Dissemination and Communication Plan

D5.1

TranS4MErs

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Author(s)	Organisation
Erika Krisztián and Gabriella Lovasz	*Europa Media Non-Profit Ltd.*

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Executive Summary

The Dissemination and Communication Plan (DCP) and Visual Identity of ADMA TranS4MErs is devised to establish the responsibilities of individual partners and the consortium as a whole as well as activities to be conducted, means and methods to be employed with the aim of raising awareness on the project and its actions, maximizing the project's visibility and spreading ADMA TranS4MErs's results to the relevant target groups so that they can use it within and after the end of the project. Deliverable 5.1 describes the objectives, the target groups, the timeline, outreach channels, tools and indicators, visual tools and guidelines for the dissemination and communication activities as well as the monitoring and evaluation strategies to be applied.

Introduction

ADMA TranS4MErs in Short

ADMA TranS4MErs is re-energizing the European Advanced Manufacturing (ADMA) Support Centre project's efforts to help SMEs' transformation towards next-generation factories. The €5.6M project funded by Horizon 2020 Research and Innovation Framework Program of the European Union, coordinated by the Irish Manufacturing Research (IMR), brings a pan-European multi-partner cooperation together with 38 partners from the 27 EU member states to support ambitious SMEs on their digital transformation journey. ADMA TranS4MErs will build and deliver assistance with digital competencies and training in advanced skills in digital technologies in SMEs. With the help of the knowledge super-grid infrastructure and the selected cohort of SME advisors, the TranS4MErs, we assist 1000 SMEs on their journey towards becoming Factories of the Future by 2024.

Scope of the Dissemination and Communication Plan

All partners have an active role in the dissemination and communication of the project messages and results. The DCP serves as the single entry point to be consulted by partners when carrying out awareness raising, participatory information sharing and dissemination activities. This document analyses the dissemination target groups and matches them with the most appropriate channels, key messages for communication, and external partners with whom to cooperate on co-dissemination wherever relevant. New tools and methods for engagement and communication are being suggested based on regular review and evaluation of ADMA TranS4MErs's dissemination efficiency and further needs of its target groups. ADMA TranS4MErs develops and makes use of the latest tools, resources and channels resulting in cost effectiveness and maximum impact.

It is a "living" document, which is updated during the project's implementation to actively address the needs of the project based on its interim results.

The first version of this plan has been developed in the beginning of the project, which laid the fundamentals of the dissemination and communication strategy. After the closing of the first open call, we gathered lessons learned, data and conducted feedback interviews with partners. At the beginning of 2023 a 2-day dissemination strategy revision workshop was held, based on the information collected. The second iteration

of the DCP and supporting tools and materials had been revised with these findings built in.

Dissemination Plan

This dissemination and communication plan is based on the best practices and the experience of the consortium gained in the past 15 years. One of the reference documents is the eBook Navigating EU Projects – Communication, Dissemination and Exploitation Tools for Success.[1]

Dissemination Strategy

The ADMA TranS4MErs project is focusing on sustainable assets that evolve from this project. These include among others:

- A comprehensive toolbox for sustainable transformation towards advanced manufacturing related to both the manufacturing technologies as well as to management and organisational issues including a comprehensive repository of tested and proven training materials for practitioners

- Common challenges, use cases and best practices in advanced manufacturing transformation of SMEs

- A pan-European network of advanced manufacturing practitioners and support providers

- A quality label for vocational education training in advanced manufacturing including a proven certification scheme

- Leveraging existing European activities, organisations, and networks relevant to effectively reach and support manufacturing SMEs such as: "European Strategic Cluster Partnerships for Excellence – ESCP-4X"

- Options for sustainable business models for the assets developed during the ADMA TranS4MErs project

Dissemination and outreach are a central part of the project to engage the ambitious target of manufacturing SMEs, then channel project outcomes towards our target business communities and beyond to guarantee sustainability of actions after the end of the project. The planned dissemination and communication measures are embedded in a dedicated work package (WP5) where the overall goal is ensuring and maximizing the achievement of the impacts listed in the previous section, reaching, and engaging a broad audience in a modern and compelling way, and following the transformation journey of the supported manufacturing SMEs. Exploitation issues will be addressed in the same work package, to ensure the further use of the services, material and experience created in the project in other DIHs, EENs, SME supporting organisations and other business environments.

The dissemination strategy proceeds in a thoroughly participatory way, involving the recipients from the beginning in four ways:

- ADMA TranS4MErs has secured the participation of the most important stakeholders (according to the topic) as members of the Consortium. They ensure spreading and sustaining partial and final results.

- Consortium members cover all EU MSs and 1 Associated Country (UK); the types of organisations include DIHs, EEN members, technology centres, innovation agencies, cluster organisations, ADMA service providers.

- ADMA TranS4MErs is drawing upon targeted input (interviews, survey, feedbacks) from a large network of stakeholder groups through WP1-WP2-WP3-WP4-WP5 actions.

- The organisations who signed Letters of Commitment and Letters of Support will receive all relevant information and will support dissemination and exploitation through their networks.

- ADMA TranS4MErs make use of the extensive network of each member of the Consortium to ensure that project results meet the needs of the diverse target groups. Each member of the Consortium activate and exploit its national and international networks to spread information about the project and make the project's results as visible as possible. Local dissemination, communication, and exploitation actions in local languages through local channels are key to achieve success.

The 36-month timeline is focal in ADMA TranS4MErs and it marks the rhythm and direction of dissemination activities. The main rationale behind the ADMA TranS4MErs dissemination strategy is the acknowledgement that to grasp the complexity of different actions, objectives, and target group exhaustively, different channels and tools should be deployed. Therefore, the strategy closely follow planned activities across 36 months of implementation and conceive three different phases of engagement: **BUILDING**, **PILOTING** and **USING**, with a specific emphasis the use of results with a view to support factories of the future. Additionally, dissemination activities will continue after the end of the project to guarantee sustainability of results and nourish the impact within an additional phase, **STABILISATION**. Consequently, per each phase, we should and will target a different audience and tailor accordingly our dissemination objectives, channels, and tools. Still, all target groups will be in a continuous loop of communication and dissemination of results from the Building phase through Stabilisation.

Identifying the key stakeholders and making a priority list for specific and tailored dissemination and communication messages and actions was the first important task.

Target Audience

ADMA TranS4MErs is set to focus on manufacturing SMEs all over Europe and all those business-, educational- and manufacturing support organisations that are directly or indirectly in contact with manufacturing SMEs – most of them providing specific services to SMEs.

Based on the experience from the first open call and, especially the interview sessions it has been decided to focus on the TranS4MErs as the primary target audience, as they possess the multiplicator effect and higher success in reaching the manufacturing SMEs.

The key target groups are the following:

- ADMA TranS4MErs, the trusted knowledge brokers (business and industry ecosystem players: manufacturing associations, EENs, DIHs, private and public business support organisations, clusters, tech centres, multinational corporations, industry 4.0 and FoF community, FoF coaches and business experts)

- Manufacturing SMEs

- EENs, DIHs, Innovation agents

- VET, ESF organisations

- (Sister) Projects

- Manufacturing/Industry4.0 networks

Messages, campaigns, communication materials and the timeline can vary according to these groups. Some key messages are included in the table below:

Target group	Message	Priority
Manufacturing SMEs	We help you! Transform your company and become a factory of the future. (free support, success stories, financial benefits of the transformation)	High
Business and Industry ecosystem players: manufacturing associations, DIHs, EENs, private and public business support organisations, Innovation intermediaries, EEN, Clusters, Tech-Centres, Multinational Corporations, Industry4.0 and FoF community, FoF coaches and business experts		
Business and industry as above	Business opportunity presented via use of TranS4MERs tools, platform, application, etc.	High
Authorities and policy makers in VET education, employment, innovation	Use our validated data and the evidence to support SME transformation more efficiently. (Giving evidence in specific format)	Medium/ High
Projects and initiatives (EDiH network, digital single market projects, cluster initiatives, etc.	Creating a win-win situation and multiply the potential outreach through mutual support and synergetic actions. See more below on joint dissemination approaches	High
Vocational Education and Training: providers/ centres, teachers/ trainers	VET business opportunity using TranS4MERs training methodology	High
Media/Press: journalists, business magazines, mass media	Use business cases and success stories as well as influencers to convince media to share the stories to a wider audience. Business magazines would be targeted to make interviews with successful CEOs.	Medium
Research community	Advocating the importance and potential impacts of innovative research in the field	Medium
General public	Understanding the importance of new manufacturing technologies, processes and the benefits they bring to local communities and citizens in general. Share stories about successful SMEs (targeted at manufacturing employees).	Medium

Table 1 ADMA TranS4MErs Target Groups & Messages

Stakeholders and Networks

A detailed stakeholder list is built up in a separate excel file for the internal use of the consortium. The list below includes the stakeholders on national and European level with a high priority. The list also highlights the variety of actors to collaborate with by the ADMA TranS4MErs consortium.

- Alliance for Internet of Things Innovation (AIOTI),

- Alliance I4.0 BW

- BigData Value Association (BDVA),

- ConnectedFactories - Industrial scenarios for connected factories www.connectedfactories.eu

- Digital Innovation Hubs (DIHs) and European Digital Innovation Hubs (EDIHs)

- EC Digital skills and jobs coalition ESCO (European classification of Skills, Competences, Occupations and Qualifications). The actions also include

Upskilling Pathways: New opportunities for Adults, Vocational education and training (VET) and European Qualifications Framework.

- ECSEL – AENEAS, ARTEMIS-IA, EPOSS

- EISMEA

- Enterprise Europe Network members , national and local EEN contact points (e.g. EEN Deutschland, EEN Czech Republic, EEN France, EEN Latvia, EEN Canarias)

- EUREKA projects - CSA-Industry4.E will reach out to relevant clusters – in particular, the SMART advanced manufacturing cluster (EUREKA cluster).

- European Factories of the Future Research Association (EFFRA),

- European Innovation Clusters and DIHs

- European Institute of Innovation and Technology (EIT): EIT Digital and EIT Manufacturing

- European IoT platform Initiative (IoT-EPI),

- Fit4FoF CSA (FoF1-2018) – a H2020 project

- H2020 Platforms project (Platforms4CPS) as a road-mapping lead, and has led recent CPS roadmaps (Road2CPS, Road4FAME, Road2SoS) in ICT and FoF programmes.

- I4MS - ICT Innovation for Manufacturing SMEs www.i4ms.eu

- In addition; DIH catalogue of the JRC and RS3 regional actors; KETs ADI mapping; DG REGIO ERDF; H2020 projects such as FoF, DT-ICT, I4MS, IBA-ICT-NCP, INNOSUP; EU VET; Sectoral Networks, EIT, PPPs; and the EENs.

- Industrial Data Space initiative and the International Data Spaces Association (IDSA),

- Industry 4.0 platform

- Industry Associations (e.g. AENEAS @AENEAS_EU, ARTEMIS @ARTEMIS_IA, European Technology

- Industry4.E Lighthouse www.industry4e.eu

- MIDIH (Manufacturing Industry Digital Innovation Hubs)

- National, Transnational and Regional Initiatives related to CSA-Industy4.E

The Four Phases

The plan for the dissemination and exploitation of the ADMA TranS4MErs project's results have four different phases:

Building (M1-M12) ensured proper awareness raising and initial engagement of the relevant stakeholders; helped creating a strong network in the business communities to prepare the SME transformation journey and; established synergies with other running projects, initiatives, business networks and manufacturing associations as well as specific platforms and EU agencies with the aim of involving them during project implementation.

- Target groups: all relevant stakeholders

- Channels and tools: social media, YouTube, website, local business gatherings, direct e-mails, ADMA success stories distribution, joint social media campaigns in several languages, business articles and advertisements, news spread through newsletters/blog posts, etc.

Piloting (M6-30) First results were expected already at a very early stage of the project such as the call for participation of SMEs in the advanced manufacturing transformation activities based on their specific transformation challenge. The information, mobilization and presentation of SMEs and their endeavour in transforming their organisation towards advanced manufacturing for sustainable competitiveness takes place via the ADMA TranS4MErs project's online platform that reach manufacturing SMEs and enforce the importance of advanced manufacturing for SMEs. The scopes are to build a supportive environment for SMEs, engage the stakeholders to specific actions and campaigns, continue communication and storytelling on and for SMEs, spread and **promote specific actions/results** (scan; open calls, hackathons, xChange events, webinars, transformation plan, etc.) to specific audience (SMEs and others - see below), **follow the journey** of the transforming SMEs with tailored and regularly updated communication tools – stories in blogs, videos, infographics, business articles, etc.

- Target groups: European manufacturing SMEs, European manufacturing associations, DIHs, EENs, FoF coaches and business experts, private and public business support organisations, relevant public authorities.

- Channels and tools: spread information about the open calls, xChange events etc. and success stories through website, social media; partners' communication channels (websites, newsletters, blogs, emailing lists, magazines, etc.), relevant electronic business media and printed press, trade shows and other industrial events, joint campaigns with DIHs and EENs.

Using (M24-36) phase in dissemination already puts a specific focus on the actual use of the results within and outside the group of organisations already reached. The main aim is the uptake of the results; support evidence-based decision-making; encourage SMEs to start the transformation journey with the available tools; encourage coaches to

support other SMEs outside the project; sign collaboration agreements for after the end of the project actions.

- Target groups: SME decision-makers, European manufacturing associations, DIHs, EENs, Factory of the Future coaches and business experts, private and public business support organisations, Vocational education training providers, relevant public authorities

- Channels and tools: One-to-one meetings, calls and discussions, joint workshops and event organisation, webinars, policy advocacy meetings, joint campaigns with other projects

Stabilisation (M36-M48) Depending on the outcome of the exploitation planning the assets will be prepared for transfer to either one party in charge of exploitation and valorisation of the assets with sustainable potential or to various parties. Agreements and action plans will be developed that will define the conditions under which these assets will be further disseminated and exploited.

- Target groups: all relevant stakeholders

- Channels and tools: joint dissemination agreed in collaboration agreements; information spread through DIHs, EENs, manufacturing associations, etc.

Open Science Practices in ADMA TranS4MErs

Open Access

ADMA TranS4MErs ensure open access (free of charge, online access for any user) to all publications relating to its results. Including the following if relevant:

- As soon as possible and at the latest on publication, deposit a machine-readable electronic copy of the published version or final peer-reviewed manuscript accepted for publication in a repository for scientific publications; Moreover, the beneficiary must aim to deposit at the same time the research data needed to validate the results presented in the deposited scientific publications.

- All public deliverables (if relevant) will be uploaded to Zenodo ensuring a DOI.

- All public results will be uploaded to the Horizon Results Platform to gain higher visibility and achieve potential wider uptake.

Data Management Issues

Data Management will fully comply with the FAIR principles and will be monitored following the data management plan with strong collaboration of data harmonisation principles (WP6). ADMA TranS4MErs data management procedures and rules are discussed in detail in the Data Management Plan (Deliverable 6.2).

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Communication Plan

A centralized-decentralized communication strategy is implemented. Via the ADMA TranS4MErs website the key stakeholders are informed about the project, invited to engage and to provide their feedback. The pan-European communication activities are mirrored on national / regional level and supported by the respective consortium members in the various EU Member States. They are provided with the communication materials developed in WP5 to be adapted to the local requirement in terms of content and language. Preceding the calls for the SMEs' transformation challenges, communication about the project, its benefits and achievements shall reach high intensity and frequency. In between these calls, success stories, common use cases in advanced manufacturing journeys, "hackathons", and success stories shall be shared to maintain the pan-European presence at key stakeholders, especially at SMEs and the related advanced manufacturing support service providers.

The communication objectives are:

- Reinforcing the branding created for ADMA (*https://adma.ec/*); and promote the *www.TranS4MErs.eu* portal

- Generating awareness and active participation amongst European SMEs and the EU-27 innovation clusters

- Generating awareness about ADMA TranS4MErs; and

- Exchanging knowledge and information with the wider learning network by fostering alignment and complementarities with other projects (e.g., Factory of the Future, I4MS, EDIH).

Dissemination Tools and Channels

This section will introduce the tools and channels ADMA TranS4MErs partners plan to use to maximise the project's impact.

The main dissemination tools and channels are the following:

- Spread the project's distinct visual identity through online means (websites and social media channels) and offline means (printed material)

- Spread information about the project's objectives, activities and results through online and offline channels (conferences, workshops, trade fairs, etc.)

- Use EC tools and channels to boost the visibility of the ADMA TranS4MErs messages

- Use national platforms, projects, initiatives as intermediaries to disseminate and communicate in the ADMA TranS4MErs partners' national languages

- Use the benefits of multiplication, information and knowledge exchange through networking and collaboration with relevant influencers, organisations and projects/initiatives, as well as networks/umbrella organisations

- Disseminate information about successfully transforming manufacturing SMEs using the power of storytelling

- Spread information online and offline about the TranS4MErs platform, tools and application through best practices and success stories

- Raise awareness about tools, methods supporting the digitalisation and transformation of manufacturing SMEs to become factories of the future through joint communication campaigns (joint online social media actions and joint events/workshops) with EENs, DIHs and VET organisations

- Build specific campaigns on national and European level on xChange events and the TranS4MErs platform and application

Graphic Design

Built on the visual identity created during the creation of the proposal, EM provides the tools for a coherent visual identity to ensure a professional and harmonized approach in dissemination and communication activities by all partners. At the launch of the project the graphics, Microsoft Word document, Power Point presentation and Excel sheet templates were created with the ADMA TranS4MErs visual identity, along with a first set of dissemination materials. Upon lessons learned from the first Open Call and the first wave of xChange Events, updated materials have been developed for the second Open Call and second wave of xChange Events, including a refreshed look for the project templates, newly developed materials for main target audiences, as well as new templates for social media appearances.

The project website and platform have been developed in harmony with the ADMA TranS4MErs visual identity.

Dissemination Materials

The ADMA TranS4MErs visual identity forms the basis of the design and development of the project's dissemination materials. EM provides these materials, which the partners should translate into their own language. Throughout the implementation of the project, specific needs also arise from the partners in regards to supporting materials; which EM also supports them with after consultation and planning.

At the launch of the project, EM created:

- first set of graphics and animations,
- package of e-templates for internal use (pptx, docx & xlsx),
- package of e-templates for external use (pptx, docx, & xlsx),
- project 'at a glance' leaflets for TranS4MErs, SMEs and General introduction A5 single-sided (pdf),
- project 'at a glance' poster for TranS4MErs and SMEs A4 single-sided (pdf), and
- project 'factsheet' A5 for TranS4MErs and SMEs double-sided (pdf).

The second set of materials have been developed in M12 - M14 and finalised for the launch for the second Open Call:

- updated e-templates for internal use (pptx)
- updated e-templates for external use (pptx)
- project value proposition decks for TranS4MErs, SMEs and Service Providers
- updated project leaflet
- badges to display on social media "I'm part of ADMA TranS4MErs" for the TranS4MErs, SMEs, Service Providers
- updated Editable templates for partners to use for social media posting
- SME journey animation video

The third set of materials will be developed in M24 - M26.

All publicly used materials will be made available in all 24 partners' languages upon partners' request and downloadable from www.TranS4MErs.eu all items will be designed to work digitally, contributing to a paper and plastic free project.

xChange Events

The communication team of EM and the partners will support the successful recruitment for xChange days and will share information, stories and experience coming from the xChange Days throughout the implementation of the project.

- **xChange days:** A wide range of collaborative efforts including immersive demonstrations, innovation clinics, lecture-theatre style talks and boardroom-style brainstorming sessions are harnessed at the 91 xChange days linked to these xChange days are implemented in **WP3**.
- **xChange planning:** The regional, national, and international activities to support the impact of the project is coordinated by the xChange Manager at IMR and supported by the Communication Manager (CM) at EM, integral to **WP5** learning

network sustainability, working closely with the management and coordination, and supported by data from **WP2** monitoring, quality and impact assurance and offering in **WP4** amplifying SME transformation.

- **ADMA TranS4MErs: WPs 1 and-3** developed a quality mark to recognise a new cohort of professionals skilled in digitalisation methodologies and approaches that drive digital transformation. The engagement of SMEs in digital transformation requires the development of 'TranS4MErs, 'Expert TranS4MErs' and 'TranS4MEr Mentors' that can guide and deliver the advanced digital technologies in industry in the most effective way to add value to the enterprise.
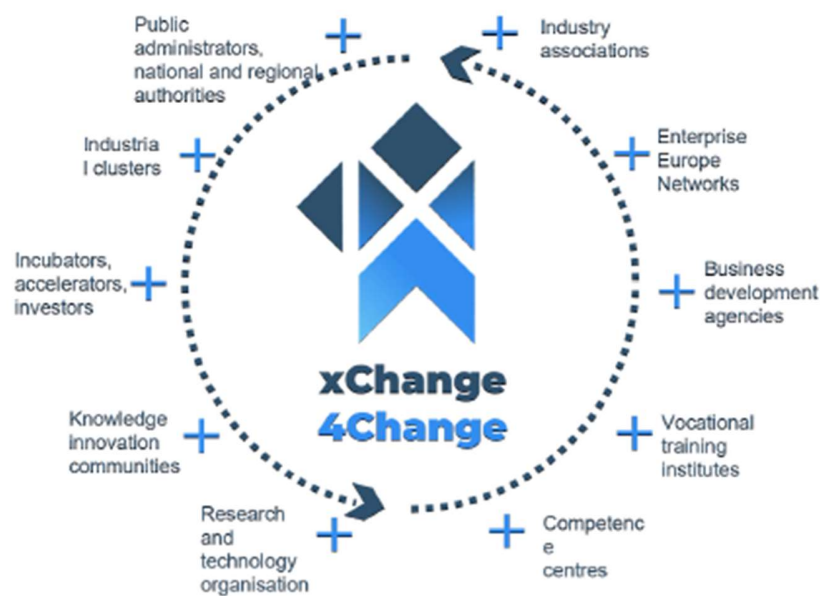

Figure 1 TranS4MEr Network

Within the project, experts in advising SMES and implementing significant digitalisation projects are assessed and certified as **'TranS4MEr'** and the process for external experts to be awarded this designation is also established. The development of digital leadership in the management/owners of SMEs is critical to the engagement and delivery of digital transformation, thus the necessity for a bespoke engagement programme with industry leaders is necessary to chart the roadmap for advanced digitalisation and related benefits – particularly drawn from best practice in other SMEs across Europe.

- **TranS4MErs xChange Platform:** WP2 aims to monitor and assure quality and impact of the services/tools, engagement methodologies as well as ensure the overall project impact is evaluated using the ADMA TranS4MErs xChange Platform , complimented by additional data from the Advisory Board/Voice of the Customer. It involve the development and use of comprehensive, standardised ADMA TranS4MErs methodologies to ensure appropriate,

sustainable, and implementable actions are considered for the digital transformation of SMEs. WP1 developed the quality mark for services/tools and TranS4MErs, as well as learning loops for methodology and services to ensure continuous monitoring to inform quality assurance and improvements of the portfolio available via the platform/toolbox (T4.3) The project is part of the solution for a fair and competitive digital ecosystem providing a digital platform, anchored in the Smart Specialisation Strategies for Research and Innovation in each Member State, and connected to a wider European service/tool offering for the connected pan-European innovation cluster.

Ultimately, the TranS4MErs xChange Platform enable SMEs and the wider stakeholder group to find alternative solutions to substantially shape digital markets in the years to come.

Based on experience of EM and using the existing and efficient communication channels of the EU-27 partners, a distributed communication strategy is implemented. Through the growth of the ADMA TranS4MErs xChange platform, key stakeholders are informed about the project, invited to engage and to provide their feedback. The pan-European dissemination an communication activities are mirrored on national / regional level and supported by the respective consortium members. They are also provided with the communication material developed in WP5 to be adapted to the local requirement in terms of content and language. Preceding the SMEs' transformation (directly facilitated in WPs 2-4) communication about the project, its benefits, and achievements are narrow-casted to the core target audiences. Additionally, physical xChange days will take place to strengthen the pan-European presence with key stakeholders, especially SMEs, and the innovation clusters made available through the DIHs, EDIHs, EENs, RTOs, RPOS, and Chambers of Commerce.

Messages

Manufacturing SMEs

- ADMA TranS4MErs will contribute to the transformation of European economy and society, looking at the future of European manufacturing.

- Pan-European Digital Innovation Hubs will be at the heart of our ADMA TranS4MErs super-grid and ensure the delivery of assistance and training in all EU-27 member states.

- The project will address SMEs' challenges through dedicated assistance and training.

- We will organise xChange events to scout manufacturing SMEs in all EU-27 member states.

- xChange events offers innovation ecosystem and networking opportunities.

Authorities and policy makers in VET education, employment, innovation

- ADMA TranS4MErs is committed to achieving Europe's strategic autonomy, focusing on the Smart Specialisation Strategy priority areas of Manufacturing

- The project will contribute to the pan-European vision to improve and bring manufacturing back to Europe.

- ADMA TranS4MErs will support factories in their digital transformation journey to fully embrace the digitalisation of industry.

- ADMA TranS4MErs will contribute to long-term policy objectives, strategies, and synergies with activities at the international, European, and national level.

Projects and initiatives (EDIH network, digital single market projects, cluster initiatives, etc.)

- With the support of our TranS4MErs, SMEs will benefit from our expertise to fast-track their digital transformation journey through innovation vouchers, open platform and toolbox and xChange opportunities.

- SMEs can overcome the obstacles to transformation through stronger cooperation and support from their respective innovation clusters represented in ADMA TranS4MErs.

- The ADMA TranS4MErs will be a pan-European cooperation sharing strong connections across the EU-27 Member States and their regions.

Vocational Education and Training / Research community

- We are supporting ambitious SMEs on their digital transformation journey and delivering training in advanced skills in digital technologies.

- ADMA TranS4MErs will screen, adapt, and scale new methods and tools to replicate successful regional and national advanced manufacturing innovation clusters.

- We will implement a European framework for vocational education and training on advanced manufacturing to secure the transformation impact across Europe.

- Advanced manufacturing technologies are the key to ensure that European SMEs become Factories of the Future. Through our knowledge super-grid, ADMA TranS4MErs will guide and support ambitious manufacturing SMEs during their digital and green transformation journey.

General Public / Media / Press

- The ADMA TranS4MErs will accelerate factories to become Factories of the Future embracing today's ecological, digital, and societal challenges.

- ADMA TranS4MErs will counteract the negative impact of the pandemic highlighting the efforts of the DIHs to support SMEs since the Covid-19 crisis began.

- The ADMA TranS4MErs project will create a sustainable impact in terms of geographic reach, intensity of the transformation at manufacturing SMEs and of the sustainability of the transformation skill development.

- We will cover the SME's entire transformation journey from developing the advanced manufacturing strategy to developing and implementing the solutions for their major transformation challenges.

Website

The core of the project communication activities is the website (www.TranS4MErs.eu), which acts as a virtual disseminator providing the public and the specific target audience access to relevant updates of the ADMA TranS4MErs project and give a direct link to the TranS4MErs xChange platform, where SMEs can implement the scan, match with TranS4MErs, have access to tools and services as well as the network. The website will be frequently updated to ensure the provision of the latest important information to the visitors. It also acts as gateway to the ADMA TranS4MErs xChange platform.

The website sections include:

- **About** section with the introduction to the project and its objectives, as well as the **Partners** of the consortium

- **What we do**, with an overview of the project activities

- **Join us** with subsection

  - **Join us,** describing the different stakeholders of the project, and

  - **Open calls** subsection where the application process for the Acceleration Programme is explained

- **xChange Platform** where the selected SMEs and stakeholders' access to the ADMA TranS4MErs innovation toolkit and the platform itself

- **Media and Events** section to list xChange events and other relevant events which further support SMEs on their transformation journey, as well as listing the most relevant news regarding the project and success stories and blogposts will be shared. The Media Kit is also available from here

- Contact

- Links to Social Media channels

Partner's Websites

The consortium partners' websites are also be used for promoting the project. Partners are encouraged to refer to the project news regularly on their own websites.

Irish Manufacturing Research	www.imr.ie/adma-trans4mers/
IMP³ROVE	www.imp3rove.de
F6S Network Ireland	www.f6s.com
Technalia	www.tecnalia.com
MADE	www.en/made.dk
ARC Consulting	www.arcfund.net
EUROPA MEDIA	www.europamedia.org
Latvian Technological Center	www.techcenter.lv
RISE IVF	www.ri.se
Mazovia Development Agency	www.en.armsa.pl
PIAP	www.piap.pl
AFIL	www.afil.it
Systematic	www.systematic-paris-region.org
DIMECC	www.dimecc.com
MASOC	www.masoc.lv
North-West Regional Development Agency	www.nord-vest.ro
Cyprus Digital Innovation Hub	www.cyric.eu
Tehimpuls	www.tehimpuls.ro
Malta Enterprise	www.maltaenterprise.com
Pragma	www.pragma-iot.com
Business and Innovation Centre Bratislava	www.bic.sk
Civitta	www.civitta.com
INTRASOFT International	www.intrasoft-intl.com
Fasttrack Action	https://fasttrack.vc/
Digital innovation hub at University of Maribor	http://dih.um.si/en/

Technology Centre of the Czech Academy of Sciences	www.tc.cz
Vilnius Chamber of Commerce, Industry and Crafts	www.cci.lt
European Crowdfunding Network	www.eurocrowd.org
BEIA	www.beia.eu
Lithuanian Innovation Centre	www.lic.lt
Innovation Quarter	www.smitzh.nl
RiniGARD	www.rinigard.com
Danish Technological Institute	www.dti.dk
F6S Network	www.f6s.com
IMH	www.imh.eus

Social Media

In order to maximize the outreach of the project's key messages to the wider audiences, four main social media platforms were identified to amplify communication of project activities and engage stakeholders: Twitter, LinkedIn, Facebook and YouTube. See attached in Annex the key messages drafted for social media.

The social media strategy aims to:

- Identify and engage initiatives, organisations and persons active in the fields related to project activities.

- Set up collaborations for joint communication activities.

- Generate content relevant to project activities to engage social media followers, with specific focus on news/content about the project: achievements, activities, news, events, results, etc.

- Create interactive discussions at EU at national scale by engaging with projects, experts, EU agencies, influencers and initiatives active in digitalisation of manufacturing.

- Post regularly to maximize the impact of social media with the aim of informing the relevant audiences of initiating discussions/debates/collaborations.

- Social Media Campaigns: Boosting posts towards the target group. Campaigns focus on a very specific message to spread – outside general social media posting - could be about a specific event, a joint campaign for a project, an international day/week related to digitalization of manufacturing.

- Actively support key events of the project: open calls, xChange events, webinars, success stories of the transformation journey of participating SMEs in becoming factories of the future, ADMA TranS4MErs awards, etc.

- Sync communications with partner institutions and spread messages through their already existing accounts with relevant followers.

- Embrace a storytelling approach and share success stories.

Hashtags: #ADMAEurope #TranS4MErs #FactoriesOfTheFuture

ADMA TranS4MErs Twitter

Link: https://twitter.com/ADMA_TranS4MErs

Twitter is best described by its feature of allowing a limited number of characters. Despite the platform changing from a 140-character "tweet", or message, to a 280-character message, concise messages are preferred. Text-based posts are dominant, often including links to external websites. Given the short, clear nature of tweets, Twitter users are more likely to be connected on mobile devices than on PCs. Frequent and timely sharing is crucial: the average lifespan of a tweet is extremely short (18 minutes).

The most powerful tools on Twitter are the "hashtag" and the "mentions". By inserting # in front of a word (or group of words), it is possible to turn that word into a searchable link, thus showing all contents available at that moment on Twitter that include that specific word. By inserting @ in front of a word, it is possible to directly link the account relative to that word (typically individuals or organisations) and notify it has been mentioned.

All consortia members are encouraged to regularly follow the project's Twitter account (updates are posted twice a week) and share relevant posts. In case of a similar larger campaign/promotion of project results, EM notifies all partners and communication offices at partner institutions.

ADMA TranS4MErs LinkedIn

Link: https://www.linkedin.com/company/adma-trans4mers

LinkedIn is the social network for professionals who want to search for job positions and network with similar minded professionals. The target group here is predominantly active in business and well-educated. A more formal, business style of communication is therefore to be preferred. The ADMA TranS4MErs project account is set as a company, so it is possible to share contents, links, pictures to gain followers and engage in discussions.

ADMA TranS4MErs YouTube

Link: https://www.youtube.com/channel/UCuhfns87UbLCvek5_cwSwHw

YouTube is the main platform for online video sharing with more than a billion monthly users. Video categories include music videos, video clips, news, short films, documentaries, trailers, teasers, livestreams, vlogs and more. Most content is generated by individuals, however, since 2015 established media corporations have created and expanded their corporate YouTube channels to advertise to larger audiences. As of May 2019, videos were being uploaded at a rate of more than 500 hours of content per minute.

The ADMA TranS4MErs channel will be updated with teaser videos related to the xChange in order to support generating xChange registrations and *mood videos of the events*.

ADMA TranS4MErs Facebook

Link: ADMA TranS4MErs | Facebook

During the implementation of the project the consortium found it beneficial to open an additional channel of social media: Facebook. Although it is not the channel where the most targeted communications can be deployed, however, in some countries the outreach of the platform carries more weight than LinkedIn. Hence we started an ADMA TranS4MErs Facebook page as well to secure the most broad outreach of target audiences.

Press and Media

Publication of press releases are planned to support the main project milestones and results through existing platforms, networks, news portals and mailing lists. Press releases had been generated at the launch of the project, and at the end of each year of the project to communicate the achievements of ADMA TranS4MErs, as well as prior to key activities of the project.

Press release schedule:

1. Launch – October 2021
2. Kickoff event – March 2022
3. Launch of 1st Open Call & 1st Wave of xChange Events – September 2022
4. Launch of 2nd Open Call & 2nd Wave of xChange Events – March 2023

National and European media will be informed. The media/press to be considered include printed newspapers and journals, television and radio, and the internet/web. Community radio, and television stations and local newspapers are also valuable outlets. ADMA TranS4MErs in the first months will map the various media outlets and identify specific contacts, such as relevant journalists, bloggers and editors. In support of the production of press releases and articles, EM will for inputs from the consortium. Partners will disseminate publications within their networks.

Intermediaries, Influencers

Internal and external messengers and influencers may be essential in delivering specific information for SMEs or TranS4MErs. All partners shall help Europa Media to identify and contact professionals, key stakeholders who are active in sharing relevant news and information, have many followers on social media or their newsletter subscription rate is high. They can share ADMA TranS4MErs messages in their own style, language and platforms. Some of the already identified influencers are listed here:

- Agata J Boutanos ([@AJBoutanos](#)) – representative of ZPP (Polish union of entrepreneurs and employers) in the EU (digital and SMEs) - follows the project on Twitter

- ALL DIGITAL ([@AllDigitalEU](#)) – pan-European association for community based digital competence centres

- Alliance Industrie du Futur ([@industrie_futur](#)) – leading organization of the "Solutions Industrie du Futur" sector

- Anna Panagopoulou ([@A_Panagopoulou](#)) – Director ERA & Innovation

- Association of European Chambers of Commerce and Industry ([@EUROCHAMBRES](#))

- Bernard Marr ([@BernardMarr](#)) - Business, Tech & Data Advisor (more than 130K followers)

- BetaGroup ([@BetaGroup](#)) – The Largest BeTech Community of Belgium (Entrepreneurs, Startups & Investors passionate about Entrepreneurship, IT & Digital)

- Business Matters ([@BizMattersmag](#)) - UKs largest business magazine for entrepreneurs & owners of Small & Medium sized businesses

- BUSINESSEUROPE ([@BusinessEurope](#)) – biggest organisation representing European companies of all sizes and sectors

- Cecilia Bonefeld Dahl ([@BonefeldCecilia](#)) – Director of DIGITALEUROPE (the voice of Europe's digital technology industry)

- CMQE Industrie du futur ([@campus_indfutur](#)) - network of secondary, general, technological, vocational and higher education establishments, initial or continuing training, training bodies, research laboratories and economic and associative partners, focused on the mechanical industry .

- Confederation of Finnish Industries EK ([@Elinkeinoelama](#))

- Cyril Coste ([@CyrilCoste](#)) - Digital Transformation influencer (more than 120K followers)

- Digital Factory Alliance (@[Global_DFA](#)) - follows the project on Twitter

- Digital Hub Initiative (@dehubinitiative) – Germany's biggest digital network

- Digital Innovation Hub Industry 4.0 (@DihbuIndustry40) - follows the project on Twitter

- Digital news (@DigitalNewsEU) – Policy news on 5G, IoT, EU's digital services - follows the project on Twitter

- EARLALL (@earlallEU) - European Association of Regional & Local Authorities for Lifelong Learning – follows the project on Twitter

- EFAA (@EFAAforSMEs) – voice for small- and medium-sized accountancy practices (SMPs) and enterprises (SMEs)

- EFFRA (@EFFRA_Live) - European Factories of the Future Research Association - follows the project on Twitter

- Eric Koch (@erickochbarneda) – Project Officer - follows the project on Twitter

- EU Research Results (@CORDIS_EU) – News and information on EU-funded research projects

- EU SME Assembly (@EEPA_EU)

- Eureka (@EUREKA_NETWORK) – world's biggest public network for international cooperation in research development and innovation

- European Champions Alliance (@GoEuropeanChamp) – European open platform for scale-ups and the European tech ecosystem

- European Clusters Alliance (@AlliedClusters)

- European Cluster Collaboration Platform (ECCP) (@Clusters_EU)

- European Cooperation Centre (@ecc_be_eu) – Community of Innovators - follows the project on Twitter

- European DIGITAL SME Alliance (@EUdigitalsme)

- European Institute of Innovation & Technology (@EITeu)

- EIT Manufacturing (@EITManufactur)

- European Small Business Alliance (@ESBA_Europe) – advocate for European entrepreneurs follows the project on Twitter

- Eva Revilla (@EvaRevillaP) – Policy officer @EU_Growth, EU industry clusters

- FEDIL (@Fedil_Lux) – multisectoral business federation fostering entrepreneurship and innovation

- Finnova Foundation (@FinnovaEU) – The European foundation for the funding of innovation follows the project on Twitter

- Flexman - EIT MANUFACTURING (@FlexmanEITM) - follows the project on Twitter

- Florent (Flo) Thévenin (@FuturFlo) - Connector/biz developer/speaker - follows the project on Twitter

- George Suciu (@GeorgeSuciuG) – R&D and co-owner at BEIA Consult International follows the project on Twitter

- IDEAM Industry Cluster (@IDEAMCluster) - Irish Digital Engineering and Advanced Manufacturing Cluster – follows the project on Twitter

- Ideas Powered (@IdeasPowered) – Boosting creativity, innovation & entrepreneurship in SMEs across Europe through the power of IP

- Inside Association (@Inside_IA) – Industry Association that strives for a leading position of Europe in Intelligent Digital Systems

- ISME (@isme_ie) – Independent organisation for Irish SMEs

- itsOWL Global (@itsOWL_Global) - technology network in Industry 4.0

- Jean-David MALO (@JeanDavidMALO1) - Director of EISMEA; Chair of the EIC Fund Board of Directors

- Knud Erik Hilding-Hamann (@KHildinghamann) – Danish Technological Institute

- Lamia Kamal-Chaoui (@lamia_k_c) – Director of the OECD Centre for Entrepreneurship, SMEs, Regions and Cities

- LNI 4.0 (@LNI40) – Representing the interests of SMEs in mechanical engineering

- Marcin Nowacki (@MarcinWNowacki) – VP at ZPP; President of European Enterprise Alliance & Board Member at Warsaw Enterprise Institute; Member of EESC

- Marco Merlino (@marcomerlino) – Senior Project Adviser at EISMEA

- Margrethe Vestager (@vestager) – Commissioner for Competition

- María Helena de Felipe (@mhelenadefelipe) – promoting SMEs and Gender opportunities in EuroMed Business Organizations

- Marta Krakowiak (@KrakowiakMarta) – Project Manager at ELCA European Lighting Cluster Alliance - follows the project on Twitter

- METRO Public Policy (@METRO_Politics) – debates on trade, sustainability, entrepreneurship and digitalization

- Miguel Altuna Lanbide Heziketa (@Miguel_Altuna) Joint State High Vocational Education and Training Center

- Mira-Maria Kontkanen ([@MiraKontkanen](#)) – Member of EESC; Finnish SMEs

- NetWorldEurope SME WG ([@SME_WG_NwEurope](#)) - the voice of the SMEs dedicated to research & innovation in communications networks and services – follows the project on Twitter

- Nigel Edmondson ([@made_denmark](#)) – Director in MADE - Manufacturing Academy of Denmark - follows the project on Twitter

- Nuno Varandas ([@NVarandas](#)) - Head of F6S Innovation Services & Co-Founder

- Paul Nemitz ([@PaulNemitz](#)) – Ranked #1 Technology [EU Influencer](#)

- Pascale Foujols ([@Pascale_Foujols](#)) - Project adviser at EISMEA - follows the project on Twitter

- Real Business ([@Real_Business](#)) – The UK's most-read content brand for SMEs

- Román Arjona ([@rarjonaEU](#)) – Chief Economist @EU_Growth

- Ronald van Loon ([@Ronald_vanLoon](#)) – Influencer AI, Big Data, 5G (256K followers)

- SME Business Advice ([@ICAEW_BAS](#)) – Business advice for SMEs & startups

- SME Club ([@TheSMEClub](#)) – free information and advice to improve security, sales and profits of businesses

- SME Connect (@connectsmes) – one of the largest networks advocating for SMEs in Europe - follows the project on Twitter

- SME Media ([@SMEMediaNews](#)) – news and technical info about advanced manufacturing

- SMEunited ([@SMEunited](#)) – association of crafts and SMEs in Europe

- Soren Gigler ([@bgigler](#)) – senior digital innovation officer at EU Commission - follows the project on Twitter

- The European Business Review ([@TEBReview](#)) – Bi-monthly business intelligence magazine

- Tknika ([@tknika](#)) - Basque Vocational Education Applied Research Center – follows the project on Twitter

- Ulla Engelmann ([@ulla234](#)) - acting director DG GROW

- Willem Jonker ([@WillemJonkerNL](#)) – CEO @EIT_Digital

- World Manufacturing Foundation ([@THE_WMF](#)) - open platform spreading industrial culture worldwide

Utilizing EC Channels

Through the help of the project officer and via its specific freely available channels the European Commission can also help spread relevant project news about the events and achievements of the project. ADMA TranS4MErs is proactive in utilizing and following various opportunities, also responding to requests for information. Social media channels of the European Commission (DG Growth @EU_Growth and The European Innovation Council and SME Executive Agency @EU_EISMEA Executive Agency); Enterprise Europe Network (e.g. @EEN_EU Twitter); Digital Innovation Hubs (e.g. @DigIndEU or @DigitalEU or @DihnetE Twitter or @I4MS_Europe) are followed and sharing, re-tweeting are regular.

ADMA TranS4MErs will engage with the Horizon Dissemination and/or Exploitation Booster services of the European Commission run by META Group.

Utilizing National Platforms

The outreach and contribution of the ADMA TranS4MErs consortium and regional/national networks and initiatives are crucial in engaging all stakeholders for the proper dissemination, communication and further uptake of learnings and best practices. Each partner related to those innovation clusters and learning networks are responsible to distribute the project information and adequate resources have been distributed to realise the same e.g., the xChange events, 3 per partner during the life of the project.

The partners' expertise in EU Vocational Education and Training and former/current participation in Erasmus+ and European Social Fund initiatives will ensure the uptake and further development of key skill sets in manufacturing on a vocational level, to secure transformation impact across Europe in the future.

Several other initiatives at EU and regional level, will help ensure the outreach and sustainability of the TranS4MErs networks, enabling it to remain active beyond the end of the project. European Innovation Ecosystems can be an important opportunity for continuation, due to the ecosystem approach, and for further developing and tailoring TranS4MErs knowledge and practice.

Networking and Collaboration

ADMA TranS4MErs multiplies its outreach through joint dissemination efforts with other projects and initiatives resulting in joint social media campaigns, joint events, participation at each other's events, other joint actions such as joint publications or using the resources and support of the Dissemination/Exploitation Booster jointly.

Joint activities with DIHs and other networks:

- participation in events targeting DIHs: establish contact with the DIH participating in these events and organise side-events or face to face meetings, to share experiences, best practices and know-how and explore possibilities of further collaboration on a local level.

- communication and dissemination activities: DIHs will be invited to join the community to cross-promote content and share experiences and success stories as a way to inspire and provide know-how.

- brokerage and matchmaking: contribute to the creation of cross-border links by informing end-users of existing opportunities within a DIH covering a specific sector/focus.

- self-sustainability: TranS4MErs kit on how to use the toolbox for sustainable transformation towards advanced manufacturing and adapt locally.

Joint activities with ongoing projects under topics related to advanced manufacturing for SMEs:

- participation in international and local events of common interest (e.g. European Factories of the Future Research Association events, FIWARE Global Summit, etc.) and organize side events and face to face meetings whenever possible to share experiences, best practices and know how to strengthen the collaboration and synergies.

- communication and dissemination activities:

- website: cross- promote each other's ongoing activities, highlight info on open calls, contributing with content about their projects, news.

- ADMA TranS4MErs community/network: projects invited to join the community and provide their own content, under editorial guidelines provided by ADMA TranS4MErs.

- social networks: cross-tweets, likes, mentions to reach wider audiences, cross-sharing success stories.

- open calls dissemination and communication, like TranS4MErs guidelines/kit on how to disseminate the open call, webinars on the open calls.

- brokerage and matchmaking to channel project outcomes towards our target business communities and beyond to guarantee sustainability of actions after the end of the project.

- self-sustainability plan: promote use of other funding sources, national or regional, to further finance and develop sustainable transformation towards advanced manufacturing.

Event Organisation and Participation

5000 attendees will participate at xChange events altogether: EM and IMR will help in the preparation of partner press releases (M3), updated at M11, M23, and M33, and support partners with translations where appropriate. The main strategy to embrace the storytelling approach instead of general press releases, sharing success stories (T3.3). EM maintains and updates a dedicated YouTube channel with taster videos related to the xChange (website and physical DIHs etc.) to drive xChange registrations, updated at M23 and M35.

Visibility of EU Funding

Any dissemination of results must display the EU emblem and include the following text:

This project has received funding from the European Union's Horizon 2020 research and innovation framework programme under grant agreement No 101037866

Download:

- The EU emblem: https://europa.eu/european-union/about-eu/symbols/flag_en
- Guidelines on the use of the EU emblem: https://ec.europa.eu/info/sites/info/files/use-emblem_en.pdf
- Graphical rules: http://publications.europa.eu/code/en/en-5000100.htm

Any dissemination of results or outputs must also indicate that it reflects only the author's view and that the European Commission is not responsible for any use that may be made of the information it contains.

General EU funding related communication about the ADMA TranS4MErs project should demonstrate the ways a collaborative project contributes to a European 'Innovation Union' and brings added value by:

- showing how European collaboration has achieved more than would have otherwise been possible, notably in achieving scientific excellence, contributing to competitiveness and solving societal challenges;

- showing how the outcomes are relevant to our everyday lives, by creating jobs, introducing novel technologies, or making our lives more comfortable in other ways;

- making better use of the results, by making sure they are taken up by decision-makers to influence policy-making and by industry and the scientific community to ensure follow-up.

Conclusions

The general awareness raising for the ADMA TranS4MErs project has been successful, audiences are growing. A recognisable and trustworthy brand is in the making especially on the social media platform LinkedIn, where its strong professional networking potential can be leveraged the best. Collaboration with sister projects also had been fruitful, which helps ADMA TranS4MErs amplify the outreach potential.

Based on lessons learned from the first open call and the first wave of xChange events both strategy and visual identity have been revised and iterated according to the new requirements identified.

Continuous monitoring will take place, and necessary iterations will follow when needed to ensure ADMA TranS4MErs will reach the needed visibility.