

## ZDMP: Zero Defects Manufacturing Platform



### WP13: Impact

## D13.1a: Target-Driven Dissemination Strategy, Plan, and Reporting - Vs: 1.0.10

**Deliverable Lead and Editor:** José Ferreira, UNIN

**Contributing Partners:** ICE

**Date:** 2019-05

**Dissemination:** Public

**Status:** EU Approved

#### **Abstract**

This deliverable identifies the preliminary ZDMP dissemination plan including a brief survey of several areas that promote related fields including events, journals, press, and mass media. This will enable ZDMP to reach a broader audience at national and international levels. Details are also provided regarding project dissemination materials and activities through the web and social media. This document also reports the outcomes of the actions and thus forms the living basis of T13.2, T13.3, T13.4 and T13.5 deliverables.

Grant Agreement:  
825631



## Document Status

<b>Deliverable Lead</b>	José Ferreira, UNIN
<b>Internal Reviewer 1</b>	Stefano Bianchi, Christian Melchiorre, SOFT
<b>Internal Reviewer 2</b>	Christian Grunewald, DIN
<b>Internal Reviewer 3</b>	Stuart Campbell, ICE
<b>Type</b>	Deliverable
<b>Work Package</b>	WP13: Impact
<b>ID</b>	D13.1a: Target-Driven Dissemination Strategy, Plan, and Reporting
<b>Due Date</b>	2019-05
<b>Delivery Date</b>	2019-05
<b>Status</b>	EU Approved

## Project Partners:

For full details of partners go to [www.zdmp.eu/partners](http://www.zdmp.eu/partners)



## Executive Summary

Deliverable “D13.1a: Target-Driven Dissemination Strategy, Plan, and Reporting” elaborates a strategy, plan and reporting to achieve the expected impact by ZDMP by a templated action plan approach whilst considering the resources available and individual dependencies.

This document provides an initial project dissemination strategy by:

- Highlighting targeted groups and communities
- Defining internal dissemination guidelines and procedures
- Identifying key dissemination events
- Referring a list of prominent conferences and journals
- Defining the dissemination material
- Defining collaboration with other projects
- Preparing the Open Call dissemination

## Table of Contents

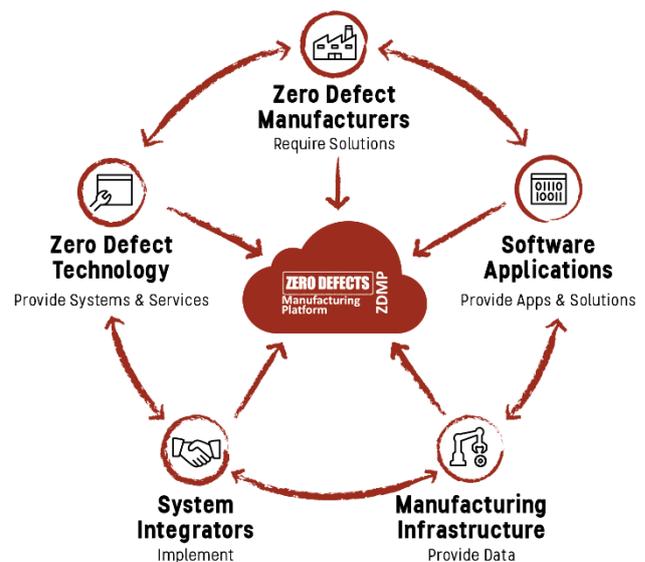
0	Introduction.....	1
1	Impact Strategy .....	5
	1.1 Impact Phases.....	6
	1.1.1 Phase 1: Inform & Inspire .....	6
	1.1.2 Phase 2: Involve & Contribute .....	6
	1.1.3 Phase 3: Share & Convince.....	7
	1.2 Impact Purpose .....	7
	1.2.1 Impact Responsibility.....	7
	1.2.2 Target Audience: Identification and Approach.....	7
	1.2.3 Dissemination Material and Tools.....	8
2	Impact Plan .....	10
	2.1 Actions and Status.....	1
	2.1.1 Project Identity .....	3
	2.1.2 PowerPoint Template .....	4
	2.1.3 PowerPoint ZDMP Presentation .....	5
	2.1.4 Deliverable Document Template .....	6
	2.1.5 Website.....	7
	2.1.6 Business Card .....	9
	2.1.7 Website Traffic Growth & Monitoring .....	10
	2.1.8 Social Networks – LinkedIn .....	11
	2.1.9 Social Networks – Facebook .....	12
	2.1.10 Social Networks – YouTube.....	13
	2.1.11 Infographics/Visualisation .....	14
	2.1.12 Marketing Video (Concept) .....	16
	2.1.13 Marketing Video (Pilots & Platform) .....	17
	2.1.14 Marketing Video (Experiments).....	18
	2.1.15 Printed Media – Flyer.....	19
	2.1.16 Printed Media – Brochures .....	20
	2.1.17 Printed Media –Roll-Up.....	21
	2.1.18 Printed Media – Banner .....	22
	2.1.19 eNewsletter.....	23
	2.1.20 Press Releases.....	24
	2.1.21 Collaboration Meetings .....	25
	2.1.22 Industrial Conferences .....	26
	2.1.23 Scientific Conferences .....	27
	2.1.24 Industrial Exhibitions .....	28
	2.1.25 Workshop – Scientific .....	29
	2.1.26 Workshop – Industrial .....	30
	2.1.27 Workshop – Hackathons.....	31
	2.1.28 Standardization.....	32
	2.1.29 Advisory Board .....	33
	2.1.30 Ambassador Programme.....	34
	2.1.31 Blended Training and Learning.....	35
	2.1.32 Promotional eBrochure .....	36
3	Dissemination Results.....	37
4	Conclusions.....	38

## 0 Introduction

### 0.1 ZDMP Project Overview

ZDMP – Zero Defects Manufacturing Platform – is a project funded by the H2020 Framework Programme of the European Commission under Grant Agreement 825631 and conducted from January 2019 until December 2022. It engages 30 partners (Users, Technology Providers, Consultants and Research Institutes) from 11 countries with a total budget of circa 16.2M€. Further information can be found at [www.zdmp.eu](http://www.zdmp.eu).

In the last five years, many industrial production entities in Europe have started strategic work towards a digital transformation into the fourth-industrial revolution termed Industry 4.0. Based on this new paradigm, companies must embrace a new technological infrastructure, which should be easy to implement for their business and easy to implement with other businesses across all their machines, equipment, and systems. The concept of zero-defects in the management of quality is one of the main benefits deriving from the implementation of Industry 4.0, both in the digitalisation of production processes and digitalisation of the product quality.



To remain competitive and keep its leading manufacturing position, European industry is required to produce high quality products at a low cost, in the most efficient way. Today, manufacturing industry is undergoing a substantial transformation due to the proliferation of new digital and ICT solutions, which are applied along the production process chain and are helping to make production more efficient, as in the case of smart factories. The goal of the ZDMP Project is to develop and establish a digital platform for connected smart factories, allowing to achieve excellence in manufacturing through zero-defect processes and zero-defect products.

ZDMP aims at providing such an extendable platform for supporting factories with a high interoperability level, to cope with the concept of connected factories to reach the goal of zero-defect production. In this context, ZDMP will allow end-users to connect their systems (i.e. shop-floor and Enterprise Resource Planning systems) to benefit from the features of the platform. These benefits include product and production quality assurance amongst others. For this, the platform provides the tools to allow following each step of production, using data acquisition to automatically determine the functioning of each step regarding the quality of the process and product. With this, it is possible to follow the production order status and optimize the overall processes regarding time constraints and product quality, achieving zero defects.

## 0.2 Deliverable Purpose and Scope

The purpose of this document “D13.1a: Driven-Target Dissemination Strategy, Plan, and Reporting”, is directly associated with ZDMP task “T13.1: Driven-Target Dissemination Strategy, Plan, and Reporting” within “WP13: Impact”, which is to define a common consortium strategy for dissemination and outreach of the project results.

Dissemination of the ZDMP project is a collaborative effort of all project partners and this document describes available tools and partner’s responsibilities. It places emphasis on the importance of promoting industrial awareness and provides a list of potential dissemination targets (venues, journals, press, and mass media sources, etc.) relevant to the work performed in the project. It will:

- Detail actions related to expected dissemination, including their priorities, responsibilities, and outcomes
- Guide the project awareness and engagement program
- Report the outcomes of tasks T13.2, T13.3, T13.4, T13.5, T13.6, and T13.7, and will be updated on M3, M9, M18, M30, and M48

Specifically, the DOA states the following regarding this Deliverable:

<b>O13.1</b> To define a common strategy for the dissemination and outreach of projects results					
<b>T13.1</b>	<b>Target-Driven Dissemination Strategy, Plan, and Reporting</b>			<b>UNIN</b>	<b>M1-3</b>
D13.1a	Target-Driven Dissemination Strategy, Plan, and Reporting	R	PU	3	RDI1
This task is devoted to setting the ZDMP project in motion. This involves the following activities:					
To define and plan the dissemination strategy		Establish guidelines for creating a context to maximize the ZDMP research dissemination			
To report the dissemination activities		To report the impact of the dissemination			
<p>The ZDMP dissemination strategy and plan will define the basis and guidelines for creating a context where ZDMP research dissemination can be maximized for the benefit of the European industry and society-at-large. A report will be delivered, detailing the outline of the planned strategic dissemination, identification, and organisation of the activities to be performed to promote the project’s results and the widest dissemination of knowledge from the project in an open access manner. The dissemination strategy and plan, in collaboration with WP3 “Business Approach: Market, Exploitation, and Sustainability”, will define: i) What: What ZDMP plans to disseminate: the message (this aspect will be studied carefully in order to not interfere with exploitation activities); ii) To whom: The audience; iii) Why: The purpose; iv) How: The method; and v) When: The timing. The Impact Strategy and Plan Task will, consider the open access aspect of H2020 and identify, analyse, and study the different dissemination alternatives (“green” and “gold”) based on Sherpa/Romeo (Publisher copyright policies &amp; self-archiving). Moreover, the dissemination plan and strategy will also highlight the steps needed to use the Open Access Infrastructure for Research in Europe (OpenAIRE). This task will be aligned with the exploitation of the project developments to reach a consensus about whether to publish directly or to first seek protection of the ZDMP results. A periodic update report will contain the main dissemination activities performed across the WP and the definition of a number of KPIs for measuring the impact and efficiency of the proposed ZDMP dissemination strategy and plan (based on the already defined Quantification of ZDMP Dissemination Activities in of section 2.2.1.4).</p>					

As the Dissemination strategy for the vf-OS project was evaluated well (to date), the ZDMP strategy has chosen to follow its approach, receiving the structure to describe the strategy/plan/results. In addition, this document forms the report for other tasks in the WP as defined in Section 0.7.

## 0.3 Target Audience

Whilst the target audience of this document is largely internal to the project, since it is a planning and results document, the real target audience of this dissemination strategy and its individual actions are the wider scientific, industrial, and general community, who can be perceived as ZDMP wider stakeholders.

## 0.4 Deliverable Context

The deliverable context is as follows:

- Informing and inspiring researchers and potential users of the ZDMP platform about the project results
- Establishing feedback loops and engaging potential software developers, manufacturing users and providers, and service providers right from the beginning of the project
- Contributing to other projects with the goal of building networks and showing that ZDMP results are easy to integrate and useable
- Sharing the relevance of the developed concepts and convince users to exploit the ZDMP platform

### Primary Preceding documents:

- None

### Primary Dependant documents:

- None

## 0.5 Document Structure

This deliverable is broken down into the following sections:

- **Section 1: Impact Strategy:** Highlights the overall dissemination strategy with different phases including the responsibility, metrics, target users, purpose, nature of dissemination, etc.
- **Section 2: Impact Plan:** Divided in to:
  - **Channels:** Identifies different dissemination tools such as journals, conferences, workshops, industrial events, collaboration, marketing materials and academic activities
  - **Approach:** Elaborates different dissemination actions including the responsible partner(s) and their status
- **Section 3: Dissemination Results:** Summarizes the periodic dissemination results in order to being able to compare with the different periods
- **Section 4: Conclusions:** Concludes the document including identifying next steps
- **Annexes:**
  - **Annex A:** Document History
  - **Annex B:** References

## **0.6 Document Status**

This document is listed in the Description of Action as “public” since it has no element which can be considered confidential.

## **0.7 Document Dependencies**

This deliverable will be used as input for the following activities of WP13:

- T13.2 – Dissemination Materials, Internet, and Intranet thus D13.2.2
- T13.3 – Impact Activities: Awareness and Outreach and thus D13.3
- T13.4 – EU Clustering and Outreach and thus D13.4
- T13.5 – Industrial Advisory Board, Workshops, and Hackathons and thus D13.5
- T13.6 – Blended Training and Learning and thus D13.6
- T13.7 – Ambassador Programme for Early Adopters/Lead Users and thus D13.7

## **0.8 Glossary and Abbreviations**

A definition of common terms related to ZDMP, as well as a list of abbreviations, is available at <http://www.zdmp.eu/glossary>.

## **0.9 External Annexes and Supporting Documents**

Annexes and Supporting Documents:

- None

## **0.10 Reading Notes**

- None

# 1 Impact Strategy

The ZDMP Impact Strategy is based on information regarding events, interaction occasions, conferences, and the observation of upcoming opportunities that will allow the maximum interaction with different ZDMP stakeholders and target groups. Moreover, potential conferences, journals and other dissemination channels are identified to support ZDMP partners with the dissemination activities of the project. The dissemination strategy and plan also highlight the steps to use the Open Access Infrastructure for Research in Europe<sup>1</sup>.

The ZDMP impact strategy and plan defines the basis and guidelines for creating a context where ZDMP dissemination can be maximised for the benefit of European industry and society in general. Task 13.1 is also aligned with the exploitation tasks of “WP12: ZDMP Ecosystem Outreach and Cascading Call Management”, with the aim of disseminating the project and the sub-calls to promote and exploit the ZDMP platform.

The ZDMP impact strategy and plan defines the basis and guidelines for creating a context where ZDMP dissemination can be maximised for the benefit of European industry and society in general. This document will be morphed to a report on the outcomes of Tasks T13.2, T13.3, T13.4, T13.5, T13.6, and T13.7 and further updates, focusing on details and results per action. These will result in five deliverables to be submitted in M9 (D13.1b), M18 (D13.1c), M30 (D13.1d) and M48 (D13.1e).

This document will remain largely static in terms of the plan, thus for example Section 1 (Impact Strategy) will not be changed, but in section 2 and 3 (Impact Plan) changes and additions will be described and the outcomes related to the above tasks will be reported in the grids of Section 2.1 and/or the annexes.

The impact strategy and plan are defined according to:

- **Message:** What ZDMP plans to impact
- **Audience:** Who is addressed
- **Purpose:** Why this should happen
- **Method:** How it is implemented
- **Timing:** Schedule of the actions

ZDMP addresses the impact activities as follows:

- **Impact for awareness:** Make parties aware of the objectives, developments, and outcomes of the project itself – i.e. show that the ZDMP project exists, show what the project consortium is doing and show how they are doing it. This dissemination method is helpful for those target audiences that do not require a detailed knowledge of the project work
- **Impact for understanding:** Dissemination activities directly targeting a given (number of) groups and/or audiences. These groups/audiences can usually profit from the direct outcomes of the project
- **Impact for action:** In this case, the groups/audiences are in position to “influence” and “bring about change” within their organisations by making use of the outcomes of the project

---

<sup>1</sup> <https://www.openaire.eu/>

In short, ZDMP's Impact is directly connected with dissemination that relies on spreading the correct messages and engaging with the targeted audience in an effective way.

## 1.1 Impact Phases

All collaboration and impact activities must be planned. Regarding the project milestones and the expected outcomes, the strategy is based on a three-phase model, which is shown in Figure 1.

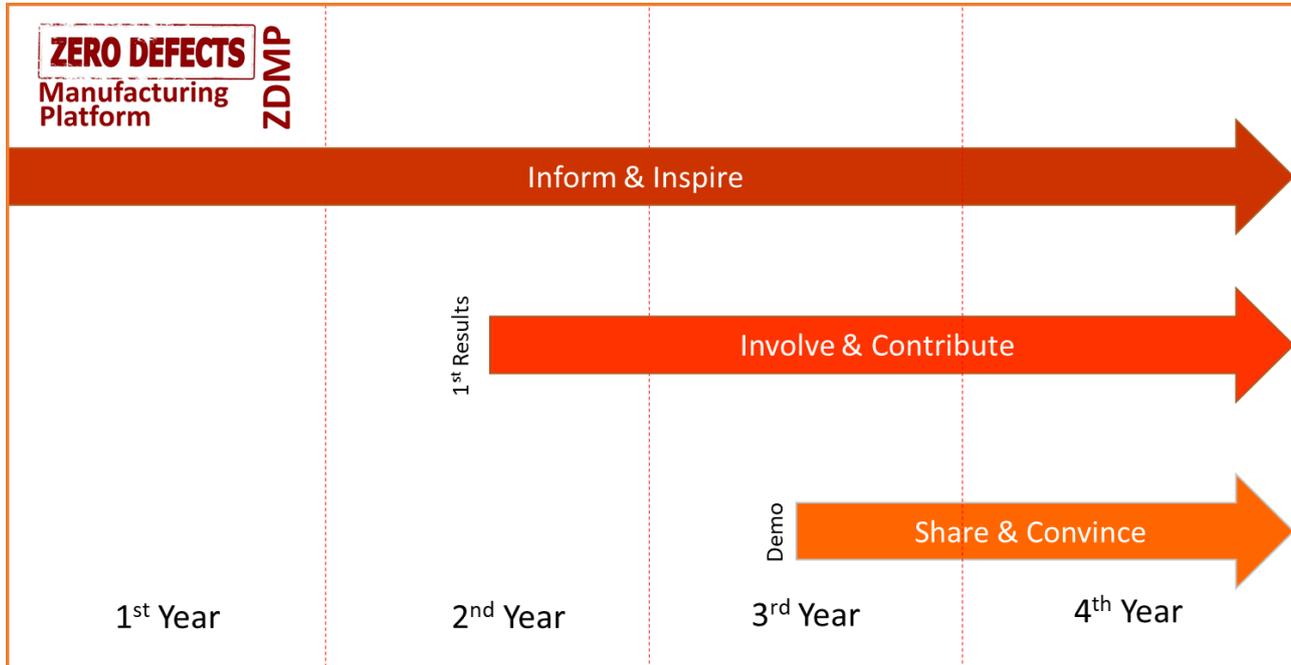


Figure 1: Impact phases

### 1.1.1 Phase 1: Inform & Inspire

This phase concentrates on communicating the project's objectives, concepts, and specifications as well as its research findings, and implementation results. This phase extends across the entire period of the project. Furthermore, the participants (e.g. early adopters, technology personnel, etc) must be taken on board and inspired. To achieve these goals, communication channels such as the project website, press releases and conference contributions are used. In addition, several Social Networks such as Facebook, YouTube and LinkedIn are used to spread information about ZDMP and its results.

### 1.1.2 Phase 2: Involve & Contribute

The second impact phase, starting after the 18<sup>th</sup> month of the project, aims to engage future ZDMP stakeholders and to establish cooperation and collaboration with other (EU / research) projects with the help of its first results. Similarly, the project will contribute relevant ideas to other activities/projects that may have similarity to ZDMP. These activities will continue until the end of the project. The impact efforts will be focused on providing use cases, samples, and feedback channels. During this phase, it will also be disseminating the sub-calls to promote and exploit the ZDMP platform.

### 1.1.3 Phase 3: Share & Convince

The third phase focuses on sharing and demonstrating ZDMP results and convincing manufacturing users and providers, software developers and service providers to evaluate and begin to use the ZDMP tools. The “Share and Convince” phase will start in 30<sup>th</sup> month of the project. The success of this dissemination effort depends on stable results of the project.

## 1.2 Impact Purpose

ZDMP will gain and improve the visibility and exposure of project results through impact activities, with the publication of public articles and usage of various media platforms to provide progressive reports on the project research and development. News related to the project will be broadcast to targeted communities to promote the awareness of the project success.

### 1.2.1 Impact Responsibility

The overall strategy focuses on putting the above approach into practice across the target areas formed from the overlap of the main technologies supporting the project and the target audiences that have been identified. The implementation of the strategy is led by the WP13 lead (UNIN) and the vice-lead (SAG) with support from ITI. However, the dissemination of the ZDMP project is a shared responsibility of the whole consortium.

### 1.2.2 Target Audience: Identification and Approach

Based on the objectives of ZDMP, the target audience of ZDMP dissemination, and the approach to reach them is presented in Figure 2:

Audience	Who	Aim	Approach
Internal Audience	People who work in organisations that are part of the ZDMP consortium but are not directly involved in the execution of the project, e.g. marketing, sales, management	Create general awareness about the objectives of the ZDMP project	Ad-hoc and informal meetings; internal communication / teleconferences
EC Community	EC officials and EC related audiences	Raise general awareness regarding the ZDMP objectives and the work performed within the project	EC events, concertation meetings and EC oriented media - both printed and online
Scientific / Academic audience	Organisations that are interested in the ZDMP developments and the scientific outcomes	Spread and share scientific results and initiate further collaboration between scientific / academic institutes and research centres	Scientific conferences and workshops, clusters, and collaboration activities. Academic oriented media such as journals or other publications and forums
Technical Audience	ICT players (software developers & service providers) who have an interest in ZDMP technical fields	Create impact regarding the general direction of ZDMP technical development. ZDMP also aims for the adoption of its operating system to facilitate marketplace solutions	Website, social networks, developers’ forums, and open source communities

Industrial Audience	Manufacturing companies that wish practical applicability of ZDMP results	Communicate and promote the project results to technology and service providers as well as business users. The specific communities identified are: Manufacturers, zero defect technology providers, software developers, industry associations, and standardisation bodies	Trade fairs, industrial events, and related media
General Audience	This includes all stakeholders who may be interested in the project activities and results. This audience is varied and ranges from individuals to organisations, and ultimately the wider public/society	Raise general awareness about the ZDMP project and its objectives	Project website and social media/networks

Figure 2: Target audience

### 1.2.3 Dissemination Material and Tools

To ensure the maximum impact, ZDMP partners will undertake several important outreach activities designed to raise awareness of the project results and gain feedback from the wider European research community. These include:

- **Workshops:** Four ZDMP workshops will be held in Europe in conjunction with international conferences related with ZDMP knowledge domains and with industrial booths for project result demonstrators
- **Website:** The website updated with project information, focusing on the impact activities, and the final commercialisation of the ZDMP offering. Project concept, platform and technologies, public deliverables, scientific publications, and the Open Calls are promoted through the ZDMP website
- **Scientific Open Access Publications:** ZDMP will publish its findings through academic and international scientific, and industrial journals, following the principle of open access
- **Dedicated Pages in Social Networks:** Together with the official website, additional pages/channels in appropriate social networks (Facebook, LinkedIn, YouTube, etc) will be published to increase the viral promotion of the project
- **Press Releases:** Several press releases will be published during the project's lifetime, being disseminated by the various partners in their respective countries. The press releases aim to disseminate objectives and results of the project
- **eNewsletters:** A virtual newsletter will be sent every year to interested stakeholders on a subscription basis managed through the ZDMP website. This newsletter will report on current trends, significant research results, conferences, and thematically related projects
- **Brochures:** Brochures and banners to be in internal meetings and collaboration meetings will be created to show the objectives of the project, the advances, and benefits of ZDMP research, and the exploitable results generated by ZDMP
- **Information Releases:** News related to the ZDMP project will be pushed to (digital) newspapers to raise visibility of ZDMP results and benefits

For each identified dissemination instrument, the goals presented in Figure 3 will be achieved – these goals are all described in the contractual commitments of the DOA although some of the indicators were increased:

How	Why	Actions	Target KPI
Clustering	Joint engagement	Meeting attendance and common publications - Specifically, other ZDM projects	<ul style="list-style-type: none"> <li>6 participants from ZDMP in every cluster event</li> <li>15 bilateral with other related projects</li> <li>15 bilateral with other initiatives</li> </ul>
Industrial publications	Publication of the solutions being developed in ZDMP	Publication to industrial press and magazines	<ul style="list-style-type: none"> <li>&gt; 9 publications accepted</li> </ul>
Industrial and scientific conferences and exhibitions	Promotion & networking	Attendance and speaking slots	<ul style="list-style-type: none"> <li>15 speaker slots</li> <li>15 conferences</li> <li>3 exhibitions</li> </ul>
Workshops - General	Information broadcasting and networking	ZDMP hosted industrial workshop	<ul style="list-style-type: none"> <li>4 workshops / 20-50 participants each</li> </ul>
Workshops – Hackathons	Practical use and feedback	ZDMP hosted hackathons including possibility of a virtualised one	<ul style="list-style-type: none"> <li>2 hackathons / 10 participants each</li> </ul>
Local engagement workshops	Attracting additional data providers and exploitation opportunities	Workshops in the focus geographic ecosystems: ES, PT, RO, DE, UK, IT	<ul style="list-style-type: none"> <li>4-6 focused workshops which 5-10 participants each</li> <li>2 leads to new cross-domain exploitation</li> </ul>
ZDMP website	General information	100 updates and search engine optimisation (SEO)	<ul style="list-style-type: none"> <li>25% yearly growth in website traffic</li> </ul>
Scientific open access publications	Dissemination of innovation	Publication to journals and magazines	<ul style="list-style-type: none"> <li>&gt; 20 publications accepted </li> <li>&gt; 3 papers by each partner</li> </ul>
Social media	General information	Sharing and liking	<ul style="list-style-type: none"> <li>4000 likes/shares </li> <li>&gt; 15 comments/shares</li> <li>500 followers </li> <li>4000 views </li> </ul>
Press release (project news, public deliverables...)	Generic dissemination	Impacting the external community	<ul style="list-style-type: none"> <li>&gt; 1500 views/ publications/year</li> <li>&gt; 12 publications and blog post every quarter</li> </ul>
Dissemination materials (brochures)	Regional dissemination	Publication of on-line brochures all in major languages of the consortium	<ul style="list-style-type: none"> <li>4 different brochures (at the beginning and end of the project)</li> <li>2 banners provided to all partners</li> </ul>
Newsletters	Wide awareness	Yearly monthly newsletter	<ul style="list-style-type: none"> <li>4 newsletters with &gt; 400 distributions </li> </ul>

Figure 3: Dissemination metrics

In the following section, these dissemination materials and tools are detailed together with their status at M3.

## 2 Impact Plan

This section details the preliminary and high-level plan of the impact activities that will be performed. It also includes a reporting template that should be followed by every D13.1 series deliverable. It also includes the reporting of any activities until Month 3 (M3).

Name	Website		
Task	T13.2		
Next Iteration	When the activity will provide updated results		
Status	Completed (multiple deliveries, each on-track, but not ended)		
Focus	Dissemination		
Phase	<ul style="list-style-type: none"> <li>• Inform and inspire</li> <li>• Other options available:                             <ul style="list-style-type: none"> <li>• Involve and contribute</li> <li>• Share and convince</li> </ul> </li> </ul>		
Type	<ul style="list-style-type: none"> <li>• Website</li> <li>• Marketing materials</li> <li>• General dissemination</li> <li>• Scientific dissemination</li> <li>• Workshops</li> <li>• Technical event</li> <li>• Other</li> </ul>		
Purpose	<ul style="list-style-type: none"> <li>• Visibility</li> <li>• Quality</li> <li>• Adopt</li> </ul>		
Audience	<ul style="list-style-type: none"> <li>• General</li> <li>• Scientific</li> <li>• Industrial</li> <li>• Technical</li> <li>• Internal</li> </ul>		
Planned Date	One website article per month per publication schedule.		
Responsibility	Every month another partner should write an article.		
Description/Content	Every partner can choose a ZDMP related topic that should reflect research challenges, use cases or status of the project.		
Monitoring	<ul style="list-style-type: none"> <li>• Impact Manager</li> <li>• Project Manager</li> <li>• User Manager</li> </ul>		
Priority	Level	Type of Action	Examples
	1=Critical	Precise task in DOA + metric <ul style="list-style-type: none"> <li>• Critical for operating project</li> </ul>	<ul style="list-style-type: none"> <li>• Website</li> <li>• Workshop</li> </ul>
	2=Expected	<ul style="list-style-type: none"> <li>• Easy impact</li> </ul> Necessary for operating project	<ul style="list-style-type: none"> <li>• Academic paper</li> <li>• Clustering activities</li> <li>• Main flyer</li> </ul>
	3=Whenever Possible	<ul style="list-style-type: none"> <li>• Further iteration of a previous critical/expected action</li> <li>• More difficult and impacting</li> <li>• Loosely mentioned in DOW or normal expectation</li> </ul>	<ul style="list-style-type: none"> <li>• Mid-project flyer</li> <li>• Marketing video</li> </ul>

	4=Nice To Have	<ul style="list-style-type: none"> <li>• Further iteration (or form) of a 'where possible action</li> <li>• Not mentioned in DOA but can have good impact and is easy to achieve</li> </ul>	<ul style="list-style-type: none"> <li>• Business card</li> <li>• Some multilingual pages in website</li> </ul>
	5=Very Optimistic	<ul style="list-style-type: none"> <li>• Idea not mentioned in DOA</li> <li>• Idea mentioned but difficult to deliver with resources available</li> </ul>	<ul style="list-style-type: none"> <li>• Marketing gift for exhibitions</li> </ul>
Results	Periodic update of results repeated as necessary		

Figure 4: Reporting template example

The reporting template is presented in Figure 4 and which is completed for each activity presented in section 2.1. The template below shows an illustrative (only) example for a website article.

The top bar of each table has a coloured indicator highlighting the status of each impact plan component and inferring as in Figure 5:

Value	Colour	Status
Not Due	ND	Not Due
Not Started	NS	Not Started (and should have been)
Ongoing	OG	Ongoing
Completed	CP	Completed. Multiple discrete deliverables, each on-track, but not completely ended since not all phases are complete. The Mx indicates the phases already complete. An example is the website which will have discrete iterations M3, M9 etc
Completed Final	CF	Completed (Final - action ended)

Figure 5: Colour indicator

Based on the template described in Figure 4, the table in Figure 6 was created, with all the impact activities are listed and detailed at a high level. This table highlights the actual status of each task, its priority, which partner is considered the main responsible for carrying out the task, and the nearest month (rounded to biannual) when this task will have another iteration (“Next Iteration”). It also refers to the Main Responsible partner since this should be the one in charge of managing the work of the activity in coordination with the other partners, according to the efforts that they have allocated in the task.

Dissemination Activity	Status	Task	Priority	Next Iteration	Main Responsible
Project Identity	CF	T13.2	1	N/A	ICE/UNIN
PowerPoint Template	CF	T13.2	1	N/A	ICE
PowerPoint ZDMP Presentation	CP Phase M5	T13.2	2	N/A	ICE
Deliverable Document Template	CF	T13.2	1	N/A	ICE
Website	CP Phase M3	T13.2	1	M9	ICE
Business Card	CF	T13.2	3	N/A	UPV
Website Traffic Growth & Monitoring	OG	T13.2	1	M9	ICE
Social Networks - LinkedIn	OG	T13.3	2	M9	UNIN
Social Networks - Facebook	OG	T13.3	2	M9	UNIN
Social Networks - YouTube	OG	T13.3	2	M9	UNIN

Infographics/Visualisation	CP Phase M5	T13.3	2	M18	ICE/ITI
Marketing Video (Concept)	ND	T13.2	2	M9	ITI
Marketing Video (Pilots and Platform)	ND	T13.2	2	M30	ITI
Marketing Video (Experiments)	ND	T13.2	2	M42	ITI
Printed Media – Flyer	CP Phase M4	T13.2	2	M18	ITI
Printed Media – Brochure	OG	T13.2	2	M9	UNIN
Printed Media – Roll-Up	CP Phase M4	T13.2	2	M18	ITI
Printed Media – Banner	OG	T13.2	2	M9	UNIN
eNewsletter	NS	T13.3	2	M9	UNIN
Press Releases	CP Phase M3	T13.3	2	M18	ICE/UNIN
Collaboration Meetings	OG	T13.4	1	M9	IKER/UNIN
Industrial Conferences	OG	T13.3	2	M9	IKER
Scientific Conferences	OG	T13.3	2	M9	UNIN
Industrial Exhibitions	ND	T13.3	2	M18	IKER
Workshops – Scientific	OG	T13.5	1	M18	IKER/UNIN
Workshops – Industrial	ND	T13.5	1	M18	IKER/UNIN
Workshops – Hackathons	NS	T13.5	1	M30	ITI
Standardization	OG	T13.4	1	M9	DIN
Advisory Board	ND	T13.5	1	M18	PROF
Ambassador Programme	ND	T13.7	2	M30	SAG
Blended Training and Learning	ND	T13.6	1	M18	UNIN
Promotional eBrochure	OG	T13.2	2	M9	UNIN

Figure 6: Impact Plan

Figure 7 presents guidance on how much effort each partner should spend in each dissemination activity.

This calculation was made taking into consideration ZDMP WP13 partner man-months as presented in the DOA. During the duration of the project these figures will be readjusted if needed but no major changes to overall responsibilities are predicted to occur.

Dissemination Activity	Task	UNIN	FORD	MRHS	MASS	HSD	FIDIA	FORM	CONS	PTM	FLEX	CEI	CONT	ALPHA	DIN	SAG	SCALE	CET	VSYS	ACS	PROF	SOFT	EXTE	ALONG	ROOT	ITI	UPV	IKER	UOS-ITI	ICE	TAU
Project Identify	T13.1	0,10																													0,10
PowerPoint Template and Slide Pack	T13.1																														0,20
Website	T13.2																														2,00
Business Card	T13.2																									0,20					
Website Traffic Growth & Monitoring	T13.2																														0,50
Social Networks - LinkedIn	T13.3	0,50																													
Social Networks - Facebook	T13.3	0,50																													
Social Networks - YouTube	T13.3	0,50																													
Infographics/Visualisation	T13.3																														0,25
Marketing Video (concept)	T13.2																									0,50					2,00
Marketing Video (pilots and platform)	T13.2	0,10	0,10	0,10	0,10	0,10	0,10	0,10	0,10	0,10	0,10	0,10	0,10	0,10	0,10									0,10	0,50		0,10				
Printed Media - Flyer	T13.2																														0,75
Printed Media - Brochure (concept)	T13.2	0,50																													
Printed Media - Brochure (pilots and Platform)	T13.2	0,25	0,10	0,10	0,10	0,10	0,10	0,10	0,10	0,10	0,10	0,10	0,10	0,10	0,10									0,10			0,10				
Printed Media - ZDMP Banner	T13.2																									0,55					
Printer Media - Collaboration Banner	T13.2																									0,50					
eNewsletter	T13.3	0,50																													0,25
Press Releases	T13.3	0,50																													0,25
Collaboration Meetings	T13.4	0,75			1,00		2,00	1,00					1,00			1,00	1,00					1,00	1,00		1,00	1,00	3,00	1,00	1,50	1,00	
Industrial Conferences	T13.3	1,00				0,50	0,50								0,20	0,50					0,50					1,00	1,00				
Scientific Conferences	T13.5	3,25	0,50	0,50	0,50	0,50	0,50	0,50	0,50	0,50	0,50	0,50	0,50	0,50	0,50	0,50	0,50	0,50	0,50	0,50	0,50	0,50	0,50	0,50	0,50	0,25	0,50	0,50	0,50	2,90	0,50
Industrial Exhibitions	T13.3	1,00				0,25	0,25								0,15	0,25					0,25					1,00	1,50				
Workshops - Scientific	T13.5	1,00				0,25	0,25								0,15	0,25					0,25					1,00	1,50				
Workshops - Industrial	T13.3	0,50	0,50	0,50	0,50	0,50	0,50	0,50	0,50	0,50	0,50	0,50	0,50	0,50	0,50	0,50	0,50	0,50	0,50	0,50	0,50	0,50	0,50	0,50	0,50	0,50	0,50	0,50	0,50	0,50	0,50
Workshops - Hackathons	T13.5						1,00								1,00						1,00					1,00	1,00				
Standardization	T13.4	0,25													0,50												1,00			0,50	
Advisory Board	T13.5	0,50					1								0,5	1					2				0,5		1			1	
Ambassador Programme	T13.7															4					2										
Blended Training and Learning	T13.6	6														1					1				2						6
Open Call Dissemination	T12.2	0,25	0,25	0,25	0,25	0,25	0,25	0,25	0,25	0,25	0,25	0,3	0,25	0,25	0,25	0,25	0,25	0,25	0,25	0,25	0,25	0,25	0,25	0,25	0,25	0,25	0,25	0,25	0,25	0,25	0,25

Figure 7: Partner Effort Allocation

## 2.1 Actions and Status

In this section, all dissemination activities are listed in the grids below including their status, the responsible partner, and their results in current reporting month.

As mentioned in section 1, this document framework will be used to report all activities of T13.2, T13.3, T13.4, T13.5, T13.6, and T13.7 on an ongoing basis. To do this, each grid has a subsection marked “Delivery to date” where regular biannual (where relevant) updates will be given (if applicable) so fulfilling the reporting conditions. For more complex/larger outcomes there may be pointers to the annex or external resources. For some of these external resources, which are only available on the ZDMP internal information systems, reviewers will be granted specific access once requested.

Graphics	Identification
	Grid plan is revised
	Grid outcomes are updated
	Work is completed
	Outcome is not completed (and should have been)
	Work is ongoing but no outcomes reported yet

Figure 8: Dissemination activities status

The grid overleaf (Figure 9) in shows the matrix between the stated dissemination activities, their status, and if there are either plan changes or outcome updates which have thus been updated in the detailed grids. The next sub-section details these dissemination activities.

Dissemination Activity	Status	Task	Next Iteration	M3	M9	M18	M30	M36	M42	M84
Project Identity	CF	T13.2	N/A	✓						
PowerPoint Template	CF	T13.2	N/A	✓						
PowerPoint ZDMP Template	CP Phase M5	T13.2	M18	✓						
Deliverable Document Template	CF	T13.2	N/A	✓						
Website	CP Phase M3	T13.2	M9	✓						
Business Card	CF	T13.2	N/A	✓						
Website Traffic Growth & Monitoring	OG	T13.2	M9	🔄						
Social Networks - LinkedIn	OG	T13.3	M9	🔄						
Social Networks - Facebook	OG	T13.3	M9	🔄						
Social Networks - YouTube	OG	T13.3	M9	🔄						
Infographics/Visualisation	CP Phase M5	T13.3	M18	✓						
Marketing Video (Concept)	ND	T13.2	M9							
Marketing Video (Pilots and Platform)	ND	T13.2	M30							
Marketing Video (Experiments)	ND	T13.2	M42							
Printed Media – Flyer	CP Phase M4	T13.2	M18	✓						
Printed Media – Brochure	OG	T13.2	M9	🚶						
Printed Media – Roll-Up	CP Phase M4	T13.2	M18	✓						
Printed Media – Banner	OG	T13.2	M9	🚶						
eNewsletter	NS	T13.3	M9							
Press Releases	CP Phase M3	T13.3	M18	✓						
Collaboration Meetings	OG	T13.4	M9	🔄						
Industrial Conferences	OG	T13.3	M9	🔄						
Scientific Conferences	OG	T13.3	M9	🔄						
Industrial Exhibitions	ND	T13.3	M18							
Workshops – Scientific	OG	T13.5	M18	🔄						
Workshops – Industrial	ND	T13.5	M18							
Workshops – Hackathons	NS	T13.5	M30							
Standardization	OG	T13.4	M9	🔄						
Advisory Board	ND	T13.5	M18							
Ambassador Programme	ND	T13.7	M30							
Blended Training and Learning	ND	T13.6	M18							
Promotional eBrochure	OG	T13.2	M9							

Figure 9: Dissemination Activities Status

## 2.1.1 Project Identity

Name	Project Identity	CF
Task	T13.2	
Next Iteration	N/A	
Status	Completed	
Focus	Dissemination	
Phase	Inform and Inspire	
Type	Other	
Purpose	Visibility	
Audience	Internal	
Planned Date	Ready to use in all dissemination channels	
Responsibility	UNIN/ICE	
Description/ Content	The logo is the main tool to create direct visual recognition of ZDMP	
Monitoring	Impact Manager	
Priority	1=Critical	
2019-Q1	<p>The logo is the main tool to create direct visual recognition of ZDMP. Therefore, the logo is simple and easy to recognize. The ZDMP logo is as per the graphic below and variants are available to project partners on the internal ownCloud repository, including different sizes and continuous/transparent background version, as presented in Figure 10</p> <div data-bbox="603 1052 1212 1310" data-label="Image"> <p>The logo consists of the text 'ZERO DEFECTS' in a bold, red, sans-serif font, enclosed in a red rectangular box with a thin border. Below this box, the words 'Manufacturing Platform' are written in a bold, red, sans-serif font. To the right of this text, the letters 'ZDMP' are written vertically in a bold, red, sans-serif font.</p> </div> <p data-bbox="750 1332 1069 1377">Figure 10: ZDMP logo</p>	

## 2.1.2 PowerPoint Template

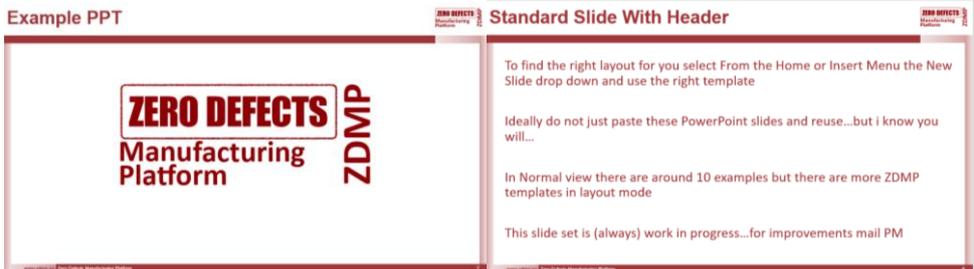
Name	PowerPoint Template	CF
Task	T13.2	
Next Iteration	N/A	
Status	Completed	
Focus	Dissemination	
Phase	Inform and Inspire	
Type	General Dissemination	
Purpose	Visibility, Quality	
Audience	General	
Planned Date	Ready to use before first plenary meeting	
Responsibility	ICE	
Description/ Content	A PowerPoint template with which the consortium can easily create ZDMP presentations	
Monitoring	Impact Manager	
Priority	1=Critical	
2019-Q1	<p>It is mandatory to make use of the ZDMP PowerPoint template for external presentation regarding ZDMP. It is available to project partners on the internal ownCloud repository and follows the structure presented in Figure 11. Similarly, for the ZDMP Word document, it is necessary to follow the template and the instructions for use.</p> 	

Figure 11: PowerPoint template

2.1.3 PowerPoint ZDMP Presentation

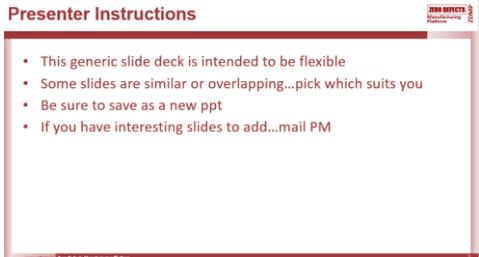
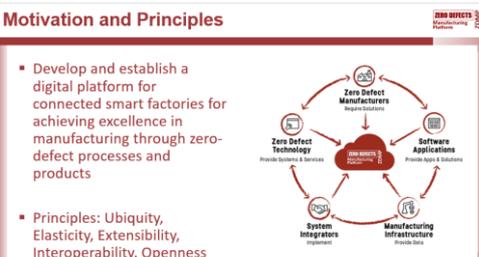
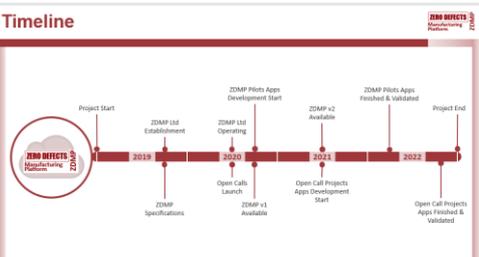
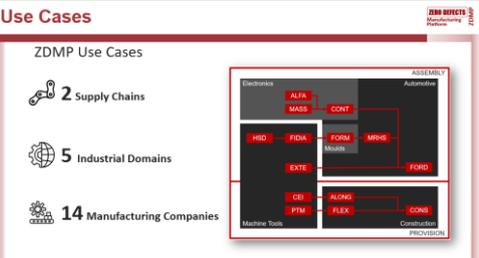
Name	PowerPoint ZDMP Presentation		CP M5
Task	T13.2		
Next Iteration	N/A		
Status	Completed		
Focus	Dissemination		
Phase	Inform and Inspire		
Type	General Dissemination		
Purpose	Visibility, Quality		
Audience	General		
Planned Date	Ready to use by the partners to disseminate ZDMP		
Responsibility	ICE		
Description/Content	A PowerPoint ZDMP presentation slides prepared with project information to support, facilitate, and harmonize the disseminate presentations of the different partners		
Monitoring	Impact Manager		
Priority	2=Expected		
2019-Q1	<p>The PowerPoint ZDMP presentation pretends to support each partner to prepare their presentation to disseminate the project. It is available to project partners on the internal ownCloud repository and follows the structure presented in Figure 12</p> <div style="display: flex; flex-wrap: wrap;"> <div style="width: 50%;">  <p><b>Presenter Instructions</b></p> <ul style="list-style-type: none"> <li>This generic slide deck is intended to be flexible</li> <li>Some slides are similar or overlapping...pick which suits you</li> <li>Be sure to save as a new ppt</li> <li>If you have interesting slides to add...mail PM</li> </ul> </div> <div style="width: 50%;">  <p><b>Big Picture</b></p> <p>4 Years 19M€ Cost 18 SME Funding 3/2ME For Calls – Start 2021-March 30 Partners + 1 Linked Third Party 4 Domain and 1 Cross Domain Demonstrator DT-ICT-07-2018-2019</p> <p>www.zdmp.eu info@zdmp.eu</p> <p>PM: Stuart.Campbell@informationcatalyst.com</p> </div> <div style="width: 50%;">  <p><b>Motivation and Principles</b></p> <ul style="list-style-type: none"> <li>Develop and establish a digital platform for connected smart factories for achieving excellence in manufacturing through zero-defect processes and products</li> <li>Principles: Ubiquity, Elasticity, Extensibility, Interoperability, Openness</li> </ul> </div> <div style="width: 50%;">  <p><b>Timeline</b></p> <p>Project Start (2019) → ZDMP 1st Establishment (2019) → ZDMP 1st Operating (2020) → ZDMP v1 Available (2020) → ZDMP v2 Available (2021) → ZDMP Pilot Apps Development Start (2021) → ZDMP Pilot Apps Finished &amp; Validated (2022) → Project End (2022)</p> </div> <div style="width: 50%;">  <p><b>Sectors</b></p> <p>Automotive, Machine Tool, Cross Domain, Electronics, Construction, Experimentation Facility, Reference Implementation</p> </div> <div style="width: 50%;">  <p><b>Use Cases</b></p> <p>ZDMP Use Cases</p> <ul style="list-style-type: none"> <li>2 Supply Chains</li> <li>5 Industrial Domains</li> <li>14 Manufacturing Companies</li> </ul> <p>ASSEMBLY: Electronics (ALFA, MASS, COAT), Automotive (HSD, FIDA, FORM, MRGS, EXTE, FORI, CBI, ALONG, FLEX, ECNE)</p> </div> </div>		

Figure 12: PowerPoint ZDMP Presentation

### 2.1.4 Deliverable Document Template

Name	Deliverable Document Template	CF
Task	T13.2	
Next Iteration	N/A	
Status	Completed	
Focus	Dissemination	
Phase	Inform and Inspire	
Type	General Dissemination	
Purpose	Visibility, Quality	
Audience	General	
Planned Date	Ready to use before first plenary meeting	
Responsibility	ICE	
Description/ Content	A Word document with which the consortium can easily create ZDMP deliverables	
Monitoring	Impact Manager	
Priority	1=Critical	
2019-Q1	It is mandatory to make use of the ZDMP Word document template for writing ZDMP deliverables. It is available to project partners on the internal ownCloud repository and follows the structure presented in Figure 13	

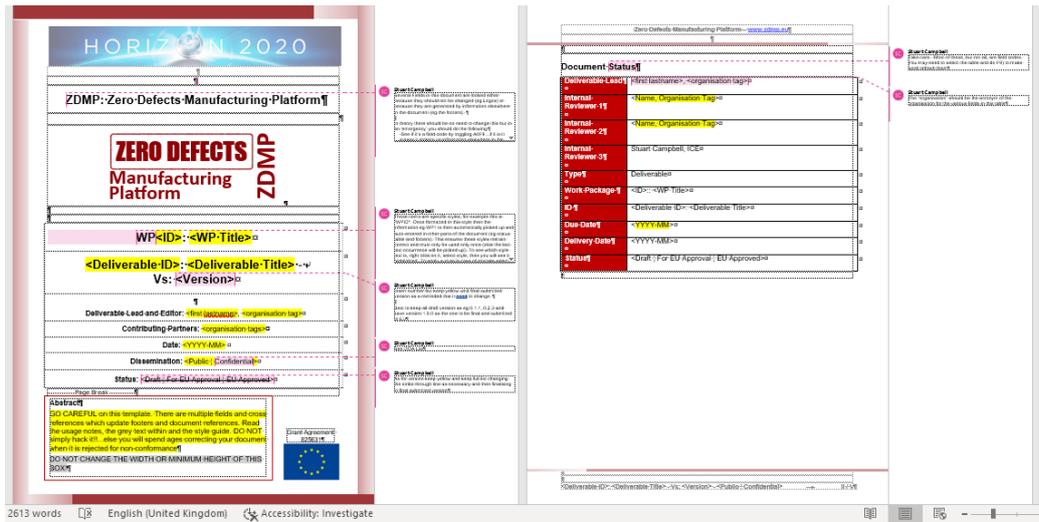


Figure 13: Word Template

2.1.5 Website

Name	Website	CP M3
Task	T13.2	
Next Iteration	M9	
Status	Completed (Update) (it will have several iterations to update the site with the new results)	
Focus	Dissemination	
Phase	Inform and Inspire	
Type	Website	
Purpose	Visibility	
Audience	General	
Planned Date	Website was ready since the first day of the project	
Responsibility	ICE	
Description/ Content	<p>The ZDMP website is designed to be a place to turn to for key information about the project and about its latest developments. The website contains information about the project objectives, expected outputs, pilots description and results, publications, events, etc. It is used to disseminate news, events, and achievements. Currently, the website lists:</p> <ul style="list-style-type: none"> <li>• Concept: ZDMP concept explanation highlighting its main added value, and a description of the project</li> <li>• Platform: A view on the combination of the different ZDMP components and workpackages to describe the platform</li> <li>• Technologies: Description the technology used in the development of the ZDMP Apps, this technology is provided by different areas, such CREMA, C2NET, and vf-OS</li> <li>• Calls: To dissemination about the open call and explain how it works.</li> <li>• Partners: A presentation of partners' logos</li> <li>• Use Cases: ZDMP has 4 pilots with 13 use cases and wants to provide public access to ensure validation through an agile approach</li> <li>• Links: links to other projects and solutions that are related with the project</li> <li>• Contact: to give the possibility to all people to give suggestions and make questions about the project</li> <li>• Publications: List of all the publications made during the project</li> </ul>	
Monitoring	Impact Manager	
Priority	1=Critical	
2019-Q1	<p>A sample of the ZDMP website (<a href="http://www.zdmp.eu">www.zdmp.eu</a>) is presented in Figure 14</p> 	

The screenshot displays the website's layout, including a top navigation bar with links like 'Home', 'Concept', 'Platform', 'Technologies', 'Calls', 'Partners', 'Links', and 'More'. The main content area is divided into several sections:

- Introduction:** A paragraph explaining that ZDMP aims to provide an extendable platform for supporting factories with a high interoperability level to cope with the concept of connected factories to reach the zero defects goal.
- Concept Diagram:** A central diagram titled 'ZDMP: Steering Manufacturing to Zero Defects Product'. It shows a flow from 'Digital Design Feedback System' through 'ZDMP Apps (Planning)', 'ZDMP Core Services (Design & Analyzing)', and 'Process & Control Data' to 'Zero Defect Product'. It also includes 'AI/ML Models (AI)' and 'Product & Process Quality Improvement/Feedback' loops.
- Partner Logos:** A grid of logos for various partners, including VICE Information Catalyst, UNINOVA, Ford, SIVECO, Software AG, SOFFTECO, Continental Automotive Romania, VIDEO SYSTEMS, Deutsches Institut fuer Normung, and Alfa Test.

Figure 14: ZDMP website

## 2.1.6 Business Card

Name	Business Card	CF
Task	T13.2	
Next Iteration	N/A	
Status	Completed	
Focus	Dissemination	
Phase	Inform and Inspire	
Type	Marketing Material	
Purpose	Visibility	
Audience	General	
Planned Date	Business card is ready since the first day of project	
Responsibility	UPV / to be used by All	
Description/ Content	The business card is a professional card through which ZDMP can disseminate in a specific target group	
Monitoring	Impact Manager	
Priority	3=Whenever Possible	
2019-QMR1	<p>The ZDMP business card is available for all partners to distribute to their contacts, enabling the dissemination of the project, enabling communication, and aiming to inform the most possible persons about its importance and inspire people to use the developed platform and tools</p>  <p style="text-align: center;">Figure 15: ZDMP Business Card (Front/Back)</p>	

## 2.1.7 Website Traffic Growth & Monitoring

Name	Website Traffic Growth & Monitoring	OG
Task	T13.2	
Next Iteration	M9	
Status	Ongoing (it will have several iterations along the project to monitor the website traffic)	
Focus	Dissemination	
Phase	Inform and Inspire	
Type	Website	
Purpose	Visibility	
Audience	General	
Planned Date	Throughout whole project lifespan. Measure data from M1 to M9, M10 to 18, M19 to 30, and M31 to 48 will be reported in D13.1bcde respectively	
Responsibility	ICE	
Description/ Content	Google Analytics <sup>2</sup> is used to measure the traffic on the ZDMP website	
Monitoring	Impact Manager	
Priority	1=Critical	
2019-QMR1	Not due yet	

<sup>2</sup> <https://marketingplatform.google.com/about/analytics/>

## 2.1.8 Social Networks – LinkedIn

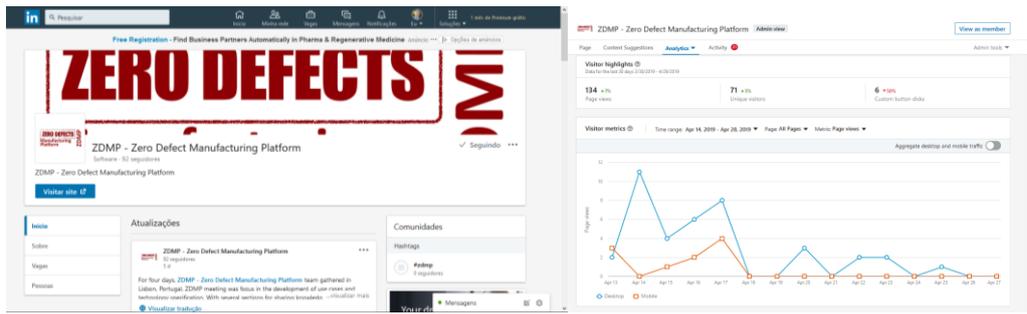
Name	Social Networks – LinkedIn	OG
Task	T13.3	
Next Iteration	M9	
Status	Completed (multiple deliveries all on track, but not ended)	
Focus	Dissemination	
Phase	Inform and Inspire	
Type	General Dissemination	
Purpose	Visibility	
Audience	General	
Planned Date	Throughout whole project lifespan. Measure data from M1 to M9, M10 to 18, M19 to 30, and M31 to 48 will be reported in D13.1bcde respectively	
Responsibility	UNIN / to be used by All	
Description/ Content	LinkedIn is a professional network through which ZDMP can address specific target groups. It is targeted to professional networking and to create a sustainable ZDMP network in which the status of the project but also project outcomes can be shared	
Monitoring	Impact Manager	
Priority	2=Expected	
2019-QMR1	<p>The ZDMP LinkedIn<sup>3</sup> page is available as presented in Figure 16. It presents the project logo, same images that on website on the background but rearranged to fit, and tries to lightly describe the project goals, similarly to the Facebook description</p>  <p>The screenshot shows the LinkedIn profile for 'ZDMP - Zero Defect Manufacturing Platform'. The header features the company logo and a navigation menu. Below the header, there are sections for 'Atualizações' (Updates) and 'Comunidades' (Communities). On the right side, there is an analytics dashboard with a line graph showing 'Page views' over time from April 14, 2019, to April 28, 2019. The graph shows two data series: 'Desktop' (blue line) and 'Mobile' (orange line). The desktop series shows a peak in page views around April 15th, while the mobile series shows a more gradual increase.</p>	

Figure 16: ZDMP LinkedIn

<sup>3</sup> <https://www.linkedin.com/company/zdmp-zero-defect-manufacturing-platform/>

### 2.1.9 Social Networks – Facebook

Name	Social Networks – Facebook	OG
Task	T13.3	
Next Iteration	M9	
Status	Completed (multiple deliveries all on track, but not ended)	
Focus	Dissemination	
Phase	Inform and Inspire	
Type	General Dissemination	
Purpose	Visibility	
Audience	General	
Planned Date	Throughout whole project lifespan. Measure data from M1 to M9, M10 to 18, M19 to 30, and M31 to 48 will be reported in D13.1bcde respectively	
Responsibility	UNIN / to be used by All	
Description/ Content	Facebook is a social network in which ZDMP can create a network of ‘friends’ to syndicate content to. The ZDMP Facebook page is publicly available	
Monitoring	Impact Manager	
Priority	2=Expected	
2019-QMR1	<p>The ZDMP Facebook<sup>4</sup> page presented in Figure 17 shows the project logo, and a background image that is similar to the one presented in the project website. It also describes project goals aligned with LinkedIn description and has a direct connection to the ZDMP website</p>  <p style="text-align: center;">Figure 17: ZDMP Facebook</p>	

<sup>4</sup> <https://www.facebook.com/ZDMP-Zero-Defects-Manufacturing-Platform-2139698843026762/>

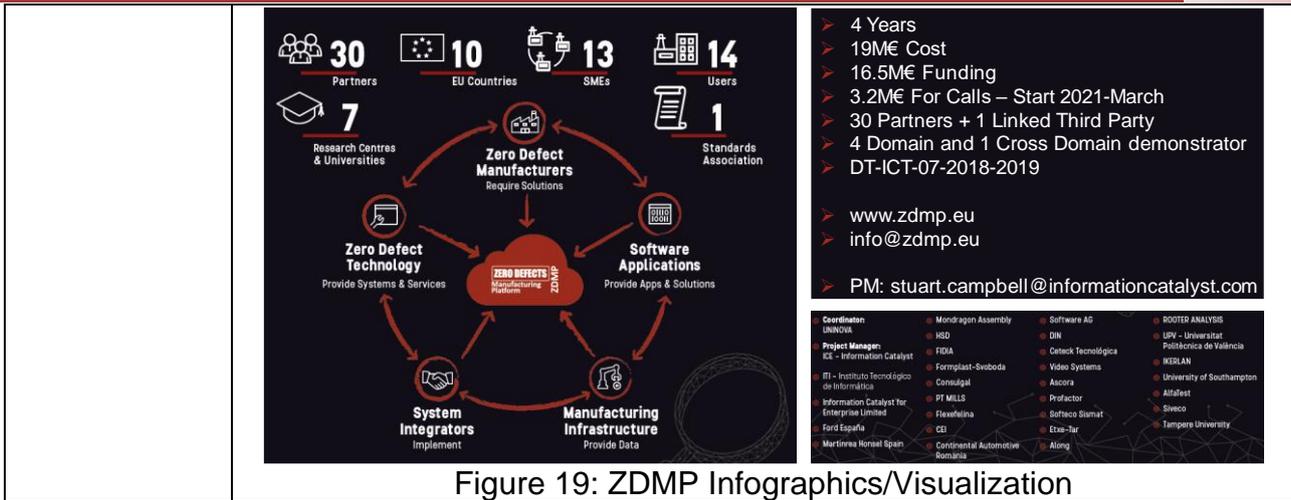
### 2.1.10 Social Networks – YouTube

Name	Social Networks – YouTube	OG
Task	T13.3	
Next Iteration	M9	
Status	Completed (multiple deliveries all on track, but not ended)	
Focus	Dissemination	
Phase	Inform and Inspire	
Type	General Dissemination	
Purpose	Visibility	
Audience	General	
Planned Date	Throughout whole project lifespan. Measure data from M1 to M9, M10 to 18, M19 to 30, and M31 to 48 will be reported in D13.1bcde respectively	
Responsibility	UNIN / to be used by All	
Description/ Content	YouTube is a social video-sharing network in which ZDMP can create a network of 'friends' to syndicate video content to, i.e. sharing videos with the ZDMP content. The ZDMP YouTube page is publicly available. The videos that will be produced to be available on YouTube are described in section 2.1.12 and section 2.1.13	
Monitoring	Impact Manager	
Priority	2=Expected	
2019-QMR1	<p>The ZDMP YouTube<sup>5</sup> page presented in Figure 18 shows the project logo and a background image, that is similar to the one presented in the project website. The main idea of YouTube is to disseminate the project through videos, since the project is in an initial phase, it does not yet contain videos</p>  <p style="text-align: center;">Figure 18: ZDMP YouTube</p>	

<sup>5</sup> <https://www.youtube.com/channel/UCowh6hKjIjYfwxX3Rop0zPQ>

### 2.1.11 Infographics/Visualisation

Name	Infographics/Visualisation	CF
Task	T13.3	
Next Iteration	M18	
Status	Completed (in M18 it will be a review to verify if it is needed to do changes)	
Focus	Dissemination	
Phase	Inform and Inspire	
Type	General Dissemination	
Purpose	Visibility	
Audience	General	
Planned Date	Infographics/Visualisation is ready to be used by all partners since M4	
Responsibility	ITI/ICE	
Description/ Content	<p>Infographics will be used to disseminate ZDMP information, data, or knowledge through graphic visual representations. With the use of infographics will be possible to demonstrate the state of the dissemination (quantity of papers, journals, etc, quantity per year of views in the social networks, etc), apps that were developed during the project, use cases being developed against the ones that are in validation, etc.</p>	
Monitoring	Dissemination Manage, Technical Manager and User Manager	
Priority	2=Expected	
2019-QMR1	<p>The first version of the ZDMP Infographics are presented in Figure 19</p>	



**2.1.12 Marketing Video (Concept)**

Name	Marketing Video (Concept)	ND
Task	T13.2	
Next Iteration	M9	
Status	Not Started	
Focus	Dissemination	
Phase	Inform and Inspire	
Type	Marketing Material	
Purpose	Visibility	
Audience	General	
Planned Date	Marketing video of the ZDMP concept is planned to be ready at M12	
Responsibility	ITI	
Description/ Content	For dissemination of ZDMP to a wide and generic audience, and to be used in events, a video will be created that illustrates an insight of the aims, objectives, challenges, and stakeholders of the project. The goal is to highlight concept and features of the platform that are easily understood by the general audience. The placement of the video will be on YouTube and will be distributed by the official ZDMP website, eNewsletter, and social networks.	
Monitoring	Impact Manager	
Priority	2=Expected	
2019-QMR1	Not available yet	

**2.1.13 Marketing Video (Pilots & Platform)**

Name	Marketing Video (Pilots and Platform)	ND
Task	T13.2	
Next Iteration	M30	
Status	Not Started	
Focus	Dissemination	
Phase	Inform and Inspire	
Type	Marketing Material	
Purpose	Visibility	
Audience	Technical and Industrial	
Planned Date	Marketing video of the ZDMP pilots and platform is planned to be ready at M30	
Responsibility	ITI and Pilots Users	
Description/ Content	For dissemination of ZDMP to a technology and user audience, and for use in events, a video will be created that gives an insight to the aims, objectives, challenges, and stakeholders of each pilot. The goal is to highlight the obtained results of the platform and results in each pilot that are easily understood by technical and user audience. One video for each pilot (the project includes four pilots) and one or two movies to describe the ZDMP platform and results will be produced. The placement of the video will be on YouTube and will be distributed by the official ZDMP website, eNewsletter, and social networks.	
Monitoring	Impact Manager	
Priority	2=Expected	
2019-QMR1	Not available yet	

**2.1.14 Marketing Video (Experiments)**

Name	Marketing Video (Experiments)	ND
Task	T13.2	
Next Iteration	M42	
Status	Not Started	
Focus	Dissemination	
Phase	Inform and Inspire	
Type	Marketing Material	
Purpose	Visibility	
Audience	Technical and Industrial	
Planned Date	Marketing video of the ZDMP experiments is planned to be ready at M42	
Responsibility	ITI and sub-calls experiments	
Description/ Content	For dissemination of ZDMP to a technology and user audience, and for use in events, a video will be created with the best experiments resulted of the ZDMP sub-calls. The goal is to highlight the obtained results of the platform and results of the sub-calls experiments and results in best experiments that are easily understood by technical and user audience. The placement of the video will be on YouTube and will be distributed by the official ZDMP website, eNewsletter, and social networks.	
Monitoring	Impact Manager	
Priority	2=Expected	
2019-QMR1	Not available yet	

2.1.15 Printed Media – Flyer

Name	Printed Media – Flyer		CP M4
Task	T13.2		
Next Iteration	M18 (in M18 there will be a review to verify if changes are needed)		
Status	Completed		
Focus	Dissemination		
Phase	Inform and Inspire		
Type	Marketing Material		
Purpose	Visibility		
Audience	General		
Planned Date	The flyer is ready for dissemination since M4		
Responsibility	ITI		
Description/ Content	ZDMP will develop project flyers ('tri-folds') as a form of project dissemination intended for wide distribution. The ZDMP Flyer will be a small hand-out (A4/A5 size) that communicates the project's main message, main research objectives, context, contact details and project partners. The flyers will be dissemination material used as the point-of-entry to capture the interest of the audience. The distribution will be handed out to the interested audience through different events.		
Monitoring	Impact Manager		
Priority	2=Expected		
2019-QMR1	<p>A first version of the ZDMP Flyer was designed and is illustrated in Figure 20. This is the first approach for the flyers to be used in the dissemination material</p> 		

Figure 20: ZDMP Flyer First Version

**2.1.16 Printed Media – Brochures**

Name	Printed Media – Brochures	OG
Task	T13.3	
Next Iteration	M9	
Status	Ongoing	
Focus	Dissemination	
Phase	Inform and Inspire	
Type	Marketing Material	
Purpose	Visibility	
Audience	General	
Planned Date	The brochures are planned to be ready for dissemination at M9	
Responsibility	UNIN	
Description/ Content	Brochures will be published to show objectives, advances, benefits, and exploitable results generated by the project activities, adapted to different and various target groups. This brochure contains more business-oriented information about ZDMP, and description of the ZDMP pilots. Templates are expected to be created for this and will be included in the M9 report.	
Monitoring	Impact Manager	
Priority	2=Expected	
2019-QMR1	Not available yet	

2.1.17 Printed Media –Roll-Up

Name	Printed Media – Roll-Up	CP M3
Task	T13.2	
Next Iteration	M18	
Status	Completed (in M18 there will be a review to verify if changes are needed)	
Focus	Dissemination	
Phase	Inform and Inspire	
Type	Marketing Material	
Purpose	Visibility	
Audience	General	
Planned Date	The roll-up is ready for dissemination since M4	
Responsibility	ITI	
Description/ Content	For public events generic roll-up banner will be developed of standard dimensions	
Monitoring	Impact Manager	
Priority	2=Expected	
019-QMR1	<p>A first version of the poster/roll-up is presented in Figure 21, the aim of this dissemination material is to demonstrate the concept of the project</p> 	

Figure 21: ZDMP Poster/Roll-Up

**2.1.18 Printed Media – Banner**

Name	Printed Media – Banner	OG
Task	T13.2	
Next Iteration	M9	
Status	Ongoing	
Focus	Dissemination	
Phase	Inform and Inspire	
Type	Marketing Material	
Purpose	Visibility	
Audience	General	
Planned Date	The banner is planned to be ready for dissemination at M9	
Responsibility	UNIN	
Description/ Content	This banner should support ZDMP presence in events and create interest with the audience to approach to the stand and discuss the project directly with one of the ZDMP partners. The banner will have a large size (eg 6m per 1m) to be possible to see in big spaces. It will have the logo, name, and website to advertise new people to know the project.	
Monitoring	Impact Manager	
Priority	2=Expected	
2019-QMR1	Not available yet	

**2.1.19 eNewsletter**

Name	eNewsletter	NS
Task	T13.3	
Next Iteration	M9	
Status	Ongoing	
Focus	Dissemination	
Phase	Inform and Inspire	
Type	General Dissemination	
Purpose	Visibility	
Audience	General	
Planned Date	Once a year with contributions from all partners	
Responsibility	UNIN	
Description/ Content	A virtual newsletter (eNewsletter) will be sent once a year to interested stakeholders on a subscription basis, managed through the ZDMP website	
Monitoring	Impact Manager	
Priority	1=Critical	
2019-QMR1	Not available yet	

2.1.20 Press Releases

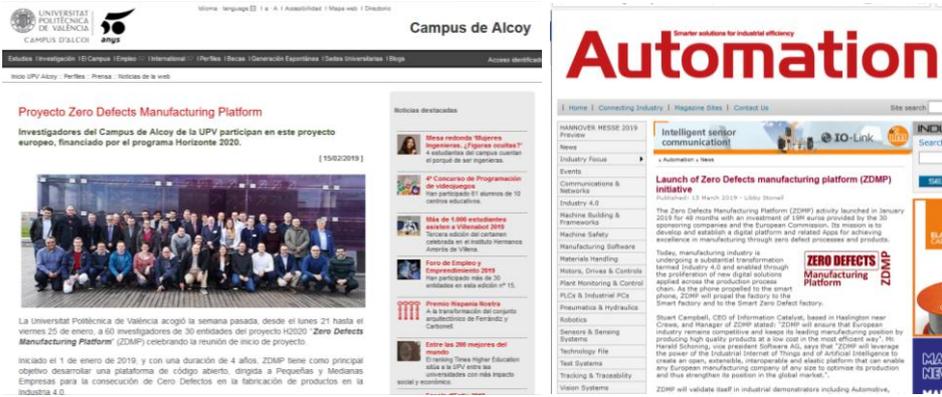
Name	Press Releases	CP M3
Task	T10.3	
Next Iteration	M9	
Status	Ongoing	
Focus	Dissemination	
Phase	Inform and Inspire	
Type	General Dissemination	
Purpose	Visibility	
Audience	General	
Planned Date	At least three per year, with contributions from all partners	
Responsibility	ICE/UNIN	
Description/ Content	The ZDMP consortium will publish several press releases during the project's lifetime. Press releases may take the form of traditional ones as well as digital press releases	
Monitoring	Impact Manager	
Priority	2=Expected	
2019-QMR1	<p>A first press release was in the process of submission by different partners in several online press website (including UPV, ICE, ASC, SAG, SOFT, ROOT, TAU, PROF, and FIDIA). In this first version, the project was presented to the public, describing the project and its objectives. A generic release was created by ICE/UNIN and then each partner could modify some texts, and the language, for their own environment. Further results of this will be in the next report.</p> 	

Figure 22: ZDMP Newsletter examples

## 2.1.21 Collaboration Meetings

Name	Collaboration Meetings	OG
Task	T13.4	
Next Iteration	M9	
Status	Ongoing	
Focus	Dissemination	
Phase	Involve and Contribute	
Type	Other	
Purpose	Visibility	
Audience	EC, Technical, and Industrial	
Planned Date	Average of 2 participants in every cluster event and 10 bilateral meetings with other projects	
Responsibility	IKER/UNIN	
Description/ Content	The project plans to adopt a high profile in the European FOF Program. In this activity, the members of the consortium will liaise with related EU projects, to ensure a higher scientific and technological impact of ZDMP findings and to foster exploration of synergies to safeguard sustainability of the work done within the project. ZDMP already established collaboration with the eFactory and Qu4lity projects.	
Monitoring	Impact Manager	
Priority	2=Expected	
2019-QMR1	ZDMP already established collaboration with eFactory and Qu4lity projects, at this moment the collaboration consists in preparing two joint workshops for dissemination and cooperation. In May, ZDMP will participate in the ZDM Cluster workshop and it will have a meeting with the ZDMP + eFactory to work at the definition and the next steps of the collaboration. ZDMP and eFactory have already agreed to plan a of joint activities possible and prioritise them. This will form part of a separate joint document and be summarised in this document in M9.	

## 2.1.22 Industrial Conferences

Name	Industrial Conferences	OG
Task	T13.3	
Next Iteration	M9	
Status	Ongoing	
Focus	Dissemination	
Phase	Inform and Inspire	
Type	Scientific Dissemination	
Purpose	Visibility	
Audience	Technical and Industrial	
Planned Date	ZDMP plans to participant in industrial conferences starting M9, when it starts to have material to disseminate	
Responsibility	IKER	
Description/ Content	<p>The presentation of project results in national and international events such as industrial conferences, trade fairs, and workshops is an important dissemination activity (such as EFFRA, Hannover Messe 2020, CEBIT Hannover, Smart Production Solutions, Mobile World Congress, ...), providing an opportunity to present ZDMP results and engage with various communities such as technological and industries.</p> <p>A precise plan will be updated in M9 after further discussions between partners.</p>	
Monitoring	Impact Manager	
Priority	2=Expected	
2019-QMR1	Not available yet	

**2.1.23 Scientific Conferences**

Name	Scientific conferences	OG
Task	T13.3	
Next Iteration	M9	
Status	Ongoing	
Focus	Dissemination	
Phase	Inform and Inspire	
Type	Scientific Dissemination	
Purpose	Visibility	
Audience	General	
Planned Date	ZDMP plan to participant in scientific conferences starting M9, when it starts to have material to disseminate	
Responsibility	UNIN	
Description/ Content	<p>The presentation of research findings in national and international events such as scientific conferences and summer school is an important dissemination activity, providing an opportunity to present ZDMP results and engage with various communities.</p> <p>A precise plan will be updated in M9 after further discussions between partners and describing how to use the OpenAIRE to support the dissemination plan. The open access aspect of H2020 are being identified, analysed, and studied based on Sherpa/Romeo to be included in the next update version of this deliverable.</p>	
Monitoring	Impact Manager	
Priority	2=Expected	
2019-QMR1	Not available yet	

**2.1.24 Industrial Exhibitions**

Name	Industrial Exhibitions	ND
Task	T13.3	
Next Iteration	M18	
Status	Ongoing	
Focus	Dissemination	
Phase	Inform and Inspire	
Type	Technical Event	
Purpose	Visibility	
Audience	Technical and Industrial	
Planned Date	Until M9 is planned to participate in 3 industrial exhibitions	
Responsibility	SAG	
Description/ Content	<p>The presentation of project results in national and international industrial exhibitions is an important dissemination activity (such trade fairs, workshops, ...), providing an opportunity to present ZDMP results and engage with various communities such as technological and industries.</p> <p>A precise plan will be updated in M9 after further discussions between partners.</p>	
Monitoring	Impact Manager	
Priority	2=Expected	
2019-QMR1	Not available yet	

**2.1.25 Workshop – Scientific**

Name	Workshop Scientific	OG
Task	T13.5	
Next Iteration	M18	
Status	Ongoing	
Focus	Dissemination	
Phase	Share and Convince	
Type	Workshop	
Purpose	Visibility	
Audience	General	
Planned Date	Until M9 is planned to participate in 2 scientific workshops	
Responsibility	IKER/UNIN	
Description/ Content	ZDMP will organise one scientific oriented workshop per year. To reach a broad but also specialised group of participants, the aim is to couple the workshop to an existing and well-known big conference, dealing with ZDMP relevant issues. The workshop will provide ½-1-day presentations and promote the project concepts and results.	
Monitoring	Impact Manager	
Priority	1=Critical	
2019-QMR1	One scientific workshop will participate at the EFFRA ConnectedFactories Event which will be held on 22 May 2019 in Brussels. This event will be in cooperation with the eFactory and Qu4lity projects, and ZDMP will participate in the ZDM Cluster workshop. In June, ZDMP will join a workshop in ICE conference <sup>6</sup> with the participation of different projects related with Digital Manufacturing Platform.	

<sup>6</sup> <http://www.ice-conference.org/>

**2.1.26 Workshop – Industrial**

Name	Workshop – Industrial	ND
Task	T13.5	
Next Iteration	M18	
Status	Ongoing	
Focus	Dissemination	
Phase	Share and Convince	
Type	Workshop	
Purpose	Visibility	
Audience	Technical and Industrial	
Planned Date	Until M9 is planned to participate in 2 workshops scientific	
Responsibility	IKER/UNIN	
Description/ Content	ZDMP will organise industrial-oriented workshops whose aim is to reach a broad audience of industries to spread ZDMP results and promote its adoption in the several domains.	
Monitoring	Impact Manager, Technical Manager, and User Manager	
Priority	1=Critical	
2019-QMR1	One industrial workshop will be organised in the pilot countries to maximise the capability of ZDMP deployment, starting the second year of the project. The aim is to increase the exposure of developers and to convince industries to adopt ZDMP.	

**2.1.27 Workshop – Hackathons**

Name	Workshop – Hackathons	NS
Task	T13.5	
Next Iteration	M30	
Status	Not Started	
Focus	Dissemination	
Phase	Share and Convince	
Type	Workshop	
Purpose	Visibility	
Audience	General	
Planned Date	Until M30 is planned to start the preparation of the hackathons	
Responsibility	ITI	
Description/ Content	ZDMP will organise several hackathons whose aim is to reach a broad audience that is able validate the platform and, at the same time, it will spread ZDMP results and promote its adoption in the several domains, where the participants may already take action. This will be at M30	
Monitoring	Impact Manager, and Technical Manager	
Priority	1=Critical	
2019-QMR1	Not available yet	

**2.1.28 Standardization**

Name	Standardization	OG
Task	T13.4	
Next Iteration	M9	
Status	Ongoing	
Focus	Dissemination	
Phase	Involve and Contribute	
Type	Other	
Purpose	Visibility	
Audience	General	
Planned Date	Until M9 is planned to start preparing a standard inside the project and with the collaborative projects	
Responsibility	DIN	
Description/ Content	The results of the project will be analysed for their potential to be transposed into standardization documents or used as input into already existing standardisation activities at EU and international level. If the identified standardisation needs offer the opportunity, it is envisaged to initiate a process for the development of a standardisation document. This possibility will be discussed with the projects collaboration, with the aim of achieving more results. At the same time, it will be discussed with the cluster project about collaborative standards to be develop along the project's lifetime; this will be discussed in next collaborative meeting.	
Monitoring	Impact Manager and Technical Manager	
Priority	2=Expected	
2019-QMR1	Not available yet	

**2.1.29 Advisory Board**

Name	Advisory Board	ND
Task	T13.5	
Next Iteration	M18	
Status	Not Started	
Focus	Dissemination	
Phase	Involve & Contribute	
Type	Other	
Purpose	Visibility	
Audience	EC, Industrial	
Planned Date	Until M18 is planned to schedule the first advisory board meeting	
Responsibility	PROF	
Description/ Content	The advisory board will include several neutral outside parties to advise and nurture the project and specially to facilitate exploitation. It will be held in conjunction with plenaries/reviews/workshops at a rate of at least once per year, during a plenary meeting of the project	
Monitoring	Impact Manager, Project Manager, Technical Manager, and User Manager	
Priority	1=Critical	
2019-QMR1	Not available yet	

**2.1.30 Ambassador Programme**

Name	Ambassador Programme	ND
Task	T13.7	
Next Iteration	M18	
Status	Not Started	
Focus	Dissemination	
Phase	Involve & Contribute	
Type	Other	
Purpose	Visibility	
Audience	Technical and Industrial	
Planned Date	Until M18 is planned to schedule a meeting with the ambassadors	
Responsibility	SAG	
Description/ Content	The aim of the ambassador programme is to have ambassadors, who can promote the ZDMP concept to their cohorts of contacts and so create a leverage effect, to disseminate the project and its results	
Monitoring	Impact Manager, Project Manager, Technical Manager, and User Manager	
Priority	2=Expected	
2019-QMR1	Not available yet	

### 2.1.31 Blended Training and Learning

Name	Blended Training and Learning	ND
Task	T13.6	
Next Iteration	M18	
Status	Not Started	
Focus	Dissemination	
Phase	Involve & Contribute	
Type	Other	
Purpose	Visibility	
Audience	General	
Planned Date	Until M18 will be defined the quantity and name of the courses	
Responsibility	UNIN	
Description/ Content	The objective is to organise and deliver training and learning activities to transfer the project results and usability to academia, researchers, large enterprises and, notably, SMEs. A training delivery will be implemented through a blended approach including in-room and web-based eLearning with the support of MOODLE <sup>7</sup> , using a pattern of constructed knowledge about the tools and platform, where the user can start with no prior knowledge and escalate it to achieve an effective and proficient professional use.	
Monitoring	Impact Manager	
Priority	1=Critical	
2019-QMR1	Not available yet	

<sup>7</sup> <https://moodle.org/>

**2.1.32 Promotional eBrochure**

Name	Promotional eBrochure	ON
Task	T13.2	
Next Iteration	M9	
Status	Ongoing	
Focus	Dissemination	
Phase	Involve & Contribute	
Type	Other	
Purpose	Visibility	
Audience	General	
Planned Date	Until M9 is planned to prepare content for the promotional eBrochure	
Responsibility	UNIN	
Description/ Content	Promotional eBrochures are presentation folders embedding a small LCD screen a USB compatible memory card, and typically a few buttons, and a speaker. The intent is to promote the ZDMP project with the support of the eBrochures, showing the advantages of using ZDMP platform, and the pilots that will be developed.	
Monitoring	Impact Manager	
Priority	2=Expected	
2019-QMR1	Not available yet	

### 3 Dissemination Results

In this chapter, the results obtained in the different report periods (M3, M9, M18, M24, M36, M42 and M48) are summarized, to verify the differences that occurred between the different periods. In this way, it is possible to verify if the dissemination is being performed well and is obtaining the desired results. For each activity that is active in the different periods, an update will be made of its state, showing for each period its evolution and identifying if the dissemination is going as planned, this is presented in Figure 23.

Dissemination Activity	Type	M3	M9	M18	M30	M36	M42	M48	Metric
Project Identity		Done							-
PowerPoint Template		Done							-
PowerPoint ZDMP Presentation		Done							-
Deliverable Document Template		Done							-
Website	Website	Done							-
Business Card	Material	Done							-
Website Traffic Growth & Monitoring	Views	-							25% growth
Social Networks - LinkedIn	Connection	100							400
	Views	218							4000
Social Networks - Facebook	Likes	128							400
	Views	367							4000
Social Networks - YouTube	Views	0							500
Infographics/Visualisation		Done							-
Marketing Video (Concept)	Video								1
Marketing Video (Pilots & Platform)	Video								4
Marketing Video (Experiments)	Video								5
Printed Media – Flyer		1							4
Printed Media – Brochure									4
Printed Media – Roll-Up		1							2
Printed Media – Banner									2
eNewsletter									4
Press Releases	Releases	9							> 12
Collaboration Meetings									15
Industrial Conferences									15
Scientific Conferences									
Industrial Exhibitions									3
Workshops – Scientific									4-6
Workshops – Industrial									
Workshops – Hackathons									2
Standardization									-
Ambassador Programme									-
Blended Training & Learning									-
Promotional eBrochure									-

Figure 23: ZDMP Dissemination Results Summary

## 4 Conclusions

The purpose of this document is to produce and distribute the dissemination strategy and concrete actions needed to fulfil this strategy, in terms of a plan. Furthermore, it serves as a stem for reporting and measurement of all ZDMP dissemination activities.

All dissemination activities are presented in a framework created to identify responsibilities and outcomes and to monitor them and their impact.

This document series will report the activities of T13.2, T13.3, T13.4, T13.5, T13.6, and T13.7 with reporting editions at M3, M9, M18, M24, M36, M42, and M48. In these updated deliverables section 1 (Impact Strategy) will not be changed. Section 2 (Dissemination Plan) changes and additions will be described and reported. Section 3 will continue to summarize the metric obtained in each of the described periods.

At this initial stage, it is too early to garner significant results for the dissemination activities, but the primary areas are defined and in place, with the creation of project website, roll-up, social networks, etc. From here, the results of the project will significantly serve as content for the dissemination and play a major part on its effects. Nevertheless, the goals and ideas of the project will be used through the dissemination channels to inspire and bring positive attention for the project and attract people's awareness for its activities.

## Annex A: History

Document History	
<b>Versions</b>	<p>V0.8.0:</p> <ul style="list-style-type: none"> <li>• Created the chapter structure</li> <li>• Writing of the chapter UNIN/ICE</li> <li>• Define all the impact activities</li> </ul> <p>V0.9.0:</p> <ul style="list-style-type: none"> <li>• First Review of SOFTECO</li> <li>• Changes made based on the comments of the SOFTECO review</li> </ul> <p>V0.9.3:</p> <ul style="list-style-type: none"> <li>• Second Review of DIN</li> <li>• Changes made based on the comments of the DIN review</li> </ul> <p>V0.9.5:</p> <ul style="list-style-type: none"> <li>• Third Review of ICE</li> <li>• Changes made based on the comments of the ICE review</li> </ul> <p>V0.9.6:</p> <ul style="list-style-type: none"> <li>• Forth Review of SOFTECO</li> <li>• Changes made based on the comments of the SOFTECO review</li> </ul> <p>V0.9.7:</p> <ul style="list-style-type: none"> <li>• Fifth Review of DIN</li> <li>• Changes made based on the comments of the DIN review</li> </ul> <p>V0.9.9:</p> <ul style="list-style-type: none"> <li>• Review of UNIN</li> <li>• Changes made based on the review</li> </ul> <p>V0.9.9.5 – 1.0.09:</p> <ul style="list-style-type: none"> <li>• Review of ICE</li> <li>• Changes made based on the comments of the ICE review</li> </ul> <p>V1.0.10</p> <ul style="list-style-type: none"> <li>• EU Submitted Versions (M3)</li> </ul>
<b>Contributions</b>	<p>UNINOVA:</p> <ul style="list-style-type: none"> <li>• José Ferreira</li> </ul> <p>ICE:</p> <ul style="list-style-type: none"> <li>• Stuart Campbell</li> </ul> <p>SOFTECO:</p> <ul style="list-style-type: none"> <li>• Christian Melchiorre</li> <li>• Stefano Bianchi</li> </ul> <p>DIN:</p> <ul style="list-style-type: none"> <li>• Christian Grunewald</li> </ul>

## Annex B: References

None

**ZERO DEFECTS**  
**Manufacturing  
Platform** **ZDMP**

[www.zdmp.eu](http://www.zdmp.eu)