dissemination	
Goals	To disseminate project on-going activities and specific results in different tasks
Objectives	Project activities and results
Users	All
Content	Project results
Source	DoA, deliverables, results leaders
Medium	Press releases
Access	Websites, publications
Barriers	Need to draw interest from media

Table 8 Press releases effective dissemination details

At least 20 press releases and articles will be prepared and published during the whole project, announcing project objectives, initiatives, events and services and relevant achievements.

The procedure that partners willing to prepare communication material have to follow is described in § 5.2.

4.1.6 Public events and fairs

Effective dissemination	
Goals	To disseminate project on-going activities in an easy way
Objectives	Project activities and results step by step
Users	General audience, companies
Content	Project results
Source	DoA, deliverables, results leaders
Medium	Conferences, press
Access	Events, fairs, general press
Barriers	Access to fairs

Table 9 Public events and fairs effective dissemination details

The consortium will disseminate the project during the entire duration presenting the contents, activities and results to the general audience using the local press and promoting the solutions developed under MANU-SQUARE project.

Events organised at European level by the European Commission and other European institutions in Brussels will also be monitored; moreover, at the end of the project, a final event will be organized presenting the results. Further information will be given in the following releases of the dissemination deliverables.

The procedure that partners willing to participate in an event involving the MANU-SQUARE project dissemination are asked to follow is reported in § 5.1.

4.1.7 Project portal

Effective dissemination	
Goals	To disseminate project goals, information and on-going activities
Objectives	Explanation of the project goals, activities and results
Users	General audience, Consortium
Content	Documents and project and partners description
Source	DoA, different deliverables
Medium	World Wide Web
Access	Internet connection
Barriers	Digital divide

Table 10 Project portal effective dissemination details

The project portal will be online starting the 2nd semester of the project. The main goal of the portal is to disseminate information on the project objectives and on the status of the developing activities both inside the consortium and outside the consortium; it aims at creating a body of knowledge that is able to be found via digital media, with interactive components.

The portal is made of several sections containing the project description of the project and its main objectives, the project concept and the rationale behind it, the list of the consortium partners, a blog-section with the updates on the on-going activities, an area with linked initiatives and available communication material.

4.1.8 Social networks profiles

Effective dissemination	
Goals	To communicate project activities status and to involve the public
Objectives	Explanation of the project on-going activities and obtained (even preliminarily) results
Users	General Audience, Consortium
Content	Web posts
Source	DoA, different deliverables
Medium	World Wide Web
Access	Internet connection
Barriers	Digital divide

Table 11 Social networks effective dissemination details

Two profiles on social networks such as Facebook and LinkedIn will be created and properly integrated with the project portal. These communication channels represent an important way to be in touch with the relevant target community.

D7.1. – Dissemination Guidelines

The project team will use these channels collectively by promoting the project and creating awareness (i.e. recommending them to members of their social networks). Feedback over these channels will be observed and acted upon in a timely manner. In case of positive feedback, the possibility to open other communication channels will be considered (further profiles can be created, e.g. Google+ or Twitter).

5 DISSEMINATION AND COMMUNICATION PROCEDURES

5.1 Procedure for the participation in events

When participating to an event, please follow the following steps:

1- Prior to the event:

Announce to the dissemination to the Dissemination and Exploitation Coordination Team. Please indicate:

- Title of the event,
- Location of the event,
- Expected number of participants,
- A short description of your contribution,

Whether there is any reason NOT to announce this event and participation beyond the consortium (by default the participation to the event will be announced publicly through the project portal).

2- After the event:

- If not announced prior to the event, provide the information requested at 1),
- Send a short description of the experience collected during the event. Send this to the Dissemination and Exploitation Coordination Team.

5.2 Procedure for publications and paper presentations or communications at conferences

In order to correctly manage the presentation of papers in conferences and journals, a constantly updated monitoring of the submission initiatives will be kept.

5.2.1 Approval process

All dissemination activities shall be planned according to the following:

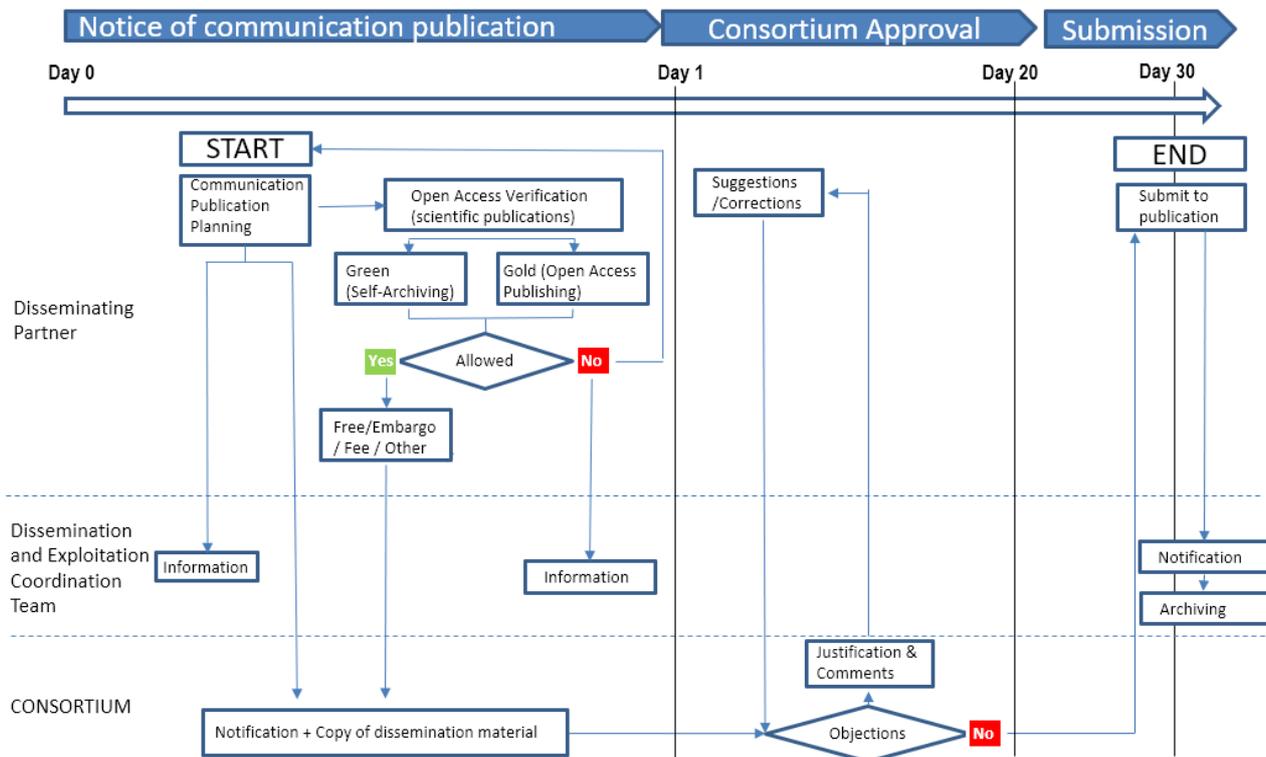


Figure 3 Approval process for participation in dissemination events

For all planned dissemination material, where the content is already public and/or agreed previously, it will be shared with the Dissemination and Exploitation Coordination Team at least 15 calendar days prior to the dissemination.

5.2.2 Information on project, EU funding and disclaimer

Any communication activity related to the project (including in electronic form, via social media, etc.) and any infrastructure, equipment and major results funded by the grant must:

(a) include MANU-SQUARE Logo

i. full logo:



ii. logo without signature (to be used only if due to the dimension the signature is not legible)



(b) whereas the logo cannot be used it shall be included the acronym and full name of the project:

“MANU-SQUARE - MANUfacturing ecoSystem of QUALified Resources Exchange”

(c) display the EU emblem (https://europa.eu/european-union/about-eu/symbols/flag_en) and

(d) include the text on EU funding:

“This project has received funding from the European Union’s Horizon 2020 research and innovation programme under grant agreement No 761145”.

(e) include the text on the disclaimer:

“The herewith information reflects only the author’s view. The European Commission is not responsible for any use that may be made of the information herewith included”

5.2.3 On IPR protection

Each beneficiary must examine the possibility of protecting its results, prior to any dissemination action, and must adequately protect them — for an appropriate period and with appropriate territorial coverage — if: (a) the results can reasonably be expected to be commercially or industrially exploited and (b) protecting them is possible, reasonable and justified (given the circumstances).

If a beneficiary intends not to protect its results, to stop protecting them or not seek an extension of protection, the EU may — under certain conditions (see Article 26.4 of the EC-GA) — assume ownership to ensure their (continued) protection. In fact, the EU may — with the consent of the beneficiary concerned — assume ownership of results to protect them, if a beneficiary intends — up to four years after the period set out in Article 3 — to disseminate its results without protecting them, except in any of the following cases: (a) the lack of protection is because protecting the results

D7.1. – Dissemination Guidelines

is not possible, reasonable or justified (given the circumstances); (b) the lack of protection is because there is a lack of potential for commercial or industrial exploitation, or (c) the beneficiary intends to transfer the results to another beneficiary or third party established in an EU Member State or associated country, which will protect them.

Before the results are disseminated and unless any of the cases above under Points (a), (b) or (c) applies, the beneficiary must formally notify the Commission and at the same time inform it of any reasons for refusing consent.

6 REFERENCE CONTACTS

6.1 Dissemination and Exploitation Coordination Team

Contacts of the DEC Team		
Project Coordinator	Name	Andrea Bettoni
	Affiliation	SCUOLA UNIVERSITARIA PROFESSIONALE DELLA SVIZZERA ITALIANA [SUPSI]
	Email	andrea.bettoni@supsi.ch
	Phone	+41 (0)58 666 65 66
	Skype (optional)	
Exploitation Leader	Name	Alessio Gugliotta
	Affiliation	INNOVA SRL [INNOVA]
	Email	a.gugliotta@innova-eu.net
	Phone	+39 06 40040358
	Skype	
Dissemination Leader	Name	Pedro Rocha
	Affiliation	PRODUTECH-ASSOCIACAO PARA AS TECNOLOGIAS DE PRODUCAO SUSTENTAVEL [P-TECH]
	Email	pedro.rocha@produtech.org
	Phone	+351 226 166 897
	Skype	pedro.rocha.53

6.2 Partners' contacts

Partner Identification and Basic Information	
Partner Name	SCUOLA UNIVERSITARIA PROFESSIONALE DELLA SVIZZERA ITALIANA [SUPSI]
Partner Number	1
Full Name	Andrea Bettoni, Andrea Barni, Silvia Menato
Email (mandatory)	andrea.bettoni@supsi.ch andrea.barni@supsi.ch silvia.menato@supsi.ch
Phone (optional)	+41 (0) 058 666 65 66
Skype (optional)	Andrea Bettoni (polibaff) Andrea Barni (andrea.barni3) Silvia Menato (silviamenni)

Partner Identification and Basic Information	
Partner Name	HOLONIX SRL-SPIN OFF DEL POLITECNICO DI MILANO [HX]
Partner Number	2
Full Name	Serena Albertario Eva Coscia
Email (mandatory)	eva.coscia@holonix.it serena.albertario@holonix.it
Phone (optional)	+39 0362 158 2033
Skype (optional)	salbertario evalco

D7.1. – Dissemination Guidelines

Partner Identification and Basic Information	
Partner Name	STIFTELSEN SINTEF [SINTEF]
Partner Number	3
Full Name	Emrah Arica
Email (mandatory)	Emrah.Arica@sintef.no Manuel.Oliveira@sintef.no
Phone (optional)	+47 900 64 618
Skype (optional)	emrah.arica manuelfradinho

Partner Identification and Basic Information	
Partner Name	INNOVA SRL [INNOVA]
Partner Number	4
Full Name	Alessio Gugliotta
Email (mandatory)	a.gugliotta@innova-eu.net
Phone (optional)	+39 328 1004847
Skype (optional)	gialessio

Partner Identification and Basic Information	
Partner Name	IBM ISRAEL - SCIENCE AND TECHNOLOGY LTD [IBM]
Partner Number	5
Full Name	Benjamin Mandler
Email (mandatory)	MANDLER@il.ibm.com
Phone (optional)	(cell) +972-52-2376-014
Skype (optional)	benny.mandler

Partner Identification and Basic Information	
Partner Name	INESC TEC - INSTITUTO DE ENGENHARIA DE SISTEMAS E COMPUTADORES, TECNOLOGIA E CIENCIA [INESC]
Partner Number	6
Full Name	Antonio Lucas Soares
Email (mandatory)	asoares@inesctec.pt
Phone (optional)	+35 1222094398
Skype (optional)	americoazevedo65

Partner Identification and Basic Information	
Partner Name	PRODUTECH-ASSOCIACAO PARA AS TECNOLOGIAS DE PRODUCAO SUSTENTAVEL [P-TECH]
Partner Number	7
Full Name	Pedro Rocha
Email (mandatory)	pedro.rocha@produtech.org
Phone (optional)	+351 226 166 897
Skype (optional)	pedro.rocha.53

D7.1. – Dissemination Guidelines

Partner Identification and Basic Information	
Partner Name	JPM - AUTOMACAO E EQUIPAMENTOS INDUSTRIAIS, SA [JPM]
Partner Number	8
Full Name	Guilherme Cardoso Vasco Alves
Email (mandatory)	Guilherme.Cardoso@jpm.pt Vasco.Alves@jpm.pt
Phone (optional)	+351 911 937 966
Skype (optional)	vasco.alves4

Partner Identification and Basic Information	
Partner Name	AZIENDA SPECIALE INNOVHUB - STAZIONI SPERIMENTALI PER L'INDUSTRIA [I-HUB]
Partner Number	9
Full Name	Silvio Faragò Ilaria Donelli
Email (mandatory)	silvio.farago@mi.camcom.it ilaria.donelli@mi.camcom.it
Phone (optional)	+39 02 85153656
Skype (optional)	silvio.farago ilaria.donelli

Partner Identification and Basic Information	
Partner Name	SIA ICOTTON [ICOT]
Partner Number	10
Full Name	Sergejs Binkovskis Dmitrijs Kostojanskis
Email (mandatory)	sergejs.binkovskis@icotton.eu dmitrijs.kostojanskis@icotton.eu
Phone (optional)	+371 634 88522
Skype (optional)	sergejs.binkovskis1

Partner Identification and Basic Information	
Partner Name	AKTIENGESELLSCHAFT TRUDEL [TRUDEL]
Partner Number	11
Full Name	Paolo Deponti
Email (mandatory)	paolo.deponti@trudelsilk.com
Phone (optional)	+41 91 233 02 20 +39 031 59 35 04
Skype (optional)	

D7.1. – Dissemination Guidelines

Partner Identification and Basic Information	
Partner Name	CSEM CENTRE SUISSE D'ELECTRONIQUE ET DE MICROTECHNIQUE SA - RECHERCHE ET DEVELOPPEMENT [CSEM]
Partner Number	12
Full Name	Samantha Paoletti Felix Kurth
Email (mandatory)	samantha.paoletti@csem.ch felix.kurth@csem.ch
Phone (optional)	
Skype (optional)	samantha.paolettigr