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## Executive Summary

The project MANUELA “Additive Manufacturing Using Metal Pilot Line” aims to advance and assure that metal Additive Manufacturing (AM) will live up to its long-term potential, concentrating on Laser Powder Bed Fusion (LPBF) and Electron Beam Melting (EBM) as the most developed and industrially relevant metal AM technologies at the current state-of-the-art.

Additive Manufacturing (AM) is an appropriate name to describe the technologies that build 3D objects by adding layer-upon-layer of material, whether the material is plastic, concrete or metal. Metal additive manufacturing allows, by enabling use of advanced design, production of high added value components, at levels that cannot be reached with conventional manufacturing technique. AM technology is widely acknowledged to be revolutionary that on the short-term it will alter the manufacturing and logistic landscape and on the long-term it will have significant impact towards common climate goals, increasing competitiveness edge of national manufacturing, opening new product areas, etc

Timely and effective dissemination of results is an essential part of every research project. This ensures that the gained knowledge or exploitable foreground can benefit the whole society, and that any duplication of research and development activities is avoided.

This document summarizes the strategy for disseminating the results of MANUELA project and the activities planned to give high visibility to the project, its achievements and partners. Dissemination activities will be developed with the aim to support the project exploitation, trying to attract and involve the stakeholders through specific communication activities.

Dissemination and Communication strategy will be regularly updated so that all possible dissemination and communication routes are used during the whole course of the project.

EC rules for dissemination are summarized in Chapter 2: guidelines for internal communication, dissemination and publication of the project contents, with reference to the EC Open Access policy, are provided to partners. The quality assurance and approval process are also described. The target audience is defined as well as the corresponding communication strategy: project website, brochures, multimedia and social media are addressed to broad public; scientific publications, publications in technology news server and participation to conferences are addressed to the scientific community; workshops, events, press releases and newsletters are addressed to additive manufacturing community, industry, policy makers and media, etc. A Dissemination plan and corresponding timelines, able to create awareness is developed and presented in the Timeline subchapter.

It is vital that the communication and dissemination of the project’s achievements should never jeopardise protected intellectual property (e.g. patent, product design) or further industrial application. In order to address this, before any activity (e.g. publication, presentation, etc.), strict rules of prior notice to all partners will be applied according to EC guidelines and the MANUELA Consortium Agreement. Partners will have the opportunity to refuse dissemination of their own know-how (background or results) by others when it could potentially harm their interests.

MANUELA dissemination and communication activities are presented especially in the Chapter 3. Chapter 3.3 describes the main dissemination materials such as project logo, website, fact sheet, leaflets & brochure, newsletters and press releases, and social media. Chapter 3.4 presents the organization of the MANUELA events like workshops, final conference and training activities. Chapter 3.5 is related to the publications of the MANUELA results in scientific events (conferences, symposia, meetings) and articles in relevant journals and periodicals as well as in press and media. Chapter 3.6 is addressed to the potential EU clustering activities.

## 1. Introduction

Deliverable 10.9 *Project dissemination and communication strategy* is part of the task 10.1 *Dissemination and communication*. The task states that “detailed marketing communications, will be generated, that includes: the services that the project provides, the consortium’s (combined) capability and expertise, definition of the target audience, actions and timeline. The project will include creation and updating of the Dissemination Plans and Reports”. The Dissemination activities and plan will be updated periodically by the use of “MANUELA recording dissemination” Excel file and information about dissemination will be also included in the periodic reports. “MANUELA recording dissemination” Excel file has already been distributed to MANUELA partners in order to declare the dissemination activities where will be involved in the coming 18 months. Inputs are included in this document in particular on the subchapter *Publications of the MANUELA results*.

The dissemination strategy has the objective to outline the main elements and strategic choices regarding the dissemination activities of the MANUELA project towards the most important stakeholder groups. The document will enable the project team to properly plan and implement all required dissemination activities in order to achieve the identified main objectives: implement communication activities targeted to different stakeholders, produce publicity materials for project outputs awareness and involve the additive manufacturing community throughout all phases of the project. Actively participate in conferences, workshops, trade-shows and courses and foster relationships with other framework projects and initiatives (clustering activities) are key initiatives for the plan.

## 2. Dissemination and Communication rules

### 2.1. Internal communication

Internal communication has always been regarded as one of the most important factors determining the success of a consortium. It is as important as the external communication, although in some cases can easily be overlooked. Some partnerships focus more on external communication with the target groups, neglecting communication flows among themselves. This should be at all costs avoided by institutions who are spread across different countries, and who cooperate on an EU-funded project, since their geographical dispersion alone makes their joint work extremely challenging.

Proper communication flow means that the information is concrete, clear and distributed in a timely manner to all interested parties, whilst maintaining a good balance between insufficient information and too much information.

The main objectives of internal communication within MANUELA are to:

- Share information among partners,
- Inform constantly about project progress,
- Identify problems (if any) and find proper solutions,
- Make decisions on project changes (if any).

Communication among the 20 partners will be carried out in the following manner: physical meetings will be organised every 6 months and Work Package (WP) and Project Steering Committee (PSC) teleconferences will be organised weekly or monthly. Any problematic issues will be immediately dealt with using appropriate solutions proposed in cooperation with involved partners.

In order to efficiently exchange information and documents internally, MANUELA will use a cloud-based management and storage platform (‘BOX’) hosted by Chalmers University of Technology. All partners will have easy access to BOX and therefore to the latest information, documents, and templates therein stored.

### 2.2. External communication

In relation to the external communication, it has to be mentioned that the dissemination of the project’s achievements should never jeopardize the potential protection of generated intellectual property (e.g. patent, product design) and further industrial application. Therefore, before any dissemination activity (publication, presentation) strict rules of **prior notice to all partners will be applied, according to EC guidelines**. Partners will have the possibility to refuse dissemination of their own know-how (background or results)

when it could potentially harm the partner’s interests. The Dissemination Manager in cooperation with the Exploitation Manager will follow all the above described approval processes and will act as an internal executive approval body for any dissemination action organized by different partners.

All project outcomes will acknowledge the support of the European Commission as it is requested by the Article 29 (Dissemination of Results, Open Access, Visibility of EU Funding) and Article 38 (Promoting the Action, Visibility of EU Funding) of the H2020 MGA and follow its principles. Unless it goes against their legitimate interests, each beneficiary must disseminate its results by disclosing them to the public by appropriate means (other than those resulting from protecting or exploiting the results), including in scientific publications (in any medium). This does not change the obligation to protect results in Article 27, the confidentiality obligations in Article 36, the security obligations in Article 37 or the obligations to protect personal data in Article 39, all of which still apply. The proper dissemination details (e.g. time schedule for prior notice and partner’s approval) will be covered by signed Consortium Agreement.

Prior notice of any planned publication should be given to other consortium members at least 45 calendar days before the publication. Any objection to the planned publication shall be made in accordance with the Grant Agreement in writing to the Coordinator and to the consortium member proposing the dissemination within 30 calendar days after receipt of the notice. If no objection is made within the time limit, the publication is permitted (Figure 1).

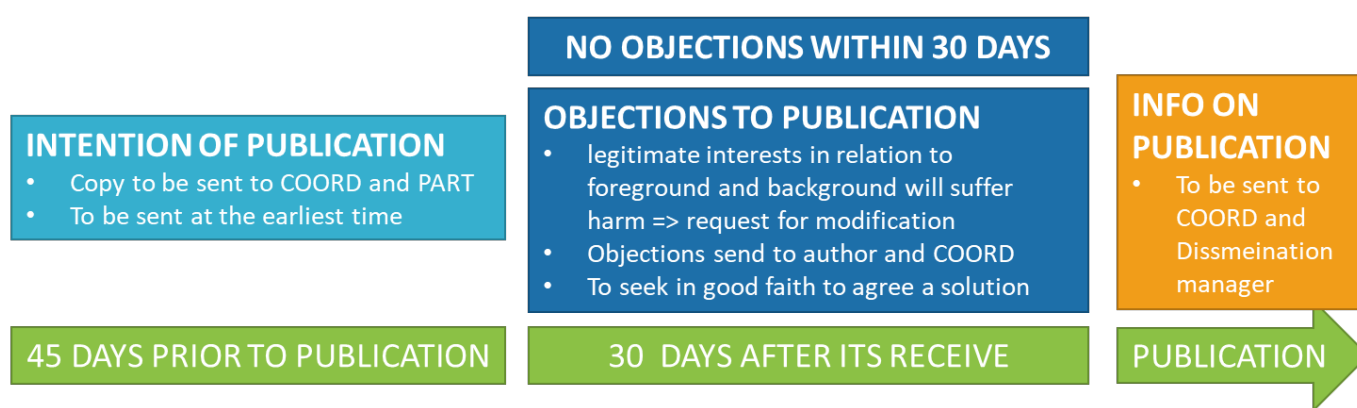


Figure 1: Information and timeline of intention of publication

The following information will be always mentioned in the publication: **“This project has received funding from the European Union’s Horizon 2020 research and innovation programme under grant agreement n°820774, project MANUELA”.**

The procedures to allow all dissemination materials to be quality assured including both the content and layout are established with the aim to check: (i) messages to be transmitted outside of the consortium, including the suitability of the messages for the people addressed, the stress on the benefits and the relevance for the industry (when applicable); (ii) technical contents control in order to ensure the quality of achieved scientific and research objectives of project brochures; (iii) that scientific papers and publications contain sufficient reference to the project; and (iv) layout quality and suitability to the standard.

A role of a Dissemination Manager (WP10 leader, Václav Smítka, AMI) has been established in order to plan, follow, undertake and monitor the planned communication and dissemination activities. Regular contact with all Work Package Leaders will ensure timely communication and dissemination of project outcomes and results.

### 2.3. Guidelines for Partners

The European Commission is encouraging the Dissemination Leaders to record, track, monitor, coordinate and report all the project Dissemination activities (publications, participation to events, contributions to press and media) with dedicated Deliverables and sessions inside the Periodic Reports. **An Excel file was prepared in order to track each partner’s contribution, prepare a complete list of possible future actions and monitor/assess each dissemination activity.** This file, created at the very beginning of the project, is composed of three different sheets: Scientific publications, Events and Press & Media (Figure 2, 3 and 4). The tables include information about each dissemination activity performed within the project (type and title, URL and references, targeted public and participants, date, location, MANUELA partner responsible for such

Dissemination, visibility level, etc.) and associated methods (attendance, abstract submission, poster show, distribution of materials like fact sheet, newsletter, etc., oral presentations, DEMO/video show, stand/booth, press releases, post in social media, interviews and videos, etc.). It is distributed amongst the Consortium members and updated internally each 6 months during the whole MANUELA project duration. This updated information will be inserted in the official Periodic reports towards EC in M18, M36 and M48.

**The following guidelines were provided to the partners as procedures for disseminating MANUELA** (i.e. submit a peer reviewed article, attend a conference, have a booth at a Trade Fair, publish press releases, post online information about the project, communicate with media, etc.):

- Send an email to the Dissemination Leader and to the other involved partners (i.e. coordinator and co-authors for publications) with basic information about the planned dissemination activities, respecting the clauses of prior to notice, approval and acknowledgement.
- The Dissemination Leader will update the Excel file that will be made available for partners in the BOX. Co-authorships in scientific publications are encouraged and possible joint participation of different MANUELA partners at the same event will be coordinated by the Dissemination Leader.
- Once the article is published/ the conference or exhibition is closed/ the link to media channels is available, send to the Dissemination Leader by email some additional information for repository and update of the Excel.
- Every 6 months, the "MANUELA recording dissemination" Excel file will be circulated by email amongst the project partners for a double check and updates.

The benefits of having periodic recording of the project Dissemination activities are: provide regular updates to the EC about the project dissemination and the exploitation of the Excel tables from the project partners to be updated about project publications and upcoming events.

Dissemination recording and plan									
Scientific publication (name of the journal/book)	Publisher	D.O.I. (*)	Title of the MANUELA article/abstract/manuscript/thesis	Partner responsible/main author	Authors	Volume and relevant pages	Date of submission	Date of publication	Language

Figure 2: Dissemination Recording Plan Scientific Publication

Dissemination recording and plan													
Type of event (*)	Name of event	URL	Date	Place	Partner responsible/participants	Targeted audience (#)	Number of participants/visibility (%)	Dissemination activity					
								Attendance	Abstract submission	Paper submission	Poster submission	Lecture/Powerpoint presentation	Brochure/Newsletter distribution

Figure 3: Dissemination Recording Plan Events

Dissemination recording and plan											
Press and Media (*)	URL	Publication date	Partner responsible/author	Targeted audience (#)	Language	Visibility (C)	Dissemination activity				
							Publication (press)	Web article	Web post	Visual contents	Interview

Figure 4: Dissemination Recording Plan Press and Media

## 2.4. Publication policy and open access

Partners agree to generate peer-reviewed articles resulting from projects to an institutional or subject-based repository, for example Open AIRE, and to make their best efforts to ensure open access to these articles at the latest on publication or within six months after publication. **The open access to scientific publications will be ensured in line with Article 29.2 H2020 MGA on Open access to scientific publication and “green” or “gold” model would be used depending on the strategy of consortium with regard to the specific peer-reviewed scientific publication.**

**Each beneficiary must ensure open access (free of charge online access for any user) to all peer reviewed scientific publications relating to its results (Article 29.2 of what). In particular, it must:**

- deposit a machine-readable electronic copy of the published version or final peer-reviewed manuscript accepted for publication in a repository for scientific publications; Moreover, the beneficiary must aim to deposit the research data needed to validate the results presented in the deposited scientific publications.
- ensure open access to the deposited publication at the latest:
  - on publication, if an electronic version is available for free via the publisher, or
  - within six months of publication in any other case.
- ensure open access to the bibliographic metadata that identify the deposited publication.

MANUELA BOX will be used for internal open access repository.

Various research data and results will be collated and generated throughout the duration of the project. The main research results will be shared with the scientific community and general public through the World Wide Web. The emphasis of data management will be on faithful and reproducible record keeping, with an emphasis on transparency and accountability. The consortium has a preliminary plan with respect to managing products of research; data format and content; data access and sharing; re-use and redistribution; and archiving and preservation of access. An appropriate privacy policy will be put in place and all necessary approval will be acquired. **Anonymization of all data will be ensured.** All data collected during the project will be placed in the official BOX, where they will be available for all authorized persons and will be properly secured against theft and misuse.



## 3. MANUELA Dissemination plan

### 3.1. Timeline

MANUELA communication and dissemination activities are suggested as follows:

- development and maintenance of the project webpage with FAQ section
- preparation of the dissemination materials including handbook
- organization of the MANUELA events
  - project workshops on the additive manufacturing
  - training on Design for metal additive manufacturing and associated technologies
  - final MANUELA event
- publication of the MANUELA results
  - at key conferences in Europe
  - in relevant scientific and industrial journals
  - contribution to technology news servers
- e-mail newsletters

More in detail, **the MANUELA dissemination plan foresees:**

- Phase 1 (M1 – M12):
  - webpage creation
  - implementation dissemination strategy
  - clustering activities
  - first MANUELA presentations at events
  - preparation of the dissemination materials: factsheet, handbook, brochure
  - Newsletter
- Phase 2 (M13 – M24):
  - dissemination strategy update
  - continuous webpage update
  - clustering activities
  - scientific publications of the MANUELA results
  - partners participating in conferences and symposia in AM related domains
  - dissemination materials: MANUELA poster/roll-up
  - newsletter and press release summarizing the first half of the project
- Phase 3 (M25 – M36):
  - dissemination strategy update
  - continuous webpage update
  - clustering activities
  - scientific publications of the MANUELA results
  - dissemination materials: leaflet with project's results
  - project video summarizing pilot line novelty and offering
  - workshop
  - newsletter
- Phase 4 (M37 – M48):
  - continuous webpage update
  - dissemination strategy update
  - education course
  - workshop
  - scientific publications of the MANUELA results
  - final MANUELA event
  - newsletter n°6 and Press release summarizing the whole project

### 3.2. Target Audience

Various communication tools will be used and will be tailored to the needs of various stakeholders and audiences. The target audiences will include **scientific community, industry (additive manufacturing), policy makers, standardization bodies, students, public and the media**. The identified channels and tools for the communication (and dissemination) are introduced in following chapters.

Communication activities will be monitored and followed-up to maximize their impact. Project Officer will be regularly informed about the communication outcomes and based on his decision EC communication channels could be used too.

Target groups	Indicators for measuring the effectiveness of the approach	Min target value	Feedbacks expected
<b>Research community</b> Additive Manufacturing	Publications at international conferences	10	-Disseminate the latest results towards AM actors -Designing new collaborative research proposals.
	Publications in international journals	7	
	Participation with presentation of results at international events with industry	3	
	Workshops	2	
<b>General public</b> Public and Private	Non-scientific publications (articles, press releases, videos); Participation in national events promoting new solutions for Additive Manufacturing	10	-Attract attention and generate interests for an optimal exploitation of the project's results.
	Flyers/Poster distributed at conferences, workshops, etc.	1000	
	Project Website (M4): Number of Visits Public deliverables will be made available: N° of downloads	3000 200	
<b>Customers</b> SME's, Industrial	Customer request for other projects deployment	50	-Discussions at our booth on industrial and commercial fairs -Request for specific features to address specific integration needs -Direct contact following press coverage and communication
	Interest of industrial customers on Technology Exploitation via partnerships and/or licence agreements	10	
<b>Standards &amp; regulation bodies</b>	Standardisation groups MANUELA will interact with	2	-Promoting the MANUELA results and making sure that they can be integrated and contribute in future standards
	Participation in EU commission's consultation & other worldwide regulatory in the field of interest	1	
<b>Education</b> Students (PhD Master students)	Integration of modules with project results in regular courses; organisation of workshops, pilot line visits	2	-Education of future technology users
Events	Indicators for measuring the effectiveness of the approach	Min target value	Feedbacks expected
<b>Final MANUELA event</b>	Presentation & inauguration of the installed demonstrator: A large panel of invitees will be addressed, including EU representatives, several companies involved in the field of AM, materials processing, local authorities from several European regions, policy makers, AM associations active in Europe, etc.	1	- Better knowledge of the potential of the technology
<b>Visits of the Pilot lines</b>	During the last year of the project, visits of the MANUELA testing sites will be organised by the project partners	2	Education & raising awareness of potential customers.

### 3.3. Preparation of dissemination materials

Several types of dissemination materials will be prepared during the project's lifespan in order to create awareness and inform wide and various audiences on the MANUELA project and its development. These materials will be extensively used by MANUELA partners whenever they present at conferences, publish in journals and magazines, establish contacts with media, attend exhibitions, organize workshops, etc.

#### 3.3.1. Project logo

Some proposals for the project logo were designed and discussed with the coordinator. The official MANUELA logo (Figure 5) is also associated with the EU flag and acknowledgment. The project logo is used in all the project related advertising materials including templates, website, leaflets, posters, brochures and newsletters.



Figure 5: MANUELA official logo

#### 3.3.2. Webpage Including FAQ

MANUELA website [www.manuela-project.eu](http://www.manuela-project.eu) has been set up in order to increase public awareness of MANUELA project. The website will be actively maintained during the whole course of the project. The whole content of the webpage is public except for the Partners area.

The content of individual pages is divided in several parts (frames): infographics banner, central area with content description related to the page, a fixed bar with contacts, partners list and quick menu (Contacts, consortium, FAQ, Useful links), and finally a footnote with the acknowledgment of EU funding and EU flag. The website contains also a search tool.

The main navigation menu is placed at right side of the webpage and includes Project logo and name and following sections (with their respective subsections): Project info with subsections Projects facts, Project ambition, Consortium, Pilot line facilities; Publications and events with subsections Public deliverables, Publications, Events attended, MANUELA events, News and Media with subpages Project news, Press releases, Newsletter and Gallery.

At the footnote of the website an acknowledgment of EU funding is placed: **This project has received funding from the European Union's Horizon 2020 research and innovation programme under grant agreement n°820774, project MANUELA.** The Frequently Asked Questions (FAQs) section is developed in order to answer possible questions related to MANUELA project and its goals and make the replies publicly available on the website. In the FAQ subsection form the visitors can make questions also providing information about their profile, in order to receive replies and clarification from the most suitable expert in the project.

Project's website is described in detail in deliverable D10.1.

#### 3.3.3. Project folders and leaflets

In order to provide broad public, with information about the project, promotional material like leaflets, flyers, brochures, posters, etc. about MANUELA will be created and distributed widely in all key events and through a regularly updated database of contacts (including newcomers registering through the web site). Journalist (from television, periodicals, magazines, newspapers) will be regularly updated on MANUELA progress, results and events by publishing dedicated press releases. Infographics will be used for better visualization of the information and project's objectives.

The objective of the information materials is to present the project in a short, simple and easy to read way. It includes general project information, an introduction about concentrating solar power as promising and sustainable renewable energy, basic facts and expected impact. Name and countries of partners, contacts of the project manager and coordinator, and the webpage link are also provided.

### **3.3.4. Roll up**

In order to make the presentation of the MANUELA project in different events a roll-up will be developed including the general project information, the description of the MANUELA concept and approach with visual contents, the logos of partners and the webpage link. Other posters with more scientific contents could be developed by the partners and presented during scientific symposia and conferences, showing with tangible results and data the achievements of the project to the additive manufacturing community and industry.

### **3.3.5. Project handbook**

Handbook of metal AM components with prototype specifications and indicating main values comparing AM and other manufacturing technologies (if at all available) will be prepared. This handbook will serve as the promotional material for the metal AM in general and pilot line service capacities in particular. The handbook will be prepared in printed form as well as electronic form which will be integrated in the MANUELA website. A possibility to use the electronic version for further networking and ecosystem building (e.g. tracking of existing and future value chains) will be analysed during the project.

### **3.3.6. Video of the pilot line novelty and offering**

MANUELA video is planned to be produced and published on project website with the aim of presenting the pilot line technology and services. The MANUELA website will also showcase different partners' videos on AM technologies. Video as being a different tool might attract another audience and at the same time support the already established communication and dissemination routes.

### **3.3.7. Technology news servers**

The project will comply with knowledge sharing arrangement and will actively contribute to CORDIS - periodically, each time after the latest achievements, at least at the beginning and at the end of the project.

### **3.3.8. E-mail newsletter and press releases**

The project newsletters and their regular dissemination can help to maintain the visibility of the project during its whole duration, create awareness and expectations regarding the final results and inform the target audience about advances made in the project. In MANUELA e-mail newsletter (max 4-6 pages) will be distributed at six-monthly intervals by the dissemination leader. The sequence of the newsletter is developed to include the up-to-date project partners' inputs and give them visibility together with the outputs of the project. The newsletter will have a standard structure and content divided into small subchapters dedicated to project's updates, latest and forthcoming meetings as well as MANUELA dissemination activities.

Press releases will be written and circulated to relevant media list, at least at the beginning, in the middle and at the end of the project. English version could be translated in other languages (German, Italian, French) to have a broader and local impact.

Publications in magazines, press campaigns and media events by partners will be supported during the lifespan of the project under the approval of Dissemination manager, Exploitation Manager and Project Coordinator. Media will be invited also during the next key project events, especially during the last year of the project. All press releases, articles and multimedia news connected with MANUELA project can be found in the section Press releases within the MANUELA website.

### **3.3.9. Social Media**

Social Media like LinkedIn, YouTube, Twitter, etc. will be considered to address the potential impact especially to the younger generation and to have the feedback from various audiences. Short news on MANUELA project and its development would be prepared and shared on the identified tools especially during events, conferences and symposiums.

Social media will be also considered as a communication channels to disseminate potential clustering activities.

### 3.4. Organisation of the MANUELA events

Events organized by the MANUELA project are suggested in two directives: organization of project workshops and final MANUELA event, and training activities such as tutorials and courses.

#### 3.4.1. Project workshops

The consortium will organize two workshops on the Additive Manufacturing and in connection with other European or National meetings.

#### 3.4.2. Final MANUELA conference

Final MANUELA conference will be organised in order to present and inaugurate the installed demonstrator. For this event a large panel of invitees will be addressed, including EU representatives, several companies involved in the field of AM, materials processing, local authorities from several European regions, policy makers, AM associations active in Europe, etc.

### 3.5. Publication of MANUELA results

Publication of MANUELA results to relevant scientific periodicals, journals, events and key conferences will be assured during the whole project lifetime. Partners have already identified several dissemination activities planned until the M18 of the project. At M18, dissemination plan will be updated, and dissemination activities planned for next 18 months.

#### 3.5.1. Presentation of conferences, symposia, meetings

A set of conferences, workshops, and seminars in the AM domain have been identified by partners to disseminate MANUELA results.

Here are examples of events, where presentation of MANUELA project will be considered (the list is not exhaustive, and it will be updated):

- Metal Additive Manufacturing Conference (MAMC)
- Additive Manufacturing and 3D printing International Conference
- Additive Manufacturing with Powder Metallurgy Conference
- World Conference on Powder Metallurgy
- The European Society for Precision Engineering and Nanotechnology (EUSPEN) Conference
- EUROMAT
- European Conference on Spacecraft Structures, Materials and Environmental Testing
- European Space Mechanisms and Tribology Symposium (ESMATS)

Partners will provide updated information about events attendances every 6 months. Clustering activities with other projects will provide more opportunities to participate in dissemination activities.

#### 3.5.2. Scientific articles in relevant journals and periodicals

Publication of MANUELA results in relevant scientific and industrial periodicals and journals in Europe will be encouraged during the course of the project.

Here are examples of journals, where contributions from MANUELA partners might be expected (the list is not exhaustive):

- Additive Manufacturing
- Progress in Additive Manufacturing
- 3D Printing and Additive Manufacturing
- Rapid Prototyping Journal
- Journal of Materials processing technology
- International journal of rapid manufacturing
- Journal of Materials Science, Materials Science and Engineering, Advanced Powder Technology

### 3.6. EU Clustering activities

Clustering activities are essential and strategic for MANUELA dissemination and it will be highly promoted by the consortium. The objectives are to address innovation and exploitation issues in running projects and explore potential for cross-project clustering.

MANUELA project is planning to participate in clustering meetings organized by the European Commission. Similar activities are expected also at national levels.

Dissemination manager responsibility will be also to monitor and to contribute to necessary information related to policy making (market failure, European benchmark, systemic barriers for better European competitiveness, etc.) towards Project Officers, related to the EU clustering activity. The project will contribute, upon invitation by the DG RTD, to common information and dissemination activities to increase the visibility and synergies between H2020 supported actions.

## 4. Conclusions

This document represents the public Deliverable D10.9 "*Project dissemination and communication strategy*" of the project MANUELA and it summarizes the strategy for disseminating the results of MANUELA project and the activities planned to give high visibility to the project, its achievements and partners. The dissemination of the project's achievements should never jeopardize the potential protection of generated intellectual property and further industrial application. Therefore, before any dissemination activity (publication, presentation) strict rules of prior notice to all partners will be applied, according to EC guidelines: prior notice of any planned publication should be given to other consortium members at least 45 calendar days before the publication. The Dissemination Leader in cooperation with the Exploitation Manager will follow the approval processes and will act as an internal executive approval body for any dissemination action organized by different partners.

An Excel file was prepared in order to record each partner's contribution to dissemination and guidelines for dissemination and publication of the project contents, with reference to the EC Open Access policy, are provided to partners. List of main journals have been identified by partners. It is the role of the main author to propose fair and equal distribution of co-authorships and determine the order. Each partner is free to choose any national or international event or conference, which may be interesting for showing results from the MANUELA project.

The target audience is defined in the document as well as the corresponding dissemination routes: project website, brochures, multimedia and social media are addressed to broad public; scientific publications, publications in technology news server and participation to conferences are addressed to the scientific community; workshops, events, press releases and newsletters are addressed to AM community, industry, policy makers and media, etc.

MANUELA promotional materials will create awareness and inform the wide and various target audiences about the MANUELA project and its development. These materials will be extensively used by MANUELA partners whenever they present at conferences, publish in journals and magazines, establish contacts with media, attend exhibitions, organize workshops, etc.

When disseminating the results of the project, it will be always ensured, that following sentence is mentioned: **This project has received funding from the European Union's Horizon 2020 research and innovation programme under grant agreement n°820774, project MANUELA.**

## 5. Degree of Progress

The deliverable is to 100% fulfilled. Task 10.1 “*Dissemination and communication*” will continue till the end of the project and the Dissemination activities and plan will be updated periodically (each 6 months) by the use of “*MANUELA recording dissemination*” Excel file.

## 6. Dissemination Level

The Deliverable D10.9 is public and therefore it will be available to download on the project’s website and on demand.