



D10.1. Content Marketing and Growth Hacking Playbook

Prepared by **F6S**

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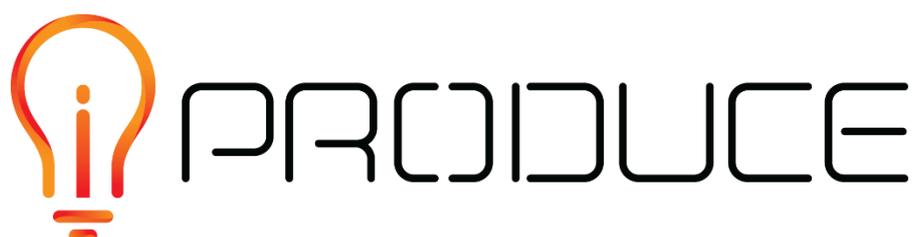


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Abstract	The iPRODUCE Content Marketing and Growth Hacking Playbook is a living document that details the strategy for generation of awareness and outreach through communication and marketing of project content, growth of the project and its target groups through development and absorption of knowledge, and the dissemination of results. The deliverable describes the iPRODUCE main target groups; channels, tools and activities for implementing the strategy; role of partners; timeline; and how the consortium will monitor and assess the impact of its efforts. This deliverable will be updated continuously.

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Executive Summary

This report is deliverable D10.1 Content Marketing and Growth Hacking Playbook of the iPRODUCE project, developed within the framework of WP10 – Impact Creation.

The main objective of this deliverable is to describe iPRODUCE's strategy and plan to drive content marketing, foster the growth of the project's target groups, and enable a clear communication of the project and dissemination of results. The main responsible for the implementation of this strategy is F6S as leader of WP10 – Impact Creation, supported by other WP10 partners responsible for specific activities that target impact through diverse engagement activities.

This document is the first version of the content marketing and growth hacking playbook, which is considered a living and dynamic document, and will be updated during the project. It serves as a guide for the iPRODUCE partners to understand the strategic objectives of this impact creation process and the activities to be implemented in alignment with this strategy.

This document is structured into several sections that are summarised in what follows.

Strategy

The iPRODUCE strategy for content marketing and growth hacking considers three methodological concepts: (1) content marketing, (2) inbound marketing and (3) growth hacking.

Content Marketing focuses on creating and distributing relevant content to attract and retain an audience. In iPRODUCE, this is achieved through an appealing and consistent visual identity, and delivery of relevant information related to multiple project activities (e.g. digital platforms for collaborative production, collaborative design, co-creation, etc.).

Inbound Marketing deals with attracting customers [stakeholders] by creating content and experiences tailored to them, solving problems they have. In iPRODUCE, the project will focus on disseminating results through content platforms tailored to its various target audiences. Furthermore, it is expected that several of these audiences participate in the creation of these results and contents.

Growth Hacking is related to the implementation of different (creative) strategies to foster growth. Within iPRODUCE, growth hacking is about the design and implementation of different strategies (e.g. channels, tools, activities) to increase the project's visibility and relevance.

The proposed strategy and methodological concepts support the delivery of several visibility related and content focused objectives. It is considered important to promote results to stakeholders from the project's target groups to ensure that: (i) the project outputs will be fully exploited in the most effective manner; (ii) the knowledge gained through the project, and more generally the information generated by the project, can be made available to all interested organisations; (iii) elements of excellence of the project can be reused and replicated in other projects; (iv) the project reaches decision-makers to contribute improving future policies and (v) the benefits that the project's outcomes will bring to society (services, employment, economy) are well pointed out.

iPRODUCE has defined an array of target groups that the content marketing and dissemination efforts will focused on, but that also have a role to play in the project activities. These target groups are industrial stakeholders of consumer goods, makers and makers communities, academic and scientific community, facilitators, enablers, and media outlets.

Channels, tools and activities

The implementation of the strategy, which facilitates content marketing and contributes to growth and the dissemination of project results, is carried out through different channels, tools and activities. Common to these is a visual identity, centred around the project logo and a selection of colours that will remain constant in the project. Also common to the channels, tools and activities is the EU emblem and disclaimer, which acknowledges the support received from the European Union's H2020 programme.

Content channels and tools

Website

The iPRODUCE website (<http://www.iproduce-project.eu>) is the project's main hub for the hosting and distribution of valuable and relevant content (content marketing). It will provide the user with content tailored to their needs, providing them a solution to problems or questions they have (inbound marketing). All materials developed within the project (e.g. publications, social media) will redirect stakeholders to the website where they will be able to find additional and more detailed information.

Social media

Social media is a key enabler of project marketing and the desired growth hacking. Social media is an important tool to reach a wider but also targeted audience, as necessary, thus maximising the number of people that become aware of the project. iPRODUCE has established its presence on Twitter and LinkedIn, both useful platforms but with different value for the project. iPRODUCE has also established a YouTube presence where videos, namely focusing on activities run in the cMDFs, will be uploaded.

Newsletters and press releases

Newsletters are a useful approach to market in a systematised manner the project, its activities and results achieved. iPRODUCE will develop newsletters periodically, which will be made available on the project website. Press releases will be developed with the objective of informing on key project activities and/ or project achievements. Press releases will be targeted to various national/ international media outlets.

Brochures, leaflets and roll up

iPRODUCE will have a project brochure that will be one of its main communication materials, providing a detailed yet non-technical overview and understanding of the project for all target groups. The brochure will provide information on the project concept, objectives, the cMDF, and the approach and outcomes. Leaflets will also be developed during the project with the objective of disseminating more specific and technical results coming out of WP2 to WP9 activities. A project roll-up will be prepared for the purpose of boosting the project's image at events. These materials will be prepared in digital format and made available on the project website. The brochure and leaflets will also be printed for distribution.

Marketing and growth activities

Open competitions

iPRODUCE will organise Open Competitions during the project with the objective of engaging the target groups and stakeholders in the identification and definition of challenges that can be addressed

within the scope of the project. Two online competitions and a hackathon will be organised during the project to identify these challenges and possible solutions.

Events

Two types of events can be considered in the framework of the project: iPRODUCE events and non-iPRODUCE events.

The former includes internal events, such as those organised within the local cMDF with the objective of discussing and testing new social manufacturing and co-creation processes and tools. It also includes the organisation of larger workshops with external participants, namely in collaboration with other projects and possibly back-to-back with larger events.

The later includes any event that will be participated by a project partner for the purposes of raising awareness about the project and disseminating available results. Events to be considered include scientific conferences and technological/ industrial forums/ fairs.

Engagement with other initiatives

As iPRODUCE is not the only ongoing project related to collaborative manufacturing and co-creation, it will look to engage and establish synergies with other projects with the objective of reaping benefits to all iPRODUCE stakeholders. At the time of submission of this deliverable, contacts have already taken place with projects funded under the topic DT-FOF-05-2019 - Open Innovation for collaborative production engineering (IA) and H2020 specific programme - Enhancing the innovation capacity of SMEs.

Role of iPRODUCE partners

The management of content marketing and growth hacking, along with specific dissemination and communication activities, is led by F6S as leader of WP10 – Impact Creation. Other WP10 Task leaders will also be responsible for specific activities that drive content marketing and growth hacking. However, all consortium partners are involved in WP10 and thus are responsible for participating and carrying out communication and dissemination activities.

Timeline of activities

Impact creation is transversal to the duration of the project as is the implementation, management and delivery of the various channels, tools and activities. Several tools and channels are already being defined and developed while other (e.g. events) will come at a later stage of the project.

Monitoring and impact analysis

Monitoring and impact analysis are important to ensure that all awareness raising, communication and dissemination activities are registered and available to be reported to the EC as and when required. Furthermore, it allows to understand if the activities carried out are being developed as planned and reaching their target audience(s).

Key Performance Indicators (KPI) have been defined for iPRODUCE, which will allow the consortium to measure the effectiveness and impact of the implemented activities. These indicators have been associated to the proposed channels, tools and activities, including target values to be reached by the end of the project.

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1. Introduction

This deliverable is D10.1 – Content Marketing and Growth Hacking Playbook of the iPRODUCE project, funded by the European Commission. The deliverable is a detailed and living document that describes the various channels, tools and activities that will be implemented throughout the lifetime of the project to ensure an effective and successful presentation of iPRODUCE and the ambitious results.

This deliverable describes the strategy, the tools and activities through which the project will interact and communicate with its stakeholders, as well as all platforms through which the project results will be disseminated.

The guidelines presented in this deliverable will govern iPRODUCE partners towards effective communication with stakeholders and dissemination of results throughout the lifetime of the project.

This deliverable is structured into the following sections, detailed below:

- **Introduction:** the present section, which provides an understanding of the objectives and purpose of this deliverable.
- **Strategy:** provides an overview of the strategy for content marketing and growth hacking, including the main supporting concepts, objectives and the relevant target groups.
- **Channels, tools and activities:** describes the selected channels, tools and activities that will be explored to market and communicate the project, and to disseminate results.
- **Role of iPRODUCE partners:** details the roles and responsibilities of the project partners in the marketing and growth hacking efforts of the project.
- **Timeline of activities:** summarises the timeline and planning for the design of materials, organisation of events and other related activities.
- **Monitoring and impact analysis:** describes how the partners will monitor the dissemination efforts and how the impact of such efforts will be assessed, both quantitative and qualitatively.
- **Final considerations:** provides a summary of the deliverable and key takeaways.

2. Strategy

The objective of the strategy section is to describe the core concepts, objectives and methodology that enable the efficient and effective diffusion of information to iPRODUCE's stakeholders, enabling them to explore the information in its various formats and apply it in their day-to-day activities.

2.1. Concepts

Awareness generation, public outreach, communication and dissemination will take into close consideration the principles of growth hacking, while keeping the iPRODUCE target groups and respective stakeholders at the centre of project activities and the iPRODUCE community.

These principles have underlying methodologies, which will be considered throughout the implementation of the project. A definition of these methodological concepts and how they are considered in iPRODUCE's marketing, communication and growth hacking activities are provided in what follows:



Figure 1. Growth hacking concepts

Content Marketing is “the strategic marketing approach focused on creating and distributing valuable, relevant, and consistent content to attract and retain a clearly defined audience — and, ultimately, to drive profitable customer action”.¹

Aligned with its objectives, iPRODUCE will aim to create (through a visually appealing approach) and distribute valuable and relevant content to attract the project's target audience (see Section 2.3). This will include, for example, novel information, approaches and methodologies related to digital platforms for collaborative production, collaborative design, co-creation, lead-user identification, augmented and virtual reality technologies, data and visual analytics, digitisation of maker spaces, among others.

Inbound Marketing is a “methodology that attracts customers by creating valuable content and experiences tailored to them; (...) inbound marketing forms connections they're [the customers] looking for and solves problems they already have”.²

¹ <https://contentmarketinginstitute.com/what-is-content-marketing/>

As described, iPRODUCE will largely focus on creating content (and delivering results) tailored to its target audience, particularly industrial stakeholders and those participating in makers and makers communities. Furthermore, the creation of content is driven by the participation of these actors in the project along its different phases, including identifying and analysing user requirements, refining the project's use cases according to these requirements, defining technology specifications and tools based on user requirements, among others.

Growth Hacking is related to the implementation of different (creative) strategies to foster growth.³ Furthermore, it experiments across multiple channels to determine the most effective way to scale and grow a business. Growth hacking focuses on goals, results and profitability.⁴

Within the framework of iPRODUCE, growth hacking is about the design and implementation of different strategies (e.g. channels, tools, activities) to increase the project's visibility and relevance, but also to generate impact by delivering relevant results and generating impact.

2.2. Objectives

Bearing in mind the aforementioned concepts (section 2.1), the strategy aims to contribute to the achievement of the project's objectives, proposed milestones and KPIs, while simultaneously involving the target groups in this process. Providing the project's audience with information, plans and actions promotes and strengthens collaboration links with these groups and broadens the iPRODUCE network.

The strategy detailed herein aims to support the delivery of several visibility related and content focused objectives of the project. Some objectives are horizontal, as they focus on visibility and engagement throughout the full project duration, while others are vertical, occurring at specific stages, but capable of having a project-wide impact. These objectives are listed hereafter.

- Generate buzz regarding the project, raise awareness and promote visibility.
- Contribute to the mobilisation of target group representatives in the project whenever necessary to participate in project activities (e.g. data collection, testing activities).
- Organise activities that mobilise target group representatives, fostering the *inbound marketing* methodology, where contents in the project are tailored to stakeholders' specific needs.
- Share the knowledge gained during the project implementation, ensuring that it is made available to all interested target groups.
- Ensure project outputs and results are exploited in an effective manner, thereby contributing to the sustainability of the project.
- Create conditions so that key project components can be reused and replicated in other projects, thus becoming a reference point and contributing to and enabling further developments in the field.
- Ensuring the project reaches decision-makers, thereby contributing to improving future policies.

² <https://www.hubspot.com/inbound-marketing>

³ <https://optinmonster.com/glossary/growth-hacking/>

⁴ <https://www.omniconvert.com/what-is/growth-hacking/>

- Clarify the impact and the way the project will benefit different sectors of society (e.g. services, employment, economy).

In other words, it is crucial to promote the project's results to stakeholders outside the project partnership to ensure that: (i) the project outputs will be fully exploited in the most effective manner, i.e. the scaling-up of the demonstrated solutions will be facilitated; (ii) the knowledge gained through the project, and more generally the information generated by the project, can be made available to all interested organisations; (iii) elements of excellence of the project can be reused and replicated in other projects, becoming a reference point triggering further developments in the field and beyond; (iv) the project reaches decision-makers to contribute improving future policies and (v) the benefits that the project's outcomes will bring to society (services, employment, economy) are well pointed out.

2.3. Target groups

iPRODUCE has identified several key target groups that can play different roles in the project by intervening directly in the project's activities.

Some target groups will act mainly as receivers of the information and knowledge generated in the project. Others, such as industrial stakeholders (Table 1) and makers and maker communities (Table 2) will have a more active role in the project, including actual participation in project activities through, for example, activities within the six pilot cMDFs.

The tables below describe the project's different target groups, their needs and expectations in regard to the project, key messages/ information to be provided, and the most relevant channels and tools per target group to convey these messages.

Table 1. iPRODUCE target groups: industrial stakeholders of consumer goods

Industrial stakeholders of consumer goods	
Description	Includes service providers (e.g. generative design), logistics, equipment providers (e.g. 3D printing), consumer-goods industries, start-ups, software companies, data storage companies, cloud service providers, etc.
Needs and expectations	<ul style="list-style-type: none"> • Understanding of consumer's needs regarding new products and services. • Possibility of increasing the operational and scale-up capacity for open innovation-based manufacturing. • Understanding of how collaborative production can be integrated in the innovation process. • Potential new business models that improve the manufacturing process and reduce costs.
Key messages	<ul style="list-style-type: none"> • Identified consumer needs across different areas, including home furnishing, automotive/ mobility, consumer photography, medical equipment, and electronics. • New business models for manufacturing developed within the scope of iPRODUCE. • Processes through which manufacturers can involve makers and consumers in the manufacturing process through open innovation.
Relevant channels and tools	<ul style="list-style-type: none"> • Website, scientific and technical publications; participation in project-organised events.

Table 2. iPRODUCE target groups: makers and makers communities

Makers and makers communities	
Description	Fab labs, DIY communities, maker groups, co-working spaces, individual makers, artists, micro-factories, engineers, (product) designers, consumers, communication agents, individuals/entrepreneurs, business incubators.
Needs and expectations	<ul style="list-style-type: none"> • New methods, strategies and tools for manufacturers, makers and consumers to establish open innovation networks, and design and market customer-driven consumer goods. • Understanding of the functioning of self-sustained and open collaborative manufacturing ecosystems where makers and consumers are co-innovators. • Processes to expand existing fab labs and manufacturing facilities to increase their capacity and respond to makers/citizens and industry needs. • Business models that improve the manufacturing process and reduce costs.
Key messages	<ul style="list-style-type: none"> • Identified consumer needs across different areas, including home furnishing, automotive/ mobility, consumer photography, medical equipment, and electronics. • How to create new cMDF and expand existing infrastructures. • New methods, strategies and tools to foster co-creation and open innovation, while simultaneously reducing development costs.
Relevant channels and tools	<ul style="list-style-type: none"> • Website; newsletters; social media; brochure/ flyers; participation in project-organised events.

Table 3. iPRODUCE target groups: academic and scientific community

Academic and scientific community	
Description	Research and academic organisations, scientific journals, and other groups in areas related to iPRODUCE (e.g. universities, research centres, R&D units in private companies, experts and educators in co-design, innovation, circular economy, social sciences, behavioural research, etc.
Needs and expectations	<ul style="list-style-type: none"> • Novel knowledge regarding collaborative models, methods and tools in the field of manufacturing of consumer goods.
Key messages	<ul style="list-style-type: none"> • New methods, strategies and tools to foster co-creation and open innovation, while simultaneously reducing development costs of new and existing consumer goods.
Relevant channels and tools	<ul style="list-style-type: none"> • Scientific and technical publications; project deliverables; brochure/leaflets; website.

Table 4. iPRODUCE target groups: facilitators

Facilitators	
Description	EU institutions (EC), national public authorities (industrial committees, ministry and regional councils), standardisation bodies, manufacturers associations, related EU-funded projects, environmental associations and companies, civil society stakeholders; general public and citizens associations; relevant funding institution investing in co-creation methodologies.
Needs and expectations	<ul style="list-style-type: none"> • Understand how manufacturers, makers and consumers can co-create and drive social and open innovation-based manufacturing. • Understand how cMDFs can be established and their operation. • Understanding of new tools and technologies that can be standardised for wider use.

Key messages	<ul style="list-style-type: none"> • New methods, strategies and tools to foster co-creation and open innovation, while simultaneously reducing development costs of new and existing consumer goods. • Methods and tools that can be considered for standardisation. • New products that are open for external investment.
Relevant channels and tools	<ul style="list-style-type: none"> • Scientific and technical publications; project deliverables; brochure/ leaflets; website.

Table 5. iPRODUCE target groups: enablers

Enablers	
Description	National and International policy makers and public authorities (e.g. industrial committees, European Environment Agency, European Institute of Innovation and Technology, European Agency Network, etc.), regulators
Needs and expectations	<ul style="list-style-type: none"> • Understand how co-creation and social innovation contributes to more efficient and greener manufacturing processes. • Understand how local authorities can become involved and the role they can play in local entrepreneurship ecosystems.
Key messages	<ul style="list-style-type: none"> • Role local authorities played in the six cMDF and opportunities for wider replication. • Good practices learned from the project that promote greener manufacturing processes.
Relevant channels and tools	<ul style="list-style-type: none"> • Scientific and technical publications; project deliverables; website.

Table 6. iPRODUCE target groups: regional, EU and worldwide media

Regional, EU and worldwide media	
Description	TV, Radio, Internet, Newsletters, events, etc. that will present the main project developments.
Needs and expectations	<ul style="list-style-type: none"> • Interest in knowing what the relevant trends across different sectors and application areas are: home furnishing, automotive/ mobility, consumer photography, medical equipment, and electronics. • Expect to see and understanding how manufacturers/ producers, makers and consumers can co-create and innovate and the respective impact on the manufacturing process.
Key messages	<ul style="list-style-type: none"> • Results of the co-creation activities established in the six cMDF. • New products delivered in the different application areas. • New role of consumers and makers in the open-innovation manufacturing process.
Relevant channels and tools	<ul style="list-style-type: none"> • Press releases; newsletters; social media.

3. Channels, tools and activities

3.1. Visual Identity

3.1.1. EU emblem and disclaimer

All marketing, communication and dissemination activities, including materials presented or distributed, will display the EU emblem to acknowledge the support received by the Horizon 2020 EU programme. The emblem will be accompanied by a statement on the funding source and the project's grant agreement number, as detailed below.



This project has received funding from the European Union's Horizon 2020 research and innovation programme under Grant Agreement no. 870037. This [document/ material/ publication/ video] reflects only the author's view and that the Commission is not responsible for any use that may be made of the information it contains.

Figure 2. EU emblem and acknowledgement of funding source to be included in tools and materials prepared for communication and dissemination purposes

Additional information on the EU emblem and the EU visual identity can be found on official EU websites⁵.

3.1.2. iPRODUCE logo

The development of the iPRODUCE logo followed a detailed and reiterative process involving all consortium members. It was important to define a unique and appealing visual identity for the project supported on a carefully designed and thoroughly discussed logo.

During the proposal development and initial project implementation stage, several logo proposals were discussed. Not only was it important to have a visually appealing logo, but also that it could be easily printable/ manufacturable, especially considering the participation of organisations in the project with this interest. This implied having minimal squared edges in the design, lines with enough thickness that, when printed, could be easily readable, among others.

Considering these requirements, the iPRODUCE logo (main version) is presented in Figure 3.



Figure 3. iPRODUCE logo

Additional versions have been prepared, including with white text for coloured backgrounds, bold versions, and a favicon, to be used on the project website and social media accounts.

⁵ https://europa.eu/european-union/about-eu/symbols/flag_en#eu-emblem



Figure 4. iPRODUCE logo – white text for coloured backgrounds



Figure 5. iPRODUCE logo – favicon for website and social media



Figure 6. iPRODUCE logo – main version with bold text for printing



Figure 7. iPRODUCE logo – white bold text for coloured backgrounds and for printing

The use of the ‘lightbulb’ symbol was to portray the concept of ‘idea’, ‘innovation’ and ‘creativity’, and is also suggestive of the *eureka!* moment, related to experience of finding the solution to a problem or a discovery. These are ideas closely connected to the objectives of co-creation and social innovation embodied in the project. The visible presence of the ‘i’ in the lightbulb reinforces these concepts: ideation and innovation.

3.1.3. Colour palette and typography

The iPRODUCE colour palette was defined in the initial stages of the project and transitioned to the project’s revamped visual identity. The main colours used include red, orange and black, which were selected as they can be easily associated to the forging manufacturing process and related concepts: creativity, flexibility, and shaping of ideas. These go *hand-in-hand* with the concepts associated to the ‘lightbulb’ found in the icon.

Table 7. iPRODUCE colours

HEX f7931d	HEX 0f0042	HEX 91268f	HEX ed1c24	HEX 000000
RGB 247, 147, 29	RGB 15, 0, 66	RGB 145, 38, 143	RGB 237, 28, 36	RGB 0, 0, 0
CMYK 0, 50, 100, 0	CMYK 93, 94, 0, 69	CMYK 50, 100, 0, 0	CMYK 0, 100, 100, 0	CMYK 0, 0, 0, 100

The font used in the logo is Neogrey Regular, applied with auto kerning. When possible, the same font will be used in other materials, namely printable materials.

3.1.4. Templates

The iPRODUCE consortium partners have been provided with a Word deliverable and PowerPoint presentation template to ensure a common and harmonised format during the project duration. The

templates have been prepared using pre-defined styles in Word and fixed items in PowerPoint to minimise formatting issues.

The templates have been made available through the project's online repository. Partners that have lead authorship for deliverables should use the Word template. All presentations, for internal (e.g. project meetings) or external use (e.g. presentations at non-iPRODUCE events), should use the PowerPoint template. Figure 8 and Figure 9 represent the deliverable and document (Word) and presentation (PowerPoint) templates, respectively. Larger images of these templates can be found in the Annexes.

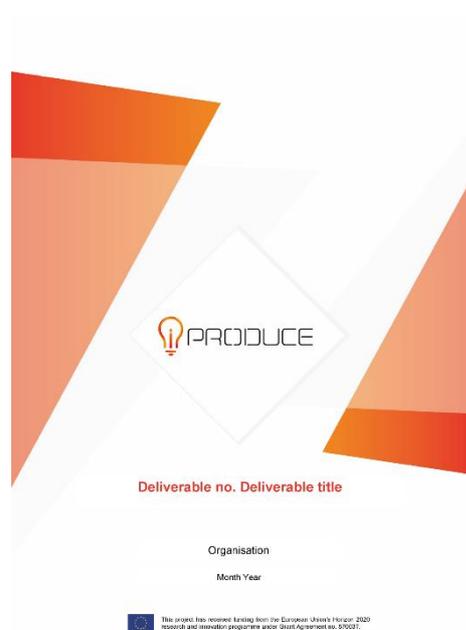


Figure 8. iPRODUCE Word template

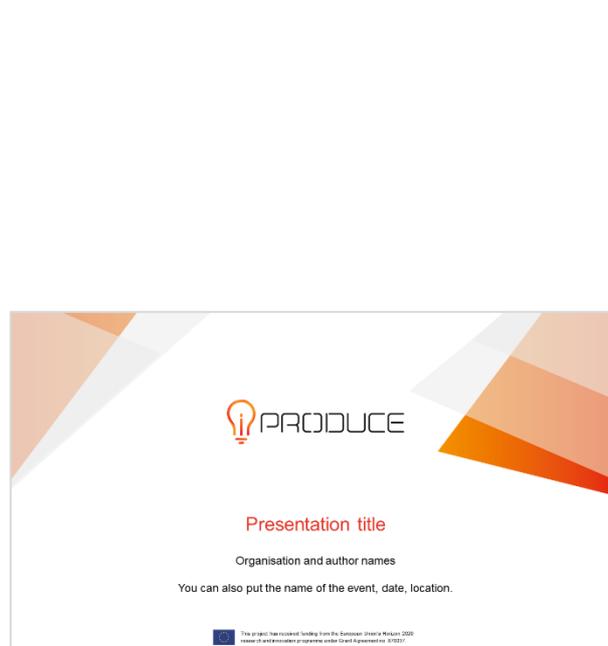


Figure 9. iPRODUCE PowerPoint template

3.2. iPRODUCE content marketing channels and tools

The iPRODUCE content marketing channels and tools are those that are considered to contribute to the promotion of the project (marketing) through different contents diffused via online and offline means. It is through the marketing of the project that the project makes itself known to target groups and can later engage them in view of their own growth and that of the project.

3.2.1. Online marketing and communication

3.2.1.1. Website

The iPRODUCE website (<http://www.iproduce-project.eu/>) is where key concepts of the project - content marketing and inbound marketing (see Section 2.1) - converge. The website is a hub for the distribution of valuable and relevant content (content marketing), but it is also a platform that aims to provide the user with content tailored to their needs, providing them a solution to a problem or question they have (inbound marketing).

The website will provide visitors and stakeholders with relevant content in an easy to understand manner. The involvement of different stakeholders (e.g. manufacturers, makers) during the project

implementation will contribute to the relevance and wider applicability of the results that will be made available on the website in various formats.

Reiterating the importance of the website, all materials developed within the project (e.g. publications, social media) will redirect stakeholders to the website where they will be able to find additional and more detailed information.

Website structure and rationale

The website is structured into seven main areas: (1) Home; (2) About; (3) Resources and Results; (4) News; (5) Events; (6) Consortium, and; (7) Contact Us. These are briefly detailed below.

Home: Is the main page of the iPRODUCE website and will commonly be the entry point for visitors, and thus should create an immediate impact. This is achieved by providing key information about the project, including what the project is about, news, events and other information. It also consists of *block* where a “call to action” or another relevant piece of information can be displayed, capturing visitors’ attention as soon as he or she lands on the website.

About: Contains information about the project, including an overview of the project, the concept, objectives, workplan and main project details. This will provide visitors with an overall understanding of the project, the key concepts and ideas and what the project aims to deliver. This will provide target groups/ stakeholders a better understanding of their role in the project and how they can benefit from it.

Resources and Results: Combines the different outputs of the project relevant for communication, dissemination and growth purposes. This includes project deliverables classified as public, promotional materials (e.g. project brochure, leaflets, flyers), publications (i.e. scientific or technical), videos, and others deemed relevant.

News: Contains all the news posts developed regarding the latest activities and achievements of the project. It will list news pieces regarding project meetings, inform on upcoming and past events, publications developed, release of newsletters and other relevant materials.

Events: Contains information on upcoming and past events organised by the project or where there is a relevant participation by one or more project partners (e.g. organisation of a specific iPRODUCE session, keynote speech).

Consortium: Includes a list of all 20 partners, including a brief description of the organisation and a link to the website.

Contact Us: Includes a form for visitors to submit a message to the project representatives. It should be further noted that information (messages and e-mails) collected are protected under GDPR. Any direct contact from iPRODUCE will only be made to individuals/ organisations that have previously contacted the project.

Two additional pages will be created and located in the website footer: imprint and privacy policy. The imprint page provides information about the project, including those responsible in the project, acknowledgements and full disclaimer. The privacy policy provides detailed information on how the project uses and manages data in the project, including rights and responsibilities.

Envisioning a dynamic website, it is possible that the sections be adjusted as needed to maximise the relevance of available information and to reduce redundancy if it occurs. For example, the

organisation of 'Open Competitions' (Task 6.1) during the project may prove to justify its own section, where detailed information on the competitions, regulations, and competing projects are presented.

To measure the impact of the project, analytics tools have been implemented to monitor the number of unique and recurring visits, average visit time and country of origin. Additional metrics will also be implemented to measure, for example, number of downloads of project materials (e.g. deliverables, newsletters).

Figure 10 presents a screenshot from the iPRODUCE website main page, namely the vertical section that provides summary information about the project ('About us').

Figure 11 presents a screenshot from the iPRODUCE website 'About iPRODUCE' page. This page provides an overview of the project, details the project concept, objectives, and workplan.

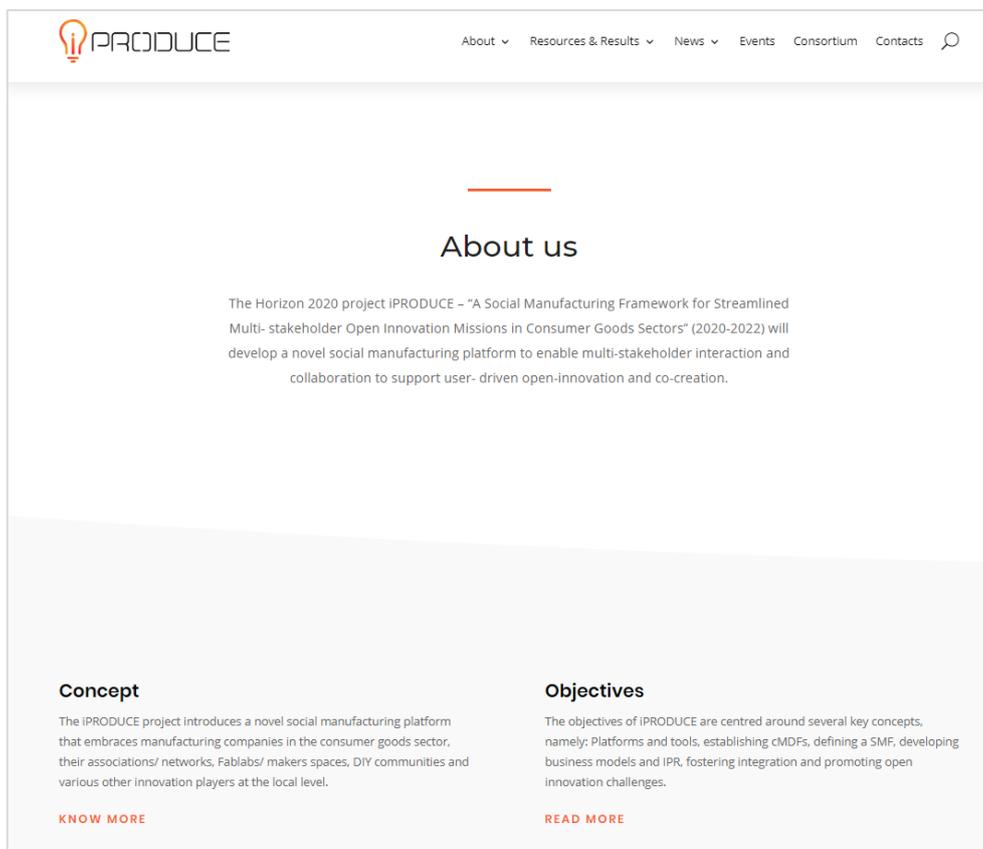


Figure 10. iPRODUCE website – main page ('About' vertical section)

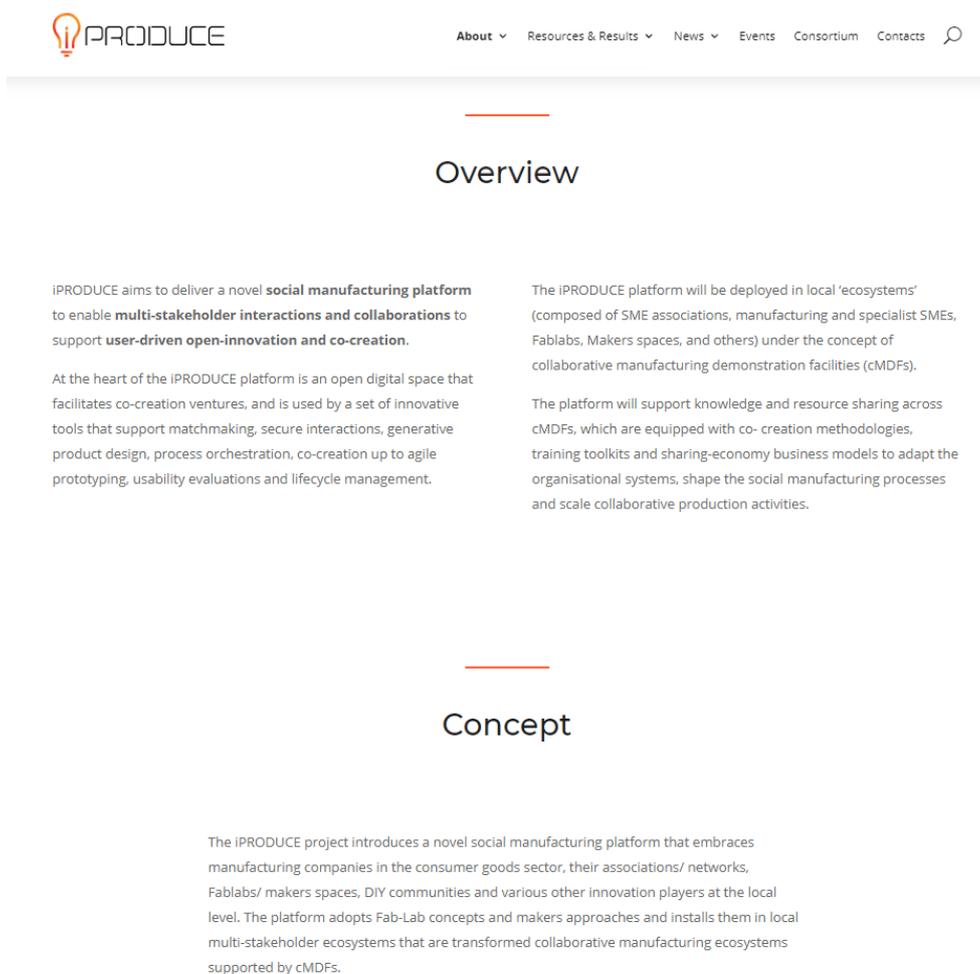


Figure 11. iPRODUCE website – About iPRODUCE page

Website management

F6S, as leader of WP10 – Impact Creation and Task 10.2 related to the project's digital presence (wherein the website is included) will be responsible for the overall management of the project website, while the different contents that populate the platform will be a joint-effort of the consortium partners. Thus, a simple process is described herein that the consortium will follow:

- Updates to the website should be done via e-mail to F6S, including a description with the requested update and any supporting documentation.
- If updates are related to the addition of documentation, these should be included in the e-mail.
- Updates related to news pieces should include a short title, image and respective text.
- Updates related to events should include the event name, date, location, programme and link, as well as any visual information (e.g. event logo).

3.2.1.2. Social media

The use of social media in iPRODUCE will be a key enabler of project marketing and the desired growth hacking. Social media is recognised as an important tool to reach a wider but also targeted audience, as necessary, thus maximising the number of people that become aware of the project, but also supporting possible exploitation of results. The EC recognises several benefits in the use of social media that, in the framework of iPRODUCE, include⁶:

- Managing the project's reputation and exercising influence in discussions on science and innovation with a wider audience.
- Building networks to help find partners or access experts (stakeholders) from around the world.
- Informally collect feedback about progress of work being carried out.

In addition to the abovementioned, iPRODUCE further considers social media to be an important asset for the project for the following reasons:

- Supports iPRODUCE brand awareness by fostering engagement (e.g. commenting, liking, sharing posts), and fosters interactions with the target audience.
- Fosters stronger relationships with key stakeholders by providing a more informal platform for communication.
- Provides opportunity to learn from and engage with other initiatives and projects.

It should also be relevant to note that the EC has assumed a positive attitude towards social media, particularly the use of Twitter⁷. As a EU-funded project, being able to engage directly with the EC through social media can also bring in other stakeholders to the project.

Social media will be used in iPRODUCE as a platform to provide readers (i.e. followers) from the project's target groups or stakeholders with short news pieces of relevance regarding the project and the activities being developed therein, whether it be participation in an event (including asynchronous coverage of the event), availability of results, information on the progress of activities, etc. When possible, these will be linked to a news piece on the project website, thus increasing traffic flow in that direction.

Despite the ease with which posts can be released, namely on Twitter, iPRODUCE will not only look to maximise stakeholder engagement and interaction, but it will do so by focusing on the quality of contents rather than on the quantity of contents (i.e. posts).

Thus, iPRODUCE will look to diversify and simultaneously balance the type of content that is included on social media channels, including contents that: (1) provide information on the project, its value and impact, outputs from cMDF activities, and trigger *call to action* (i.e. participation in the Open Competitions, cMDF workshops); (2) share information and stories from other iPRODUCE stakeholders (e.g. small manufacturers, maker communities, and other experts); and (3) foster interactions with the project audience.

The social media platforms to be used by iPRODUCE will mainly be Twitter and LinkedIn, described below.

⁶ https://ec.europa.eu/research/participants/data/ref/h2020/other/grants_manual/amga/soc-med-guide_en.pdf

⁷ https://twitter.com/EU_Commission

Twitter

iPRODUCE has created a Twitter profile⁸ that will allow the project to be engaged and share contents following the three approaches previously detailed. iPRODUCE will look to take advantage of the various benefits of Twitter to engage with all its target audiences by providing it with information and proactively fostering discussions. Figure 12 represents a screenshot of the iPRODUCE Twitter page.



Figure 12. iPRODUCE Twitter profile

LinkedIn

iPRODUCE has also established a LinkedIn group⁹, which are commonly steered towards professionals. The group is open to all those interested in the project and its key themes. Given the nature of stakeholders that normally use LinkedIn, information shared in the group will be more specific about key project activities where stakeholder participation is possible. When possible and relevant, posts within the group will also link to news items on the project website. Figure 13 represents a screenshot of the iPRODUCE LinkedIn group.

⁸ iPRODUCE Twitter account: https://twitter.com/iPRODUCE_EU

⁹ iPRODUCE LinkedIn group: <https://www.linkedin.com/groups/8876687/>

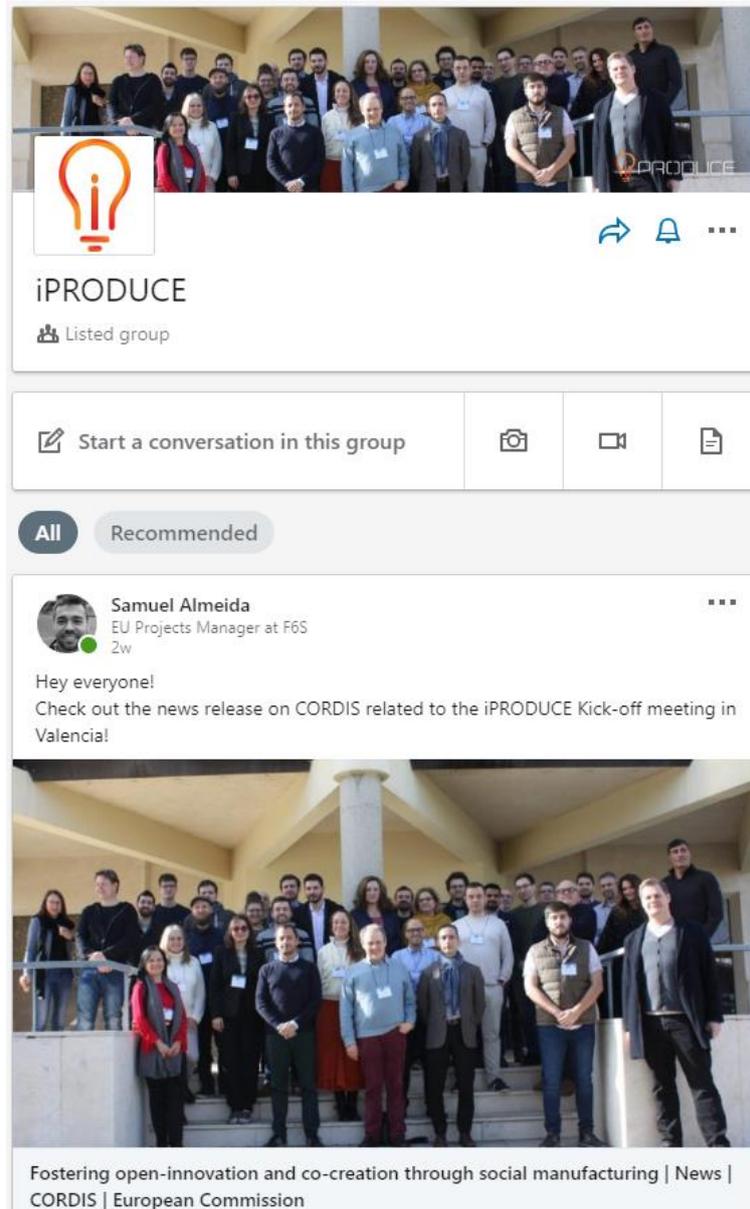


Figure 13. iPRODUCE LinkedIn group

Hashtags

Hashtags have become widely popular as a means for discovery of messages or information related to the topic following the hashtag (#). Hashtags are useful to increase brand awareness and engagement. In order to direct users from Twitter or LinkedIn to the respective iPRODUCE profile or group, several hashtags have been defined and will be used in posts created on these platforms. Examples include #openinnovation, #manufacturing, #manufacturers, #consumers, #fablabs, #makerspace, and #cMDF, among others. Other hashtags may include cMDF specific topics, such as mobility, health, furniture, photography, etc.

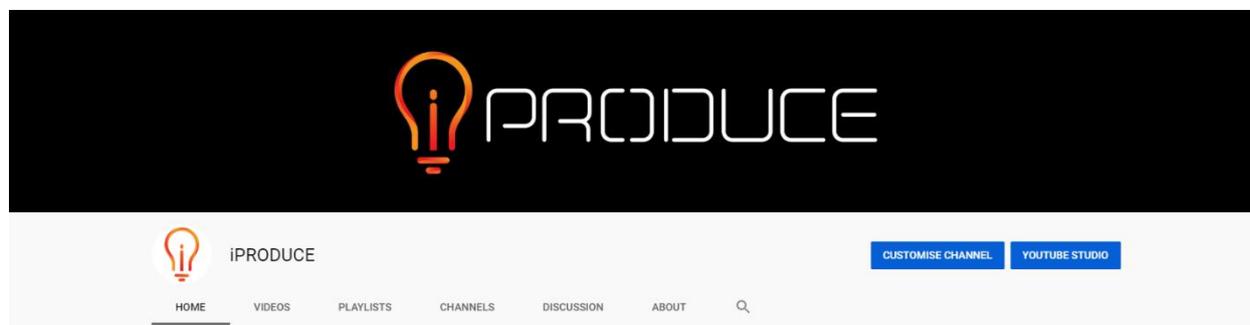
By using existing tools, such as Hashtagify¹⁰ it is possible to analyse the popularity level of different hashtags, as presented below in Table 8. It is expected that by the end of the project, the use of these hashtags has resulted in an increase in the popularity of the respective topics.

Table 8. List of key hashtags to be used by iPRODUCE on social media

Hashtag	Popularity level	Hashtag	Popularity level	Hashtag	Popularity level
#cMDF	12.7	#fablabs	35.4	#openinnovation	47.8
#cocreation	39.6	#makers	52.8	#productinnovation	26.1
#consumers	52.4	#makerspace	52.2	#socialengagement	33.5
#DIY	72.8	#manufacturing	67.7	#socialmanufacturing	N/A

3.2.1.3. Videos

iPRODUCE has also set up a YouTube¹¹ channel to host project related videos, including promotional videos, videos showing activities within the project's cMDF, interviews, or others. YouTube was selected as it is the main video hosting platform in the world and can thus aggregate more visualisations for each video. Furthermore, YouTube allows for easy integration (embedding) of videos on the project website, which allows for better centralisation of the videos on the project's main communication channel.



3.2.1.4. Newsletters

Newsletters are a good option to market in a systematised manner the project, its activities and the results being achieved. These will be developed periodically, on average every six to nine months, for a minimum of four to six editions during the project.

Newsletters will be made available on the project website but will also be sent to those that directly sign up to receive them. A dedicated mailing list will be established and managed exclusively for this purpose. Those that *opt in* to receive the newsletter will also be able to *opt out* at any time.

¹⁰ <https://hashtagify.me>

¹¹ iPRODUCE YouTube channel: https://www.youtube.com/channel/UCECO_LmEXaP4ZhiGd-jMHKg

The newsletter will follow the project's visual identity and will follow a predefined structure in all editions. This consists of a banner on top with the project logo and name and the edition of the newsletter; at the bottom of the newsletter will be the required EC emblem and disclaimer.

Regarding newsletter contents, the structure will predominantly remain consistent across the various editions, including the following sections: a '**word from the coordinator**' section, where the project coordinator will provide an overview on the progress of the project and outlook for upcoming months; a **project updates** section, including relevant updates regarding activities being developed in the project (e.g. meetings, events, outputs); **cMDF activities**, with details on specific activities/ results coming from the project cMDF; **iPRODUCE publications**, including deliverables, technical or scientific publications; and **events**, including those organised by the project, with partner participation or relevant to the scope of the project.

It is expected that each edition includes 10-15 news items depending on the status of the project and the number of ongoing activities. Furthermore, the different news items in the newsletter should link to previously existing news pieces on the website with further detail, thus increasing the centralised relevance of the website. The newsletter will be prepared in HTML and/or PDF format also to facilitate the analysis of number of views/downloads.

The first edition of the newsletter is expected to be released before around the summer of 2020 (June to September 2020).

3.2.1.5. Press releases

Press releases will be developed regularly with the objective of informing on key project activities and/ or achievements (e.g. organisation of a project event). Press releases will be targeted to national and European media outlets, identified as one of the project's key target groups for *growth hacking* purposes. All press releases will be published on the iPRODUCE CORDIS page¹².

3.2.2. Offline marketing and communication

3.2.2.1. Brochure

The iPRODUCE project brochure is one of the project's main communication materials, providing a detailed yet non-technical overview and understanding of the project for all target groups.

The developed brochure is a six-page publication in triptych format (double sided). In addition to a cover page with the project logo and title, and a back page with partner logos, social media references and the required disclaimer (see Section 3.1.1), the brochure has the following sections:

- **What is iPRODUCE?** Focuses on the iPRODUCE concept, namely the establishment of a social manufacturing framework (SMF) to facilitate open innovation and co-creation activities for the design, engineering and production of consumer goods.
- **What are our objectives?** Details the project's general and specific objectives.
- **Who's involved?** Provides a visual representation of the six collaborative Manufacturing Demonstration Facilities (cMDF) involved in the project: Spain, France, Germany, Denmark, Italy and Greece.

¹² <https://cordis.europa.eu/project/id/870037/news>

- **What’s the approach and outcome?** Illustrates the methodology of the project according to different phases and the key outcomes of the project, presented using key concepts.

The use of different graphic components has been used to increase the visual appeal of the brochure but also simplify the readability of the information contained therein. The brochure has been envisioned for offline marketing and distribution but will be made accessible via the project website. In fact, the project will promote as much as possible digital distribution of the brochure to reduce printed copies.

The figures below provide a representation of a selection of the pages of the iPRODUCE brochure.



Figure 14. iPRODUCE brochure – cover page

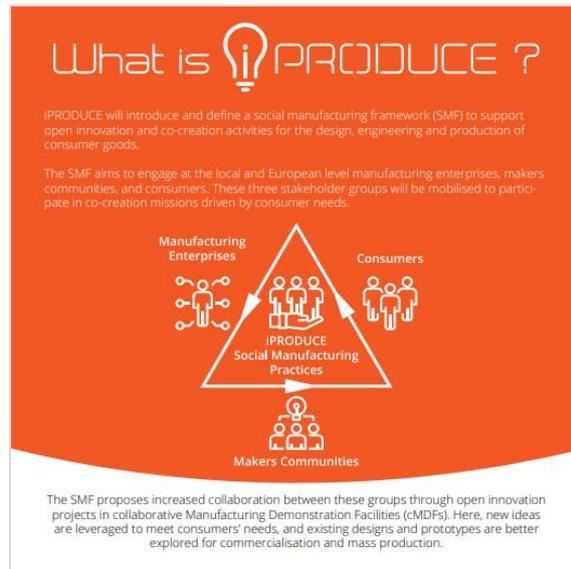


Figure 15. iPRODUCE brochure – context page



Figure 16. iPRODUCE brochure – objectives page



Figure 17. iPRODUCE brochure – cMDFs page

3.2.2.2. Leaflets/ flyers

Leaflets and/ or flyers will be developed during the project with the objective of showcasing in an easy-to-read and appealing way results achieved in the project.

The results and information to be included in these materials will mainly derive from the activities carried out in WP2 to WP9 focusing on, for example, the business challenges associated to social manufacturing, the establishment and sustainability of cMDF, the services and methods developed in iPRODUCE, new business models for cMDFs, among others.

These materials will be developed in the latter half of the project once results become available. They will be developed in digital format, hosted on the project website and further disseminated through social media and other channels.

3.2.2.3. Roll up

iPRODUCE will develop one or more roll ups to be displayed at project events organised by the project or with relevant iPRODUCE participation.

A first roll up will be generic in nature, mainly including the project logo, name and title, a brief overview of the project and information on the consortium partners. Additional roll ups will focus on providing in a simple and efficient way information about results achieved. These will be prepared according to the event being organised and respective objectives, as well as the target audience expected.

3.2.2.4. Project presentation

A project presentation has been developed that can be used by partners for different communication purposes (e.g. presentations at events). The presentation is structured into several sections, each providing relevant information about the project. This includes the project context and overview, objectives, the six cMDF (France, Spain, Italy, Denmark, Germany and Greece) and their objectives, the methodology and approach, the main outputs in terms of technologies and tools, the key project innovations, and the project's impact.

This presentation can be used and adapted by partners to the specific context and requirements of the event or situation it is being used in. However, partners must keep at least one slide with reference to the EU funding.

Context
iPRODUCE

- 🎤

SOCIAL MANUFACTURING FRAMEWORK

iPRODUCE aims to introduce and define a **social manufacturing framework (SMF)** to support **open innovation** and **co-creation activities** for the design, engineering and production of **consumer goods**.
- 🔄

LOCAL & EUROPEAN ENGAGEMENT

The SMF aims to **engage** at the local and European level manufacturing **enterprises** (SMEs and/or mid-caps); **makers** communities (fab labs, makerspaces and start-up communities); and **consumers**. These stakeholder groups (MMCs) will participate in co-creation missions driven by **consumer needs**.
- 🔌

INCREASED COLLABORATION

The SMF proposes **increased collaboration** between manufacturing companies and makers in **open innovation projects**, where new ideas and perspectives are leveraged to meet **consumers' needs** and where existing ideas, designs and prototypes can be better explored for commercialisation and mass production.
- 📄

COLLABORATIVE MANUFACTURING DEMONSTRATION FACILITIES

The SMF aims to **connect** micro-manufacturing and other existing **facilities** at the local level, organising them into **collaborative Manufacturing Demonstration Facilities (cMDFs)** that represent the infrastructure through which **social manufacturing ecosystems** will implement its innovative activities.

2

Figure 18. Screenshot from the iPRODUCE presentation, related to project objectives

3.2.2.5. Publications

As an Innovation Action, iPRODUCE will primarily focus on the development of innovative solutions for the manufacturing sector. Nevertheless, some activities of the project are expected to foster the development of new knowledge that can be disseminated in the form of publications, either scientific or technical.

Therefore, iPRODUCE aims to be active in the development of publications focussing on several different activities addressed in the project. The topics to be addressed in these publications include business models, key technologies in (social) manufacturing, standardisation requirements, etc. It is also planned to develop one publication on the project core and the relevance of promoting social innovation and co-creation methods in the manufacturing landscape.

Depending on the information and data used, these publications will be prepared in either a scientific or technical format. In the case of the former, they will be prepared and submitted to a journal or a conference relevant to the array of themes addressed in the publication. In case of the later, the publication will be prepared and sent for publication in a relevant magazine or technical publication.

Furthermore, and following the guidelines of Article 29.2 of the H2020 Grant Agreement, iPRODUCE will work towards ensuring that publications developed are made available in open access format.

3.3. iPRODUCE growth hacking activities

Building on, and in parallel to the content marketing efforts (Section 3.2), growth hacking activities focus on further engaging the iPRODUCE target groups and their representatives in the project. Their engagement contributes to the value of iPRODUCE through their participation (as the project collects first-hand input that can be used in project activities), but can also drive the growth of the target groups as they can ultimately absorb and exploit the results achieved and disseminated in the project.

3.3.1. Open competitions

iPRODUCE will organise Open Competitions during the project with the objective of engaging the project’s target groups and stakeholders in the identification and definition of challenges that can be addressed within the scope of the project. The challenges may be related to developing new activities to increase the project’s value proposition, activities to solve identified market challenges, or activities to be carried out within the framework of the project’s six cMDF. Two online competitions and a hackathon are expected to be organised during the project to identify these challenges and identify possible solutions.

Part of the organisation of the Open Competition includes the intensive dissemination of the event to ensure massive participation from the project’s relevant target audience (e.g. consumers, makers). The F6S platform (Figure 19)¹³ will be one of the main channels through which this dissemination will take place. The F6S platform is the largest online network bringing together start-ups and start-up programmes (e.g. accelerators). The platform supports the running of contests and events, which is the focus of the various open competitions to be organise.

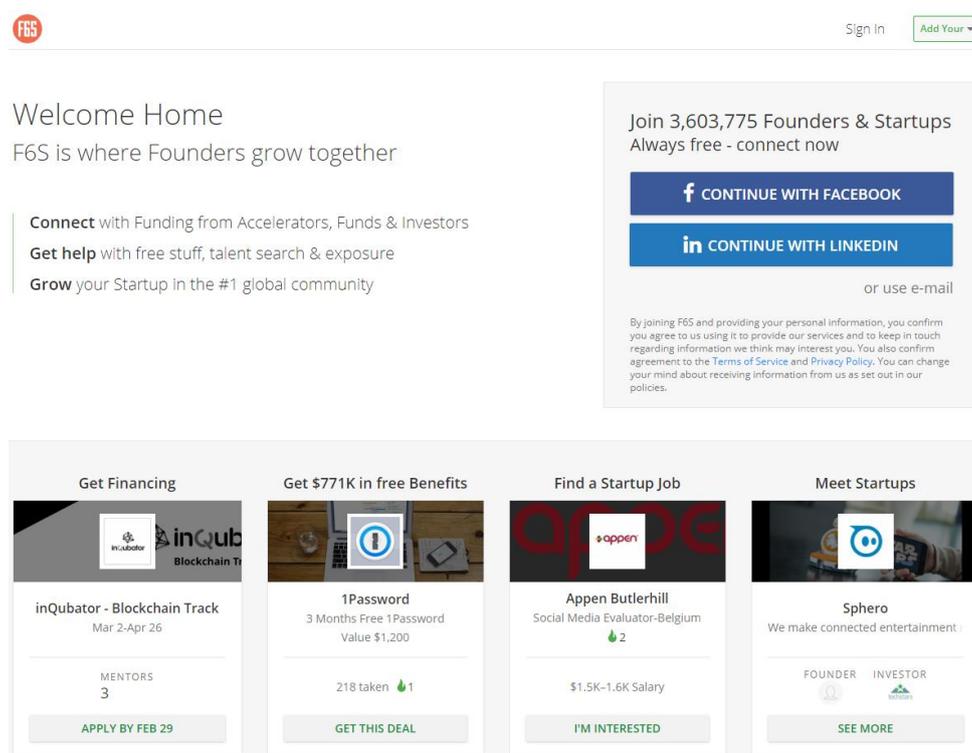


Figure 19. F6S platform homepage

¹³ <https://www.f6s.com/>

3.3.2. Events

Two types of events can be considered within the framework of iPRODUCE, detailed in what follows.

3.3.2.1. iPRODUCE events

iPRODUCE events are those that will be organised by the project partners and include internal and external events.

iPRODUCE internal events

Regarding internal events, several will be organised within the project's six cMDFs. For example, in the latter half of the project, the cMDFs will organise collaborative testing and training events focusing on recycling, repurposing and reusing products following the *do it yourself* (DIY) approach. Other events within the cMDFs include the organisation of local maker fairs to mobilise stakeholders towards participation in collaborative manufacturing activities.

iPRODUCE external events

The project plans to organise and participate in workshops at industrial exhibitions and where possible propose workshops to organise demo shows during these events. In particular, iPRODUCE will organise and lead two major workshops in collaboration with other related projects. One workshop, around M18, will show the achievements to date and be orientated towards innovation/technology outcomes. The second workshop will be held at the end of the project to present the final achievements of iPRODUCE (and other projects). It will also lay the foundations for post-project exploitation and to create further synergies for future collaboration. Workshop reports will be produced detailing the workshop plan, results, and constituency feedback.

The selection of host events (where iPRODUCE workshops will be organised) will be carried out based on project level consultation about the suitability of event and participants to iPRODUCE aims and objectives. The promotion of the iPRODUCE workshops will be carried out using all available channels including internal channels (such as project website, social media) and external channels (such as partner networks and links with associations such as EFFRA). A list of relevant candidate events where iPRODUCE workshops can be organised is provided in the following section.

3.3.2.2. Non-iPRODUCE events

Non-iPRODUCE events will be attended to promote the project as a whole; disseminate the tools, methods and services being developed in the context of the project; promote the Open Competition that will be implemented in the course of the project; the activities developed within the six cMDF and respective results achieved, among others.

Events to be targeted are scientific (e.g. conferences) and technological/ industrial, addressing topics such as innovation, manufacturing, consumer market, fab lab activities, co-creation methodologies, open innovation, among others. Partners are encouraged to actively participate in these events and disseminate the project, making use of, when possible, the project presentation and other materials.

A non-exhaustive list of potential events that partners consider attending soon, during the year 2020, is presented below.

Table 9. Non-iPRODUCE events to be considered for participation

Event name	Event themes	Location/ Date
Coworking Europe 2020 https://coworkingeurope.net/	Co-working, entrepreneurship, innovation, the workplace.	Vienna, Austria Nov. 25-27, 2020
Maker Faire (Berlin) ¹⁴ https://en.maker-faire.de/berlin/	Crafting, education, technology.	Berlin, Germany Apr. 18-19, 2020
Global Innovation Forum https://giflondon.com/	Innovation, innovation policies, entrepreneurship, design, product development.	London, UK Nov. 18-19, 2020
International Conference on Engineering & Product Design Education (22 nd ed.) https://epde.info/epde2020	Education, industry, design, product development, industrial design.	Herning, Denmark Sep. 9-10, 2020
Digital Manufacturing Week https://digital-manufacturing-week.com/	Industry 4.0, manufacturing, technologies, innovation, industrial disruption, lean thinking.	Liverpool, UK Nov. 10-13, 2020
Hannover Messe ¹⁵ https://www.hannovermesse.de/en/	Industrial transformation, manufacturing, digital platforms.	Hannover, Germany Apr. 20-24, 2020

Note: considering the current health-related circumstances with a global impact, and in light of many events being cancelled or pushed back, it is possible that participation in events being done remotely or at a later time in the year.

3.3.3. Engagement with other initiatives

iPRODUCE is one of the ongoing EU projects dealing with collaborative manufacturing and co-creation. Looking for and contacting other projects within the topic is an important task to carry out in order to find synergies and see how and what other projects are doing. With that in mind, one task of iPRODUCE has the role of identifying those projects with similar goals so that collaborations can be enabled for the benefit of all the stakeholders involved in order to create a possible cluster. In addition, attracting attention and initiating activities with maker's communities, consumer product companies, and experts on co-creation becomes part of the work offer the task aims to perform.

At the time of this deliverable (month 3 of the project), iPRODUCE has already engaged in several interactions. First, initial work of identifying projects in the topic under which iPRODUCE has been funded **DT-FOF-05-2019 - Open Innovation for collaborative production engineering (IA)** has taken place. These projects are:

- Open Innovation Digital Platform and Fablabs for Collaborative Design and Production of personalised/customised FMCG (**DIY4U**), coordinated by Sintef, started in November 1st 2019.
- open INnovation Ecosystems for Do It Together process (**INEDIT**), coordinated by Ecole Nationale Supérieure D'arts et Metiers, started in October 1st 2019.
- Company-Community Collaboration for Open Source Development of products and services, (**OPEN_NEXT**), coordinated by Technische Universität Berlin, started in September 1st 2019.

¹⁴ The event has been cancelled and the next edition will take place on 17-18 April 2021

¹⁵ The event has been cancelled and the next edition will take place on 12-16 April 2021

Contacts have been established other initiatives, including the Innovation Challenges for Additive Manufacturing (INNOADDITIVE) project, funded under the INNOSUP-05-2018-2020 - Peer learning of innovation agencies topic and coordinated by Hub Innovazione Trentino. A joint workshop in Rovereto (Italy) had been planned for mid May 2020, but has since been postponed due to the ongoing health crisis affecting Europe and the worlds.

Another important action is to establish contact with the **POP-MACHINA** project, coordinated by Katholieke Universiteit Leuven, where two iPRODUCE partners participate (White Research and CERTH). This project seeks to reinforce the links between the maker movement and circular economy to promote environmental sustainability and generate socio-economic benefits in European cities

Contact with the coordinators of these projects has already started. For example, a call was organised with the DIY4U coordinator, Mr. Chandana Ratnayake, from Sintef. He explained his vision of the project that addresses product customization and small-scale manufacturing, offering business opportunity by developing an Open Innovation (OI) digital B2B/B2C platform for collaborative design and production of personalised Fast-Moving Consumer Goods, such as shampoos and washing powder. Presently, no synergies in the products were identified, but Sintef is going to organize specific seminars in Norway about product customization. He will inform iPRODUCE about their training activities as well, increasing potential synergies. The DIY4U coordinator commented and suggested the *Sharebox project* as another door for the establishment of collaborations.

Another call with the OPEN-NEXT coordinator, Mr. Robert Mies from TU-Berlin, has taken place. It was explained that the project method deals with Open FabLabs working in open source, online communities for developing products in open source with IT solutions, testing prototypes improving their innovation capacity, as well as reaching industrial SMEs. By the end of the project they aim to create an Open Lab Alliance. OPEN-NEXT covers three industries:

1. Mobility eco-friendly
2. Customised furniture (Stykka). B2B wanted to reach B2C. Synergy.
3. Design for events for big companies (Fiction Factory, extension of their business model)

Possible connections between partners/ countries were also identified:

- In Germany: FIT (from iPRODUCE) ↔ IPK (from OPEN_NEXT).
- In France: Grenoble Institute of Technology (from OPEN_NEXT) with the auto-mobility case in iPRODUCE.
- Careables project ZSI Vienna and WikiFactory with the Greek pilot in iPRODUCE.
- Denmark: Danish Design Centre (from OPEN_NEXT) with partner BetaFactory from iPRODUCE.

Additional contacts and engagement efforts will be made with the INEDIT and POP-MACHINA projects in the forthcoming weeks.

4. Role of iPRODUCE partners

The management of content marketing and growth hacking, along with specific dissemination and communication activities, is led by F6S as leader of WP10 – Impact Creation. However, while several specific partners have additional responsibilities aligned with core tasks of the projects, all consortium partners are involved in WP10 and thus are responsible for participating and carrying out communication and dissemination activities.

Table 10 provides an overview of the partners' roles and responsibilities in content marketing and growth hacking actions, as well as supporting dissemination and communication activities.

Table 10. Roles and responsibilities of the partners

Partner (Role)	Responsibilities
F6S (WP1 leader, Task 10.1 and Task 10.2 leader)	<ul style="list-style-type: none"> • Overall management of content marketing and growth hacking activities. • Development of D10.1 Content Marketing and Growth Hacking Playbook and subsequent updated versions (D10.2, D10.3). • Define the iPRODUCE visual identity. • Establish the project's social media presence (e.g. Twitter and LinkedIn) and engage stakeholders through these platforms. • Develop and ensure regular updates to the project website with relevant contents. • Design and produce newsletters, a project brochure, flyers and/or leaflets to communicate the project and its results. • Develop press-releases related to relevant project activities. • Support the organisation of iPRODUCE events, including preparation of materials if needed. • Ensure all partners report their dissemination and communication efforts according to the defined process. • Accompany the development of scientific and technical publications and ensure these are made available to the public (Open Access). • Report on the project's cooperation activities (D10.4, D10.5 and D10.6)
AIDIMME (Task 10.3 leader)	<ul style="list-style-type: none"> • Identification of relevant projects and initiatives with goals like those of iPRODUCE in order to establish impactful synergies. • Manage the organisation of Open Competitions and their dissemination through iPRODUCE channels. • Analyse possibility of organising cooperation activities (e.g. events, joint reports, exploitation actions).
ICE (Task 10.4 leader)	<ul style="list-style-type: none"> • Organise two iPRODUCE events (e.g. workshops), standalone or as part of larger industrial events. • Identification of relevant events in the themes addressed by iPRODUCE,

Partner (Role)	Responsibilities
	<p>keeping up to date an event calendar and partners who are interested/ likely to participate.</p>
<p>ZENIT (Task 10.5 leader)</p>	<ul style="list-style-type: none"> • Support in the identification of events for iPRODUCE participation. • Drive the development of publications of the project. • Engage with stakeholders in communicating the project and disseminating results through multiple channels and tools.
<p>EDLUX (Task 10.6)</p>	<ul style="list-style-type: none"> • Monitor project results and their dissemination. • Support dissemination in view of maximising exploitation opportunities. • Link project innovation and exploitation results with potential interested stakeholders of the iPRODUCE ecosystem • Develop Sustainability and Exploitation Plan, in which exploitation scenarios are defined (possibilities for collaborations) • Disseminate results of the iPRODUCE community with members of affiliate companies and institutes from the industrial collaboration domain (for example through the participants of the EU-funded projects DIH², SHOP4CF and L4MS).
<p>All partners</p>	<ul style="list-style-type: none"> • Engage with stakeholders and raise awareness about the project using social media/ institutional websites. • Participate in iPRODUCE events and other events of relevance. • Contribute with contents to the project website, social media and newsletters. • Support translation of messages to specific local target groups as needed.

5. Timeline of activities

Content marketing, awareness raising, growth hacking, dissemination and communication will run throughout the full course of the project’s 36 months. Activities at the beginning of the project include the definition and development of the tools and channels presented, while engagement activities, distribution of materials, organisation of and participation in events are dispersed during the project.



Figure 20. Timeline for the implementation of activities

At the time of preparation of this deliverable, the visual identity has already been established and other related materials (e.g. templates, project presentation) have also been prepared. These will be updated as necessary during the project lifetime.

Similarly, the website has been designed, implemented and launched within the initial months of the project. The focus now will be on keeping it up to date with relevant contents, ensuring that the flow of target group representatives is to the website for maximum content consumption. Likewise, social media accounts have already been implemented with the following months of the project focusing on maximising engagement through these platforms.

Project newsletters press releases and brochures/leaflets will be developed throughout the project in regular intervals to keep target groups up to date with systematised and relevant information.

Events and publications are activities with a longer timeframe, both in terms of their organisation/preparation, as well as their implementation/ dissemination. The organisation of iPRODUCE events will follow as closely as possible an agreed timeline, while participation in events (e.g. conferences) will occur as needed to promote the project.

Lastly, Open Competitions are planned for the second year of the project, but preparation will already be underway during the second half of the first year.

The iPRODUCE partners will follow this timeline as close as possible, but acknowledge that in specific circumstances (e.g. delay in project activities, interest in including more detailed information in a newsletter), some activities may be implemented with some difference time, accompanied with a reasonable justification.

6. Monitoring and impact analysis

A straightforward and effective monitoring and impact analysis process is important to ensure that all awareness raising, communication and dissemination activities are registered and available to be reported to the EC as required. Furthermore, it allows to understand if the activities being carried out are being developed as planned and reaching the target audience.

All partners are responsible for reporting the activities they participate in or carry out (e.g. participation in an event, publication of news, etc.).

6.1. Monitoring and reporting

To ensure a smooth reporting of activities, a dedicated spreadsheet has been created and made available to all partners via a shared repository. The spreadsheet has been prepared to facilitate the addition and collection of information according to EC-defined dissemination activities (e.g. organisation of a conference, press release, flyers, training, etc.).

The reporting process consists of each partner regularly updating the spreadsheet with activities carried out and providing the following information:

- Partner name;
- Type of dissemination/ communication activity;
- Short description of the activity/ tool used;
- Dates and Location;
- Relevance and impact of the activity for the project;
- Type and number of audiences reached;
- Evidence of the activity.

The selection of “type of dissemination/ communication activity” and “type and number of audiences reached” is done using a drop-down menu with pre-defined items that are aligned with the information that must be reported to the EC during the mandatory reporting periods.

The spreadsheet also includes a dedicated page for addition of information related to the development of publications. On this page, partners are required to provide information on the type of publication, title, authors, title of journal/ book, DOI/ISSN, link to the publication and type of open access.

As leader of dissemination and communication activities, F6S will be the overall responsible for maintaining the list of activities complete and for interacting with partners to collect missing information.

Figure 21 represents the prepared spreadsheet for the reporting of partners’ dissemination and communication efforts.

No.	Partner name	Type of dissemination / communication activity	Description of activity / tool used - include name of conferences	Dates (if applicable)	Location (City, Country) (if applicable)	Relevance and impact for project	Type of audience reached (see drop down menu) / expected impact. Please select more than one type ONLY if applicable, up to a maximum of 5.					
							Type of audience reached 1	No. of persons reached	Type of audience reached 2	No. of persons reached	Type of audience reached 3	No. of persons reached
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2												
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Figure 21. Spreadsheet for reporting of partners' dissemination and communication efforts

6.2. Impact analysis

The analysis of iPRODUCE's impact and the success of dissemination and communication efforts will follow two directions: quantitative and qualitative review. Indicators have been defined for both directions and will be monitored throughout the project to understand if progress is being made or if additional measures must be taken to meet the proposed targets.

6.2.1. Quantitative impact

A set of Key Performance Indicators (KPI) and respective target values have been defined for the channels, tools and activities described in Section 3. Table 11 lists the various quantitative indicators defined for iPRODUCE and respective tools/ channels.

Table 11. iPRODUCE KPIs and proposed target values

Tools/Channel	Key Performance Indicator (description)	Target value (end of project)	Means of verification
Project website	Number of visits to the website	5,000 (sessions ¹⁶)	Google Analytics data
	Number of unique visitors	2,500 (users ¹⁷)	
	Average time on website	> 2m30sec.	
Press Releases / Articles	Number developed	6 (2 / year)	Publication links
Newsletters	Number of newsletters developed	< 4	Publication links
	Number of newsletter visualisations/ downloads	< 200 (avg. 50/ ed.)	Website/ Google Analytics data ¹⁸

¹⁶ A **session** refers to "the period of time a user is active on your site or app" (<https://support.google.com/analytics/answer/6086069?hl=en>)

¹⁷ A **user** refers to the "number of unique users who have engaged with the site or app for any non-zero amount of time" (<https://support.google.com/analytics/answer/9143382?hl=en>)

¹⁸ Based on newsletter specific page on the project website or actual number of downloads.

Tools/Channel	Key Performance Indicator (description)	Target value (end of project)	Means of verification	
Events (Organisation)	Number of events organised	2 ¹⁹	Reporting of event	
	Number of participants	< 10 /event	Attendance list	
	Satisfaction of event organisation; relevance of event and contents.	Score of ≥ 3.5 on a 0-5 Likert scale	Event survey to participants	
	Number of follow-up activities resulting from the event	≤ 3 activities	E-mails / phone conference	
	Number of (e-)training sessions on tools developed in the project	> 10 sessions	Training session report/ presentations	
	Number of participants in the (e-) training sessions	25 (average) per session	Participant registration	
Events (Participation)	Number of events participated in	> 15	Certificate of participation, pictures	
	Number of presentations at conferences/ fairs	4	Presentations uploaded to website	
	Number of follow-up activities resulting from the event	≤ 3 activities	E-mails / phone conference	
Videos	Number of videos developed	6 (one per cMDF)	Videos uploaded to YouTube	
	Number of views	1,000 (all videos)	YouTube statistics	
Brochure/ leaflets/ flyers	Number of brochures printed and distributed ²⁰	750	Regular reporting	
	Number of brochure visualisations/downloads	1000	Website/ Google Analytics data	
Scientific/ technical publications	Number of publications developed	4	DOI/ link to publication and respective information	
	Proportion of joint publications	50%		
	Average number of different authors per publication	3		
Social Media	Twitter	Followers	> 150	Twitter analytics
		Profile visits	> 500	
		Posts	> 150	
	LinkedIn	Group members	> 50	Data from LinkedIn
		Posts	> 30	
Open Competitions	Number of competitions organised	3 (two online competitions;	Data from the Open	

¹⁹ Events to be organised alongside other events to create bigger impact.

²⁰ iPRODUCE will try to reduce number of printed materials in favour of increased digital distribution.

Tools/Channel	Key Performance Indicator (description)	Target value (end of project)	Means of verification
		one hackathon)	Competition organisation (F6S)
	Number of applications to competition	10 (<i>average</i>)	
	Number of applications to hackathon	10	
	Number of newly developed concepts in the Open Competitions	3	

6.2.2. Qualitative impact

Qualitative impact assessment will run in parallel to the quantitative assessment outlined in Table 11. Qualitative analysis will help iPRODUCE understand about the quality of the different channels, tools and activities implemented. During the project, qualitative assessments will be implemented in, for example, the following situations and with these objectives:

- **Project website:** a questionnaire will be put on the website asking visitors to provide feedback on the relevance of the contents being published and what other content could be included; to understand if visitors are recurring and for what reasons.
- **Newsletters:** a questionnaire will be added to each newsletter edition to understand if the contents are relevant; to understand if the reader is interest in receiving future editions of the newsletter and the reasons they may or may not want to receive it.
- **Events:** to understand the quality of the event organisation, the relevance of the contents and speakers; overall satisfaction with the event and likelihood of participating in future events organised by iPRODUCE.

iPRODUCE will collective qualitative feedback through two main instruments: questionnaires and verbal feedback from stakeholders. Questionnaires will be placed on the website, in the newsletters and distributed at events and specifically tailored to each of these channels/ activities. Particularly regarding

In the case of events, and for the purposes of preparation and analysis of the event's impact, an internal document has been set up to be used by partners and is presented in the Annexes (iPRODUCE planning and impact evaluation document). The document has two sections components: (i) an event background and preparation page, where the responsible partners should indicate the objectives of the event and how it is relevant to the project, and; (ii) an impact assessment page, where quantitative and qualitative assessment is carried out.

7. Final Considerations

The Content Marketing and Growth Hacking strategy presented in this deliverable has provided an overview of the relevant methodological concepts associated to this strategy, the main actors involved and the tools through which the strategy will be implemented, thus generating visibility for the project and a relevant impact.

All partners play an important role in the implementation of activities and achieving valuable results. Therefore, all partners also play a role in this strategy by ensuring that those results are conveyed to the most relevant target groups and have a potential uptake and a significant impact.

The project has defined a wide array of channels, tools and activities to ensure that it is visible to its target groups that contents and knowledge generated are well communicated and that stakeholders from the target groups participating in the project can grow during and with the project. Such channels and activities range from the project website and material publications to the organisation of events and competitions and synergies with other projects.

The strategy is already being implemented and will be revised during the project. Several indicators have been defined for these channels and tools to help the consortium monitor the extent to which impact is being made and whether and changes in the strategy should be implemented. As this is a living document, updates to the strategy will be reflected in forthcoming versions of the playbook.

It is the overall objective of iPRODUCE to deliver a novel social manufacturing platform to support user-driven open-innovation and co-creation, to innovate tools to be used in this platform and at different collaborative manufacturing demonstration facilities. It is the objective of the content marketing and growth hacking strategy to make this objective and activities known to the relevant public and to disseminate the results achieved.

Annexes

Deliverable template

Deliverable template: cover page



Deliverable template: page with multiple sections

Insert document title here
Month Year

3. Title 2

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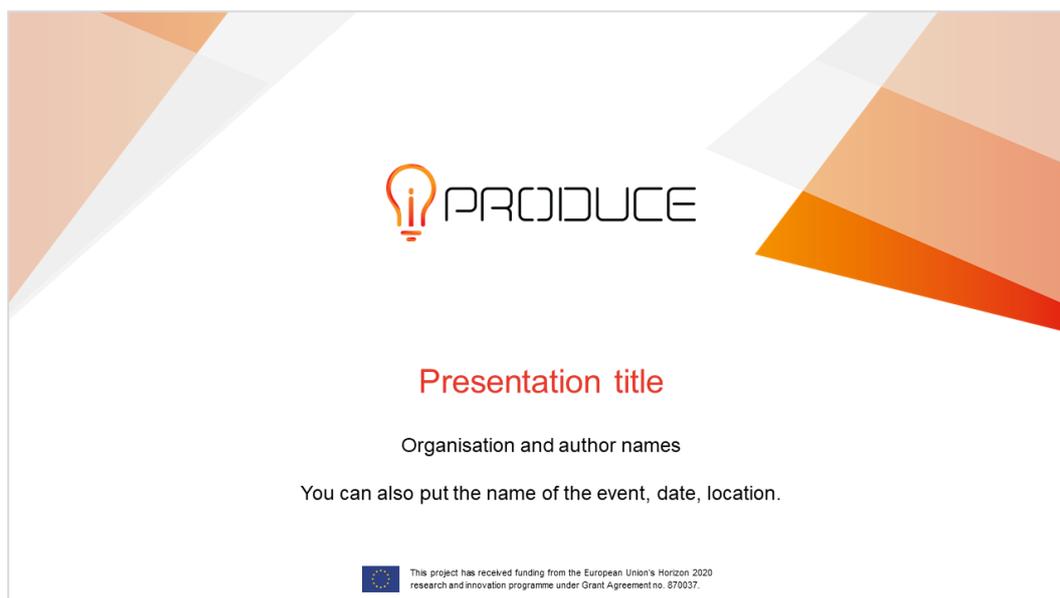
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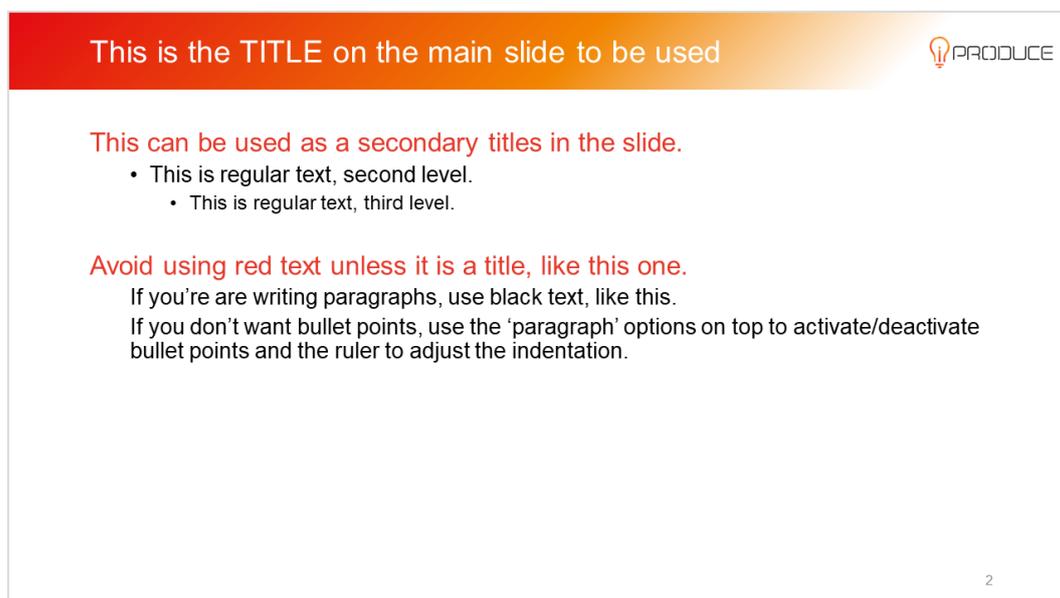
¹ This is a footnote – size 9 text

PowerPoint template

PowerPoint template: title slide



PowerPoint template: main content slide



PowerPoint template: main content slide (tables)

This is the TITLE on the main slide to be used


These are options for tables

Text	Text	Text	Text

Text	Text	Text	Text

3

PowerPoint template: main content slide (consortium)











































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iPRODUCE planning and impact evaluation document

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A Social Manufacturing Framework for Streamlined Multi-stakeholder Open Innovation Missions in Consumer Goods Sectors

[EVENT NAME] Planning

CONTEXT

Type of event *Indicate type of event (e.g. workshop, conference, webinar)*

Name of event *Insert name/ title of event*

Date(s) / Time *Insert date(s) and time of event*

Location *Insert event location*

OBJECTIVES

Main objective The main objective of [To be completed].

Specific objectives

- Specific objective 1
- Specific objective 2
- Specific objective *n*

METHODOLOGY

Topics to be discussed

- Description of topic 1
- Description of topic *n*

Questions to be asked

Topic 1

- Question 1
- Question 2
- Question *n*

Topic *n*

- Question 1
- Question 2
- Question *n*

EXPECTED CONTRIBUTIONS TO THE PROJECT

Deliverable

- Deliverable X – Title X

Other outputs

- List here any other outputs

EXPECTED VALUE FOR PARTICIPANTS

Description

- Describe here in what way participants will benefit from participating in the event.

PARTICIPATION

Target audience

- Indicate target audiences

Justification

- Reasoning for the participation of this target audience.



A Social Manufacturing Framework for Streamlined Multi-stakeholder Open Innovation Missions in Consumer Goods Sectors

Impact Assessment

KPI	Target Value	How to measure	Actual value achieved
Number of expected attendees			
Total registrations			
Total number of attendees			
External attendees (non-speakers and non-consortium)			
Attendees per category type			
Number of questions raised during webinar			
Number of follow up questions (1 and 2 weeks after)			
Others			

Dissemination efforts of the event

Target	Channel	Link	Partner responsible



PRODUCE

AIDIMME
TECHNOLOGY INSTITUTE

LAGRAMA

**OCÉANO
NARANJA**

**Fraunhofer
FIT**

ZENIT



materalia
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CERTH
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RESEARCH & TECHNOLOGY
HELLAS



EUROPEAN DYNAMICS

SIEMENS
Engenhosidade para a vida

**WHITE
RESEARCH**



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