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## **Deliverable D6.5**

PENELOPE Community Platform

## **Work Package WP6**

BOOSTING INDUSTRIAL LEADERSHIP

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## EXECUTIVE SUMMARY

This document, D6.5 Community Platform, describes the deployment of the PeneloPe community of stakeholders.

This deliverable aims to address the community setup and management built over the existing one on the FBA Platform, the Community Strategy and Content Curation Strategy and the Supportive Partners programme and engagement strategy.

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## 1 PENELOPE COMMUNITY PLATFORM

The PeneloPe Community is based on the FundingBox community platform, a complete collaboration tool that empowers communities to build knowledge and networks hosted at <https://spaces.fundingbox.com/>. This is a dynamic and interactive web-based platform that includes communication services fostering collaborative work, aiming at facilitating interaction among stakeholders while providing information on best practices, funding opportunities, market trends, among others.

The PeneloPe project consortium has designed the PeneloPe Community platform following the FundingBox overall platform setup: a tailor-made platform built on the needs of the project and initiatives to create an ecosystem around them.

The inclusion of the PeneloPe community platform within the FundingBox ecosystem benefits from the already existing stakeholders and overall structure, where conversations and knowledge-engagement can be gathered, promoted, and shared. The PeneloPe community includes features that are continuously being improved such as user's feedbacks, analysis of most read content, most interactive users, among others, to offer a tool ideal to build up a sustainable networking community over time and beyond the project's lifetime.

### 1.1 Introduction: Community Setup

The PeneloPe Community is hosted within the FundingBox Platform to gearing up synergies and minimise running costs. The Community has been launched and it is hosted under the following URL: <https://spaces.fundingbox.com/c/penelope>

The PeneloPe Community offers **all information related to the project** (news, events, technology, EOI opportunities, networking spaces, among others) **tailor-made content** (exclusive content curated by consortium experts based on stakeholders behaviour, live chats, Q&As...) **direct contact and support** (available direct chat with community managers and members, post questions to the members....) **networking opportunities** (favour a space for interaction to create synergies, build partnerships and meet new sector stakeholders).

### 1.2 Overall description and structure of the PeneloPe community platform

The PeneloPe Community is meant to become the reference point for large-scale manufacturing stakeholders to interact, gain visibility, showcase technologies and services, create synergies with their industry peers and find the latest information and opportunities about the project and other related initiatives within the field.

This large-scale manufacturing community is part of the PeneloPe communication ecosystem. It is the channel that offers the most significant possibility for direct user interaction and ecosystem building. The main two features that feed the community's capacity to offer a networking space for stakeholders are:

- **A chat-based mode (Spaces):** Places designed to serve as a base to communicate and interact among the members of the community (in a thematic-based group or with 1:1 chats)
- Content structured using **Collections and tags:** A range of features that allow users to build and share knowledge. A collection is a way to structure the content by typology repositories such as: news articles, events and so forth. A collection allows users to publish specific content in spaces and gather them together in one single place. Content is also structured using tags as per keywords/themes such as digital manufacturing, aeronautics, Bus & Coach, Industry 4.0, Oil Gas and Shipbuilding among others.

## I. Structure of the PeneloPe Community: Categories and Spaces.

- **Landing and Categories:** The community has three categories of information 1) *Updates and Networking on Manufacturing of Large Components by Penelope* (reserved for news, updates, and interaction) 2) *Opportunities and Matchmaking for SMEs, Midcaps, and large organisations by PeneloPe* (reserved for the Expression of Interest) and 3) *Get Support and training from our Network of Open Pilot Lines and Showrooms* (dedicated to Open Pilot Lines, showrooms, and Didactic Factories). The landing page of the community also includes features such as clustering activities, latest news and events and a direct link to the PeneloPe website. The information featured changes depending on project updates to offer new information to community users.

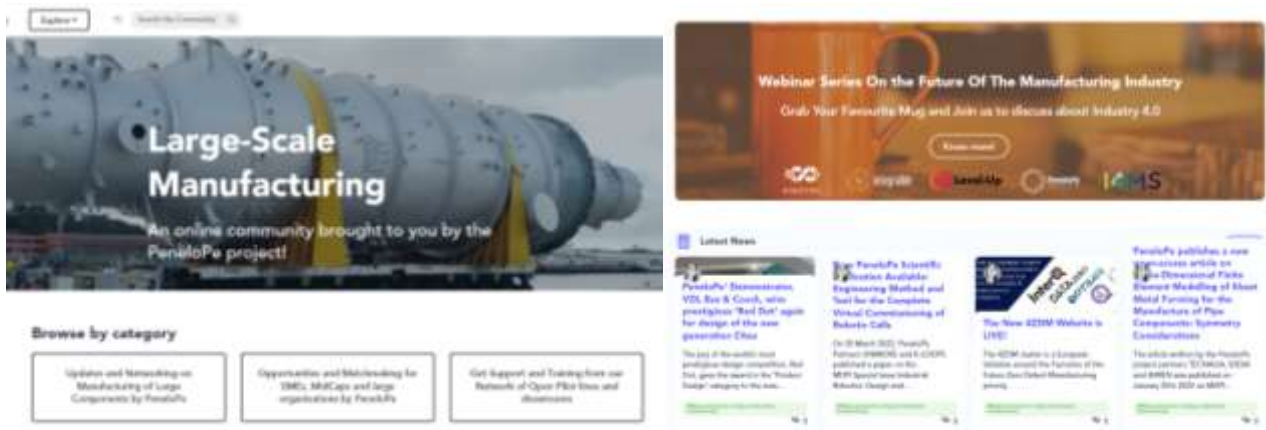


Figure 1 PeneloPe Community Landing and Categories

- **Community Spaces:** These spaces are created for smooth messaging, collaboration, and content sharing. Members can share articles, events, news, questions, files. Also, they can provide live discussions. Public Spaces are accessible for all members of the community and private Spaces are only for the restricted number of people that received an invitation to join. In this sense:
  - The category *Updates and Networking on Manufacturing of Large Components by Penelope* includes the spaces 1) *PeneloPe News and events on large components manufacturing*, 2) *Community Guidelines and Resources* 3) *Introduce yourself and your experience in Manufacturing* and 4) A private space for Supportive Partners.

- o The category *Opportunities and Matchmaking for SMEs, Midcaps, and large organisations* by PeneloPe includes the spaces for the Expression of Interest 1) *Expression of interest for EU manufacturing SMEs, Midcaps, and Large Organisations* and 2) *PeneloPe Helpdesk: Digital Manufacturing*.



### Community Spaces

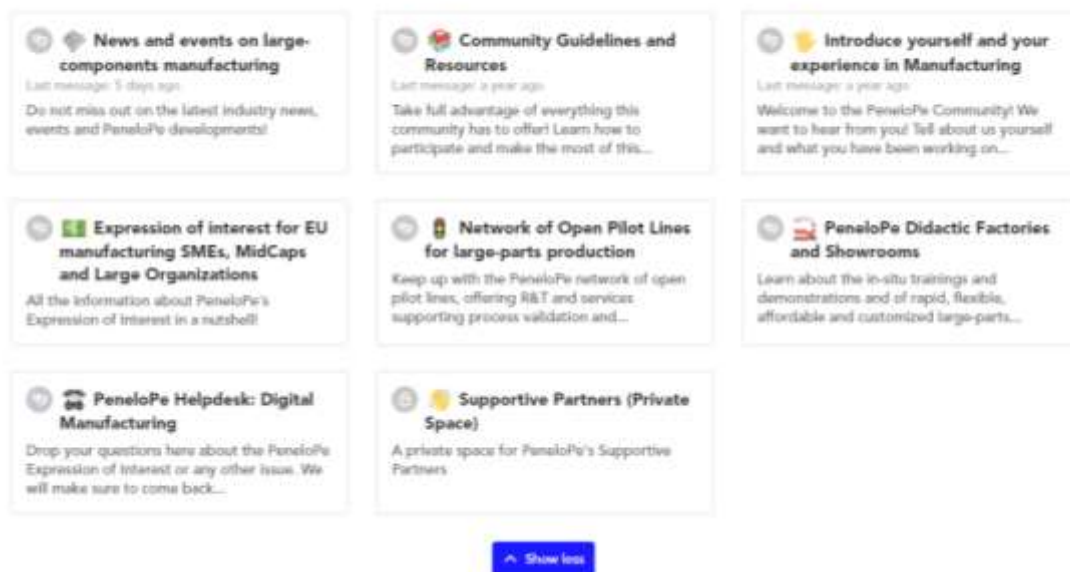


Figure 2 PeneloPe Community Spaces

- o The category *Get Support and training from our Network of Open Pilot Lines and Showrooms* includes the spaces 1) *Network of Open Pilot Lines for large-parts production* and *PeneloPe Didactic Factories and Showrooms*

## II. Structure of the PeneloPe Community: Collections.

**Collections:** Collections represent a set of features to empower crowd knowledge creation and interaction among users within a space. The different features can be **activated or hidden according to the needs of each community**, and include:

- **News, events, and announcements:** Members of the communities have the option to post news, announcements, and events. This increases the interactions within members of the community, creates connections and enhances the relations among them as well as structure the information.
- **Questions:** This category collects questions from members, FAQs about specific topics within the community. These questions can be answered by any member.
- **Wikis:** at this first stage of the community while building the ecosystem this category becomes relevant as it includes all posts related to the use, features, and guidelines on how to make the most out of the community.

## III. Structure of the PeneloPe Community: Matchmaking directory

The community platform offers a solution that allows for 1:1 connection and real-time chat. It is a useful communication and analytics tool for ecosystem building and members interaction know-how. With the help of a matchmaking directory, all participants can identify profiles that could be of their interest and connect with them to create synergies and business.

According to users' interests each user will be receiving potential profiles of people with similar interests. As a result, it'll make the process of connecting and holding one to one conversation easy. This is a sort of a LinkedIn feature, where connections are empowered and suggested to create synergies and connections, one of the key new aspects of the new version of the platform.

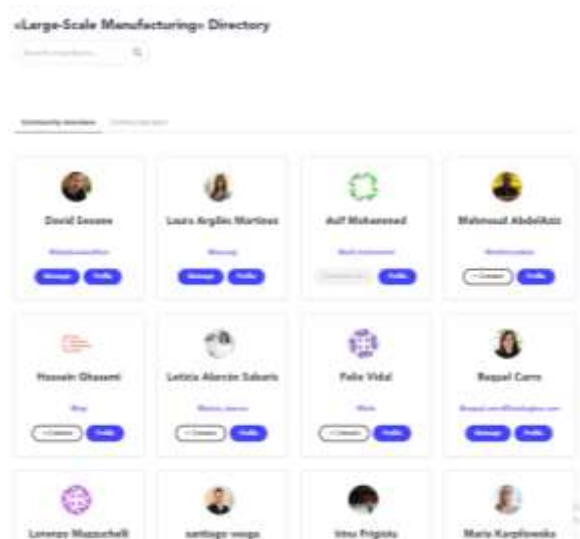


Figure 3 PeneloPe Community Directory



#### **IV. Structure of the PeneloPe Community: Available roles in the Community Platform**

The community allows for different roles within the community beyond regular membership, understood as a member that signs up to the community and has the rights to publish content in the spaces directly without need for approval or revision. Besides this, the community platform features additional roles aiming to support the management of the community, moderate conversations, edit content or organise/structure information within the community as it is reflected in the table below:

<b>PeneloPe Community Platform Roles</b>	
<b>Role</b>	<b>Attributions</b>
Moderator	A member that has permissions to approve or deny members requests, as well as posts in the group. Also, can remove posts and comments on posts.
Support Operator	Gives support to community members while they are interacting with features of the platform.
PRO Member	A member that has no specific permissions but who has the special privilege of not needing to sign-up to the community and has been invited by a Community Manager or Administrator. He / She has the attribution to accept or deny the invitation. He / She has the special treatment of not having to pass by onboarding (sign-up process).
Community Manager	Responsible for creating and managing the online voice of an organisation to build brand awareness within the community. Creates Spaces and Collections and proposes types of content.
Administrator	Has the attributions of previous roles and has the faculty to assign/remove roles to other members of the community.

Table 1 PeneloPe Community Platform available Roles

#### **V. The advantages of hosting the PeneloPe Community in the FundingBox Platform**

The PeneloPe Community is hosted within the FundingBox Platform to gearing up synergies and minimise running costs. The FundingBox platform enables technical support for the management and maintenance of the community as well as offers features that enable the creation of tailored spaces to different potential members. FundingBox solution offers to the administrator the possibility to customise the community by adding the desired features and putting the emphasis in the crowd knowledge base approach, where the users are the players providing most of the knowledge and gaining the benefits.

The benefits apart from the above mentioned are among others, the mobile accessibility of the community. The FundingBox platform has developed a mobile app available in the Google Play Store and App Store giving immediacy to users to be able to post, hold conversations from anywhere. In the same line, The FundingBox

Community has just reached 47.000 active members including above all startups and SMEs from the European Tech ecosystem including manufacturing as leading EU Projects have already their community within the FundingBox platform e.g., INTEGRADDE, DIMOFAC, I4Q, Perseo, RIMA, Shop4CF and PULSATE among others. The members of these communities will be approached to be invited to join the PeneloPe community and will collaborate as cross-dissemination channels to increase reachability exponentially.

As this platform is built by a project partner, it allows for flexibility to include certain features and requests upon the needs of the project as a natural growth and improvement process.

## VI. Structure of the PeneloPe Community: Signup form

The Community has been launched and it is available here: <https://spaces.fundingbox.com/c/penelope>

The invitation link for members to sign up is <https://spaces.fundingbox.com/c/penelope/join>

The form only requests basic information such as name and email address. This can be modified as per project needs. Once the sign up is done a follow up message will appear on screen with the most relevant information about the project as well as a follow up email.

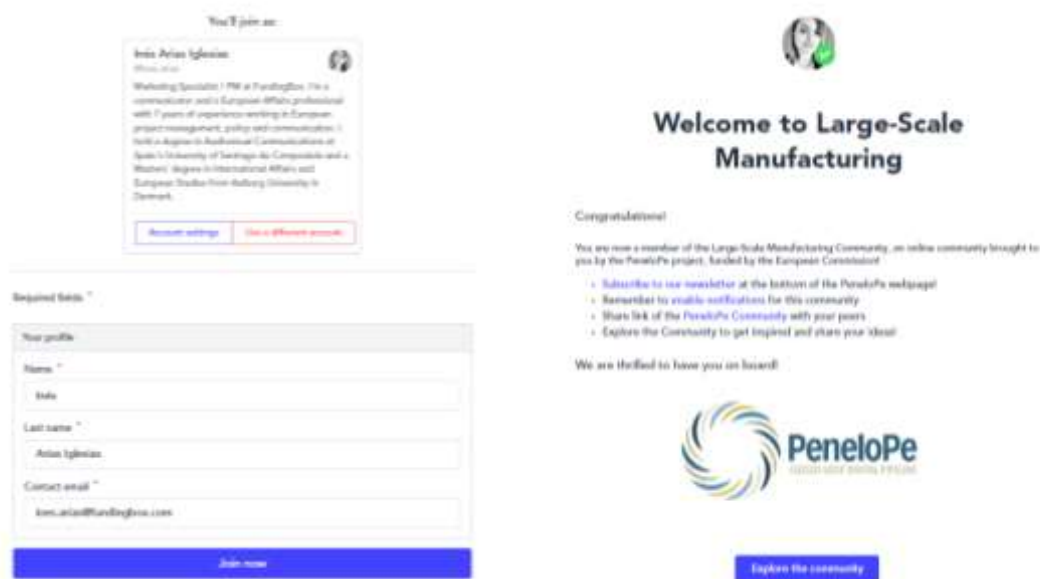


Figure 4 PeneloPe Community Signup form and notifications

## VII. Structure of the PeneloPe Community: Analytics

The community analysis includes the measurement of members sign-up, interactive users (those users that have visited the community without signing up), messages exchanged, replies/comments, reactions, new members in the period and new messages in the period.

Apart from the above the analytics includes key charts on sign ups in the period, messages by type, collection and by space. A new feature added recently, the leaderboard, highlights the most active users and posts.

These features are aimed to be analysed to adapt the most used spaces and collections, encourage the most active users to act as ‘ambassadors’ of the community and see what are the content and activities that bring more traffic to the PeneloPe Community

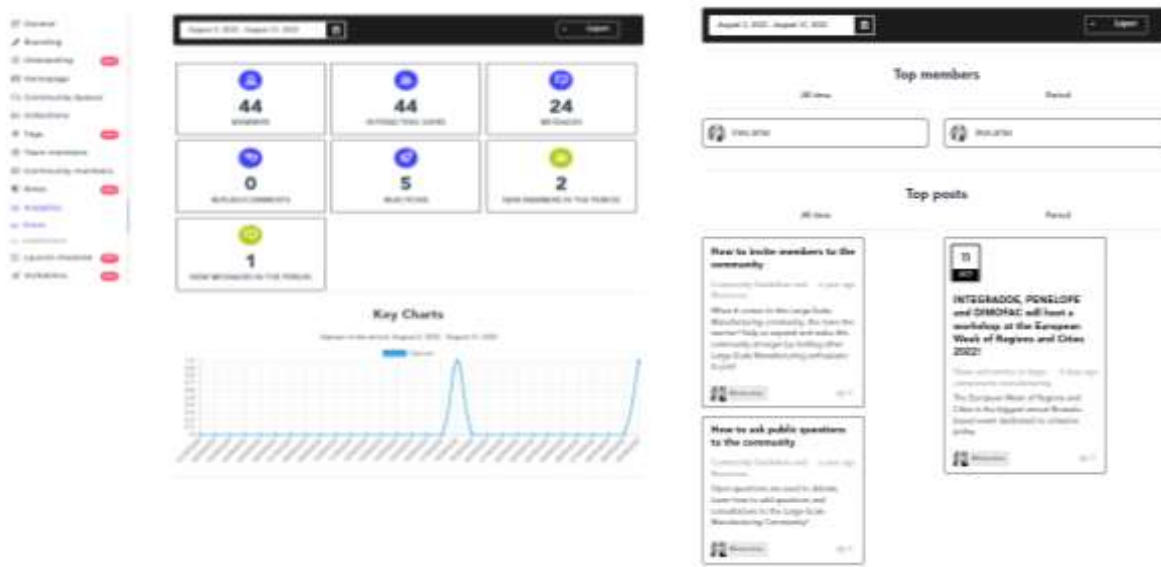


Figure 5 PeneloPe Community analytics

## 2 COMMUNITY STRATEGY: COMMUNITY GROWTH HACKING PLAN

This section addresses in detail the methodology and activities behind the Growth Hacking funnel of PeneloPe. The objective with this strategy is to create a dynamic community where synergies are found and where content and tailor information are gathered. The main goal is to convert the deal-flow of EOI applicants in active users within the community by following a growth hacking plan to increase exponentially the dissemination of the community contents with minimum impact on the project budget. This strategy includes writing posts related to online platforms that are already a reference for the industry, contacting directly key stakeholders in Social Media networks (LinkedIn and Twitter) e.g., a direct message to potential applicants to the EOI. This will be done via:

- **Attracting users:** using other communities, project, and partner networks to share information as ‘pills’ to drive online traffic to the community.
- **Activating users:** using an onboarding process such a customised call to action emails upon sign up, feature the profiles of the most active users and developing Live Q&As within the community.
- **Retaining users:** through combined activities related to the Open Pilot Lines and Showrooms, access to EOI and external funding opportunities, matchmaking actions and regular updates.

## 2.1 What is a Community Growth Hacking Plan and inbound marketing?

“Growth hacking is a process of rapid experimentation across marketing channels and product development to identify the most efficient ways to grow a business.”<sup>1</sup> According to what Wikipedia adds, growth hacking refers to a set of both conventional and unconventional marketing experiments to expand a business. For that, marketers, engineers, and product managers can build and engage the user base of a business using low-cost alternatives (like social media, viral marketing, or targeted advertising) to traditional ‘promotional’ marketing.

Every growth hacking strategy follows a funnel, in the case of PeneloPe, it follows the previously mentioned steps:

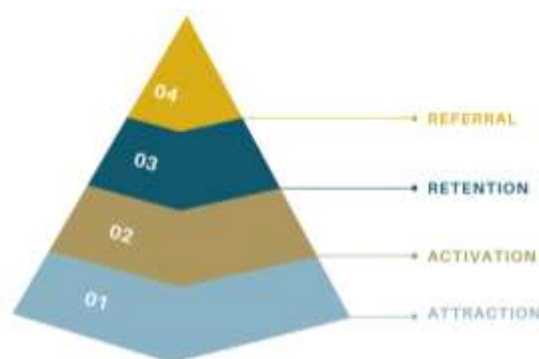


Figure 6 Growth hacking funnel

According to HubSpot<sup>2</sup> The inbound marketing methodology is focused on attracting members through relevant and helpful content and adding value at every stage in the attraction and conversion journey. With inbound marketing, potential members for the PeneloPe Community will discover our platform through channels like blogs, search engines and social media, among many others.

The inbound methodology has four steps to convert strangers into promoters, as shown in the figure below:



Figure 7 Inbound marketing methodology according to HubSpot

<sup>1</sup> [https://en.wikipedia.org/wiki/Growth\\_hacking](https://en.wikipedia.org/wiki/Growth_hacking)

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

## 2.2 Partners: Profile and Main Tasks

In the execution of the growth hacking strategy actions, the PeneloPe consortium in its entirety plays an important role. FundingBox Accelerator as the leader of WP6 and supported by FundingBox Communities as a part of the FundingBox Group specialised in Communities, play the role of managers within the PeneloPe Community.

Planned actions, as it will be described in the following section, will be supported by the members of the consortium as well as external partners, called supportive partners, being involved in the dissemination and growth of the community as well as having an active role as content creators and replicating actions to increase the ecosystem membership. Actions such as posting on their social media networks, the community, writing exclusive pieces of content and sending targeted email campaigns to potential members and/or supportive partners.

The following tasks related to the community will be led by FundingBox and consortium by partners:

- **All partners:** Community management, content curation, dissemination and mapping of supportive partners and members.
- **Open Pilot Lines, Didactic Factories and Showrooms:** content curation and targeted dissemination and mapping of potential members.
- **FundingBox:** Community management, organisation of Q&A sessions and webinars, attraction of new members, supportive actions activation (FundingBox will create the online registration form and signature of the letter of engagement for those who are interested in cooperating), content curation and overall manager, administrator, and community moderator.

## 3 COMMUNITY GROWTH HACKING PLAN ACTIONS

The PeneloPe Community Platform Growth Hacking plan aims to build the largest online community dedicated to large-scale manufacturing in Europe. It has been structured following the growth hacking funnel explained above but, at the same time, including the four main phases of the inbound marketing methodology have been integrated with its corresponding actions as described below.

It is to be noted that the step referred to as ‘revenue’ has been removed as it is not the aim of the PeneloPe online community to support business actions in that sense. On the contrary, the PeneloPe community aims at serving as tool to spread the word about the PeneloPe project in a more dynamic engaging manner to strengthen its brand awareness, disseminating success stories and its results as well as offering a space for of networking and support to the EOI applicants. All these actions will help to enhance the earlier adoption of the PeneloPe methodology by European SMEs, Mid-Caps and Large Organisations.

The action plan is structured as follows: members acquisition (attraction), members activation (conversion), members retention and referral.

### 3.1 Members acquisition (attraction)

The first step of the growth hacking plan is member acquisition and according to the inbound marketing methodology, it focuses on attracting members to the community. However before, starting this step, the community needs to be designed in a manner that is attractive and functional to the user and this include regular updates of the functionalities to be adapted to user behaviour such as: community site update, edition of spaces and collections, regular updates in the main homepage to feature latest news and initiatives and give visibility to the actions that seek the most attention.

This first step, includes the following actions for members attraction:

- **Announcement of the new PeneloPe Community and organic campaign for partners**

The first action to attract members is to raise awareness about the existence of the community. For this an announcement was made in the PeneloPe website and social media networks. A dissemination toolkit specific to the community was distributed to the partners of the consortium to serve as a tool to facilitate the distribution of the news among partner networks.

The toolkit can be found here: <https://sites.google.com/fundingbox.com/penelope-community-toolkit/home>

It includes links to the main PeneloPe sites, email signature, social media copies, banners, and a news item.

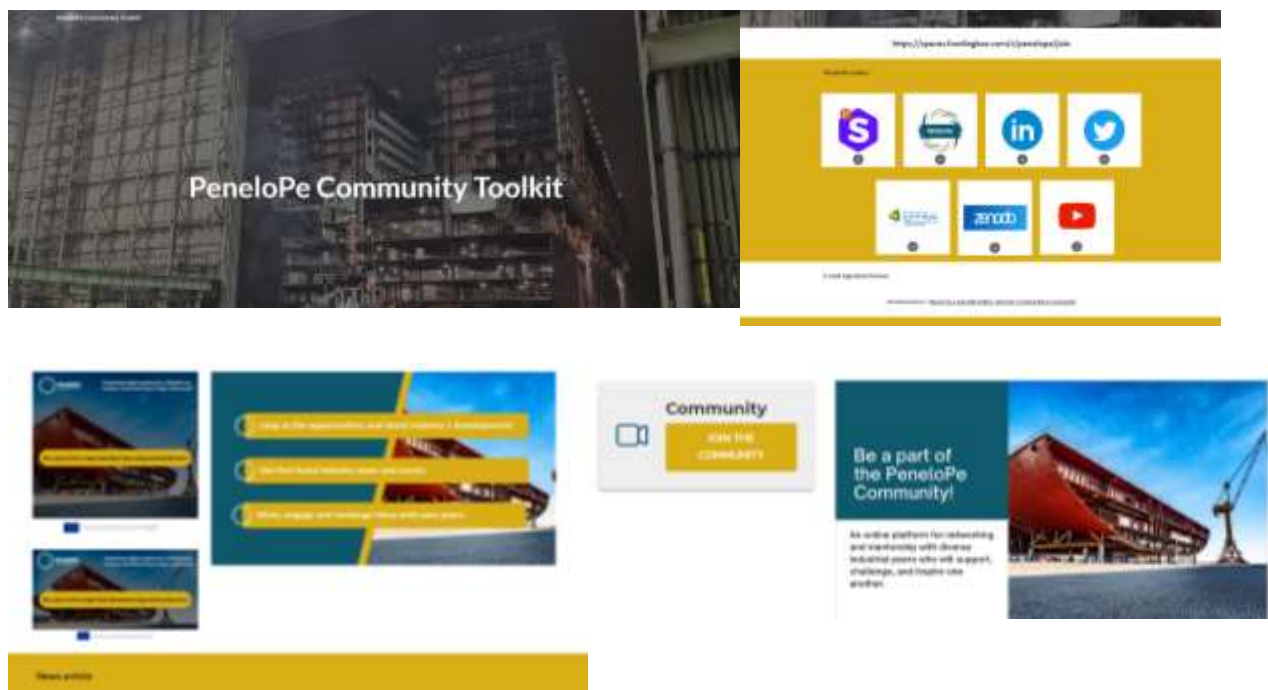


Figure 8 PeneloPe Community Dissemination toolkit and website acknowledgement

- **Paid campaign**

In order to increase the reachability of the community, a 2 week to 1 month paid campaign will be organised in the social media channel LinkedIn and google ads to raise awareness about the community among specific target groups. A PR campaign can be also considered in case the KPI is not reached in due time. A PR Campaign would allow to reach general and specialised press, public opinion and generate the positive framing for potential members to join the community. If this campaign would be released it would be done accompanied by a project milestone to give an added value to the PR and increase media attention.

- **SEM and social media (organic)**

The community growth will be done by organising social media campaigns within the channels of the project (LinkedIn and Twitter) and the channels of the project partners to widely disseminate the Community within the PeneloPe ecosystem.

- **Blogging in the PeneloPe community**

Specialised content will be one of the main strategies to attract future members of the community. The aim of blogging is to promote the right message through useful articles that can give members answers to their questions, not only related to the PeneloPe project, but also related to industry 4.0 and large-scale manufacturing. Articles will be regularly written and published by all partners in the PeneloPe community.

- **Newsletter**

Every 6 months a PeneloPe newsletter is released by the project among subscribers with direct links to drive traffic to the PeneloPe Community. Other newsletters also feature the PeneloPe community including partners newsletters, FundingBox, and other European projects.

- **Offline events**

PeneloPe is and will participate in numerous European events. When presenting the project, partners are requested to inform about the Community as well as when promoting the project in booths.

- **Expression of Interest**

It is expected that the maximum number of traffic and membership increase will occur during the launch and execution of the PeneloPe Expression of Interest. During this activity, the EOI helpdesk as well as FAQs and Live Q&As will take place in the Community as the main source of information.

- **Liaison with other H2020 projects**

While organising activities with other H2020 projects, such as webinars, the PeneloPe community will be presented, and attendees will be invited to join and participate.

### **3.2 Members activation (conversion)**

When a new user enters the communication, the main objective is to convert the new user into a member of the PeneloPe community. For achieving this objective, the following actions are planned to increase sign ups, collect their emails, and convert them into leads:

- **Landing page of the PeneloPe Community - Forms**

To convert first-time users to become leads, it is necessary for the community to have a visually attractive landing page with useful information about the PeneloPe project: readable, understandable, and navigable.

For this, the PeneloPe community landing page contains spaces with clear concept messages, call to action banners, guidelines to make the most out of the community and other useful information related to the project that will be updated regularly.

The registration process to become a member of the community is thought out as really easy and intuitive only requesting basic information.

- **Call to action**

It is crucial to have call to action buttons to convert the visitors and increase the possibilities for them to join the community. For this, visually attractive banners are created and regularly updated with key information about the project such as a direct link to the web, events, latest news etc. The PeneloPe website includes information about the community and a call to action.

- **Supportive Partners**

Supportive Partners will play a key role in driving and activating members to the community. Project partners will map potential supportive partners and FBA will manage the process of cooperation, as it will be described in following sections. FBA will prepare a communication toolkit that will be shared with supportive partners so it will make it easier for them to communicate about the PeneloPe Community into their ecosystems.

As part of communication activities, the focus will have to be put in expanding the existing network of stakeholders. For doing that, it's important to find support in similar organisations to interact, share content, and do cross-dissemination in order to build trust and provide good quality content that will continuously feed the communication and dissemination plan.

- **Mailing**

All contacts that agree to receive notifications from PeneloPe will be receiving target information that will be related to their interests. This activity will help to optimise future interactions to attract, convert, close, and engage with ideal members of the community more effectively.



- **Workflow**

It is important to understand the behaviour of the members of the community and understand where the community traffic comes from to understand the performance of activities, analyse which sources are more effective and those that need to be eliminated. For this, FBA will use UTMs (Urchin Tracking Module parameters are five variants of URL parameters used by marketers to track the effectiveness of online marketing campaigns across traffic sources and publishing media), Google analytics and FundingBox Enterprise analytics. In addition, the project keeps track of all actions in a reporting spreadsheet located in SharePoint. All partners are requested to contribute their actions regularly.

- **Social media**

PeneloPe makes use of the partners social media networks to achieve a snowball effect of the community activities to raise awareness and share news located in the community.

### **3.3 Members retention**

Once first-time visitors are converted, they will become a lead so it's very important to offer quality information and good user-experience to retain them and make them come back to become active members. Offering added value to the community on a regular basis is the key to enable members interaction.

For this, the following activities are planned:

- **Guidelines and welcome message in the community**

To improve and drive the user experience, new members of the community need support to navigate in there and understand the possibilities that the community can offer. For this reason, a welcome message is created with some helpful tutorials about the PeneloPe Community. The message appears on the screen right after registration and followed by an email. Also, guidelines can be found in spaces.

- **Content**

The main core value of the community apart from the interaction features it offers, is the content. For this, a content strategy is described in the following section: 'Community Engagement: Content Strategy'

### **3.4 Referral**

If the actions implemented during the growth hacking funnel are successful, the referral will happen organically, this means that the PeneloPe Community members will recommend joining the community with their peers. Additional referral actions are also planned: Visibility to SMEs/Mid-Caps/Large Organisations testimonials and success stories by featuring them, feature most active users and publishing interview profile series of partner representatives, women in STEM, among others.

## 4 COMMUNITY ENGAGEMENT: CONTENT STRATEGY

The content curation strategy is coordinated by FBA, who will act as community manager and chief content officer, although all partners will contribute to the community content provision.

To engage PeneloPe Community members and maintain an active community, a strong content strategy is going to be the main actions carried during the 48 months of the project.

### 4.1 Types of content and topics

The PeneloPe community will gather the following pieces of content:

- Articles such as news, interviews, success stories and feature pieces
- Announcements about the project activities and milestones, expression of interest advancements, external funding opportunities, updates on liaisons with other projects, etc.
- Events related to the project, associated projects and the industry.
- PeneloPe Newsletters published twice a year are disseminated through the community.
- Videos from the PeneloPe YouTube channel will be replicated in the community.

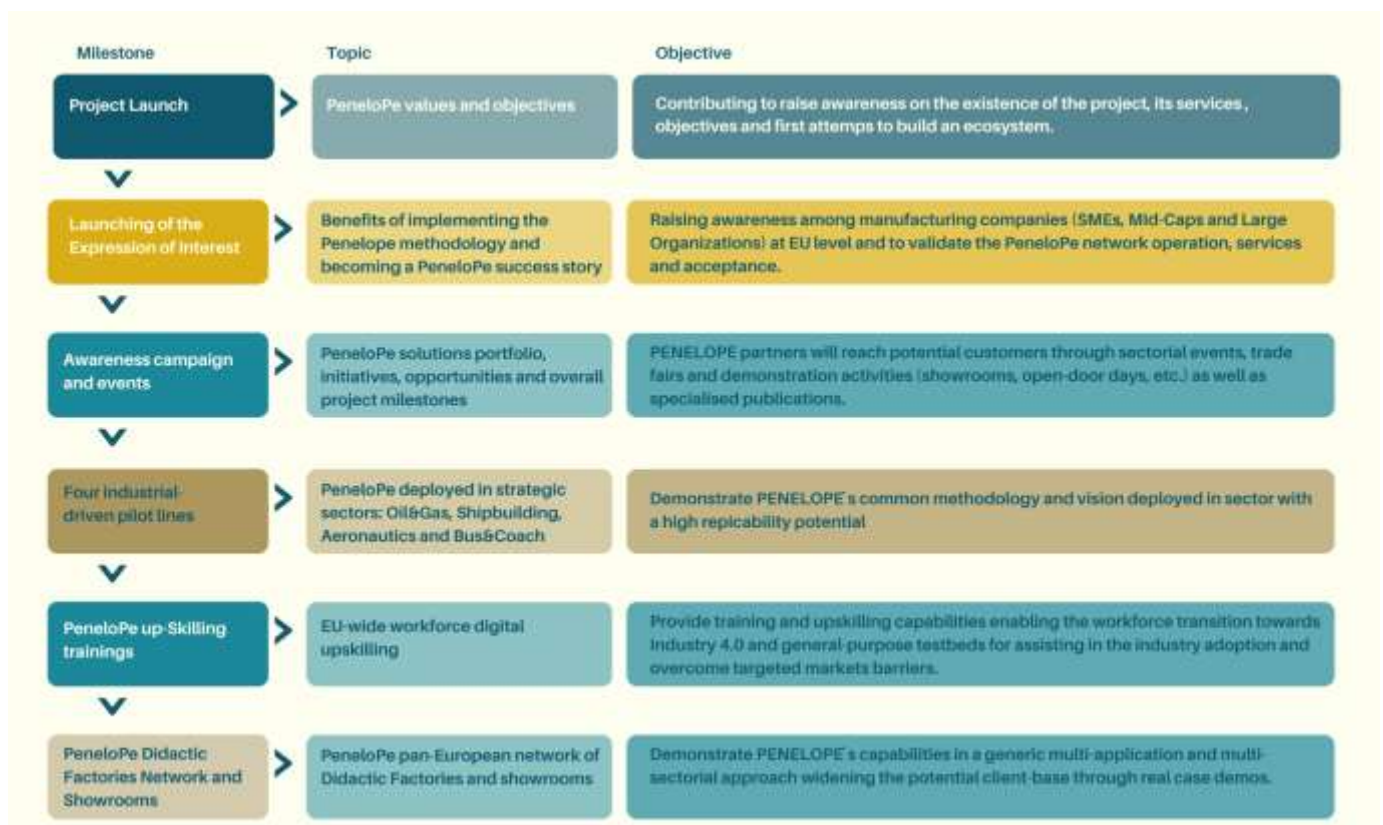


Figure 9 PeneloPe Content Work

Regarding the topics, we will share content focused on large-scale manufacturing awareness, related to:

<b>Project Developments</b>	<ul style="list-style-type: none"> <li>• Project activities and milestones.</li> <li>• PeneloPe supportive partners</li> <li>• Ecosystem: Other related initiatives and projects.</li> </ul>
<b>Innovation Actions</b>	<ul style="list-style-type: none"> <li>• Activities and milestones.</li> <li>• Service Opportunities: Expression of Interest</li> <li>• Methodologies and technologies: leveraging the potential of Artificial Intelligence (AI), Internet of Things (IoT), mobile and ubiquitous ICT tools, and robotics; widening Digital Innovation Hubs among others; among others</li> </ul>
<b>DIHs</b>	<ul style="list-style-type: none"> <li>• Training.</li> <li>• Cross-collaboration and clustering opportunities.</li> <li>• Other support services for SMEs/Mid-Caps/Large Organisations.</li> </ul>
<b>SMEs, Mid-Caps and Large organisations</b>	<ul style="list-style-type: none"> <li>• Success stories and best practices</li> <li>• Business topics (tips, models, strategies, standardisation etc.).</li> <li>• Training</li> </ul>
<b>EU Industry 4.0 and ICT technologies</b>	<ul style="list-style-type: none"> <li>• News.</li> <li>• Events.</li> <li>• Updates.</li> </ul>

Table 2 PeneloPe Community topics

## 4.2 SEO

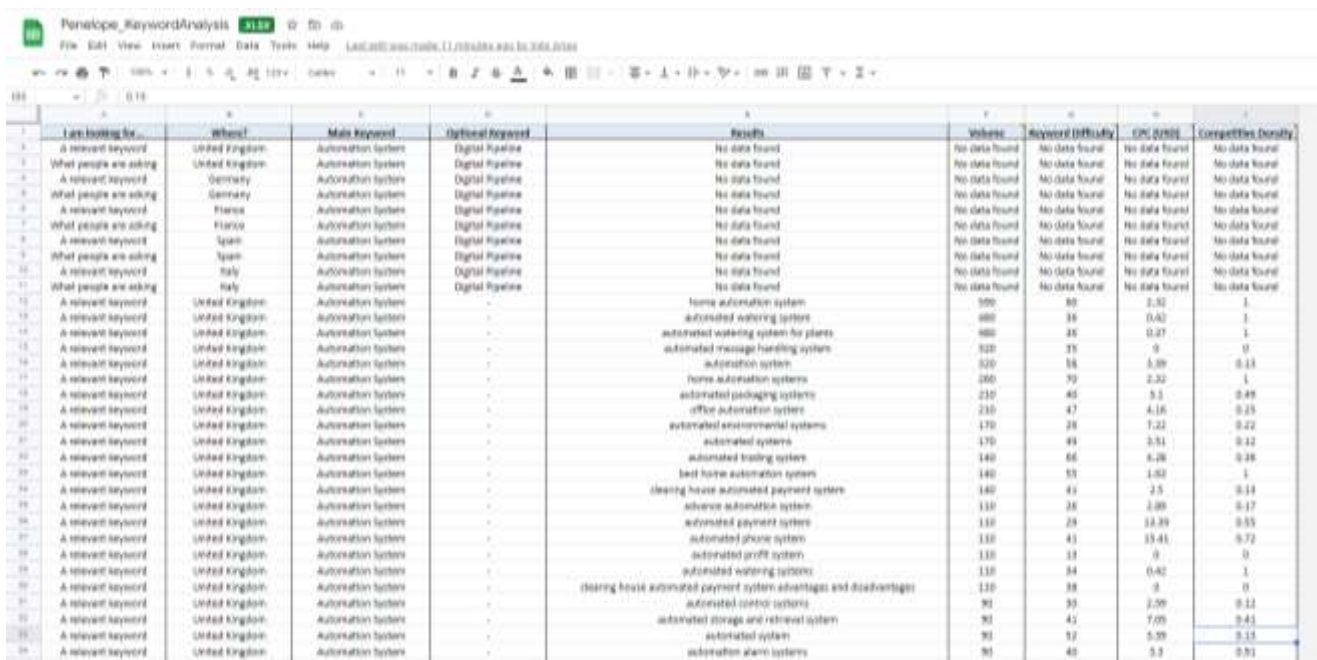
Content SEO (search engine optimization) refers to creating content that aims to help, in this case the PeneloPe community, to rank in the top position in search engines. This variation of SEO includes all the aspects related to the writing and the structuring of content in the community. There are three key elements to consider when performing Content SEO: keyword strategy, site structure and copywriting.

Content SEO is an important part of any growth hacking strategy as search engines, such as Google, read the website, analyse the words used to determine whether or not it should be ranked in the highest positions of the search. A well-designed and a user-friendly interface needs also to be covered but without quality content, the visibility of the community will not have the reachability needed in search engines.

In the analysis of the PeneloPe Keywords, the following parameters were analysed: Keywords from Grant Agreement, questions done with the defined keywords, geographical scope (United Kingdom, France, Germany, Spain, the Netherlands, and Italy). In terms of performance of these keywords, the following parameters were analysed:

- Volume: the average number of monthly searches for a given keyword over a 12-month period.

- **Keyword Difficulty:** Keyword Difficulty shows you how hard it would be for a website to rank organically in the Google top 10 for the analysed keyword. The higher the percentage, the harder it will be to achieve high rankings.
- **Cost Per Click:** Average price in USD advertisers pay for a user’s click on an ad triggered by a given keyword (Google Ads). Use sort icon to display results in ascending or descending order.
- **Competitive Density:** The level of competition between advertisers bidding on a given keyword within their PPC campaigns. Competitive Density is shown on a scale from 0 to 1.00 with 1.00 being the most difficult to rank for.



Rank	Search Intent	Main Keyword	Optional Keyword	Results	Volume	Keyword Difficulty	CPC (USD)	Competitive Density
1	A relevant keyword	United Kingdom	Automation System	Digital Pipeline	No data found	No data found	No data found	No data found
2	What people are asking	United Kingdom	Automation System	Digital Pipeline	No data found	No data found	No data found	No data found
3	A relevant keyword	Germany	Automation System	Digital Pipeline	No data found	No data found	No data found	No data found
4	What people are asking	Germany	Automation System	Digital Pipeline	No data found	No data found	No data found	No data found
5	A relevant keyword	France	Automation System	Digital Pipeline	No data found	No data found	No data found	No data found
6	What people are asking	France	Automation System	Digital Pipeline	No data found	No data found	No data found	No data found
7	A relevant keyword	Spain	Automation System	Digital Pipeline	No data found	No data found	No data found	No data found
8	What people are asking	Spain	Automation System	Digital Pipeline	No data found	No data found	No data found	No data found
9	A relevant keyword	Italy	Automation System	Digital Pipeline	No data found	No data found	No data found	No data found
10	What people are asking	Italy	Automation System	Digital Pipeline	No data found	No data found	No data found	No data found
11	A relevant keyword	United Kingdom	Automation System	home automation system	500	80	2.51	1
12	A relevant keyword	United Kingdom	Automation System	automated watering system	480	38	0.42	1
13	A relevant keyword	United Kingdom	Automation System	automated watering system for plants	480	38	0.37	1
14	A relevant keyword	United Kingdom	Automation System	automated message handling system	320	35	0	0
15	A relevant keyword	United Kingdom	Automation System	automation system	320	38	5.39	0.13
16	A relevant keyword	United Kingdom	Automation System	home automation systems	280	39	2.32	1
17	A relevant keyword	United Kingdom	Automation System	automated packaging systems	230	46	3.1	0.48
18	A relevant keyword	United Kingdom	Automation System	offer automation systems	230	47	4.16	0.25
19	A relevant keyword	United Kingdom	Automation System	automated environmental systems	170	28	7.22	0.22
20	A relevant keyword	United Kingdom	Automation System	automated systems	170	49	3.51	0.12
21	A relevant keyword	United Kingdom	Automation System	automated trading system	140	68	6.26	0.28
22	A relevant keyword	United Kingdom	Automation System	best home automation systems	140	53	1.63	1
23	A relevant keyword	United Kingdom	Automation System	cleaning house automated payment system	140	43	2.5	0.14
24	A relevant keyword	United Kingdom	Automation System	advance automation system	130	28	2.89	0.17
25	A relevant keyword	United Kingdom	Automation System	automation systems	130	29	13.39	0.55
26	A relevant keyword	United Kingdom	Automation System	automated phone system	130	41	13.41	0.72
27	A relevant keyword	United Kingdom	Automation System	automated profit system	130	33	0	0
28	A relevant keyword	United Kingdom	Automation System	automated watering system	130	34	0.42	1
29	A relevant keyword	United Kingdom	Automation System	cleaning house automated payment system advantages and disadvantages	120	38	0	0
30	A relevant keyword	United Kingdom	Automation System	automated control system	90	30	2.39	0.12
31	A relevant keyword	United Kingdom	Automation System	automated storage and retrieval system	90	42	7.05	0.41
32	A relevant keyword	United Kingdom	Automation System	automated system	90	32	5.39	0.13
33	A relevant keyword	United Kingdom	Automation System	automation alarm systems	90	48	3.3	0.91

Figure 10 PeneloPe Keyword analysis

The Keywords analysed were *Automation System, Robotics System, Manufacturing, Artificial Intelligence and Digital Pipeline, Large Scale, Low Volume, One of A kind, Interoperability, work centric and zero defect.*

Conclusions of the analysis: after analysing the keywords of the PeneloPe Grant Agreement, it is to consider the low volume in searchers as from 51119 results, only 42 had more than 200 searches a month. For this reason, the next steps will be:

- Carry out an analysis of the isolated performance of the "optional Keyword" to identify new ways of generating content.
- Add to the cultural Keyword analysis and elaborate a new concatenation.

### 4.3 Content Providers

To fulfil the PeneloPe community members interests, several content providers profiles coordinated by FundingBox following a content calendar (already existing in SharePoint) updated every six months and coordinated monthly:

- **PeneloPe partners:** All PeneloPe partners will contribute to the content creation for the PeneloPe Community. The use of the existing reporting calendar will aim to coordinate monthly to let the partners know the pieces of content that are needed to be produced (date, content topic, space, and collection of the community). With this aim, FundingBox will send reminders at least two weeks in advance for partners to deliver.
- **PeneloPe Supportive Partners:** PeneloPe supportive partners will be invited to share content in the PeneloPe online community. They will also be invited to introduce themselves in the 'Networking' Space and generate conversations.
- **Experts:** when possible, FundingBox as community manager, will produce pieces of content with stakeholders in the industry and within the consortium (e.g., women in manufacturing, interview with coordinators... etc.)
- **Liaison with other projects:** PeneloPe is participating actively in several initiatives, as for instance with other H2020 projects (industry 4.0 web cafés), a Working Group with EURADA and ZDM (Zero Defect Manufacturing cluster). This content will be featured in the community regularly as an added value to community members.

### 4.4 Interactive activities

The PeneloPe community aims to have a bidirectional content strategy with a dynamic engagement with members. For this several interactive activities to keep the community engaged:

Q&A sessions paying special attention to: EoI helpdesk, best practices, upskilling challenges and regional challenges, training opportunities and didactic factories.

The Topics of the Q&As and webinars will be following ones:

- **Deployment and funding opportunities:** Manufacturing related initiatives such as EoI, external Open Calls, tips on how to present a good proposal, open questions....
- **Digital upskilling training:** Training to reskill the European manufacturing workforce, trainings on business models and strategies...
- **Technology mentoring (digital transformation):** tips on digital transformation, advanced manufacturing technologies, success stories (EoI beneficiaries), PeneloPe advancements and showrooms...
- **PeneloPe products:** marketplace, technology offer...
- **General awareness topics:** general topics on manufacturing and industry 4.0 targeting key stakeholders such as women, young minds, workforce...

## 5 SUPPORTIVE PARTNERS PROGRAMME

The objective of the PeneloPe Supportive Partner Programme is to create a network of stakeholders among EU industrial associations, clusters and DIHs to be involved in the project to: i) Replicate project news and milestones to increase the reachability potential; ii) promote PENELOPE within their members/networks leveraging synergies and opening new opportunities for exploitation; iii) identify and pre-select suited candidates for being involved in the training programme and iv) exchange information and collaborate in the orientation of project results based on their member's needs increasing project results replicability. In short, the PeneloPe supportive partners will have a multiplier effect leveraging PeneloPe penetration increasing the impact and outreach of the project initiatives among the targeted audiences and becoming an important asset to the overall project sustainability.

During their involvement as supportive partners, SPs are requested to share news about PeneloPe on their social network and act as a cross-dissemination collaborator of the project. The programme intends to sign up at least 40 supportive partners along the length of the project and a list that will be continuously updated.

### 5.1 What is requested from Supportive Partners?

PeneloPe Supportive partners are EU industrial associations, clusters, DIHs, European projects and any other organisation that has a strong profile within the manufacturing industry.

Supportive partners are requested to perform the following actions:

- Contribute to PeneloPe in cross-dissemination activities
- Promote PeneloPe's benefits, opportunities, and milestones among key targeted audiences through their dissemination channels.
- Actively collaborate on the orientation of the training programmes (based on their member's needs)
- Identify and engage suited manufacturing companies to be benefited from the in-situ training.

### 5.2 What does PeneloPe offer Supportive Partners?

As the supportive partner programme is a cross-dissemination agreement between two partners based on a win-win collaboration. PeneloPe offers the following benefits to its potential supportive partners:

- Join the European Large-Scale Manufacturing community.
- Visibility on the online community and the chance to showcase success stories and share content or own activity while networking with other Supportive Partners.
- Visibility on the PeneloPe website with logo, description, and relevant links.
- Possibility to reach collaboration agreements for joint events presence and to co-organise info sessions.
- Possible engagement with Europe's leading researchers, manufacturers, and players in the field of large-scale manufacturing.

- Work together to progress flexible and modular Large-Scale Manufacturing in Europe.
- Access Expression of Interest, Open Call opportunities, such as funding, mentor, or evaluator activities.
- Access first-hand information on the advancements of the project.

### 5.3 Supportive partners engagement

As a way to maintain an open communication with Supportive Partners and engage, the following measures are foreseen:

- **Private Space for Communication:** Supportive Partners will have a dedicated space on PeneloPe's community
- **Transparency:** Share the knowledge gained throughout the project (methodology, conclusions of project activities, reports...).
- **Inclusion:** Exchange information and collaborate in the orientation of project results based on their member's needs increasing project result's replicability
- **Networking:** facilitate the first contact among Supportive Partners in the community, online or on physical events.
- **Opportunity Access:** offer an added value fostering the engagement with the Supportive Partners by letting their customers access opportunities offered by Penelope. For instance:
- **First-hand knowledge** on upcoming expression of interests, training, and Open Calls among others.
- Participate/organise events involving Supportive Partners (i.e., speaker, visibility as a media partner...)
- **Resources:** offer resources or tools to facilitate the promotion activities of the Supportive Partners (e.g., communication toolkits, news items, adapted visuals, access to project insights, etc.)

### 5.4 The process of becoming a PeneloPe Supportive Partner

The Opportunity of becoming a PeneloPe Supportive Partner will be featured on:

- PeneloPe's website, social media, Community, and newsletter.
- Project consortium channels.

All the information available on a dedicated microsite: [www.penelope-supportive-partners.fundingbox.com](http://www.penelope-supportive-partners.fundingbox.com)

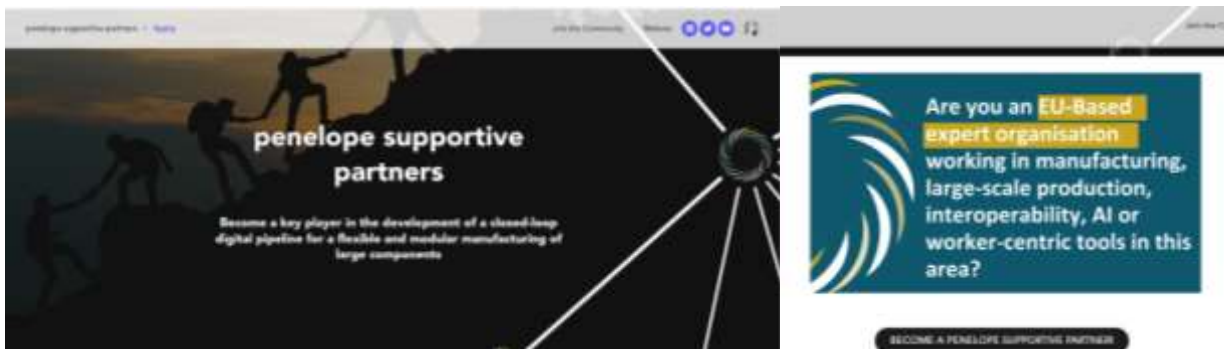


Figure 11 PeneloPe Supportive Partner Microsite

Organisations that are interested in becoming a PeneloPe Partner will only have to fill-in a 5-minute. First potential partners identified by consortium partners will be addressed and then, by organic campaign (and if needed social media campaign) will be done to broaden the possibilities to acquire a good variety of supportive partners. At the moment, the consortium has identified 17 potential supportive partners.



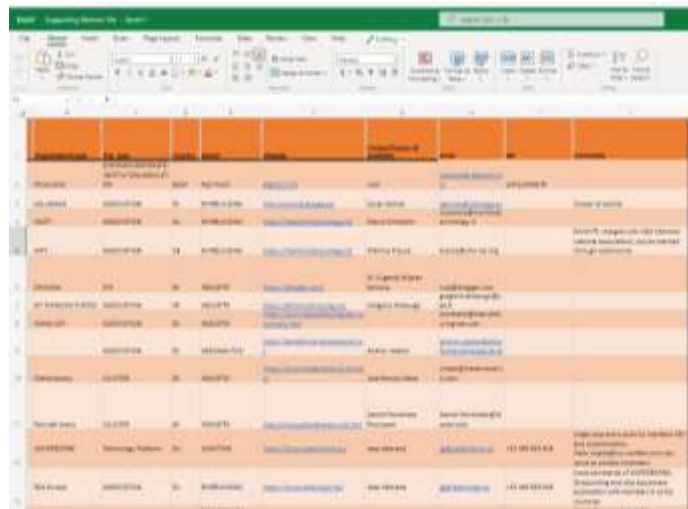


Figure 12 PeneloPe Supportive Partner Mapping

## 6 KPIs

The KPIs of the PeneloPe as per Grant agreement are as follows:

Item	KPI
<b>Community Members</b>	<b>120 stakeholders engaged</b>
<b>Supportive Partners</b>	<b>40 active supportive partners</b>

Table 3 PeneloPe Community KPIs

As of September 2022, the community has 44 members/interactive users. As for the supportive partners programme, it is ready to launch as of M24. Partners are in the process of mapping potential partners (17 identified).

## 7 REPORTING

As of September 2022, the community has 44 members/interactive users. As for the supportive partners programme, it is ready to launch as of M24. Partners are in the process of mapping potential partners (17 identified).

In following periodic technical reports and updates of the Communication and Dissemination deliverables, a report on the performance of the PeneloPe community will be described and analysed.

The following community metrics will be used:

- Number of members in the community.
- Number of members in each space.
- Total amount of comments.
- Total amount of replies.
- Total amount of reactions.
- New members in the period.
- Messages by message type (events, articles, announcement etc.).
- Messages by collection.
- Number of messages by space.
- Top 10 best performing pieces of content.

These metrics will be updated and analysed every six months to identify best performing activities to grow the PeneloPe Community and keep it active and vibrant.

## 8 ACTION PLAN CALENDAR

All the actions and campaigns to be done during all the phases of the growth hacking funnel have been gathered in a Growth Hacking Plan Action Calendar. This calendar will be updated as per need and natural evolution of the project.

FUNNEL	ACTION	DESCRIPTION	WHEN (Start)	PARTNER
<b>ACQUISITION Attract</b>	Materials for Partners	<ul style="list-style-type: none"> <li>• PeneloPe toolkit for the Community logos, banners, news, PR, Social Media Copies.</li> <li>• PeneloPe communication materials (brochure, project video...)</li> <li>• PeneloPe YouTube channel videos to be connected to the community</li> </ul>	Q2 2022	FBA
	PR Campaign	<ul style="list-style-type: none"> <li>• Prepare a press release in English to distribute to the media.</li> <li>• Translate the PR to the languages of the key countries together with the release of the EoI to increase impact</li> </ul>	Q1-Q2 2023	FBA ALL
	Branded Content and Banners	<ul style="list-style-type: none"> <li>• Create a list with specialised media relevant to PeneloPe Initiatives and related technologies (newspapers, magazines, blogs).</li> <li>• Sponsored article prices or cross promotion partnership.</li> </ul>	Q2-Q3 2022	FBA

		<ul style="list-style-type: none"> <li>Banners</li> </ul>		
	Supportive Partners Outreach	<ul style="list-style-type: none"> <li>Create a list of potential supportive partners among partners contacts</li> <li>Reach out to them to present an opportunity for cross-collaboration</li> </ul>	Q2-Q3 2022	FBA ALL
	Other Communities Posts	<ul style="list-style-type: none"> <li>Use other FundingBox manufacturing communities as a cross promotion platform to publish their content in exchange of them promoting PeneloPe on theirs -this partnership can include posts on social media and promotion in the newsletter.</li> </ul>	Q3-2022	FBA
	Mailing	<ul style="list-style-type: none"> <li>Promotion in PeneloPe initiative partners newsletter and databases.</li> <li>Inclusion in other related Communities Newsletters</li> <li>List of contacts (if available).</li> </ul>	Q1-Q2 2022	FBA ALL
	SEM	<ul style="list-style-type: none"> <li>AdWords campaigns (with Eol)</li> </ul>	Q1-Q2 2023	FBA
	Social Media	<ul style="list-style-type: none"> <li>Organic content</li> <li>Paid Campaign: LinkedIn and Twitter.</li> </ul>	Q1-2022	FBA
	Offline Events	<ul style="list-style-type: none"> <li>Create a list of relevant events (international, national, and regional).</li> <li>Prepare brochures and merchandising to distribute them to attendees.</li> <li>Gather contacts in those events to create databases.</li> <li>Send them personalised follow up emails</li> <li>Booths and workshops when possible</li> </ul>	Q4-2021	FBA ALL
	Content SEO	<ul style="list-style-type: none"> <li>Study of Keyword performance</li> <li>Analysing the keywords that best work for the topic and have the highest search</li> <li>Give guidelines to partners based on the results of the study</li> <li>Create content following these guidelines</li> </ul>	Q3-2022	FBA

<b>ACTIVATION Conversion</b>	Landing Pages Forms	<ul style="list-style-type: none"> <li>● Attractive landing page with clear information about PeneloPe (easy to read, understand and navigate): text, images, call to action button.</li> <li>● Highlighting the PeneloPe community added value with an appealing message.</li> <li>● Present reasons to join the community to motivate new members to join.</li> <li>● Include testimonials on the website to build trust and relevance.</li> <li>● Easy and intuitive signup process.</li> </ul>	Q4-2021	FBA
	Call to Action	<ul style="list-style-type: none"> <li>● Buttons to subscribe to a newsletter, join the community, apply for the EoI (when relevant) in the community and website.</li> </ul>	Q4-2021	FBA
	Mailing - Contacts	<ul style="list-style-type: none"> <li>● Gather all the contacts converted and organise them in lists (newsletter, community, applicants).</li> </ul>	Q4-2021	FBA
	Remarketing	<ul style="list-style-type: none"> <li>● Remarketing campaigns.</li> <li>● Remarketing tags on the website.</li> </ul>	Q4-2022	FBA
	Helpdesk	<ul style="list-style-type: none"> <li>● Use the helpdesk as a call to action to invite members to join the community (with EoI)</li> </ul>	Q2-Q3 2023	FBA
	Workflows	<ul style="list-style-type: none"> <li>● Study where the traffic comes from to understand the performance of the actions and campaigns to improve the results. Analytics tools: Mix Panel, Google Analytics, FBOX Gear.</li> </ul>	Q1-Q3 2023	FBA
<b>RETENTION Delight</b>	Mailing	<ul style="list-style-type: none"> <li>● Tailored calls to action with specific offers: EoI, Other project Open Calls, webinars, and Q&amp;As, etc.</li> <li>● Email onboarding strategy.</li> <li>● Personalised calls to action to the most relevant and active users.</li> </ul>	Q4-2021	FBA
	Surveys	<ul style="list-style-type: none"> <li>● Survey emails sent to the community members to get feedback about their user</li> </ul>	Q1-2023	FBA

		experience and the content provided.		
	Content (Key added value)	<ul style="list-style-type: none"> <li>• Service readiness (Eol) and funding Readiness (other projects Open Calls)</li> <li>• Market events - highlight those we are attending to network.</li> <li>• Webinars, Q&amp;A sessions from leading stakeholders and supportive partners</li> <li>• A unique platform for the Penelope ecosystem in Europe.</li> <li>• Success stories and technologies.</li> <li>• Eol Helpdesk.</li> <li>• Policy and standardisation.</li> </ul>	Q1-Q3 2023	FBA
	Social Monitoring	<ul style="list-style-type: none"> <li>• Use social media networks (LinkedIn, Twitter) to share content, interact with our users and get feedback.</li> <li>• Use these interactions for reshaping social media content.</li> </ul>	Q4-2021	FBA ALL
<b>REFERRAL</b>	Product	<ul style="list-style-type: none"> <li>• Button to invite friends from inside the community to grow organically.</li> </ul>	Q4-2021	FBA ALL
	Incentives	<ul style="list-style-type: none"> <li>• Access other communities Funding Opportunities, events...</li> <li>• Perks such as ticket to events</li> <li>• Feature most active members in the community, newsletter, social media for them to gain visibility.</li> <li>• Supportive partners profile interviews to share on social media and exclusive content</li> </ul>	Q4-2021	FBA ALL

Table 4 PeneloPe Growth Hacking Plan Action Calendar

## 9 CONCLUSIONS

The PeneloPe Community Platform aims to be the unique online community for large-scale manufacturing ecosystems in Europe.

The community offers a solution to a current problematic situation where the ecosystem has a central point of information, as it is the PeneloPe website, but does not have a dynamic space for connecting, chatting, and discussing for building a PENELOPE network while getting access to funding opportunities. This is the value of the PeneloPe community.

In order to reach the KPIs related to this activity by the end of the project and ensure its sustainability, it has been decided to implement a growth hacking strategy following the growth hacking funnel (acquisition, attraction, retention and referral), and at the same time, integrating the inbound marketing methodology phases (attract, convert, close, delight). Several actions and campaigns will be carried out according to these methodologies, as well as platforms such as a blog, social media networks and email will be key tools to develop the strategy to attract newcomers at a low cost, without forgetting spreading the right message to the right target audience.

Exclusive content and opportunities from PeneloPe and other H2020 initiatives will be the central point for engagement and retention of the ecosystem stakeholders. Partners will work together to coordinate actions, adapt, and offer content of interest. The analytic features and the study of user performance will allow for optimising the campaigns and readapt content as the project moves along.

The ultimate objective of the PeneloPe online community is to spread the word about the PeneloPe methodology to create a broad ecosystem that facilitates market uptake and promotes large-scale manufacturing in Europe and workforce upskilling, disseminating success stories, Expression of Interest beneficiaries' experiences, achieving the highest number of workforces trained. Among others. This will help to enhance the adoption of the PeneloPe approach across the European manufacturing industry, SMEs, mid-caps, and large organisation as well as the general public.