



## **D10.3. Content Marketing and Growth Hacking Playbook 3**

Prepared by **F6S**

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<b>Author(s)/ Organisation(s)</b>	Samuel Almeida (F6S), Marina Domingas (F6S), Mirana Khanom (F6S)
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<b>Abstract</b>	The iPRODUCE Content Marketing and Growth Hacking Playbook 3 is the third 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 last version briefly revisits the project's main target groups; channels, tools and activities for implementing the strategy; role of partners; timeline; and how the consortium monitored and assessed the impact of its efforts.

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## Executive Summary

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This deliverable is D10.3 – Content Marketing and Growth Hacking Playbook 3 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 and D10.2, submitted at month 3 (March 2020) and month 18 (June 2021) of the project. It describes the various channels, tools and activities that were implemented throughout the lifetime of the project to ensure an effective and successful promotion of iPRODUCE and dissemination of results.

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

1. Briefly revisit the strategy, the tools and activities through which the project engaged and communicated with its stakeholders, and the platforms through which the project's results were disseminated. Where relevant and where no significant updates have taken place, a condensed description will be provided.
2. Provide a brief status of the quantitative and qualitative indicators and some key communication and dissemination activities. Detailed communication and dissemination activities carried out during the 42 months of the project can be found in the D10.7 (activities until month 28) and D10.8 (activities between months 29 and 42).

Important updates in this version of the Playbook are:

- The strategy used to prepare the Hackathon.
- The addition of website information to better support the cMDFs, to showcase the OpIS Platform and to showcase project results.
- The development of two infographics and a booklet to capitalise on project research and results.

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

### **Strategy**

The strategy followed for content marketing and growth hacking was proposed in the first and second versions of the Playbook. It considered 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 was 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 focused 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 was 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 were mainly driven by the website, activity on social media, project newsletters, and (online) distribution of the brochure. Since D10.7 (Month 28) until now, these tools were

complemented with videos, leaflets and increased publications. Regarding growth hacking, the organisation and participation in events, engagement with initiatives, the second and third round of open competitions, increased the growth and visibility of the project.

## Channels, tools and activities

The channels, tools, and activities outlined in the initial Playbook proved to be integral components of the project's strategy until its conclusion. Unifying these elements was the project's distinct visual identity, anchored by a consistent logo and a carefully chosen palette of colours that remained constant throughout. Additionally, the project consistently featured the prominent presence of the EU emblem and disclaimer, serving as a testament to the support received from the European Union's H2020 programme.

### Content channels and tools

#### ***Website***

The iPRODUCE website served as the primary hub for hosting and disseminating valuable and pertinent content throughout the project. It encompassed a comprehensive presentation of all project activities and housed a repository of materials, including publications and leaflets. Impressively, as of May 31, 2023, the website had garnered over 12,300 visits from individuals spanning 156 different countries.

#### ***Social media***

Social media played a vital role in facilitating iPRODUCE's marketing and growth hacking strategies. Initially, iPRODUCE established a presence on Twitter and formed a LinkedIn group to engage with its audience. Subsequently, to expand its outreach, iPRODUCE created a LinkedIn company profile. As of May 31, 2023, the cumulative number of followers across these platforms exceeded 560. Furthermore, iPRODUCE successfully established a YouTube presence, utilising the platform to share and upload videos.

#### ***Newsletters and press releases***

Newsletters serve as an effective medium for providing interested stakeholders with concise summaries of the project's major activities. Eight newsletters have been sent to the newsletter subscribers during the lifetime of the project. Furthermore, press releases have been meticulously crafted to align with significant project milestones, such as the kick-off meeting, online events, and open competitions.

#### ***Brochures, leaflets, infographics and roll up***

iPRODUCE has successfully crafted a range of project-related content materials, including a project brochure, a leaflet, a roll-up banner, two infographics and other informative resources. Given the limitations on face-to-face activities during the project's initial 18 months, these materials have predominantly been circulated in digital format. Notably, leaflets and a comprehensive booklet showcasing project-specific results were also developed. To ensure accessibility, all materials are readily accessible on the project website.

## Marketing and growth activities

### ***Open Competitions***

iPRODUCE organised three rounds of 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 Open Competition happened in 2021, the second Open Competition happened in 2022 and the third happened in 2023.

### ***Events***

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

As the events were considered to be a pillar of promotion and growth, the project participated in several of both types. These are detailed in D10.7 and D10.8.

### ***Engagement with other initiatives***

Several activities with different projects were conducted during the project lifetime. Also, a series of specific inter-project discussion sessions involving the four sister projects funded under the DT-FOF-05-2019 topic, took place. These discussions were focused on topics 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 foreseen several specific activities to support the growth of these ecosystems. These activities included specific updates to the website and social media, as well as the development of specific communication materials that provided information on the cMDF activities and achieved results.

## Timeline of activities

Due to unforeseen circumstances such as project activity delays and the impact of the COVID-19 pandemic, an extension of 6 months was granted to the project. This additional time proved to be crucial in ensuring the successful completion of all planned activities and achieving the expected outcomes. Throughout this extended period, daily management of the project's website and social media platforms was maintained. Furthermore, promotional materials were developed and widely circulated, while all proposed events were successfully organised as originally intended.

## Monitoring and impact analysis

Monitoring and impact analysis play a crucial role in ensuring the proper registration and availability of all awareness-raising, communication, and dissemination activities for reporting purposes to the EC as needed. iPRODUCE has established Key Performance Indicators (KPIs) aligned with the project's designated channels, tools, and activities, each associated with specific target values to be attained by the project's conclusion.

Remarkably, all proposed KPI values have been successfully achieved. For instance, website visits surpassed the final target value by 250% (15,400 out of 6,250), while the number of visitors exceeded expectations by over 275% (10,400 out of 3,750). Comprehensive details regarding all KPIs can be found in the D10.7 and D10.8 documents.

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# 1 Introduction

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This deliverable is D10.3 – Content Marketing and Growth Hacking Playbook 3 of the iPRODUCE project, funded by the European Commission. This deliverable is a detailed and living document that builds on the previous two Playbooks, D10.1 and D10.2, submitted at month 3 (March 2020) and month 18 (June 2021) of the project. It describes the various channels, tools and activities that were implemented throughout the lifetime of the project to ensure an effective and successful promotion of iPRODUCE and dissemination of results.

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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.
- **Brief strategy review** provides a review of the strategy for content marketing and growth hacking, including the main supporting concepts, objectives and the relevant target groups.
- **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 of 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.
- **Final considerations:** provides a summary of the deliverable and key takeaways.

## 2 Brief strategy review

This section summarises the core concepts, objectives and methodology that enabled the efficient and effective diffusion of information to the iPRODUCE's stakeholders, enabling them to access the information in its various formats and apply it in their day-to-day activities. In this last version of the Playbook, it is considered that both the defined concepts and proposed objectives already established in D10.1 and summarised in D10.2 were valid and the approaches applied during the lifetime of the project. In this sense, below is presented a summarised version of both sections, similar to what can be found in D10.2.

### 2.1 Concepts

As defined in the previous Playbooks, 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 were considered throughout the implementation of the project. A definition of these methodological concepts (Figure 1) and how they were embedded in iPRODUCE's marketing, communication and growth hacking activities are provided in what follows.

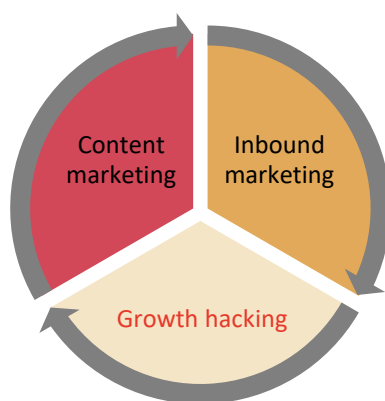


Figure 1. Growth hacking concepts

**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”.<sup>1</sup>

iPRODUCE created and delivered 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; the three rounds of Open Competitions) and others implemented within several of the cMDF.

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

**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”.<sup>2</sup>

iPRODUCE focused 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 was 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 was key 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.<sup>3</sup> 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.<sup>4</sup>

Within the framework of iPRODUCE, growth hacking was 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 have been the main growth enabler.

## 2.2 Objectives

The strategy detailed herein aimed to support the delivery of several visibility related and content focused objectives of the project. The initially defined objectives remained valid throughout the project. The defined objectives were horizontal, as they focus on visibility and engagement throughout the full project duration; others were 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.
- Ensure 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).

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

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

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

## 2.3 Target groups

iPRODUCE identified several target groups that played different roles in the project by directly intervening or benefiting from the project's activities. Some target groups acted mainly as receivers of information and the knowledge generated in the project. Others, however, such as industrial stakeholders and makers and maker communities had a more active role in the project, including actual participation in project activities through, for example, activities within the five pilot cMDFs.

Table 1 summarises the different target groups reached during the project. These groups were defined in the first version of this Playbook. In that report, it was also defined what the needs and expectations of each group were in regard to the project, as well as key messages/ information that should be used to reach out to them. Further detailed information about these groups can be consulted in D10.1 and D10.2.

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"> <li>Consumer's needs regarding new products.</li> <li>Increasing the operational and scale-up capacity for open innovation-based manufacturing.</li> <li>Understanding of how collaborative production can be integrated in the innovation process.</li> <li>Potential new business models that improve the manufacturing process.</li> </ul>	<ul style="list-style-type: none"> <li>Identified consumer needs across different sectors.</li> <li>New business models for manufacturing developed within the scope of iPRODUCE.</li> <li>Processes through which manufacturers can involve makers and consumers in the manufacturing process through open innovation.</li> </ul>
Makers and maker communities	<ul style="list-style-type: none"> <li>New methods, strategies and tools for manufacturers, makers and consumers to establish open innovation networks.</li> <li>The functioning of self-sustained and open collaborative manufacturing ecosystems.</li> <li>Processes to expand existing fab labs and manufacturing facilities to increase their capacity and respond to consumer/ industry needs.</li> <li>Business models to improve manufacturing processes.</li> </ul>	<ul style="list-style-type: none"> <li>Identified consumer needs across different sectors, including home furnishing, automotive/ mobility, consumer photography, medical equipment, and electronics.</li> <li>How to create new cMDF and expand existing infrastructures.</li> <li>New methods, strategies and tools to foster co-creation and open innovation, while simultaneously reducing development costs.</li> </ul>
Academic and scientific community	<ul style="list-style-type: none"> <li>Knowledge regarding collaborative models, methods and tools in the field of manufacturing of consumer goods.</li> </ul>	<ul style="list-style-type: none"> <li>New methods, strategies and tools to foster co-creation and open innovation, while simultaneously reducing development costs.</li> </ul>
Facilitators	<ul style="list-style-type: none"> <li>How manufacturers, makers and consumers can co-create and drive open innovation-based manufacturing.</li> <li>How cMDF can be established and their operation.</li> <li>New tools and technologies that can be standardised for wider use.</li> </ul>	<ul style="list-style-type: none"> <li>New methods, strategies and tools to foster co-creation and open innovation, while simultaneously reducing development costs of new and existing consumer goods.</li> <li>Methods and tools that can be considered for standardisation.</li> <li>New products that are open for external investment.</li> </ul>

Target group	Needs and expectations	Key messages to deliver
Enablers	<ul style="list-style-type: none"> <li>How co-creation and social innovation contributes to more efficient/ greener manufacturing.</li> <li>How authorities can participate in entrepreneurship ecosystems.</li> </ul>	<ul style="list-style-type: none"> <li>The role local played in the cMDF and opportunities for replication.</li> <li>Good practices learned from the project that promote greener manufacturing processes.</li> </ul>
Regional, EU and worldwide media	<ul style="list-style-type: none"> <li>Understanding the relevant trends across different sectors and application areas.</li> <li>Understanding how manufacturers/ producers, makers and consumers can jointly co-create and innovate.</li> </ul>	<ul style="list-style-type: none"> <li>Results of the co-creation activities established in the five cMDFs.</li> <li>New products delivered in the different application areas.</li> <li>New role of consumers and makers in the open-innovation manufacturing process.</li> </ul>

With the organisation of the initial project events and the qualitative feedback collected via a post-event survey, additional key messages for the target groups were outlined (Table 2). These valuable insights were gathered from diverse participants representing various sectors, including industrial stakeholders in consumer goods (including SMEs), maker communities, and the academic/scientific community (which notably constituted the largest group in attendance).

Table 2. Additional key messages identified

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

The feedback collected provided some interesting ideas and suggestions that were used to continuously build upon the already existent communication messages. It can also be noted that while some ideas were highlighted by a particular target group, they also were 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 derived from a mapping exercise carried out by the representatives of iPRODUCE's five cMDFs and based on previous knowledge and interaction with stakeholders in the initial months of the project. The cMDF identified

<sup>5</sup> 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'.

To foster engagement with local communities, iPRODUCE implemented an Ambassador Programme aimed at actively integrating maker and consumer champions into the collaborative manufacturing processes of the cMDFs (collaborative Manufacturing Demonstration Facilities). This programme establishes clear objectives, outlines specific criteria for ambassador selection, and offers enticing incentives to encourage their active participation in project activities. Throughout the project's duration, each cMDF has identified and invited 3-7 Ambassadors to partake in various project initiatives, allowing them to provide valuable feedback and share their experiences related to the iPRODUCE concepts, processes, and tools.

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

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### 3.1 Visual Identity

The iPRODUCE visual identity considers four main items, as presented in the first and second 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 was the one used for all the project's lifetime.

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

The **iPRODUCE logo** (Figure 1), was the project's primary visual support. An additional version (full white) was also prepared and 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 were updated as necessary to adjust for any requirements (e.g., changes in partner logos).

For **specific events**, like the iPRODUCE Hackathon, a new visual identity was created to be used in the promotion materials. This identity was based on the original iPRODUCE branding and all the details about the development of this activity can be consulted in the previous versions of this Playbook.

### 3.2 iPRODUCE content marketing channels and tools

The iPRODUCE content marketing channels and tools were 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 third version of the Playbook revisits and briefly summarises the channels and tools used during the lifetime of the project and relevant indicators on their consumption by target groups. More on the communication activities developed for each channel can be consulted in D10.7 and D10.8.

## 3.2.1 Online marketing and communication

### 3.2.1.1 Website

The iPRODUCE website<sup>6</sup> acted as a hub for the distribution of valuable and relevant content (*content marketing*) and provided 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, materials developed within the project (e.g., publications, social media) redirected stakeholders to the website where they were able to find additional and more detailed information.

The website had a living structure until the end of the project, as it was updated regularly, depending on the needs of the project.

In the recent months, 3 new sections have been added: [Hackathon](#) page, [OpIS Platform](#) page and, under "Resources & Results" an "[Environmental perspective in life cycle management](#)" page.

The Hackathon page<sup>7</sup> acted as the main hub of information for all that was related to the final Open Competition.

The OpIS Platform page<sup>8</sup> is where all the information about the tools developed in the scope of the project can be found.

The "Environmental perspective in life cycle management" page<sup>9</sup> provides access to a set of environmental guides to support green design and production according to the circular economy model, put together by AIDIMME, MATERIALIA, and IRT M2P.

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 and document downloads. With the support of the analytic tools, it was possible to monitor in real time if the communication activities were reflected as expected in terms of website accesses.

As of 31 May 2023, which corresponds to 38 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 3. iPRODUCE website statistics - general information

Users	New users	Sessions	Page views	Avg. session duration
12,663	13,045	18,907	36,839	1:35 (min:sec)

More information related to the website statistics can be consulted in deliverable "D10.8 - iPRODUCE review of communication and dissemination activities 2."

<sup>6</sup> <http://www.iproduce-project.eu/>

<sup>7</sup> <https://iproduce-project.eu/hackathon/>

<sup>8</sup> <https://iproduce-project.eu/opis/>

<sup>9</sup> <https://iproduce-project.eu/envirnmnet-lcm/>

### 3.2.1.2 Social media

The use of social media in iPRODUCE was 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.

Complementing the aforementioned idea, it is important to reiterate that iPRODUCE maximised social media as a key asset for the project for the following reasons:

- Supported iPRODUCE brand awareness by fostering engagement (e.g., commenting, liking, sharing posts), and fosters interactions with the target audience.
- Fostered relationships with stakeholders by providing an informal platform for communication.
- Provided opportunity to learn from and engage with other initiatives and projects.

During the 42 months of the project, social media was 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 were linked to a news piece on the project website, which increased traffic flow in that direction.

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

The social media platforms set up by iPRODUCE were Twitter, LinkedIn and a LinkedIn Group. It is considered that the impact of these platforms was positive in terms of driving traffic to the website and engaging the relevant target groups (e.g. organisations and initiatives of relevance to iPRODUCE).

To do so, the strategy was to:

- Efficiently use the hashtags most relevant to iPRODUCE and the news piece being launched.
- Frequently tag other accounts (from people, organisations, and/ or initiatives) so that they were 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.
- Sharing the events (like the Open Competitions) in LinkedIn targeted and relevant groups.

More related to the social media achieved numbers can be in deliverable “D10.8 - iPRODUCE review of communication and dissemination activities 2.”.

### 3.2.1.3 Videos

iPRODUCE also set up a YouTube<sup>10</sup> channel where 28 videos have been uploaded.

YouTube is an important channel for every project that needs to host videos, as it makes the videos accessible and shareable through any other platform, such as the website or social media.

The content of the uploaded videos varied from promotional videos, videos showing activities within the project's cMDF, interviews and showcasing the winners of the Hackathon competition.

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<sup>10</sup> [https://www.youtube.com/channel/UCECO\\_LmEXaP4ZhiGd-jMHKg](https://www.youtube.com/channel/UCECO_LmEXaP4ZhiGd-jMHKg)

An animated video about the project<sup>11</sup> was developed and launched in March 2022. The launch coincided with the period of the Open Competition 2, which helped create more interest around the project and boost the interest in the competition. This had also in mind the preparation of the Hackathon that happened during the last months of the project. In order to have the best engagement possible with these types of competitions, it was necessary to reach a broader audience and make sure they understood the concept of iPRODUCE.

The Hackathon placed significant emphasis on utilising videos as a valuable asset for the competition. One of the primary objectives of the Hackathon was to enable participants to validate the iPRODUCE tools effectively.

Given the hybrid nature of the Hackathon, with both local and online components, it was strategically crucial to ensure participants comprehended the tools they were about to utilise. To facilitate this understanding, the partners responsible for the iPRODUCE tools created a total of eleven videos, explicitly designed to guide participants on using the tools. The intention was to make the competition inclusive and accessible to all, while simultaneously fostering interest and participation rates.

Videos showcasing the winners and the ideas they developed during the Hackathon were offered as part of the prize. Six videos were developed by F6S and uploaded to the iPRODUCE YouTube channel.

Videos were also used as an important and easy way to showcase project results. Specifically, the work put together by AIDIMME, MATERALIA, IRT M2P in the subject of “Environmental perspective in life cycle management”. Six videos were developed by the partners and uploaded to the iPRODUCE YouTube channel.

#### **3.2.1.4 Newsletters**

Newsletters are a good option to promote the main activities and results being developed within the project. Eight newsletters were developed and sent to subscribers during the lifetime of the project.

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 Mailchimp service. It is important to note that all those that *opt in* to receive the newsletter also have the option to *opt out* at any time.

All the newsletters developed followed the project’s visual identity and a predefined structure: the project logo and name and the edition of the newsletter at the top; including the EC emblem and disclaimer at the bottom.

The newsletters have been read, on average, by 52% of the audience that received them. In an era where there is an overload of digital information, this is considered a positive outcome.

#### **3.2.1.5 Press releases**

Press releases were developed with the objective of informing on key project activities and/ or achievements (e.g., organisation of a project event). Seven press releases have been developed and uploaded to the project website and the iPRODUCE CORDIS page<sup>12</sup>. These have been downloaded 2955 times from the website.

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<sup>11</sup> <https://www.youtube.com/watch?v=L5-IX7QFdEA>

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

The initial strategy was to develop press releases on a predefined basis. However, moving forward, the strategy adjusted to develop press releases only when relevant and major project activities occurred.

## 3.2.2 Offline marketing and communication

### 3.2.2.1 Brochure / Booklet

The iPRODUCE project brochure<sup>13</sup> 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 to reduce printed copies.

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 a part of the results showcasing materials, a second brochure<sup>14</sup> was also developed, towards the end of the project. The "iPRODUCE Assistive and Collaborative Designing Methods and Tools" brochure is a "best of" selection from all methods used and described in the iPRODUCE toolbox.

Through direct download on the project website, the two brochures has been downloaded more than 845 times.

### 3.2.2.2 Leaflets/ Flyers

As planned, and also in response to a recommendation from the first project review, a generic project flyer<sup>15</sup> was developed with the objective of, in a more concise way than a brochure, explain the project concept. Its main purpose was to be used as a promotional tool at project events. This flyer was downloaded more than 290 times.

### 3.2.2.3 Infographics

During a brainstorm for communication activities, performed in one of the consortium meetings, the idea of creating some leaflets, infographics arose. These infographics had the purpose to capitalise the research about "Perceptions around social manufacturing" made under the task T2.1, that is described in D2.1 and D2.2. This way, this research would be made available not only to the consortium members through the deliverables, but also to the general public.

Two leaflets were developed. The first leaflet<sup>16</sup> (based on D2.1) was focused on a large-scale survey, targeting 6 pilot areas: France, Spain, Denmark, Greece, Italy, Germany. The second leaflet<sup>17</sup> (based

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<sup>13</sup> <https://iproduce-project.eu/download/1850/>

<sup>14</sup> <https://iproduce-project.eu/wp-content/uploads/2023/02/iPRODUCE-brochure-Methods-and-Tools-v3.pdf>

<sup>15</sup> <https://iproduce-project.eu/wp-content/uploads/2022/09/iPRODUCE-flyer-June22.pdf>

<sup>16</sup> <https://iproduce-project.eu/wp-content/uploads/2022/11/Perceptions-around-social-manufacturing-4-page.pdf>

<sup>17</sup> <https://iproduce-project.eu/wp-content/uploads/2023/02/Perceptions-around-social-manufacturing-EU-level-Final.pdf>

on D2.1) was focused on a large-scale survey, targeting 27 Countries 2789 participants from 4 regions. Between them, these two leaflets were downloaded more than 150 times.

#### **3.2.2.4 Project presentation**

Since the beginning, 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 purpose of this presentation was to have a standardised way to present the project in all the events (same visual look, same key message, etc). With this, we aimed to establish the identity of iPRODUCE as a recognisable “brand” by the multiple stakeholders that many times attend the same events.

Nevertheless, the presentation could be adapted by partners to a specific context if the event or situation required so. However, the base visual template of the presentation, the iPRODUCE logo and a slide with the reference to the EU funding, was always mandatory to maintain.

#### **3.2.2.5 Publications**

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

Therefore, whenever relevant, iPRODUCE partners also focused on the development of publications addressing different activities of 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 reflects the work developed and most suitable for dissemination through publications. Eight publications were developed during the lifetime of the project.

As projected in the first Playbook and following the guidelines of Article 29.2 of the H2020 Grant Agreement, iPRODUCE worked towards ensuring that publications developed were made available, to the extent possible, in open access format. For this purpose, the project has set up a *community* on the ZENODO platform<sup>18</sup>, which is a general-purpose open-access repository developed under the European OpenAIRE programme.

More details about the published publications can be consulted in D10.8.

### **3.3 iPRODUCE growth hacking activities**

Growth hacking activities focused on creating more engagement on the iPRODUCE target groups.

The engagement of these target groups contributed to the value of iPRODUCE through their participation (as the project collects first-hand input that can be used in project activities) but also drove the growth of the target groups as they could ultimately absorb and exploit the results achieved and disseminated in the project.

#### **3.3.1 Open competitions**

As foreseen in the first version of the Playbook, iPRODUCE organised two rounds of Open Competitions and more recently a Hackathon.

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<sup>18</sup> <https://zenodo.org/communities/iproduce/>

The Open Competitions and the Hackathon had the objective of engaging the project's target groups and stakeholders in the identification, definition and resolution of challenges that emerged and could be addressed within the scope of the project. The challenges were related to the development of new activities to increase the project's value proposition, activities to solve identified market challenges, or activities carried out within the framework of the project's five cMDFs.

For each competition a dedicated page on the iPRODUCE website was created as the main point for all the updated information:

- Open Competition #1 page<sup>19</sup>
- Open Competition #2 page<sup>20</sup>
- Hackathon page<sup>21</sup>

Also as part of the promotion campaigns for the competitions, dedicated news as well as social media posts were developed.

For the Open Competition #1<sup>22</sup> and the Hackathon<sup>23</sup> dedicated F6S pages were created to try to capitalise the fact that the F6S platform supports the running of contests and events, in addition to being the largest online start-up network.

Also, part of the promotion strategy for the competitions was to have the partners establish direct contact (e-mail, messaging, etc.) with potential interested stakeholders, directing them to the project website for further information.

More specifically, the Hackathon had also the objective of contributing to the validation of the iPRODUCE OpIS platform. One of its main objectives was for the participants to use the OpIS Platform tools and report back on any bugs or improvements that they might have encountered.

For the Hackathon, an Eventbrite page<sup>24</sup> and a LinkedIn Event page<sup>25</sup> were also created as a way to try to reach a broader audience. Although the competition targeted participants within Europe or H2020 associated countries, it was nice to see that Eventbrite allowed the organisers to reach countries like India or even the USA. Two social media paid campaigns were also launched on LinkedIn to try to reach an even broader audience.

The developed promotional materials for the Hackathon contemplated the creation of a new visual identity as a way to mark this as a big event and to attract more applicants. This visual identity was based on the original iPRODUCE branding. More details about these materials can be consulted in D10.8.

Additional information on the organisation and results of the Open Competitions and the Hackathon can be found in D6.6

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<sup>19</sup> <https://iproduce-project.eu/open-competition-1/>

<sup>20</sup> <https://iproduce-project.eu/open-competition-2/>

<sup>21</sup> <https://iproduce-project.eu/hackathon/>

<sup>22</sup> <https://www.f6s.com/iproduce-open-competition-1/about>

<sup>23</sup> <https://www.f6s.com/iproduce-hackathon>

<sup>24</sup> <https://www.eventbrite.com/e/iproduce-hackathon-tickets-596019579607>

<sup>25</sup> <https://www.linkedin.com/events/iproducehackathon7043636831942258688/>

### 3.3.2 Events

As presented in the first iteration of the Playbook, growth hacking is also achieved through events. Two types of events were 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 were organised by the project partners. This included both internal and external events.

##### iPRODUCE internal events

Regarding internal events, several were organised within the project's five cMDFs.

Internal events were those that aimed to mobilise and engage stakeholders to participate in specific project and cMDF activities. In the latter half of the project, the cMDF organised 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. Several training events were also organised in order to make the OpIS Platform and the iPRODUCE tools known among the cMDF specific networks of connections.

##### iPRODUCE external events

As also planned and described in the first Playbook, iPRODUCE organised and participated in workshops at industrial exhibitions and where it was possible, proposed workshops to organise demo shows during these events.

However, because of the emergence of the COVID-19 pandemic in early 2020, most industrial events and exhibitions were postponed, cancelled or replaced by virtual events. This situation carried on to the middle of 2021 where physical meetings and events continued to be cancelled, postponed or adjusted. iPRODUCE closely monitored this situation, performing the risk management and adjusting the mitigation strategies accordingly.

At that time, it was noticed that, owing to the pandemic, many of the iPRODUCE related events (e.g., events where project partners, especially user partners, typically participate) were moved to the virtual environment. A careful analysis of the virtual events and partner consultations then revealed that the participation 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.

So, a partner's consultation was performed and several physical events, starting from the fall of 2021, were identified as being relevant in the scope of the projects. Many were attended and they were mainly used to:

1. 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.

#### 3.3.2.2 Non-iPRODUCE events

Non-iPRODUCE events were 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 competitions and



the Hackathon; promote the activities developed within the five cMDFs and respective results achieved, among others.

Target events were 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 were encouraged to actively participate in these events and disseminate the project, making use of, when possible, the project presentation and other materials.

All the events attended proved to be very fruitful as they provided an important opportunity for the promotion of the project and, more toward the end, for the dissemination of the OpIS Platform.

### 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 Activities<sup>26</sup>.

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 engineering<sup>27</sup> – 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.

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

#### 3.3.3.1 Inter-project discussion sessions

A series of closed discussions involving the four projects was proposed and agreed, as detailed in the previous playbook (deliverable D10.2).

Such topics to be addressed would be, for example, “Ecosystem engagement; Scalability; From local to global”, “Open innovation competitions and projects”, “User interaction, roles, prescription and the ‘Open’ view”, among others. The sessions would be led by one project representative and co-led by a second project. Minutes would be taken for each session and shared with the participants.

Until the end of June 2022, two such sessions were organised. The first was organised on 7 October 2021 and focused on “open innovation competitions”. The second was organised on 23 February 2022 and addressed the theme of “Ecosystem engagement: incentives, prescription, and roles”. These events were reported in deliverables “D10.4 - Report on Cooperation Activities 2” and “D10.7. iPRODUCE review of communication and dissemination activities.”

The second session led to the organisation of a joint-session framed within the ICE-IAMOT 22 conference which took place in Nancy, France from 20 June to 22 June 2022. The sister projects organised a workshop on “Open innovation, technologies & communities as enablers of socio-economical transition”.

A third and final inter-project session was organised on-site at RWTH Aachen University on 5 December 2022. The objective of the session was to foster knowledge exchange, discuss future synergies, and

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<sup>26</sup> <https://iproduce-project.eu/resources-results/d10-4-report-on-cooperation-activities/>

<sup>27</sup> <https://iproduce-project.eu/events/open-innovation-for-collaborative-production-engineering/>



pathways for the sustainability of the projects. Results of this session are addressed in deliverable “D10.6 - Report on Cooperation Activities 3.”

### 3.3.4 cMDF ecosystem building

The growth of iPRODUCE was in part linked to how it mobilised and engaged different stakeholders around and into the five cMDFs. Specific strategies and activities to stimulate the engagement of stakeholders (makers, consumers, etc.) were outlined in the framework of WP6, based on previous research findings, and started with a series of warm-up events. These are further detailed in the deliverable “D6.1 – Engagement and ecosystem establishment review report”.

With many of these cMDF oriented activities held face-to-face and/ or virtual (as a result of COVID-19 pandemic), it was important that these engagements were supported with other materials that offered 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, the following growth hacking actions were put in place:

- **iPRODUCE website**

On the iPRODUCE website specific sections (pages) focused on the cMDFs were created. These pages give an overview of each cMDF, but also 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).

- **cMDF leaflets**

Leaflets were prepared for each cMDF with information similar to that to be included on the website. The leaflets were single page documents with information specific to each cMDF and developed alongside the cMDF representatives. Either in digital or printed formats, these were aimed for distribution at events organised by the cMDF. English was the primary version for each leaflet, but some were also translated into local languages (Danish, French, German, Greek, Italian, and Spanish). Although internal versions were developed, preference was later given to already existing materials, rather than the distribution of these leaflets.

- **cMDF booklet**

A booklet was prepared focusing on the iPRODUCE “Assistive and Collaborative Designing Methods and Tools”. This booklet focuses on a “best of” selection from all methods used and described in the iPRODUCE toolbox. It addresses the strategy and tools, and also considers good practices learnt from the five iPRODUCE cMDFs.

## 4 Role of iPRODUCE partners

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

Table 4 provides an overview of the main roles and the responsibilities that partners had during the implementation of the strategy, namely the content marketing and growth hacking actions and respective communication and dissemination activities.

In the previous version of this Playbook a table with all the partners' roles and responsibilities can be consulted.

Table 4. Main roles and responsibilities of the partners

Partner (Role)	Responsibilities
<b>F6S</b> (WP1 leader, Task 10.1 and Task 10.2 leader)	<ul style="list-style-type: none"><li>• Overall management of content marketing and growth hacking activities.</li><li>• Development of D10.1 Content Marketing and Growth Hacking Playbook and subsequent updated versions (D10.2, D10.3).</li><li>• Define the iPRODUCE visual identity and create all communication materials</li><li>• Establish the project's social media presence and manage the website.</li><li>• Support the organisation of iPRODUCE events</li></ul>
<b>AIDIMME</b> (Task 10.3 leader)	<ul style="list-style-type: none"><li>• Identification of relevant projects and initiatives with goals like those of iPRODUCE in order to establish impactful synergies.</li><li>• Analyse possibility of organising cooperation activities (e.g., events, joint reports, exploitation actions).</li></ul>
<b>ICE</b> (Task 10.4 leader)	<ul style="list-style-type: none"><li>• Organise two iPRODUCE events (e.g., workshops), standalone or as part of larger industrial events.</li></ul>
<b>ZENIT</b> (Task 10.5 leader)	<ul style="list-style-type: none"><li>• Support in the identification of events for iPRODUCE participation.</li><li>• Drive the development of publications of the project.</li><li>• Engage with stakeholders in communicating the project and disseminating results through multiple channels and tools.</li></ul>
<b>EDLUX</b> (Task 10.6)	<ul style="list-style-type: none"><li>• Monitor project results, their dissemination and maximising exploitation opportunities.</li><li>• Develop Sustainability and Exploitation Plan.</li><li>• 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 DIH<sup>2</sup>, SHOP4CF and L4MS).</li></ul>
<b>All partners</b>	<ul style="list-style-type: none"><li>• Engage with stakeholders and raise awareness about the project.</li><li>• Participate in iPRODUCE events and other events of relevance.</li><li>• Support promotion of iPRODUCE events and engage with stakeholders to ensure their participation.</li><li>• Contribute with contents to the project website, social media and newsletters.</li></ul>

## 5 Timeline of activities

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The various channels, tools and activities detailed from the first version of this Playbook were the foundation of the content marketing, awareness raising, growth hacking, dissemination and communication strategy that was implemented during the project's 42 months.

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, the focus on the last part of the project was turned to growth hacking activities. As described in sections above, growth hacking was closely linked to the project events, the competitions, continuous engagement with other projects and initiatives, and the further building of the cMDF ecosystems.

The timeline established in the previous version of this Playbook was followed as closely as possible. However, due to specific circumstances (e.g., delay in project activities, extension of the project), some activities were 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.

This situation, and some other reasons, ended up justifying the extension of the project in 6 more months. It is important to also highlight that this extension was very important to allow for all the activities to be accomplished with the best possible results.

## 6 Monitoring and impact analysis

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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 allowed to understand if the activities implemented were being developed as planned and reaching the target audience. All partners were 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 was created and made available to all partners via a shared repository. The spreadsheet was 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 consisted 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 included a dedicated page for addition of information related to the development of publications. On this page, partners were 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 followed two directions: quantitative and qualitative review. Indicators were defined for both directions and were 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

As described in the first versions of this Playbook, a set of Key Performance Indicators (KPI) and respective target values were defined for the channels, tools and activities. Table 5 lists the various quantitative indicators and respective tools/ channels that were monitored throughout the project lifetime.

Table 5. iPRODUCE KPIs, proposed target values and final KPI values

Tools/Channel	Key Performance Indicator (description)	Initial target value / Updated target value
<b>Project website</b>	Number of visits to the website	5,000 (sessions <sup>28</sup> ) // <b>6,250 sessions</b> (+ 25%)
	Number of unique visitors	2,500 (users <sup>29</sup> ) // <b>3,750 users</b> (+ 50%)
	Number of page views	Not defined in D10.1 // <b>20,000</b>
	Average time on website	> 2m30sec.
<b>Press Releases / Articles</b>	Number developed	6 (2 / year) // <b>9</b> (3/ year)
<b>Newsletters</b>	Number of newsletters developed	> 4
	Number of newsletter visualisations/ downloads	> 200 (avg. 50/ ed.)
<b>Events (Organisation)</b>	Number of events organised	2
	Number of participants	> 10 /event
	Satisfaction of event organisation; relevance of event and contents.	Score of $\geq 3.5$ on a 0-5 Likert scale
	Number of follow-up activities resulting from the event	$\leq 3$ activities
	Number of (e-)training sessions on tools developed in the project	> 10 sessions
	Number of participants in the (e-) training sessions	25 (average) per session
<b>Events (Participation)</b>	Number of events participated in	> 15
	Number of presentations at conferences/ fairs	4
	Number of follow-up activities resulting from the event	$\leq 3$ activities
<b>Videos</b>	Number of videos developed	6 (one per cMDF)
	Number of views	1,000 (all videos)
<b>Brochure/ leaflets/ flyers</b>	Number of brochures printed and distributed <sup>30</sup>	750
	Number of brochure visualisations/downloads	1000
<b>Scientific/ technical publications</b>	Number of publications developed	4
	Proportion of joint publications	50%
	Average number of different authors per publication	3

<sup>28</sup> 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>)

<sup>29</sup> 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>)

<sup>30</sup> iPRODUCE will try to reduce the number of printed materials in favour of increased digital distribution.

Tools/Channel	Key Performance Indicator (description)		Initial target value / Updated target value
Social Media	Twitter	Followers	> 150 // <b>&gt; 200</b> (+ 33%)
		Profile visits	> 500 // <b>&gt; 2500</b> (+ 400%)
		Posts	> 150
	LinkedIn	Profile followers	N/A <b>&gt; 200</b>
		Group members	> 50
		Posts	> 30
Open Competitions	Number of competitions organised		3 (two online competitions; one hackathon)
	Number of applications to competition		10 ( <i>average</i> )
	Number of applications to hackathon		10
	Number of newly developed concepts in the Open Competitions		3

In general, no significant issues were identified in achieving the above mentioned KPIs. Most of them surpassed the defined target values. All details related to the achieved numbers by M41 (May 2023) can be consulted in “D10.8 - iPRODUCE review of communication and dissemination activities 2.”

## 6.2.2 Qualitative impact

In addition to the proposed quantitative impact assessment, a qualitative assessment strategy was introduced in the first Playbook and re-evaluated in its second version. The value of the qualitative analysis was that it could 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.

Due to the unforeseen increased workload related to the assessment of the developed tools and the organisation of the Hackathon, not all of the previously proposed qualitative assessment activities were performed.

But, the ones related to events (that are considered to be the most important ones) were accomplished.

Qualitative assessments of the iPRODUCE online events were carried out more than once. Part of the post-event surveys 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.

Some lessons were withdrawn from these surveys and this definitely had a positive impact on the organisations of the big last iPRODUCE event, the Hackathon.

## 7 Final Considerations

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This deliverable is the third and last version of the Content Marketing and Growth Hacking Playbook. Other 2 versions of this document, D10.1 and D10.2, were submitted at month 3 (March 2020) and month 18 (June 2021) of the project.

This last version is a document that intends to briefly revisit the strategy, the tools and activities through which the project engaged and communicated with its stakeholders, and the platforms through which the project's results were disseminated. It also reflects on some of the key achievements and elaborates a bit more on some strategies used in the last few months of the project. Namely strategies that help deliver the Hackathon and strategies to help capitalise on project results.

The overall strategy presented from the first Playbook remained valid until the end of the project. All the communication activities focused on the key methodological concepts associated with the defined strategy, the main actors involved and the tools through which the strategy was planned to be implemented, thus generating visibility for the project and a relevant impact.

The content and inbound marketing channels, tools and activities were prominently a support to the growth marketing activities, which were key drivers to engage stakeholders and expand the iPRODUCE ecosystem. In the first part of the project, most of the activities defined in the Playbook were content/inbound marketing focused, but from the half of the project onwards there was a shift towards growth. The focus was redirected to the competitions and the events organised to showcase results. There was also a stronger focus on building the cMDF ecosystems visibility.

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.

Regarding monitoring and impact analysis, the values achieved surpassed the aimed target values.

All partners were important in the implementation of the strategies defined from the first version of this Playbook. Considering the different roles they played in the project, many of which directly involved in the cMDF, they were 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 was 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 was to ensure that the activities that supported this objective were known to the relevant public and to disseminate the results achieved.



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