



**Technologies for Manufacturing as a Service Ecosystems**

**Deliverable 6.1**

# **Dissemination and Communication Plan**

WP6: Impact Creation and sustainability

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## Executive Summary

Tec4MaaSEs envisages a significant change in traditional manufacturing towards enabling manufacturing as a service. As such it is evident that the outcomes of the project as they are of high novelty will need significant efforts to be diffused in the broader society as well as in the industry and scientific community. Hence, the significance of dissemination and communication activities in Tec4MaaSEs is of high importance. This deliverable aims to highlight the project's direction toward raising awareness and amplify the project's impact and outreach, advocating for open access and broadening the audience benefiting from its produced knowledge, resources and key exploitable outcomes. Its overall objective is to define the roadmap to showcase research activities and outputs throughout and beyond the project's duration through a well-defined plan rooted in the project's main goals.

The dissemination and communication efforts won't be confined to scientific and industrial circles; they will also actively involve citizens across Europe. To achieve this, a novel and comprehensive omnichannel strategy will be implemented, utilizing all available channels and focusing on key performance indicators established by the Tec4MaaSEs consortium.

In the initial phase of the project, the overall brand identity of Tec4MaaSEs has been developed to embody the project's vision. Subsequently, the project's online presence was launched through the creation of a project website and activation of social media accounts utilizing the generated material with the help of all partners of the consortium. Furthermore, various communication materials such as posters, flyers, stickers, banners, and document and presentation templates were generated for the initial dissemination efforts, as outlined in the Project Management Handbook (D1.1).

The Dissemination and Communication Plan for the Tec4MaaSEs Project is a dynamic document that will be continuously reviewed and updated as the project progresses, allowing for the incorporation of new communication and dissemination avenues as well as new material (both online and offline).

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## Acronyms and Abbreviations

Acronym	Description
<b>IoT</b>	Internet of Things
<b>D&amp;C</b>	Dissemination and Communication
<b>EEIG</b>	European Economic Interest Grouping
<b>IDO</b>	Industrial Data Ontology
<b>T4M</b>	Tec4MaaSEs
<b>EFFRA</b>	European Factories of the Future Research Association
<b>WP</b>	Work Package

# 1 Introduction

## 1.1 Purpose and Scope

This document aims to establish the initial strategy for disseminating and communicating project activities, with the goal of maximizing communities of different stakeholders' engagement by motivating consortium members to actively engage in Dissemination and Communication (D&C) actions. It sets the groundwork for an integrated omnichannel communication plan that will be continuous and effective. This omnichannel approach will enable the consortium to simultaneously target different stakeholders from different D&C outlets in a seamless manner as also supported in the literature (Koukopoulos et al, 2023<sup>1</sup>). A range of dissemination materials (online and offline) will be utilized to advance the overarching objective of promoting open access research and sharing the knowledge and resources produced by the Tec4MaaSEs project with targeted stakeholders and a wide audience.

In essence, this deliverable outlines the D&C strategy for the entire project, along with its implementation plan throughout the project's duration, ensuring visibility and promotion. The strategy and plan are comprehensive and dynamic documents that detail the tools, channels, materials, and activities intended to consistently and appealingly promote the Tec4MaaSEs project's outcomes and the overall project and vision. It includes tailored messages for different stakeholder groups, whilst outlines the timing of communication activities. It also explains methods for monitoring effectiveness and efficiency through different KPIs, and specifies expected contributions from all project partners in a timely manner and with specific target messages. Furthermore, this deliverable delineates various stakeholder types to be engaged, the approach toward engaging them, and diverse activities enabling project partners to directly interact with stakeholders.

## 1.2 Relation with other deliverables

This deliverable, which falls under WP6 Impact Creation and Sustainability, delineates the dissemination and communication plan to be established within the project. It is intricately linked with all other Work Packages (WPs) and their respective deliverables (of public nature), as it will utilize dissemination and communication-related information progressively conducted and reported in each WP. However, its connection is especially pronounced with the following:

- Deliverable D6.2: Dissemination and communication activities report v1 [M18]
- Deliverable D6.3: Dissemination and communication activities report v3 [M36]

which are the follow-up reports on the activities carried out by the consortium based on this deliverable reporting their performance metrics, as well as

- Deliverable D1.1: Project Management Handbook

which incorporated the brand identity into all documents associated with the project and relevant processes.

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<sup>1</sup> Koukopoulos, Anastasios & Adam, Vrechopoulos & Georgios, Doukidis & Lounis, Stavros & Timoleon, Farmakis. (2023). D&C for EU Funded Projects: Towards an Integrated Omnichannel Dissemination and Communication Framework. 11th International Conference on Contemporary Marketing Issues, 12-14 July 2023, Corfu, Greece



### 1.3 Structure of the document

The Deliverable is structured as follows:

- **Section 2** outlines the comprehensive Dissemination and Communication Strategy for Tec4MaaSEs and its omnichannel approach
- **Section 3** details the communication tools and materials (in their first version) and channels employed in the Tec4MaaSEs project
- **Section 4** explains the project's dissemination approach
- **Section 5** provides an overview of the reporting and evaluation of dissemination and communication activities.
- **Section 6** serves as the conclusion of the deliverable.

## 2 Dissemination and Communication Strategy

The primary objective of the Tec4MaaSEs project is to engage key stakeholders to broaden its reach and influence. The consortium has a strong foundation of potential users stemming from industrial networks, regional and national entrepreneurial clusters, and/or associations they are affiliated with the different project partners. Marketing efforts will be directed toward enhancing the T4M visibility and diffusing in both directions of delivery. The project community is anticipated to play an active role in gathering requirements, testing, and evaluating project operations. The roadmap depicted in the following figure outlines the sequential steps for community-building.

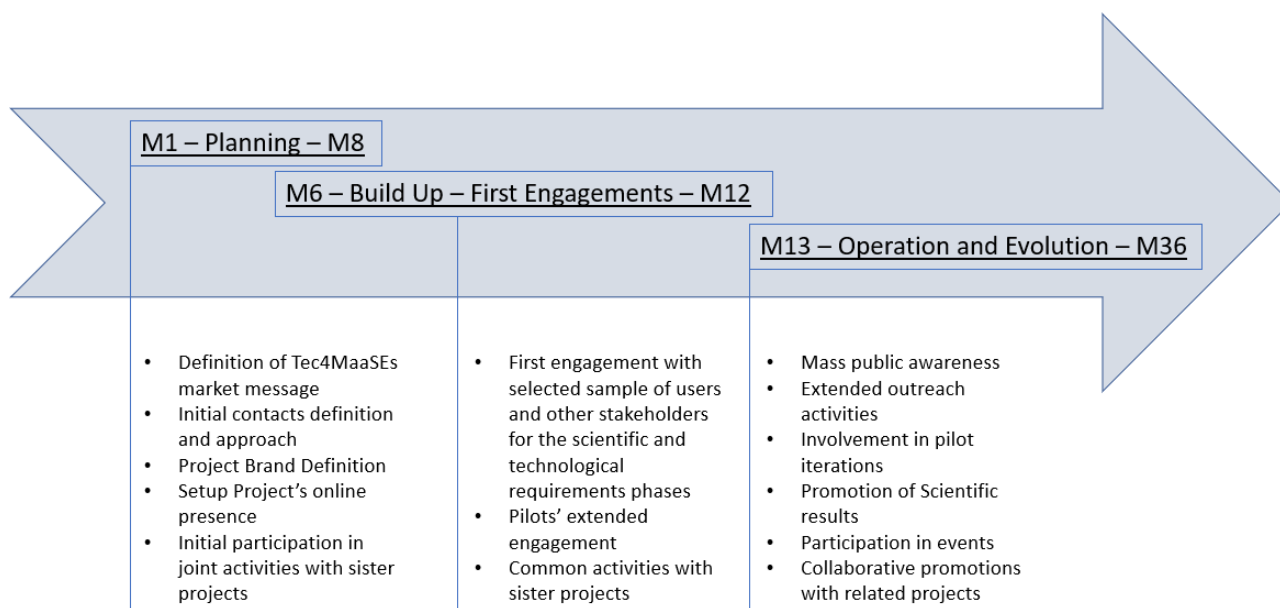


Figure 1: Tec4MaaSEs Communication and Dissemination Strategy

The preceding illustration depicts that the comprehensive D&C strategy and is divided into three stages pertaining to Planning of actions, Build-Up in terms of first engagements with the interested and identified stakeholders, and continuous Operation and Evolution.

### Planning Phase

In the initial 8 months of the project, this stage endeavors to enhance awareness regarding the project through the spread of its vision and key positions as well as its overall envisaged outcomes and its focal concerns among the general public, industry stakeholders, and the research community. The main objectives in this phase is developing the initial marketing materials and conducting presentations at pertinent identified and relevant events using both bilateral and multilateral approaches to foster awareness. Key activities encompassed within this phase are:

- Defining the project's brand identity, including the creation of the logo and templates for various documents and presentations.
- Crafting a website that highlights the project's vision, objectives, partners, and relevant details.
- Setting up the monitoring and reporting technical infrastructure to continuously monitor the respective C&D KPIs to evaluate performance in the online realm.
- Enhancing the presence of the Tec4MaaSEs project across social media platforms like Facebook, Twitter, YouTube and LinkedIn.

- Establishing the necessary infrastructure to facilitate effective communication and dissemination efforts for Tec4MaaSEs, including setting up a platform for newsletters and incorporating it to the website.
- Producing dissemination materials such as flyers and posters among others for distribution through partner networks and project-related gatherings.

### **Build Up – First Engagements Phase**

The subsequent phase includes initial dialogues and engagements with a selected set of users and stakeholders through the partners' networks as well as other networks that are progressively identified towards disseminating and communicated outputs relevant to scientific and technological needs. This phase will run concurrently with pilot engagements. Key activities involve:

- Expanding the dissemination of project end requirements to a wider audience for additional external feedback.
- Conducting bilateral or multilateral discussions/disseminations with diverse stakeholders.
- Regularly updating the project website with public deliverables and news to showcase the advancements and accomplishments of the Tec4MaaSEs project and to keep stakeholders informed.
- Participation at different events towards introducing new input to the overall project as well as diffusing new developments and outputs.

### **Operation and Evolution Phase**

The final and principal phase, Operation and Evolution, marks the extensive dissemination and communication of the project's actual outcomes. This represents the core of activities within the Tec4MaaSEs project. Key activities consist of:

- Conducting large-scale public awareness initiatives.
- Involving pilot iterations.
- Executing focused Communication and Dissemination Activities to specific target audiences in a bilateral and multilateral manner.
- Maintaining regular updates on the Tec4MaaSEs project website with public deliverables, published academic results and news to showcase progress and achievements, keeping stakeholders informed.
- Presenting Tec4MaaSEs project outcomes at international conferences and forums to demonstrate scientific and technical advancements and share knowledge with a broader audience.
- Showcasing early prototypes of Tec4MaaSEs solutions at significant events to demonstrate their advantages and engage potential stakeholders for feedback.
- Facilitating workshops to develop and disseminate project results, fostering collaboration among relevant communities.
- Publishing Tec4MaaSEs solutions and best practices to raise awareness and encourage adoption within research communities.
- Participating in key conferences and workshops to present results to targeted interested parties and establish contacts for future exploitation using demos.

Within Tec4MaaSEs, encompassing the activities mentioned above, an omnichannel strategy will be implemented. This entails tailoring messages to suit various target audiences, with each version distributed through appropriate and complementary channels. For instance, messages aimed at professionals will be

directed to LinkedIn instead of Facebook. The comprehensive marketing plan, as envisioned, is detailed in Appendix A. The subsequent chapter outlines the channels slated for use throughout the Tec4MaaS project.

### 3 Communication Tools and Channels

To guarantee the efficacy of the project's dissemination strategy, diverse communication methods, tools, and channels will be employed across the three dissemination and communication phases throughout the project's timeline. Below, the array of tools and channels is outlined alongside their current status.

#### 3.1 Tec4MaaSEs Brand Identity / Logo

To establish the brand identity of Tec4MaaSEs, the overarching vision of the project was condensed into particular keywords, which formed the basis for creating the brand and its related outputs. The words/ phrases that guided the creation of the brand identity are: Curvy Systematic, Services and products coming together, creating an aura of connectivity. Consequently, the following logo (Figure 2) was designed to represent Tec4MaaSEs.



Figure 2: Tec4MaaSEs Logo

Technical Specifications of the Logo include: Font: Exo2 ([Link](#)) as primary and Roboto ([Link](#)) as secondary and the Color Palette and different applications are presented in Figure 3.

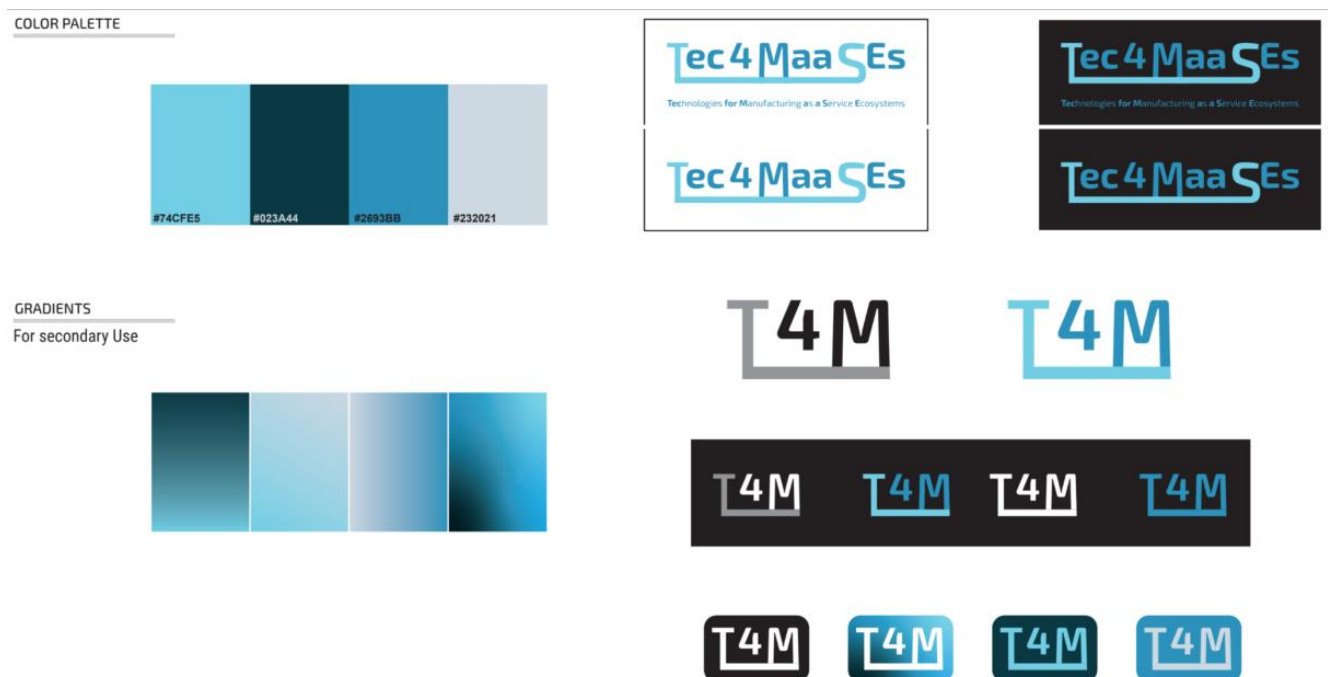




Figure 3: Color Palette of Tec4MaaSEs

### 3.2 Tec4MaaSEs Leaflet


The initial version of the offline leaflet for the Tec4MaaSEs project has been developed and will be utilized in the project's initial phases. As the project advances, various sections of the leaflet will be introduced or updated to mirror the project's progress, aligning with the chosen messages for each iteration. Additionally, as the project progresses additional leaflets will be produced to serve as the basis for different messages needing D&C as well as different target audiences. Thus, the leaflet is the first produced leaflet of more to come as well as it represents just the first of several versions of this main leaflet to be gradually introduced and documented in the annual deliverables.



Technologies for Manufacturing as a Service Ecosystems



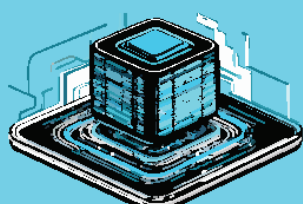
**The Consortium**




Technologies for Manufacturing as a Service Ecosystems

#### T4M OBJECTIVES

- 01:** To establish a guiding framework supporting MaaS
- 02:** To develop a digital twin platform for MaaS, to enhance the collaboration along the value network
- 03:** To deliver the core Tec4MaaSEs technologies for event detection, resource-subservice matching and service composition
- 04:** To provide governance services for trustworthy data spaces alongside with the overall evaluation and business model generation for T4M



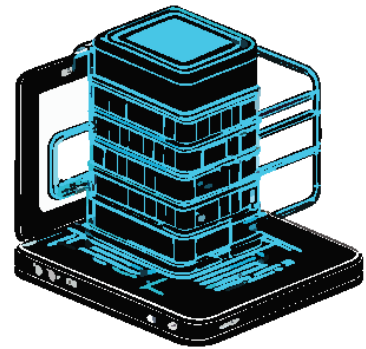


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6





PARTNERS





COUNTRIES




Tec4MaaSEs aims to deploy a network of Digital Twins (DT), equipped with trustworthiness and cognition, to co-operate in a distributed manner within a value network as core enablers of Manufacturing-as-a-Service (MaaS) practices




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**Shape the future**

MANUFACTURING AS A SERVICE



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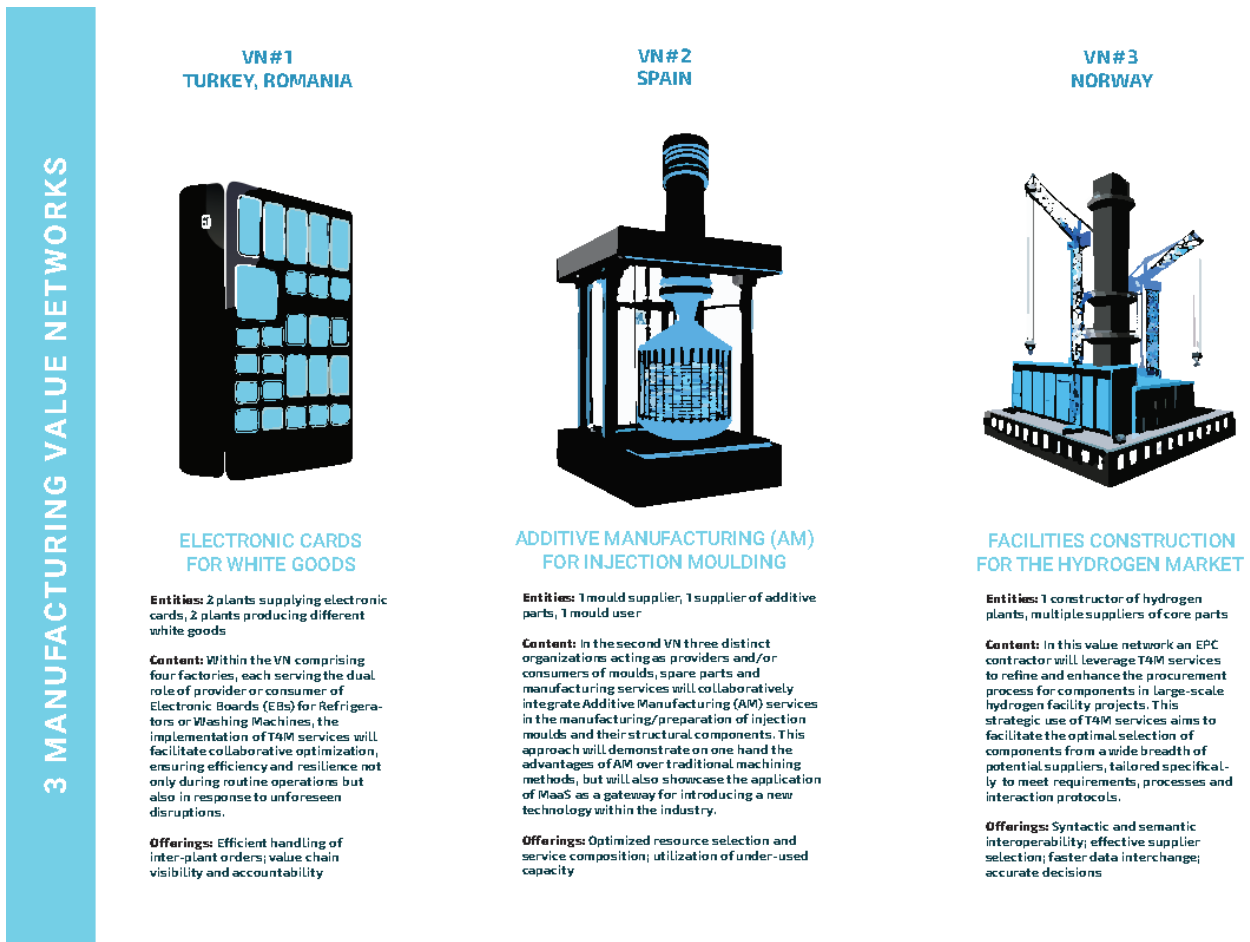


Figure 4: TecMaaSEs Leaflet #1, V1.0

### 3.3 Tec4MaaSEs Banner

The first iteration of the offline banner for the Tec4MaaSEs project has been developed, intended for use at first stages such as expos or seminars involving project partners. As the project grows, this banner will undergo updates to showcase progress, aligning with the content of corresponding flyers. Consequently, the banner shown in Figure 5 marks the beginning of a series, with subsequent versions to be included in annual deliverables as the project unfolds.

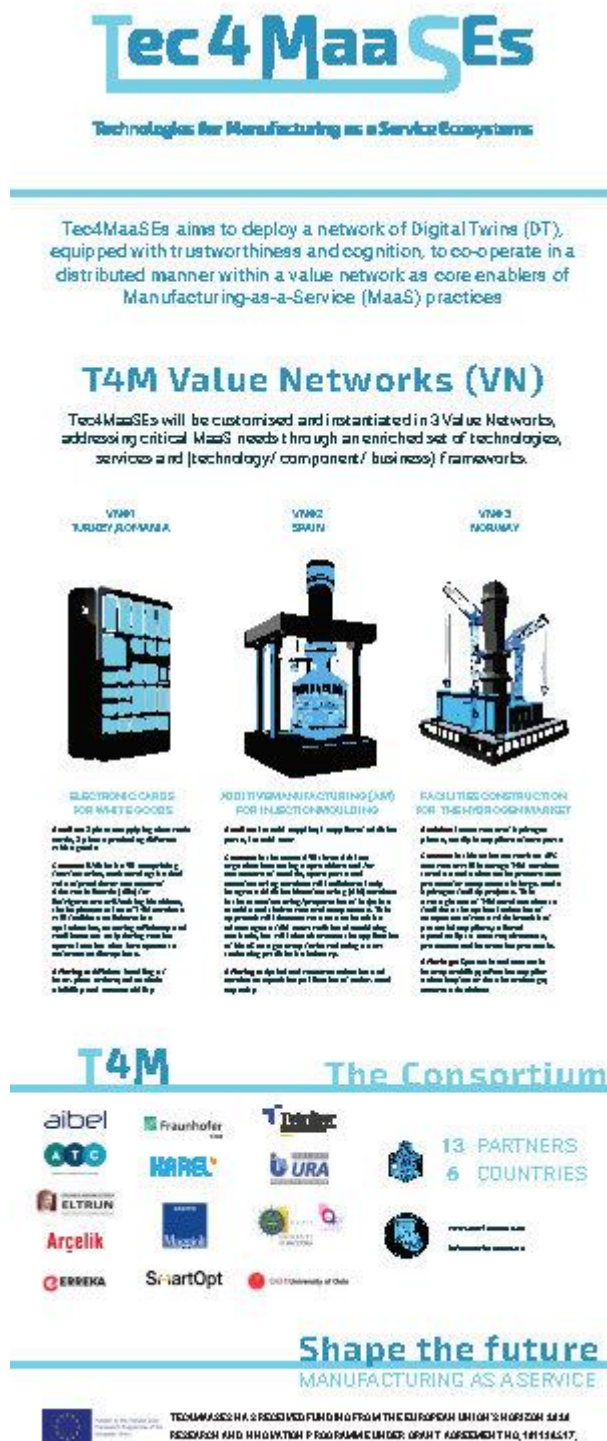


Figure 5: Tec4MaaSEs Banner #1

### 3.4 Website

The Tec4MaaSEs project has secured the domain of (<http://www.tec4maases.eu>) for project use. A public website hosted under this domain will disseminate all project outputs and keep interested parties informed about associated activities, events, and results. The project adheres to the Tec4MaaSEs Brand Identity guidelines and is hosted by Maggioli (the Coordinator). It is created on the WordPress platform, and the project's sitemap is outlined as depicted in Figure 6.



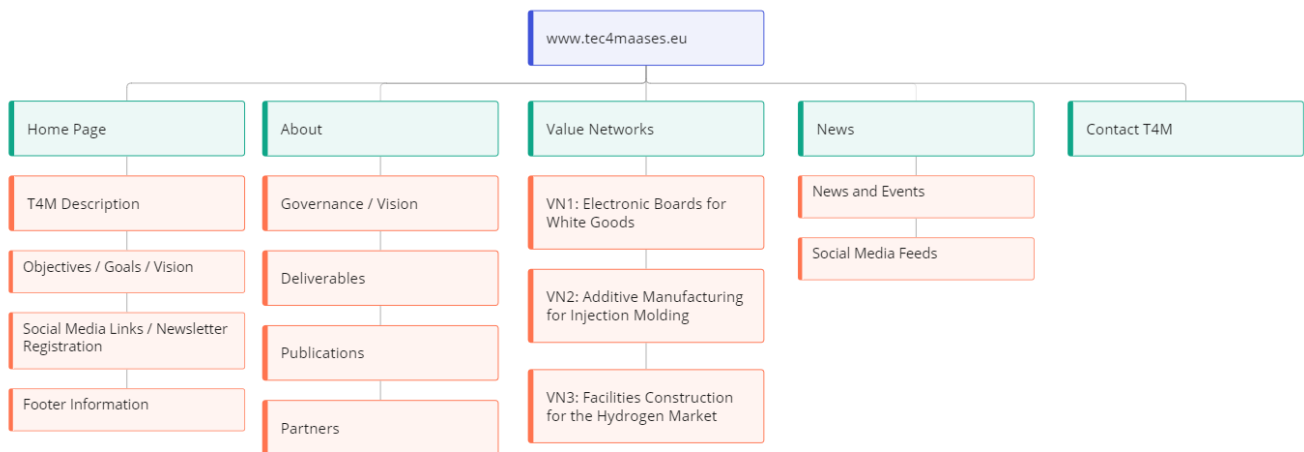


Figure 6: Tec4MaaSEs Website Sitemap

Moreover, the website of Tec4MaaSEs provides a straightforward newsletter sign-up form, Social Media integration, a "Contact Us" feature, links to all other Tec4MaaSEs social media channels, and will soon have a dedicated section for associated projects to be introduced as formal links are created. Additionally, the website is armed with Google Analytics to track key performance indicators (KPIs) towards reporting the performance of the website in the respective annual deliverables. The main page of the Tec4MaaSEs project is illustrated in Figure 7, while all developed pages are detailed in Appendix E. It's important to note that the project website serves as an ongoing platform for communication and dissemination, and therefore will be continually updated, monitored, and enhanced both content wise as well as on the news section 17 respectively.



Figure 7: Tec4MaaSEs Frontpage

### 3.5 Social Media Platforms

There are two primary goals of maintaining a social media presence: firstly, to generate awareness about the project and enhance engagement among the intended audience, and secondly, to effectively disseminate project results and activities to the general public, thereby supporting the project website in its dissemination efforts.

### 3.5.1 LinkedIn

The establishment of the Tec4MaaSEs LinkedIn page has already taken place and aims to facilitate communication and collaboration with experts and organizations within the project's stakeholders. Its main intended target audience is the industry and industrial players where active engagement will be sought to communicate the industry-specific news relevant to the project. The LinkedIn page can be accessed at:

<https://www.linkedin.com/company/tec4maases>.

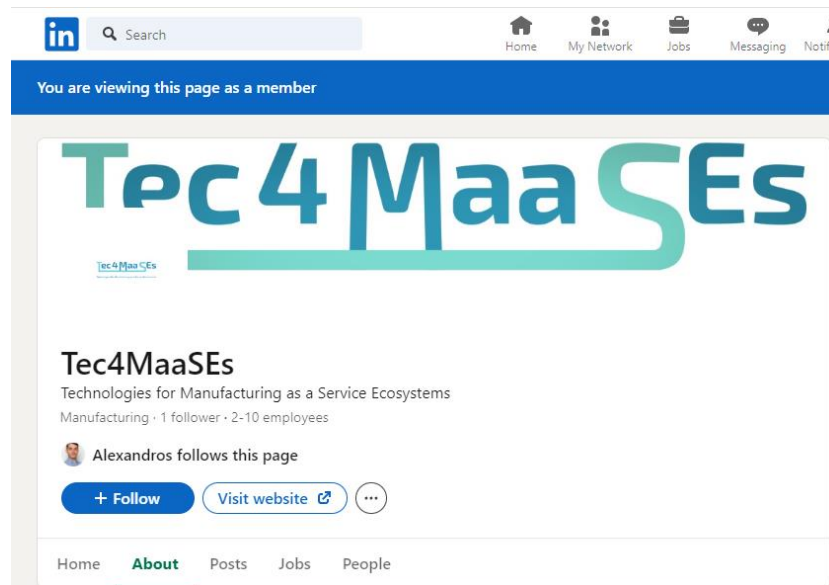


Figure 8: Tec4MaaSEs LinkedIn page

### 3.5.2 X (Former Twitter)

An X (former Twitter) account was established for the Tec4MaaSEs project to facilitate communication and engagement with project stakeholders and to share project and manufacturing relevant information. Furthermore, the X platform will enable collaboration with other projects, allowing Tec4MaaSEs to amplify news from all correlated projects. The Tec4MaaSEs Project's X page can be accessed at:

<https://twitter.com/tec4maases>.



Figure 9: Tec4MaaSEs X profile

### 3.5.3 Facebook

A specialized Facebook page was established for Tec4MaaSEs to broaden the project's reach among stakeholders of this social media platform. The Tec4MaaSEs Facebook page can be accessed at:

<https://www.facebook.com/tec4maases/>.



Figure 10: Tec4MaaSEs Facebook Page

### 3.5.4 Newsletter

The plans for Tec4MaaSEs are to generate and circulate at least five newsletters, aiming to showcase project-related updates and initiatives for disseminating the outcomes and activities of the Tec4MaaSEs consortium. The Mailchimp® Email Marketing Platform will be employed for this purpose, offering the capacity to send up to 1000 emails per month. To establish the newsletter subscriber base for the Tec4MaaSEs project, a Signup Form will be developed within the same platform and integrated into the website. Additionally, each project partner will distribute the newsletters via their respective email marketing channels.

Figure 11: Tec4MaaSEs Newsletter registration form

### 3.5.5 YouTube

The channel on YouTube will function as the primary platform for sharing the project's video content, including interviews, topic-specific videos, and more. This content will also be shared across Tec4MaaSEs social media channels. The Tec4MaaSEs YouTube channel can be found at : <https://www.youtube.com/@Tec4MaaSEs>

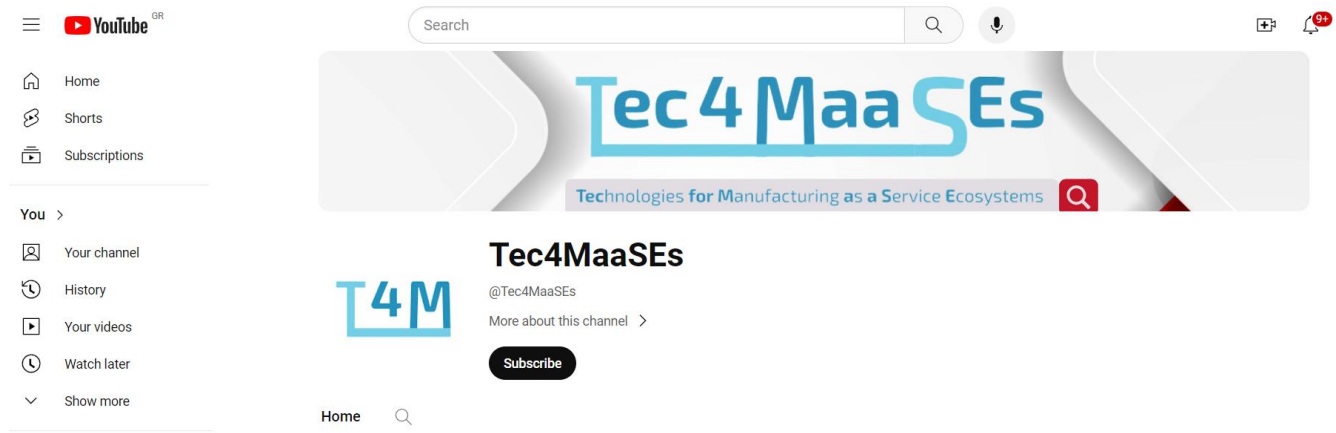


Figure 12: Tec4MaaSEs YouTube Channel

## 3.6 Training Material and Specific Demos

Over ten training materials and targeted demos (stemming from the lessons learnt) will take place to enable the training and showcasing of the Tec4MaaSEs product and achievements on different stakeholder categories, divided into two main delivery strategies: the Direct Model and the Open Access model. Under the Direct Model, achievements will be highlighted through workshops / targeted demos, and conversely, under the Open Access model, scientific and technological discoveries will be disseminated through presentations in international conferences, scientific journals, workshops, and cluster gatherings, including EU Horizon, local, and EU initiatives.

## 4 Dissemination Plan

The project aims to effectively disseminate its findings to the intended audiences in a timely manner. Additionally, it emphasizes the active engagement of key stakeholders crucial for the project's adoption and market acceptance throughout its implementation stages. The consortium partners are dedicated to implement a comprehensive and clear strategy for successful dissemination and communication, beginning from the early stages of the project. They are committed to involving the relevant stakeholders to maximize the impact of these activities.

### 4.1 Target Audiences

The Tec4MaaSEs project aims to involve various parties of relevance and interest to the project and overall manufacturing as a service, including ICT companies and their current manufacturing customers, industries requiring high flexibility, various clusters and associations, Horizon clusters, and EU initiatives/national research projects that are ongoing. Effective dissemination and communication activities are thus essential to reach a broader audience and encourage participation and contributions at each project phase.

In addition to advocating findings to the general public, two detailed delivery models shape the dissemination strategy based on planned exploitation pathways:

1. The Direct Model, managed by the Tec4MaaSEs EEIG<sup>2</sup>, targets new customers primarily through the already established and accessible industrial networks of the involved partners and networks accessible through the partners.
2. The Open Access Model (the Research, Innovation and Initiatives Model) focuses on the research community for academic research purposes and under EU and national programmes as open source with full access.

The visual representation of the Tec4MaaSEs project delivery models, along with supplementary analysis of the marketing strategy, awareness, target groups, and explicit goals, can be found in Figure 13.

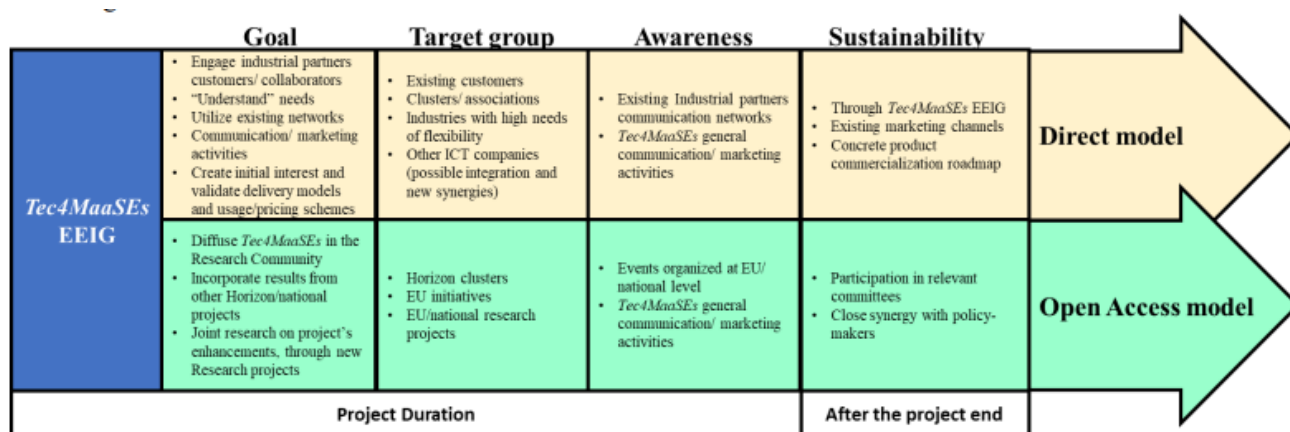


Figure 13: Tec4MaaSEs EEIG Model

In accordance with the EEIG Model adopted by the Tec4MaaSEs project, Table 1 illustrates the examination of the target demographics and their engagement with the project.

<sup>2</sup> The European Economic Interest Grouping (EEIG) is a type of legal entity established under European Union (EU) law that allows for the creation of partnerships between companies from different EU member states. Tec4MaaSEs envisages to utilize a T4M EEIG.

Table 1: Target Groups of Tec4MaaS

Target Group	Potential Role(s) in T4M	Value Proposition
<b>A. Manufacturing Industry</b>	Need for ad-hoc Manufacturing services either caused by an external event or due to the nature of operations (e.g. project-based manufacturing)	<ul style="list-style-type: none"> <li>Flexible tools for indexing of potential MaaS providers and impact assessment through Digital Twins of the value network performance.</li> <li>Tools to optimize value service composition based on existing profiles and performance status</li> </ul>
<b>B. Domain Experts</b> <ul style="list-style-type: none"> <li>Consultants</li> <li>Research</li> </ul>	<ul style="list-style-type: none"> <li>Consultancy on Value networks establishment and operation, new MaaS models and implementation.</li> <li>Synergies with ICT companies for holistic package solutions to customers</li> <li>Community of interacting scientist working in research/ academic institutes relevant to T4M scientific contributions and fields</li> </ul>	<ul style="list-style-type: none"> <li>Up to date methodologies regarding factory and supply chain re-configuration for MaaS by adopting Tec4MaaS framework and models.</li> <li>Improved competitiveness through innovative offerings to customers</li> <li>Valueable research outputs of T4M in the various fields where there is observed progress beyond state of art.</li> </ul>
<b>C. ICT application providers (MES, ERP, other)</b>	Integrating existing applications with Tec4MaaS tools and infrastructure (if needed)	Competitive advantage through concrete tools that cater for digitized manufacturing catered to MaaS and reconfigurable networks (not many available in the market)
<b>D. EU projects/ initiatives</b>	Research projects offering different Industry4.0, I5.0 platforms/tools	Open-source tools for research purposes and enhancement
<b>E. General Public</b>	Any potential member of the general public that is interested in the project	Awareness and education on Manufacturing as a Service and its potential benefits

## 4.2 Channels

The dissemination efforts of Tec4MaaS will exploit the following platforms along with their corresponding messages:

- Scientific Dissemination: Enhancing the visibility of the project's primary scientific accomplishments through academic channels.
- Industrial Dissemination: Increasing the visibility of the project's technological and commercial aspects, which encompass the platform, technologies, demonstrations, and value proposition.

### 4.3 Objectives

The detailed goals/objectives are outlined in Table 2.

Table 2: Dissemination Objectives of Tec4MaaSEs

Dissemination Objectives	A	B	C	D	E
To enhance public understanding of the project's commercial potential	✓	✓	✓	✓	✓
To ensure scalability and seamless integration of project offerings	✓	✓	✓		
Verification requirements and business models	✓	✓			
Dissemination of scientific and technological findings	✓	✓	✓	✓	✓
To advocate Tec4MaaSEs as a Manufacturing as a Service platform and best practice	✓	✓	✓	✓	

### 4.4 Dissemination Activities

The dissemination efforts of the Tec4MaaSEs project are categorized into Interactive and Non-Interactive activities. Interactive activities involve human collaboration and aim to establish direct relationships between consortium members and potential stakeholders. These activities offer tangible opportunities to engage the target audience and may include participation in seminars, workshops, conferences and courses, as well as presenting posters and papers and attending training sessions and summer schools. Conversely, Non-Interactive activities entail sharing information through channels such as scientific journals, technical magazines, and bilateral or multi-lateral transactions, without direct interaction. Both Interactive and Non-Interactive activities are part of the Tec4MaaSEs project plan, outlined in sections 4.6 and 4.7 respectively, alongside activities conducted in parallel with other affiliated projects and those carried out by project partners and their value networks. The dissemination activities, along with the intended audience, are summarized in Table 3.

Table 3: Dissemination Activities of Tec4MaaSEs

Channel – Specific Dissemination Activities		A	B	C	D	E
Website	Dissemination to project results	✓	✓	✓	✓	✓
Industrial community intranet	Access to documentation and demos	✓	✓	✓		
Social media	Presence on various Social media platforms and increased outreach via partners' own social accounts	✓	✓	✓	✓	✓
Industrial partners' networks	Awareness creation about commercial opportunities and T4M offers using existing market networks	✓	✓	✓		
Flyers and newsletters	Promotion of T4M technology, description of ongoing work and results and newsletters	✓		✓		



Channel – Specific Dissemination Activities		A	B	C	D	E
International conferences and stands	Article submission in various peer reviewed scientific conferences / Presentation of T4M in industry conferences with stands		✓			
Scientific Journals (open access)	Article submission in various peer reviewed top scientific journals.		✓			
Standardization	Contribution to standards as per the GA	✓	✓	✓	✓	✓
Training – Demos	Training material and specific demos	✓	✓	✓	✓	✓
Workshops and demonstrations	Organization of workshops at EU and national level to promote value, overall technology and business offerings in industry-driven international organizations	✓	✓	✓		

#### 4.5 Partner's Roles

As a general guideline, it was determined in the overarching strategy that industrial partners will engage with relevant sectors within the industry, their distributors, and client networks. Meanwhile, academic and research partners will distribute the project outcomes within the research community across Europe. The roles of the partners are outlined in Table 4.

Table 4: Partners' Role

Partner	Country	Network	Engagement Rounds
<b>MAG</b>	Italy, Spain, Greece, Belgium, Latin America	3,000 companies through daughter company APKappa SRL (with industrial clients)	<b>M1-M12 (Planning / First Engagement):</b> <ul style="list-style-type: none"> <li>Presentation of T4M on the company website and through company's local newsletters.</li> <li>Presentation of T4M at industrial associations (e.g., General Confederation of Italian Industry – Confindustria) and industrial clusters (e.g., agrifood, textile, automotive).</li> <li>Participation in local industrial events with presentation of T4M.</li> </ul> <b>M13- M36 (Operation and Evolution):</b> <ul style="list-style-type: none"> <li>Press-release on local media highlighting the initial outcomes of the project.</li> <li>Hands-on workshops for SMEs</li> <li>F2F meeting with interested potential customers.</li> <li>Demo sessions at industrial events</li> </ul>
<b>ATC</b>	USA, EMEA	>120 Clients in USA, EMEA (Cyprus, France, Belgium, Luxemburg, Germany, Greece,	<b>M1-M12 (Planning / First Engagement):</b> <ul style="list-style-type: none"> <li>Communicate internal audiences (colleagues in Athens different departments, in Thessaloniki and Brussels) via internal newsletters on company</li> </ul>



Partner	Country	Network	Engagement Rounds
		Israel, Poland, Portugal, Romania, Serbia, Tunisia, Turkey, Ireland) and SEA (Vietnam, Malaysia)	<p>activities, via emails, etc to get to know about Tec4MaaSes.</p> <ul style="list-style-type: none"> <li>Contact our network (focus on industry related clients) to get to know a) how Manufacturing as a Service can be useful to them, b) what Tec4MaaSes is about</li> </ul> <p><b>M13- M36 (Operation and Evolution):</b></p> <ul style="list-style-type: none"> <li>Internal audiences (same as above): focusing on most relevant from internal audiences, upkeep with in-person meetings and workshops on Tec4MaaSes specificities, what/how is created, how ATC will develop new services.</li> <li>Our network (same as above): filter out the ones affected by MaaS and really interested, then proceed with actions on educating them, e.g., webinars, technology briefings via telecommunications, etc. Scope: to deduct their interest in adopting Tec4MaaSes solutions.</li> </ul>
SmartOpt	Turkey	More than 10 customers and networking partners in Turkey	<p><b>M1-M12 (Planning / First Engagement):</b></p> <ul style="list-style-type: none"> <li>Presentation of T4M on the company website and social media (linkedin, Instagram, twitter) feeds.</li> <li>Presentation of T4M at industrial associations (e.g., MEXT, TUSIAD) and industrial clusters (e.g., organised industrial zones).</li> <li>Participation in local and international industrial events with presentation of T4M.</li> <li>MODEX 2024 (<a href="https://www.modexshow.com">https://www.modexshow.com</a>) -&gt; Booth #A10332</li> </ul> <p><b>M13- M36 (Operation and Evolution):</b></p> <ul style="list-style-type: none"> <li>Social media feeds on the initial outcomes of the project.</li> <li>Interactive workshops for SMEs</li> <li>F2F meeting with interested potential customers.</li> </ul>
ARC	147 Countries (customer base)	Arcelik offers products and with 30 production facilities in 9 countries (Turkey, Romania, Russia, China, South Africa, Thailand, India, Pakistan and	<p><b>M1-M12 (Planning / First Engagement):</b></p> <ul style="list-style-type: none"> <li>Introducing T4M through a feature on the company website and displaying an informative poster at the reception area.</li> </ul>

Partner	Country	Network	Engagement Rounds
		Bangladesh) and 12 brands	<b>M13- M36 (Operation and Evolution):</b> <ul style="list-style-type: none"> <li>Conducting a virtual workshop and hosting face-to-face sessions with potential customers who express interest</li> </ul>
Karel	>30 countries worldwide	Karel is one of the top 15 manufacturers of telephone exchanges in the world. Karel has more than 10 million consumers worldwide	<b>M1-M12 (Planning / First Engagement):</b> <ul style="list-style-type: none"> <li>Presentation of T4M on the company website and through company's local newsletters.</li> <li>Presentation of T4M at industrial associations (TESID) and industrial clusters (HTK).</li> <li>Participation in local industrial events with presentation of T4M.</li> </ul> <b>M13- M36 (Operation and Evolution):</b> <ul style="list-style-type: none"> <li>Press-release on local media highlighting the initial outcomes of the project.</li> <li>Hands-on workshops for SMEs</li> <li>F2F meeting with interested potential customers.</li> <li>Demo sessions at industrial events</li> </ul>
URA	Spain, Portugal	Moldes Ura has a network of collaborators, both machinists, moulders and machinists, moulders and injection moulders. Main customers are in the transport sector (automotive and railway), white goods and the electrical sector	<b>M1-M12 (Planning / First Engagement):</b> <ul style="list-style-type: none"> <li>Presentation of T4M on the company website and an informational poster at the company's reception</li> <li>Presentation of T4M to customers, suppliers and collaborators during business visits</li> </ul> <b>M13- M36 (Operation and Evolution):</b> <ul style="list-style-type: none"> <li>Presentation of T4M on my LinkedIn profile</li> <li>Enhancement of the details presented in the project introduction of T4M to our customers, suppliers and collaborators during business visits</li> </ul>
ERREKA	Spain, Mexico, Czech Republic, China	Part of the Mondragon Corporation which is composed of more than 100 companies. Erreka counts with production plants in several countries and has a network of customers all over the world. Participation in	<b>M1-M12 (Planning / First Engagement):</b> <ul style="list-style-type: none"> <li>Presentation of the project in-house</li> <li>Publication on internal newsletter</li> <li>Communication within Mondragon group.</li> <li>Publication in Erreka's social media (LinkedIn).</li> </ul> <b>M13- M36 (Operation and Evolution):</b> <ul style="list-style-type: none"> <li>Communication to main customers and suppliers</li> <li>Presentation along 2025 Plastic trades and fairs.</li> </ul>

Partner	Country	Network	Engagement Rounds
		different fairs and trades during the year, regular contact with Automotive industry (Tier 1 companies and suppliers).	
AIBEL	Europe	Large European clients, and Aibel has regularly projects for more than 5 of these. The number of equipment suppliers to Aibel is around 100	<b>M1-M12 (Planning / First Engagement):</b> <ul style="list-style-type: none"> <li>Presentation in the DISC collaboration (DISC consists of the two largest oil&amp;gas companies in Norway (Equinor and Aker BP) and the two largest Contractors (Aibel and Aker Solutions))</li> <li>One-to-one presentations to selected suppliers/providers</li> </ul> <b>M13- M36 (Operation and Evolution):</b> <ul style="list-style-type: none"> <li>Presentation at NFEA's conference in 2025 on "Digitalization in the Automation Domain"</li> </ul>

## 4.6 Targeted Events

Tec4MaaSEs will proactively pursue involvement in a range of events aligned with the project's key objectives and broader scope. A sample listing of events is provided in Table 5.

Table 5: Targeted Events

Event Name	Dates	Location	URL
Hanover Messe 2024	22-26 April 2024	Hannover	<a href="#">Link</a>
IoT Solutions World Congress	21 – 23 May 2024	Barcelona	<a href="#">Link</a>
IoT Week 2024	Tbc	tbc	<a href="#">Link</a>
EcoMondo 2024	5-8 November 2024	Rimini	<a href="#">Link</a>
Advanced Factories	9-11 April 2024	Barcelona	<a href="#">Link</a>
EFFRA – Manufacturing Partnership day – General Assembly	Tbc	Brussels	<a href="#">Link</a>
World Manufacturing Forum	tbc	tbc	<a href="#">Link</a>
CIRP General Assembly 2024	18-24 August 2024	Thessaloniki	<a href="#">Link</a>

## 4.7 Targeted Journals

Tec4MaaSEs will actively pursue academic dissemination of project progress and outcomes through diverse open-access, peer-reviewed academic journals of high repute. A sample list is outlined in Table 6.

Table 6: Targeted Academic Journals

Journal	Publisher	Open Access	URL
Journal of Manufacturing Systems	Elsevier	Gold open access (as an option)	<a href="#">Link</a>
Journal of Industrial Information Integration	Elsevier	Gold open access (as an option)	<a href="#">Link</a>
Journal of Cleaner Production	Elsevier	Gold open access (as an option)	<a href="#">Link</a>
International Journal of Production Research	Taylor Francis	Gold open access (as an option)	<a href="#">Link</a>
Production and Operations Management	Wiley	Gold open access (as an option)	<a href="#">Link</a>
Reliability Engineering & System Safety	Elsevier	Gold Open Access (as an option)	<a href="#">Link</a>
IEEE Transactions on Reliability	IEEE Inc.	Gold Open Access (as an option)	<a href="#">Link</a>
CIRP Annals - Manufacturing Technology	Elsevier	Gold open access (as an option)	<a href="#">Link</a>
Journal of Intelligent Manufacturing	Springer	Gold open access (as an option)	<a href="#">Link</a>
Computer Networks	Elsevier	open access	<a href="#">Link</a>
European Journal of Operational Research	Elsevier	open access	<a href="#">Link</a>
IEEE Transactions on Industrial Informatics	IEEE	Gold Open Access (as an option)	<a href="#">Link</a>
International Journal of Computer Integrated Manufacturing	Taylor Francis	Gold open access (as an option)	<a href="#">Link</a>
Journal of the Operational Research Society	Taylor Francis	Open access (as an option)	<a href="#">Link</a>
Annals of Operations Research	Springer	Open access (as an option)	<a href="#">Link</a>
Frontiers in Manufacturing Technology	Frontiers	Open Access	<a href="#">Link</a>
MDPI Applied Sciences	MDPI	Open Access	<a href="#">Link</a>
MDPI Sensors	MDPI	Open Access	<a href="#">Link</a>

## 4.8 Targeted Conferences / Academic Publications

Furthermore, apart from academic journals, Tec4MaaSEs will actively pursue academic dissemination of project advancements and findings through various academic conferences. A sample list of academic conferences is provided in Table 7. It is worth noting that these conferences are held annually, with those listed being the main targets each year.

Table 7: Targeted Academic Conferences

Conference	Location	Dates	URL
<b>APMS 2024</b>	Chemnitz/Zwickau, Germany	08-12 September 2024	<a href="#">Link</a>
<b>2024 IECON – 50th Annual Conference of the IEEE Industrial Electronics Society</b>	Chicago, USA	3-6 November 2024	<a href="#">Link</a>
<b>EurOMA 2024</b>	Esade Barcelona, Spain	29 June-3 July 2024	<a href="#">Link</a>
<b>POMS 2024</b>	Minneapolis, USA	25-29 April 2024	<a href="#">Link</a>
<b>31ST CIRP Conference on Life Cycle Engineering</b>	Turin, Italy	19-21 June 2024	<a href="#">Link</a>
<b>57th CIRP Conference on Manufacturing Systems 2024</b>	Povoa de Varzim, Portugal	29-31 May 2024	<a href="#">Link</a>
<b>2024 Prognostics and Health Management Conference (PHM 2024)</b>	Stockholm, Sweden	28-31 May 2024	<a href="#">Link</a>
<b>18th IFAC Symposium on Information Control Problems in Manufacturing (INCOM 2024)</b>	Vienna, Austria	28-30 August 2024	<a href="#">Link</a>
<b>12th IFAC Safeprocess 2024 Symposium</b>	Ferrara, Italy	4-7 June 2024	<a href="#">Link</a>
<b>6<sup>th</sup> IFAC Workshop on Advanced Maintenance Engineering, Services and Technologies (AMEST2024)</b>	Cagliari, Italy	12-14 June 2024	<a href="#">Link</a>
<b>8<sup>th</sup> European Conference of the PHM Society</b>	Prague, Czech Republic	3-5 July 2024	<a href="#">Link</a>
<b>33<sup>rd</sup> European Conference on Operational Research (Euro 2024)</b>	Copenhagen	30 June – 3 July 2024	<a href="#">Link</a>

## 4.9 Contribution to EU initiatives and Standardization

Multiple standards are crucial for addressing the various facets of the Tec4MaaSEs project. Throughout the project's duration, Tec4MaaSEs plans to propose at least three recommendations for standards and ontology-based representations and documentation. Interactions related to standards and EU initiatives are detailed in Table 8 and Table 9.

Table 8: Standardization Bodies

Body	T4M Outcome	Tec4MaaSEs Contribution	Partner
ISO / IEC	Interoperable Information Management Framework	Tec4MaaSEs will develop an interoperable Information Management Framework that will take under consideration the current standardization efforts such as in ISO/TC184/SC4 and the committee for ISO101303	UiO
ISO / IEC	Data Models / Formats and Data Exchange API	Tec4MaaSEs will develop data models and ontologies are based on existing solutions and standards, such as the recent OntoCommons EcoSystem (OCES), ISO/IEC 81346, IOF ontologies, and Open Services for Lifecycle Collaboration (OSLC)	UiO
ISO / IEC	Digital Twins	Tec4MaaSEs DTs will take under consideration various activities regarding the standardization of DTs as IEC 62832, ISO/IEC JTC1, ISO SC41 IoT and Digital Twin, etc	IOSB, MAG
IDTA	Extension of the FA <sup>3</sup> ST service that implements Part II of the AAS specification as well as the AAS sub model templates relevant for MaaS (if required)	Tec4MaaSEs results will be based on the PI4.0 Asset Administration Shell specification (IEC 63278), on which a contribution will be proposed through the active participation of Fraunhofer in IDTA	IOSB
IDSA	Tec4MaaSEs data space services	Tec4MaaSEs ensures that all data space services to be developed (e.g. Tec4MaaSEs connector) will be compliant with the IDS-RAM and follow the IDSA guidelines.	IOSB

Table 9: Contribution to EU Initiatives

EU Initiative	Tec4MaaSEs Contribution
<b>CATENA-X - Catena-X Automotive Network</b> <a href="https://catenax.net/en/#intro">https://catenax.net/en/#intro</a> (IOSB)	Concepts and supply chain models for data sharing will be used in Tec4MaaSEs. Value network DT modelling approach from Tec4MaaSEs will be disseminated to CATENA-X, but only as far as reasonably possible considering that Catena-X ends in 7/2024. However, dissemination will be done in the related initiative Manufacturing-X ( <a href="https://www.plattform-i40.de/IP/Navigation/EN/Manufacturing-X/Manufacturing-X.html">https://www.plattform-i40.de/IP/Navigation/EN/Manufacturing-X/Manufacturing-X.html</a> ) with its project Factory-X (for the manufacturing and machine tool industries).
<b>IDSA – International Data Space Association</b> <a href="https://internationaldataspaces.org/">https://internationaldataspaces.org/</a> (TEKNIKER)	The Data Space along with the IDS Connector that will be developed will be compliant with the RAM-IDSA and the guidelines of IDSA and will be disseminated in the framework of IDSA events such as the IDSA Winterdays, IDSA Summit and the Dataspaces Symposium.
<b>SPIRE Association</b> ( <a href="http://www.spire2030.eu">www.spire2030.eu</a> )	Give visibility to the community of the outcomes of Tec4MaaSEs

EU Initiative	Tec4MaaSEs Contribution
(MAG, AUEB)	
AIOTI - Alliance for Internet of Things innovation ( <a href="https://aioti.eu/">https://aioti.eu/</a> ) (Tekniker)	Tec4MaaSEs models and tools will be diffused and disseminated through WG11 events
I4MS - ICT Innovation for Manufacturing SMEs <a href="http://i4ms.eu/">http://i4ms.eu/</a>	Tec4MaaSEs will work together with the I4MS cluster to exchange models, tools for SMEs and will try to incorporate the I4MS results into its catalogue
BDVA ( <a href="http://www.bdva.eu">www.bdva.eu</a> ) (UiO, Tekniker)	Networking and Initiatives in the Big Data and AI EU Ecosystem
EFFRA ( <a href="http://www.effra.eu">www.effra.eu</a> ) (AUEB, IOSB, Tekniker)	Participate in the EFFRA clustering activities and knowledge sharing
Basque Digital Hub <a href="https://bdih.spri.eus/en">https://bdih.spri.eus/en</a> (Tekniker)	Dissemination of project cases; participate in workshops for stakeholders' requirements gathering  Demos presentation
Basque Research & Tech Alliance (BRTA) <a href="http://www.brta.eus/index.html">www.brta.eus/index.html</a> (Tekniker)	
TESID <a href="https://tesid.org.tr/">https://tesid.org.tr/</a> (Karel)	Workshops and presentations of Karel case and the electronics value network for MaaS
IN-CRETE <a href="http://www.in-crete.eu">www.in-crete.eu</a> (MAG)	Promoting Tec4MaaSEs results in the sustainable manufacturing thematic area. Also collecting scenarios and needs from industrial partners through this community
KGA - Knowledge Graph Alliance <a href="https://www.kg-alliance.org">https://www.kg-alliance.org</a> (Tekniker, UiO)	Tec4MaaSEs semantic models and tools will be diffused and disseminated through KGA events

## 5 Dissemination and Communication Report and Evaluation

The project will monitor the effectiveness and influence of its communication and dissemination efforts continuously throughout its duration. This will allow for adjustments to be made if any deviations or shortcomings are detected. Regular reports will outline the communication and dissemination initiatives undertaken, their impact on the project's visibility, and revised strategies for upcoming periods. To streamline reporting on these activities, the consortium has devised a "Project Dissemination Report template, a "Project Dissemination communication template," provided in Appendix B and C respectively in order to efficiently track and monitor all activities in an ongoing manner.

### 5.1 Dissemination and Communication KPIs

The Tec4MaaSEs Consortium has established a series of Key Performance Indicators (KPIs) to aid in evaluating the effectiveness of communication and dissemination endeavors. These KPIs (outlined in Table 10) will be under constant scrutiny, and should any communication or dissemination-related risks arise, corresponding efforts will be amplified. Moreover, all attained KPIs will be regularly reported in the annual reporting deliverables.

Table 10: Dissemination and Communication / Activities and KPIs

Channel	Purpose / Description	Target Group	KPIs
Website	Dissemination of project results	All / Public	No of visitors: $\geq 1.000$ / Year
Social Media (LinkedIn, Facebook, Twitter, YouTube, Slideshare)	Presence for Tec4MaaSEs in Twitter, LinkedIn, Facebook, YouTube, SlideShare, and increased outreach via the partners' own social accounts	All/ Public	$\geq 100$ Posts/year $\geq 500$ Followers
Industrialcommunityintranet	Industrial community members will have access to project documentation and demos. This portal will be improved and at the end of the project will be embedded into the Tec4MaaSEs open-core toolkit	Tec4MaaSEs Industrial Community	$\geq 500$ downloads ofproject docs anddemos
Industrial partners' networks	Creating awareness about the commercial opportunities/offers of Tec4MaaSEs utilizing existing market networks	Manufacturing Companies, SMEs	$\geq 6$ events and presentations
Flyers and Newsletters	Promote Tec4MaaSEs technology, describe on-going work & results:newsletter for all stakeholders; flyers focusing on different backgrounds	ICT, Manufacturing companies	$\geq 5$ newsletters $\geq 2$ flyers
International Conferences and Stands	Promote scientific output to peer reviewed academic conferences	Researchers, Industry Experts	$\geq 20$ Conferences and Stands



Channel	Purpose / Description	Target Group	KPIs
Scientific Journals (open access)	Promote scientific output to peer reviewed academic journals	Academic Research	≥ 7 Papers in top Scientific Journals
Standardization	Contributions to standards	All	≥ 1 Contribution
Training demos	Training materials and specific demos (coming also from the 'lessons learnt') will be available online to all interested parties.	All	≥ 10 Training material and targeted demos
Workshops and demonstrations	Tec4MaaSEs will organize workshops at EU and national level to promote the value, the overall technology & business offerings, particularly in industry-driven International Organizations, such as BDVA-DAIRO, IDSA, DFA, GAIA-X and FIWARE	ICT, Manufacturing companies, Research	≥ 3 Workshops

## 6 Next Steps

Tec4MaaSEs envisions a broad spectrum of dissemination and communication activities. Consequently, the forthcoming steps, which will be documented annually through the Dissemination, Standardization, and Marketing Plan Report(s), will offer an update on the progress of dissemination and communication efforts, including detailed descriptions of completed activities, associated outcomes, and assessments of the current status. This approach aims to ensure the sustainability and amplification of the impact and reach of the Tec4MaaSEs project. If necessary, new activities will be incorporated into the overall dissemination and communication plan, with a reevaluation of each project partner's role.

UoM will continue to oversee the participation of all project partners in dissemination and communication activities as outlined in the Tec4MaaSEs plan (Appendix A). Partners will be encouraged to engage and contribute to various activities based on their respective roles. Furthermore, all partners will document their individual and collaborative dissemination, communication, and outreach efforts.

## Conclusions

The dissemination and communication plan play pivotal roles in any research endeavor as it sets the grounds for the process that will be followed in the course of the project. This plan is designed to ensure that the project's findings reach key stakeholders and audiences, with Tec4MaaSEs aiming to disseminate its outcomes effectively and accessibly. A primary objective of the dissemination plan is to make the research findings accessible to both academic and non-academic audiences through various channels such as academic publications, conference presentations, and webinars. By sharing the research findings, the project team can increase awareness of Tec4MaaSEs and its outcomes, promoting wider adoption of digital twin technology and sustainability practices across diverse industries. Lastly, an encompassing marketing plan is essential for raising awareness of the research project's significance, encompassing aspects like branding, website development, and social media campaigns. In summary, the dissemination and communication plan contents are vital components for ensuring the success of the research project related to manufacturing as a service and digital twins. Through widespread dissemination of research findings, alignment with industry standards, and effective promotion of Tec4MaaSEs to relevant stakeholders, the project team can maximize impact and contribute to advancing the digital twin field and sustainability practices.

## Appendix A: The Tec4MaaSEs Social Media Plan

The following figure presents the developed plan<sup>3</sup> for content provision for different social media outlets in the course of the Projects' lifespan. Currently the first year is planned with content provision relative to LinkedIn, Facebook and partially Twitter. Newsletters and Blogposts will be on a rolling basis and as needed on a collaborative basis.

A/A	Short Name	M1	M2	M3	M4	M5	M6	M7	M8	M9	M10	M11	M12	M13	M14	M15	M16	M17	M18	M19	M20	M21	M22	M23	M24	M25	M26	M27	M28	M29	M30	M31	M32	M33	M34	M35	M36
1	MAG	L	F	L				F	L		L	T	F	tbc	tbc	tbc	tbc	tbc	tbc	tbc	tbc	tbc	tbc	tbc	tbc	tbc	tbc	tbc	tbc	tbc	tbc	tbc	tbc	tbc	tbc	tbc	tbc
2	ATC	L	F	L				F	L		F	L	F	tbc	tbc	tbc	tbc	tbc	tbc	tbc	tbc	tbc	tbc	tbc	tbc	tbc	tbc	tbc	tbc	tbc	tbc	tbc	tbc	tbc	tbc	tbc	tbc
3	AUEB	L		F	L	F	L			T	L	F		tbc	tbc	tbc	tbc	tbc	tbc	tbc	tbc	tbc	tbc	tbc	tbc	tbc	tbc	tbc	tbc	tbc	tbc	tbc	tbc	tbc	tbc	tbc	tbc
4	IOSB	L		F	L	F	L			T	L	T		tbc	tbc	tbc	tbc	tbc	tbc	tbc	tbc	tbc	tbc	tbc	tbc	tbc	tbc	tbc	tbc	tbc	tbc	tbc	tbc	tbc	tbc	tbc	tbc
5	TEKNIKER	L	T	F	L	T	F	L			L			tbc	tbc	tbc	tbc	tbc	tbc	tbc	tbc	tbc	tbc	tbc	tbc	tbc	tbc	tbc	tbc	tbc	tbc	tbc	tbc	tbc	tbc	tbc	tbc
6	SmartOpt	F	L	F	L			F	L	T	L			tbc	tbc	tbc	tbc	tbc	tbc	tbc	tbc	tbc	tbc	tbc	tbc	tbc	tbc	tbc	tbc	tbc	tbc	tbc	tbc	tbc	tbc	tbc	tbc
7	UiO	F	L	F	L			F	L			F	L	tbc	tbc	tbc	tbc	tbc	tbc	tbc	tbc	tbc	tbc	tbc	tbc	tbc	tbc	tbc	tbc	tbc	tbc	tbc	tbc	tbc	tbc	tbc	tbc
8	UoM	F	L		F	L	F	L			F	L		tbc	tbc	tbc	tbc	tbc	tbc	tbc	tbc	tbc	tbc	tbc	tbc	tbc	tbc	tbc	tbc	tbc	tbc	tbc	tbc	tbc	tbc	tbc	tbc
9	ARC	F	L		F	L	F	L			F	L		tbc	tbc	tbc	tbc	tbc	tbc	tbc	tbc	tbc	tbc	tbc	tbc	tbc	tbc	tbc	tbc	tbc	tbc	tbc	tbc	tbc	tbc	tbc	tbc
10	KAR	F	L		F	L		F	L	F	L			tbc	tbc	tbc	tbc	tbc	tbc	tbc	tbc	tbc	tbc	tbc	tbc	tbc	tbc	tbc	tbc	tbc	tbc	tbc	tbc	tbc	tbc	tbc	tbc
11	URA		F	L	F	L		F	L	F	L			tbc	tbc	tbc	tbc	tbc	tbc	tbc	tbc	tbc	tbc	tbc	tbc	tbc	tbc	tbc	tbc	tbc	tbc	tbc	tbc	tbc	tbc	tbc	tbc
12	ERREKA	T	F	L	F	L		F	L			F		tbc	tbc	tbc	tbc	tbc	tbc	tbc	tbc	tbc	tbc	tbc	tbc	tbc	tbc	tbc	tbc	tbc	tbc	tbc	tbc	tbc	tbc	tbc	tbc
13	AIBEL	T	F	L			F	L	F	L			F	tbc	tbc	tbc	tbc	tbc	tbc	tbc	tbc	tbc	tbc	tbc	tbc	tbc	tbc	tbc	tbc	tbc	tbc	tbc	tbc	tbc	tbc	tbc	tbc

Figure 14: Tec4MaaSEs Social Media Plan

<sup>3</sup> Legend: LinkedIn (L), Facebook (F), Twitter (T) and (tbc) pertains to the Y2,Y3 allocation that will be developed at later stages.

## Appendix B: Dissemination Report Template

Dissemination Info	Description
Partner Name	<ul style="list-style-type: none"> <li>• Short Description</li> </ul>
Dissemination activity name (200 char max)	<ul style="list-style-type: none"> <li>• Short Description</li> </ul>
Type of dissemination activity	<ul style="list-style-type: none"> <li>• Conference</li> <li>• Education and Training Event</li> <li>• Meeting</li> <li>• Clustering Activity</li> <li>• Collaboration with EU-funded Project</li> <li>• Other Scientific collaboration</li> <li>• Other</li> </ul>
Target Audience	<ul style="list-style-type: none"> <li>• Industry business partners</li> <li>• Innovators</li> <li>• EU Institutions</li> <li>• National authorities</li> <li>• Regional authorities</li> <li>• Local authorities</li> <li>• Civil society</li> <li>• Citizens</li> <li>• Research communities</li> <li>• Specific end-user communities</li> <li>• International organization (UN body, OECD, etc.)</li> <li>• Investors</li> <li>• Other</li> </ul>
Why: Insert description of the objective(s) with reference to a specific project output - max 200 characters	<ul style="list-style-type: none"> <li>• Long Description</li> </ul>
Status	<ul style="list-style-type: none"> <li>• Delivered</li> <li>• Cancelled</li> <li>• Postponed</li> <li>• Ongoing</li> </ul>

## Appendix C: Communication Report Template

Dissemination Info	Description
Partner Name	<ul style="list-style-type: none"> <li>• Short Description</li> </ul>
Communication activity name (200 char max)	<ul style="list-style-type: none"> <li>• Short Description</li> </ul>
Type of communication activity	<ul style="list-style-type: none"> <li>• Long Description</li> </ul>
Target Audience	<ul style="list-style-type: none"> <li>• Industry business partners</li> <li>• Innovators</li> <li>• EU Institutions</li> <li>• National authorities</li> <li>• Regional authorities</li> <li>• Local authorities</li> <li>• Civil society</li> <li>• Citizens</li> <li>• Research communities</li> <li>• Specific end-user communities</li> <li>• International organization (UN body, OECD, etc.)</li> <li>• Investors</li> <li>• Other</li> </ul>
HOW: Communication channel	<ul style="list-style-type: none"> <li>• Website</li> <li>• Social media</li> <li>• Print materials (brochure, leaflet, poster, sticker, banner etc.)</li> <li>• Press release</li> <li>• Media article</li> <li>• Newsletter</li> <li>• Interview</li> <li>• Video</li> <li>• TV/Radio Campaign</li> <li>• Event (conference, meeting, workshop, internet debate, round table, group discussion, etc.)</li> <li>• Exhibition</li> </ul>
Outcome (Insert Key Performance Indicator) e.g. Views of article	<ul style="list-style-type: none"> <li>• Long Description</li> </ul>
Status	<ul style="list-style-type: none"> <li>• Delivered</li> <li>• Cancelled</li> <li>• Postponed</li> <li>• Ongoing</li> </ul>

## Appendix D: Scientific Publication Report Template

Dissemination Info	Description
Publication Number	<ul style="list-style-type: none"> <li>(1, 2, 3, etc.)</li> </ul>
Type of publication	<ul style="list-style-type: none"> <li>Article in Journal</li> <li>Publication in conference proceeding</li> <li>Workshop</li> <li>Book/Monograph</li> <li>Chapter in Book</li> <li>Thesis</li> <li>Dissertation</li> <li>Other</li> </ul>
Peer Review	<ul style="list-style-type: none"> <li>Yes/No</li> </ul>
Type of PID	<ul style="list-style-type: none"> <li>DOI</li> <li>handle</li> <li>ARK</li> <li>URI</li> <li>pURL</li> <li>Other</li> <li>None</li> </ul>
PID of deposited publication	<ul style="list-style-type: none"> <li>Insert PID reference</li> <li>Link to Publication (if no PID of publication)</li> </ul>
Case of [Article / Publication] / Article / Publication Information	<ul style="list-style-type: none"> <li>Title of Publication</li> <li>Authors</li> <li>Title of the journal equivalent</li> <li>Number (Insert number of journal)</li> <li>ISSN / eSSN (If book insert ISBN, else insert ISSN/eSSN Number)</li> <li>Publisher (Insert name of publisher)</li> <li>Month/ Year of publication</li> <li>PID of book</li> <li>Book title</li> </ul>
Was the publication available in open access through the repository at the time of publication?	<ul style="list-style-type: none"> <li>Yes / No</li> <li>IF PREVIOUS YES then amount (prefilled by openaire) (Disclaimer to be shown: APCs/BPCs paid to hybrid publishing venues are non-eligible costs under Horizon Europe)</li> </ul>
Did you charge OA publishing fees to the project?	<ul style="list-style-type: none"> <li>Short Text</li> </ul>

Dissemination Info	Description
License Type	<ul style="list-style-type: none"> <li>• CC BY or Equivalent</li> <li>• CC BY NC or Equivalent</li> <li>• CC BY NC ND or Equivalent</li> <li>• Other Licenses</li> </ul>



## Appendix D: Project Website

T4M
Value Networks
Consortium
Objectives
Governance
Deliverables

### Tec4MaaSEs

Technologies for Manufacturing as a Service Ecosystems

## The aim of T4M

Tec4MaaSEs aims to deploy a network of Digital Twins (DT), equipped with trustworthiness and cognition, to co-operate in a distributed manner within a value network as core enablers of Manufacturing-as-a-Service (MaaS) practices

## T4M Value Networks

Tec4MaaSEs will be customised and instantiated in 3 Value Networks, addressing critical MaaS needs through an enriched set of technologies, services and (technology/ component/ business) frameworks.

**ELECTRONIC CARDS FOR WHITE GOODS**

Efficient handling of inter-plant orders; value chain visibility and accountability

**ADDITIVE MANUFACTURING FOR INJECTION MOULDING**

Optimised resource selection and service composition; utilisation of under-used capacity

**FACILITIES CONSTRUCTION FOR THE HYDROGEN MARKET**

Synthetic and semantic interoperability; effective supplier selection; faster data interchange; accurate decisions

## T4M Objectives

O1: To establish a guiding framework supporting MaaS

O2: To develop a digital twin platform for MaaS, to enhance the collaboration along the value network

O3: To deliver the core Tec4MaaSEs technologies for event detection, resource-subservice matching and service composition

O4: To provide governance services for trustworthy data spaces alongside with the overall evaluation and business model generation for T4M

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