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D7.6
Dissemination and Communication Final Report

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LIST OF ABBREVIATIONS

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

1 EXECUTIVE SUMMARY

Being a Research and Innovation Action, MANU-SQUARE project had as objective to create a European platform-enabled responsible ecosystem acting as a virtual marketplace, bringing available manufacturing capacity, innovation competencies and capabilities, and by-products closer to its demand.

It aimed at achieve their optimal matching thus fostering, on the one hand, fast and efficient creation of local and distributed value networks for innovative providers of product-services and, on the other hand, reintroduction and optimization in the loop of unused capacity that would be wasted otherwise.

Dissemination and communication assume a key function in the deployment of research and innovation actions, accompanying the full life-cycle of the project and beyond.

After 42 months since its start, the herewith deliverable is complementary to other ones, under this theme, developed during the project and it highlights the main deployments within dissemination and communication activities in the last 24 months of the project, notably since the previous dissemination and communication mid-term report.

Being the final deliverable on this theme it also assesses the implementations and puts forward main lessons learnt, pertinent for future projects dealing with MANU-SQUARE related themes.

This deliverable is structured in 4 parts:

- an introductory part referencing the background of the deliverable, providing additional context on circumstances that affected its implementation, notably the adaptation to COVID-19 pandemic and presenting the main achievements and implementations;
- a second section detailing the implementations within the scope of deployed actions in terms of the organization and communications at events, publications, initiatives supporting community building, promotion materials, among several others,
- a third section addressing the (1) monitoring of performance indicators pertaining to the actions and (2) assessment and lessons learnt.
- a four section with conclusions on the implementations made.

The carried-out actions were strategic, pertinent, in line with the project objectives, and proficiently deployed. In its implementation the consortium was able to adequately adapt to the life-cycle of the project, but also to contextual circumstances, some unforeseen, as the identified pandemic, and deployed the key actions that addressed both:

- (1) the promotion of the visibility of the project, its developments and results to relevant stakeholders (in the classic definition of project dissemination of knowledge),
- (2) the creation of base conditions towards uptake of the platform via the engagement of pertinent stakeholders, paving the way for the future exploitation of project's results.

The resulting dissemination and communication actions were the result of the joint effort of all consortium organizations that pro-actively contributed to its development and that made possible the reach of the established objectives.

2 INTRODUCTION

2.1 Scope and objectives of this deliverable

This deliverable is the fourth of four deliverables regarding the dissemination strategy of the MANU-SQUARE project.

It follows a first deliverable (*D7.1 Dissemination guidelines*) that established the dissemination plan, the tools and the dissemination and communication procedures to be followed by the consortium; a second one (*D7.2 Stakeholders engagement plan*) providing the community engagement roadmap; and a third one (*D 7.4 Dissemination Mid Term Report*) reporting on the dissemination and communication actions implemented until project's month 18th.

Being complementary to the mid-term report, this report focuses on the period between July 1st, 2019 (M19) and June 30th, 2021 (M42), reporting on the implementation of the dissemination and communication strategy and stakeholder engagement plan, in the second part of the project.

This deliverable has as main goals:

- (1) to document what was done in the last 24 months of the project (from M19 to M42);
- (2) to assess the implementations and to document the lessons learned.

2.2 Dissemination in MANU-SQUARE project

In the genesis of MANU-SQUARE project is the objective of developing and deploying a platform of services, that targeted a high-level objective: to support the sharing of unused capacity, competencies and by-products, while furthering cross-sectoral interactions and innovation. Starting from two industrial value chains, notably metalworking/production technologies and textile, it fostered interactions within and beyond different sectors of the manufacturing industry, for beneficial (re)use of available capacity, resources and flows, while providing for a more resource-efficient production at network level. It pursued 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.

In terms of dissemination, it implied the follow up of 2 intertwined and complementary domains of intervention addressed towards:

- (1) the promotion of the visibility of the project, its developments and results to relevant stakeholders (in the classic definition of project dissemination of knowledge);
- (2) the creation of base conditions towards uptake of the platform via the engagement of pertinent stakeholders.

Being complementary, the two interventions run in tandem, adapting to the life cycle of the project, e.g. as achievements are reached in terms of key milestones in the project development, such as scientific results, deployment of MVPs, deployment of the production platform (open to external users), just to cite a few.

In fact, early learnings from the project, clearly showed that:

- (1) a wider and effective engagement of industrial stakeholders would require the availability of a minimum viable product implemented in a robust production platform, in order to avoid crowding out effects that a presentation of a non-robust platform would have in the potential early adopters' base (specially pertinent when considering that the targeted audience are industrial stakeholders);
- (2) a lean approach towards engagement was required, that addressed to:
 - a) **the development of pilot initiatives**, to enable the collection of feedbacks, that would guide the prioritizing of actions and the **sequent implementation of the most promising ones**; and, in parallel

- b) the **implementation of supporting measures**, both **internally** (e.g. the establishment of a Community Management Board, supporting community building evolution or the development of “train the trainers/“disseminators”” actions on the platform and on dissemination tools and procedures, among others) and **externally** (e.g. the deployment of a consistent communication and the set-up and follow-up of a pipeline for user engagement, via the implementation of a user support function, in a customer relationship management fashion).

In what was already a challenging function, the unforeseeable COVID-19 pandemic introduced additional constraints to the dissemination objective. Nevertheless, the consortium was able to, proficiently, establish contingent measures adapting the plan to the new reality. Additionally, another unpredictable event, a fire incident at the external data centre (in Strasbourg) that was hosting both the development and production platform, implied, from the dissemination and communication perspective a rapid deployment of communication measures, enabling an adequate information to the platform users, during the days in which the platform was unavailable, and until the situation was resolved.

Despite the above, the project consortium was able to adapt to the evolving scenario, deploying the pertinent dissemination and communication actions, and to engage the targeted stakeholders’ base in the platform’s development, notably the scientific and research community and the industrial community (as the main recipients of the results of the project), but also other stakeholders from the society.

2.3 Main highlights from implementation

It is highlighted in the **last 24 months** of the project the effective deployment of:

1. **29 dissemination actions**, of which 17 directly promoted (organized or co-organized) by the consortium (detailed in § 3.1) and 12 communications at third party promoted initiatives, reaching a total of 2.727 participants;
 - *Totaling for the full duration of the project 44 dissemination actions and a reach to 3.897 participants;*
2. **6 published peer-reviewed scientific papers**, an additional one in printing, and another one submitted, currently undergoing its review (detailed in § 3.2.1);
 - *Totaling for the full duration of the project 8 (already) published peer-reviewed scientific papers;*
3. **3 published articles in industry magazines** with a combined distribution of over 16.000 copies, plus an additional one in writing targeting a textile/fashion industry magazine with a circulation of 10.800 copies (detailed in § 3.2.2);
 - *Totaling for the full duration of the project liaisons with 22 projects; and resulting in the set-up of a joint cross-project European Newsletter and in cooperation for dissemination;*
4. **interactions/liaisons with 3 projects**, notably TRINITY H2020 project, with which was established a straight cooperation to further the engagement of the pertinent ecosystem to MANU-SQUARE platform, 1 European interregional project (PMI-Network) and 1 national large-scale R&D project (P-TECH SIF), in Portugal;
 - *Totaling for the full duration of the project liaisons with 22 projects; and resulting in the set-up of a joint cross-project European Newsletter and in cooperation for dissemination;*
5. **links with a pertinent base of 20 multipliers** (Clusters, Industrial Associations, Networks,...), amplifying the reach of project communication and dissemination actions;
 - *Totaling for the full duration of the project a relevant base of 37 multipliers.*
6. **78 bilateral meetings** with pertinent stakeholders specifically fostering the engagement of stakeholders, notably potential early adopters from the industrial fabric, R&D environment and multipliers (e.g. clusters, industrial associations,...), creating a pertinent pool to outreach and recruitment of early adopters;
7. **the dynamization of the stakeholders’ base** via the continuous update to the project’s website, the engagement in MANU-SQUARE social media profiles, and the distribution of project related information via newsletters (MANU-SQUARE and ENGINE newsletter), mailings and other communication actions.

3 IMPLEMENTED DISSEMINATION AND COMMUNICATION ACTIONS – FOCUS ON M19-M42

3.1 Organization of events supporting dissemination and community building

Objectives	To generate engagement and community building
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Table 1 presents a list of the initiatives organized by the consortium, during the period M19-M42 (August, 1st, 2019 - June 23rd, 2021).

WHAT	WHO	With WHOM	WHEN	OBJECTIVE	AUDIENCE
[Community building / Engagement Workshop and Booth] Dedicated workshop at the IFIB2019 International Forum on Industrial Biotechnology and Bioeconomy	I-HUB, INNOVA, HX	Italian National Chemistry Industry Association (Federchimica) and EEN	Naples, 03/10/2019	[Dissemination: Awareness] [Engagement: multipliers and early adopters]	250
[Engagement of Multipliers] 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)	Milan, 24/10/2019	[Engagement: multipliers]	3
[Community Building / Engagement Workshop and booth] CSEM Business day 2019	CSEM	-	Basel, 12/11/2019	[Dissemination: Awareness] [Engagement: multipliers and early adopters]	10 bilateral meetings (total audience 90)
[Community building / Engagement Workshop] Dedicated workshop at the Unione Industriali of Como (Italy)	I-HUB, INNOVA	Textile Industry Association (Unione Industriali of Como)	Como, 21/11/2019	[Engagement: early adopters]	16
[Dissemination / Engagement] Panel in FORUM P-TECH 2019	P-TECH/SUPSI	-	Porto, 27/11/2019	[Dissemination: Awareness] [Engagement: multipliers and early adopters]	79
[Internal Training leveraging Dissemination and Engagement] Train the trainers session on Capacity Sharing Tool, Idea Manager Tool and Dissemination/Communication tools for engaging other parties	SUPSI, HX, INNOVA, P-TECH	All partners	Online, 22/07/2020	[Support Testing and Engagement Effort]	All partners
[Engagement of Multipliers] Cluster Conference 2020 - Virtual Booth & B2B Meetings with clusters in the official agenda	P-TECH	-	Online, 10-11/11/2020	[Engagement: multipliers]	6 bilateral meetings within the official agenda of the event (total audience 1020)

¹ Date of writing of this deliverable.

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WHAT	WHO	With WHOM	WHEN	OBJECTIVE	AUDIENCE
[MANU-SQUARE WEBINAR] Official Launch of the Capacity Sharing Tool	SUPSI, INNOVA, JPM, P-TECH	All partners in the dissemination effort	Online, 25/11/2020	[Engagement]	95
[MANU-SQUARE WEBINAR] Official Launch of the IDEA MANAGER Tool	SUPSI, INNOVA, HX, P-TECH	All partners in the dissemination effort	Online, 09/12/2020	[Engagement]	34
[MANU-SQUARE WEBINAR] WEBINAR CAPACITY SHARING Tool for the Wood Cluster Slovenia	SUPSI, INNOVA, JPM, P-TECH	Wood Cluster Slovenia and all partners in the dissemination effort	Online, 14/01/2021	[Engagement]	16
[Dissemination and Leveraging] Internal meetings with the respective business unit (Blockchain services) [disseminate project results to identify possible areas of mutual interest]	IBM	-	Online, 24/03/2021	[Disseminating/ Leveraging]	30
[Organization of a Workshop] Workshop with Thams	SINTEF	-	Trondheim, 15/04/2021	[Engagement]	9
[MANU-SQUARE WEBINAR] WEBINAR CAPACITY SHARING and INNOVATION MANAGER tool	SUPSI, INNOVA, JPM, P-TECH, SINTEF	TRINITY Consortium and all partners in the dissemination effort	Online, 28/04/2021	[Engagement]	39
[Organization of a Workshop] Workshop with Eyde Industrial	SINTEF	-	Arendal, 30/04/2021	[Engagement]	6
[MANU-SQUARE WEBINAR] MANU-SQUARE: Opportunità di Innovazione com la Piattaforma MANU-SQUARE	I-HUB, SUPSI, HX, INNOVA	Silk and Paper Industry clusters of Italy (Lombardia Region)	Online, 20/05/2021	[Engagement]	44
[Engagement of Multipliers] Bilateral meetings within the official agenda of the Cluster-to-Cluster Meeting & Innovat&Match Brokerage Event 2021	P-TECH	-	Online, 15-17/06/2021	[Engagement: Multipliers]	5
[MANU-SQUARE Event] MANU-SQUARE Project Final Event	All Partners	-	Online, 23/06/2021	[Dissemination & Engagement]	61

Table 1 List of events organized by project partners

The dissemination and engagement of stakeholders has been a priority from the inception of the project. From the start, both internal and external stakeholders were involved in the definition of the requirements of the platform, within the scope of the pertinent work packages (e.g. the several interviews developed within the scope of WP1), as well as integrated workshops (e.g. the May 30th, 2019, workshop held in Porto, with intermediaries and potential early adopters), among others.

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With the deployment of the MVPs² and their integration in the development platform in May 2020 and more specifically with the deployment of its production environment, in November 2020, the conditions were met to promote a wider engagement. As it is demonstrated in this deliverable, it was a joint and combined efforts of all partners in proactively promoting engagement leveraging their connections and networks. This also implied the need to establish adequate tools (communication and training) to enable all partners in deploying this effort. This justified, the continuous development of dissemination and communication tools, as well as the development of the Internal Training leveraging Dissemination and Engagement (identified above), held online on July 22nd 2020.

Additionally, it is visible the commitment in launching webinars and workshops and in deploying alliances with multipliers (for their development and dissemination), fuelled by a consistent parallel development of bilateral meetings with the pertinent stakeholders (notably potential early adopters and multipliers) (as referred in § 3.2.2).

The above table clearly demonstrates the priority placed and the commitment of the consortium in the deployment of events and initiatives furthering engagement and dissemination.

3.2 Technical and scientific publications and communications at conferences

Objectives	To disseminate project ongoing and specific results in different tasks. Project activities and results.
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In line with the project defined dissemination strategy, publications (peer-reviewed and not) as well as communications at conferences were also a priority, during the period M19-M42.

3.2.1 Peer-reviewed scientific publications

Table 2 lists the peer reviewed scientific publications written by the project's partners in the period M19-M42.

DOI	Type of publication	Title	Summary/Description	Authors	Publisher	Open Access
10.1016/j.promfg.2020.01.069	Conference Proceedings	A MaaS platform architecture supporting data sovereignty in sustainability assessment of manufacturing systems	Discussion of how the MANU-SQUARE 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.	Elevier	Green
10.1007/978-3-030-28464-0_28	Conference proceedings	A Digital Platform Architecture to Support Multi-dimensional Surplus Capacity Sharing	Discussion of the theory behind the underlying architecture of a multisided platform for capacity sharing	Silva H., Soares A., Bettoni A., Barni A., Albertario S.	Springer	Green
10.5220/0008364404660472	Conference proceedings	Towards a Semantic Matchmaking Algorithm for Capacity Exchange in Manufacturing Supply Chains	Reports on the development and evaluation of the Semantic Matchmaking algorithm.	Vennesland, A., de Man, J.C., Haro, P.H., Arical, E., Oliveira , M.	SCITEPRESS	Green
10.1109/ETFA.2019.8869016	Conference proceedings	Requirements for adopting digital B2B platforms for manufacturing capacity finding and sharing	Discusses the business requirements and needs of industrial companies for adopting digital business-to-business platforms, as such it contributes to wider adoption of such platforms	Arica E., Oliveira M.	IEEE	Green

² Minimum Viable Product

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DOI	Type of publication	Title	Summary/Description	Authors	Publisher	Open Access
10.1007/978-3-030-57993-7_63	Conference proceedings	A methodology to integrate sustainability evaluations into vendor rating	Presents a concrete methodology to integrate the vendor rating into a Request for Quotation process carried out in a sharing economy context where MaaS digital platforms are exploited.	Fontana A., Menato S., Barni A.	Springer	Green
10.1007/978-3-030-62412-5_9	Conference proceedings	From Digital Platforms to Ecosystems: A Review of Horizon 2020 Platform Projects	Overview of the development of digital platform in H2020 funded projects and how the validation of the MANU-SQUARE platform aims to tackle the main issues uncovered.	Silva H., Soares A.	Springer	Green
In press	Conference proceedings	Empirical evidence from the design of a MaaS platform	Proposal for a design methodology on the elicitation of platform specification and on the value definition.	Corti, D., Betttoni, A., Montini, E., Barni A., Arica, E.	IFAC-Elsevier	Green

Table 2 List of peer-reviewed scientific publications (M19-M42)

In addition to the above one more paper was submitted that is still under review, to the:

- 20th International Semantic Web Conference, to be held online on Oct. 24th -28th, 2021 ("Matching Supply and Demand in Manufacturing Logistics using a Semantic Approach" by Vennesland, A., Vujasinovic, M., Arica, E., Gugliotta, A. and Haro, P. H.)

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 facilitate this process, 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. Despite the above, other self-archiving alternatives were also possible and permitted, e.g. SUPSI's instory (SUPSI Institutional Repository), in particular when ReserchGate conflicted with editor's policies (like for Springer).

Additional submissions to high impact journals were being fostered and planned by the project partners, e.g. SUPSI targeted the Journal of Industrial Ecology, INESC was evaluating the possibilities on European Journal of Information Systems, Journal of Information Technology, Journal of High Technology Management, among others, and SINTEF was targeting a paper submission to the Journal of Web Semantics or to the Semantic Web Journal. Nevertheless, faced with opportunities to contribute to specific pertinent conferences, which gathered relevant stakeholders for the MANU-SQUARE project, results that were being evaluated for a submission to journals were moved to the specific conferences. E.g. SUPSI, faced with the opportunity to contribute to the "IFIP International Conference on Advances in Production Management Systems" (H-INDEX 54), moved the results that previously targeted the Journal of Industrial Ecology, to this conference. Moreover, and having in mind the efforts and results achieved in the Task 1.2 and 5.1, SUPSI decided to target another Conference, IFAC-INCOM 2021 (H-INDEX 72), in order to present the methodology developed within these two tasks.

3.2.2 Other publications in technical / industry-oriented publications

Beyond scientific community-oriented publications, and having in mind the industrial sectors that were the case studies of the project (Textile Industry and Production Technologies and Metalworking), other publications were also fostered, specifically targeting the pertinent communities.

Specifically, 3 articles were published in key industrial national magazines, notably:

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- "Una piattaforma per scambiare e riutilizzare gli scarti di lavorazione", authored by I-Hub and Innova, published at TechnoFashion Magazine in its December 2019 edition (distribution: 10.887 copies) [See figure 1];
- "MANU-SQUARE: Maximizar a utilização da capacidade instalada em empresas industriais", authored by P-TECH and INESC, published at TecnoMetal Magazine in its February 2020 edition (distribution: 3.000 copies) [See figure 2]
- "MANU-SQUARE: A criar ligações entre empresas industriais", authored by INESC, JPM and P-TECH, published at TecnoMetal Magazine in its June 2021 edition (distribution: 3.000 copies) [See figure 3]

In addition to the above-mentioned ones, another article is in development, that will make part of the future October 2021 edition of the TechnoFashion Magazine.



Figure 1 Article published at December 2019's edition of TechnoFashion Magazine

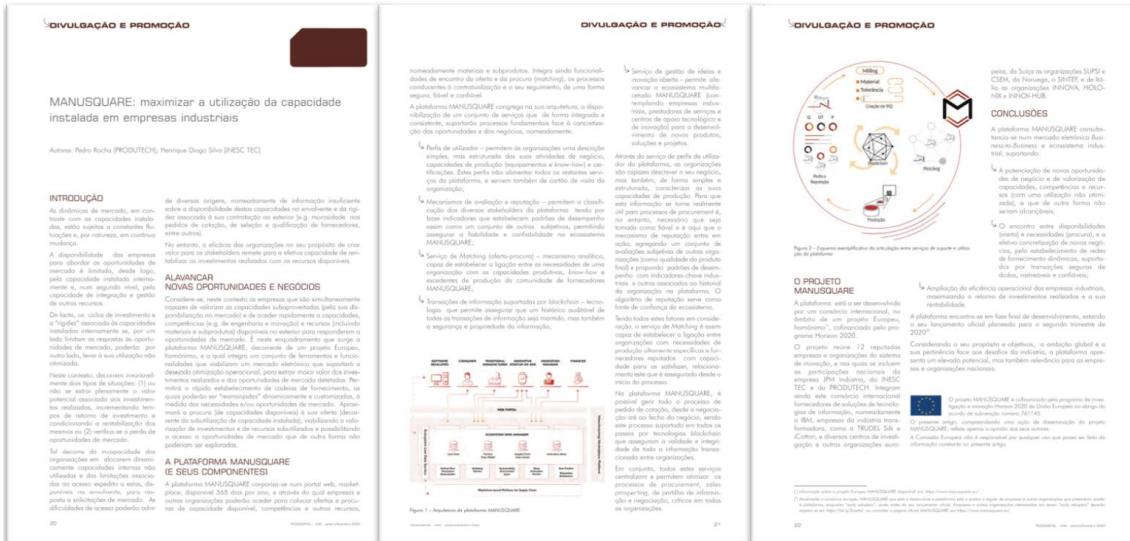


Figure 2 Article published at February 2020's edition of TecnoMetal Magazine

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DISCUSSÃO E PROMOÇÃO



MANU-SQUARE

Autores: Henrique Diogo Silva, INESC TEC, Pedro Rocha, PRODUTECH, Jodo Ferreira, JPM Indústria.

ENQUADRAMENTO

Os mercados estão em continua mudança e flutuação. As capacidades instaladas, por definição, não.

A disponibilidade das empresas para abordar as oportunidades de mercado é limitada, desde logo, pela capacidade instalada e, num segundo nível, pelas limitações na integração de recursos e na gestão de outros disponíveis no ecossistema em que atuam (e.g. subcontratação).

Invariavelmente, assiste-se a dificuldades de alocações dinamicamente capacidades internas não utilizadas e excessivas de forma excedente a aquela demandada no momento. Em alguns casos, essas dificuldades poderão advir de diversas origens, nomeadamente de informação insuficiente sobre a disponibilidade destas capacidades na envolvente e dos processos, consumidores de tempo e recursos, associados à sua contratação ao exterior (e.g. morosidade nos pedidos de cotação, de seleção e qualificação de fornecedores, entre outros).

Tal implicaria, em alguns casos, à impossibilidade de responder a oportunidades de negócio concretas (por falta de capacidade pontual) e, noutros casos, levará à exploração não-ótima dos investimentos realizados (capacidades não utilizadas).

É, por isso, da maior relevância permitir que as empresas possam aceder a, e alocar dinamicamente, capacidades industriais não utilizadas.

Foi neste contexto que o projeto Europeu MANU-SQUARE definiu como

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objetivo central a criação de uma plataforma, que se consubstanciasse num ecossistema e mercado digital, agregando ferramentas e serviços, potenciando a eficiência e a eficácia de processos de negócios que recorram a capacidades de produção específicas e terceirizadas, que ocorrem simultaneamente, os seus processos de inovação, estabelecendo as ligações necessárias entre empresas e entre estas e entidades de I&D e de apoio tecnológico.

Na sua génese, subsiste o propósito de suportar o rápido estabelecimento de cadeias de fornecimento, as quais poderão ser "rearranjadas" dinamicamente e personalizadas, à medida das necessidades e/ou oportunidades de mercado, e de aproximar a procura (de capacidades e competências) à sua oferta (disponibilidade), viabilizando a valorização de investimentos a de recursos subutilizados e possibilitando o acesso a oportunidades de mercado que de outra forma não poderiam ser exploradas.

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A PLATAFORMA MANU-SQUARE

A plataforma MANU-SQUARE é uma solução web, disponível 24 horas, 365 dias por ano, através da qual empresas e outras organizações podem aceder e colocar ofertas e procure de capacidade disponível, competências e outros recursos, nomeadamente materiais e subprodutos. Integra ainda funcionalidades de encontro da oferta e da procura (matching), o suporte aos processos conducentes à contratação direta e o seu seguimento.

Para o efeito a plataforma disponibiliza um conjunto de serviços e funcionalidades que permitem a sua utilização simples e consistente, auxiliando processos fundamentais para a consecução destas oportunidades e negócios, nomeadamente:

- Perfil de utilizador - permitindo às organizações descreverem de forma mais estruturada as suas ofertas de negócio, os suoi capacidades de produção (equipamentos e know-how); certificações. Estes perfis de utilizador, e a informação fornecida, alimentam as demais funcionalidades da plataforma, servindo também como primeiro ponto de contacto entre as organizações;
- Transações de avaliação e reputação - permitindo a classificação dos diversos stakeholders da plataforma tendo por base indicadores que establecem poderes de desempenho quantitativos assim como um conjunto de outras qualitativas, per-

mitindo assegurar a fiabilidade e confiabilidade no ecossistema MANU-SQUARE;
- Serviço de Matching (encontro da oferta e procura) - mecanismo, capaz de estabelecer a ligação entre as complexas necessidades de produção das organizações e as suas capacidades produtivas, know-how e excedentes de produção da comunidade de fornecedores que fazem parte da plataforma MANU-SQUARE;
- Transações de informação supostas para blockchain - permitem a registo e armazenamento de todos os transactores de informação seja manuais, mas também suportando a segurança e propriedade da informação;
- Através do serviço de perfil de utilizador da plataforma, as organizações são capazes de descrever o seu negócio, mas também, de forma simples e estruturada,

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Por outro lado, a JPM Indústria foi também já capaz de utilizar o ecossistema MANU-SQUARE para estabelecer relações com fornecedores, suportando os seus processos de subcontratação e aquisição ao exterior.

Nestes casos, a disponibilidade内在 dos seus equipamentos e os requisitos específicos de freigem CNC, implicaram que a JPM Indústria tivesse que recorrer a serviços para a realização de pedidos de cotação, que eram realizados por fornecedores com esta capacidade específica, e a JPM Indústria utilizou as funcionalidades de criação de pedido de orçamento (RFQ - Request for Quotation) da plataforma, a qual lhe permitiu descrever e definir explicitamente os seus requisitos tanto de produção, como de negócio (e.g. competências excedentes e necessárias, geografia, etc.). Com base nestas especificações o sistema efetuou pré-seleção, desde logo um conjunto de fornecedores com descrição e capacidades possíveis de serem utilizadas para responder a esse pedido.

Com base nesta pré-seleção a empresa terá duas opções, aceder todos os sugestões da plataforma para o envio do pedido de orçamento ou através de uma interface web que pode ser utilizada para gerir todos os pedidos recebidos, das quais poderá filtrar os enviados pelo fornecedor, exceto aqueles que pretende contactar. Desta seleção serão enviados os potenciais fornecedores os pedidos de cotação, os quais deverão responder o pedido de resposta definido pela empresa compradora, caso pretendendo aceder a esta oportunidade. Por outro lado, a plataforma MANU-SQUARE assiste ao processo de negociação entre os fornecedores e os fornecedores que fizeram parte da pré-seleção, dando destaque para o fornecedor que melhor se adequa ao seu perfil.

A partir daí, a JPM Indústria foi capaz de, através das propostas recebidas, dos perfis de cada organização na plataforma e do feedback e reputação destes, conhecer novos potenciais fornecedores e concretizar de modo rápido, simples e informado, a seleção de fornecedor ou fornecedores que melhor se adequa ao seu perfil.

Ora, para que tenham ocorrido o desenvolvimento e o estabelecimento da plataforma a e SANITARS, uma empresa italiana especializada na criação de produtos à base de digitação e estampagem, para o segmento de consumo, é o seu maior cliente. Esta organização é uma organização com experiência demonstrada no área do projeto inicial e que conseguiu quer a organização tanto como de negócio (e.g. competências e especificações de produção) quanto a sua disponibilidade e a comunidade MANU-SQUARE através do seu componente de gestão de dados e inovação aberta.

O processo de desenvolvimento iterativo que se deu na plataforma levou à inclusão do TRUDEL neste processo. Sendo a TRUDEL uma empresa de renome mundial no desenvolvimento de soluções de automação industrial, é um dos principais fornecedores de soluções de produção. ATRUDEL é uma organização com uma forte tradição no desenvolvimento de sistemas de fabrico e a inovar no nível dos seus produtos, tornando-se importante que pudesse complementar as suas capacidades de I&D e inovação.

Por sua vez, a SANITARS conseguiu obter a sua disponibilidade e a sua disponibilidade para a utilização da plataforma MANU-SQUARE, através da sua disponibilidade para a utilização da sua capacidade de produção, competências e recursos (uma utilização não otimizada) e que de outra forma não seriam utilizadas;

O encontro entre as empresas e fornecedores (profissionais e empresas) e a sua constante recriação de novas oportunidades, pelo estabelecimento de redes de fornecimento dinâmicas, suportadas por transações seguras de dados, inovadoras e confiáveis;

A plataforma encontra-se disponível em <https://plataforma.manusquare.eu>, mais informação sobre o projeto MANU-SQUARE e a equipa por trás da plataforma em <https://manusquare.eu> e qualquer dúvida ou comentário pode ser feito através do endereço tech@manusquare.eu.

Considerando o seu propósito e objetivos, a ambição global e a natureza da sua operação, a JPM Indústria, a sua disponibilidade, a sua disponibilidade para subcontratar, a sua disponibilidade para a utilização da sua capacidade de produção, competências e recursos (uma utilização não otimizada) e que de outra forma não seriam utilizadas;

O projeto MANU-SQUARE é cofinanciado pelo programa de investigação e inovação Horizon 2020 do União Europeia no âmbito do projeto de subvenção número 741165.

O projeto, compreendendo uma etapa de desenvolvimento do projeto MANU-SQUARE, reflete apenas o repudio das suas autoras. A Comissão Europeia não é responsável por qualquer uso que possa ser feito da informação contida no presente artigo.

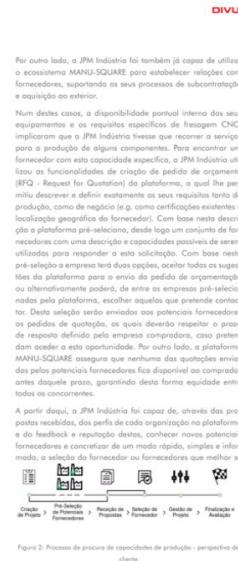


Figura 2: Processo de busca de capacidades de produção - perspectiva de cliente

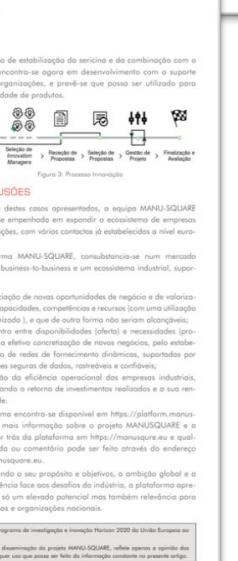


Figura 3: Processo de busca de capacidades de produção - perspectiva de fornecedor

Figure 3 Article published at June 2021's edition of TecnoMetal Magazine

3.2.3 Communication at events and other participations

Communication at events targeted a two-fold objective: (1) to promote the wide dissemination of the projects, its results and achievements and (2) to promote the MANU-SQUARE platform and the engagement of early adopters.

Table 3 presents a list of all communication activities developed from project's month 19 until month 42:

WHAT	WHO	With WHOM	WHEN	OBJECTIVE	AUDIENCE
[Networking at Event] MANU-SQUARE dissemination at the Swiss Circular Economy event	TRUDEL	Circular Economy Platform Organizer	Lausanne 30-31/08/2019	[Dissemination: Awareness]	5 (meeting with initiative leader and networking)
[Paper presentation at Scientific Conference] 24th IEEE Conference on Emerging Technologies and Factory Automation	SINTEF	-	Zaragoza, 10-13/09/2019	[Dissemination: Scientific Community]	220

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WHAT	WHO	With WHOM	WHEN	OBJECTIVE	AUDIENCE
[Paper presentation at Scientific Conference] 11th International Conference on Knowledge Engineering and Ontology Development	SINTEF	-	Vienna, 17-19/09/2019	[Dissemination: Scientific Community]	130
[Paper presentation at Scientific Conference] PRO-VE 2019 – 20th Working Conference on Virtual Enterprises	INESC	-	Turin, 23-25/09/2019	[Dissemination: Scientific Community]	30
[Communication at Event] Presentation at PMI-Network's TECH DAY "La digitalizzazione nelle PMI: tecnologie e nuove opportunità"	INNOVA, SUPSI, I-HUB	PMI NETWORK	Online, 26/06/2020	[Dissemination & Engagement]	30
[Paper presentation at Scientific Conference] Presentation of a scientific paper at APMS 2020 (International Conference on Advances in Production Management Systems)	SUPSI	-	Novid Sad, Serbia, 02/09/2020	[Dissemination: Scientific Community]	20
[Communication at a conference] Visionary Day Conference	IBM, SUPSI	-	Online, 08/10/2020	[Dissemination & Engagement]	35
[Communication at conference] G-STIC 2020 Conference	INNOVA	-	Brussels, 26-28/10/2020	[Dissemination: Awareness]	50
[Articulation with other Projects] Pitch at 1st ENGINE Workshop	SUPSI, P-TECH, INNOVA	-	Online, 12/04/2021	[Dissemination: Awareness]	31
[Communication at Event] IDEA MANAGER TOOL presented at Trinity Workshop at European Robotics Forum 2021	HX	SINTEF, SUPSI, INNOVA	Online, 13/04/2021	[Engagement of participants in Trinity Open Call]	15
[Communication at Event] INCOM Conference 2021 - Scientific Paper	SUPSI, SINTEF	-	Online, 07/06/2021	[Engagement]	200
[Co-organization and Presentation at Event] RAIC 2021 - Robotics and Artificial Intelligence Cross-Sectoral Innovation Conference	SINTEF	Digital Norway, Innovation Norway, et al.	Online, 08-09/06/2021	[Engagement]	245

Table 3 List of communications at third party initiatives

To stress the priority placed by the consortium in pushing forward a wider dissemination and communication towards relevant stakeholders, notably scientific community, industry and society at large, it is worth highlighting the two following initiatives among the listed ones:

- Idea Manager Tool presentation, made by HX, at Trinity workshop entitled “Robotics FSTP funding, any good for SME’s?” at European Robotics Forum, held online on Apr. 13th 2021, which is a result from the cooperation established with TRINITY project, fostering the use of MANU-SQUARE services as a support tool for the project’s open calls.
- The MANU-SQUARE presentation, made by SINTEF, at RAICs 2021 - Robotics and Artificial Intelligence Cross-Sectoral Innovation Conference (and Brokerage Event), which is a result of the consortium efforts in establishing links with multipliers, leading MANU-SQUARE to assume a co-organizer role in the event.

It is also emphasized that, during the period M29-M42, some links between the MANU-SQUARE project and academic activities led by project’s partners were created:

- (i) SUPSI launched 1 Master project for MANU-SQUARE;
- (ii) CSEM launched a thesis with ETH student on Business Models for digital platforms;
- (iii) The archetype of the MANU-SQUARE multi-sided platform business model was presented and used as reference in the course “Business Idea Implementation” within the Bachelor of Management Engineering (SUPSI).
- (iv) The presentation of the MANU-SQUARE platform as an example of a MaaS in the course Management of Innovative Technological Systems for an MBA course.

3.3 Other initiatives supporting community building and engagement

Objectives	To further the engagement of stakeholders and capacitate the project consortium towards the engagement objective.
-------------------	---

3.3.1 Internal Train the Trainers Session leveraging dissemination and engagement

As previously mentioned in § 3.1, a session called “Train the trainers” took place online on the July 22nd 2020 meant to make sure all partners were familiar with the two tools deployed in the platform, notably the Capacity Sharing and the Idea Manager tools. Being part of the developed COVID-19 pandemic’s contingency plan, special emphasis was placed on the deployment of webinars and virtual bi-lateral meetings according to the strategy shown in Figure 4. For this reason, with this session adequate tools were provided to the consortium partners to support the further testing of the platform and, most importantly, to trigger the joint effort of engaging external potential early adopters to the platform. At the same time, it was also required to make available a clear set of communication tools and instructions to better support the consortium partners.

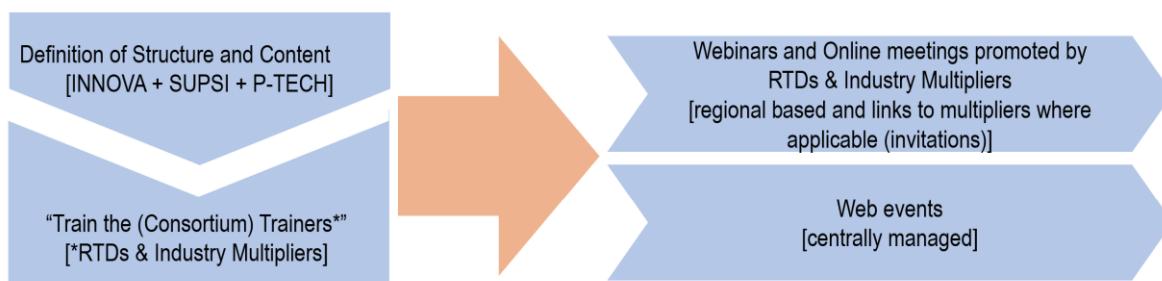


Figure 4 Overall Strategy for the development of webinars and web-events

For such reason, key milestones were identified as base conditions to be reached in order to support external events and 1-to-1 meetings and other engagement events (as shown in Figure 5).

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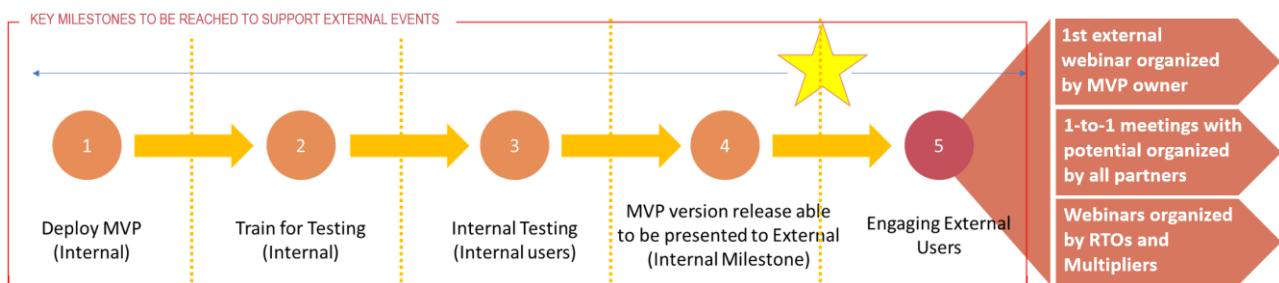


Figure 5 Key milestones to be reached to support engagement

The action implied: (1) that all partners were acquainted with the MVPs³; (2) the triggering of the booking of 1-to-1 meetings and identification of potential early adopters in regard to the pertinent MVP; and (3) the development of 1-to-1 meetings, feedback collection and its reporting to the leaders of the MVPs and of the Dissemination and Exploitation Coordination Team (composed by SUPSI, INNOVA and P-TECH).

The session included the demonstration of the MVPs and the set-up of clear instructions about how to proceed with use of the services offered by the platform. Additionally, it provided the MVPs platform's owners/leaders with the requirements to enable the widening of the dissemination and engagement actions.

This Internal “Train-the-Trainers” session provided the adequate tools and plan for the deployment of MVPs testing (towards their streamlining) and well as of the engagement actions.

In addition to the online training session, the Dissemination and Exploitation Coordination (DEC) team agreed, aligned with the MVP owners, to provide the partners with the following set of tools:

- a) The suggested structure/agenda for the 1-to-1 meetings, which was composed by:
 - (i) Overall overview of MANUSQUARE (estimated 5 min. duration);
 - (ii) Presentation of the MVP (time and presentation dependent on the specific MVP) including:
 - a. Purpose;
 - b. Detailed operation (supported on use cases);
 - c. Objectives of the release;
 - d. Link to the platform server and indication of the helpdesk support email (tech@manusquare.eu).
 - (iii) Conclusions (estimated duration of 10 mins), including:
 - a. Questions to be posed to the audience (collection of preliminary feedback);
 - b. Actions to be requested to the audience?
 - c. Incentives for engagement;
 - d. Q&A.
- b) A toolkit for 1-to-1 engagement composed by:
 - (i) A (renewed) MANU-SQUARE short presentation;
 - (ii) A MVP generic presentation (supplied by each MVP owner/leader);
 - (iii) Use cases information to be replicated (notably the recording of the “Training the Trainers” session);
 - (iv) Short videos per MVP (supplied by each MVP owner/leader);
 - (v) A questionnaire for preliminary feedback collection;
 - (vi) Template report on actions developed;
 - (vii) Other support tools:
 - a. MANU-SQUARE generic videos;

³ Minimum Viable Products (of the MANU-SQUARE platform tools).

b. Brochures.

The suggested structure also served as a basis for the development of webinars launching the MANU-SQUARE tools that was then adapted to the specificity of the tool. For the Capacity Sharing related webinars, for example, it was also privileged a testimony from a company (e.g. JPM) while in the Idea Manager related webinars, a more interactive, hands-on, approach with the launch of challenges and with the audience proposing ideas was followed. The official launch events and webinars were extensively planned and organized leading to several weeks of preparation in a straight articulation between the DEC Team (P-TECH, SUPSI and INNOVA) and the MVP owners/leaders.

3.3.2 Bilateral meetings and wider dissemination

The Training the Trainers session, together with the deployment of the MVPs (and its streamlining) supported the new phase on platform testing, to further the engagement of external potential users, which was reinforced on the basis of the deployment of the public release (production platform) and of the respective official launch of the platform tools in the end of 2020, notably of the Capacity Sharing Tool on November 25th, 2020, and of the Idea Manager on December 9th, 2020.

All partners were proactively engaging external users, in both dissemination efforts (linking to the events) and in the development of bilateral meetings. Only considering the development of specific meetings, 78 were developed, targeting both potential users (early adopters) and multipliers.

An intensive effort was in fact deployed by all partners, notably from the industrial environment (JPM, SANITARS and TRUDEL), from the technological companies side (HX and IBM, the latter also linking to internal groups within the multinational) from the research community and interface (SUPSI, SINTEF, INNOVA, INESC and CSEM) and from the multipliers side (P-TECH and I-Hub).

As mentioned, the targeted audience was both potential early adopters and multipliers. In fact the “recruitment” of multipliers leverages the population of the platform but also the community engagement process, allowing the set-up of seminal actions such as, to cite a few:

- a webinar on the Capacity Sharing Tool for the Wood Cluster of Slovenia (that, in turn, was triggered by an initial bilateral meeting held between P-TECH and the Wood Cluster of Slovenia, integrated in the official agenda of the Cluster Conference & Intra-European Cluster Matchmaking event, held in November 2020);
- Cooperation established with TRINITY project which was triggered by contacts established between SINTEF and Digital Norway (a partner to TRINITY project),

3.3.3 User engagement programme and support

In parallel to the engagement effort and to the several communication actions (e.g. organized webinars) 3 additional support functions and tools were deployed:

- the establishment of a tech-support function, embodied in the mail tech@manusquare.eu, that fostered an adequate help-desk to engaged users (function assumed by SUPSI as pivot element linking to the platform's component developers);
- the set-up of a CRM tool supporting the qualification and the identification of the progression of turning leads to adopters (led by INNOVA as community building and exploitation leader);
- the set-up of an engagement programme furthering interactions with users, led by INNOVA but with the participation of the several partners, in regard to specific opportunities that were being established with external ecosystems, e.g. the case of CSEM in exploring additional engagement opportunities in the wood related ecosystem at EU scale.

The active participation of all partners in dissemination (e.g. linking partners, suppliers and customers to the events) as well as in the engagement effort itself, was fundamental to the success of the actions developed.

3.4 Promotion materials

3.4.1 Brochures and flyers

Objectives	To disseminate project goals, results and on-going activities; to support other communication/dissemination initiatives, e.g. presence in fairs, meetings, ...
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The communication materials were consistently and adequately developed in line with the evolution of the project. From the initial 3 versions of the brochure, additional ones were developed to accommodate the communication needs of the project, and notably:

- (i) the update of the brochure including a QR code providing access to a form for interested parties to apply to become an early adopter (left side of Figure 6);
- (ii) the update to the IDEA Manager brochure (by HX and INNOVA), due to the change to the consortium (second semester of 2019) and following customizations by partners (e.g. SANITARS) to adapt to specific communication needs;
- (iii) the update to the project brochure integrating a new QR code with direct link to the MANU-SQUARE platform for registration (right side of Figure 6).



Figure 6 Updates to MANU-SQUARE Brochure (integration of QR-Codes as part of the communication and engagement strategy)

All the above-mentioned brochures are available to download at the MANU-SQUARE website (<https://www.manusquare.eu/documents/>).

In parallel, and with the delivery of the webinars a set of additional communication information was developed continuously, notably event-specific flyers (e.g. Save-the-Date, Programmes, etc.) that were extensively used in promoting the webinars (in a joint effort of all consortium organizations, as mentioned).

Examples of some of the developed flyers are presented in Figure 7, Figure 8, Figure 9 and Figure 10.

The project brochures and flyers were widely used by the consortium in the dissemination effort, via direct emails, other channels (owned and of multipliers) as well as in social media.

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MANUSQUARE****

**WEBINAR [FREE]:
ACCESS AND MONETIZE UNUSED INDUSTRIAL CAPACITY
25.11.2020 @ 11:00 - 12:30 CET
ON LINE**

OFFICIAL PUBLIC PRESENTATION OF THE CAPACITY SHARING PLATFORM SERVICE

SAVE THE DATE !

MANU-SQUARE project has received funding from the European Union's Horizon 2020 research and innovation programme under grant agreement No 761145
DISCLAIMER:
The herewith information reflects only the author's view. The European Commission is not responsible for any use that may be made of the information herewith included



WHAT IS THE MANU-SQUARE PLATFORM?
MANU-SQUARE is a platform-enabled marketplace supporting the access to and monetization of unused manufacturing capacity, engineering and technology services and by-products.

WHY THE MANU-SQUARE PLATFORM IS RELEVANT TO ME?
INDUSTRIAL CHALLENGES:
Market dynamics are by nature in continuous change and fluctuations. Installed capacities, per definition, are not, rendering, in some cases, the inability to access to specific business opportunities (lack of capacity) and, in other cases, a non-optimal exploitation of investments (unused capacities). It is of the highest relevance to enable companies to dynamically access to and allocate (monetize) unused capacities, by-products and capabilities. MANU-SQUARE platform can provide for it!

THE MANU-SQUARE SOLUTION:
MANU-SQUARE platform delivers a marketplace, aggregating adequate tools, services and information resources, that supports the matching and establishment of business processes between those that are seeking for specific manufacturing capacities and those who have theirs available.

BENEFITS AND ADVANTAGES:
Access to a wider base of business opportunities, manufacturing capacities, knowledge and services. Be part of the MANU-SQUARE platform and marketplace and enjoy from a flexible establishment of supply networks, supported by an highly traceable and secure platform, that aims to exploit the available and the unused potential of installed capacities.

WHY TO PARTICIPATE AT THE WEBINAR
See how the platform's CAPACITY SHARING SERVICE can be of benefit to your company.
Register your company, benefit from this platform service and marketplace and start exploring new business opportunities.
Become a early adopter and benefit of a free access to the MANU-SQUARE platform until 30.06.2021 and get access to discounts afterwards.



MANUSQUARE****
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**WEBINAR [FREE]: ACCESS AND MONETIZE UNUSED INDUSTRIAL CAPACITY
25.11.2020 @ 11:00 - 12:15 CET | ON LINE**

OFFICIAL PUBLIC PRESENTATION OF MANUSQUARE PLATFORM | CAPACITY SHARING SERVICE

11:00 THE MANU-SQUARE PROJECT & PLATFORM The origin <small>Andrea Bettini SUPSI [CH]</small>
11:10 CAPACITY SHARING PLATFORM SERVICE Purpose, hands-on operation and public release <small>Elias Montini SUPSI [CH]</small>
11:40 JPM COMPANY TESTIMONY The industrial perspective: motivation, opportunity and outlooks <small>Vasco Alves JPM Industry [PT]</small>
11:50 PARTICIPANTS' FEEDBACK, INCENTIVES FOR ENGAGEMENT & NEXT STEPS <small>Alessio Gugliotta INNOVA [IT]</small>
12:15 ADJOURNMENT

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WHY TO PARTICIPATE AT THE WEBINAR
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Register your company, benefit from this platform service and marketplace and start exploring new business opportunities.
Become a early adopter and benefit of a free access to the MANU-SQUARE platform until 30.06.2021 and get access to discounts afterwards.



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Figure 7 Flyers (1) Save the Date and (2) Official Programme (Front/Cover) announcing the Official Launch of the Capacity Sharing Tool



MANUSQUARE****


**idea
MANAGER**
open innovation tool

**WEBINAR [FREE]:
INNOVATE WITH IDEA MANAGER TOOL
09.12.2020 @ 11:00 - 12:30 CET
ON LINE**

OFFICIAL PUBLIC PRESENTATION OF THE IDEA MANAGER PLATFORM SERVICE

SAVE THE DATE !

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MANUSQUARE****

**WEBINAR [FREE]: INNOVATE WITH IDEA MANAGER TOOL
09.12.2020 @ 11:00 - 12:30 CET | ON LINE**

- OFFICIAL PUBLIC PRESENTATION OF THE IDEA MANAGER PLATFORM SERVICE -

11:00 THE MANU-SQUARE PROJECT & PLATFORM The origin <small>Andrea Bettini SUPSI [CH]</small>
11:10 IDEA MANAGER TOOL Purpose, hands-on operation and public release INTERACTIVE SESSION <small>Caterina Colefato HOLONIX [IT]</small>
12:15 Q&A, PARTICIPANTS' FEEDBACK & NEXT STEPS <small>Alessio Gugliotta INNOVA [IT]</small>
12:30 ADJOURNMENT

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**idea
MANAGER**
open innovation tool

REGISTRATIONS: <https://forms.gle/bheUdpWareAKRi79A>

Figure 8 Flyers (1) Save-the-Date and (2) Programme (only Front) announcing the Official Launch of the Idea Manager Tool

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Figure 9 Flyer disseminating the agenda of the Capacity Sharing Tool webinar developed with the Wood Cluster Slovenia (Front and Cover)



Figure 10 Programme of the MANU-SQUARE webinar on Capacity Sharing and Innovation Manager Services

3.4.2 Support to the dissemination and development of webinars [templates]

Objectives	To support the dissemination and development of workshops, by the establishment of methodologies and tools (
------------	--

The development of workshops and webinars was preceded by an extensive preparation of promotion material adapting the formats, the communication messages and the tools to the specificity of the single event. As identified in § 3.1, the MANU-SQUARE consortium resorted to several types of approaches, customizing them to the needs of the target audience, specificity of the event, mode of participation/location, among others. This customized approach led to the development, both centrally and by the single partners promoting each initiative, of specific communications tools.

Examples are posters, business cards, flyers among others, developed for specific initiatives, as shown in Figure 11, Figure 12 and Figure 13.



Figure 11 Business card developed by SUPSI and CSEM for the purposes of the 2019 CSEM day (dedicated workshop and booth)

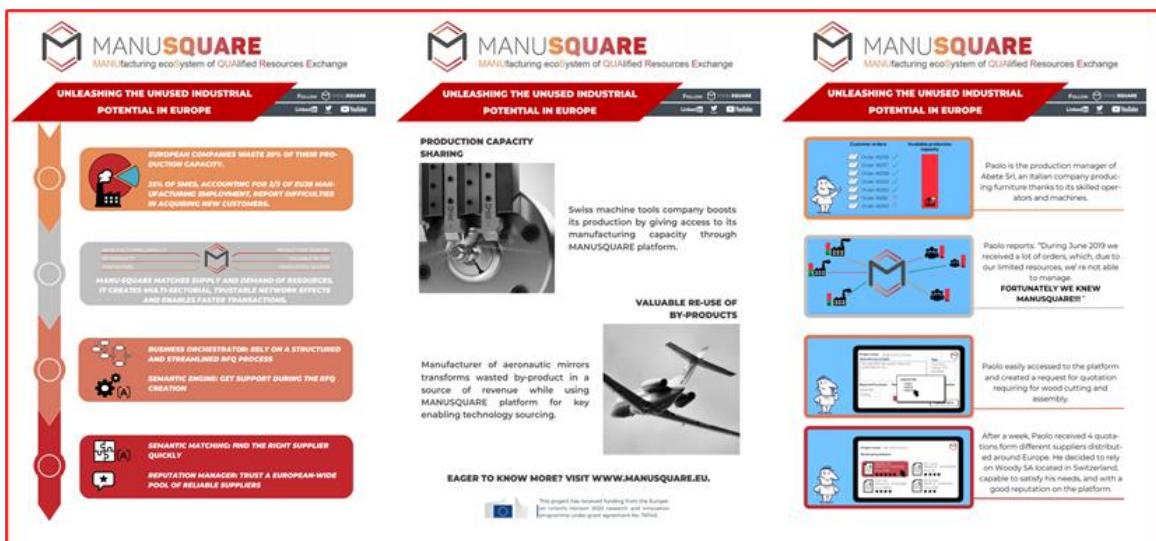


Figure 12 Poster developed by SUPSI and CSEM for the purposes of the 2019 CSEM Day

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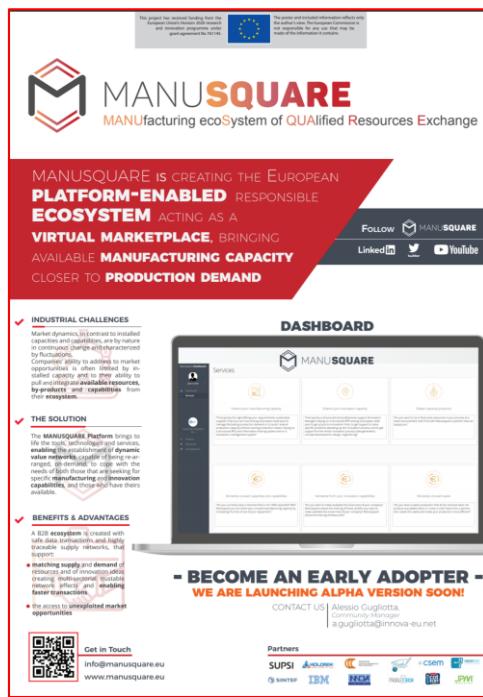


Figure 13 Poster developed by I-Hub, INNOVA and HX for the purposes of the booth and workshop at the IFIB2019 International Forum on Industrial Biotechnology and Bioeconomy

The change to the dissemination and communication strategy imposed by COVID-19 pandemic brought additional opportunities but also challenges. In fact, the social distancing and the agility of virtual modes of organization implied a profusion and multiplication of online initiatives and different methodologies to be used during the events.

Despite enabling a higher reach, this profusion of online initiatives led to higher competition. Initiatives were happening at the same time, virtually, and competing for the same scarce resource of the targeted audience: time. This implied a definition of a strategy towards dissemination, and in which all partners played a key role in making available their communication channels, resources and by linking to multipliers and other actors that they had in their networks, and which could assume an important function in amplifying the reach of such campaigns.

The renewed strategy generally resorted 3 key moments in communication: (1) the dissemination of a save-the-date notice, followed by (2) the dissemination of the official programme and registration form, followed by (3) an extensive campaign closer to the initiative. To this aim, email templates and communication materials were prepared for each phase, facilitating a common approach that was extensively followed by the partners. Examples of these communications are shown in Figure 14 and Figure 15.

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Subject: MANU-SQUARE | PUBLIC WEBINAR Capacity Sharing Platform Service | SAVE-THE-DATE | Nov. 25th @ 11:00 (CET)
 From: Pedro Rocha | PRODUTECH <pedro.rocha@produtech.org>
 Date: 30/10/2020, 14:28

Dear Partners of MANU-SQUARE

Being part of the engagement work that we are all developing, we are excited towards the development of the 1st EU-wide Public Webina CAPACITY SHARING service of MANU-SQUARE platform. (IDEA MANAGER will follow)

As such we have developed an email template (see below my signature: the email text and in attach the flyer) that you can adapt to send your partners, networks and other pertinent stakeholders with which you have personal and/or professional contacts. Until the event is expect to develop new materials to be sent as reminders on a weekly basis.

The "save the date" is here.

Your support and wide dissemination is very important! Thank you so much!

Pedro Rocha
 [+351] 914919821 | pedro.rocha@produtech.org

—
 PRODUTECH | PRODUCTION TECHNOLOGIES CLUSTER
 Rua dos Pálatos, nº 197 | 4100-414 Porto | PORTUGAL | Tel: (+351) 22 6166897 / 60 | Fax: (+351) 22 6166899 | geral@produtech.org | www.produtech.org

To: <contacts from individual partners>

Subject: SAVE THE DATE | MANU-SQUARE PLATFORM - CAPACITY SHARING SERVICE | 25.11.2020 @ 11:00 - 12:30 CET

Email body:

Dear Sirs

Next November 25th at 11:00 CET, the MANU-SQUARE consortium is organizing a public event/webinar to present to the wider audience the CAPACITY SHARING service of the MANU-SQUARE Platform.

Save the date [25.11.2020 @ 11:00 - 12:30 CET]!!!!
 Registration form and full programme will be available soon.

For further information, please see attached flyer and the official website of the MANU-SQUARE project (www.manusquare.eu).

Looking forward to meet you at our webinar in November 25th,
 Kindest Regards
 <individual partner signature>

—
 Member of
 MANU-SQUARE project | Manufacturing ecoSystem of QUALIFIED Resources Exchange
 Follow us: web: www.manusquare.eu | linkedin: www.linkedin.com/company/1261645/ | linkedin stakeholders group:
www.linkedin.com/groups/1213645/ |
 twitter: twitter.com/eumannusquare | research gate: www.researchgate.net/project/MANU-SQUARE-Manufacturing-ecoSystem-of-Qualified-Resources-Exchange

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



Figure 14 Email Template for disseminating the SAVE-THE-DATE of the Official Launch of the Capacity Sharing Tool

These moments and campaigns were leveraged, in parallel, via social media campaigns (including video teasers) and with the articulation of other communication channels from networks and partnerships that the project partners had with other multipliers (e.g. TRINITY project, other clusters and even government agencies, notably AICEP/Portugal global, among others).

Additionally, the online format enabled the use of additional methodological tools, such as: (1) online questionnaires to be followed during the event, to collect feedback and to involve the audience in the discussion; (2) videos to attract the interest

Subject: MANU-SQUARE | IDEA MANAGER WEBINAR | REGISTRATIONS OPEN | Dec. 9th @ 11:00 (CET)
 From: Pedro Rocha | PRODUTECH <pedro.rocha@produtech.org>
 Date: 03/12/2020, 13:24

Dear All

The webinar on IDEA MANAGER TOOL of MANU-SQUARE will take place next Wednesday, Dec. 9th at 11:00 CET.

As mentioned, you contribution and effort in inviting potential early adopters is key for the success of the webinar (and project). In this sense I would like emphasize the message sent in my previous email:

1. Please do contribute to the dissemination effort by sending the invitation to your contacts (companies, R&D organizations, Clusters, incubators, Start-up ecosystems, Free-lancers, etc. etc. etc.). See below my signature the template email that you can customize and send to your contacts. **And please do remember that Tuesday will be holiday in Catholic Europe, as such our engaging effort must be done today!**

2. Please do register to the webinar and participate actively on the webinar. This webinar will include a interactive session, where a challenge will be presented and where we will ask to the audience to put forward ideas. It will be important that you actively participate by putting forward ideas to solve the challenge at the webinar.

Thanking you so much Kindest Regards

Pedro Rocha
 [+351] 914919821 | pedro.rocha@produtech.org

—
 PRODUTECH | PRODUCTION TECHNOLOGIES CLUSTER
 Rua dos Pálatos, nº 197 | 4100-414 Porto | PORTUGAL
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 *****EMAIL TEMPLATE FOR YOUR BEST CONVENIENCE*****

To: <contacts from individual partners>
 Subject: REGISTRATIONS OPEN | MANU-SQUARE PLATFORM - IDEA MANAGER TOOL | 09.12.2020 @ 11:00 - 12:30 CET
 Email body:

Next December 9th at 11:00 CET, the MANU-SQUARE consortium is organizing a public event/webinar, this time, to present to the wider audience the IDEA MANAGER service of the MANU-SQUARE Platform.

Registrations to the webinar are officially OPEN. Register at: <https://forms.gle/bheUdpWzreAKRj79A>. Ensure your participation by registering today



More close to the event, we will send to registered participants, the link to the webinar platform.

WHY TO PARTICIPATE AT THE WEBINAR:

- See how the platform's IDEA MANAGER SERVICE can be of benefit to your company.
- Register to the service and start exploring new ideas, innovation projects and business opportunities.
- Become an early adopter and benefit of a free access to the MANU-SQUARE platform until 30.06.2021 and get access to discounts afterwards.

For further information, about IDEA MANAGER tool please see attached flyer and the official website of the MANU-SQUARE project (www.manusquare.eu).

Looking forward to meet you at our webinar next December 9th!

—Attachments—

MANUSQUARE_IM_AGENDA_vfinal.pdf

345 KB

Flyer MANUSQUARE-IDEA MANAGER - 2020-11.pdf

730 KB

Figure 15 Email Template for the dissemination of the PROGRAMME and registration to the Official Launch of the Idea Manager Tool

D7.6 – Dissemination and Communication Final Report

of the audience, (3) interactive sessions “hands-on” the platform (e.g. used at the Idea Manager official launch webinar), (4) follow-up actions with the registered participants, via email, among others.

3.5 Other dissemination tools and actions

This section completes the description of the initiatives and material prepared in the second part of the project to maximize the reach and success of the dissemination and communication activities.

3.5.1 Newsletters

Objectives	To disseminate project, throughout its development.
------------	---

The dissemination effort also included the use of newsletters. Following the work developed in the first half of the project, during the period M19-M42 the consortium have resorted widely to this type of instruments.

On a first level, one of the main tools was the MANU-SQUARE newsletter, launched initially in April 2019. During the period of this report were deployed 9 additional releases/campaigns of the MANU-SQUARE newsletter.

Excerpts from two newsletters are presented in Figure 16 and Figure 17.



Figure 16 (Excerpt of) MANU-SQUARE Newsletter #2 (September 2019)



Figure 17 (Excerpt of) MANU-SQUARE Newsletter #10 (June 2021)

In addition to the MANU-SQUARE newsletter and in line with the objective of establishing liaisons with other projects, an initiative was launched towards the constitution of a joint EU projects newsletter, named ENGINE – EuropeaN digital Innovation Network. The official launch of Engine newsletter was in December 2019 and 3 more releases were developed, until the writing of this report (June 2021). ENGINE newsletter is distributed to more than 20 projects and more than 20 coordinators and dissemination managers, who multiply this distribution via their networks, while still respecting the GDPR regulations. This implies that, an apparent meagre list of 58 direct subscribers, is widely amplified resulting in over 400 openings per issue. Figure 18 and Figure 19 show excerpts from the ENGINE newsletters.

D7.6 – Dissemination and Communication Final Report



Welcome to the first edition of the EuropaN diGital Innovation Network (ENGINE), a venture aiming at strengthening connections among digital initiatives at European level, working on strategic topics addressing the constitution, population or regulation of the European Digital Single Market. ENGINE was born as a voluntary initiative inside the H2020 Manusquare project and currently involves projects running under the H2020 framework, with the common perspective of fostering the sharing, dissemination and exploitation of up-to-date information about projects' results and initiatives, in order to mutually extend dissemination channels, find connection points among the participating projects, and promoting networking and cross-fertilisation in the EU based digital innovation domain.

News from the network

MANUSQUARE Alpha version of the MANUSQUARE Platform will be launched by the end of the year

The MANUSQUARE platform is an innovative ecosystem and virtual market place, enabling the access to and monetization of unused manufacturing and engineering capacities, and available technology services and by-products. New information on the release of the alpha version of the platform will be coming soon. Follow MANU-SQUARE project to be informed on its launch and to apply to becoming an early adopter.

For more info, visit www.manusquare.eu or contact info@manusquare.eu

FAR-EDGE

Training services to Industry 4.0 communities are made available by FAR-EDGE

Nowadays, Industry4.0 knowledge is vital for manufacturing and industrial automation solutions providers, who wish to understand and leverage relevant opportunities. The provision of appropriate training services is therefore important for Industry4.0 stakeholders, notably for SMEs which lack a detailed understanding of Industry4.0 technologies and applications. Along with its architecture and open source development, FAR-EDGE is providing training services to Industry4.0 communities, as a means of raising awareness about digital automation in general and FAR-EDGE solutions in particular.

For more info, visit www.edge4industry.eu

COMPOSITION

COMPOSITION Project Video is Available

Figure 18 (Excerpt of) ENGINE Newsletter #1

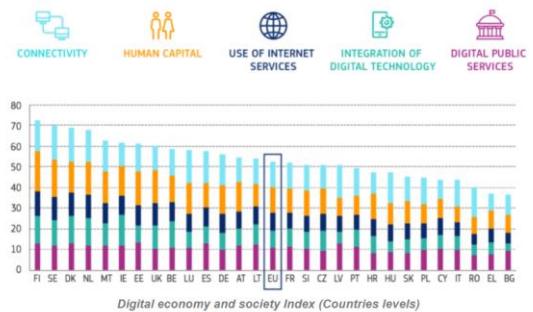


ENGINE, Digitalising Europe #3

With 2020 reaching its end, we are also approaching the conclusion of the H2020 Framework and it is time to check some stats. Despite the challenging situation, the digital journey of the European manufacturing is swiftly proceeding but there is still a lot to do.

Between 2014 and 2019, Horizon 2020 has allocated approximately €11.4 billion in EU funding to more than 3,500 projects in ICT-related areas. The 51% of these funds were specifically addressed to the industrial pillar. As reported in the Digital economy and society Index (DESI) report, the majority of the countries, which are below the EU average in the digitisation level have not progressed much in the last five years. Many initiatives in the area of IT security, supercomputing, artificial intelligence, blockchain, digitisation of public services and businesses have been launched, symptom that there is the desire to invest and progress in the digital journey. With SMEs at the center of the action, and growing technological and societal changes quickly undergoing, we have the role of pushing their involvement to pave the way for the consolidation of the European digital leadership within Horizon Europe. In this context, ENGINE newsletter has reached its third edition. Four new projects joined and more are willing to be involved.

Keep doing! Keep growing! Keep innovating!



News from the network

MANUSQUARE

Production capacity sharing service launch event

MANU-SQUARE platform delivers a e-marketplace, aggregating adequate tools, services and

Figure 19 (Excerpt of) ENGINE Newsletter #3

In addition to both identified newsletters, the partners have been widely diffusing MANU-SQUARE information in their own newsletters, towards their networks and ecosystems. An example is shown in Figure 20 pertaining to P-TECH Newsletter:

Newsletter
novembro 2020

[Ver este email online](#)

Notícias

Encontro Nacional Clusters 2020

O Encontro Nacional Clusters 2020 com o tema "O Papel dos Clusters no Quadro da Transição Verde e Digital na Recuperação Pós-Pandémica da Economia". A Conferência Anual de Clusters 2020 será realizada via web streaming no dia **11 de dezembro de 2020** entre as 14h e as 16h.

[>> Ver Mais](#)

ENCONTRO NACIONAL CLUSTERS 2020

11 DEZ 2020

PROGRAMA

PRODUTECH renova Reconhecimento como CLUSTER de Excelência a nível Europeu.

O PRODUTECH - Pólo das Tecnologias de Produção foi reconhecido este mês como "Gold Label of the European Cluster Excellence", atribuída pelo ESCA - *The European Secretariat for Cluster Analysis*.

[>> Ver Mais](#)

Cluster Management Excellence

GOLD

MANUSQUARE

WEBINAR [INFO] INNOVATE WITH IDEA MANAGER TOOL
09.12.2020 @ 11:00 - 12:30 CET | ON LINE

OFFICIAL PUBLIC PRESENTATION OF THE IDEA MANAGER PLATFORM SERVICE

11:00 | THE MANU-SQUARE PROJECT & PLATFORM | The origin
11:15 | IDEA MANAGER TOOL | Purpose, hands-on operation and public release | INTERACTIVE SESSION
12:15 | Q&A, PARTICIPANT FEEDBACK & NEXT STEPS
12:30 | ASSESSMENT
REGISTRATIONS

Figure 20 (Excerpt of) P-TECH Newsletter (including information on MANU-SQUARE)

3.5.2 Press Releases, Videos and other Media

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

As an integrant part of the communication and dissemination effort, the issuing of press releases has been a complementary, and important tool, in which the several partners have contributed. News have been published in MANU-SQUARE website (Figure 21), partner's websites (Figure 22) and in other stakeholders' websites. One example of the latter is the collaboration existent between P-TECH and the Portuguese Government Agency for Trade and Investment (AICEP/Portugal Global) that enabled the publishing of press releases and other news items, notably from MANU-SQUARE, in their newsletters and website (Figure 23).

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The screenshot shows the 'News' section of the MANU-SQUARE website. It features a header with the project logo and navigation links for 'About us', 'Platform', 'Resources', 'Latest News', 'Join our Community', and 'JOIN/REGISTER TO MANU-SQUARE PLATFORM'. Below the header, a news item is displayed with the title 'MANU-SQUARE PROJECT FINAL 23.06.2021 @ 10:30 - 13:30 CET ON LINE (Webinar) - SAVE THE DATE !' and a brief description.

The screenshot shows another news item from the 'News' section. It is about 'MANU-SQUARE presented results to the scientific community at INCOM 2021'. The news includes a small thumbnail image of a presentation slide and a brief description.

Figure 21 MANU-SQUARE website news

The screenshot shows the 'SUPSI' website news section. It features a header with the SUPSI logo and navigation links. A news item is highlighted with the title 'MANU-SQUARE project final event' and a brief description.

Home > SUPSI homepage > Eventi > 2021 > MANU-SQUARE project final event

FURTHER INFORMATION

- [Registration link](#)

CONTACT

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T +41 699 666 65, 01
dti.comunicazione@supsi.ch

Figure 22 MANU-SQUARE news at partners' website (case of SUPSI)

The screenshot shows the 'AICEP Portugal Global' website news section. It features a header with the Portugal flag and navigation links for 'Pesquisa' and 'Pesquisa Avançada'. A news item is displayed with the title 'Receba e divulgue a nossa seleção de notícias Notícias do Dia na sua Caixa de Correio. Subscreva!' and a brief description.

Edição AICEP
Revista de Imprensa Nacional
Revista de Imprensa Estrangeira
NewsRoom (by AICEP)

ProduTech The MANU-SQUARE project is organizing a webinar to present two services of the MANU-SQUARE Platform, the CAPACITY SHARING service and the INNOVATION MANAGER service, on the 28th April at 14:00 CEST. Registration is already open.

The European consortium MANU-SQUARE, of which PRODUTECH is a partner, is organising a webinar next 28th April at 14:00 CEST to present two services of the MANU-SQUARE Platform, namely the CAPACITY SHARING service and the INNOVATION MANAGER service (New service/tool).

The registration for the webinar is officially open. Register as soon as possible. Ensure your participation.

[Register here](#)

WHY JOIN THE WEBINAR:

- See how the platform's CAPACITY SHARING and INNOVATION MANAGER services can be beneficial for your company.
- Register on the platform and start taking advantage of new business opportunities.
- Become an early adopter and benefit from free access to the MANU-SQUARE platform until 30.06.2021 and discounts after this period.

For more information about the project and MANU-SQUARE platform please visit the official website: www.manusquare.eu

2021-04-26 12:03
Produtech/AICEP

[Partilhar](#)

[Página Anterior](#) [Imprimir](#)

POS C INNOCIMENTO Programa para o Desenvolvimento da Competitividade

21/06/2021 | Reclamações | FAQ | Glossário | Termos e Condições | Links Úteis | Cookies | Mapa do Site | Política de Privacidade

Figure 23 News at multipliers' website (case AICEP/PortugalGlobal)

The development and dissemination of press releases were also a joint effort from the project partners.

Another element that has been widely used was the production of videos. These supported dissemination campaigns, the development of webinars and were also used as teasers for the webinars that have been developed.

During the period of this report, 5 additional videos were developed and published (available in the MANU-SQUARE YouTube channel and in Social Media):

D7.6 – Dissemination and Communication Final Report

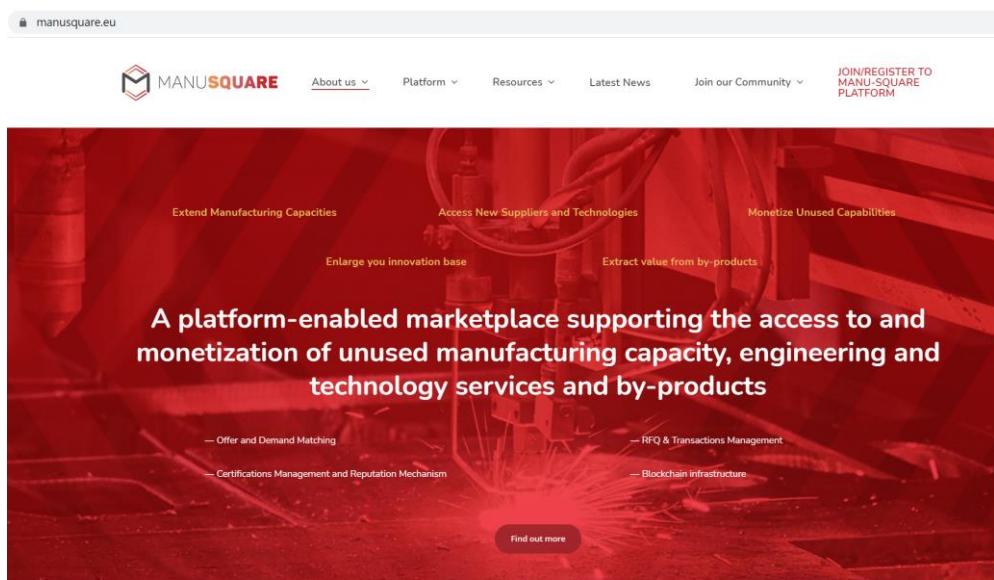
- a video explaining the use of Capacity Sharing Tool (developed by SUPSI) (<https://www.youtube.com/watch?v=tpWCSVOfpY8&t=91s>);
- a video teaser for the official launch webinar of the Capacity Sharing service (developed by SUPSI, with contributions from P-TECH – story line – and INNOVA) (<https://www.youtube.com/watch?v=fmRTMXjSFR4&t=1s>);
- a video teaser for the official launch webinar of the Idea Manager service (developed by HX, with contributions from INNOVA, SUPSI and P-TECH) (<https://www.linkedin.com/feed/update/urn:li:activity:6738179324278542336>);
- a video explaining the used of Idea Manager tool (developed by HX) ([What is Idea MANAGER? - YouTube](#))
- a video teaser for the MANU-SQUARE final event (developed by SUPSI, with contributions from P-TECH – story line) (<https://www.youtube.com/watch?v=9BO6K60OzBc>)

In addition to the above, during the period, the MANU-SQUARE interview videos promoted by CSEM in collaboration with the HSG Research Channel (English video and German video) have been published⁴.

3.5.3 Updates to Project portal

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

The portal, whose entry page is shown in Figure 24, is a key element in the communication strategy of MANU-SQUARE. As such, and while maintaining its identity and overall structure, it was subjected to continuous updates, e.g. redefinition of the lay-out of menus, introduction of new resources (such as communication materials and videos), continuous update of news, the update to the consortium and the inclusion of a link for organizations to apply to become an early adopter, that was later substituted by the link to the MANU-SQUARE platform, among several others.



The MANUSQUARE project aims to deploy a European Platform-enabled marketplace fostering a dynamic establishment of value networks, enabling the matching of the availability and demand of manufacturing capacities and thus rendering an Industry's optimal utilization of unused installed capacities. that would be otherwise

Figure 24 Entry page of MANU-SQUARE website

⁴ The interview and recording occurred in the previous period.

The domain **manusquare.eu** is the key entry point to both the MANU-SQUARE project (<https://www.manusquare.eu/>) and to the MANU-SQUARE platform (<https://platform.manusquare.eu/>). Figure 25 shows a screenshot of the entry page.

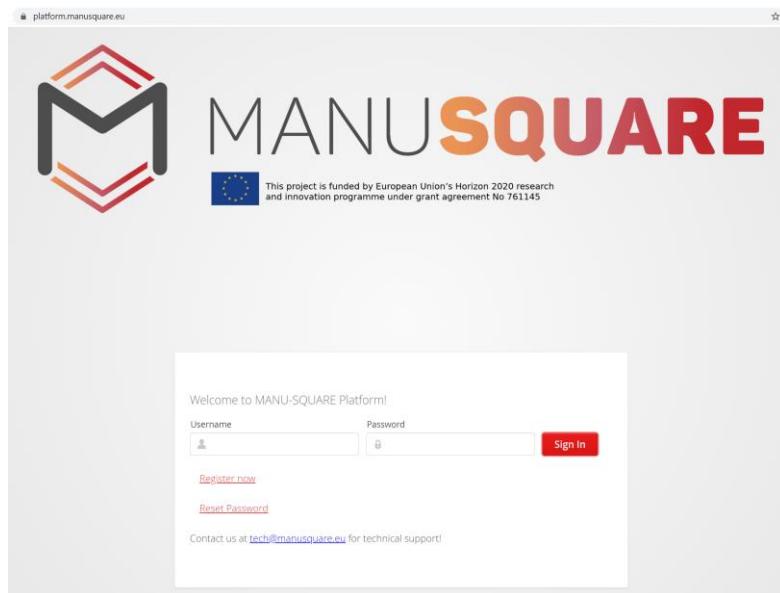


Figure 25 Entry page of the MANU-SQUARE platform

3.5.4 Social networks

Objectives	To communicate project activities status and to involve the public
------------	--

Social media profiles were viewed as pertinent communication channels towards the relevant target community. The project team used these channels collectively, deploying efforts to grow the community, to promote the project, its initiatives, and to raise awareness.

The social media profiles created were:

- in LinkedIn (see Figure 26 and Figure 27):
 - the MANU-SQUARE project profile (<https://www.linkedin.com/company/manusquare-project/>) [134 followers]
 - the MANU-SQUARE community of stakeholders group (<https://www.linkedin.com/groups/12136465/>) [66 members];
- in YouTube (Figure 28): <https://www.youtube.com/channel/UCFJEJw5RfvBLkK5r2GTTpbA> [13 followers];
- in Twitter (Figure 29): <https://twitter.com/eumanusquare> [210 followers];
- in ResearchGate (Figure 30): <https://www.researchgate.net/project/MANU-SQUARE-MANUFACTURING-ecoSystem-of-QUALified-Resources-Exchange> [9 followers].

All these social media profiles were used in dissemination and communications actions, according to their specificity.

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The screenshot shows the LinkedIn profile for the MANU-SQUARE Project. It includes a banner for the platform, project statistics (22 unique visitors, 24 new followers, 211 post impressions, 1 custom button click), and a feed of posts from the project. One post discusses a new industrial platform and mentions a final event.

Figure 26 LinkedIn MANU-SQUARE project page

The screenshot shows the LinkedIn group page for the MANU-SQUARE Community of Stakeholders. It features a red header image, a summary of the group (66 members), and a post asking if the group is associated with a location. The sidebar includes sections for About this group, Admins, and Promoted content.

Figure 27 LinkedIn MANU-SQUARE Community of Stakeholders page

The screenshot shows the YouTube channel for the MANU-SQUARE project. It has 13 subscribers and displays four video thumbnails: 'MANU-SQUARE FINAL EVENT!' (1:02), 'Capacity Sharing Service PUBLIC WEBINAR - Save th...' (1:01), 'MANUSQUARE PLATFORM SERVICES | Capacity...' (5:02), and 'The silk case study: from waste to a resource' (4:10).

Figure 28 MANU-SQUARE YouTube channel

D7.6 – Dissemination and Communication Final Report

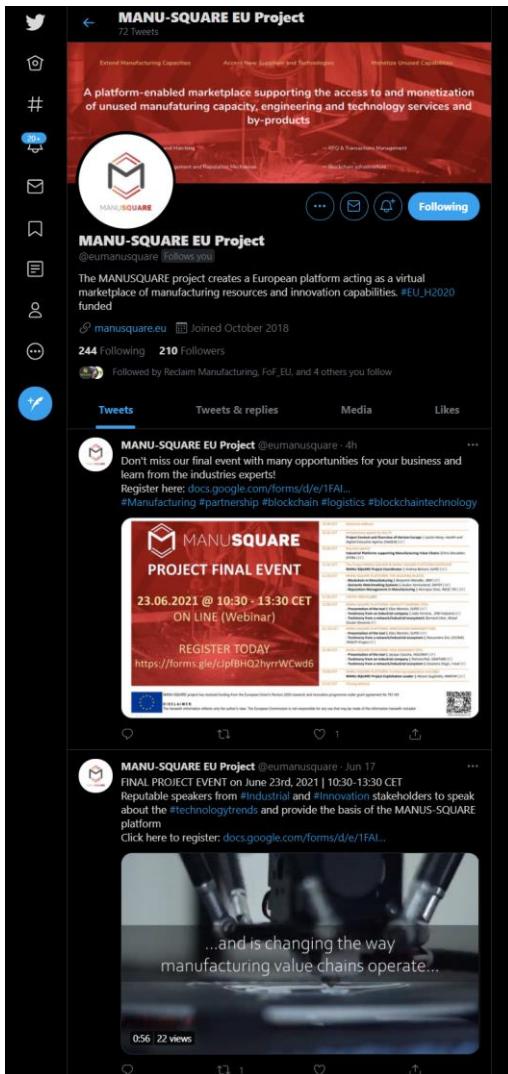


Figure 29 Twitter MANU-SQUARE page

Figure 30 ResearchGate MANU-SQUARE project page

Associated to the animation of the respective pages, several other media materials were developed in order to support posts in the several social media (specially LinkedIn and Twitter).

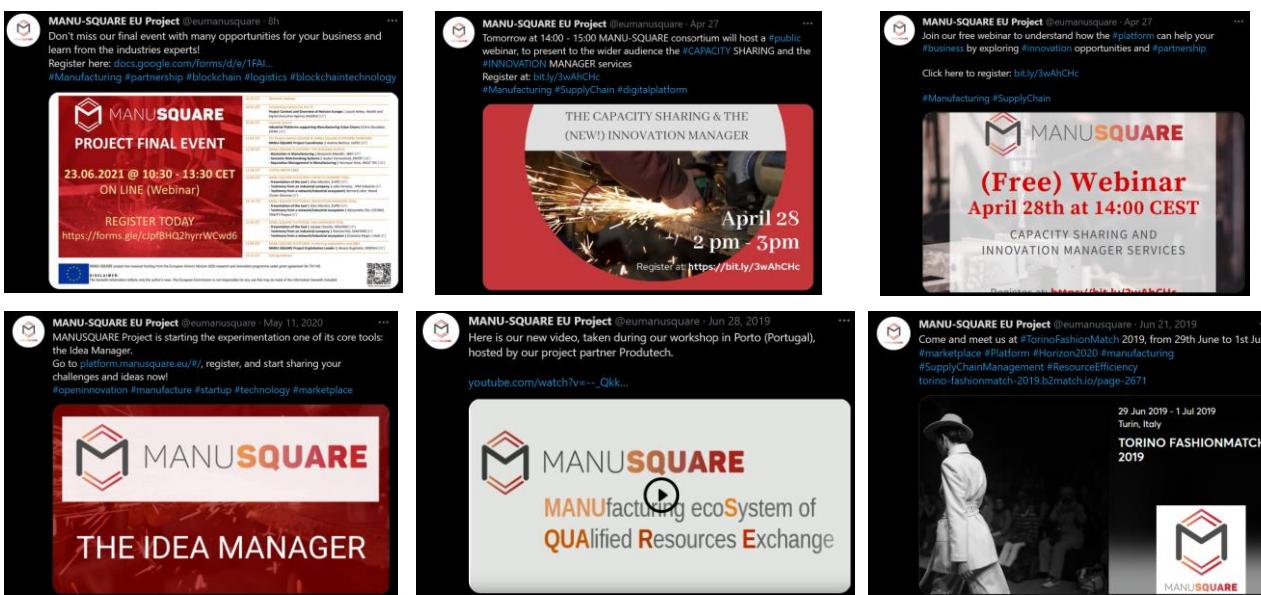


Figure 31 Examples of tweets with media materials developed

4 ASSESSMENT AND LESSONS LEARNED

4.1 Status in reference to Description of Action's identified targets

For the due purposes, Table 4 presents a comparison of the actual set of performed activities against the plan that was included in the table “MANU-SQUARE dissemination and communication activities, target measures and expected impact” of the document Description of Action. As the project progressed, it was evident the need to spend more efforts than foreseen for the engagement of potential users. This led to outnumber the target values of some initiatives (8) addressing the pertinent stakeholders, with a consequent shift of efforts from other actions.

Main tool	Expected impact	Target End of project	Measure of Target on M18	Measure of Target on M42 ⁵	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 15.000 visitors during the project.	- Project web-site on-line at www.manusquare.eu ; - Several punctual updates to structure of the website and included content; - Nr. of visitors to the website: 561	2.771 new users to the website in total during the life time of the project, which corresponds to an increase of 1.419 since the measurement in M29 (which totalled 1.352) and an increase of 2.210 since the measurement in M18 . It corresponds to 4.719 sessions.	A clear increase progression can be noticed in each measurement period (M18, M29 and M42). Making a monthly average (for the active months) in each period, we concluded that it is doubling each period. Though the initial and ambitious goal was not achieved, the continuous increase can be considered as a positive result.
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 1.000 members across the different social networks.	- 180 members across the different social networks (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)	- 432 members across the different social networks (Twitter: 210 followers; YouTube: 13 followers; LinkedIn Project Page: 134; LinkedIn Community of Stakeholders: 66; Research Gate 9 followers), which corresponds to an increase of 167 since the measurement in M29 , and an increase of 252 since the measurement in M18)	During the second period of the project, the number of followers more than doubled reflecting the success of the dissemination activities and the creation of a community around the platform. The target value set at the beginning of the project was not achieved, yet the early community is big enough to create interest towards the platform.
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	Project logo, communication templates, project brochure and newsletter to at least 1.000 subscribers,	- Project Visual Image, Templates and Project Brochures created (together with other dissemination material); - Punctual updates implemented;	- Project Brochures and flyers continuously updated and developed, in line with the needs. - MANU-SQUARE newsletter subscribers: 243 (+ 61 in regard to M29)	Thanks to the good collaboration established with other projects (and which impacts were not initially foreseen) and the idea of creating a common newsletter (ENGINE), the distribution strategy has been modified.

⁵ As measured on 28.06.2021.

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	format to gain wide publicity.	regular updates.	<ul style="list-style-type: none"> - Newsletter launched and number of subscribers: 60 - Distributed Brochures: 230 (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). - Creation of a EU-wide joint newsletter, named ENGINE, with 19 EU Projects already involved. 	<ul style="list-style-type: none"> measurement and + 183 since M18 measurement). (only direct subscribers, i.e. the distribution by the partners within their networks via their own mailing databases are not included in the above figure). Nr. of campaigns released 10. - ENGINE newsletter subscribers 58 (only direct subscribers, i.e. the distribution by the partners within their networks via their own mailing databases are not included in the above figure). Noted that this newsletter is distributed by over 20 projects, over 20 coordinator and dissemination managers, resulting in per each newsletter issued openings by around 300-400 contacts. Nr. of campaigns released 4. - Distributed (digital and physical) flyers and brochures >1.500. 	Instead of using direct contacts only, it has been possible to hugely amplify the reach leveraging on the networks of direct contacts. The number of direct subscribers is thus lower than the set value, but the number of contacts actually receiving the newsletter is definitely higher than that (more details are provided in § 3.5.1)
Press releases	High coverage of stakeholders in the industry, start-ups and innovation sector.	At least 2 press release every year.	<ul style="list-style-type: none"> - 7 press releases 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) 	<ul style="list-style-type: none"> - 39 press releases (including 1 article in TecnoMetal Magazine in Feb.2020, 1 article in TechnoFashion Magazine Dec.2019, 1 article published at EEN newsletter of the Textile and Fashion Sector, on March 2019). Which corresponds to +32 in regard to M18 measurement and +15 in regard to M29. - The above number does not take in consideration an article that is in printing to TecnoMetal Magazine (to be released on 30.jun.2021) and an article in TechnoFashion Magazine scheduled to Oct. 2021. 	The target was largely surpassed.
Media appearances	To reach the general public and raise awareness	2 press conferences, 3 newspaper articles , at	<ul style="list-style-type: none"> - No press conferences, articles in newspapers or TV appearances were developed. 	<ul style="list-style-type: none"> - No press conferences, articles in newspapers or TV appearances 	Sustained on the mentioned lean approach towards dissemination & engagement and the priority placed on

D7.6 – Dissemination and Communication Final Report

	about the benefits of the project to the society.	least 3 TV appearance on regional or national channel.			community building (in line with the recommendations from reviews) implied a very considerable additional effort in community building actions, beyond the initially foreseen in the project, imposing the postponement of generic media appearances related actions (to the public audience in general).
Conferences, workshops and scientific development					
Scientific conferences	Awareness of project vision and results among researchers.	Presentations (papers, posters) at least in 4 international conferences.	<p>- 3 papers presentations in 3 international scientific conferences, notably:</p> <ul style="list-style-type: none"> (i) at the ICE Conference 2018 (1 paper), and (ii) at the IS 2018 - 9th International Conference on Intelligent Systems 2018 (1 paper); (iii) at FAIM 2019 - 29th International Conference on Flexible Automation and Intelligent Manufacturing (1 paper). <p>- Additional presentations at scientific conferences (other than papers or posters, referring MANU-SQUARE): 2 additional presentations, referring MANU-SQUARE (in the above IS2018 conference, in two parallel separate workshops)</p> <p>(the above numbers only refer to conferences organized by third parties)</p>	<p>- 8 papers presentation in scientific conferences, 5 more in regard to M18 (+2 in regard to M29 measurement), notably:</p> <ul style="list-style-type: none"> (i) INCOM 2021 – 17th IFAC Symposium on Information Control Problems in Manufacturing, Jun. 7-9, 2021, Budapest, Hungary (and online). (ii) APMS2020 IFIP International Conference on Advances in Production Management Systems, Aug. 30-Sep. 3, 2020, Novi Sad, Serbia. (iii) PRO-VE 2019 – 20th Working Conference on Virtual Enterprises, to be held on Sep. 23-25, 2019, in Turin, Italy; (iv) 11th International Conference on Knowledge Engineering and Ontology Development, to be held on Sep. 17th-19th, in Vienna, Austria; (v) 24th IEEE Conference on Emerging Technologies and Factory Automation, to be held on Sep. 10th-13th, 2019, in Zaragoza, Spain; <p>- Additional presentations were made in 3 additional presentations (+1 in regard to M18, notably G-STIC 2020)</p> <p>(the above numbers only refer to scientific conferences organized by third parties).</p>	The target was largely surpassed.
Seminars	Awareness of project vision and results among researchers. Creating new scientific	At least 3 seminars for academia and industrial sector will be organised.	<p>- 2 dedicated workshops were organized, notably:</p> <ul style="list-style-type: none"> (i) Workshop with Machine Tools and Metalworking Industry stakeholders, held in 	<p>- 4 dedicated workshops, 2 more in regard to M18, notably:</p> <ul style="list-style-type: none"> (i) Dedicated Workshop Environmental Sustainability & Innovation 	The target was largely surpassed.

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	knowledge, contribution to the scientific body of knowledge.		<p>Porto, Portugal, on May 30th, 2019;</p> <p>(ii) Workshop with Textile and Fashion stakeholders, held in Torino, Italy, in parallel to FashionMatch 2019, on the June 29th-July 1st, 2019.</p> <p>- 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"</p>	<p>in Textile, held in Como, Italy on 19th.Nov. 2019.</p> <p>(ii) Workshop at IFIB 2019, Naples 3 October 2019);</p> <p>- In addition to the above it must be mentioned:</p> <p>(i) the joint organization of conferences with National and EU initiatives (e.g. Forum P-TECH and Mobilizing Projects, held in Porto, Portugal, in Nov. 2019, and RAIC 2021-Robotics and Artificial Intelligence Cross-Sectoral Innovation Conference, held online on Jun 8-9,2021) .</p> <p>(ii) Meeting with industry Associations (CNA and Como Industry Cluster) held in Milan on Oct. 24th 2019. See additional joint organizations under section "Liaison with other projects"</p>	
Journal papers	Creating new scientific knowledge, contributions to the scientific body of knowledge	At least 2 articles and 3 other peer-reviewed publications.	<p>- No articles in Journals were published during the period.</p> <p>-Despite the above, 2 papers in other peer reviewed scientific publications (conference proceedings) were published, notably:</p> <p>(i) Bettoli, A. Et al, "Multi-sided digital manufacturing platform supporting exchange of unused company potential", IEEE, DOI 10.1109/ICE.2018.8436294;</p> <p>(ii) Landolfi, G. et al, "An Ontology Based Semantic Data Model Supporting A Maas Digital Platform", IEEE, DOI 10.1109/IS.2018.8710519</p>	<p>- No articles in journals were published.</p> <p>- Other peer reviewed publications: total 8. More 6 of the reported in M18 (+3 in regard to M29):</p> <p>(i) Landolfi, G. et al. [2019] DOI 10.1016/j.promfg.2020.01.069</p> <p>(ii) Silva H. et al. [2019], DOI 10.1007/978-3-030-28464-0_28</p> <p>(iii) Vennesland A. et al [2019] DOI 10.5220/0008364404660472</p> <p>(iv) Arica, E. Oliveira, M., [2019] DOI 10.1109/ETFA.2019.8869016</p> <p>(v) Fontana, A., Menato, S., Barni, A. [2020] DOI 10.1007/978-3-030-57993-7_63</p> <p>(vi) Silva H. et al [2020], DOI 10.1007/978-3-030-62412-5_9</p>	<p>Despite the targeting of the consortium of (high impact) journals, considering the approval process, associated timings and the opportunity to contribute to pertinent conferences (e.g. IFIP International Conference on Advances in Production Management Systems with H-INDEX 54 and FAC-INCOM 2021with H-INDEX 72), the consortium opted to convey the results originally targeting these journals to other peer-review publications, such as conference proceedings. At the writing of the report, the number of total already published papers surpasses the target.</p>

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				In addition to the above: - 1 paper is in print pertaining to the paper accepted to the IFAC INCOM 2021 conference proceedings; - 1 paper in review submitted to the ISWC 2021- 20th International Semantic Web Conference;	
Webinars	Creating new scientific knowledge, contribution to the scientific body of knowledge. Disclosure and dissemination of project results, their use and their benefits.	At least 2 webinars will be prepared.	- No webinars were developed in the period	- 6 webinar, notably: (i) MANU-SQUARE Webinar: Official Launch of the Capacity Sharing Tool, Nov. 25 th , 2020; (ii) MANU-SQUARE Webinar: Official Launch of the Idea Manager Tool, Dec. 9 th , 2020; (iii) MANU-SQUARE Webinar: Capacity Sharing, Wood Cluster Slovenia, Jan. 14 th , 2021; (iv) MANU-SQUARE Webinar: Capacity Sharing and Innovation Manager tool, Apr. 28 th , 2021; (v) MANU-SQUARE Webinar: Opportunità di Innovazione con la Piattaforma MANU-SQUARE, May 20 th , 2021; (vi) MANU-SQUARE Project Final Event, scheduled Jun. 23 rd , 2021.	The target was largely surpassed.
Liaison with other projects	Interaction, sharing the knowledge and cross-fertilization between research and industry. Enlargement	10 parallel projects in the manufacturing domain contacted; at least 2 workshops organised together with	- 18 EU projects 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 ⁶ ;	- 20 EU projects (+1 since previous measurement, notably TRINITY project). In addition to the above it is also mentioned the links to: - 1 Inter (European) regional project (+1 since previous measurement,	The target was largely surpassed.

⁶ Projects engaged: E-factory, VF-OS, ZDPM, DIGICOR, COMPOSITION, DAEDALUS, NIMBLE, QU4LITY, BOOST4.0, Z-BRE4K, IQONIC,

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	of MANU-SQUARE ecosystem through involvement of other consortia.	national and European projects.	<p>- 2 initiatives organized with:</p> <ul style="list-style-type: none"> (a) the Joint initiative FORUM P-TECH & Annual Conference of P-TECH SIF Umbrella Project (National large-scale R&D project), with a panel on MANU-SQUARE Project (held in Leça da Palmeira, Portugal, on the 21st Nov. 2018); (b) ECOMONDO 2018, a conference on Industrial Symbiosis organized jointly with the SYMBIOPTIMA project (H2020 Project), which include the presentation of MANU-SQUARE Platform and Service of Exchange resources, held September 12th, 2018, in Rimini, Italy. <p>- Started a collaboration with the eFactory EU Project 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>	notably PMI-Network project); -- 1 national large-scale R&D project (notably P-TECH SIF cooperation initiated in the previous M18 measurement). - Initiatives organized: Total 6. More 4 in regard to M18 (+3 in regard to M29), notably: (i) Launch on JOINT EU PROJECT'S ENGINE Newsletter; (ii) MANU-SQUARE panel at the Joint initiative FORUM P-TECH & Annual Conference of P-TECH SIF Umbrella Project (National large-scale R&D project), held in Porto, Portugal, on the Nov. 27 th (iii) Communication at PMI-Network's TECH DAY, held on June 26 th , 2021; (iv) Cooperation with TRINITY project, including among others the promotion of MANU-SQUARE for the TRINITY community and a communication on Idea Manager tool at TRINITY project workshop "Robotics FSTP funding, any good for SME's?" of the European Robotics Forum 2021, Apr 13 th , 2021;	
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 (despite the above 20 high school students have been</p>	- Initiatives developed: (i) SUPSI launched 1 Master project for MANU-SQUARE; (ii) CSEM launched a thesis with ETH student on	The target was largely surpassed.

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			<p>involved in a project addressing the creation of dissemination material.)</p>	<p>Business Models for digital platforms;</p> <p>(iii) Archetype of the MANU-SQUARE multi-sided platform business model presented and used as reference in the course “Business Idea Implementation” within the Bachelor of Management Engineering (SUPSI).</p> <p>(iv) Presentation of the MANU-SQUARE platform as an example of a MaaS in the course Management of Innovative Technological Systems for an MBA course.</p>	
National and European initiatives					
Collaboration with other national and European initiatives	Informed knowledge about MANU-SQUARE activities, intensified networking.	Meeting participation and presentation. At least 2 pitch sessions during project life.	<p>- 5 Pitch/presentations developed at 5 initiatives:</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 & Presentation)</p> <p>(c) Factories of the Future Community Days, held in Brussels, Belgium, on May 22nd-23rd , 2019 (Presentation at workshop)</p> <p>(d) Blockchain & Industry Workshop, held on Apr. 8th, 2018, in Porto, Portugal (Presentation at dedicated panel session)</p> <p>(e) P-TECH General Assembly, held in Porto, Portugal, on the Sep. 17th, 2018.</p>	<p>- 10 Pitch/presentations at 10 initiatives. Additional 5 to the ones reported in M18, notably:</p> <p>(i) Booth at at IFIB 2019, Naples 3 October 2019;</p> <p>(ii) Discussion at CSEM Business Day 2019, held in Basel in 12th Nov. 2019, enabling the gathering of inputs from 10 industrial organizations;</p> <p>(iii) Pitch at 1st ENGINE Workshop held online on Apr. 12th , 2021;</p> <p>(iv) Information at Virtual booth at the Cluster Conference 2020 & C2C meetings, Nov. 10-11th , 2020;</p> <p>(v) Communication at the RAIC 2021- Robotics and Artificial Intelligence Cross-Sectoral Innovation Conference & Brokerage Event (co-org), held on-line in Jun. 8-9th , 2021.</p> <p>In addition to the above it is also mentioned:</p> <p>(i) Communication on Idea Manager tool at TRINITY project workshop “Robotics FSTP funding, any good for SMEs?” of the European Robotics Forum 2021, Apr 13th, 2021 (a side result of the cooperation established</p>	The target was largely surpassed.

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				<p>with TRINITY project already identified in section "Liaison with other projects") ;</p> <p>(ii) Communication at PMI-Network's TECH DAY, held on June 26th, 2021 (as identified in "liaison with other projects sections");</p> <p>The above also excludes bilateral meetings, networking and other communications made at events (e.g. Visionary day, held on Oct. 8th, 2020, G-STIC 2020, held in Brussels and online in Oct. 26-28th, 2020, Circular Economy at Switzerland conference, Aug. 2019 among others).</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;	- No specific dissemination action in regard to standardization.	Standardization is a long process, and blockchain is a relatively young technology, thus standardization efforts of this technology are very much at their beginning (e.g. no thread of standardization work related to supply chain). Despite the original goal, the general evolution of the domain was slower than expected.
Other activities					
Ideas contests	Federate use of the platform infrastructure through a trial made of its Open Innovation system. Disseminate results and platform achievements through students, innovation hubs, general public.	At least 30 ideas generated and evaluated.	- No contest was developed in the period;	- No contest was developed in the period.	Despite no contest was officially launched within the scope of the several webinars developed the interaction with the users were promoted (leading to 9 challenges and 23 ideas), as well as dissemination efforts are being deployed for its use in future TRINITY project's open calls. In particular, the organization of contests with students was hindered by the pandemic situation that forced the reorganization of academic activities making difficult the introduction of new initiatives.
Networking with relevant players of the MANU-SQUARE ecosystem	Create the basis for the diffusion of the MANU-SQUARE concept and results after	Networking and dissemination among at least 30 subjects within innovation hubs, commerce	- Within this networking has been done with 17 organizations , notably: <ul style="list-style-type: none"> ▪ EFFRA (European Factories of the Future Association); ▪ EEN (European Europe Network) 	- Networking with multipliers has been widely promoted via bilateral meetings and other actions, notably with 37 organizations . Additional 20 organizations in regard	The target was largely surpassed.

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	end of the project.	chambers, industrial associations.	<ul style="list-style-type: none"> ▪ CATIM (Tech Center for the Metalworking Industry in Portugal); ▪ AIMMAP (Industrial Association for the Metallurgy and Metalworking Industry in Portugal) ▪ POOLNET (Cluster for Engineering and Tooling in Portugal) ▪ AITI: Ticino industrial association in Switzerland; ▪ Unione Industriali di Como ▪ SPRING – Italian Cluster of Green Chemistry ▪ CNA Lombardia; ▪ SMI – Sistema Moda Italia ▪ AIUFASS – International Association of Users of Artificial and Synthetic Filament Yarns of Natural Silk ▪ VTT (as coordinators of DIH2 project that gathers 26 DIHs) ▪ ATEX research institute for the textile sector in Spain ▪ KVK Chamber of Commerce in Netherland ▪ University of Pavia (Italy) ▪ iKuben (Norway) ▪ DigitalNorway (Norway) 	<p>to M18 measurement (and +16 of reported in M29)</p> <ul style="list-style-type: none"> ▪ AIDIMME (Tech Center for Metalworking, Furniture, Wood, Packaging and related products, Spain); ▪ RISE Sweden (Research Institutes of Sweden, Sweden); ▪ FDNM Fashion District NM (Netherlands); ▪ AEI Textils (Advanced Textile Materials Cluster of Catalonia, Spain); ▪ MetalIndustry4 (Cluster for the Metal Industry Asturias, Spain); ▪ Plastipolis (Plastic Cluster Rhone-Alpes and Franche-Comté, France); ▪ Balticnet-Plasmatec (Plasma Technology Cluster, Germany); ▪ Metal Klaster (Metal and Metalworking Cluster, Poland); ▪ ANEME (National Association for the Metallurgy and Electromechanical Industry, Portugal); ▪ Lesarski Grozd (Wood Industry Cluster, Slovenia); ▪ SRIP FoF (Slovenian Manufacturing Industry Cluster, Slovenia); ▪ Cluster Fabbrica Intelligente (Production Technologies Cluster, Italy); ▪ CBECyl (Industrial Equipments Cluster of Castilla y Leon, Spain); ▪ TripleSteelix (Steel Cluster, Sweden) and IUC (Industrial Development Center, Sweden); ▪ CEAGA Cluster (Automotive Cluster, Galicia, Spain); ▪ Cluster ART-ER (Cluster association of 	
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				<p>Emilia-Romagna, Italy);</p> <ul style="list-style-type: none"> ▪ ALPHA-RLH (Photonics Cluster, Nouvelle Aquitaine, France) ▪ Xylofutur (Wood Cluster France, Nouvelle Aquitaine, France); ▪ IWFM (Irish Wood and Manufacturing Network, Ireland) ▪ Kickstart Switzerland (Switzerland); <p>In addition to the above several collaborations have been established within the scope of dissemination not only with multipliers but also with public agencies, examples are HSGresearch (CH) which promote MANU-SQUARE interview/dissemination video in its YouTube channel and, AICEP (Portuguese Trade & Investment Government Agency) which has been an active promoter of the press releases launched.</p>	
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Table 4 Status in reference to Description of Action targets

4.2 Assessment and Lessons Learnt

As previously stated, the project MANU-SQUARE due to its scope presented considerable challenges, by embodying in its essence requirements that addressed in parallel **(a)** conventional dissemination actions providing for awareness and diffusion of knowledge and **(b)** the establishment of a basis for stakeholders' engagement, paving the way for the future platform population and exploitation.

Dissemination and communication actions started from the beginning of the project in line with the proposed objectives and plan. From early learnings from the project, and feedback collected in the several interventions, it was clear that an effective engagement of industrial stakeholders implied going beyond the mere exploration of concepts and approaches, to the need to demonstrate the specific platform services and functionalities in real operation. Additionally, the adequate recruitment of early adopters implied, above all, an access to a robust minimum viable product, which is even more important when considering the privileged target group for engagement: the industrial stakeholders. In fact, the introduction of a non-robust platform would be counterproductive, having crowding out effects. This does not diminish the importance of their involvement from the inception of the project. On the contrary, their involvement was fundamental since the start of the project, since they provided the requirements that were to be met by the platform. In terms of dissemination and communication strategy the approach had to be customized to the specific stage in which the project was, channelling efforts to a wider dissemination objective in the initial stages and moving to a more engagement-oriented phase in the last stages of the project.

And in fact, from the early development of the project, industrial stakeholders were involved, not only in broad dissemination actions, but also in the adequate definition of requirements, on the validation of the proposals and on the developments. The release of the two minimum viable products (regarding Capacity Sharing and Idea Manager Tools)

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and their deployment in the production platform, in the third trimester of 2020, enabled a new phase in the dissemination and communication strategy: the pro-active and intensive engagement of stakeholders, which the consortium duly exploited in an extensive, coordinated and successful manner.

Having this in mind, the consortium followed a lean approach towards engagement by deployment pilot initiatives, by collecting feedback, by extracting conclusions and by selecting the most promising ones in accordance with the stage of development of the project.

The priority on engagement, adequately emphasized in monitoring actions and in internal project meetings, implied also the ability of the consortium to adapt original plans and to convey their efforts towards most promising engagement actions, in detriment of other generic actions, less-oriented to the targeted audience and with lesser impacts, towards this objective (e.g. newspapers and TV appearances). It also advised prudence, by avoiding a too early introduction of non-robust MVPs, that would lead to crowding out effects.

Additionally, the approach towards multipliers proved to be adequate. Clusters, industrial associations, industrial R&D networks and more industry-oriented interface research organizations have a strong relational capital with their ecosystems, notably companies, that can leverage engagement actions. This fact justified the priority placed on these types of stakeholders, amplifying the reach of the project initiatives. A specific example is the case of the Wood Cluster of Slovenia, that by recognizing the pertinence and potential of the platform to answer to the needs of its ecosystem, has become an “ambassador” in the engagement of early adopters. Another example is the TRINITY project, that acknowledged the pertinence of the platform to its ecosystem of industrial companies, as well as saw the potential to further interactions between candidates to their open calls, leading to the establishment of a cooperation between the two European projects.

In parallel to this approach, the project also provided for an adequate dissemination to other pertinent groups, notably general public, and also public bodies. Several dissemination actions and communications were developed at broader scope events participated by these audiences (e.g. the several initiatives of FORUM P-TECH, in 2018 and in 2019, the communication at G-STIC conference, in 2020, the V ClusterFY Interregional Seminar, widely participated by regional authorities, the involvement of high school students in project activities⁷, just to cite some examples). This also applies to the reach out to the scientific community, by promoting a timely communication of project results in pertinent scientific conferences. This approach nevertheless had an impact in the publications of papers in journals, since a more intensive disclosure of the results, as they are been achieved, often conditions the publication in journals.

The COVID-19 pandemic also brought additional challenges, beyond its obvious impacts in terms of operation of the consortium. On one hand, the restrictions to public gatherings led to the cancelling of some actions (e.g. those oriented to physical events, participation in fairs, among others), implying an adaptation of the plan, resorting to virtual/ICT supported initiatives. While on the other hand it led to a partial “dismantling” of logistic/place-based boundaries via the profusion of webinars, which imposed an increased competition in terms of a very important scarce resource: time (the availability of the stakeholders).

Nevertheless, the consortium was able to put forward pertinent initiatives, supported by an adequate prioritization of actions, by the care taken on their definition, by conveying adequate messages, and by the successful establishment of collaborations with pertinent multipliers.

⁷ As reported in the Mid-Term Dissemination Report.

5 CONCLUSIONS

The dissemination and communication developed under the MANU-SQUARE project:

- started at its outset, continuing through its life time, adapting to the specific phase of the project as it evolved during its implementation;
- it was the result of a strategic, coherent and integrated planning, with clear objectives, supported by a myriad of operational and managerial tools, that were consistently articulated, having in mind the defined objectives, and that adequately supported the consortium;
- was the result of a joint effort in its implementation, where all partners participated, and that was able to draw strengths from their specificity, relational capital and mission;
- it was proficiently implemented, adapting to the changes, both external (e.g. COVID-19 pandemic) and internal (e.g. deployments) that impacted the project, being able to adequately integrate the learnings from its implementation (e.g. resulting from the experience and feedback retrieved during its implementation);
- it was targeted and adapted to pertinent audiences, duly addressing the defined priority groups, and at the same time, foreseeing actions that went beyond reaching out to a broader public.
- used adequate mediums and means, working at the local, regional and European level, being able to draw strengths from the relational capital (both already existent and during the project created) with other stakeholders, notably multipliers (external to the consortium) by extending its reach and impact;

In last analysis, the set of dissemination and communication activities provided a solid ground, to be built upon, towards the future exploitation of the project results. In fact, it created a momentum, that paves the way for the leveraging the resulting exploitation plan.