



D10.2. Content Marketing and Growth Hacking Playbook 2

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Abstract	The iPRODUCE Content Marketing and Growth Hacking Playbook 2 is the second version of a living document that details the strategy for promotion and outreach through the marketing of project content, growth of the project and its target groups through development and absorption of knowledge, and the dissemination of results. This second version revisits and analyses the project's 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. It also details additional activities to be implemented in the second half of the project to further build the cMDF ecosystem. The deliverable concludes with an overview of the main updates to the strategy.

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Executive Summary

This deliverable is D10.2 – Content Marketing and Growth Hacking Playbook 2 of the iPRODUCE project, funded by the European Commission. This deliverable is a detailed and living document that builds on the previous Playbook, D10.1, submitted at month 3 of the project (March 2020). It describes the various channels, tools and activities that will be implemented throughout the lifetime of the project to ensure an effective and successful promotion of iPRODUCE and dissemination of results.

This second version of the Playbook has been developed considering the following objectives:

1. Revisit the strategy, the tools and activities through which the project will engage and communicate with its stakeholders, and the platforms through which the project's results will be disseminated. Where relevant and where no significant updates have taken place, a condensed description will be provided.
2. Describe new tools and activities to further promote the project and grow its ecosystem.
3. Provide a summary of key communication and dissemination activities carried out in the first 18 months of the project, which will be described in detail in D10.7 at month 28 of the project.
4. Provide a status of the quantitative and qualitative indicators, including progress made and how the present strategy reflects the numbers achieved thus far.

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

Strategy

The strategy for content marketing and growth hacking as proposed in the first version of the Playbook remains valid. It 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.

Content and inbound marketing have been mainly driven by the website, activity on social media, project newsletters, and (online) distribution of the brochure. Moving forward, these tools should be complemented with videos, leaflets and increase publications. Regarding growth hacking, the organisation and participation in events, engagement with initiatives and the open competitions is expected to deliver increased growth to the project. Furthermore, more support towards the cMDF ecosystem building will also contribute to the project's growth.

iPRODUCE initially defined its primary target groups that the content marketing and dissemination efforts will focus on. These target groups are industrial stakeholders of consumer goods, makers and makers communities, academic and scientific community, facilitators, enablers, and media outlets. Through a mapping exercise carried out and initial feedback from the project's first major online event, several findings (among others) can be highlighted: there are still many (possible) stakeholders to involve and that can benefit from the project; there is an array of information that stakeholders would like to learn about; and direct contact is a key channel of communication to consider.

Channels, tools and activities

The channels, tools and activities defined in the first Playbook remain an important part of the strategy moving forward. Common to the channels, tools and activities is the project's visual identity, centred around its logo and a selection of colours that will remain constant in the project. Also common is the presence of 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>) will continue to be the project's main hub for the hosting and distribution of valuable and relevant contents. All project activities are presented on the website and all materials developed are uploaded there also (e.g., publications, social media). Furthermore, online activity and materials will continue to redirect stakeholders to the website where they can find additional and more detailed information. As of 31 May 2021, the website has already received more than 4.600 visits from 121 different countries.

Social media

Social media has been an important enabler for iPRODUCE's marketing and growth hacking approach. iPRODUCE initially established its presence on Twitter and created a LinkedIn group. Since then, it also created a LinkedIn company profile with the objective of increasing its outreach. As of 31 May 2021, the combined number of followers on these two platforms is 248. iPRODUCE has also established a YouTube presence where videos, namely focusing on activities run in the cMDF, will be uploaded.

Newsletters and press releases

Newsletters are a useful form of sharing a summary of the key activities of the project to interested stakeholders. Two newsletters have already been developed and launched (summer and winter 2020), with additional newsletters expected to be developed regularly. Press releases have been developed aligned with key project activities (e.g., kick-off meeting, online events, open competitions). The approach will remain the same but with press releases being done whenever relevant rather than on a scheduled basis.

Brochures, leaflets and roll up

iPRODUCE has developed a project brochure that has mainly been circulated via digital format, in part due to limited face-to-face activities in the initial 18 months of the project. Leaflets, which are to contain project-specific results, will be developed at a later stage and roll-ups as needed. It is planned to also develop cMDF specific leaflets and a booklet to support the cMDF ecosystem building. All materials will be made available on the project website.

Marketing and growth activities

Open competitions

iPRODUCE will organise open competitions with the objective of engaging the project's target groups and stakeholders in the identification, definition and solving of challenges that can be addressed within the scope of the project. The first competition - Solutions and services for the prosumer competition – was formally launched on 5 May 2021 and will run until 30 June 2021. Three entries will be awarded with a monetary prize and support/ mentoring from the project to implement their ideas. The second competition and hackathon are scheduled for 2022.

Events

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

Regarding iPRODUCE events, the project is currently planning its first workshop for the autumn of 2021, which will be held back-to-back with another relevant event and, in principle, face-to-face. Several additional events have already been organised by partners as part of their respective cMDF engagement activities. Such events will continue in the coming months. Also, iPRODUCE has organised its first online event in November 2020 titled the “The Social Manufacturing Paradigm - Co-creating with Manufacturers, Maker Spaces and Consumers”.

Regarding non-iPRODUCE events, iPRODUCE has already participated in a number of external events, including one that has involved the three other projects funded under the same topic as iPRODUCE.

The organisation and participation in events will continue to be a pillar to promote the project and to ensure its growth in the coming months.

Engagement with other initiatives

Following several activities with different projects in the first year of the project, an updated approach is proposed, focused on specific inter-project discussion sessions involving the four projects funded under the DT-FOF-05-2019 topic. The discussions are to focus on topic considered of particular importance to iPRODUCE and involving one or more projects that are addressing the topic in their activities.

cMDF ecosystem building

With the cMDF being an important pillar of iPRODUCE, the strategy foresees a number of specific activities to support the growth of these ecosystems. These activities include specific updates to the website, development of leaflets, and a booklet, all of which will provide information on the cMDF activities, their offer, how stakeholders can get involved and what benefits they can collect from participating in the cMDF.

Timeline of activities

The large majority of the defined tools and activities have already been set up and developed. The website and social media are managed on a daily basis; promotional materials have been developed and are being circulated; events have been organised and will continue moving forward. Minor changes have been introduced in the initial timeline, with exception to press releases. These will be delivered to coincide with relevant project activities.

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.

Key Performance Indicators (KPI) have been defined for iPRODUCE, associated to the proposed channels, tools and activities, including target values to be reached by the end of the project. To date, several of the proposed values have already been or are nearly achieved, which has led to an upward revision of these values. For example, website visits are at 93% of the final target value (4,667 of 5,000); visitors are at 130% (3,262 of 2,500). While it is recognised that some of these values may have been initially conservative, it is nevertheless considered positive that they have already been achieved at this stage of the project. Other online marketing activities are *on track*, including regular development of newsletters and press releases. Lastly, regarding events, the project received positive feedback from its first online event from November and has been active in the participation of external events and organisation of internal cMDF-focused events.

Other KPIs will be more relevant in the forthcoming months and will be assessed at a later date.

Overview of updates to the Playbook

Based on the progress of the project over the past 18 months and new information collected during this phase, the key updates to the Playbook consist of:

Addressing the evolving target groups and conveying better messages through the right channels

iPRODUCE has a wider group of potential stakeholders compared to the first Playbook. Furthermore, there are still significant opportunities for existing and new stakeholders to further engage and benefit from the project. It is important to strengthen activities toward these stakeholders and take advantage of the channels that best suit them, namely more direct contact.

More contents on the website, namely related to cMDF

With the iPRODUCE website being the project's main source of information, it is important to continue to direct visitors to the website and provide them with more and better information, particularly related to the project's cMDF and their activities.

Further engagement with projects and initiatives

iPRODUCE is planning the organisation of several inter-project discussion sessions focused on specific topics that are of particular interest to the project but involving the other three projects funded under the DT-FOF-05-2019 topic.

Stronger support to cMDF ecosystem building

In addition to updates on the website, additional materials related to the cMDF will emerge in the second half of the project (i.e., leaflets and a booklet), which will provide more information about their activities, value and how to get involved, among others. A second version of these materials will focus on results and the sustainability of such initiatives.

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1. Introduction

This deliverable is D10.2 – Content Marketing and Growth Hacking Playbook 2 of the iPRODUCE project, funded by the European Commission. This deliverable is a detailed and living document that builds on the previous Playbook, D10.1, submitted at month 3 of the project (March 2020). It describes the various channels, tools and activities that will be implemented throughout the lifetime of the project to ensure an effective and successful promotion of iPRODUCE and dissemination of project results.

As this is a living document and should be, to the extent possible, a standalone deliverable that is readable without requiring full knowledge of the already submitted D10.1, the authors have decided to keep parts of the document unchanged for clarity and context.

This second version of the Playbook has been developed considering the following objectives:

1. Revisit the strategy, the tools and activities through which the project will engage and communicate with its stakeholders, and the platforms through which the project's results will be disseminated. Where relevant and where no significant updates have taken place, a condensed description will be provided.
2. Describe new tools and activities to further promote the project and grow its ecosystem.
3. Provide a summary of key communication and dissemination activities carried out in the first 18 months of the project, which will be described in detail in D10.7 at month 28 of the project.
4. Provide a status of the quantitative and qualitative indicators, including progress made and how the present strategy reflects the numbers achieved thus far.

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

- **Introduction:** the present section, which provides an understanding of the objectives and organisation of this deliverable.
- **Strategy review and update:** provides a review of the strategy for content marketing and growth hacking, including the main supporting concepts, objectives and the relevant target groups. It describes how the strategy has been fine-tuned based on an analysis of the progress of the project until M18.
- **Channels, tools and activities: overview and approach:** summarises the channels, tools and activities that have been used to market and communicate the project and to disseminate results. It also provides a summary of the main activities and results achieved through the use of these channels and tools.
- **Role of iPRODUCE partners:** provides an overview of partners' responsibilities in the project's communication and dissemination activities.
- **Timeline and upcoming activities:** summarises the updated timeline for the implementation of the planned 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. Provides an overview of the current impact based on a review of the defined indicators.
- **Overview of updates to the Playbook:** describes the main updates to the strategy, namely new activities and channels to explore in the forthcoming months.
- **Final considerations:** provides a summary of the deliverable and key takeaways.

2. Strategy review and update

This section describes the core concepts, objectives and methodology that enable the efficient and effective diffusion of information to iPRODUCE's stakeholders, enabling them to access the information in its various formats and apply it in their day-to-day activities. In this update, it is considered that both the defined concepts (section 2.1) and proposed objectives (section 2.2) remain valid, reason for which they are presented here, albeit summarised, as in D10.1.

2.1. Concepts

As defined in the first Playbook, awareness generation, public outreach, communication and dissemination closely consider 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 follow methodologies that will be considered throughout the implementation of the project. A definition of these methodological concepts (Figure 1) and how they are embedded in iPRODUCE's marketing, communication and growth hacking activities are provided in what follows.

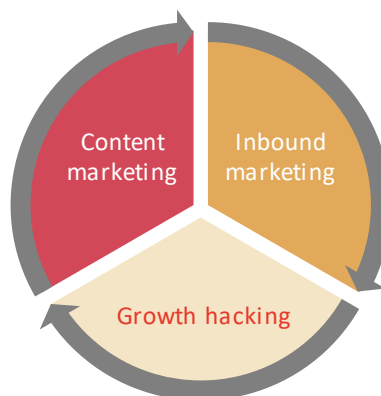


Figure 1. Growth hacking concepts

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

iPRODUCE has and continues to aim to create and deliver valuable and relevant content to attract the project's target audience (see Section 2.3). This has been achieved through, for example, the sharing of information on the project websites and social media, but also in the events that have been organised at the project level (e.g., the iPRODUCE online event: The Social Manufacturing Paradigm; the Open Innovation for Collaborative Production Engineering event) and others already implemented within several of the cMDF.

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/>

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

iPRODUCE will 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, defining technology specifications and tools, among others.

As with content marketing, communication via the project website and social media has been a key channel to bring stakeholders into the project's ecosystem. This has also been complemented with the already mentioned events, both at the project level and within cMDF.

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 framed as 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. The events organised in the scope of the project are considered to be the main growth enabler thus far. These will be complemented with the ongoing open competition that was launched at the beginning of May 2021, which aims to engage stakeholders and grow the project's ecosystem.

2.2. Objectives

The strategy detailed herein aims to support the delivery of several visibility related and content focused objectives of the project. The initially defined objectives remain valid in this Playbook. The defined objectives are horizontal, as they focus on visibility and engagement throughout the full project duration; 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 project components can be reused and replicated in other projects, thus contributing to and enabling further developments in the field.
- Ensuring the project reaches decision-makers, thereby contributing to improving future policies.
- Clarify the impact and the way the project will benefit different sectors of society (e.g., services, employment, economy).

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

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

2.3. Target groups

iPRODUCE initially identified several target groups that can play different roles in the project by directly intervening or benefiting from the project's activities. Some target groups will act mainly as receivers of information and the knowledge generated in the project. Others, however, such as industrial stakeholders and makers and maker communities will have a more active role in the project, including actual participation in project activities through, for example, activities within the six pilot cMDF.

Table 1 summarises the project's different target groups, their needs and expectations in regard to the project, and key messages/ information to be provided (as defined in the first Playbook). Information on these target groups is further detailed in A2. Target groups overview (as presented in the first version of this Playbook).

Table 1. Summary of iPRODUCE target groups, needs and expectations and messages to deliver

Target group	Needs and expectations	Key messages to deliver
Industrial stakeholders of consumer goods	<ul style="list-style-type: none"> Consumer's needs regarding new products. 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. 	<ul style="list-style-type: none"> Identified consumer needs across different sectors. 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.
Makers and maker communities	<ul style="list-style-type: none"> New methods, strategies and tools for manufacturers, makers and consumers to establish open innovation networks. The functioning of self-sustained and open collaborative manufacturing ecosystems. Processes to expand existing fab labs and manufacturing facilities to increase their capacity and respond to consumer/ industry needs. Business models to improve manufacturing processes. 	<ul style="list-style-type: none"> Identified consumer needs across different sectors, 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.
Academic and scientific community	<ul style="list-style-type: none"> Knowledge regarding collaborative models, methods and tools in the field of manufacturing of consumer goods. 	<ul style="list-style-type: none"> New methods, strategies and tools to foster co-creation and open innovation, while simultaneously reducing development costs.
Facilitators	<ul style="list-style-type: none"> How manufacturers, makers and consumers can co-create and drive open innovation-based manufacturing. How cMDF can be established and their operation. New tools and technologies that can be standardised for wider use. 	<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.
Enablers	<ul style="list-style-type: none"> How co-creation and social innovation contributes to more efficient/ greener manufacturing. 	<ul style="list-style-type: none"> The role local played in the cMDF and opportunities for replication. Good practices learned from the

Target group	Needs and expectations	Key messages to deliver
	<ul style="list-style-type: none"> How authorities can participate in entrepreneurship ecosystems. 	project that promote greener manufacturing processes.
Regional, EU and worldwide media	<ul style="list-style-type: none"> Understanding the relevant trends across different sectors and application areas. Understanding how manufacturers/producers, makers and consumers can jointly co-create and innovate. 	<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.

With the organisation of the project's first online event in November 2020 – The Social Manufacturing Paradigm - Co-creating with Manufacturers, Maker Spaces and Consumers – and the qualitative feedback collected via a post-event survey, additional potential key messages for the target groups can be outlined (Table 2). These were collected from participants that represent industrial stakeholders of consumer goods (SMEs included), maker communities, and the academic/ scientific community (which was the most represented group at the event).

Table 2. Information identified as relevant to be framed as future messages

Target group	Potential key messages ⁵
Industrial stakeholders of consumer goods	<ul style="list-style-type: none"> Description of plans for the future of iPRODUCE. How an organisation can move from prototyping and small-scale manufacturing to large scale manufacturing. The social profiles of the maker community and their different expectations.
Makers and maker communities	<ul style="list-style-type: none"> How to collaborate and engage in brainstorming for projects.
Academic and scientific community	<ul style="list-style-type: none"> Main makers' technologies, resilient manufacturing processes, existing policies for makerspaces. Participative and open models and implications for IPR. Technological challenges faced by the maker community. The future of makerspaces. How big brands-manufacturers position themselves in the framework of social manufacturing. The maker movement from an industrial perspective.

There feedback collected provides some interesting ideas and suggestions to build upon, some of which require additional literature review and research, as they fall out of the main scope of the project. Nevertheless, where possible, such topics will be considered. It can also be noted that while some ideas were highlighted by a particular target group, they can be considered relevant for other or all groups.

With the progress of the project and implementation of activities, a more in-depth understanding of the project's main target groups, the extent to which they can and want to be involved in the project, their influence and contribution to the project has also emerged. This understanding derives from a mapping exercise carried out by the representatives of iPRODUCE's six cMDF and based on previous knowledge and interaction with stakeholders in the initial months of the project. The cMDF identified

⁵ It should be noted that the information included in the table has been slightly modified for grammatical corrections and simplification purposes.

over 130 different stakeholders (i.e., specific entities or groups) from nine categories: the six listed above as well as 'SMEs', 'consumers – market niches' and 'civil society'.

It can also be highlighted that associated to these main stakeholder groups; several sub-groups emerge (in some cases specifically related to the activities of a cMDF):

- Artists and designers
- Clusters
- Doctors/ hospitals
- Environmental associations
- Equipment providers
- Incubators/ accelerators
- Individual entrepreneurs
- Local administrations
- Manufacturing start-ups
- Research projects
- Scientific and technological parks
- Service providers
- Technical/ technology centres

From the mapping exercise⁶, and based on the cMDF perceptions of the stakeholders identified, a few ideas can be highlighted, relevant to update the content marketing and growth hacking strategy:

- More than 70% of the stakeholders identified are seen as being important for the project, with the cMDF considering that these should have a supporting role in the project. Furthermore, approximately 25% of the stakeholders identified, which are considered as being potentially relevant for iPRODUCE or having been previously engaged, are currently supporting or contributing to iPRODUCE activities.
- More than 20% of the stakeholders identified are thought to have a high or very high influence for the achievement of the project's results, with the remaining 80% medium to low influence. Furthermore, it is expected that the project can have a medium to very high impact on approximately 80% of the identified stakeholders.
- Regarding incentives for engaging with the project, a variety of ideas were collated, including identifying and supporting new projects, accessing training tools, support the identification of co-creation tools and prototyping facilities, creation of synergies, participation in events, provision of feedback to specific project activities/ outputs, and access to technologies/ services relevant to the stakeholders' networks, among others.
- Lastly, in regard to a preferable tool of communication with the identified stakeholders, direct communication is the most common and preferable method, whether through e-mail, face-to-face meetings or phone calls.

2.4. Fine-tuning the strategy

As highlighted in the previous sections, the proposed concepts and objectives, as presented in the first version of this Playbook, remain valid.

Regarding the target groups, while no significant addition is foreseen to the types of groups, the mapping exercise has provided some insights that are relevant to this iteration of the Playbook and should be considered in the following stages of the project:

⁶ An in-depth presentation and analysis of the mapping exercise, including its relevance for the establishment of an iPRODUCE ecosystem is presented in deliverable D6.1 – Engagement and ecosystem establishment review report.

- The stakeholders identified in the mapping exercise represent entities that can contribute to or benefit from iPRODUCE. However, with only 25% of these having thus far been involved in the project, there is a need to identify strategies to mobilise the remaining 75%, engaging them by making them aware of the incentives already identified in the mapping exercise. In this case, there is a greater emphasis on content marketing, which could be best delivered through direct contacts such as e-mail or meetings.
- With 20% of stakeholders potentially having some impact on (or contribution to) the project's results, the cMDF should explore how to best leverage this potential and, consequently, deliver results that benefit the 80%. In this case, the emphasis is on inbound marketing, but the best approach would still be through direct contact.
- With the incentives to engage stakeholders to participate in the project being known, it is important to communicate these incentives by exploiting the channels best suited to them. As the mapping exercise has shown, direct contact is a strategic means of communication for them. This suggests that while information on the website, social media and similar are valuable communication strategies, some stakeholders are better engaged when a direct and more personal contact is established. Going forward, this approach should be more prominent with these and other similar stakeholders.

3. Channels, tools, and activities: overview and approach

3.1. Visual Identity

The iPRODUCE visual identity considers four main items, as presented in the first version of the Playbook. These include:

- EU emblem and disclaimer
- iPRODUCE logo
- Colour template
- Templates (for documents)

The visual identity defined at the beginning of the project remains valid and will continue to be used in the forthcoming months of the project.

The **EU emblem and disclaimer** will be included in all materials developed for communication and dissemination purposes, providing acknowledge that the project has received support from the Horizon 2020 EU programme.

The **iPRODUCE logo** (Figure 2), which involved a discussion with all project partners to meet a set of requirements (e.g., being printable and manufacturable), continues to be the project's primary visual support. In addition to the versions presented in the first version of the Playbook (A3. iPRODUCE logos), an additional version (full white) has been prepared and is used frequently, namely on materials with colour backgrounds and where the main *favicon* (lightbulb) is not visible.



Figure 2. iPRODUCE logo (main version)

The **colour palette and typography** selected for the project has been used as presented in the first Playbook. However, other variations of similar colours and other fonts have been used in different materials to diversify the manner in which messages are communicated.

The **iPRODUCE templates** defined in the first playbook remain valid and have and will be updated as necessary to adjust for any requirements (e.g., changes in partner logos).

3.2. iPRODUCE content marketing channels and tools

The iPRODUCE content marketing channels and tools are those that contribute to the promotion (marketing) of the project via online and offline means. It is through *marketing* actions that the project has made itself known to target groups and expects to later engage them in view of their own growth and that of the project.

This second version of the Playbook summarises the channels and tools used in the first 18 months of the project and relevant indicators on their consumption by target groups.

3.2.1. Online marketing and communication

3.2.1.1. Website

The iPRODUCE website (<http://www.iproduce-project.eu>) is a hub for the distribution of valuable and relevant content (*content marketing*) and provides visitors with content tailored to their needs, providing them a solution to a problem or question they have (*inbound marketing*).

Considering the importance of the website as one of the project's main communication channels, 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.

The website structure (Table 3) has evolved since its first version and launch in month 3 of the project (*top row*). In recent months, new sections have been added (*bottom row*), namely with contents considered of value to the target groups (e.g., co-creation methods and tools).

Table 3. iPRODUCE website structure

Home	About	Resources and Results	News	Events	Consortium	Contact Us
		⇒ Deliverables ⇒ Publications ⇒ Promotional materials ⇒ Videos	⇒ Project news ⇒ iPRODUCE in the news ⇒ Newsletters ⇒ Press releases			
		⇒ Co-creation methods and tools		⇒ Competition #1		

Additional sections are being planned for the forthcoming months, particularly focusing on the six cMDF. The objective of these sections is to provide stakeholders from each of the six pilot locations with detailed information about the cMDF activities (planned and implemented) and the cMDF offer (see section 3.3.4). Furthermore, this information is expected to complement direct communication with stakeholders that, as aforementioned, will be a primary means of contact.

As planned in the first version of the Playbook, analytics tools were implemented on the website to monitor relevant (and confidential) statistics regarding the website visitors. Additional metrics were implemented to measure, for example, number of downloads of project materials (e.g., deliverables, newsletters).

As of 31 May 2021, which corresponds to 13 months of online activity (i.e., the website was launched in April 2020 at month 4 of the project), the following website consumption statistics and analysis can be presented.

Table 4. iPRODUCE website statistics - general information

Users	New users	Sessions	Page views	Avg. session duration
3,262	3,271	4,667	9,576	1:32 (min:sec)

Overall, it is considered that the website is performing well in terms of expected engagement. Regarding users, the target KPI for the end of the project (2,500) has been surpassed, and for sessions, the target has almost been achieved. This has resulted in a revision of our target values, as proposed in Table 15. While page views were not initially defined as a KPI, the current value is also considered positive. Lastly, it is recognised that the average session duration is below the defined target value, reason for which new content (that requires more time to consume) is being planned, particularly focusing on the cMDF.

Table 5. iPRODUCE website statistics - demographic information (top 3 countries)

Countries	Users (%)	Sessions (%)	Pages/ session	Avg. session duration
Germany	447 (13.6%)	636 (13.6%)	2.2	1:39 (min:sec)
Spain	442 (13.5)	676 (14.5%)	1.9	1:15
Greece	260 (7.9%)	447 (9.6%)	2.2	1:49
USA	255 (7.8%)	274 (5.9%)	1.3	0:15
France	221 (6.7%)	378 (8.1%)	2.2	2:46

It can be noted that four of the five countries responsible for the most users are those represented by project partners and the cMDF. Germany is the most represented in users, but third in terms of time-consuming contents. On the other hand, while France is fifth in terms of users, it has the highest time-consumption.

Table 6. iPRODUCE website statistics – website page consumption (top 5 pages)

Page	Page views (%)	Entrances	Avg. time on page
Home page ⁷	4606 (48.1%)	3040 (65.1%)	1:09 (min:sec)
'About' ⁸	613 (6.4%)	152 (3.3%)	2:27
'Consortium' ⁹	455 (4.8%)	43 (0.9%)	1:10
iPRODUCE online event ¹⁰	449 (4.7%)	276 (5.9%)	2:12
Open Competition 1 ¹¹	326 (3.4%)	266 (5.7%)	3:24

Regarding consumption of specific pages, the 'Home page' is clearly the most visited page, with nearly 50% of all page views, and responsible for 65% of entrances (i.e., the page through which users get on the website). This is evidently due to the fact that when sharing the website, on social media or e-mail, it is the homepage that is provided rather than a specific page. It is also interesting to

⁷ <https://iproduce-project.eu/>

⁸ <https://iproduce-project.eu/about/>

⁹ <https://iproduce-project.eu/consortium/>

¹⁰ <https://iproduce-project.eu/events/iproduce-online-event-the-social-manufacturing-paradigm-co-creating-with-manufacturers-maker-spaces-and-consumers/>

¹¹ <https://iproduce-project.eu/open-competition-1/>

note that two 'recent' pages are in the top-5 and represent two specific activities organised by the project and for which an intensive promotional effort has been done. One is the iPRODUCE online event, which was organised in November 2020; the other is the open competition which is running until the end of June 2021. Interestingly, both these pages also have a relevant average time on page, suggesting that visitors are genuinely interested in knowing more about these activities.

Table 7. iPRODUCE website statistics – traffic/ acquisition overview

Type	Page	Users (%)	Sessions	Avg. time on page
Direct (1,578 users; 48% of total)	Home	1027 (61.1%)	1207 (60.5%)	1:31 (min:sec)
	Open Competition 1	166 (9.9%)	198 (9.9%)	0:38
	iPRODUCE online event	114 (6.78%)	149 (7.5%)	1:00
Social (379 users; 12% of total)	LinkedIn	180 (46.4%)	274 (49.3%)	1:55
	Facebook	129 (33.3%)	152 (27.3%)	0:32
	Twitter	79 (20.4%)	130 (23.4%)	2:35

Lastly, in regard to traffic/ acquisition, direct traffic represents almost 50% of the visits to the website, of which the Home page is responsible for the most number of users. Traffic coming through social media channels is the third most important driver of visitors (organic search is not presented here, which is the second main source). LinkedIn is the most relevant, representing almost half of the traffic (46.4%). Interestingly, a third of the traffic coming from social media is through Facebook, a platform that iPRODUCE is not using.

Website management

The management of the website will continue as defined in the first version of the Playbook. F6S will be responsible for the overall management of the website, while the different contents to be included will be a joint effort of the consortium partners.

3.2.1.2. Social media

The use of social media in iPRODUCE is 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 and is therefore a common denominator across all European-funded projects, European institutions, among others. Considering the presence of individuals and organisations of the defined target groups on at least one social media platform, it is imperative that iPRODUCE continue to exploit these platforms so that the maximum number of people become aware of the project.

Complementing the aforementioned idea, it is important to reiterate that iPRODUCE should maximise social media as a key 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 relationships with stakeholders by providing an informal platform for communication.
- Provides opportunity to learn from and engage with other initiatives and projects.

In the first 18 months of the project, social media has been used as a platform to provide *readers* (i.e., followers) with short and relevant pieces of information 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, among others. Whenever

possible, these have been linked to a news piece on the project website, which increases traffic flow in that direction (as presented in Table 7).

iPRODUCE has looked to diversify the type of content shared 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 initially set up by iPRODUCE were Twitter and LinkedIn, detailed below. It is considered that the impact of these platforms has been positive thus far, reason for which they will continue to be used. However, additional efforts are required to go beyond the *followers* achieved thus far and to engage more people, more organisations and more initiatives of relevance to iPRODUCE.

To do so, the strategy moving forward is to:

- Efficiently use the hashtags most relevant to iPRODUCE and the news piece being launched.
- *Tag* more frequently other accounts (from people, organisations, and/ or initiatives) so that they are directly notified, thus allowing them to instantaneously engage with the post (e.g., share it with their own network) and bring these contacts to the iPRODUCE platforms.

In what follows, a brief review of the reach of the social media platforms is presented.

Twitter

The iPRODUCE Twitter account¹² was created in January 2020 with the start of the project. Figure 3 and Figure 4 are two screenshots of the account, one with an overview and a pinned Tweet (related to the Open Competition) and another showcasing some of the activities implemented in the project (related to the Open Innovation event from April 2021 in which iPRODUCE participated).

Statistics on the reach of the account and the engagement achieved have been collected on a monthly basis using the Twitter analytics tool¹³. The following statistics can be highlighted as of 31 May 2021 (Table 8).

Table 8. iPRODUCE Twitter statistics

Total Tweets (Average p/ month)	Total impressions (Average p/ month)	Profile visits (Average p/ month)	Mentions (Average p/ month)	New followers (Average p/ month)
121 (8.2)	63,619 (3,854)	1697 (64.9)	116 (6.7)	123 (7.6)

While the project is on track to achieve the proposed impact indicators for Twitter (Table 15), it is considered that there are still many activities to be implemented that will allow the project to go beyond the initially defined indicators, namely profile visits and followers. These two indicators in particular represent the extent to which the messages posted are reaching the already established network as well bringing new stakeholders into the network. For this reason, the target values will be revised upwards for profile visits by approximately 400% (from 500 to 2500 visits) and followers by approximately 33% (from 150 followers to 200 followers).

¹² iPRODUCE Twitter account: https://twitter.com/iPRODUCE_EU

¹³ <https://analytics.twitter.com/>



Figure 3. iPRODUCE Twitter account - overview and pinned Tweet

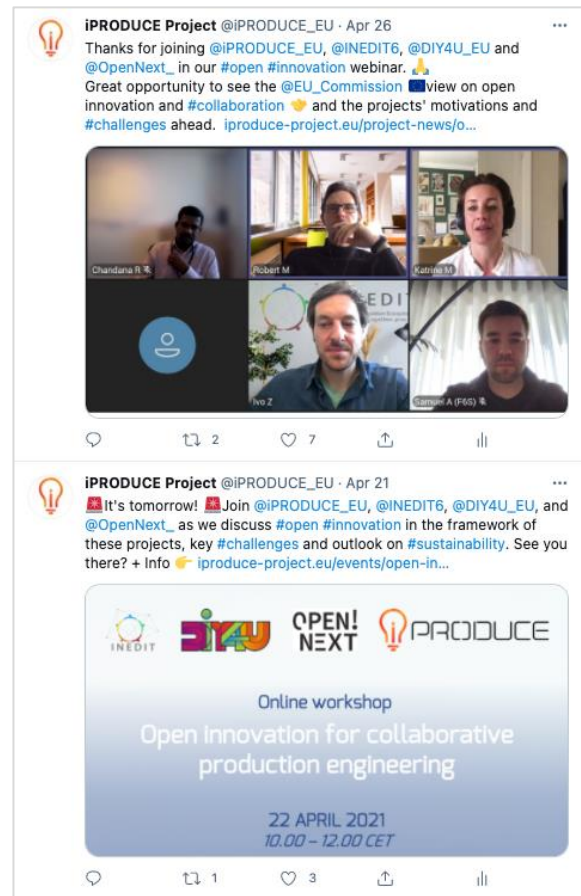


Figure 4. iPRODUCE Twitter account - Tweets related to Open Innovation event (April 2021)

LinkedIn

iPRODUCE also established a group¹⁴ on LinkedIn in January 2020, a platform commonly steered towards professionals. The group was set up envisioned to be open to all those interested in the project and its key topics.

After internal discussions, it was agreed that an alternative option would be to create a specific profile (company page)¹⁵ for iPRODUCE on LinkedIn. The iPRODUCE page (Figure 5) was formally launched on 29 April 2020. This type of page is considered to be more *community-friendly*, allowing posts to be shared more easily by those that follow the page. It is a more ‘open’ option compared to the group initially established.

¹⁴ iPRODUCE LinkedIn group: <https://www.linkedin.com/groups/8876687/>

¹⁵ iPRODUCE LinkedIn profile: <https://www.linkedin.com/company/iproduce-project>

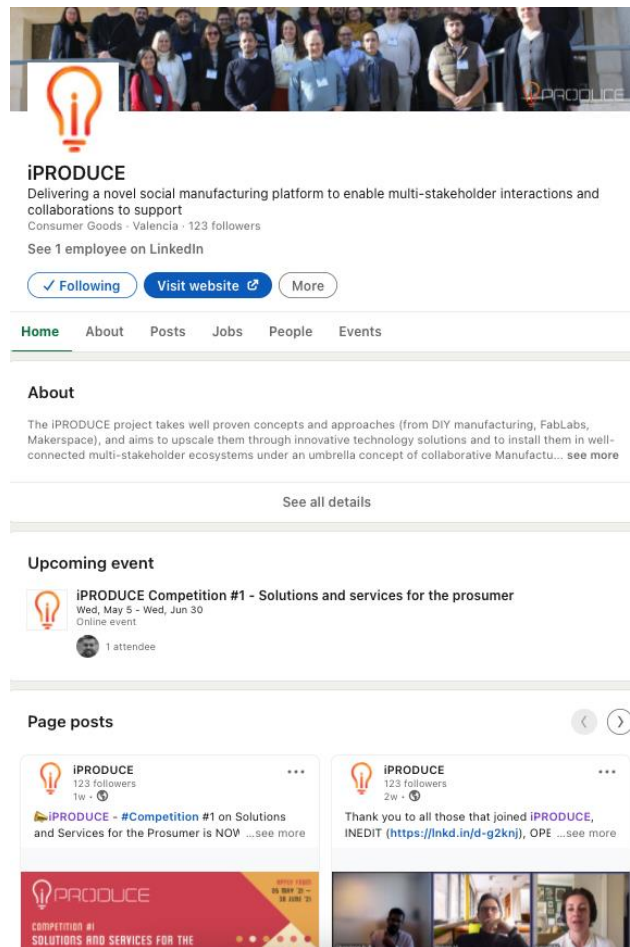


Figure 5. iPRODUCE LinkedIn page

Currently, both the iPRODUCE page and company are active, but the communication effort is primarily focused on the *page*. As with Twitter, statistics on the reach of the account and the engagement achieved have been collected on a monthly basis using the integrated LinkedIn analytics tools. The following information can be highlighted as of 31 May 2021 (Table 9).

Table 9. iPRODUCE LinkedIn statistics

Total page views (Avg. p/ month)	Total impressions (Avg. p/ month)	Total visitors (Avg. p/ month)	Total engagement rate (Avg. p/ month)	New followers (Avg. p/ month)
546 (39)	5239 (374.2)	242 (17.3)	30.5 (2.2)	125 (8.9)

3.2.1.3. Videos

iPRODUCE has also set up a YouTube¹⁶ channel (Figure 6) to host project related videos, including promotional videos, videos showing activities within the project’s cMDF, interviews, or others.

To date, only two videos have been uploaded to the YouTube channel, but it is expected that more become available as activities within the cMDF evolve. As defined in Table 15, at least one video per cMDF is expected to be developed, which will be uploaded to the channel.

¹⁶ iPRODUCE YouTube channel: https://www.youtube.com/channel/UCECO_LmEXaP4ZhiGd-jMHKg

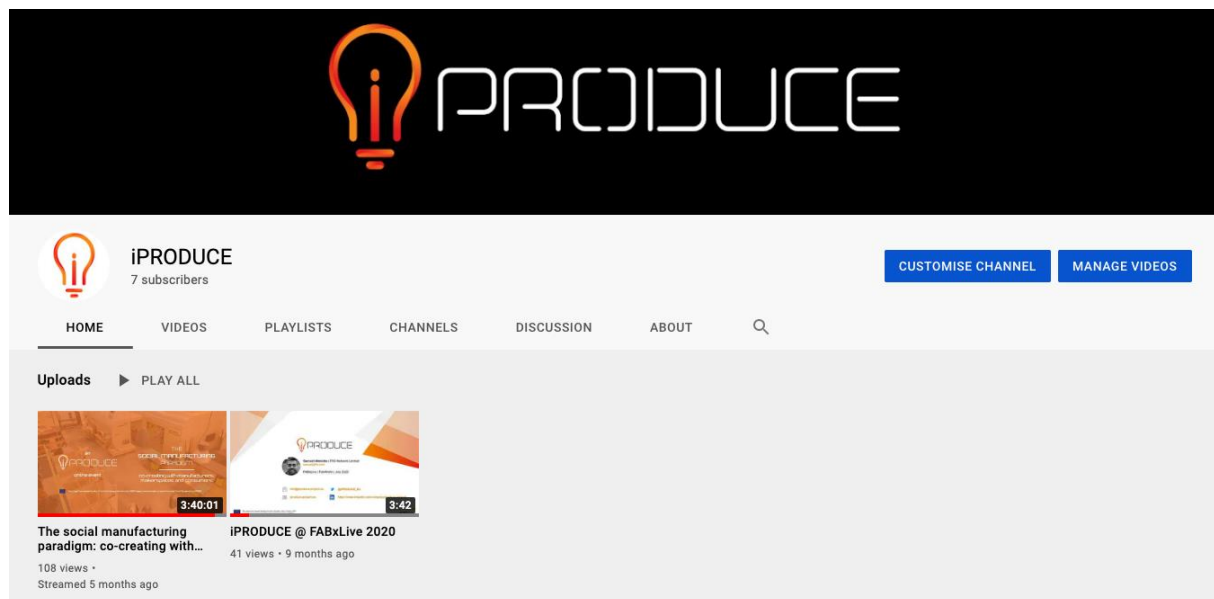


Figure 6. iPRODUCE YouTube channel

3.2.1.4. Newsletters

Newsletters are considered a good option to promote the main activities and results being developed within the project. It was planned that these be developed periodically, on average every six to nine months, resulting in a minimum of four to six editions during the project.

To date, two newsletters were published: a first edition¹⁷ in the summer of 2020 (covering project months 1-6) and a second edition¹⁸ in early 2021 (covering project months 7-12).

The newsletters have been made available on the project website and have also been sent to those that have subscribed to it via the project website. These subscriptions have led to the establishment of a dedicated mailing list with the support of the Mailchimp¹⁹ service. It is important to note that all those that *opt in* to receive the newsletter can also *opt out* at any time.

The newsletters developed thus far have followed the project's visual identity and a predefined structure: the project logo and name and the edition of the newsletter at the top; the EC emblem and disclaimer at the bottom. In forthcoming newsletters, the same structure will be applied. Furthermore, the newsletter contents will continue to reflect relevant past and upcoming project activities and, whenever possible, will be linked to a news piece on the website.

All newsletters have been put on the project website to also facilitate the tracking of visualisations and downloads. As of 31 May 2021, the newsletters have been read 22 times. This is one of the most sensitive aspects, and further efforts will be required to increase the distribution of future newsletters.

The tentative timeline for the following newsletters is June/July 2021; January 2022; June 2022; December 2022.

¹⁷ <https://iproduce-project.eu/?p=2091>

¹⁸ <https://iproduce-project.eu/?p=2887>

¹⁹ <https://mailchimp.com/>

3.2.1.5. Press releases

Press releases have been developed with the objective of informing on key project activities and/ or achievements (e.g., organisation of a project event). To date, seven press releases have been developed and uploaded to the project website and the iPRODUCE CORDIS page²⁰. These have been downloaded 185 times from the website.

The initial strategy was to develop press releases on a pre-defined basis. However, moving forward, the approach will be to develop press releases when relevant and coinciding with major project activities.

Table 10. Press releases developed for iPRODUCE

Title	Type	Date	Link
Fostering open-innovation and co-creation through social manufacturing	News	3 April 2020	CORDIS Website
Join the iPRODUCE event The Social Manufacturing Paradigm: co-creating with manufacturers, makerspaces and consumers	Event	15 October 2020	CORDIS Website
A new paradigm for engagement and production with consumers, makers, and manufacturers	News	10 November 2020	CORDIS Website
Building an open and innovative social manufacturing framework: knowing the turning points, eliminating uncertainties, and establishing governance	News	18 December 2020	CORDIS Website
Join iPRODUCE, INEDIT, DIY4U, and OPENNEXT in the “Open Innovation for collaborative production engineering” event	Event	9 April 2021	CORDIS Website
Open Innovation and the pathway to collaboration along the value chain	News	26 April 2021	CORDIS Website
iPRODUCE launches its competition on solutions and services for the prosumer. Join the open innovation journey!	News	7 May 2021	CORDIS Website

3.2.2. Offline marketing and communication

3.2.2.1. Brochure

The iPRODUCE project brochure²¹ is considered to be one of the project’s main communication materials, providing a detailed yet non-technical overview and understanding of the project for all target groups. Brochures are a practical support that provide stakeholders with an overview of the project, namely in face-to-face interactions (e.g., distribution at events).

As highlighted in the initial Playbook, the brochure has been envisioned for offline marketing and distribution but is made accessible via the project website. Furthermore, it was planned that the distribution would be as much as possible online based to reduce printed copies.

²⁰ <https://cordis.europa.eu/project/id/870037/news>

²¹ <https://iproduce-project.eu/download/1850/>

However, with the spreading of COVID-19 in the early months of 2020 and cancellation of all types of face-to-face activities, the planned physical distribution of the brochure was reduced with all project promotion efforts being through digital means (as described in section 3.2.1).

With an expected (hoped) return to *normal* in the forthcoming months and the organisation of more face-to-face activities, the partners will take the opportunity to distribute (in a reasonable amount) the brochure in the implementation of such activities.

To date, through direct download on the project website, the brochure has been downloaded more than 200 times.

3.2.2.2. Leaflets/ flyers

As initially planned, leaflets and/ or flyers will be developed during the project with the primary objective of presenting results achieved in the course of the project. However, to date, leaflets have also been developed for specific promotional purposes (e.g., participation in events).

As project activities continue to be implemented and results emerge, it is expected that an increasing amount of these materials be developed for dissemination purposes. As defined in the first version of the Playbook, it is expected that the results and information to be included in these materials mainly come from the activities carried out in WP2 to WP9 focusing on, for example, the business challenges associated to social manufacturing, the services and methods developed in iPRODUCE, new business models for cMDF, among others. Leaflets specifically focused on the cMDF and their activities are also planned to support their growth and establishment (see section 3.3.4).

The plan is to develop these materials in the latter half of the project as concrete results become available, notwithstanding the possibility of developing specific promotional flyers for events.

3.2.2.3. Project presentation

A project presentation was developed for all partners to use as needed in their promotion activities (e.g., presentations of the project to potential stakeholders, presentation at events). The 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 are required to keep at least one slide with reference to the EU funding.

The presentation has already been used by partners in a number of situations, such as:

- Danish cMDF events
- iPRODUCE online event
- Open Innovation event

3.2.2.4. Publications

As referred in the initial Playbook, with iPRODUCE being an Innovation Action, it will mainly focus on the development of innovative solutions for the manufacturing sector. Nevertheless, some activities of the project are also research-based and contribute to new knowledge that can be disseminated in the form of publications, either scientific or technical.

Therefore, whenever relevant, iPRODUCE partners will also focus on the development of publications focussing on several different activities addressed in the project. The topics initially defined to be addressed included business models, key technologies in (social) manufacturing, standardisation

requirements, and others. However, the actual scope of the publications will reflect the work developed and most suitable for dissemination through publications.

As projected in the first Playbook and following the guidelines of Article 29.2 of the H2020 Grant Agreement, iPRODUCE will work towards ensuring that publications developed are made available, to the extent possible, in open access format. For this purpose, the project has set up a *community* on the ZENODO platform²², which is a general-purpose open-access repository developed under the European OpenAIRE programme.

Presently, one publication has been developed and published in the scope of iPRODUCE: “Current Practices, Challenges, and Design Implications for Collaborative AR/VR Application Development”²³ (co-authored by partner FIT). Two additional publications²⁴ have been submitted and accepted to the Progress in Digital and Physical Manufacturing 2021²⁵.

3.3. iPRODUCE growth hacking activities

Along with the project’s content marketing activities (section 3.2), growth hacking activities that focus on further engaging the iPRODUCE target groups in the project are planned.

The engagement of these target groups contributes to the value of iPRODUCE through their participation (as the project collects first-hand input that can be used in project activities) but may also drive the growth of the target groups as they can ultimately absorb and exploit the results achieved and disseminated in the project. This proposition remains valid in this version of the Playbook.

3.3.1. Open competitions

As foreseen in the first version of the Playbook, iPRODUCE will organise open competitions during the project with the objective of engaging the project’s target groups and stakeholders in the identification, definition and resolving of challenges that emerge and 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.

At the time of submission of this deliverable (June 2021), the first open competition titled “**Solutions and services for the prosumer competition**” is underway and accepting entries: <https://iproduce-project.eu/open-competition-1/>.

The objective of the competition is to foster stakeholder engagement by allowing for creative ideas and innovative solutions to be explored and implemented within the framework of the iPRODUCE project following the principles of co-design and co-development.

Participants are invited to submit their entries – in the form of ideas for products, services or similar – to one or more of the proposed competition challenges. The competition welcomes all ideas to the proposed challenges, particularly those in a concept phase or early-stage prototyping and looking for

²² <https://zenodo.org/communities/iproduce/>

²³ <https://pub.h->

[brs.de/frontdoor/deliver/index/docId/5271/file/krauss_boden_oppermann_reiners_2021_ARVR_design_challenge_s.pdf](https://pub.h-brs.de/frontdoor/deliver/index/docId/5271/file/krauss_boden_oppermann_reiners_2021_ARVR_design_challenge_s.pdf)

²⁴ Specific details on the publications are not provided as full versions are currently being developed at the time of submission of this deliverable.

²⁵ <http://www.prodpm.ipleiria.pt/>

design and functionality improvements. The competition aims to support winners in the collaborative design and development of new and early-stage solutions to any of the proposed themes, helping these reach further stages of prototype development and implementation.

Three entries will be awarded with a prize that includes monetary support to implement their idea and mentoring/ coaching. The delivery of the prize will be done along different stages and over the course of several months, adjusted to the specificities of each awarded entry.

Part of the growth hacking process of the competition includes the promotion of the event to ensure massive participation from the project's relevant target audience (e.g., consumers, makers). This has been done through four main channels:

- News and information on the project website (Figure 7)²⁶.
- iPRODUCE social media channels, with the support of visuals (Figure 8).
- Information on the F6S platform²⁷, where all entries must be submitted (Figure 9).
- Direct contact (e-mail, messaging, etc.) by the partners to potential interested stakeholders, directing them to the project website for further information.

It should be reiterated that the F6S platform supports the running of contests and events, in addition to being the largest online start-up network.

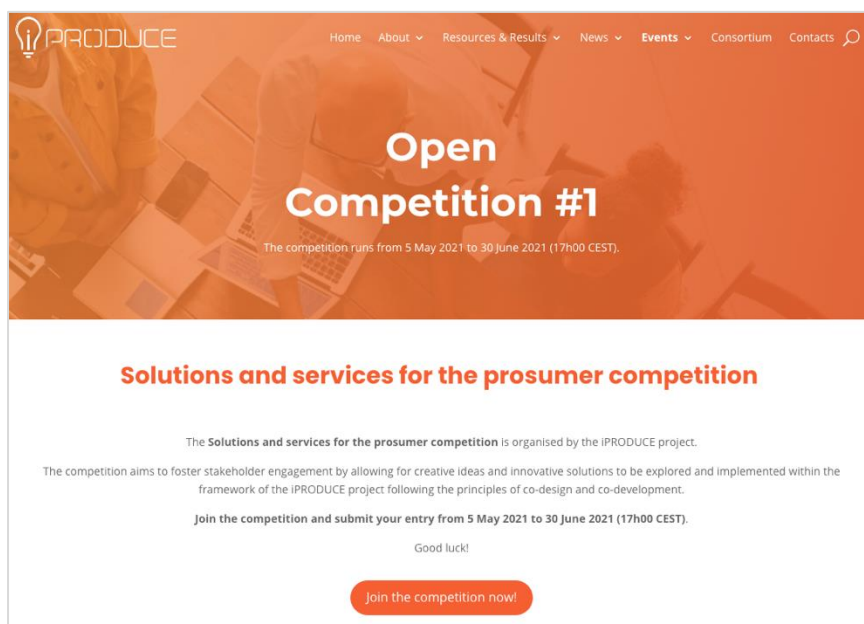


Figure 7. iPRODUCE competition #1 page on the project website

²⁶ <https://iproduce-project.eu/open-competition-1/>

²⁷ <https://www.f6s.com/iproduce-open-competition-1/about>



Figure 8. Example of a competition #1 visual used for social media

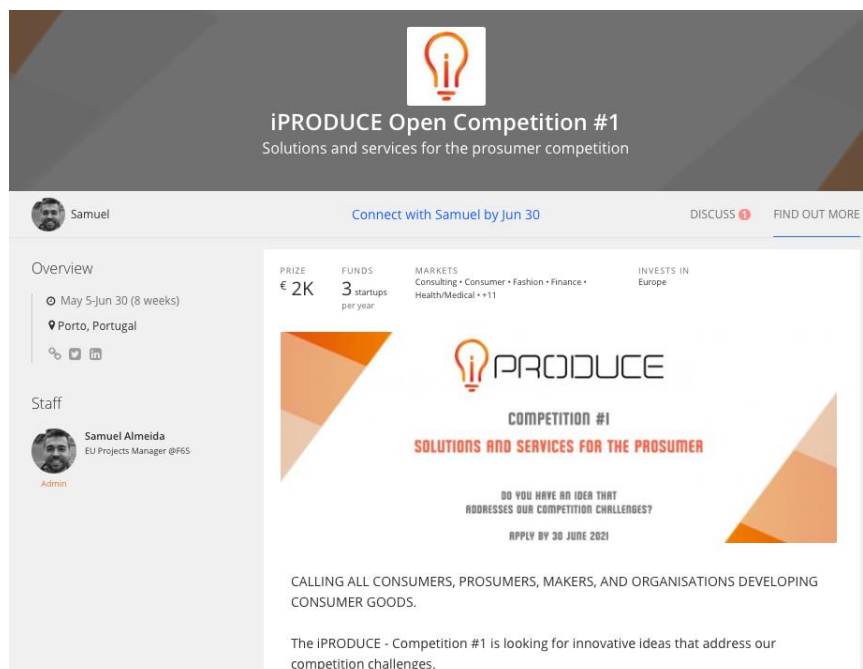


Figure 9. iPRODUCE Competition #1 on the F6S platform

The first competition runs from 5 May 2021 – 30 June 2021. This will be followed by the evaluation of the entries and signing of Prize Agreements. The delivery and implementation of the prize will run from July until December 2021.

The second competition is planned to start in the autumn of 2021 in order to be finalised by mid 2022. A similar growth hacking process is expected, building on the learnings and best practices collected from the implementation of the ongoing Open Competition #1.

3.3.2. Events

As presented in the first iteration of the Playbook, growth hacking is also achieved through events. Two types of events can be considered within the framework of iPRODUCE, detailed in what follows.

3.3.2.1. iPRODUCE events

To support the project's promotion and dissemination activities, a number of iPRODUCE events will be organised by the project partners. This include both internal and external events.

iPRODUCE internal events

Regarding internal events, several will be organised within the project's six cMDF. Internal events are those that aim to mobilise and engage stakeholders to participate in specific project and cMDF activities. For example, in the latter half of the project, the cMDF will organise a series of warm-up events, and collaborative testing and training events focusing on recycling, repurposing and reusing products following the *do it yourself* (DIY) approach. Other events within the cMDF may include the organisation of local maker fairs to mobilise stakeholders towards participation in collaborative manufacturing activities.

To date, several internal events have been organised by the project and partners to promote iPRODUCE social manufacturing paradigm and technology platform (Table 11).

Table 11. List of main internal events organised by the cMDF

cMDF	Event title	Date
Germany	Learning about methods and digital tools from the Maker-Community (Link)	21 April 2020
	Advantages and disadvantages of various collaborative online tools (Link)	19 May 2020
	Maker vs. virus special: How to innovate, produce and distribute new products (Link)	16 June 2020
	Using design thinking to foster innovation + design your own 3D product (Link)	18 August 2020
	Innovating in maker spaces: 3D-Printing for giveaways – X-mas special (Link)	28 October 2020
Denmark	Co-creation workshop & Kick-off event (Link)	27 October 2020
	Women makers' 1 st meeting (Link)	07 October 2020
	Workshop with schools to plan collaborations (Link)	22 October 2020
	Women Makers 3 rd and 4 th workshop (Link)	16 April 2021
Greece	Online workshop on the Additive Manufacturing & 3D Printing Technologies under Greek Social Manufacturing (Link)	18 January 2021
	Online workshop on Digital Technologies in Education & Culture (Link)	4 June 2021

Additional details and an up-to-date list of the iPRODUCE events is available at the project website: <https://iproduce-project.eu/events/>.

iPRODUCE external events

As also planned and described in the first Playbook, iPRODUCE will organise and participate in workshops at industrial exhibitions and where possible propose workshops to organise demo shows during these events. In particular, iPRODUCE aims to organise and lead two major workshops in collaboration with other related projects. One workshop was originally planned around M18 (June

2021) of the project to show the achievements to date and was to be orientated towards innovation/technology outcomes. However, because of the emergence of the COVID-19 pandemic in early 2020, the majority of industrial events and exhibitions have been postponed, cancelled or replaced by virtual events. This situation has carried on to the middle of 2021 (at the time of writing this deliverable) where physical meetings and events continue to be cancelled, postponed or adjusted. iPRODUCE has been closely monitoring this situation, performing the risk management and adjusting the mitigation strategies accordingly.

It has been noticed that, owing to the pandemic, many of the iPRODUCE related events (e.g., events where project partners, especially user partners, typically participate) have been moved to the virtual environment. A careful analysis of the virtual events and partner consultations have revealed that the participations and interaction/engagement opportunities in virtual events remain very low and overall, the virtual events do not deliver the desired impact sought in the project.

Based on this analysis, iPRODUCE has adjusted its plan to delay the organisation of the first event to autumn 2021 when mobility across Europe is higher and there are fewer COVID-19 restrictions on physical events.

In this respect, information has been gathered from all cMDF about upcoming events (in autumn 2021) that are related to their domain/activity and the following shortlist has been organised (Table 12).

Table 12. Upcoming events linked to the cMDF where an iPRODUCE event could be organised

Event name	iPRODUCE link	Event link	Date
Inn4Mech	Italy	https://www.inn4mech.eu/en	July 12-15, 2021
Feria Hábitat Valencia	Spain	https://www.feriahabitatvalencia.com/en/	September 18 – 21, 2021
Formnext	Germany	https://formnext.mesago.com/frankfurt/en.html	November 16 – 19, 2021

Based on the partner consultations, the timings of the listed upcoming events, the localised COVID-19 restrictions and partners' plans for participation in the autumn events, the Feria Hábitat Valencia has been identified as a suitable candidate to organise an iPRODUCE booth/workshop. With that, the participation of iPRODUCE partners in other industrial events will be supported through relevant dissemination material and partner presence etc.

Feria Hábitat is a world-renowned event for the furniture sector, where manufacturers present their novelties, not only to national agents and points of sale, but also to international buyers and prescribers. With over 32.000 attendees and 500+ exhibitors in 2019, the Feria Hábitat event helps designers and manufacturers that have not yet taken the first step, to begin their business journey and to consolidate and increase their presence in local as well as foreign markets.

With the updated plan and shortlisting of the candidate event, the project partners are closely monitoring the updates on the Feria Hábitat event and planning the best way to ensure a valuable participation in that event. At this (mid-term) stage of the project, the idea is to use the event in a two-fold manner:

1. To raise awareness about the project concept, objectives, use-case scenarios and architecture of the Open Innovation Space (OpIS) platform.

2. Demonstrate the available prototypes to give the audience the idea of how they will be able to interact with the iPRODUCE outcomes and how such outcomes can be used in their own social manufacturing scenarios.

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.

In addition to these planned workshops that were initially presented in the first Playbook, the project has looked to face the challenges imposed by COVID-19 limitations and organise/ participate in online events with the objective of promoting the project.

iPRODUCE organised a first online event titled “**The Social Manufacturing Paradigm - Co-creating with Manufacturers, Maker Spaces and Consumers**” (Figure 10) on 26 November 2020. The event aimed to promote a discussion regarding the role of makers and consumers in the social manufacturing landscape, which fosters - as has been made visible by iPRODUCE - the participation of individuals alongside the industry in the manufacturing of consumer goods. This event was also used to build on some initial engagement activities with other projects, namely POP-MACHINA²⁸ and OPENNEXT²⁹.

This iPRODUCE event will highlight the role of makers and consumers in the social manufacturing landscape, which promotes the participation among individuals and the industry in the production of consumer goods.

Presentations will highlight requirements and challenges faced by consumers and the industry, and technologies that are available to facilitate a collaborative manufacturing environment. Invited speakers will showcase ongoing work and existing practices within the domain of social manufacturing. Finally, a virtual round table will provide the audience with an opportunity to engage and manufacture a fruitful and interactive discussion.

Preliminary agenda

- 09h30 Virtual hello and welcome
- 09h45 Introduction of iPRODUCE
Manuel Sánchez (ADIMME) / Samuel Almeida (FES)
- 10h00 The social manufacturing paradigm:
the foundations for a social manufacturing platform
Ra Pehlivan (ITI-CERTH) / Dimitris Chappazis (White Research)
- 10h30 Keynote – David Cuatrecasas
Arduino Verikstad / BCMi Labs AB, Malmö University
- 11h00 Break
- 11h15 Keynote – César García
LaHara Maker
- 11h45 Presentations from iPRODUCE collaborations:
POP-MACHINA project: Jessica Guy & Pablo Muñoz
OPENNEXT project: Robert Mies
- 12h15 Virtual round table
- 12h45 Wrap up and end of event

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The project has received funding from the European Union's Horizon 2020 research and innovation programme under Grant Agreement no. 876637.

Figure 10. Snapshot with overview and agenda of the iPRODUCE event

The event was attended by 68 people, mostly representing the academia/research community (34 participants, 50%); start-ups/SMEs from other areas (6 participants; 8.82%); industry/ manufacturers and maker communities (both with 5 participants, 7.35%); and consumers (3 participants, 4.41%).

Another important event was organised jointly by the four projects funded under the DT-FOF-05-2019 topic: iPRODUCE, INEDIT, OPENNEXT, and DIY4U. The “**Open innovation for collaborative production engineering**” online event was held on 22 April 2021 and attended by over 70 participants. The event allowed for each of the projects to provide a presentation about their objectives and main concepts, and also included a discussion about open innovation.

²⁸ POP-MACHINA: <https://pop-machina.eu/>

²⁹ OPENNEXT: <https://opennext.eu/>



Figure 11. Representatives of the projects at the Open innovation for collaborative production engineering event

Considering the success of this initiative, the four projects have agreed to replicate this idea in an upcoming “Open Innovation Congress”³⁰, scheduled for 28 June 2021. While the main event will be in German, the four partners will meet up in a dedicated session (in English) to again present how open innovation is at the heart of each project.

It is part of the project’s strategy to continue to engage and exploit all of these potential opportunities to present iPRODUCE and to promote the different activities that have been implemented or are coming up in the forthcoming months.

3.3.2.2. Non-iPRODUCE events

Non-iPRODUCE events have and 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. So far, the project partners have represented iPRODUCE in the following large-scale events of relevance to the project:

- Hannover Messe – 12 April 2021 ([Link](#))
- ProtoChallenge – 03 March 2021 ([Link](#))
- EF ECS 2020 | European Forum for Electronic Components and Systems - 25 November 2020 ([Link](#))
- HÁBITAT Congress – 22 October 2020 ([Link](#))
- iPRODUCE at FABxLive 2020 – 30 July 2020 ([Link](#))

³⁰ <https://www.wirtschaft-digital-bw.de/en/current/events/detail/open-innovation-kongress-baden-wuerttemberg-2021>

Considering the opportunity these events have provided for promotion, the strategy is to continue to scout for similar events, possibly with different or more targeted groups, thus enabling the project to not only reach more people but also to channel more tailored messages whenever possible.

More details and up to date list of the iPRODUCE events is available at the project website: <https://iproduce-project.eu/events/>.

3.3.3. Engagement with other initiatives

In the first year of the project, initial discussions involving the three additional projects (INEDIT, OPENNEXT and DIY4U) funded under the same topic (DT-FOF-05-2019) took place, as reported in deliverable D10.4 – Report on Cooperation Activities³¹.

During the initial months of the second year of the project, a series of meetings took place with the aforementioned projects, and which led up to the online workshop – Open innovation for collaborative production engineering³² – held on the 22 April 2021, which analysed additional synergies as well. A common understanding of the collaborative processes in design, engineering, manufacturing, etc. has been shared.

3.3.3.1. Topics (specific interests) identified for engagement

In addition to the common understanding reached, specific interest elements (topics) have also been identified.

- **Sw architecture and IT structure**

Sw (software) architecture and IT structure are completely defined at this stage of the projects, and they respond to the specific requirements of their stakeholder communities. However, the “evolution” of the developed structures – in the “production” phase in the after-project – is strongly linked to the particular business models which show more success. A holistic view of the solutions used by different projects with different implementations of the collaborative production paradigm will help to identify opportunities to improve the current IT structures. (With a direct contribution to iPRODUCE project task T4.1).

- **User interaction, roles, prescription and the "Open" view**

Especially with co-creation initiatives, everything that relates to the “user” is of paramount importance: the roles users may play, the support provided by the projects, the type of interaction expected, the type of interaction observed, the relation with the community and how their actions fit into the “open” paradigm. While all projects have specific answers for each of these concepts, the view of the user may be much more uniform to all than we expect. A discussion on the rationale of our decisions as well as the observed behaviour of the users might simplify the effort devoted to user engagement and involvement.

- **Ecosystem engagement; scalability; from local to global**

A minimum participation of critical mass is considered in iPRODUCE in the shape of the local cMDF communities. On the one hand, the OPiS concept is intrinsically global. Both levels have to be compatible, while at the same time keeping their different activities and different but complementary engagement strategies. On the other hand, the big picture of the

³¹ <https://iproduce-project.eu/resources-results/d10-4-report-on-cooperation-activities/>

³² <https://iproduce-project.eu/events/open-innovation-for-collaborative-production-engineering/>

European-wide ecosystem for all these initiatives, and a growth strategy beyond the local contact community, is an interesting canvas for most business models. The engagement procedures and experiences, as well as the already-set-up global network of some projects, will be a valuable input for going beyond the cMDF concept in iPRODUCE and facilitate links to external stakeholders, which are expected to shape the biggest part of the iPRODUCE network.

- **Business models**

Business models are probably the *a-priori* biggest difference between the four sister projects, but since all are based on the cornerstone of collaborative interactions, common concepts and common rationale routes are expected to be found. These concepts and routes will contribute to business model choices, either focusing on the local level, the global community, the ideas, the products, the services or combinations of any of them.

- **IPR management**

Interactions in iPRODUCE, in terms of open collaboration, are based on transactions. A significant part of such transactions involves the generation, access to, use and modification of ideas, design solutions and final products. The management of IPR in such an environment is a hot topic, not only for iPRODUCE, but also for the rest of the projects. Questions linked to the limited access to knowledge in an “open” environment, different types of transactions, setting up the value of transactions; storage and availability of knowledge, and others, will help contribute to the development of the iPRODUCE task T7.3 IPR & Transaction Management Strategies and Automation, and probably to opening additional pathways in the other projects.

- **Open Manufacturing Demonstration Facilities**

In our “collaborative engineering” paradigm, the projects have relied on – at different levels – some physical structures to support awareness, engagement, interaction, demonstration and, prototyping and manufacturing. The nature, role and approach of these structures is different and how they serve to their different purposes and which approach better fits a certain mission are interesting questions whose answers may improve the current activity of, for example, the iPRODUCE cMDF.

- **Open innovation competitions and projects**

Open innovation competitions and open innovation (sub)projects are one of the mechanisms used by the projects. iPRODUCE has several iterations to promote engagement on co-creation and co-design, as well as to involve stakeholders in the use and procedures of the iPRODUCE toolkits and OPiS. An exchange of experiences on how the projects have dealt with this mechanism is an opportunity to optimise on the main features involved:

- Participation rules and guidelines.
- Outreach capability.
- Support to participants.
- Follow-up of the participation.

3.3.3.2. Coordination of the activities other than dissemination

At least two dissemination actions have been developed with the participation of iPRODUCE and other projects, namely as an introduction to the open engineering paradigm and their operative concepts. Other actions can be planned for the 2nd half of the project depending on the common elements identified and an eventual synergetic effect on the activities being carried out. Further insights on these elements might be useful as:

- Contributions to the ongoing tasks and DLs.
- Inputs to the horizontal streams in iPRODUCE management (fusion of user and technical perspectives, real-world impact of planned activities, assessment of the state of art, contributions towards standards, from project to business, etc.).

A rather systematic approach to these specific interest elements is described below, based on simple and time-effective discussions.

3.3.3.3. Inter-project discussion sessions

A mechanism of closed discussions involving the four projects (duration of 1h30) is proposed and in discussion with the four projects. A tentative agenda for each discussion session would include:

- Presentation of the particular solution of each project.
- Possible transferable approach and outcomes (each project does its own interpretation).
- Discussion led.
- Consensus.

iPRODUCE has also focused on the particular projects which can play the lead in these discussions, although the sessions will be open to all the contacted projects. The idea is to be able to have a project leading one topic and seconded by another to address all the defined topics coordinated by the assigned managers.

Table 13. Key topics for inter-project discussion sessions

Topic	Lead by	Seconded by
Sw architecture and IT structure	OPENNEXT	iPRODUCE
User interaction, roles, prescription and the "Open" view	iPRODUCE	OPENNEXT
Ecosystem engagement. Scalability. From local to global	DIY4U	INEDIT
Business Models	INEDIT	DIY4U
IPR management	INEDIT	ALL
Open Manufacturing Demonstration Facilities	iPRODUCE	DIY4U
Open innovation competitions and projects	OPENNEXT	DIY4U
Final: Coordination of activities other than dissemination	ALL	ALL

The discussion will result in a summary of key takeaways collected by the leader of the discussion. Topics to be further developed will be evaluated as to decide for a 2nd (not necessarily involving all the projects) discussion or an open seminar. The tentative timeline for these discussion sessions is until the end of 2021, although some topics may run into early 2022 if ongoing project activities justify it.

The information exchanged in these discussions is expected to enrich the implementation of platform solutions and approaches in the 2nd half of iPRODUCE where use cases, open competitions, and others will be developed.

To enhance this exchange of information, free access to the iPRODUCE platform and functionalities will be granted to the relevant projects. Agreements for similar “privileged” access in the tools and activities of the rest of the projects are to be discussed.

Lastly, and in view of possibly extending this idea outside of the four mentioned projects, other projects that iPRODUCE has also engaged with (e.g., POP-MACHINA and Reflow) may also be contacted to establish similar discussion sessions.

3.3.3.4. Additional steps

Each project is expected to evaluate the outcomes of the sessions and assess whether some of the lessons learnt may be transferred to their stakeholders.

At the end of this cycle of discussion sessions, a final common session will deal with the eventual use of these outcomes to produce common activities/approaches within the different project workplans at the 2nd part of their implementation.

The outcomes of the discussion sessions can be further used in either of the two possibilities (Apr/may 2022):

- A “lesson document” from the participant projects on the topics above to be delivered to the PO.
- A common workshop where –not exclusively- these outcomes will be made public to an open audience. This workshop will probably be integrated in the dissemination plans of all the projects.

3.3.4. cMDF ecosystem building

The growth of iPRODUCE is in part linked to how it will mobilise and engage different stakeholders around and into the six cMDF. Specific strategies and activities to stimulate the engagement of stakeholders (makers, consumers, etc.) are already being outlined in the framework of WP6, based on previous research findings, and will start with a series of warm-up events. These are further detailed in deliverable D6.1 – Engagement and ecosystem establishment review report.

With many of these cMDF oriented activities being face-to-face and/ or virtual (as a result of the ongoing COVID-19 pandemic), it is important that these engagements be supported with other materials that further inform about the cMDF, their activities, what they offer, how to join, and what a stakeholder can gain by being a part of the cMDF.

Therefore, in support of the cMDF ecosystem building, it is proposed as part of this second Playbook the following growth hacking actions:

- **iPRODUCE website**
As previously mentioned, (see Section 3.2.1.1), it is planned to expand the iPRODUCE website with specific sections (pages) focused on the cMDF activities and offer. In addition to the existing overview of each cMDF, these pages will describe the different use cases being developed within the cMDF, and stakeholders involved in the use case and opportunities to

engage in the use cases (when applicable). Furthermore, the pages will provide information on what the cMDF has to offer stakeholders and specific benefits by becoming involved.

- **cMDF leaflets**

Leaflets will be prepared for each cMDF with information similar to that to be included on the website. The leaflets will be single page documents with information specific to each cMDF and developed alongside the cMDF representatives. Either in digital or printed formats, these are aimed for distribution at events organised by the cMDF. English will be the primary version for each leaflet, but local languages (Danish, French, German, Greek, Italian, and Spanish) will also be a possibility. An initial version will be developed with an overview of the cMDF while a second version will be developed later on in the project with cMDF specific results.

- **cMDF booklet**

A booklet will be prepared focusing on the iPRODUCE cMDF as a whole. In addition to specific information about the cMDF activities (using, for example, information to be included in the leaflets), the booklet will also provide an overview of the cMDF concept, a strategy to set up a local cMDF, as well as an overview of the iPRODUCE tools that can support this process. An initial version will focus on the cMDF concept and iPRODUCE cases, while a second version will address the strategy and tools, and also consider good practiced learnt from the six iPRODUCE cMDF.

4. Role of iPRODUCE partners

The roles of the iPRODUCE partners as defined in the first Playbook remain valid in this second version. The overall management of the strategy, namely the communication and dissemination activities, is led by F6S as leader of WP10 – Impact Creation. While some partners have additional responsibilities as leaders of specific tasks (T10.3, T10.4, T10.5 and T10.6), all consortium partners are involved in WP10 and thus are responsible for participating and carrying out communication and dissemination activities.

Table 14 provides an overview of the partners' roles and responsibilities in the implementation of the strategy, namely the content marketing and growth hacking actions and respective communication and dissemination activities.

Table 14. 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). • Support the organisation of the open competitions by developing specific promotional materials (aligned with Task 6.4). • 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. • 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, keeping up to date an event calendar and partners who are interested/likely to participate.
ZENIT (Task 10.5 leader)	<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.
EDLUX (Task 10.6)	<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

Partner (Role)	Responsibilities
	stakeholders of the iPRODUCE ecosystem <ul style="list-style-type: none"> • 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).
All partners	<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. • Support promotion of iPRODUCE events and engage with stakeholders to ensure their participation. • Contribute with contents to the project website, social media and newsletters. • Support translation of messages to specific local target groups as needed. • Support promotion and engagement of stakeholders for the open competitions.

5. Timeline and upcoming activities

The various channels, tools and activities detailed in section 3 of this Playbook are the foundation of the content marketing, awareness raising, growth hacking, dissemination and communication strategy that will be implemented during the project's 36 months. With the submission of this deliverable, half of the project has already been executed and the timeline defined in the first Playbook (D10.1) has, to a significant extent, been followed.

At the beginning of the project, the focus was content and inbound marketing driven, including the definition of the project's visual identity, and set up and promotion of the website, project brochure, and social media. This was later followed by the development and sharing of newsletters, participation in and organisation of events, coupled with activity-specific press releases, among others.

With these activities implemented and running as planned, part of the focus has now turned to growth hacking, which will be particularly important in this second half of the project. As described, growth hacking is closely linked to the project events, the competitions, continuous engagement with other projects and initiatives, and the further building of the cMDF ecosystems.

Figure 12 is an overview of the updated timeline for the implementation of the content/inbound marketing and growth hacking activities of iPRODUCE.

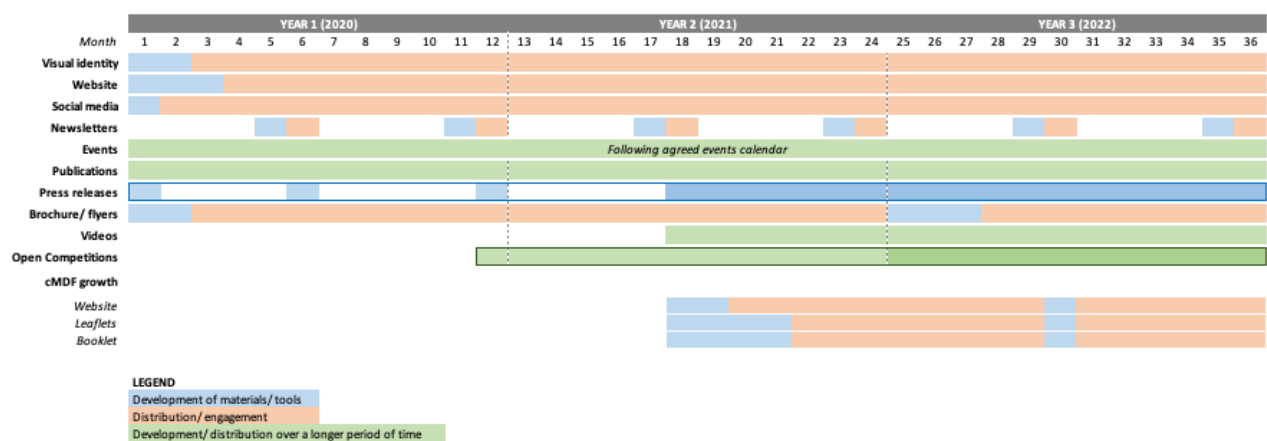


Figure 12. Updated timeline for the implementation of activities

The main updates to the timeline of activities are in regard to the events, press releases, open competitions, and the cMDF growth activities.

- **Events:**

As detailed in section 3.3.2, two main iPRODUCE-organised events are planned. Due to the impact of COVID-19 on the general organisation of face-to-face events during 2020 and into 2021, it was decided to delay the first workshop to autumn 2021, in principle coinciding with the Feria Hábitat Valencia.

- **Press releases:**

Initially planned as a programmed release (approximately every six months), the timeline has been changed to a recurring action. As press releases complement specific activities that

might not fall within the initially programmed dates, the strategy is now to deliver the aimed number of press releases whenever relevant rather than on defined dates.

- **Open competitions:**

In the first Playbook, the timeline for the competition ran from M12-M24, representing the preparation, launch, promotion and implementation of the first open competition. With the first competition under way, the timeline has been updated to cover the period of M25-M36, representing when the second competition and hackathon will take place.

- **cMDF growth activities:**

The cMDF growth activities were not included in the first Playbook and therefore not highlighted in the respective timeline. As described in section 3.3.4, several activities are planned to support cMDF growth with the following tentative schedule:

- **Website:** In the forthcoming weeks, the website will be updated with the main information related to each of the six cMDF, the respective use cases being developed and the offer/benefit proposition.
- **Leaflets:** By the end of project month 21, it is planned to have already finalised the first version of the six cMDF leaflets. These will be made available on the project website for promotional purposes. In mid-2022, a second version will be developed, including specific results from each of the cMDF.
- **Booklet:** The booklet will follow a timeline similar to that of the leaflets. A first version will be tentatively developed and circulated by month 21. A second version will be developed and circulated in the final stages of the project, encompassing results and practices collected through the cMDF activities.

As defined in the first Playbook, the iPRODUCE partners will follow this timeline as closely as possible. However, it is acknowledged that in specific circumstances (e.g., delay in project activities), some activities may be implemented with some difference in time, accompanied with a reasonable justification. The emergence of the COVID-19 pandemic, for example, was an unexpected situation with some effect on the planned activities, namely partners' participation in face-to-face events.

6. Monitoring and impact analysis

An effective monitoring and impact analysis process is important to ensure that all awareness raising, communication and dissemination activities are registered by partners and available to be reported to the EC as required. Furthermore, a thorough monitoring process allows to understand if the activities implemented 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 support the 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 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.

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 15 lists the various quantitative indicators and respective tools/ channels as defined in the first Playbook, the values as of end of May 2021 (project month 17) and proposed updated target values (for end of the project, month 36). The means of verification are presented in the first Playbook.

Table 15. iPRODUCE KPIs and proposed target values (end of project)

Tools/Channel	Key Performance Indicator (description)	Initial target value / Updated target value	Value (M17)
Project website	Number of visits to the website	5,000 (sessions ³³) // 6,250 sessions (+ 25%)	4,667
	Number of unique visitors	2,500 (users ³⁴) // 3,750 users (+ 50%)	3,262
	Number of page views	Not defined in D10.1 // 20,000	9,576
	Average time on website	> 2m30sec.	1m32sec.
Press Releases / Articles	Number developed	6 (2 / year) // 9 (3/ year)	7 (<i>Link</i>)
Newsletters	Number of newsletters developed	> 4	2 (<i>Link</i>)
	Number of newsletter visualisations/ downloads	> 200 (avg. 50/ ed.)	22
Events (Organisation)	Number of events organised	2 ³⁵	1 ³⁶
	Number of participants	> 10 /event	68 ³⁷
	Satisfaction of event organisation; relevance of event and contents.	Score of ≥ 3.5 on a 0-5 Likert scale	4.5 / 4.5 ³⁸
	Number of follow-up activities resulting from the event	≤ 3 activities	2
	Number of (e-)training sessions on tools developed in the project	> 10 sessions	N/A
	Number of participants in the (e-) training sessions	25 (average) per session	N/A
Events (Participation)	Number of events participated in	> 15	5
	Number of presentations at conferences/ fairs	4	3 ³⁹
	Number of follow-up activities resulting from the event	≤ 3 activities	1 ⁴⁰
Videos	Number of videos developed	6 (one per cMDF)	N/A ⁴¹
	Number of views	1,000 (all videos)	152 ⁴²
Brochure/ leaflets/ flyers	Number of brochures printed and distributed ⁴³	750	N/A ⁴⁴
	Number of brochure	1000	200

³³ 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>)

³⁴ 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>)

³⁵ Events to be organised alongside other events to create bigger impact.

³⁶ iPRODUCE online event from 26 November 2020 considered here; excludes specific cMDF organised events.

³⁷ Corresponds to the participants of the iPRODUCE online event from 26 November 2020.

³⁸ Corresponds to the average of 16 answers collected from the iPRODUCE online event from 26 November 2020.

³⁹ Refers to FABxLive, HABITAT and Hannover Messe.

⁴⁰ Refers to a second event being organised following the Open Innovation event from April 2021.

⁴¹ Activity in progress; to be developed in second half of 2021.

⁴² Includes the views of two videos: video developed for FABxLive 2020 and from the iPRODUCE online event.

⁴³ iPRODUCE will try to reduce number of printed materials in favour of increased digital distribution.

⁴⁴ Brochures have not been printed yet due to lack of participation in face-to-face events.

Tools/Channel	Key Performance Indicator (description)	Initial target value / Updated target value	Value (M17)	
	visualisations/downloads			
Scientific/ technical publications	Number of publications developed	4	3	
	Proportion of joint publications	50%	N/A	
	Average number of different authors per publication	3	5.7	
Social Media	Twitter	Followers	> 150 // > 200 (+ 33%)	123
		Profile visits	> 500 // > 2500 (+ 400%)	1697
		Posts	> 150	121
	LinkedIn	Profile followers	N/A > 200	125
		Group members	> 50	69
		Posts	> 30	8 ⁴⁵
Open Competitions	Number of competitions organised	3 (two online competitions; one hackathon)	1 (ongoing) ⁴⁶	
	Number of applications to competition	10 (average)	N/A	
	Number of applications to hackathon	10	N/A	
	Number of newly developed concepts in the Open Competitions	3	N/A	

As previously mentioned, considering some of the values already achieved to date (e.g., website visitors, social media followers), a selection of the target values have been revised upward. This includes number website visits (sessions) and visitors (users); press releases; and Twitter and LinkedIn profile followers and visits. Additionally, a new indicator related to page visits was added to the indicator list, as it had not been included in the first version of the Playbook.

For the majority of indicators, no significant issues are identified. Those related to the website, social media, press releases and newsletters are *on track*; participation in external events is also *on track*, with the main focus now turning to internal e-training events in the forthcoming months; a greater focus on scientific publications is also expected in the second half of the project, including more joint publications.

6.2.2. Qualitative impact

In addition to the proposed quantitative impact assessment, a qualitative assessment strategy was introduced in the first Playbook and is re-evaluated in this updated Playbook. The value of the qualitative analysis is that it can help iPRODUCE and its partners understand the quality of the different channels, tools and activities being used and their efficiency in conveying the project's messages.

⁴⁵ Number of posts reduced due to increased focus on the LinkedIn profile.

⁴⁶ Deliverable submitted before end of competition deadline.

The qualitative assessments proposed in the first Playbook related to the project website, newsletters and events, and are to be implemented with the following 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.

At this stage, the proposed strategy has in part been implemented, while other proposed activities will be implemented at a later stage.

Specifically, a qualitative assessment of the iPRODUCE online event was carried out. Part of the post-event survey included questions about what the respondents thought ran well and less well, and what type of contents they would like to see more of in future events. For the forthcoming events, as described in section 3.3.2.1, the proposed iPRODUCE planning and impact evaluation document (see Annexes) remains a valid document to use in the pre- and post-event activities. Regarding the proposed activities for the website and newsletters, these will be implemented in the second half of the project.

7. Overview of updates to the Playbook

The previous sections have provided a review of the content marketing and growth hacking strategy iPRODUCE has implemented in the previous 18 months, some of the results achieved in this period, as well as some of the updates and activities to be implemented in the next period. This section summarises the main updates/ new activities to the Playbook and, consequently, updates to the strategy.

Addressing the evolving target groups and conveying better messages through the right channels

A mapping exercise developed within the scope of the project identified several new target groups of relevance for iPRODUCE, namely SMEs, 'consumers – market niches' and 'civil society'. The analysis suggests that many of the 130 stakeholders identified are important for the project, that 20% can have a high influence on the project, and that iPRODUCE can be important for approximately 80% of the identified stakeholders. Furthermore, it has been found that direct communication is a key path for engagement. Additionally, results from a post-event survey show some information/topics that a selection of stakeholders would like to know more about.

Therefore, not only is it important to continue to meet the needs/ expectations and deliver the messages previously defined in the first Playbook, but the project should also try to address new topics within the scope of their activities. Also, not only should this information be made generally available on the project website and through social media, but reinforced through more direct contact (e.g., phone calls, e-mails, face-to-face meetings).

More contents on the website, namely related to cMDF

As previously emphasised, the iPRODUCE website is the project's main channel for marketing purposes. All other activities are, in one way or another, channelled to the website, namely as a means to gather additional information. The website has already expanded in terms of pages/ sections to accommodate contents that are considered of value to the project's stakeholders. Moving forward, similar updates will be implemented, particularly focusing on the cMDF. This includes, for example, specific pages with information on the six cMDF activities, their use cases, the offer, how to get involved and benefits. In addition to these bigger updates, the website will be continuously updated with information about project activities, documentation and deliverables, project events, and others.

Further engagement with projects and initiatives

iPRODUCE is planning the organisation of several inter-project discussion sessions focused on specific topics that are of particular interest to the project but involving the other three projects funded under the DT-FOF-05-2019 topic. These are to take place until the end of the second year of the project so as to generate value for the activities in the third and final year.

Stronger support to cMDF ecosystem building

To complement the cMDF-related updates to the project website, two types of distributable materials will be developed: leaflets and a booklet. Leaflets will be developed for each of the six cMDF and a booklet will aggregate information from all six cMDF. While some information will be replicated, their main purpose is distinct: the leaflets will focus on specific activities and results; the booklet will capture

key results but will also include practices to support the scalability and replication of cMDF in the future.

8. Final Considerations

This deliverable is the second version of the Content Marketing and Growth Hacking Playbook, initially submitted at month 3 of the project. It is a document that revisits the strategy presented in the first Playbook, provides updates based on the progress of the project, reflects on some of the key achievements to date and how these are also reflected in this second version.

As noted in the introduction, as this Playbook is a living document and should be a standalone deliverable that is readable without requiring full knowledge of the previous Playbook, parts of the version have been kept unchanged or similar in content for clarity and context. With that in mind, this document has:

1. Revisited the strategy, the tools and activities through which the project will engage and communicate with its stakeholders, and the platforms through which the project's results will be disseminated.
2. Described new tools and activities to further promote the project and grow its ecosystem.
3. Provided a summary of key communication and dissemination activities carried out in the first 18 months of the project, which will be described in detail in D10.7 at month 28 of the project.
4. Provided a status of the quantitative and qualitative indicators, including progress made and how the present strategy reflects the numbers achieved thus far.

The overall strategy presented in the first Playbook remains valid in this iteration, focusing on the key 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.

The content and inbound marketing channels, tools and activities are prominently a support to the growth marketing activities, which are key drivers to engage stakeholders and expand the iPRODUCE ecosystem. To date, most of the activities defined in the Playbook have been content/ inbound marketing focused, but in this second period of the project there will be a shift towards growth: the competitions are now underway and will run for the next 18 months of the project; events will be organised to showcase results, more interaction with projects and initiatives will occur, and a stronger focus on building the cMDF ecosystems will be visible.

The emergence of the COVID-19 pandemic in early 2020 had a significant impact across the world. In what concerns the implementation of the activities foreseen in the first Playbook, the most impaired activity was the participation in events. A generalised lockdown across the world led to the cancellation of many events, although many were later resumed online. Still, iPRODUCE made the effort to participate in a number of online events to promote, to the extent possible, the project and its activities. However, this was the main *limitation* felt, as the online and offline marketing activities moved forward as planned.

In this second version of the Playbook, the project aims to address some of the findings that have emerged over the past 18 months, particularly related to how it can better engage its stakeholders. There is a need to deliver more value to different target groups, using the right messages and following a more direct – and almost personalised – approach. Complementarily, with the cMDF activities progressing, it is important that these activities be made widely known and in a more systematised manner, as well as how potential stakeholders can get involved. For this reason, specific cMDF ecosystem building activities have been presented in this updated Playbook.

With regard to monitoring and impact analysis, and considering the activities carried out thus far, the values achieved are in line with or already above the target values. For example, website visits are at 93% of the proposed final target value (4,667 of 5,000); visitors are at 130% (3,262 of 2,500). Furthermore, other online marketing activities are *on track*, including regular development of newsletters and press releases. With regard to events, the project received positive feedback from its first online event from November and has been active in the participation of external events and organisation of internal cMDF-focused events. The implementation of these and other already defined activities is expected to positively contribute to the achievement of the project's quantitative indicators.

All partners remain important in the implementation of this revised Playbook. Considering the different roles they play in the project, many of which directly involved in the cMDF, they will be particularly important in supporting the ecosystem building activities defined, in addition to the day-to-day promotion of other project activities.


In summary, it is important to recall the overarching objective of iPRODUCE, which is 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. The main purpose of this Playbook is to ensure that the activities that support this objective are known to the relevant public and to disseminate the results achieved.

A third and final version of the Playbook will be delivered at project month 36, detailing the full scope of the strategy implemented and discussing key results and lessons learned.

Annexes

A1. iPRODUCE planning and impact evaluation document

[Page 1/2]

		<p>A Social Manufacturing Framework for Streamlined Multi-stakeholder Open Innovation Missions in Consumer Goods Sectors</p>
<p>[EVENT NAME] Planning</p>		
<p>CONTEXT</p>		
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	
<p>OBJECTIVES</p>		
Main objective	The main objective of [To be completed].	
Specific objectives	<ul style="list-style-type: none"> Specific objective 1 Specific objective 2 Specific objective <i>n</i> 	
<p>METHODOLOGY</p>		
Topics to be discussed	<ul style="list-style-type: none"> Description of topic 1 Description of topic <i>n</i> 	
Questions to be asked	<p>Topic 1</p> <ul style="list-style-type: none"> Question 1 Question 2 Question <i>n</i> <p>Topic <i>n</i></p> <ul style="list-style-type: none"> Question 1 Question 2 Question <i>n</i> 	
<p>EXPECTED CONTRIBUTIONS TO THE PROJECT</p>		
Deliverable	<ul style="list-style-type: none"> Deliverable X – Title X 	
Other outputs	<ul style="list-style-type: none"> List here any other outputs 	
<p>EXPECTED VALUE FOR PARTICIPANTS</p>		
Description	<ul style="list-style-type: none"> Describe here in what way participants will benefit from participating in the event. 	
<p>PARTICIPATION</p>		
Target audience	<ul style="list-style-type: none"> Indicate target audiences 	
Justification	<ul style="list-style-type: none"> 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

A2. Target groups overview

Table 16. 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 17. 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 18. 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 19. 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 cMDF 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 20. 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 21. 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.

A3. iPRODUCE logos



Figure 13. iPRODUCE logo (main version)



Figure 14. iPRODUCE logo – white text for coloured backgrounds



Figure 15. iPRODUCE logo – favicon for website and social media



Figure 16. iPRODUCE logo – main version with bold text for printing



Figure 17. iPRODUCE logo – white bold text for coloured backgrounds and for printing

A4. iPRODUCE brochure

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



Figure 18. iPRODUCE brochure – cover page

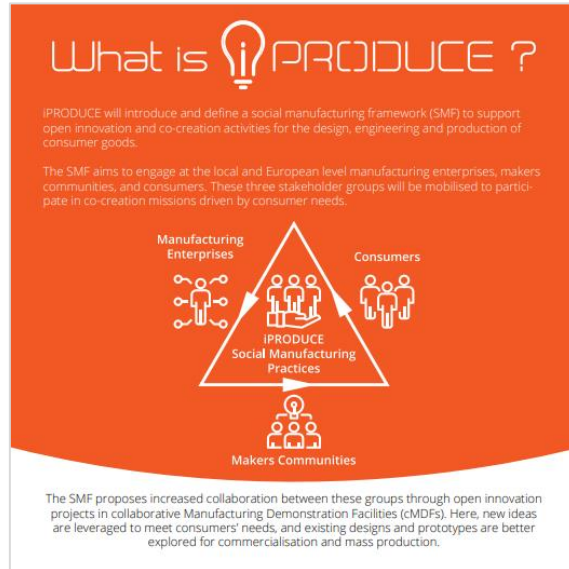


Figure 19. iPRODUCE brochure – context page



Figure 20. iPRODUCE brochure – objectives page



Figure 21. iPRODUCE brochure – cMDF page

A5. Open Competition #1 banner

PRODUCE

APPLY FROM
05 MAY '21 –
30 JUNE '21

COMPETITION #1

SOLUTIONS AND SERVICES FOR THE PROSUMER

COMPETITION IS OPEN TO

- INDIVIDUALS
- GROUPS OF INDIVIDUALS
- ORGANISATIONS

WIN AND GET

- €1.500 TO DEVELOP YOUR IDEA
- HANDS-ON SUPPORT
- MENTORING FROM IPRODUCE
- VISIBILITY AND SUPPORT TO COMMERCIALISE YOUR IDEA

ENTER NOW!

[IPRODUCE-PROJECT.EU](https://www.iproduce-project.eu)

[@IPRODUCE__EU](https://twitter.com/IPRODUCE__EU)

This project has received funding from the European Union's Horizon 2020 research and innovation programme under Grant Agreement no. 870037.

Figure 22. Initial banner for the Open competition #1



PRODUCE

AIDIMME
TECHNOLOGY INSTITUTE

LAGRAMA

**OCÉANO
NARANJA**

**Fraunhofer
FIT**

ZENIT



materalia
Part of Competence Excellence



Excelcar
ACCELERATEUR D'INNOVATION INDUSTRIELLE

**Energy
work**

[Pro]^M
MECHATRONICS
PROTOTYPING
FACILITY

CBS

**COPENHAGEN
BUSINESS SCHOOL**
HANDELSHØJSKOLEN

BETAFACTORY

**Aid
oplex**



CERTH
CENTRE FOR
RESEARCH & TECHNOLOGY
HELLAS



EUROPEAN DYNAMICS

SIEMENS
Engenhosidade para a vida

**WHITE
RESEARCH**



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