

Horizon 2020 – The EU Framework Programme for Research and Innovation  
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MANUSQUARE

MANUFACTURING ecoSYSTEM of QUALIFIED RESOURCES  
EXCHANGE

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D7.4.

Dissemination Mid Term Report

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Partners	PRODUTECH
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## DOCUMENT HISTORY

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## LIST OF ABBREVIATIONS

Acronym	Description
EC-GA	Grant Agreement pertaining to MANU-SQUARE project, number 761145, signed between the European Commission and the Consortium partners
DECT	Dissemination and Exploitation Coordination Team
DoA	Description of Action
MVP	Minimum Viable Products
WP	Work Package
USP	Unique Selling Points

## 1 INTRODUCTION

### 1.1 Scope and objectives of this deliverable

This deliverable is the third of four deliverables regarding the dissemination strategy of the project. It follows a first deliverable that established the dissemination guidelines and a second one providing for the community engagement plan, and it embodies a summary of dissemination actions implemented during the period comprised between the start of the project, on January 1<sup>st</sup>, 2018, and its mid-term, June 30<sup>th</sup>, 2019. This deliverable therefore reports the implementation of the dissemination strategy and stakeholder engagement plan, laid out in the previous deliverables.

This deliverable has as main goals:

- 1) To document what was done in the first 18 months of the project;
- 2) To assess the implementations and document lessons learned;
- 3) To concretize the future initiatives that are already planned, in the short term.

### 1.2 Dissemination in MANU-SQUARE project

MANU-SQUARE project aims at the development and deployment of a platform of services, that targets two main high-level objectives: to support the sharing of unused capacity and to foster the re-use of by-products and cross-sectoral innovation. It promotes the mutual interaction of industries, among different sectors, for beneficial reuse of flows, that could result in a more resource-efficient production a network level. Ultimately, it pursues a paradigm shift that disrupts the traditional static supply chain, by deploying tools that will enable the establishment of dynamic value networks that can be arranged on-demand.

This poses additional challenges in terms of the dissemination, going beyond the communication of project objectives, results and awareness raising (classic project dissemination). It shall also ensure the engagement of heterogeneous stakeholders, in order to build the foreseen ecosystem and enable the population of the platform with a critical mass, that will be essential for the success of platform in the market.

In this sense, the project requires that the consortium address simultaneously:

- (1) the promotion of the visibility of the project, and its results, on the relevant communities, target groups and stakeholders, as well as on the public in general (the classic project dissemination of knowledge);
- (2) the creation of base conditions towards the uptake of the platform, by engaging the stakeholders throughout the project life time, in accordance with the different project phases.

Despite being two different requirements, actions focusing on their addressing are often intertwined and complementary. Conventional dissemination actions will provide for awareness and diffusion of knowledge, but will also contribute to the establishment of a basis for stakeholders' engagement and community building.

The gathering of a set of early adopters is fundamental to further test and validate the platform components, that, on its turn, will feedback into development. At the same time, it will provide demonstration use cases that will feed dissemination and engagement actions. It is well understood by the consortium that the establishment of a critical mass will be key to foster the necessary network effects and support the start-up phase, towards the success of the platform in the market. This justifies the necessity of going beyond the classic project dissemination and towards the effective engagement of stakeholders.

As planned, dissemination started from the beginning of the project, by the deployment of the necessary tools and by the development of awareness, knowledge sharing, communication and community building actions.

From the community building activities developed so far, it is clear that an effective engagement of the stakeholders implies the need to demonstrate the specific platform services and functionalities in real operation and to provide access to a robust minimum viable product, to recruit early adopters. Especially when considering industrial stakeholders, an untimely introduction of a not robust platform can be counterproductive, by having crowding out effects.

This justified a lean approach towards engagement, by conducting pilot initiatives, by collecting the feedbacks from stakeholders and by implementing the most promising actions in terms of the foreseen impacts. In last analysis, dissemination and engagement must be compatible with the development phase of the project, and particularly shall leveraged by the availability of minimum viable products, pilots and demonstrations.

### 1.3 Main highlights from implementation

It is highlighted during the first 18 months of the project:

- a) 11 communication actions deployed at events (industrial seminars, workshops and scientific conferences) and the co-organization of 4 events (2 workshops and 2 conferences) reaching a total of over 1170 stakeholders (establishing a pool for the recruitment of early adopters);
- b) 2 published papers (conference proceedings) and the development of 4 more (one already in press and the other accepted for communication);
- c) Liaison with representatives of 18 EU projects (notably E-factory, VF-OS, ZDPM, DIGICOR, COMPOSITION, DAEDALUS, NIMBLE, QU4LITY, BOOST4.0, Z-BRE4K, IQONIC, CLOUDIFACTURING, AMable, MIDIH, MUSKETEER, DIH<sup>2</sup>, AI4EU, MARKET 4.0.) to foresee synergies in implementations, being highlighted:
  - a. the workings towards the launch of a joint newsletter named ENGINE (European digital Innovation Network), expected to be launched on the second semester of 2019;
  - b. and the agreement reached towards the inclusion of the MANU-SQUARE platform in the pool of digital platforms that will be accessible through the searching functionalities implemented under eFactory.
- d) Contacts established with 17 multipliers (industrial associations, commerce chambers, innovation hubs) aiming to leverage actions, by exploiting their links with respective ecosystems, and being especially relevant for the development of community building activities;
- e) The establishment of 5 social media channels (LinkedIn, LinkedIn Community, Twitter, YouTube and Research Gate), and which account to 180 members across the several social networks;
- f) The launch of a MANU-SQUARE newsletter (counting with 60 direct subscribers), 561 visitors to MANU-SQUARE website and 230 distributed project brochures;
- g) The development of 3 dissemination videos on MANU-SQUARE, plus 1 in editing, that will feed dissemination actions;
- h) And the involvement of small group high school students in the creation of a video about MANU-SQUARE, extending the dissemination to the younger audiences of the general public.

In addition to the above, it is also highlighted the work developed by the project partners in the development and set-up of:

- (a) dissemination materials and contents to feed the updates to website, media channels, videos, other publications (e.g. EEN newsletter) as well as the industrial workshops;
- (b) the methodology (and templates) for the consortium reporting and planning of dissemination actions, and a consortium internal workshop providing for a base support for their implementation;
- (c) the methodology and approach used in the first batch of industry-oriented workshops, and notably firstly applied in the Porto Workshop of May 2019;
- (d) the planning of additional dissemination and community building actions, notably workshops (targeting the creation of a pool for the recruitment of early adopters), leveraging the links established with multipliers.

## 2 IMPLEMENTED DISSEMINATION

### 2.1 Project logo and Visual identity

#### Objectives

To ensure a consistent image that supports both the project development and the foreseen platform.

The objective of promoting an adequate communication of the project implied that a (re)new(ed) image was developed, updating the draft logo and image that was developed for the project application. The strategy, objectives and vision inherent to the project implied the need to create a strong image associated to the project, in consistency with the communication strategy previously defined.

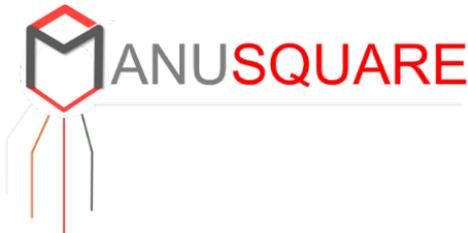


Figure 1 Original MANU-SQUARE logo (before signing the GA)



Figure 2 New MANU-SQUARE logo

The new image act as the identity of the initiative, its developments and impacts. As such the focus was on developing an integrated image that supported the definition of a global brand, differentiated and that could promote recognition by the target audience. The definition of an identity includes a set of actions (included in the definition of the communication and dissemination strategy) aiming to consolidate a strong and recognisable brand. This identity and brand shall be the face of the project and consistent with the following principles:

- Authenticity: Having associated clear values;
- Relevancy: Promote its adoption and a positive impression in the minds of the stakeholders;
- Differentiation: It shall be distinguished from other brands from similar products and competitors;
- Presence: be used in a way that it is present in all communications, in the right place and the right time and in the right situations;
- Convey and Connect: it shall serve as a medium to transmit the values and message in an immediate way;
- Consistent: in line with the strategic objectives and stakeholders expectations.

The new logo and visual image are sustained in a multi-colour variety that provides for a gradation of colours (with accents from red to yellow) and grey, conveying:

- Red: Excitement, Action, Energy and Passion.
- Brown: Security and Dependable.
- Orange: Creativity, Innovation and Communication.
- Yellow: Optimism, Clarity and Positivity.
- Grey: Perseverance, Strength and Stability.

The new image supports all communication and dissemination materials and actions.

### 2.2 Internal communication materials

#### Objectives

To support the internal communication and promote project identity within and beyond the consortium organizations.

In line with the renewed project image, all internal templates and documents were updated. This was considered fundamental to ensure the brand adoption by consortium members and to provide for the necessary consistency.

## D7.4. – Dissemination Mid Term Report

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**MANUSQUARE**  
 MANUFACTURING ecoSYSTEM of QUALIFIED RESOURCES EXCHANGE

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Meeting title

Dissemination Level	Confidential
Location	
Date	
Partners	
Authors	
Document version	

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MANU-SQUARE 1 761145

PARTICIPANTS		
No.	Organization	Participants
1	SUFSI	
2	HK	
3	SINTEF	
4	INNOVA	
5	SMI	
6	INESC	
7	P-TECH	
8	JPM	
9	HUB	
10	ICOT	
11	TRUDEL	
12	CSEM	

AGENDA		
Day 1 –		
Time	Subject	Speaker

Day 2 –		
Time	Subject	Speaker

MANU-SQUARE 2 761145

Figure 3 Meeting Agenda Template

Horizon 2020 – The EU Framework Programme for Research and Innovation  
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**MANUSQUARE**  
 MANUFACTURING ecoSYSTEM of QUALIFIED RESOURCES EXCHANGE

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TX.Y Development Roadmap

Dissemination Level	Confidential
Location	
Date	
Partners	
Authors	
Document version	

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MANU-SQUARE 1 761145

ROADMAP			
Date	Involved Partners	Task description	Status
M1			
M2			
...			

PLANNED MEETINGS			
Date	Involved Partners	Meeting description	Status

MANU-SQUARE 2 761145

Figure 4 Task Development Roadmap Template



Figure 5 Presentation Template

In addition to the above, other templates were deployed, as well as reporting and planning tools, in order to ensure an adequate information and structuring of the dissemination actions.

## 2.3 Promotion materials

### 2.3.1 Brochure

<b>Objectives</b>	To disseminate project goals, results and on-going activities; to support other communication/dissemination initiatives, e.g. presence in fairs, meetings, ...
-------------------	--

Within the scope of the project three versions of brochures were developed. An initial one, which served for the first communication actions, a redesigned version (based on the re-design project identity) in two different formats, notably A4 and A5, and an additional one including the IDEA Manager, one of the MANUSQUARE platform components. These brochures have been delivered during the events where project was presented.

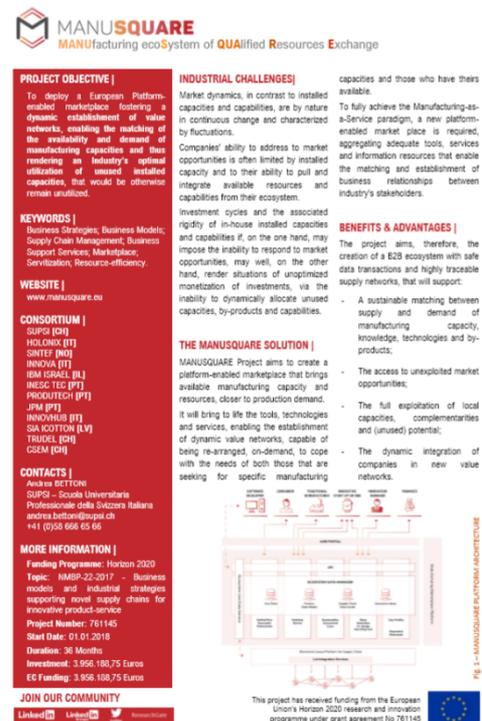


Figure 6 Redesigned Brochure (Front) (A4 Format)

The above mentioned brochures are available to download at the MANUSQUARE website (<https://www.manusquare.eu/documents/>)

### 2.3.2 Project presentation – 10 minutes

<b>Objectives</b>	Serve as a basis for partners' communication actions and activities towards pertinent stakeholders. Explanation of the project goals, activities and results
-------------------	--

Since communication actions are a responsibility of all partners, in order to further support them and ensure consistency in all dissemination initiatives, a standard presentation has been developed, including: (1) a general overview of the project and (2) additional slides to be adapted in accordance to the specific target audience. The presentation is intended to last about 10 minutes and aims to create a basis for communication actions. It was developed to be further customized and adapted to specific communication objectives and target audience.

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Figure 7 Excerpt of slides from Base Presentation

### 2.3.3 Roll-up

#### Objectives

Support partners' communication activities towards pertinent stakeholders. General dissemination and link to website (entry point for further links to MANU-SQUARE)

Designed to support public communication actions, such as organization of workshops, video testimonies, participation in fairs, among others, a roll-up was developed.



Figure 8 Roll-up

### 2.3.4 Business card

<b>Objectives</b>	To support communication during workshops and other presentations
-------------------	---

A project business card has been created to support the communication during workshops and presentations. The card contains the project logo, the website and its QR code and, if needed, instruction for accessing questionnaires (e.g. sli.do survey).

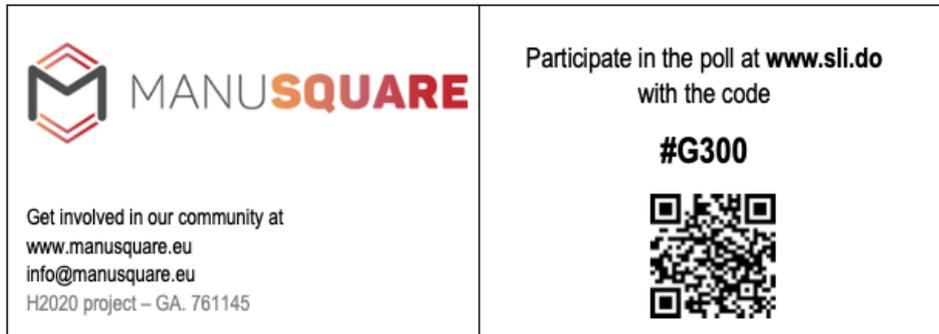


Figure 9 F/B of the business card used during the first project workshop

### 2.3.5 Support to the development of workshops

<b>Objectives</b>	To support the development of workshops, by the establishment of methodologies and tools (e.g. inquiry forms,...)
-------------------	---

Workshops are viewed as one of the main tools to promote the engagement of stakeholders and to recruit early adopters to the platform. Having in mind their importance, the consortium has put an emphasis on deploying adequate methodologies and tools to be used in their development. The consortium is following a lean approach in its development, conducting pilot realizations / “experiments”, evaluating the feedbacks and by adapting the implementations to the specific target audience.

The Porto’s Workshop (addressing the Industrial Equipment/Machine Tool and Metal Working sector) provided a basis for the testing of the methodological approach and the developed tools. Programme, Methodology, Handouts and Feedback forms are provided herewith in the annexes.

As mentioned, the methodology is to be adapted to the specificity of the to-be developed workshop, notably to its audience (specific industrial sector, composition, etc.) and objectives. This lean approach enables the testing and the collection of feedbacks and its evaluation, in order to ensure targeted initiatives with higher impacts (notably, engagement of stakeholders and early adopters).

## 2.4 Dissemination tools and actions

### 2.4.1 Newsletters

<b>Objectives</b>	To disseminate project, throughout its development.
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Distributing a regular newsletter summarizing research actions and findings is the ideal way to update the consortium and interested parties.

Newsletters are distributed by mail as well as made available in digital form, so that they can also be easily downloaded and printed for wider dissemination.

Within the scope of this theme the defined strategy implied a three-way approach:

- a) The constitution of the MANU-SQUARE Newsletter;
- b) The inclusion of MANU-SQUARE related topics in newsletters managed by consortium organizations; and
- c) (in progress, as the exploration of new opportunities) the constitution of a joint newsletter of European projects on digital innovation (for manufacturing).

**2.4.1.1 MANU-SQUARE Newsletter**

The MANU-SQUARE newsletter was officially launched in April 2019. In order to reach a growing number of involved stakeholders and in order to comply to the General Data Protection Regulation, its distribution follows a two layered approach, i.e. direct distribution and distribution via partners, being the latter complemented via the inclusion of MANU-SQUARE topics in the partners' own newsletters. Landing pages for newsletter subscription were created, including the integration of newsletter subscription in the MANU-SQUARE website.



Figure 10 MANU-SQUARE Newsletter (1st page - mail)

Link: <https://us13.campaign-archive.com/?u=8c932747596e51a17949c4d2d&id=2f1fab0ac5>

**2.4.1.2 Inclusion of MANU-SQUARE related topics in newsletters managed/participated by consortium partners**

A key element in the dissemination and engagement strategy is the promotion of multiplying effects, such as leveraging the project dissemination via other communication tools managed by consortium partners.

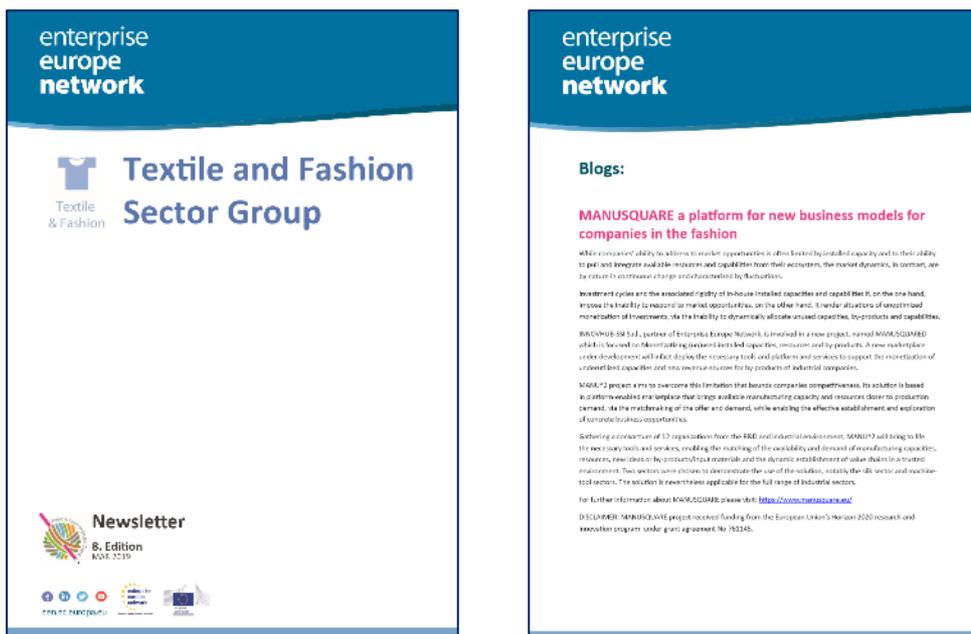


Figure 11 EEN Newsletter (inclusion of MANU-SQUARE article)

**2.4.1.3 Constitution of a joint newsletter of European projects on digital innovation**

In line with the objective of establishing liaisons with other projects, contacts have been established with other EU projects (such as NIMBLE, eFactory, DIH<sup>2</sup>, Daedalus among others), towards the constitution of a joint newsletter, gathering European projects on digital innovation. The first issue is planned to be released in September 2019 via the projects' communication channels and social networks.



Figure 12 Draft of the ENGINE Newsletter

**2.4.2 Technical and scientific publications and communications at conferences**

**Objectives** To disseminate project ongoing and specific results in different tasks. Project activities and results.

In line with the project defined strategy a focus is placed on technical and scientific publications as well as communications at conferences.

**2.4.2.1 Peer-reviewed scientific publications**

At the level of peer-reviewed scientific publications the following are identified:

Table 1 List of scientific publications (last update on 30/06/2019)

DOI	Type of publication	Title	Summary/Description	Authors	Publisher	Open Access
10.1109/ICE.2018.8436294	Conference proceedings	Multi-sided digital manufacturing platform supporting exchange of unused company potential	Conceptual paper presenting an application and extension of the Digital Platform Model to manufacturing services across Europe	Bettoni, A., Barni, A., Sorlini, M., Menato, S., Giorgetti, P.	IEEE	Green
10.1109/IS.2018.8710519	Conference proceedings	An Ontology Based Semantic Data Model Supporting A Maas Digital Platform	Presentation and discussion of the MANU-SQUARE architecture and the supported semantic infrastructure	Landolfi, G., Barni, A., Izzo, G., Montini, E., Bettoni, A., Vujasinovic, M., Gugliotta, A.	IEEE	Green
In press	Conference proceedings	A MaaS Platform Architecture Supporting Data Sovereignty In Sustainability Assessment Of Manufacturing Systems	Discussion of how the M <sup>2</sup> platform could support the integration of IDSA principles and scenarios related to the technical implementation	Landolfi, G., Barni, A., Izzo, G., Fontana, A., Bettoni, A.	Procedia Manufacturing	Gold

In addition to the above 3 more papers were submitted in the period:

- (i) 24th IEEE Conference on Emerging Technologies and Factory Automation, to be held on Sep. 10th-13th, 2019, in Zaragoza, Spain, [already approved];
- (ii) 11th International Conference on Knowledge Engineering and Ontology Development, to be held on Sep. 17th-19th, in Vienna, Austria [approved with comments; in revision];
- (iii) PRO-VE 2019 – 20th Working Conference on Virtual Enterprises, to be held on Sep. 23-25, 2019, in Turin, Italy [already approved];

In delivering all scientific publications, project partners have been made aware of the necessity for open access (gold or green) and how to manage it. To this purpose, a MANU-SQUARE dedicated online ResearchGate group has been created, in order to give to partners the possibility to store a pre-printed version of papers that are in Green Open Access.

Additional submissions to high impact journals are planned by the project partners, e.g. SUPSI is targeting the Journal of Industrial Ecology. Other partners are also evaluating submissions to other journals with high impact, such as the European Journal of Information Systems, Journal of Information Technology, Journal of High Technology Management Research, Enterprise Information Systems, Information Technology and Management or to the Journal of Supply Chain Management.

#### 2.4.2.2 **Communication at events and other participations**

The consortium also communicates the project concept, objectives and results participating in several other public events, as reported in the table in the following page. Communication actions at impactful initiatives organized by 3<sup>rd</sup> parties are considered very relevant, as means to extend project awareness to stakeholders and to foster engagement opportunities.

A further selection of conferences, journals, technical magazines, conferences and other publications are being identified. An example is the publications agreed with **AIMMAP**, the Portuguese Association for the Metallurgical and Metal Working Industry, within the scope of **TecnoMetal technical magazine**, foreseen for the 2<sup>nd</sup> Semester of 2019 as well as for 2020. Published every 2 months this magazine as circulation of 3.000 magazines per edition, and as such it is a highly regarded as a vehicle to promote the project, the foreseen platform and its adoption.

This effort is being complemented on the identification of public events and fairs that can enhance the wider dissemination and in last analysis an adoption of the results and platform.

## D7.4. – Dissemination Mid Term Report

Table 2 List of events participations (last updated on 09/08/2019)

Partner	Type of action	Event/occasion	Date	Place	Organizer	Motivation/main outcomes	Audience <sup>1</sup>
INESC	Participation at a Workshop	Blokchain&Industry Workshop	2018.04.05	Porto, Portugal.	INESC TEC	Presentation of early concept of the reputation mechanism.	15
SUPSI	Communication in a Conference / Workshop	ICE Conference 2018	2018.06.20	Stuttgart, Germany.	HTWG, bwcon	Presentation of a scientific paper.	140
SUPSI, TRUDEL	Organization of a Conference	ECOMONDO 2018	2018.09.12	Rimini, Italy.	SUPSI, CNR, AreaRIDEF	Organization of a conference on industrial symbiosis, jointly with the SYMBIOPTIMA H2020 project. Presentation of the MANU-SQUARE platform and service of exchange resources.	65
PRODUTECH	Communication in a Conference / Workshop	PRODUTECH's General Assembly	2018.09.17	Porto, Portugal.	PRODUTECH	General Assembly with the members of PRODUTECH, included a communication on MANU-SQUARE objectives and scope.	31
PRODUTECH	Communication in a Conference / Workshop	IS 2018   9th International Conference on Intelligent Systems 2018	2018.09.25	Funchal, Portugal.	IEEE TEMS	Communication in Workshop 1.5 - Data Driven Digital Manufacturing, integrated in IS 2018   9th International Conference on Intelligent Systems 2018, which included the identification of MANU-SQUARE project and its objectives.	55
SUPSI	Communication in a Conference / Workshop	2018 International Conference on Intelligent Systems	2018.09.25	Funchal, Portugal.	Uninova	Presentation of a scientific paper.	90
SUPSI	Communication in a Conference / Workshop	2018 International Conference on Intelligent Systems	2018.09.26	Funchal, Portugal.	Uninova	Presentation of the MANU-SQUARE platform in a workshop organised by Connected factories.	40
HOLONIX	Communication in a Conference / Workshop	IoT Connected Design Workshop	2018.10.19	Treviso, Italy.	T2i	Presentation of Idea Manager Tool (component to the MANU-SQUARE platform).	80
PRODUTECH	Communication in a Conference / Workshop	V ClusterFY Interregional Seminar	2018.10.24	Ciudad Real, Spain.	ClusterFY Consortium	Communication in the panel II - Regional Networks and Roles within Cluster Ecosystem, of the V ClusterFY Interregional Seminar, which included the identification of MANU-SQUARE and its objectives.	45
PRODUTECH	Organization of a Conference	FORUM PRODUTECH & Conferência Mobilizadores PRODUTECH	2018.11.21	Leça da Palmeira, Portugal.	PRODUTECH	Discussion of the main trends and R&D results within Manufacturing Technologies, including communication on MANU-SQUARE made by Andrea Bettoni from SUPSI.	72
SUPSI	Participation to an event other than a Conference or Workshop	INDUSTRIE 2025 forum	2019.01.25	Zurich, Switzerland.	Industrie 2025 community	Pitch presentation of the project concept.	200
INNOVA/SUPSI	Participation at a Workshop	EFFRA Event	2019.05.23	Brussels, Belgium.	EFFRA	Presentation of MANU-SQUARE platform in a workshop organized by Connected Factories.	100
PRODUTECH	Organization of a Workshop	WORKSHOP MANU-SQUARE	2019.05.30	Porto, Portugal.	PRODUTECH	Engagement of stakeholders, collection of contributes for development and identification of potential early adopters.	9
SUPSI	Communication in a Conference /Workshop	FAIM 2019   29th International Conf. on Flexible Automation & Intelligent Manufacturing	2019.06.24-28	Limerick, Ireland.	University of Limerick	Presentation of a scientific paper.	25
INNOVA/ I-HUB / HOLONIX	Organization of a Workshop & Booth	Torino FashionMatch 2019	2019.06.29-07.01	Torino, Italy.	EEN, I-HUB, INNOVA, HOLONIX	Engagement of stakeholders, collection of contributes for development and identification of potential early adopters.	209 (incl. 30 participants in workshop)

<sup>1</sup> Estimated number when organized by 3<sup>rd</sup> parties.

### 2.4.3 Press Releases, Videos and other Media

**Objectives** To disseminate project ongoing and specific results in different tasks

Press releases are being continuously developed within the project. Publication of news is also taking place at the official website and social media profiles. Other media material, such as videos, is being deployed.

Three videos were developed:

- a) A animation video explaining the MANU-SQUARE concept and specifically addressing to the manufacturing use case (<https://www.youtube.com/watch?v=B7aGR7JCmuA>);
- b) An animation video presenting the innovation use case applied to the silk sector (<https://www.youtube.com/watch?v=4PMR6T3SNEQ>);
- c) A video comprising testimonies from project partners presenting the project, its objectives and the results of the workshop held in Porto (<https://www.youtube.com/watch?v=- QkkK7am4>).

All videos are also available at the YouTube MANU-SQUARE channel (see also section 2.4.5 Social networks profiles) and MANU-SQUARE website.

Other opportunities are being explored. One example is the video shot promoted by CSEM in articulation with EURResearch. EURResearch is a non-profit association with offices in all the Swiss regions and a Network Office in Bern. It is supported by the Swiss federal government to inform, advise and connect researchers based in or coming to Switzerland.

### 2.4.4 Project portal

**Objectives** To disseminate project goals, information and on-going activities

The current version of the MANU-SQUARE Portal was launched in the second semester of 2018 (<https://www.manusquare.eu/>).

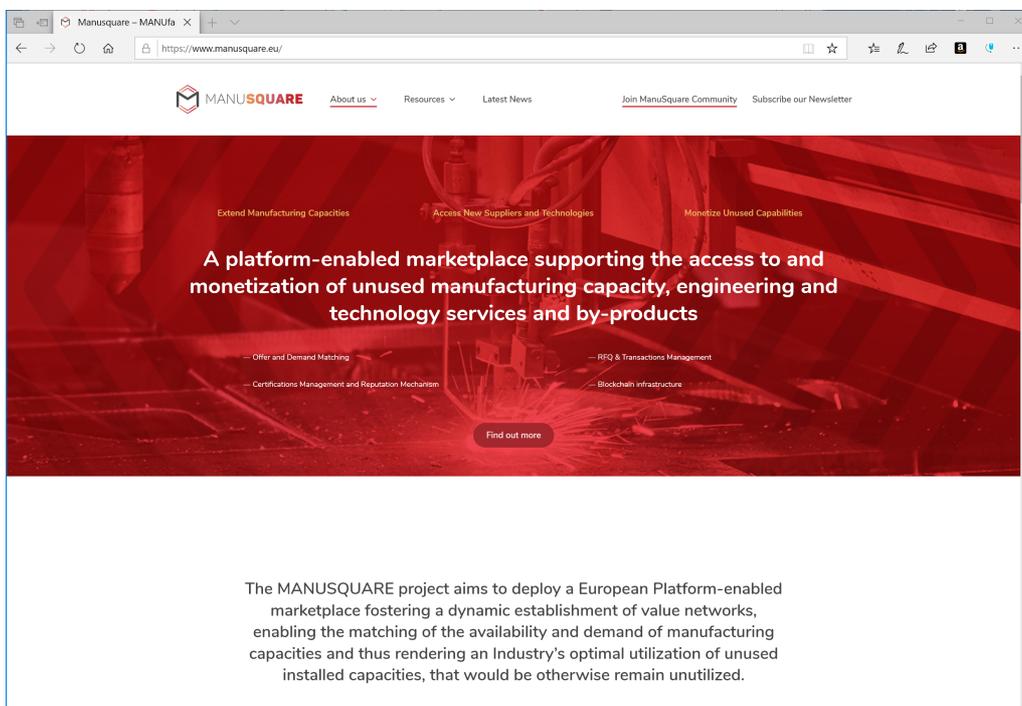


Figure 13 Homepage of MANU-SQUARE website/portal

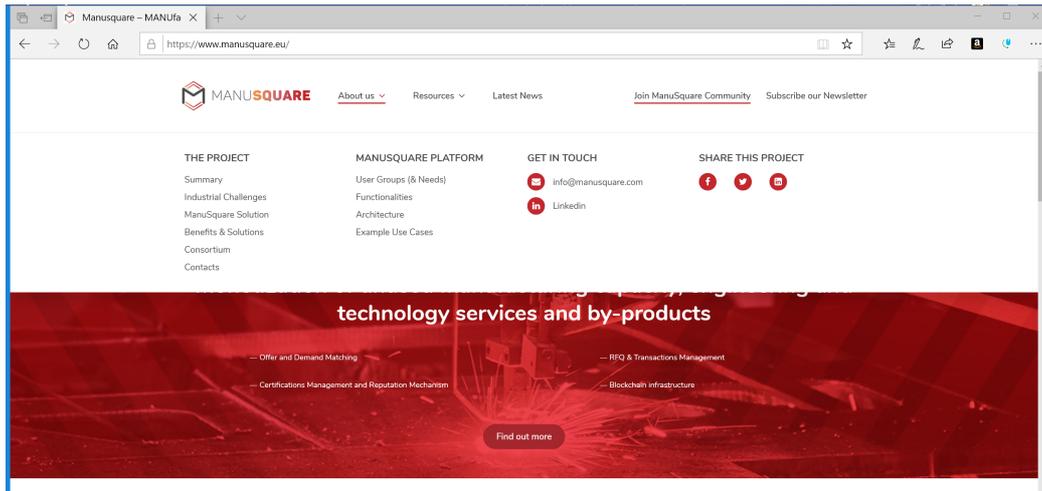


Figure 14 View of the main menu of MANU-SQUARE website/portal

The portal structure comprises several sections, containing, just to cite a few:

- (1) a description of the project and its main objectives, the concept and rationale behind it, platform architecture, functionalities, exemplary use cases, among other elements;
- (2) a list of the consortium partners;
- (3) a news section for reporting the ongoing activities;
- (4) an area with available communication material, documents and videos; (4) links to MANU-SQUARE social media and the possibility to subscribe the newsletter;
- (5) link to the dashboard of MANU-SQUARE platform services.

The portal is a key element in the communication strategy of MANU-SQUARE. It is being subjected to continuous updates. The portal will host in the future the MANU-SQUARE platform.

## 2.4.5 Social networks profiles

<b>Objectives</b>	To communicate project activities status and to involve the public
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Social media profiles were created and are viewed as important communication channels towards the relevant target community. The project team aims to use these channels collectively, with growing intensity, to promote the project and to raise awareness.

### 2.4.5.1 LinkedIn

Within LinkedIn, two main channels were created: (1) the MANU-SQUARE project profile (<https://www.linkedin.com/company/manusquare-project/>) and (2) the MANU-SQUARE community of stakeholders group (<https://www.linkedin.com/groups/12136465/>).

It is expected that in the second half of the project these tools gain a new momentum. As the Minimum Viable Products are made available and as the pilot implementations generate demonstration use cases, the LinkedIn Community of Stakeholders group will assume a key role in community building and stakeholders' engagement.

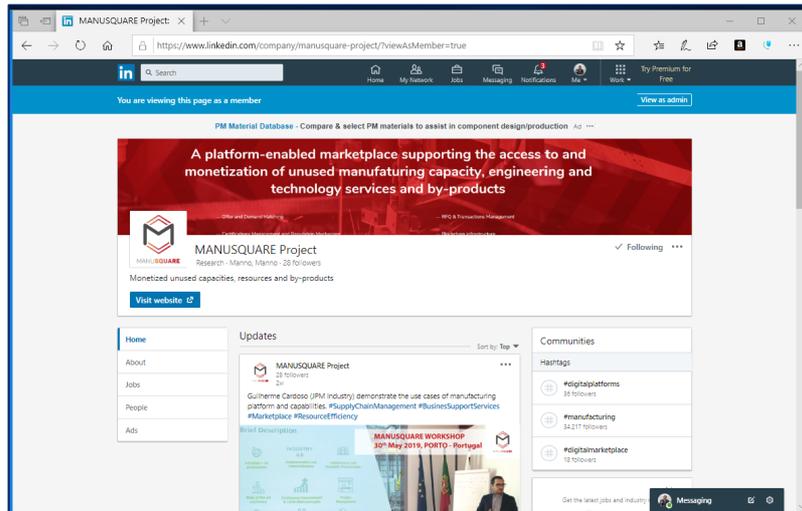


Figure 15 LinkedIn MANU-SQUARE Project profile

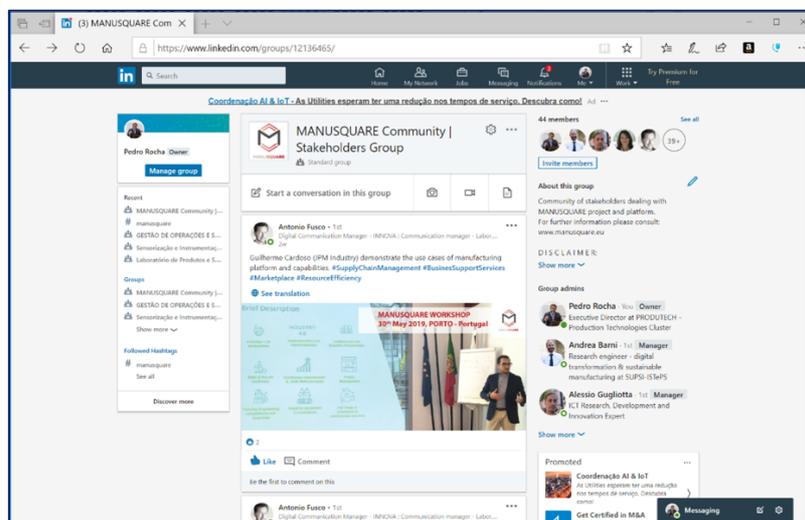


Figure 16 LinkedIn MANU-SQUARE Community | Stakeholders Group

#### 2.4.5.2 Twitter

A twitter account was established and it is being further promoted in line with communication and dissemination actions. It provides an additional connection to MANU-SQUARE stakeholders (<https://twitter.com/eumanusquare>). The project team is currently using this channel by promoting the website content and creating awareness, i.e. recommending them to members of their social networks.

Identified hashtags are #EU\_H2020, #manufacturing #multisidedplatform #symbiosis #innovation #digitalmanufacturing. Moreover, the Twitter profile is reachable through the project website in order to make the profile as visible as possible.

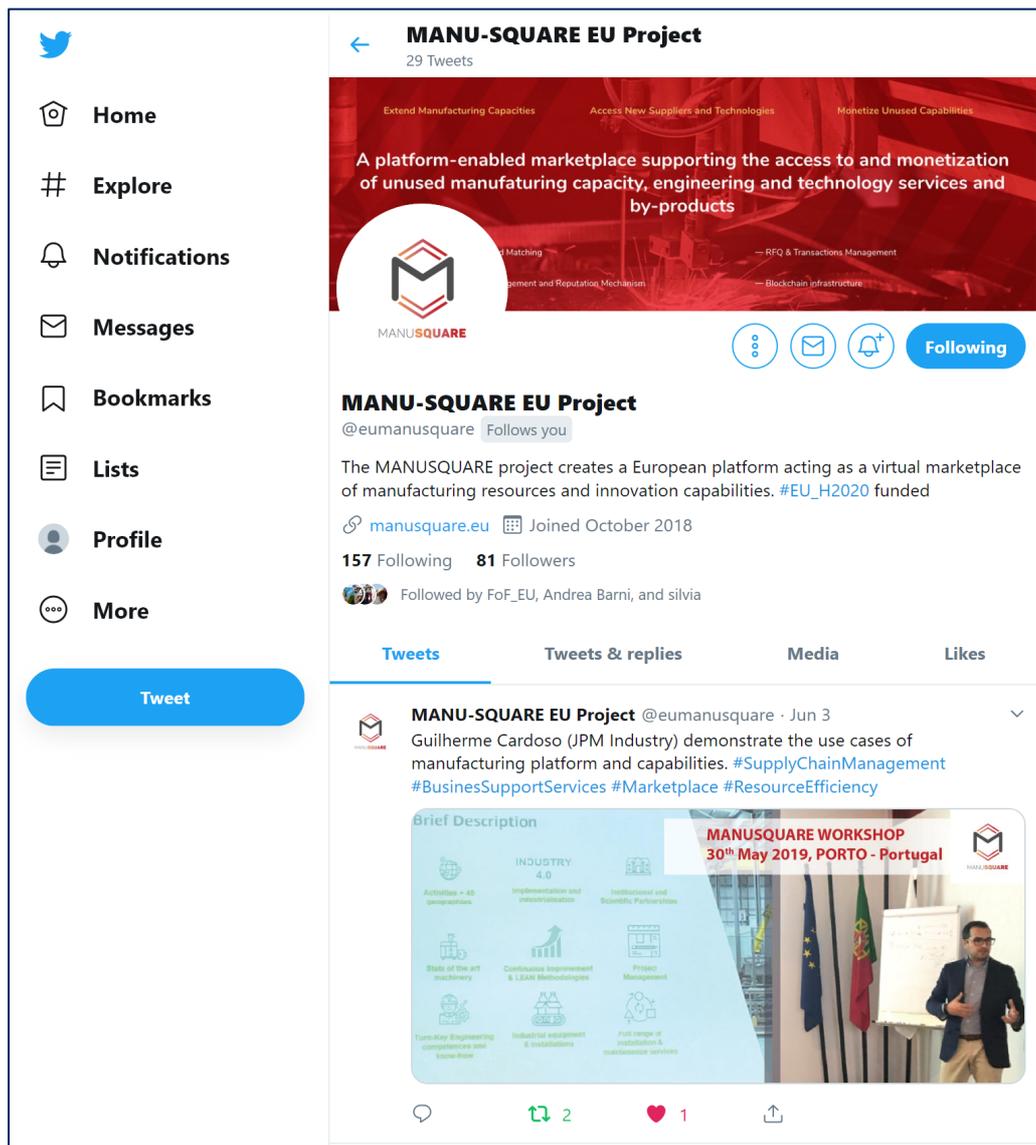


Figure 17 MANU-SQUARE Twitter profile

### 2.4.5.3 ResearchGate

As Research Gate is becoming a relevant platform for the scientific community, a MANU-SQUARE profile was also created in this repository (<https://www.researchgate.net/project/MANU-SQUARE-MANufacturing-ecoSystem-of-QUALified-Resources-Exchange>). The MANU-SQUARE project page in this platform has been created with a twofold purpose:

- Share and give visibility to scientific publications output of the project. This is really important to guarantee the open access to all the project publications;
- Share and discuss with the scientific community main results of the project.

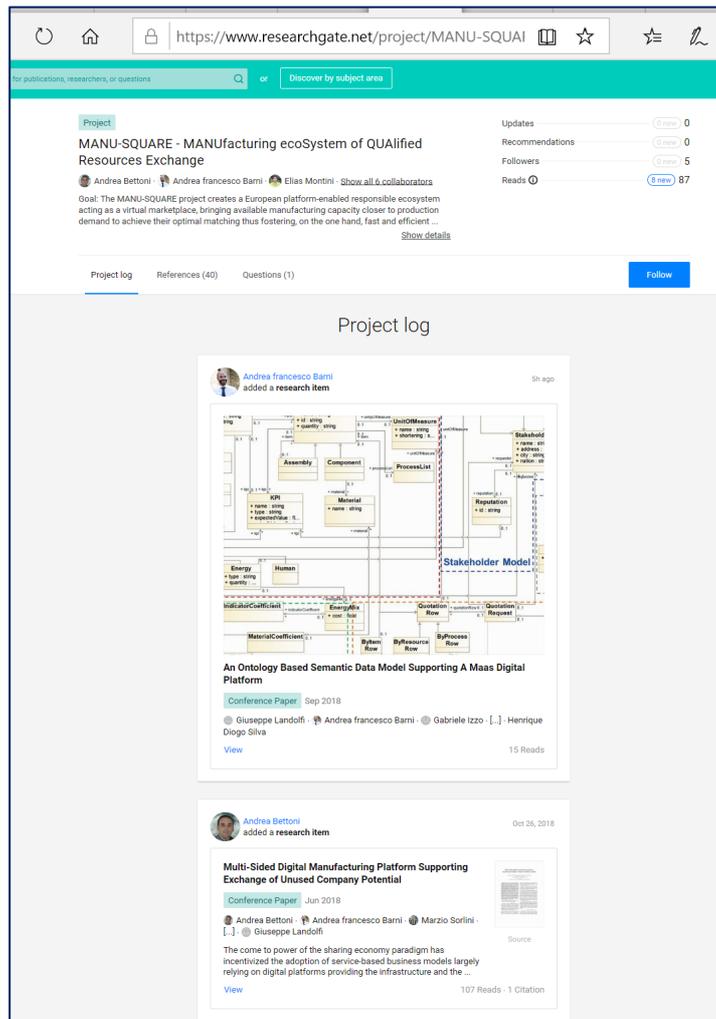


Figure 18 ResearchGate MANU-SQUARE Profile

#### 2.4.5.4 YouTube channel

Having in mind the relevance of videos as key communication tools for the reaching out to stakeholders, a YouTube channel for MANU-SQUARE was created (<https://www.youtube.com/channel/UCFJEJw5RfvBLkK5r2GTTpbA>). It will be the central repository for videos and other multi-media materials that will be developed in the project.

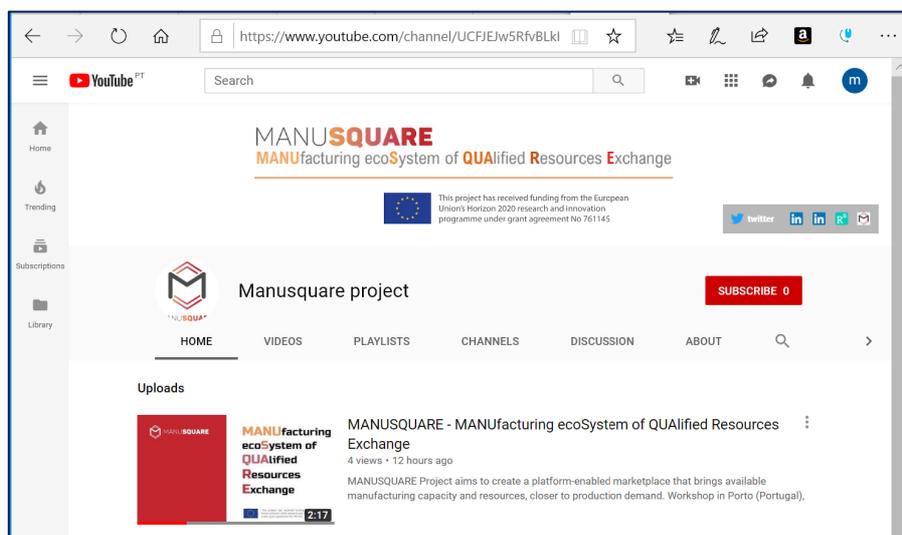


Figure 19 MANU-SQUARE YouTube channel

## 2.5 Organization of events and support to community building

<b>Objectives</b>	To generate engagement and community building
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The following table provides a list of the events organized by the consortium (extract from Table 2 List of events participations (last updated on 09/08/2019).

Table 3 List of events organized by project partners

Partner	Type of action	Event/occasion	Date	Organizer	Motivation/main outcomes	Audience
SUPSI, TRUDEL	Organization of a Conference	ECOMONDO 2018	2018.11.09, Rimini, Italy	SUPSI, CNR, AreaRIDEF	Organization of a conference on industrial symbiosis, jointly with the SYMBIOPTIMA H2020 project. Presentation of the MANU-SQUARE platform and service of exchange resources.	65
PRODUTECH	Organization of a Conference	FORUM PRODUTECH & Conferência Mobilizadores PRODUTECH	2018.11.21, Leça da Palmeira, Portugal	PRODUTECH	Discussion of the main trends and R&D results within Manufacturing Technologies, including communication on MANU-SQUARE, made by Andrea Bettoni from SUPSI.	72
PRODUTECH	Organization of a Workshop	WORKSHOP MANU-SQUARE	2019.05.30, Porto, Portugal	PRODUTECH	Engagement of stakeholders, collection of contributes for development and identification of potential early adopters.	9 (intermediaries and potential early adopters)
INNOVA/I-HUB/HOLONIX	Organization of a Workshop and booth	Torino FashionMatch 2019	2019.06.29-07.01	EEN, I-HUB, INNOVA, HOLONIX	Engagement of stakeholders, collection of contributes for development and identification of potential early adopters.	209 (incl. 4 intermediaries and 23 potential early adopters in workshop)

As identified in *D7.2 Stakeholder Engagement Plan*, these type of dissemination actions are considered of key importance for supporting the creation of the community of stakeholder of the MANU-SQUARE platform. Emphasis is placed on the organization of specific workshops with invited organizations (e.g. from the partners' networks) and creating dedicated sessions/workshops together with initiatives (conferences, fairs, etc.).

The key distinctive element, and contribute for community building activities, is their ability to retrieve concrete feedbacks from the engaged audience, e.g. relevance of the initiative, interest to enter the community, and also suggestions/recommendations for the platform development.

Detailed information on the organized sessions is provided below:

### **ECOMONDO 2018 | 09.11.2018 | Rimini, Italy**

ECOMONDO is a leading annual event in Europe focusing on circular economy, technology and industrial innovation. It brings together all sectors of the circular economy on a single platform: from the recovery of materials and energy to sustainable development. In this context, a conference side event has been organized on industrial symbiosis, jointly with another H2020 project, SYMBIOPTIMA. The event was structured in the form of presentations and a round table in the end. TRUDEL and SUPSI presented the MANU-SQUARE platform, its service for resources exchanges, and the silk use case validating such a service. The program of the conference can be read from <https://en.ecomondo.com/events/program/seminars-and-conferences/e10070754/esperienze-di-simbiosi-industriale.html>. News on the event have been published at <http://www.arearidef.it/trasformare-rifiuti-risorse-si-puo/>.

**FORUM PRODUTECH 2018 | 21.11.2018 | Leça da Palmeira, Portugal**

FORUM PRODUTECH is a high-level conference organized by PRODUTECH aiming to discuss the main trends and initiatives regarding R&D and Innovation on the manufacturing sector. The 2018 initiative was developed in parallel to EMAF 2018, the major industrial manufacturing fair in Portugal and included panels from relevant projects and initiatives. In this view, it included an interactive session on MANU-SQUARE where we adopted the Sli.do tool (<https://www.sli.do/>) to collect live comments and poll the audience during the ongoing presentation. The collected feedback mainly included a prioritization of the platform services, as shown in Figure 20.

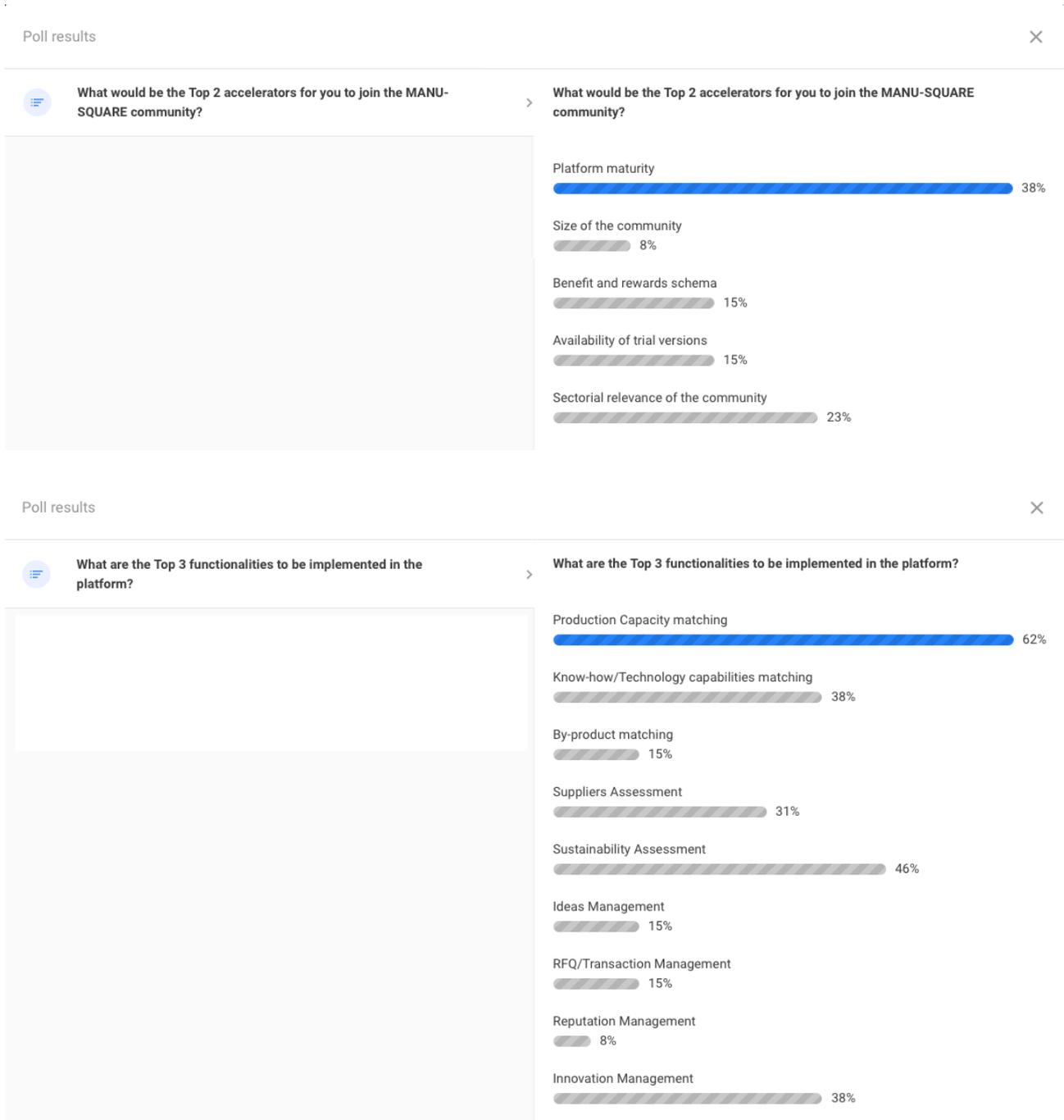


Figure 20 Poll results gathered during the workshop, 15 participants have voted

**MANU-SQUARE Workshop | 30.05.2019 | Porto, Portugal**

A key community building initiative has been the MANU-SQUARE Workshop, held on May 30<sup>th</sup>, 2019. This workshop addressed to both Industrial Equipment/Machine Tool and Metal Working sectors. It enabled the collection of feedback from this community of stakeholders and the generation of interest in this target audience. The session enabled the identification of the key elements to which the platform shall address to in order to be adopted by industry and, most importantly, gathered a relevant group of companies and intermediaries/multipliers (CATIM – The Technological Support Center for the Metalworking Industry and AIMMAP – The Industrial Association for the Metallurgic and Metalworking Industry) willing to further be involved in the validation of Minimum Viable Products that the developments will generate. The workshop was in fact developed in close cooperation with AIMMAP, towards the involvement of industrial companies.

More concretely, and in addition to the two mentioned multipliers, we involved in our community 7 potential early adopters (SMEs from the Equipment/Machine Tool and Metal Working sectors).

This also led to the creation of a specific business case (reported in D7.3) that will be further developed in the next months. A follow-up workshop is planned to be arranged in Autumn 2019 to present the MANU-SQUARE MVP.

**Torino FashionMatch 2019 | 29.06-01.07.2019 | Torino, Italy**

A similar initiative, but targeting the Textile sector, has been arranged: **Torino FashionMatch 2019**, co-located with the Torino Fashion Week, held from June 29<sup>th</sup> till July 1<sup>st</sup>, 2019, and counting with around 200 registered participants, from 28 countries all over the world. MANU-SQUARE organized an active presence throughout all the 3 days of the event with (i) a MANU-SQUARE video constantly running in the main room of the event; (ii) a booth distributing information about the MANU-SQUARE project; (iii) and a dedicated workshop, that was replicated in the mornings of the 3 days (every day different participants were present). During the workshop, we discussed with participants (around 30 in the 3 days) how they position themselves in the envisioned MANU-SQUARE value chain and what are their specific needs, expectations and interests to the platform. The event permitted the development of a new business case for the platform about “Sharing capacities and Innovation Management in the Textile/Fashion domain”, in articulation with CNA Lombardia (intermediary/multiplier), and the opportunity to identify and discuss the possibility to create common activities with 2 ongoing EU projects –WORTH Partnership Project (H2020, contacted organisation: AITEX Spain) and DEFINE Project (COSME H2020, contacted organisation: POLIMI Italy)– and with a Spanish crowdfunding platform in the textile/fashion sector (OCCMarket).

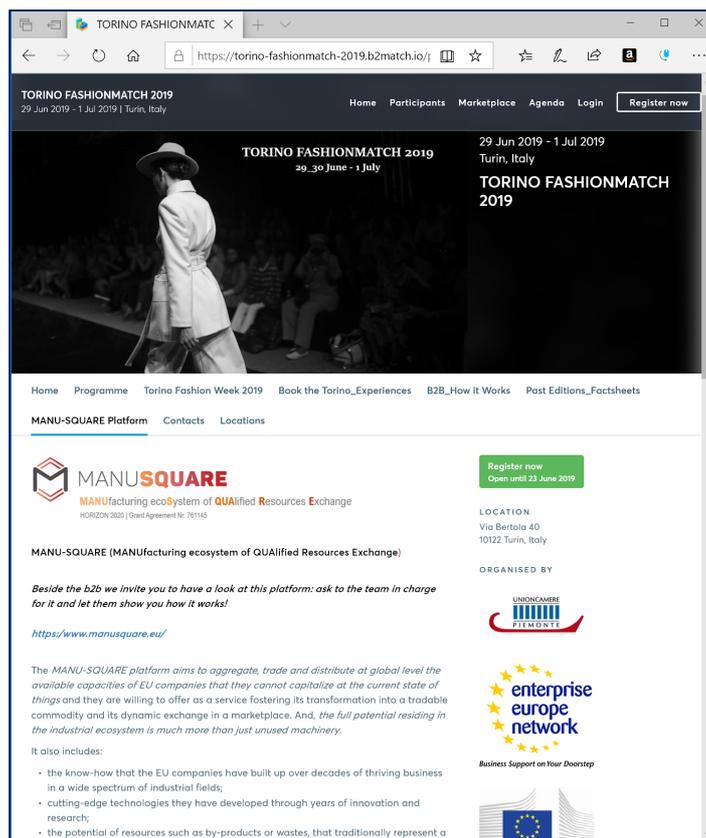


Figure 21: MANU-SQUARE info page on the TORINO FASHION MATCH 2019 official website

In concrete terms, in the workshops, we engaged 4 additional intermediaries (CNA Lombardia IT, AITEX ES, KVK Chamber of Commerce NL, University of Pavia IT) and 23 new potential early adopters (SMEs from the textile/fashion sector) that agreed to be involved in platform validation activities.

## OTHER initiatives

Other workshops are already in preparation, as identified in section 2.5.- Organization of events and support to community building.

One example is the workshop in preparation as part of the **IFIB2019 International Forum on Industrial Biotechnology and Bioeconomy (IFIB2019)** to be held on October 3<sup>rd</sup>, 2019, in Naples (Italy). This is one of the leading events for the circular bio-economy and the Naples edition will have the presence of some of the most important players at global level. As such it be a perfect opportunity to MANU-SQUARE showcase its platform and attract new early adopters.

Additionally and as reported in one of the business cases in D7.3, the consortium is now starting to collaborate with a **Textile Association in Italy (Como textile district)** in order to exploit the MANU-SQUARE platform as the reference tool for association members to report about the respective production information and available technologies, and thus boost interactions inside and outside the association. It is under preparation a first meeting with the association's members in September 2019.

The innovation management component of the MANU-SQUARE platform will be presented during the **Visionary Day event** ([https://www.ated.ch/visionary\\_day.jsp](https://www.ated.ch/visionary_day.jsp)) that will be held in Lugano (Switzerland) on September 18<sup>th</sup>, 2019. A session dedicated to process and product innovation in Swiss firms has been organized, structured as a set of presentations and a workshop. It will focus on how innovation is addressed by innovative firms, with two case studies from SMEs, being one of them the textile use case. This opportunity it is being fostered by the project partners SUPSI and TRUDEL.

A further selection of initiatives is being identified and it is expected an increase in the dissemination effort on the second half of the project. This effort is being complemented on the identification of public events and fairs that can enhance the wider dissemination and, in last analysis, contribute to promote the adoption of the project results and platform.

## 2.6 Dissemination amongst young audiences

<b>Objectives</b>	To bring MANU-SQUARE related concepts to new audiences. To raise awareness on how to express complex concepts in easy understandable way among general public and students.
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Groups of high-school students (18 years old) have been and will be involved in the dissemination activities of the project with a threefold purpose:

- To raise awareness, among young generations, about EC funded research activities;
- To point out the benefits and what they could understand from complex European projects;
- To understand how to present complex concepts in an easy way to un-literate students in the manufacturing sector

A small group of students has been involved in the first period of the project with the task of creating a video about the MANU-SQUARE platform, to be shown during industrial workshop, to ease the understanding among the audience of how the platform works. They have created a first video focused on all the services provided through the platform and the different use cases scenarios. Starting from this video, they have created the current MANU-SQUARE video, explaining the functioning of the platform by using one of the use cases and potential service. The tool used to create the video and the animation is PowToon. The video was validated among the consortium, prior its publication online. The work ended with a final presentation of the performed work to a classroom of high school students.

This work resulted in different benefits:

- The students got the opportunity to work closely with researchers, in a multi-partner European project, and to tackle a completely new topic, really current and innovative;
- Project members could interact with a new audience, different from the usual stakeholders, and understand how to ease the perception and acceptance of the platform, as being an opportunity for companies to innovate.



Figure 22 Presentation of the MANU-SQUARE video made by three students to a classroom of 20 students

## 2.7 Monitoring

<b>Objectives</b>	To support development and assessment of dissemination actions, including its planning and reporting.
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In order to ensure that the dissemination strategy stays up-to-date, an internal control process has been put in place. All partners are regularly asked to report their activities pertaining dissemination and to identify additional opportunities for future interventions. The DECT (Dissemination and Exploitation Coordination Team) is in charge of checking regularly the progress and, if needed, adjusting the planning. PRODUTECH provides operational support to the consortium when needed.

Two Excel files have been created and shared, and are being used to gather all the activities (participation to trade fairs, conferences, seminars, ..., or publications on journals, conferences proceedings, ...) the partners did (*reporting tables*) and are planning to do (*planning tables*) in terms of dissemination. The activities have been split into main three types of tables in template form:

- Scientific publications: the tables contain a list of scientific publications or planned releases;
- Communication actions (presence in social media, webpages, press releases, ...): the tables contain all the actions fostering the promotion of the project, e.g. MANU-SQUARE references on websites/social networks, communication material, articles on local press, videos, ...;
- Community building actions: the tables contain a list of events that partners plan (are willing) to participate in in the next year(s). Contributions on event proposals are provided by all partners, both industrial and academic.

In order to quantify and monitor the dissemination actions, reporting tables were created and are being used. They provide an overview within the scope of two dimensions:

1. Number of actions: a first set of indicators is meant to measure the performed activities (e.g. how many published articles?, how many attended conferences?, ...);
2. Actions effectiveness: the second set of indicators is meant to quantify, though partially, the reached audience (how many attendants to workshops? how many distributed brochures?, ...). This second set can give only a partial overview of the progress of the dissemination action, due to the difficulty in identifying the reached audience in some typologies of interventions and in quantifying the full impact of actions (for example, before the end of the project it is quite difficult to have cited articles due to time constraints for peer reviewing and publishing).

In addition to the above, dissemination activities are discussed during consortium plenary meetings and conference calls. One example are the bi-weekly work package leaders' meetings, which also serve to discuss status on dissemination actions, and to identify new opportunities and any relevant issues regarding the implementations.

### 3 ASSESSMENT AND LESSONS LEARNED

As previously said, the scope and content of MANU-SQUARE pose additional challenges in terms of dissemination: it shall go beyond the mere communication of project objectives and results (classic project dissemination), and ensure the effective engagement of heterogenous stakeholders and early adopters in the platform, in order to trigger network effects and build the foreseen ecosystem. For such, adequate tools must be deployed to foster the population of the platform with a critical mass of stakeholders. The role of early adopters is also emphasized: on the one hand, they are of key importance in providing feedback to the development of the platform tools and included services; and, on the other hand, they will generate use cases that will feed dissemination, engagement and community building actions, essential for the uptake of the platform and for the triggering of sought network effects.

In this sense, the project requires that the dissemination actions address two complementary goals, simultaneously:

- (1) the promotion of 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 (the classic project dissemination of knowledge);
- (2) the creation of base conditions towards the uptake of the platform, by engaging the stakeholders throughout the project's life time and in accordance with the idiosyncrasies of the specific phase.

This is consistent with the overall strategy laid out in the Description of Action [DoA], which was further detailed and operationalized in a dissemination strategy, defined under deliverable D.7.1., and in an ambitious stakeholders' engagement plan, elaborated under deliverable D.7.2.

Additionally, it must be emphasized that:

- a) the DoA:
  - (i) established a preliminary commercialization roadmap, due to start after the end of the project and with two years of duration, foreseeing 2 stages: (1) Ramp-up and (2) Consolidation;
  - (ii) established as one of the impact measures, due 2 years after project conclusion, the population of the platform ecosystem with 500+ users;
- b) having in mind the above, and going beyond the targets for dissemination defined in the project's DoA, the engagement plan (D.7.2.) established very ambitious timings and goals, conveying:
  - (i) as target to engage 200 early adopters and 20 intermediaries, until the end of the project;
  - (ii) and as key tools, for concretizing this engagement, the development of Workshops, Roadshow events (meaning the co-location of initiatives with other high-profile events) Webinars, among others;
- c) dissemination and engagement must be consistent with the project development cycle, and notably:
  - (i) from the beginning of the project (and through all its duration), it shall promote the visibility of the project towards a wider stakeholder base and raise awareness on project objectives, results (as are achieved) and its activities (conveying the more classic project dissemination approach);
  - (ii) it shall support an initial establishment of contacts with pertinent stakeholders (notably multipliers and community of potential users) and shall progress to a more intense engagement phase (as MVPs of platform services are made available) to leverage a pool of potential leads, to recruit early adopters and to establish engagement and recruitment initiatives with multipliers.
- d) it is also clear that the engagement phase must build on the results from other work packages, notably the stakeholders analysis (WP1), the deployment of MVPs and functional prototypes (WP2-4), the proposal of Unique Selling Points of the platform (WP5) and the pilots and developed demonstrations (WP6).

### 3.1 Assessment and Lessons Learnt

As main conclusions it is identified that:

- Dissemination actions started from the beginning of the project (as planned, and as evidenced in the previous section) and comprised actions that addressed to both the classic project dissemination and community building objective.
- A summary overview (as the one provided in the introduction section) reveal the work done and the numbers are relevant, being herewith emphasized: the stakeholders involved (over 1170, including from science and industrial environment), the contacts established with multipliers (17 industrial associations, chambers of commerce, innovation hubs,...), the liaison with projects (18 European projects, not considering links to other national/regional initiatives), among others.
- The above create a basis for leveraging additional dissemination and engagement actions (to support the up-take of the platform). Solely considering the developed sector-oriented workshops (in Torino and Porto) a total of 30 potential early adopters were engaged and are to be recruited and enrolled in the testing and validation of MVPs, when it is made available in October.
- Dissemination tools were developed and adequately supported the work done. These should be further updated in accordance with the future deployments under project (e.g. launch of MVPs, results from pilots, demonstrations use cases), and with the requirements of the engagement phases.
- From the stakeholders' feedback on the developed actions, it is evidenced:
  - o The relevance of the work done in terms of scientific and technical development and the opportunity, and commitment of the consortium, to continue the dissemination of project results towards the scientific community, and particularly to target journals with relevant impact factor;
  - o The pertinence of the project in addressing important concerns of industrial stakeholders, and their interest in the developments and in the platform;
  - o That the effective engagement of industrial users (including the exploitation of opportunities to leverage initiatives with multipliers) and the recruitment of early adopters will imply the need to go beyond the presentation of concepts, schemes and prototypes and to ensure a timely deployment of MVPs and to demonstrate the platform in real operation;
  - o The to-be deployed MVPs should:
    - i. be able to demonstrate the Unique Selling Points of the services/platform;
    - ii. be robust and easy to use;
    - iii. be backed by helpdesk services, to support the user in the testing and to tackle in due time any bug or limitation;
  - o The relevant component of risk associated to an untimely deployment of the platform (i.e. the platform should be sufficiently effective and the outline proposition persuasive), having in mind the potential crowding out effects;
- It is pertinent to use a lean approach towards the development of engagement actions, by implementing pilot initiatives, well timed and assessed, to further the expected impact (i.e. generate a pool for the recruitment of early adopters).

- The approach towards engagement (and specially the workshops oriented to industrial audiences) shall be adapted to the specificity of the ecosystem (expectations, platform services presented,...) and provide demonstrations of the platform services in operation.
- The foreseen intensification of engagement and dissemination actions, shall be supported by the (technical and operational) deployment of MVPs, and requires an adequate articulation within the project.

It is also emphasized that:

- Ultimately, the foreseen intensification of dissemination actions shall continue to address to both objectives, notably (a) to support the up-take of the platform (in line with the main conclusions and lessons learnt) and (b) to promote awareness and the dissemination of knowledge. In terms of scientific publications an emphasis will shall be placed in journals with high impact factor.
- In order to further the development (and the impact, in terms of recruitment of early adopters) of the foreseen dissemination and engagement actions, the consortium considers pertinent to put in place risk management measures and a pipeline for early adopters' engagement. Additionally, the links between dissemination, engagement and the availability of MVPs, also implies the need to synchronize actions.
- The relevance of a lean approach towards engagement, supporting the identification, selection and assessment of developed initiatives, to identify those with higher impacts and to guide where the consortium should focus their efforts.

### 3.2 Status in reference to Description of Action's identified targets

For the due purposes it is also presented below the current status in regard to the table "MANU-SQUARE dissemination and communication activities, target measures and expected impact" of the document Description of Action.

Table 4: Status in reference to Description of Action targets

Main tool	Expected impact	Target [expected on M36]	Measure of Target on M18	Comments
Internet, multimedia, social networks, campaigns				
Public project website with media kit. Social media plugins	Ready-to-use information for press to report about the project; federate constitution of MANU-SQUARE ecosystem through website / forum / newsletter interaction of MANU-SQUARE community.	Project web-site updated every 2 weeks at the beginning of the project, while daily / weekly in the later stages of project, when MANU-SQUARE ecosystem begins being active months, at least <b>15.000 visitors during the project.</b>	- Project web-site on-line at <a href="http://www.manusquare.eu">www.manusquare.eu</a> ; - Several punctual updates to structure of the website and included content; - Nr. of visitors to the website: <b>561</b>	- Updates to the website shall be consistent with the development of the project as a whole (i.e. shall be produced in accordance with the project needs and in line with the availability of new content as the project evolves);  - It is expected that in line with the planned intensification of the communication/dissemination/engagement actions foreseen until the end of the project (as per Engagement Plan) the targeted nr. of visitors is reached.
Social media channels (Twitter, LinkedIn, Facebook, ResearchGate, Vimeo, Youtube)	Creating online community with vivid discussions and sharing of ideas and opinions. This activity, together with the previous one will be strategic to create the digital ecosystem around the MANU-SQUARE platform.	At least <b>1.000 members across the different social networks.</b>	- <b>180 members across the different social networks</b> (53 in LinkedIn Community of Stakeholders; 30 in LinkedIn Project Page; 87 followers on twitter; 5 subscribers in you tube channel and 5 subscribers in Research Gate)	- It is foreseen that in line with the planned intensification of the communication/dissemination/engagement actions, until the end of the project, the targeted nr. is reached.

D7.4. – Dissemination Mid Term Report

Brochures & newsletters both in paper and digital format, posters, project logo finalization	Public interest to the project is increased. Key project outcomes disseminated in a newsletter format to gain wide publicity.	Project logo, communication templates, project brochure and newsletter to at least <b>1.000 subscribers</b> , regular updates.	<ul style="list-style-type: none"> <li>- Project Visual Image, Templates and Project Brochures created (together with other dissemination material);</li> <li>- Punctual updates implemented;</li> <li>- Newsletter launched and number of subscribers: <b>60</b></li> <li>- Distributed Brochures: <b>230</b></li> </ul> <p>(direct subscribers only, i.e. the further distribution by the partners within their network via their own mailing databases are not included in the above figure).</p> <ul style="list-style-type: none"> <li>- Creation of a EU-wide joint newsletter, named ENGINE, with 19 EU Projects already involved.</li> </ul>	<ul style="list-style-type: none"> <li>- It is foreseen that in line with the planned intensification of the communication/ dissemination/engagement actions, until the end of the project, the targeted nr. is reached.</li> <li>- It is expected that the ENGINE newsletter, alone, will allow us to distribute MANU-SQUARE related contents to more than 1.000 subscribers.</li> </ul>
Press releases	High coverage of stakeholders in the industry, start-ups and innovation sector.	At least <b>2 press release</b> every year.	- <b>7 press releases</b> on total (1 article published at the Enterprise European Network Newsletter, of the Textile and Fashion Sector Group, on March 2019 and 6 news items in MANU-SQUARE website)	- It is foreseen that in line with the planned intensification of the communication/ dissemination/engagement actions, until the end of the project, the number of press releases is increased.
Media appearances	To reach the general public and raise awareness about the benefits of the project to the society.	<b>2 press conferences</b> , <b>3 newspaper articles</b> , at least <b>3 TV appearance</b> on regional or national channel.	- No press conferences, articles in newspapers or TV appearances were developed.	<ul style="list-style-type: none"> <li>- These actions are foreseen to be deployed in conjunction with the launch of platform versions, both for early adopters and targeted audiences.</li> <li>- The above does not exempt the need to further assess the pertinence of some of them; the objective is to focus the project effort in the most promising ones (in terms of impacts towards the uptake of the platform).</li> </ul>
Conferences, workshops and scientific development				
Scientific conferences	Awareness of project vision and results among researchers.	Presentations (papers, posters) at least in <b>4 international conferences</b> .	<ul style="list-style-type: none"> <li>- <b>3 papers presentations</b> in <b>3 international scientific conferences</b>, notably: <ul style="list-style-type: none"> <li>(i) at the ICE Conference 2018 (1 paper), and</li> <li>(ii) at the IS 2018 - 9th International Conference on Intelligent Systems 2018 (1 paper);</li> <li>(iii) at FAIM 2019 - 29th International Conference on Flexible Automation and Intelligent Manufacturing (1 paper).</li> </ul> </li> <li>- Additional presentations at scientific conferences (other than papers or posters, referring MANU-SQUARE): <b>2 additional presentations</b>, referring MANU-SQUARE (in the above IS2018 conference, in two parallel separate workshops)</li> </ul>	<ul style="list-style-type: none"> <li>- In addition to the identified presentations, <b>3 additional papers</b> were submitted during the period to <b>3 scientific conferences</b>, notably: <ul style="list-style-type: none"> <li>(i) 24th IEEE Conference on Emerging Technologies and Factory Automation, to be held on Sep. 10th-13th, 2019, in Zaragoza, Spain (approved);</li> <li>(ii) 11th International Conference on Knowledge Engineering and Ontology Development, to be held on Sep. 17th-19th, in Vienna, Austria (approved with comments, currently in review);</li> <li>(iii) PRO-VE 2019 – 20th Working Conference on Virtual Enterprises, to be held on Sep. 23-25, 2019, in Turin, Italy (approved);</li> </ul> </li> </ul>

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			(the above numbers only refer to conferences organized by 3rd parties)	- In addition to the above the consortium partners are continuously assessing new opportunities to disseminate the project and its results to the scientific and research community.
Seminars	Awareness of project vision and results among researchers. Creating new scientific knowledge, contribution to the scientific body of knowledge.	At least <b>3 seminars</b> for academia and industrial sector will be organised.	- 2 dedicated workshops were organized, notably: (i) Workshop with Machine Tools and Metalworking Industry stakeholders, held in Porto, Portugal, on May 30th, 2019; (ii) Workshop with Textile and Fashion stakeholders, held in Torino, Italy, in parallel to FashionMatch 2019, on the June 29th-July 1st, 2019.  - In addition to the above it must be also mentioned in this regard the joint organization of conferences with national and EU initiatives, including MANU-SQUARE panels as identified below under the topic of "Liaison with other projects"	- Consortium partners are continuously assessing other opportunities to raise Awareness on project and results and engage the pertinent stakeholders. - These workshops, since specifically addressing community building activities, also feed directly to the stakeholders' engagement plan defined KPIs.
Journal papers	Creating new scientific knowledge, contributions to the scientific body of knowledge	At least <b>2 articles</b> and <b>3 other peer-reviewed publications</b> .	- No articles in Journals were published during the period.  -Despite the above, <b>2 papers in other peer reviewed scientific publications</b> (conference proceedings) were published, notably: (i) Bettoni, A. Et al, "Multi-sided digital manufacturing platform supporting exchange of unused company potential", IEEE, DOI 10.1109/ICE. 2018.8436294;  (ii) Landolfi, G. et al, "An Ontology Based Semantic Data Model Supporting A MaaS Digital Platform", IEEE, DOI 10.1109/IS. 2018.8710519	- In addition to the ones identified in the period, another paper was still in press (conference proceedings) at the end of the period, notably: Landolfi, G. et al, "A Maas Platform Architecture Supporting Data Sovereignty In Sustainability Assessment Of Manufacturing System", Procedia Manufacturing.  - The consortium partners are also continuously assessing new opportunities to disseminate the project and its results to the scientific and research community, as an example for concrete foreseen action SUPSI is planning to submit a publication to the Journal of Industrial Ecology. Additional publications will be fostered, especially addressing journals with impact factor.
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 <b>2 webinars</b> will be prepared.	- No webinars were developed in the period	- These actions are foreseen to the deployed in conjunction with the launch of platform versions (MVPs), both for early adopters and targeted audiences.
Liaison with other projects	Interaction, sharing the knowledge and cross-fertilization between research and industry. Enlargement of MANU-SQUARE ecosystem	<b>10 parallel projects</b> in the manufacturing domain contacted; at least <b>2 workshops</b> organised together	- <b>18 EU projects</b> were contacted by MANU-SQUARE, within the scope of a to-be launched joint cross-project newsletter named ENGINE (European diGital Innovation Network), together with MANU-SQUARE <sup>2</sup> ;	- It is planned the engagement and collaboration with the following EU projects / initiatives: (i) WORTH Partnership Project (H2020, contacted organisation: AITEX Spain)

<sup>2</sup> Projects engaged: E-factory, VF-OS, ZDPM, DIGICOR, COMPOSITION, DAEDALUS, NIMBLE, QU4LITY, BOOST4.0, Z-BRE4K, IQONIC, CLOUDIFACTURING, AMable, MIDIH, MUSKETEER, DIH<sup>2</sup>, AI4EU, MARKET 4.0.

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	through involvement of other consortia.	with national and European projects.	<p>- <b>2 initiatives organized</b> with:</p> <p>(a) the Joint initiative FORUM PRODUTECH &amp; Annual Conference of PRODUTECH SIF Umbrella Project (National large-scale R&amp;D project), with a panel on MANU-SQUARE Project (held in Leça da Palmeira, Portugal, on the 21st Nov. 2018);</p> <p>(b) ECOMONDO 2018, a conference on Industrial Symbiosis organized jointly with the SYMBOPTIMA project (H2020 Project), which include the presentation of MANU-SQUARE Platform and Service of Exchange resources, held September 12th, 2018, in Rimini, Italy.</p> <p>- Started a <b>collaboration with the eFactory EU Project</b> in order to include the MANU-SQUARE platform in the pool of digital platforms that will be accessible through the eFactory searching functionalities. Dedicated integration meeting will be organised in early 2020 to discuss the technical integration of the two systems.</p> <p>- Presentation of the MANU-SQUARE platform at the Factories of the Future Community Days event (organised by EFFRA) the 22nd and 23rd May 2019 in a dedicated panel with other EU projects in the digital platform and Industry 4.0 domain.</p>	<p>(ii) DEFINE Project (COSME H2020, contacted organisation: POLIMI Italy)</p> <p>(iii) OCCMarket.com (crowdfunding platform for textile innovators, Spain)</p> <p>- In addition to the identified contacts and initiatives the consortium partners are in continuous assessing new opportunities to disseminate the project and its results to the scientific and research community.</p>
University courses	Spread awareness and interest among young engineers and researchers.	Results introduced to the students in at least one university course.	<p>- No results were introduced in university courses during the period</p> <p>(despite the above 20 high school students have been involved in a project addressing the creation of dissemination material.)</p>	- In 2020 results from Sustainability tool development will be introduced in the Bachelor course of Sustainable production, by SUPSI
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 <b>2 pitch sessions</b> during project life.	<p>- <b>5 Pitch/presentations developed at 5 initiatives:</b></p> <p>(a) V ClusterFY Interregional Seminar, held in Ciudad Real, Spain, on October 24th, 2018 (Communication in the panel II - Regional Networks and Roles within Cluster Ecosystem, of the V ClusterFY Interregional Seminar, which included the identification of MANU-SQUARE and its objectives)</p> <p>(b) Industrie 2025 Forum, held in Zurich, Switzerland on January 25th, 2019 (Pitch &amp; Presentation)</p>	- It is foreseen that in line with the intensification of the communication/ dissemination/engagement actions, planned for the second period, the number of pitches in 3 <sup>rd</sup> party organized sessions will be further increased.

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			<p>(c) Factories of the Future Community Days, held in Brussels, Belgium, on May 22nd-23rd, 2019 (Presentation at workshop)</p> <p>(d) Blockchain &amp; Industry Workshop, held on Apr. 8th, 2018, in Porto, Portugal (Presentation at dedicated panel session)</p> <p>(e) PRODUTECH General Assembly, held in Porto, Portugal, on the Sep. 17th, 2018.</p>	
Standardisation				
Contribution to relevant standards.	Disseminating results through standards	Disseminating results through standardisation work group related to blockchain standard development	- No specific dissemination action in regard to standardization during the period;	- It shall be noted that blockchain is a relatively young technology, thus standardization efforts are very much at their beginning (e.g. no thread of standardization work related to supply chain). - Despite the above during the second half of the project, opportunities will be sought.
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 <b>30 ideas</b> generated and evaluated.	- No contest was developed in the period;	- These actions are foreseen to be deployed in conjunction with the launch of platform versions, both for early adopters and targeted audiences. - This target will be achieved once the Innovation Manager tool (WP4) will be finalised and integrated in the platform.
Networking with relevant players of the MANU-SQUARE 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 <b>30 subjects</b> within innovation hubs, commerce chambers, industrial associations.	- Within this networking has been done with <b>17 organizations</b> , notably: <ul style="list-style-type: none"> <li>▪ EFFRA (European Factories of the Future Association);</li> <li>▪ EEN (European Europe Network)</li> <li>▪ CATIM (Tech Center for the Metalworking Industry in Portugal);</li> <li>▪ AIMMAP (Industrial Association for the Metallurgy and Metalworking Industry in Portugal)</li> <li>▪ POOLNET (Cluster for Engineering and Tooling in Portugal)</li> <li>▪ AITI: Ticino industrial association in Switzerland;</li> <li>▪ Unione Industriali di Como</li> <li>▪ SPRING – Italian Cluster of Green Chemistry</li> <li>▪ CNA Lombardia;</li> <li>▪ SMI – Sistema Moda Italia</li> <li>▪ AIUFASS – International Association of Users of Artificial and Synthetic Filament Yarns of Natural Silk</li> <li>▪ VTT (as coordinators of DIH2 project that gathers 26 DIHs)</li> <li>▪ AITEX research institute for the texting sector in Spain</li> </ul>	- It is expected that in the second semester of 2019 and in 2020, additional contacts are established, leveraging the links of the partners within the networks they participate.

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			<ul style="list-style-type: none"><li>▪ KVK Chamber of Commerce in Netherland</li><li>▪ University of Pavia (Italy)</li><li>▪ iKuben (Norway)</li><li>▪ DigitalNorway (Norway)</li></ul>	
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## 4 FUTURE ACTIONS

Having in mind the objectives of MANU-SQUARE, the full consortium is committed to continue and intensify dissemination actions, targeting a two-fold purpose:

- (1) the promotion of the visibility of both the project and its results on the relevant communities, target groups and stakeholders, as well as on the general public (the classic project dissemination of knowledge);
- (2) the creation of base conditions towards the uptake of the platform, by engaging the stakeholders throughout the project life time, in accordance with the different project phases (engagement / community building), in order to reach the 200+ engaged early adopters by the end of the project.

Having in mind the intertwined and complementary nature of dissemination, community building and exploitation tasks, a joint action plan was devised. For the due purposes, it is herewith identified a list of initiatives already planned in the short term. Others to come will be fostered and are being planned.

Table 5: Short- and medium-term concrete actions already planned

WHAT	WHO	With WHOM	WHEN	Target Objective
<b>[Communication at Event]</b> MANU-SQUARE will be disseminated at the Swiss Circular Economy event	TRUDEL	-	Lausanne 30-31/08/2019	<b>[Dissemination: Awareness]</b> Creation of awareness in one of the key sectors for the project (Circular Economy)
<b>[Paper presentation at Scientific Conference]</b> 24th IEEE Conference on Emerging Technologies and Factory Automation	SINTEF	-	Zaragoza, 10 <sup>th</sup> – 13 <sup>th</sup> September 2019	<b>[Dissemination: Scientific Community]</b> Dissemination of project results
<b>[Paper presentation at Scientific Conference]</b> 11th International Conference on Knowledge Engineering and Ontology Development	SINTEF	-	Vienna, 17 <sup>th</sup> – 19 <sup>th</sup> September 2019	<b>[Dissemination: Scientific Community]</b> Dissemination of project results
<b>[Paper presentation at Scientific Conference]</b> PRO-VE 2019 – 20th Working Conference on Virtual Enterprises	INESC TEC	-	Turin, 23 <sup>rd</sup> – 25 <sup>th</sup> September 2019	<b>[Dissemination: Scientific Community]</b> Dissemination of project results
<b>[Community building / Engagement Workshop]</b> Dedicated workshop at the Unione Industriali of Como (Italy)	I-HUB, INNOVA	Textile Industry Association (Unione Industriali of Como)	September 2019	<b>[Engagement: early adopters]</b> Engagement of potential early adopters (in a community of about 600 companies) and start the implementation of the associated business case
<b>[Engagement of Multipliers]</b> Dedicated meeting with CNA Lombardia (Italy) in order to plan the next steps to implement the already identified business case for the platform	INNOVA, I-HUB	CNA Lombardia (Italy)	September 2019	<b>[Engagement: multipliers]</b> Define the scenarios to be implemented in the business case and identify the actual companies (SMEs and large companies) to be involved in the activities. Planning of a dedicated workshop/webinar to train the involved organisations to use the platform.
<b>[Community building / Engagement Workshop and Booth]</b> Dedicated workshop at the IFIB2019 International Forum on Industrial Biotechnology and Bioeconomy	I-HUB, INNOVA, HOLONIX	Italian National Chemistry Industry Association (Federchimica) EEN	3rd October 2019 in Naples (Italy)	<b>[Dissemination: Awareness]</b> <b>[Engagement: multipliers and early adopters]</b> Engagement of additional intermediaries and potential early adopters in the circular economy sector. Possibility of development of a new business case for the platform.

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<b>[Engagement of Multipliers &amp; Liaison with other projects]</b> Dedicated meeting with AITEX (Spain) in order to plan the opportunity for the WORTH EU project to use the MANU-SQUARE platform as matchmaking tool for the involved companies	INNOVA	AITEX (Spain)	October 2019	<b>[Engagement: multipliers and early adopters]</b> Possibility to develop a new business case for the platform and organise a second dedicated workshop/webinar to directly engage with potential early adopters from the WORTH project
<b>[Community Building / Engagement Workshop]</b> 2 <sup>nd</sup> Workshop with the stakeholders of the Metal Working Industry	PRODUT ECH	AIMMAP (Portugal) and CATIM (Portugal)	November 2019	<b>[Engagement: early adopters]</b> Engagement of potential early adopters and presentation of MVPs
<b>[Community Building / Engagement Workshop]</b> Dissemination & Engagement Session towards the Engineering and Tooling Sector	PRODUT ECH	POOLNET (Portugal)	November 2019	<b>[Engagement: early adopters &amp; multipliers]</b> Engagement of intermediaries and potential early adopters from Engineering and Tooling Cluster
<b>[Engagement of Multipliers &amp; Liaison with other EU projects]</b> Dedicated meeting with Politecnico of Milano (Italy) in order to plan the opportunity of collaborating with the DEFINE EU project and/or create joint exploitation activities	I-HUB	POLIMI (Italy)	November 2019	<b>[Engagement: multipliers and early adopters]</b> Possibility to develop a new business case for the platform and organise a second dedicated workshop/webinar to directly engage with potential early adopters from the DEFINE project
<b>[Webinar / Engagement]</b> Organise one or more (if different business cases require different explanations) webinars to demonstrate the capabilities of the first MVP of the platform	INNOVA, SUPSI	All engaged intermediaries and potential early adopters	December 2019	<b>[Engagement: multipliers and early adopters]</b> Start-up the validation activities of the developed business cases
<b>[Community building / Engagement Workshop and Booth]</b> Dedicated workshop in order to create a collaboration between cluster Sprig and cluster Made in Italy	I-HUB, INNOVA	Spring and Made in Italy cluster	December 2019	<b>[Dissemination: Awareness]</b> <b>[Engagement: multipliers and early adopters]</b> Workshop to show and train the involved organisations/companies to use the platform
<b>[Press release / Article in Technical Magazine]</b> Publication of an article in TecnoMetal Magazine	PRODUT ECH	-	December 2019	<b>[Dissemination: Awareness]</b> Article pertaining to the project objectives and platform, raising awareness of the metalworking and metallurgic community in Portugal
<b>[Community building / Engagement Workshop and Booth]</b> Dedicated workshop at EU FASHIO MATCH AMSTERDAM event in the textile/fashion sector	I-HUB, INNOVA	KVK Chamber of Commerce in Netherland  EEN	January 2020	<b>[Dissemination: Awareness]</b> <b>[Engagement: multipliers and early adopters]</b> Workshop to show and train the involved organisations/companies to use the platform
<b>[Community building / Engagement Workshop and Booth]</b> Dedicated workshop at ISTANBUL FASHION EVENT in the textile/fashion sector	I-HUB, INNOVA	Istanbul Chamber of Commerce in Turkey  EEN	March 2020	<b>[Dissemination: Awareness]</b> <b>[Engagement: multipliers and early adopters]</b> Workshop to show and train the involved organisations/companies to use the platform
<b>[Organization of a Conference]</b> Official launch of the MANU-SQUARE platform	All project partners	EC Other EU projects Representatives of engaged intermediaries and early adopters	April 2020	<b>[Dissemination: Awareness]</b> <b>[Engagement: multipliers and early adopters]</b> Official launch of the MANU-SQUARE platform at EU level Opportunity for reporting about the business cases developed and sharing the lessons learned the first validation activities

As mentioned, many of the above actions integrate the exploitation plan of the MANU-SQUARE platform, and notably the plan for the populating of the platform, as defined in the deliverable D.7.3. – Exploitation mid-term report.

Beyond the above identified actions, the project partners are continuously exploring additional initiatives to foster dissemination and communication, including, but not exclusively, by exploiting synergies with multipliers/intermediaries, other projects and initiatives. As already mentioned, additional submissions to journals are being planned, e.g. SUPSI is targeting the Journal of Industrial Ecology; INESC TEC is evaluating the possibility to submit one or more papers to the European Journal of Information Systems, Journal of Information Technology, Journal of High Technology Management Research, Enterprise Information Systems, Information Technology and Management or to the Journal of Supply Chain Management; SINTEF is targeting a paper submission to the Journal of Web Semantics or to the Semantic Web Journal.

As previously advanced, the release of the platform MVP (anticipating in 2 months the original DoA schedule) will mark a key milestone in project, having an important impact in terms of triggering additional engagement and dissemination actions. In this sense:

- 1) it is being organized for October 8<sup>th</sup> and 9<sup>th</sup>, 2019, a General Assembly of MANU-SQUARE to be held in Porto. This General Assembly will embody an operative meeting within the scope of 3 domains: Dissemination and Engagement, Platform Integration and Exploitation. In respect to dissemination and engagement, the objective of this meeting is to identify additional actions, and notably:
  - a) to gather from the partners specific proposals (what, who, with whom, objective, schedule) and provide for the detailed planning and identification of synergies, within the scope of:
    - i) Scientific Conferences;
    - ii) Presentations and Pitches at sessions other than scientific conferences;
    - iii) Journal papers & other peer reviewed publications;
    - iv) Press releases, press conferences, TV appearances, ....
    - v) Other publications, notably (a) articles in newspapers, (b) magazines, (c) press releases, ...
    - vi) University courses;
    - vii) Collaboration with national and European Initiatives (what, who, with whom, objective, schedule);
    - viii) Contribution to Standards;
    - ix) Participation in fairs;
    - x) Other proposals
  - b) to schedule initiatives (concrete dates/stakeholders, requirements/needs) pertaining to the:
    - i) Multipliers to be reached by each partner (who, with whom, country, schedule);
    - ii) Seminars with industrial stakeholders
    - iii) Roadshow and Workshops to be developed by each partner;
    - iv) Links to other projects to be reached by each partner (who, with whom, schedule) and objectives
    - v) Webinars
    - vi) Ideas Contest
    - vii) Social Media engagement
    - viii) Newsletter distribution
  - c) to assess additional requirements for supporting partners' actions and to program additional dissemination and engagement materials.
- 2) It is also being defined the pipeline (phases, concrete goals, ...) for the engagement of early adopters and their enrolment in the platform.

Additionally, and in order to provide an adequate development support to the achievement of the project's objectives, it is established a risk management measure, providing for a bi-weekly assessment, supported by the Dissemination and Exploitation Coordination Team<sup>3</sup>, that will report to project management, in the bi-weekly work package leaders meeting.

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<sup>3</sup> Composed by: (1) Project Coordinator (SUPSI) (2) Exploitation and Community Building Leader (INNOVA) (3) WP7 Leader (P-TECH)

## 5 CONCLUSIONS

Dissemination is a continuous effort that will support project development throughout its live cycle.

From the strategy defined in the Description of Action, the consortium defined, in the early beginning of the project, implementation roadmaps for dissemination and for stakeholders' engagement. As roadmaps, they embodied a plan with tools, targets and timings. These roadmaps introduced additional, very ambitious, internal targets, going beyond, in several degrees, the Description of Action's defined indicators.

Nevertheless, the deployment of the roadmaps must adapt to the feedback from the implementations, both at the level of (1) inputs received from the developed sessions of stakeholders, as well as (2) from the evolution of the several work packages that will bring to life the several components of the platform, providing the MVPs, the tools and results that, in last analysis, will be subjected to dissemination. From the inputs collected in workshops and contacts with stakeholders, it was evident that the engagement of industrial stakeholders required the availability of MVPs and working versions of the platform and its components, as well as the deployment of an help-desk and technical support, to timely overcome eventual limitations that may be found on the initial versions of the platform. Additionally, it is also clear the relevance of providing real case demonstrations on the operation of the platform, in order to engage more proficiently the industrial stakeholder base. The inobservance of these aspects may result in the crowding-out of potential early adopters and future customer base, being counterproductive towards the (successful) exploitation objective.

The first half of the project was focused on the establishment of dissemination tools and on the triggering of the implementations, that focused on raising awareness and also addressed to the engagement of the community of stakeholders. Nevertheless, it is with the deployment of Minimum Viable Products, which is scheduled to the second semester of 2019, that key conditions will be established to a wider involvement and engagement of stakeholders, and as such it is foreseen that dissemination actions are furthered exponentially.

The current deliverable reported the work done, within the scope of dissemination, in the first 18 months of the project. The implementations, and associated numbers, are relevant and provide good basis for the intensification of the actions in the last 18 months of the project. Additionally, the deliverable also provides (1) an assessment of the implementations and lessons learnt and (2) a list of concrete actions (planned at the short-term), together specific measures for the identification of additional initiatives and to support the implementations.

As previously identified the release of Minimum Viable Products of platform, scheduled to October 2019, will be a major milestone, supporting not only the effective engagement of early adopters and stakeholders, but also their enrolment in populating the platform. In this sense it is expected a higher intensity, leveraging this momentum, in the second half of the project.

Having in mind the project objectives, and its specificity, the consortium is committed to further and to explore additional opportunities, to amplify effects of dissemination and engagement.

**6 ANNEXES**

**6.1 Dissemination Planning Template**

PUBLICATIONS	
Notably: (1) Scientific Publications / Articles (2) Other Publications (e.g. articles in other technical magazines, newspapers, etc.)	<b>TARGETS (as per DoA):</b> (a) 2 articles and other 3 peer-reviewed publications

**IMPORTANT NOTE: Per Article 29.2 of the Grant Agreement, the partners MUST ENSURE OPEN ACCESS to all peer-reviewed publications relating to the results of the project**

		2019																												
Organization	Contact	Jan.		Fev.		Mar.		Sub-Total Q1	Apr.		May		Jun.		Sub-Total Q2	Jul.		Aug.		Sep.		Sub-Total Q3	Oct.		Nov.		Dec.		Sub-Total Q4	TOTAL
		Nr.	Description	Nr.	Description	Nr.	Description		Nr.	Description	Nr.	Description	Nr.	Description		Nr.	Description	Nr.	Description	Nr.	Description		Nr.	Description	Nr.	Description	Nr.	Description		
SUPSI								0							0								0						0	0
HOL								0							0								0						0	0
SINTEF								0							0								0						0	0
INNOVA								0							0								0						0	0
IBM								0							0								0						0	0
INESC								0							0								0						0	0
P-TECH								0							0								0						0	0
JPM								0							0								0						0	0
I-HUB								0							0								0						0	0
ICOT								0							0								0						0	0
TRUDEL								0							0								0						0	0
CSEM								0							0								0						0	0
<b>TOTAL</b>		<b>0</b>		<b>0</b>		<b>0</b>		<b>0</b>	<b>0</b>		<b>0</b>		<b>0</b>		<b>0</b>	<b>0</b>		<b>0</b>		<b>0</b>		<b>0</b>	<b>0</b>		<b>0</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

COMMUNICATION	
E.g.: (1) Press Releases (include MANUSQUARE related news at own website, at own Newsletters, etc..) (2) Social Media Posts (include MANUSQUARE info at own tweets, linked-in/research gate/facebook)	<b>TARGETS (as per DoA):</b> (a) 2 press releases every year (b) 2 press conferences, 3 newspaper articles, 3 TV appearances (?) (c) At least 1.000 subscribers of Newsletters

		2019																												
Organization	Contact	Jan.		Fev.		Mar.		Sub-Total Q1	Apr.		May		Jun.		Sub-Total Q2	Jul.		Aug.		Sep.		Sub-Total Q3	Oct.		Nov.		Dec.		Sub-Total Q4	TOTAL
		Nr.	Description	Nr.	Description	Nr.	Description		Nr.	Description	Nr.	Description	Nr.	Description		Nr.	Description	Nr.	Description	Nr.	Description		Nr.	Description	Nr.	Description	Nr.	Description		
SUPSI								0							0								0						0	0
HOL								0							0								0						0	0
SINTEF								0							0								0						0	0
INNOVA								0							0								0						0	0
IBM								0							0								0						0	0
INESC								0							0								0						0	0
P-TECH								0							0								0						0	0
JPM								0							0								0						0	0
I-HUB								0							0								0						0	0
ICOT								0							0								0						0	0
TRUDEL								0							0								0						0	0
CSEM								0							0								0						0	0
<b>TOTAL</b>		<b>0</b>		<b>0</b>		<b>0</b>		<b>0</b>	<b>0</b>		<b>0</b>		<b>0</b>		<b>0</b>	<b>0</b>		<b>0</b>		<b>0</b>		<b>0</b>	<b>0</b>		<b>0</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

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COMMUNITY BUILDING																			
1/3 - Dinamizing the MANUSQUARE internet presence																			
E.g.: (1) MANUSQUARE's Social Media Animation (re-posts, tweets, etc. in Manusquare Social Profiles) (2) News for Manusquare website												<b>TARGETS (as per DoA):</b> (a) At least 15.000 visitors to website during the project (b) At least 1.000 members across the different social networks							
2019																			
Organizator	Contact	Jan.	Fev.	Mar.	Sub-Total	Apr.	May	Jun.	Sub-Total	Jul.	Aug.	Sep.	Sub-Total	Oct.	Nov.	Dec.	Sub-Total	TOTAL	
		Nr.	Description	Nr.	Description	Nr.	Description	Nr.	Description	Nr.	Description								
SUPSI					0				0				0				0	0	
HOL					0				0				0				0	0	
SINTEF					0				0				0				0	0	
INNOVA					0				0				0				0	0	
IBM					0				0				0				0	0	
INESC					0				0				0				0	0	
P-TECH					0				0				0				0	0	
JPM					0				0				0				0	0	
I-HUB					0				0				0				0	0	
ICOT					0				0				0				0	0	
TRUDEL					0				0				0				0	0	
CSEM					0				0				0				0	0	
<b>TOTAL</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>									

2/3 - Organizing Events   Fostering adoption																			
E.g.: (1) Organization of Workshops, webinars, etc. (totally or including MANUSQUARE communications) (2) Joint initiatives with other projects												<b>TARGETS (as per DoA):</b> (a) 3 seminar for academia and industrial sector (b) 2 webinars (c) Contacts with 10 parallel projects and at least 2 workshops organizes with projects (d) At least 30 ideas generated and evaluated [contest of ideas?] (e) Networking and dissemination among 30 subjects within innovation hubs.							
2019																			
Organizator	Contact	Jan.	Fev.	Mar.	Sub-Total	Apr.	May	Jun.	Sub-Total	Jul.	Aug.	Sep.	Sub-Total	Oct.	Nov.	Dec.	Sub-Total	TOTAL	
		Nr.	Description	Nr.	Description	Nr.	Description	Nr.	Description	Nr.	Description								
SUPSI					0				0				0				0	0	
HOL					0				0				0				0	0	
SINTEF					0				0				0				0	0	
INNOVA					0				0				0				0	0	
IBM					0				0				0				0	0	
INESC					0				0				0				0	0	
P-TECH					0				0				0				0	0	
JPM					0				0				0				0	0	
I-HUB					0				0				0				0	0	
ICOT					0				0				0				0	0	
TRUDEL					0				0				0				0	0	
CSEM					0				0				0				0	0	
<b>TOTAL</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>									

3/3 - Participation at Events																			
E.g.: Communications at Events (Booths at fairs, Presentations, Posters, Pitches at 3rd Party Events) Other participations												<b>TARGETS (as per DoA):</b> (a) 4 presentations at international conferences (b) 2 pitch sessions (c) Participation in a Standardization Working Group related with Block-chain standard development							
2019																			
Organizator	Contact	Jan.	Fev.	Mar.	Sub-Total	Apr.	May	Jun.	Sub-Total	Jul.	Aug.	Sep.	Sub-Total	Oct.	Nov.	Dec.	Sub-Total	TOTAL	
		Nr.	Description	Nr.	Description	Nr.	Description	Nr.	Description	Nr.	Description								
SUPSI					0				0				0				0	0	
HOL					0				0				0				0	0	
SINTEF					0				0				0				0	0	
INNOVA					0				0				0				0	0	
IBM					0				0				0				0	0	
INESC					0				0				0				0	0	
P-TECH					0				0				0				0	0	
JPM					0				0				0				0	0	
I-HUB					0				0				0				0	0	
ICOT					0				0				0				0	0	
TRUDEL					0				0				0				0	0	
CSEM					0				0				0				0	0	
<b>TOTAL</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>									



## 6.3 Workshop materials (Porto’s workshop case, May 2019)

### 6.3.1 Workshop programme



### WORKSHOP MANUSQUARE

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30.05.2019 | 14:30 – 17:30 | PRODUTECH, Porto

#### AGENDA

14:00	<i>Participants Registration</i>
14:30	<b>Welcome Address</b> <i>PRODUTECH [PT]</i>
14:35	<b>Focus on Digital Platforms for Qualified Resources Exchange:</b> - Digital Transformation & Digital Platforms Market   <i>INNOVA [IT]</i>
15:00	<b>MANUSQUARE PLATFORM</b> - Overview   <i>SUPSI [CH]</i> - Reputation Manager   <i>INESCTEC [PT]</i>
15:30	<b>MANUSQUARE USE CASE</b> - Testimony from JPM   <i>JPM [PT]</i>
15:45	<i>Coffee-Break</i>
16:00	<b>Workgroup discussion on digital platforms/marketplaces for resources exchange:</b> - Industrial expectations, requirements and needs - Use Cases <i>Discussion animated by MANUSQUARE Consortium [SINTEF, INNOVA, SUPSI, INESC TEC and PRODUTECH]</i>
17:15	<b>Conclusions</b> <i>PRODUTECH [PT]</i>

#### VENUE:

PRODUTECH  
Edifício AIMMAP, Rua dos Plátanos, nº 197, 4100-414 Porto  
**(Acesso pedonal e de viaturas pela Rua dos Salazes nº842)**  
GPS: Latitude: 41° 10'27" N | Longitude: 8° 39'30" W



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



6.3.2 Workgroup discussion methodology

**MANUSQUARE**  
 MANUFACTURING ecoSystem of QUALIFIED Resources EXchange  
 The project has received funding from the European Union's Horizon 2020 research and innovation programme under grant agreement No 761145

**Workshop on platform stories**  
 Prodetech Workshop  
 30th May 2019 – Porto, Portugal

Manuel Oliveira  
 Sinter AS

**Workshop steps**

- Stories are provided to groups
- Groups prioritise the stories
- Some time is given to read
- Groups look at functionalities map
- Fill in the feedback form
- Choose next story
- Create new story
- ...

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**Stories**

→ You are being provided with 6 stories about the use of the platform...

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**Functionalities map**

→ ...and the related functionalities and needs we try to solve with that scenario

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**Feedback**

→ There will be a form for providing feedback on each story

→ Feel free to focus on the questions that fit the most!

MANUSQUARE

Thank you for your attention...  
 ...and follow us at [manusquare.eu](https://manusquare.eu)

**Join ManuSquare Community**

MANUSQUARE

6.3.3 Handouts for workgroup discussion

1.1 Supply and demand of manufacturing capacity (customer side)

Service description

This service supports the matchmaking among customers willing to produce parts/components/products through the MANU-SQUARE network, and suppliers with underused resources and/or technologies able to satisfy customers' requirements.

Primary actors

- Companies that do not have access to specific manufacturing resources and/or need parts to be manufactured. Platform objective is to support them in finding the right supplier in time and at a sustainable price.
- Companies who have underused resources, such as machines and technologies, and want to share their use. Platform objective is to give them the opportunity to optimize resources utilization.

Service Input & Output

**Inputs:** the customer inserts a set of parameters and specifications to describe the resources it is looking for and eventual characteristics to filter the suppliers.  
**Outputs:** the Platform provides a list of matching; if requested, the customer receives a service quotation for each contacted supplier (optional); the selected supplier delivers the service (optional).

Use-case

A manufacturing company (Woody SA), working in the furniture sector, is looking for a machine to produce 300 customized metal components to be integrated into its products. The company needs the manufactured parts in three weeks from the date of the request. They want to receive the RFQ answers in a week from the date of the request. The supplier must be ISO 9001 certified.

- Woody SA has not any resource and competence to produce the components. Thus it aims to use the MANU-SQUARE platform, accessing to its website to find a supplier. Woody SA has already a profile as Customer. It logs inside the platform using the web-interface through the username (WOODYSA) and the password(123456).
- Woody SA is interested to obtain manufacturing capacity. Therefore, through the web interface, it selects the service "Resource finding and sharing" and its sub-category "Demand of manufacturing capacity".
- Woody SA uploads component design and completes the following fields: Material (steel), Quantity (300), Expected process to be used (Milling), Expected machine (CNC 5 axes), RFQ response time (1 week), Production lead time (3 weeks), Certifications (ISO 9001).
- Woody SA waits that the platform engine identifies matching solutions. The platform, using the matching tool, verifies the solutions which match with the Customer's parameters. It identifies 4 possible suppliers. The platform, using the information coming from different tools, assesses and orders the suppliers based on previous transactions, sustainability performance and matching compliance.
- Woody SA obtains a ranked list of 4 suppliers. It accesses to each profile in order to view and evaluate their characteristics and resources.
- Woody SA selects 3 suppliers which it considers compliant with its requirements. It develops the message which contains the RFQ starting from a pre-completed template provided by the platform, containing the most relevant information such as the number of pieces, design and lead time.
- Woody SA receives 2 feedbacks. The third supplier has rejected the request. It has verified its current capacity and it is not able to satisfy the order within the required lead time.
- Woody SA selects Metally SA because it has better sustainability performance. The platform sets up the contract between the two involved parties. Metally SA processes the 300 components, updating their status on the platform each day and delivers the complete order after two weeks.
- Woody SA assesses Metally SA service, evaluating communication effectiveness and service quality. Metally SA assesses Woody SA evaluating communication effectiveness and specifications definition ability.



1.2 Supply and demand of manufacturing capacity (supplier side)

Service description

This service supports companies which have underused resources (machines & technologies) in finding new customers which require these resources to satisfy a specific production need.

Primary actors

- Companies who have unused resources such as machines and/or skilled operators. Platform objective is to provide the opportunity to optimize their utilization.
- Companies that do not have the access to a specific resource, which allows to meet specific production needs. Platform objective is to support them in finding the right supplier in time and at a sustainable price.
- Regulators/auditors which can assess and certify suppliers which require a third-party assessment.

Service Input & Output

**Inputs:** the capacity/technology supplier inserts a set of parameters and specifications to describe its profile and the resources it aims to share.  
**Outputs:** the supplier receives from customers requests for quotation and at a second iteration level, the supplier receives orders to be satisfied.

Use-case

A company (Metally SA) working in the metal sector purchased a CNC machine to produce a new product. Since this is not already well-known on the market, its demand is currently low. For this reason, the company aims to saturate the machine looking for external production orders.

- Metally SA decides to find new customers through the MANU-SQUARE platform accessing to its website to obtain the required support.
- Metally SA has already a profile as Supplier. Metally SA logs inside the platform using the web-interface through the username (Metally) and the password (117799).
- Metally SA is interested in sharing its manufacturing capacity. Therefore, through the web interface, it selects the service "Resource finding and sharing" and its sub-category "Supply of manufacturing capacity".
- Metally SA completes the following fields to describe its resource: user location (Lugano), products (cantilever roofs, intermediate floors, stairs, metallic carpentry), materials (steel, iron), sector (production machining & fabrication, automotive, plastics, defence, consumer), time availability (20 hours a week), resources (1 CNC machine with related features/characteristics description (e.g. machine name, brand, n° of axes, tools, working cube, etc.)).
- Metally SA aims also to certify the sustainability performance of its machine, not only through a self-certification but with a verified certification. It accesses to the certification management functionality to verify its resource, supported by a platform's auditor.
- Metally SA has a resource on the platform and it is able to receive RFQ.



## 2. Supply and demand of knowledge

### Service description

This service supports the matchmaking among customers willing to obtain competences to support their business activities, and suppliers with specific knowledge and know-how.

### Primary actors

- Companies who have underused "know-how" such as experts, engineers, researchers, developers, etc., aiming to have the opportunity to optimize their utilization.
- Companies that do not have the access to a specific capability, which allows to meet specific needs.

### Service Input & Output

**Inputs:** the customer inserts a set of parameters and specification to describe the supplier and competences is looking for.  
**Outputs:** the Platform provides a list of matching suppliers to be contacted by the customer; the customer receives a service quotation for each contacted supplier (optional); the selected supplier delivers the service (optional).

### Use-case

A manufacturing company, named Woody SA, producing wood products for the luxury sector, has received a custom order from a new customer. Woody SA aims to satisfy customer's request in order to create a lasting relationship. The customer requires 10 ship wheels of precious wood which have to be covered with water-repellent resin. Woody SA usually produces luxury furniture which not requires this type of process. Therefore, it has not competences on the type of resin to use, how to apply it. For this reason, it aims to receive the support from an experienced supplier in order to be sure to satisfy customer expectations. Woody SA has not any resources and competences to produce the components.

- Woody SA has not any resources and competences to satisfy the customer request. Thus, it aims to use the MANU-SQUARE platform accessing to its website to find a supplier.
- Woody SA has already a profile as Customer. It logs inside the platform using the web-interface through the username (WOODYSA) and the password(123456).
- Woody SA is interested to obtain knowledge capabilities. Therefore, through the web interface, it selects the service "Resource finding and sharing" and its sub-category "Demand of Manufacturing Knowledge".
- Woody SA updates the request: sector (wood, vessel-building, wood processing), product type (boat component, ship-wheels, water-repellent resin), Process (resin application, resin covering), component size (120\*120\*30 cm), quantity (10), RFQ response time (2 week), production lead time (4 week), certifications (ISO 9001).
- Woody SA waits that the platform engine identifies matching solutions. The platform, using the matching tool, accessing to the database, verifies the solutions which match with the Customer's parameters. It identifies 2 possible suppliers. The platform, using the information coming from different tools, orders the suppliers based on previous transactions, sustainability performance and matching compliance.
- Woody SA obtains a ranked list of 2 suppliers. It accesses to each profile in order to view and evaluate their characteristics and resources.
- Woody SA the message which contains the RFQ starting from a pre-compiled template provided by the platform, containing number of pieces, design and lead time.
- Woody SA receives the feedbacks from both the companies and it selects WSA SA. This is located at only 10 km from Woody SA and the price and lead time of the quote are better than the other Supplier.
- The platform sets up the contract between the two involved parties. Woody SA delivers the 10 components. WSA suggests the type of resin and the application process in order to obtain the better results. Woody SA agrees and the 10 components are processed. WSA updates components' status on the platform each day and delivers the complete order after two weeks.
- Woody SA assesses WSA service, evaluating communication effectiveness and service quality. WSA SA assesses Woody SA evaluating communication effectiveness and specifications definition ability.



## 3. Supply and demand of by-product

### Service description

This service supports the matchmaking among manufacturing companies which have a by-product that can be further exploited, and customers that could use it as process input in their manufacturing systems.

### Primary actors

- Companies who have wastes and by-products that can be reused.
- Companies which aim to use wastes and by-products from other companies as valuable inputs.
- Companies which aim to transform wastes and by-products from other companies in a valuable inputs.

### Service Input & Output

**Inputs:** the supplier inserts a set of parameters and specifications to describe its profile and the characteristics of the by-product.  
**Outputs:** the Platform provides a list of matching customers which can be contacted by the supplier; the supplier can receive requests for sharing its by-product (optional); the selected supplier delivers the service (optional).

### Use-case

Desia SA is a company settled near Lion, in France, manufacturing high-quality mirrors for aeronautic applications. The process Desia applies to polish their mirrors generates high-quality polishing sand that they cannot use two times due to quality reasons. They aim to find a company interested in buying the sand for other applications.

- Desia SA is looking for a company interested in buying its sand. Thus, it aims to use the MANU-SQUARE platform accessing to its website to find a supplier.
- Desia SA has already a profile as Supplier. It logs inside the platform using the web-interface through the username (desia) and the password(123456).
- Desia SA is interested in sharing its manufacturing capacity. Therefore, through the web interface, it selects the service "Resource finding and sharing" and its sub-category "Supply of By-product".
- Desia SA completes the following fields to describe its by-product: user location (Lion), sector (aerospace), product type (mirrors), by-products/wastes characteristics (1.5 µm per grain, aluminum micro-spheres), quantity (100 kg/week), expected exploiting process (industrial sanding, sandblasting), expected sector of application (machine tools manufacturers), expected refining process: in-house/third-party (dry-sifting: in-house)
- Desia SA has a by-product on the platform and it is able to receive RFQ.



## 4. Open Innovation Support - Open Innovation Management

### Service description

This service supports the matchmaking of companies requiring support in one or more stages of product development (idea generation, concept development, design, engineering, etc.) with companies/innovation managers belonging to the MANU-SQUARE network, which thanks to their competences and capabilities, can support the development of one or more product/service innovation phases.

### Primary actors

- Companies such as industrial companies, SMEs and start-ups aim to receive support to manage and develop one or more innovation phases.
- Innovation facilitators, consultants, innovation managers, sector experts, etc., who aim to provide support for innovation management.

### Service Input & Output

**Inputs:** the customer inserts a set of parameters and specifications to describe the support it is looking for.  
**Outputs:** the Platform provides a list of matching innovation managers which can be contacted by the customer; the customer receives a service quotation for each contacted innovation manager (optional); the selected innovation manager delivers the service (optional).

### Use-case

- A company working in the textile sector aims to innovate its curtains product lines, introducing a dedicated one for the smart-housing. It has already a conceptual idea, but it wants to develop a more advanced concept. To do this, it aims to involve a third-party player.
- TxtDesign SA has the idea to develop a new curtain product line for smart-housing, but it wants to develop a complete concept supported by an external player, which can provide an innovative point of view. Thus, it decides to use the MANU-SQUARE platform accessing to its website to obtain the required support...
  - TxtDesign SA has already a profile as Customer. It logs inside the platform using the web-interface through the username (TxtDesign SA) and the password (smart).
  - TxtDesign SA is interested in "Innovation Management". Therefore, through the web interface, it selects the service "Innovation Management" and its sub-category "Open Innovation Management".
  - TxtDesign SA completes the following fields to describe its idea and needs: idea description (text), sector (home decor, textile, smart house, smart textile), product (curtains), innovative elements (curtains with integrated led), target contributors (designers, innovation managers, sector experts), innovation stage (Concept development)
  - The platform, using the matching tool, accessing the database, identifies Innovation Managers which match with the customer's search parameters. To the matching Innovation Managers, the platform sends a notification. Moreover, it updates the "open opportunities" list in order to allow Innovation Managers which have not received the notification to make a proposal.
  - 10 Innovation Managers deliver a proposal to TxtDesign SA, describing in detail their profile and experience, providing a brief description of the concept that they aims to develop.
  - TxtDesign selects Paolo Rossi, an Innovation Manager with a long experience in textile sector, starting the collaboration. The platform sets up the contract between the two involved players (TxtDesign SA and the Innovation Manager). The Open Innovation, Co-design, Idea Management Tool allows the two players to collaborate in the development of the innovative concept.
  - The platform manages and tracks contributions and IPR through the blockchain architecture.
  - At the end of the project, TxtDesign assesses the Innovation Manager. The Innovation Manager assesses TxtDesign.



## 5. Open Innovation Support – Community involvement

### Service description

This service supports customer in the collection of contributions, ideas and feedbacks from a community (e.g. sector experts, innovators, designers, consumers, etc.)

### Primary actors

- Companies such as industrial companies, SMEs and start-ups looking for ideas, designs, contributors and feedbacks from the market.
- Designers and innovators which aims to contribute with their ideas and contributions
- Consumers which aim to be involved in product/service development

### Service Input & Output

**Inputs:** the customer inserts the description of its idea/concept/product/service/etc.  
**Outputs:** the members of the community provide contributions.

### Use-case

- A company working in the textile sector aims to innovate its curtains product lines, introducing a dedicated one for the smart-housing. It has already a conceptual idea, but it wants to evaluate the market interest in this solution and collect inputs.
- TxtDesign SA has a general idea to develop a new curtain product line for smart-housing, but it wants to collect feedbacks on the idea from the consumers subscribed to its newsletter. Thus, it decides to use the MANU-SQUARE platform accessing to its website to have a dedicated tool to collect data and analyze information...
  - TxtDesign SA has already a profile as customer. It logs inside the platform using the web-interface through the username (TxtDesign SA) and the password (smart).
  - TxtDesign SA is interested in "Innovation Management". Therefore, through the web interface, it selects the service "Innovation Management" and its sub-category "Open Innovation Management".
  - TxtDesign SA develops a description of the idea and a set of question for the customers subscribed to its newsletter.
  - The community obtains the access to the survey through a newsletters, receiving a code to access to the MANU-SQUARE platform interface.
  - Each community member has the possibility to complete the survey and also to assess the contribution of the other members (providing comments and points).
  - TxtDesign, after 30 days, closes the survey and it is able to observe results and feedbacks.



6.3.4 Feedback form

MANU-SQUARE feedback form

MANU-SQUARE FEEDBACK FORM
Story #
Is the scenario interesting for your companies?
Where are the benefits for your business in this story (please refer to MANU-SQUARE functionalities)?
Do you see your companies actually going through the steps we describe?
What is needed to align this story with your everyday business?
What are the barriers / challenges you see?
Do you see any risk related to the use of such platform (e.g. loss of information, loss of competences, ...)?
How can we help make the adoption of the platform easier (lower additional costs, mitigate cultural barriers, foster the presence of key customers / suppliers, ...)?

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