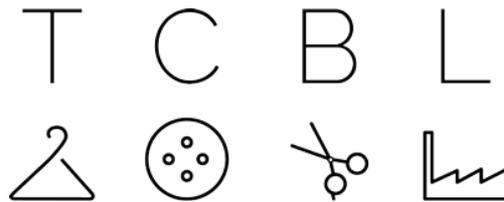




TCBL 646133 DELIVERABLE 8.1

20 OCTOBER 2015



DELIVERABLE

PROJECT ACRONYM: TCBL

GRANT AGREEMENT N.: 646133

PROJECT TITLE: Textile & Clothing Business Labs

D 8.1: Communication & Dissemination Plan

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Dissemination Level

PU

Public

EXECUTIVE SUMMARY

This document explains the overall communication strategy to disseminate the project's results, conclusions and recommendations and the general plan to implement said strategy in order to achieve its stated goals.

It also includes the derivation of objectives and tasks for each project partner according to its main business activities and stakeholder connections, determination and commitment to individual and conjoint dissemination actions.

The following text is structured in six sections:

- Section 1 (Communication Strategy and Tools) highlights the qualifying aspects of TCBL's "precision communication" and nested dissemination/exploitation approaches. It also overviews the key elements of the project's corporate image (logo, website, brochure, presentation and deliverable templates, etc.):
- Section 2 (Internal Ecosystem Communication) presents the salient features of the local communication and media strategies, including the communities of interest and the respective member organisations;
- Section 3 (Horizontal Research Outreach) introduces the key R&D and innovation communities and projects TCBL would like to liaise with and an initial plan for scientific dissemination of the project;
- Section 4 (Industry and Sector Outreach) lists the complex range of industrial and policy communities being dissemination targets for TCBL, and how project activities will be integrated into the communication channels and exploitation paths. It also overviews the mail dissemination channels the project will target during its lifetime;
- Section 5 (Dissemination Management) deals with the crucial issue of setting up an internal governance system for the shared planning of events, a timely reporting and a transparent resource allocation to the partners in charge of them;
- Section 6 (Yearly Conference and TEDx) outlines the principles of organisation of the major dissemination event of the TCBL consortium, a 2-day conference targeting (in day 1) high-level institutional actors, industry and sector players in a more conventional manner, while (in day 2) being structured according to the well-known TED format with the ultimate goal to create a set of videos having a strong impact on a broader audience.

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1. COMMUNICATION STRATEGY AND TOOLS

Dissemination in TCBL is an integral part of project activities; as the method is to develop an 'open' innovation ecosystem that complements the work, interests and influence of key 'actors' relevant to Textiles, Clothing, Business Development, Innovation, Entrepreneurship and the many other fields that TCBL can benefit. The 'actors' include interested people, communities, organisations and complementary projects. In some cases we shall explore strategic partnerships, eg to run or exhibit at co-located events and so increase our visibility to beneficiaries. The targets of the first phase of dissemination (highly-targeted "precision communication"), are essentially external actors with the same or similar profiles as their "representatives" within the partnership. More varied profiles will be targeted in later phases of dissemination.

The main purpose of this phased approach to dissemination is therefore to establish a dialogue between the evolving ecosystem directly nurtured by project activities and the external systems with which TCBL aims to establish the kind of operational resonance that leads to uptake and adoption. This process in turn creates the conditions – social, normative, market, etc. – for that ecosystem to develop and thrive, or, in more familiar words, the exploitation potential for the project as a whole and individual partners and clusters of partners. Dissemination and exploitation (as well as evaluation, which aims to facilitate this process of communication and adoption) are thus two sides of the same coin in TCBL, designed to grow organically during the project's lifespan and continue to grow afterwards, fed by the competitive advantage of the new business models.

The nature and quality of dissemination is phased according to the general phasing of the project overall, from an initial transmissive communicational approach to intensive knowledge exchange and reciprocal learning within an organically expanding ecosystem. This approach allows to gradually engage external actors into the TCBL ecosystem as the means for developing the exploitation paths as identified above and attaining the desired project impacts.

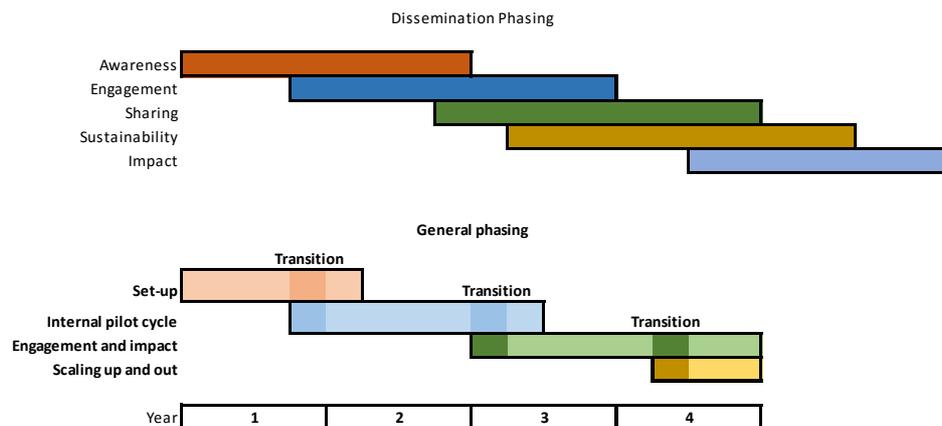


Figure 1. TCBL Dissemination Phasing

These phases are as follows:

- **Awareness:** The first phase of dissemination simply declares that TCBL exists and provides access to information about the project, its partners and activities, and its results.
- **Engagement:** The next phase of dissemination more explicitly invites external actors to join the TCBL ecosystem and interact directly with on-going activities. This phase accompanies the first two Calls for Expressions of Interest of the Associates Programme.

- **Sharing:** The next phase consists in the sharing of analyses and evaluation of the benefits of participation in the TCBL ecosystem.
- **Sustainability:** This phase accompanies the organisation of value chains among project partners and the different types of external actors engaged in the TCBL ecosystem, as the quality of communication shifts from declarative to operational.
- **Impact:** The final phase returns to the communicational mode, to substantiate the social, economic, and environmental impact to the broader industrial, social and policy environment, with the objective of spreading the TCBL innovation methodology and facilitating the regulatory and policy environment for further uptake.

1.1 COMMUNICATION TARGETS AND MESSAGES

Communication activities in TCBL aim both to promote effective communication and exchange within the partnership and, seamlessly, extend that to the ever-growing TCBL ecosystem. The goal is to promote the project and its objectives and engage actors from the “outside world” as a means of promoting acceptance and creating the knowledge and cultural conditions for extension of the TCBL model across T&C manufacturing in Europe and to other sectors of production, such as addressed by the H2020 GROW programme and linked regional innovation, competitiveness, entrepreneurship and employment initiatives. To this end, TCBL requires a strong and effective corporate image capable of making TCBL a brand that

- a) conveys the values and meaning of the TCBL approach and
- b) imprints the TCBL image into every product and activity generated by the project and by its expanding ecosystem, from internal memos to shared web spaces to TEDx videos to getting the TCBL logo added to the websites of conferences, trade shows and concertation events with complementary projects.

This action includes the production and updating of the basic communication tools (brochure, leaflets, website, etc.) that are first used to convey and imprint the brand, but also includes the monitoring and follow-up of application of the brand across all actions and activities (Powerpoint or Prezi presentations, web services, placards on building entrances, backdrops to workshop rooms, local language Facebook pages, publications and videos, etc.).

1.2 CORPORATE IMAGE

The corporate image of TCBL plays a key role in the communication strength of the project as a whole. In order to be an appealing platform that invites all parties to the table – which is what the consortium aims for – the TCBL corporate image balances between leaving room for organic growth on the one hand and recognisability on the other. The nature of the project makes this a very important and challenging mission. Since TCBL works with a wide variety of groups – types of organisations involved, locations and business cultures – the project needs uniformity as well as flexibility. One could state that TCBL has to come up with a language that is spoken and understood throughout a creative, economic and value diversified continent. With recognisability as the most crucial criteria that should be met.

A corporate image that holds all the strength needed to involve a diversified community needs to be built upon strong images, a highly recognisable logo, an inviting (online) platform and buzzing yearly conferences. The corporate image has to be highly energizing and needs to facilitate local creative and economic forces. Moreover, since TCBL deals with the innovation

of an industry through experimentation in labs, knowledge sharing within as well as outside the consortium is crucial for the renewing potential of the project. Hence TCBL is built upon a bottom-up online platform that provides individuals and collectives on the ground with the means to share their successes and learning processes. The corporate image has to set a context for change, in an open but structured way.

The corporate image as used in deliverables, brochures, presentations, website, conferences (and more) needs to communicate the story of the people of the 21st century. By using strong and clean photography together with graphic elements, TCBL's corporate image reveals the values of the post modern maker. By referring to handicrafts and showing old and new techniques and tools, the corporate image in itself tells the story of innovation. It is about quality, reputations, morale, tools, hands-on people.

1.2.1 LOGO

The logo is primarily designed to function as a recognisable icon for the project as a whole. It is meant to be the point of recognition for all manifestations of TCBL throughout the consortium. For the logo design inspiration was found in the diverse nature of project TCBL. The project deals with many different labs, people, disciplines, countries and cultures. And there are as many, or more, ways to think about the textile and clothing industries: for example in trends, fabrics, tools, production methods, products, production types, and etcetera. This, together with the criteria of recognisability, brought us to the TCBL logo.

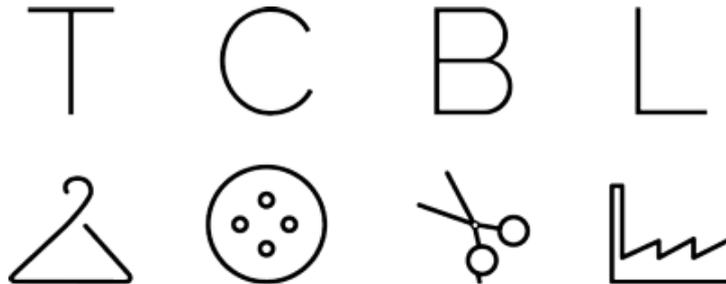


Figure 2. TCBL Logo

The design process resulted in a logo that everyone can relate to. Everyone is familiar with the basic iconic representations of the key artefacts: a clothes hanger, a button, scissors, and a factory. Of course the project involves much more than this, but the logo is not designed to communicate the purpose of TCBL in itself. It is rather designed as an icon around which to build a brand and a community. In this context, the logo is also designed to be used together with images, stock photos and undertitles.



Figure 3. Some of the photos to accompany the TCBL logo.

1.2.2 WEBSITE

The website project-tcbl.com is primarily built as a community platform. The most important function that it serves is as a framework within which the TCBL ecosystem is built and fed. Defining the purpose of the website in this manner has huge implications for the way the website, and its functionalities, are designed. In the first place it has to facilitate local TCBL communities throughout Europe to share information and to get in touch with other communities that participate in TCBL. Local experts are equipped to start discussions, share inspirations, gather information, enable new collaborations, and raise questions.

Project-tcbl.com will be an excellent way to map the creative, production, knowledge and economic potential of the European T&C industries. It gives room to individual's stories and concerns, and also to that of companies, knowledge institutions and factories. The bottom up nature of the online environment sets a context for change in an open but structured way.

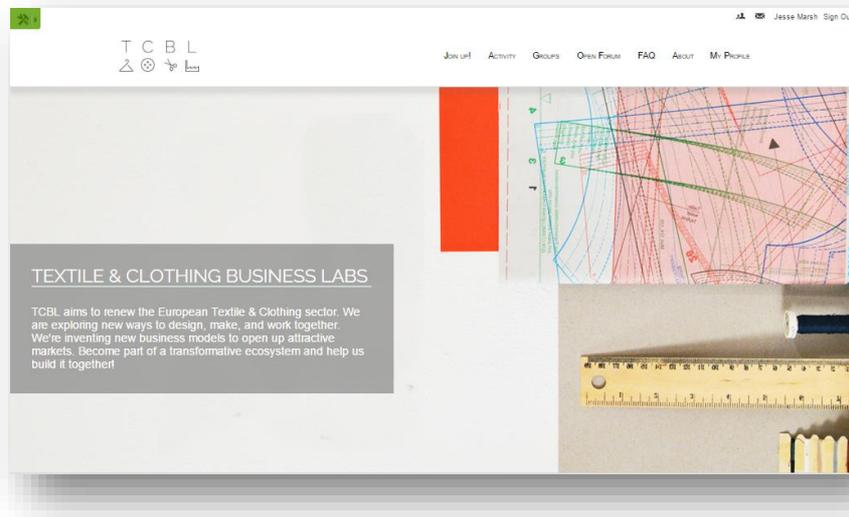


Figure 4. TCBL Home Page

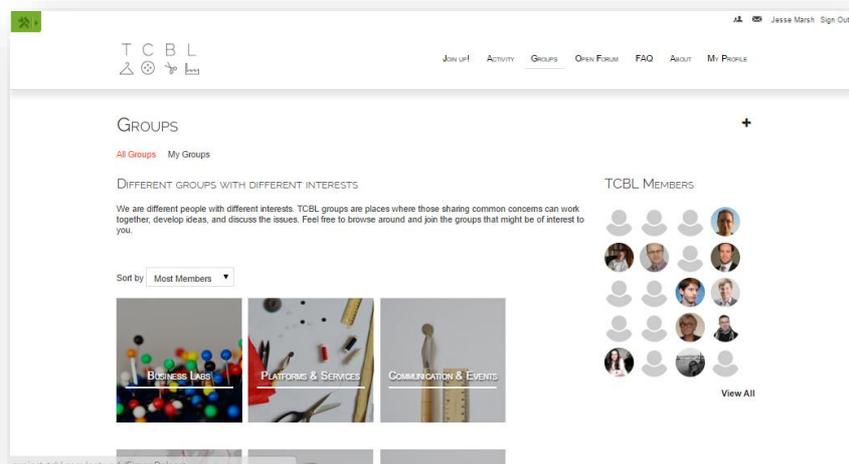


Figure 5. TCBL Groups Page

1.2.3 BROCHURE

Under the flag of TCBL a huge amount of local gatherings will take place, in the form of Design, Making and Place labs. All these events will be initiated and organized by different partners and local parties. Because of this approach the local labs will meet the local needs. In order to guarantee that TCBL will remain recognisable and that everyone stays committed to the TCBL mission, a brochure is being designed that will be distributed throughout the consortium.

The brochure, with a look and feel similar to the website, explains the overall mission of TCBL. It directs participants to the website, it shows the partners involved and it provides insight on what TCBL is aiming at and why. Besides this, the brochure serves as an inspirational document to shape new ideas and to lead people to events and the website. As with the website, the design of the brochure is focussed around strong photography using graphic elements.

The brochure design is currently under development. A definitive version will be edited and published as part of Deliverable 8.3, "TCBL Public Communication Tools".

1.2.4 PRESENTATION

Another important element in TCBL communication is Powerpoint presentations. A template has been designed that carries the TCBL logo approach – open image, strong graphics, use of whitespace – while also allowing for the practicalities of communication through bullet points. The template actually extends the usual Powerpoint style by providing the typical series of layouts (title, section header, title plus content, etc.) in different formats according to the type of content: centred points, bullet points with a title, images, etc.

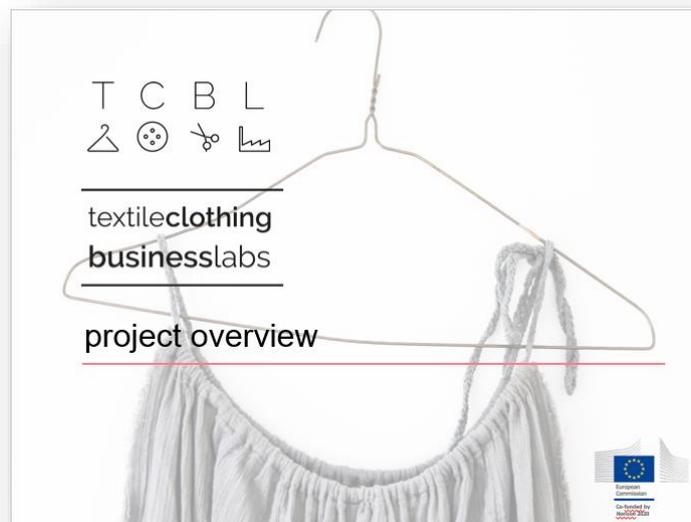
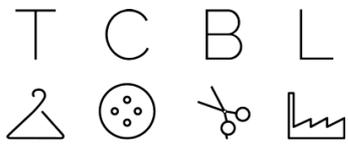


Figure 6. Powerpoint Title Page.



1.2.5 DELIVERABLES

Equal attention has been paid to the layout of the project deliverables, which need to convey the project image to the scientific and research community. The corporate image is applied here in a recognizable but sober fashion, as can be seen in the layout of this document. An extensive Deliverable template, to be produced as part of Deliverable 8.3, will help partners comply to the corporate image for forthcoming deliverables.

2. INTERNAL ECOSYSTEM COMMUNICATION

2.1 PROJECT COMMUNICATION

The first arena for testing the effectiveness of the TCBL phased approach to dissemination and diffusion of the TCBL brand is that of communication internal to the TCBL ecosystem. This starts of course with communication internal to the project partnership, which has two aspects:

- management oriented aspects, with the typical facilities for document storage and exchange, on-line meetings, quality assurance and workflow management, etc. as assured by the MyMinds platform described in Deliverable 9.1.
- group working and communication, with facilities for discussion, sharing ideas, reporting on events, etc. as assured by the Ning-based project website as described in Deliverable 8.2

The reason for distinguishing between these two platforms is that, differently from traditional R&D projects, the project communication environment will need to extend itself gradually and seamlessly beyond the project partnership. This includes the various Associates brought into the ecosystem through the Calls for Expression of Interest, as well as the further external network participants we expect to join TCBL in parallel and after the project end. The only aspect to keep separate from these communities is the project's internal management (MyMinds), while, as described in Deliverable 8.2, the on-going working method for producing results will occur in a public website, within various levels of public, semi-public and private workgroups.

This means that behind the public website a more collective governance mechanism will emerge, as a function of the activities of Task 6.5 "Business ecosystem governance", since the public website will ultimately be considered as a common good of all TCBL ecosystem participants. In terms of content, the web services will be intimately connected with the Knowledge Spaces as an open service for engagement on the one hand, and a TCBL video channel with regular video updates (newsletter style), videos from TEDx events, etc. on the other. For this, short "selfie" style video clips with activity updates will be expected from all Business Labs and T&C Pilot partners, with a review of each type of video, on a six-monthly basis in both English and the local language, as an integral part of their on-going activities.

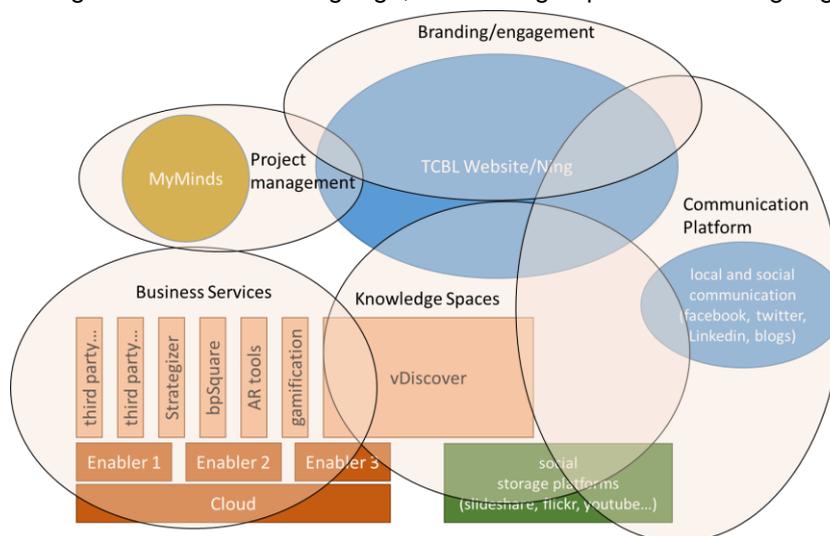


Figure 7. The TCBL Communication Architecture.

2.2 LOCAL COMMUNICATION STRATEGIES

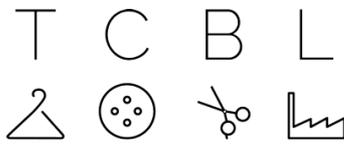
2.2.1 WORKSHOPS AND EVENTS

While the TCBL project sets out to achieve impacts at the European level, the key activities will take place in localities via the Making, Design and Place Labs. These will be the 'engine room' of the TCBL movement and an effective local communication strategy will serve to identify and attract the key players in the development and deployment of activity, and specify how local communication activities will complement project-level promotion.

As outlined in the project proposal, local workshops and seminars will be organised by the Pilot partners with Business Labs on a regular 6-monthly basis. The Business Lab workshops will be thematically based, on a schedule to be defined on the basis of the emerging roles of each of the labs and the stakeholders they engage. The objectives of the local strategies will be to develop the TCBL community, engage the partners who will form and use the early Labs and influence local complementary business support and business development activities. The likely stages of development to be facilitated by the workshops will be:

- Awareness raising, both of the general concepts of market evolution including demand for smart specialisation and the TCBL project;
- 'Card marking' to register the project with the key agencies/ interests where shared ambition and objectives might exist and identifying potential links with TCBL partners regarding their dialogues, developments and possible future complementary activities, especially funded activities;
- Policy development, including identifying opportunities to contribute to emerging local policy developments looking at future support for enterprise, manufacturing and skills and all sector dialogues;
- Creating the local TCBL communities, securing the involvement of specific people and groups, and identifying the most appropriate communications platforms and media;
- Ideas generation, likely to include some element of mapping relevant activity locally and globally and inviting people to identify and present ideas for potential future project activity and partners.

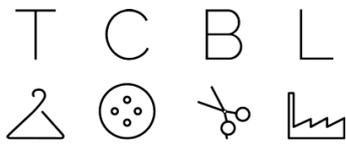
Workshops will target different types of actor according to their specific vocation and in general aim to involve the related sector actors in the local territory by addressing emergent issues of interest (a new material, new equipment, social issues, home working, etc.) The aim will be to create TCBL 'Communities of Interest' which could maximise local synergies where policy makers, funding agencies and social actors collaborate towards common goals. There will not be a set model for these communities as the objectives of the Labs will vary significantly according to community needs and opportunities. Initially, these will be local communities, but as the reach of the project extends over years 2 to 4, they could include regional and national actors. These communities of interest could involve the following organisations:



Businesses	Role
Manufacturers	T&C manufacturers with an interest in the subject matter.
Designers	Designers with interests in short run/bespoke design.
Companies offering Space (Factories)	Companies with space for designer/makers to use
Companies offering Facilities	Companies offering materials, support service and access to customers and supply chains.
Students	Students with appropriate sector or study interest interested in working with the Labs.
Entrepreneurs	Local entrepreneurs and philanthropists looking to invest/support new activity.

Agencies	Role
Funding Agencies	Information about future policy and support available.
Skills Organisations	Access to relevant skills support services.
Policy Makers	Dialogue and exploration of potential synergy with emerging policies at the local and national level. Identification of possible pilot activity to support Labs.
Business Support	Provision of expert advice on the complete range of business support requirements.
Legal & Technical	Information on the latest technical approach and options for establishment, operation and governance of emerging models.

Sector/Local Interests	Role
Local Authority	Sharing information on local premises, place developments and local groups.
Creative Industry Groups	Learning and sharing ideas for new sector developments across T&C and wider creative areas.
Manufacturing Groups	Provision of information on markets, materials and facilities to support the development of the Labs.
Enterprise Centres	Identification of existing and proposed activity that could create a base for Lab development.



Others	Role
RSA	Links to leading thinkers and strategies in 'new economy' areas.
Schools	Links to resources and students with interest in the TCBL areas.
Universities	Developing links between relevant university schools in both creative, business and social disciplines.
Innovation Centres	Mutual information exchange and support
Technology and Media Owners	Access new design, manufacturing, commercial platform support and promotional services at an early stage.

Each local community will have access to the TCBL project information platforms and, over time, become regular contributors to both the dialogue and knowledge spaces Workshop activity will be complemented by T&C Pilot seminars, specifically targeting the industry and sector actors, above all those engaging and thinking of engaging as Business Pilots. The seminars will follow a similar format – general introduction, stimulating input from the Business Labs, testimonial cases from within the T&C sector, group discussion – whose substance and approach will evolve over the project's lifespan.

2.2.2 LOCAL MEDIA STRATEGIES

The local media strategy will be influenced by the range of organisations that make up the local community of interest. TCBL partners will engage with existing community, business and sector networks and those partners' existing communication platforms will be used to spread the TCBL message, provide regular updates and promote engagement. This will include local websites, Facebook pages and other relevant online business and community networks. This approach is likely to be particularly valuable in areas where English is not spoken. Local blogs from relevant individuals and organisations will also be important in positioning the initiative and illustrating its value and relevance to local actors. In all cases, one recognisable on-line presence will be established that will act both as an information hub and a gateway to the TCBL project website by sharing links, likes and subject matter.

Local and Regional media including TV, Radio and Press will be engaged through the communities and provided with regular newsworthy project updates. Local news services will be invited to engage with project launch activities and key events including annual meetings, which will be relayed locally. Each workshop will produce material to feed the Knowledge Spaces and TCBL video channel.

TCBL partners will attend relevant local and regional business, skills, community and sector events, using project literature and locally produced materials to promote opportunities for engagement with the project. These will be determined by the activities that make up the first and subsequent rounds of Design/Making/Place Labs.

Breakfast meetings will be organised to engage with the business community, especially where TCBL partners can 'piggy back' on existing business network arrangements.

3. HORIZONTAL RESEARCH OUTREACH

This part of the dissemination and communication activities focuses on researching ways to rapidly spread news (and increase take-up) of relevant innovations as well as practices, materials and processes from elsewhere, advances in business modeling and innovation processes, and ICT support services across different fields of application. Dissemination will take account of trends seen in the various research areas and identification and synthesis of success-triggering opportunities for the Business Labs. In addition, the research community provides an excellent opportunity for cross-sector impact, ie applying the TCBL approach to sectors other than T&C (for example, offering work-shops at events like <http://ec.europa.eu/growth/smes/support/sme-week/>). This can occur through interaction with other projects, independent of TCBL, which cover other sectors, using concertation to identify areas of overlap or potential overlap.

3.1 RESEARCH COMMUNITIES

The following table identifies the main research communities relevant to TCBL:

Target areas	Project partner clusters involved	Project activities	Communication channels	Exploitation paths
Materials, processes	Knowledge platform, Business Labs	Technology watch, open experimentation	Website & media, conferences and TEDx, Knowledge Spaces, Associate Business Labs	Experimentation of innovation paths for adoption and linking to relevant H2020 events eg on materials and processes emerging from KETs projects
Business models	T&C Business Pilots, Sustainability, Exploitation	Experimentation and piloting of innovative business models in real settings	Website & media, conferences and TEDx, T&C Associate Business Pilots	Extension of business model innovations across T&C sector and to other sectors (eg via the EC's SME week)
ICT	Business services	Co-design of business support systems	Website & media, conferences and TEDx, Knowledge Spaces, Associate Service SMEs	Market for ICT business support platforms and services both general and sector-specific and including exploring ways to collaborate with Open Source projects to support microbusinesses

3.2 CONNECTING PROJECTS

An important means for TCBL to reach out to the different research communities is to leverage links with related projects. This can include past projects whose partners maintain active relations with the research community, but it particularly means making connections with on-going an new projects. This in fact offers the opportunity for cross-participation in activities and events such as workshops and conferences.

- **CoreNet:** developing customer-oriented and eco-friendly networks for healthy fashionable goods for the European Textile, Clothing and Footwear Industry. Research activities focus on the integration of rapid manufacturing technologies like digital printing and laser engraving, ad hoc reconfiguration of responsive supply chain for even smallest lots as well as tracking and tracing ecological aspects (carbon footprint) and quality.
- **Crisp Smart Textile Services:** development of innovative methods, platforms, guiding principles and business models to understand the multi-disciplinary opportunities and challenges of Smart Textile Product Service Systems.
- **EURATEX:** <http://www.euratex.eu/pages/set>: **The Save Energy in Textile SMEs (SET)** project is launched to enable European textile SMEs to improve their energy efficiency, hence to achieve measurable economic and resource-efficiency results. This project is a part of **Energy Made-to-Measure** campaign – an initiative running until 2016 to empower over 300 textile & clothing companies, notably SMEs, to become more energy efficient. EURATEX is leading this project.
- **Flspace:** pioneering fundamental changes on how collaborative business networks will work in future. Flspace is developing a multi-domain FI Business Collaboration Space that employs FI technologies and FIWARE enablers for realising seamless collaboration in open, cross-organizational business networks.
- **MSEE:** an ICT/FoF integrated project setting up a manufacturing service ecosystem for end-to-end integrated ICT solutions that enable innovation and higher management efficiency in networked enterprise operations.
- **NET-KITE**, a MED-ENPI project in which TCBL partner ARCA is involved, provides support to start-up projects proposed by young graduates living in Egypt, Jordan, Palestine and Tunisia. The project managed to reach 400 graduates, to collect 200 business ideas from them, to assist them in the production of 120 feasibility studies and to coach 60 of them in documenting their business model. The project offers ideas of business models, using living lab type approaches, knowledge sources built on open innovation concepts, which could inspire TCBL activities (business models to be suggested for TCBL pilots, knowledge sources to be re-used, scouting methods, materials and tools which could be used for supporting start-up pilots).
- **OpenGarments:** an NMP project developing and implementing a combined open-innovation and open manufacturing service provider business model for the community-based design, production and commercialisation of individualised garments.
- **Passage:** an R&D for SME Associations project providing European SMEs new ways to manage, preserve, valorise and promote their industrial know-how, as well as to transfer and further develop it in order to maintain their innovation capacity. The project developed a web-based solution for the anticipative management of know-how for European SMEs in the textile, leather and clothing sectors and good practices which can be deployed for supporting the redeployment of industrial SMEs under new business models.
- **Prosumer.Net:** supporting coordination activities of NMP-related European Technology Platforms for design-based consumer goods Industries and related RTD fields. The communication platform links currently more than 580 textile experts in Europe and acts as a central communication hub to industry via local textile associations.

- **Sakinamsa ecosystem:** The group of the manifesto “Pour un eco système de la mode du XXIe siècle”. It groups 50 fashion designers. It has been started in 2010 by a fashion house (brand Sakinamsa - <http://www.sakinamsa.com>) priced by Kering Foundation, involves in a creative and innovation ecosystem social enterprises for production (Trevor) and Cultural Associations (Daika) and has recently (2015) opened a shop in line with its philosophy, in Paris, called “Front de Mode” (<http://www.keringfoundation.org/fr/front-de-mode-%E2%80%9Cmanifeste-pour-un-%C3%A9cosyst%C3%A8me-de-la-mode-au-xxie-si%C3%A8cle%E2%80%9D-le-nouveau-concept-de-sakina>).
- **SmartNets:** providing business models for improving collaboration aspects in innovation activities, especially for SMEs. The project systematically enables SME collaborative innovations and transform innovations into commercial products.
- **SMARTPRO:** the project develops lightweight and flexible protective clothing, incorporating smart functionalities, designated for daily use by law enforcement authorities. The results of SMARTPRO may be further exploited in MIRTEC’s making lab to assist companies interested in impact resistant textile products for protective applications to develop new products.
- **TELL ME** (Technology Enhanced Learning Living Lab for Manufacturing Environments): to explore ways for trainers focused on T&C to use the TELL ME platform and methodologies to improve training in small and medium-sized manufacturing environments by using the latest technologies and insights. The aim is to bring innovative learning methods to manufacturers so they can better supply the needs of their markets, which include larger industries.
- **TEX-MED Clusters** (<http://www.texmedclusters.eu>) focuses on fostering the cross-border integration of the T/C industry of the Mediterranean area by promoting the cooperation among eight relevant T/C clusters. It aspires to speed up an industry evolution toward an integrated T/C Med system to replace the old "delocalisation+subcontracting" model with a more advanced and balanced "multi-localisation+co-contracting" model. This is particularly interesting since it's an ENPI-MED project (European Neighbourhood Policy Instrument) and thus includes countries in North Africa and the Middle East.
- **TexMedin:** an ERDF ETC MED Programme initiative developing local “inspiration laboratories” in five Mediterranean regions based on a digital library of T&C historical samples. Design Challenges were implemented accompanying selected proposals from young aspiring designers through to prototype realisation; 54 creations were presented through a travelling public exhibition.
- **TPOT:** Unlocking the Croatian Textile Research Potentials (FP7-REGPOT). Grant agreement 229801 T-Pot aims to reinforce research potentials of the Faculty of Textile Technology of the University of Zagreb (TTF), leading to innovative textile and textile related products for local industry, both nationally and in the region.

This section will be updated periodically to include contacts by TCBL with new projects in the GROW programme and other programmes concerned with EC-wide capacity development and job creation, relevant to T&C in the EU and globally.

3.3 DISSEMINATION PLAN

3.3.1 DISSEMINATION APPROACH

In keeping with its obligation as a H2020 Innovation Action project, scientific communication focused on applications (Applied Science, with highly-practical outputs) plays an important role for TCBL, not only within the relevant sectors of research - materials and business processes, business modelling and impact evaluation, ICT platforms and services, etc. – but with a special emphasis on the research community's transversal ability to transpose the innovative TCBL approach to other sectors of production.

That take-up of TCBL research and its use in practice are anticipated phases in its widespread appropriation. In addition, we plan that some of our dissemination will include research on ways to reduce barriers to fast and broad use of TCBL outcomes (such as research to identify how best to overcome lack of knowledge of the new science or new technology or new business model that is involved). That research may help the wider TCBL ecosystem, such as trainers, to use our research (eg we expect some early adopters of TCBL research to develop quick guides to the new knowledge, using channels such as the LinkedIn app - the knowledge network that is being built on top of the original LinkedIn social network - and in other ways to help people to become qualified in the new areas of knowledge and also to be productive fast).

Dissemination related to materials and business processes will occur through the Research Gate network (a social community for scientists) in general as well as the more specific bfg GmbH (de), STFI, Austrian Man-made Fibres Institute, TU Liberec (CZ), TU Łódź (PI), AUTEX Association of Universities for Textiles, TEXTRANET and OEKOTEX (GR), and the EEN Enterprise Europe Network. In addition, TCBL partners will participate in conferences and events such as Hofer Vliesstofftage, Dornbirner Chemiefasertagung and the Textile Science Conference. Journals include the International Journal of Textile Science (SA Pub), Textile Research Journal (SAGE Journals), Journal of Textile Science & Engineering (OMICS), International Journal of Clothing Science and Technology (Emerald Insight), The Journal of the Textile Institute, Fashion and Textiles (Springer), Technical Textiles, Technical Textiles International, Journal of Technical Textiles (SAGE), Fibres & Textiles in Eastern Europe.

As regards business modelling, we can mention the BPM Institute and the Gesellschaft für Wirtschafts- und Sozialkybernetik e.V. with its annual conference, as well as the Business Process Management Journal (EMERALD) and the European Management Review (WILEY). Finally, in the area of ICT, there is the ACM's Transactions on Intelligent Systems and Technology, IEEE's Transactions on Knowledge and Data Engineering, Elsevier's International Journal of Machine Tools and Manufacture, Taylor & Francis's European Journal of Engineering Education and International Journal of Production Research, and Springer's Journal of Intelligent Manufacturing.

TCBL will also reach out to the T&C industry, through EURATEX with its Textile Platform, the European Skills Council: Network of observatories for Textile, Clothing and Leather, EDANA, AUTEX, Bayern Innovativ (DE), DITF Denkdorf, Messe Frankfurt, CEMATEX, AITEX (ES), IVGT (DE), ITA Aachen, and ITM Dresden (DE), HCIA: AEIH, ECLA, and IAF. Important events include PROSUMER.NET, EURATEX Convention, PPE Conference, Textile Flagships for Europe, the Nonwovens Innovation Academy, International Nonwovens Symposium, the Denkdorfer Kolloquien and Betriebsleiterausprachen workshops, the TechTextil and

TexProcess trade fairs, the Aachen-Dresdner Textiltagung, ITMA in Milan, and Fashion events such as Pitti Uomo in Florence, Venice Fashion Week, etc. Relevant publications include the EURATEX bulletins and AITEX magazine.

The main activities foreseen here include:

Area of research	Partners involved	Networks and associations	Conferences and events	Journals and publications
General	ALL	ResearchGate	Social community for scientists	
Materials and business processes, Equipment manufacturing	DITF, Mirtec, Waag, TCoE, HClA, Sanjotec	NEXT Technology (IT), TEXTRANET, OEKOTEX (EL), bfgz GmbH (DE), STFI, Austrian Made Fibres Institute, TU Liberec (CZ), TU Łódź (PI), AUTEX Association of Universities for Textiles	Hofer Vliesstofftage, Dornbirner Chemiefasertagung, Textile Science Conference, various events on regional level	International Journal of Textile Science (SA Pub), Textile Research Journal (SAGE Journals), Journal of Textile Science & Engineering (OMICS), International Journal of Clothing Science and Technology (Emerald Insight), The Journal of the Textile Institute, Fashion and Textiles (Springer), Technical Textiles, Technical Textiles International, Journal of Technical Textiles (SAGE), Fibres & Textiles in Eastern Europe
Business modelling, evaluation and impact assessment	DITF, ISMB, TCoE, UCV, CCA, Tavistock	BPM Institute, Enterprise Europe Network Gesellschaft für Wirtschafts- und Sozialkybernetik e.V. Business Model Community (http://www.businessmodelcommunity.com/)	Brainstorming events Annual conference EURAM conference EGOS Colloquium DMI: Academic Design Management Conference	Online repository Business Process Management Journal (EMERALD), European Management Review (WILEY), Elsevier's International Journal of Machine Tools and Manufacture, Taylor & Francis's European Journal of Engineering Education, Taylor & Francis's International Journal of Production Research, Springer's Journal of Intelligent Manufacturing, Journal of Business Models
ICT Platforms and Services	Skill, OU, iMinds, CCA	Future Internet Assembly, European Network of Living Labs	FIA yearly event, ENoLL Summer School	ACM's Transactions on Intelligent Systems and Technology, IEEE's Transactions on Knowledge and Data Engineering

4. INDUSTRY AND SECTOR OUTREACH

4.1 INDUSTRY AND POLICY COMMUNITIES

Section 2 of this document discusses communication and dissemination approaches at the local level, which generally includes industrial actors and associations as well as local, regional, and national policy makers. In this section, we complement that bottom-up approach with a more top-down one that identifies and targets these communities at the primarily European level. TCBL will, throughout its lifetime, gain a better understanding of how these two strategies can work together in the most effective way.

The following tables list the complex range of dissemination targets for TCBL and how project activities will be integrated into the communication channels and exploitation paths. In this way, we complement the approach focused exclusively on channels and targets with an idea of the kind of knowledge we aim to convey, considering dissemination as a way to attain impact by organizing, rerouting, and activating new knowledge exchanges.

COMMERCIAL AND INDUSTRIAL TARGETS

Target areas	Project partner clusters involved	Project activities	Communication channels	Exploitation paths
Raw materials and fabrics	Business Labs, T&C Pilots	Experimentation with materials and fabrics (from artisan to hi-tech)	Website & media, Knowledge Spaces, Business Lab activities, Startups, local workshops, conferences and TEDx	New designs, uses and markets for materials and fabrics, old and new.
Equipment	Business Labs, T&C Pilots	Experimentation with new equipment	Website & media, Knowledge Spaces, Business Lab activities, Startups, local workshops, conferences and TEDx	Agreements for Living Lab co-design of new equipment, new sales agreements.
Garment makers	Business Labs, T&C Pilots	Experimentation with new supply/value chains and organisations of work	Website & media, Knowledge Spaces, Business Lab activities, Associate Business Pilots and Startups , local workshops, conferences and TEDx	Increased business competitiveness (core of project) drives exploitation feasibility of Labs and Services.

Target areas	Project partner clusters involved	Project activities	Communication channels	Exploitation paths
Other manufacturing sectors	Business Labs, T&C Pilots, Advisory Board	Enlargement to related sectors (eg footwear), experimentation of extension of ecosystem model to other sectors	Website & media, Knowledge Spaces, Business Lab activities, Associate Business Pilots and Startups, local workshops, conferences and TEDx	Development of innovative supply and value chains, consulting and service support to other sectors.
Distribution and sales	T&C Pilots, Advisory Board	Experimentation of zero kilometre models, ecommerce, and other innovative delivery models	Website & media, Knowledge Spaces, Business Lab activities, Associate Business Pilots and Startups, local workshops, conferences and TEDx	Development of innovative distribution and delivery models, consulting and service support to multi-nationals, development agencies, etc.

INVESTMENT RELATED TARGETS

Target areas	Project partner clusters involved	Project activities	Communication channels	Exploitation paths
T&C Companies	T&C Pilots, Advisory Board	Piloting new manufacturing processes, Value modelling, Market sensing	Website & media, Knowledge Spaces, Business Lab activities, Associate Business Pilots and Startups, Sustainability and Exploitation analyses, Advisory Board	Engagement of financial resources of large T&C enterprises in TCBL ecosystem development. Consultancy and service support.
Banks, Venture Capital etc.	Advisory Board	Value modelling, Market sensing, TCBL Associates Programme	Business Lab activities, Associate Business Pilots and Startups, Sustainability and Exploitation analyses, Advisory Board	Facilitating financial investments in TCBL ecosystem companies. Consultancy and service support.

Target areas	Project partner clusters involved	Project activities	Communication channels	Exploitation paths
Public funds eg ERDF Regional OPs	Partners with public role (administrations, development agencies), Advisory Board	Social and institutional process modelling, Value modelling, Impact evaluation, TCBL Associates Programmes	Website & media, Knowledge Spaces, Business Lab activities, Associate Business Pilots and Startups, Sustainability and Exploitation analyses, Advisory Board	Coordination of TCBL ecosystem development with ERDF funding, eg Regional Smart Specialisation Strategies. Consultancy and service support.

SOCIALLY RELATED TARGETS

Target areas	Project partner clusters involved	Project activities	Communication channels	Exploitation paths
Labour unions and workers	Business support partners and local development agencies	Exploration of new roles of labour (eg social labour, home working, etc.) across project activities.	Website & media, Knowledge Spaces, Business Lab activities, Associate Business Pilots and Startups, Sustainability and Exploitation analyses, local workshops, conferences and TEDx	Active engagement of workers and labour organisations in the co-design and promotion of socially sustainable business models. Consultancy and service support.
Regional and local social programmes	Partners operating Business Labs and T&C Pilots	Exploration of new social roles of production, social impact analyses.	Website & media, Knowledge Spaces, Business Lab activities, Associate Business Pilots and Startups, Sustainability and Exploitation analyses, local workshops, conferences and TEDx	Coordination with ERDF and ESF programmes to include public funding for social role of production in exploitation scenarios. Consultancy and service support.

Target areas	Project partner clusters involved	Project activities	Communication channels	Exploitation paths
Local authorities and communities	Partners operating Business Labs and T&C Pilots	Exploration of new social roles of production, social impact analyses.	Website & media, Knowledge Spaces, Business Lab activities, Associate Business Pilots and Startups, Sustainability and Exploitation analyses, local workshops, conferences and TEDx	Engagement of local authorities and civic and community NGOs and social enterprises in participation in TCBL ecosystem. Consultancy and service support.

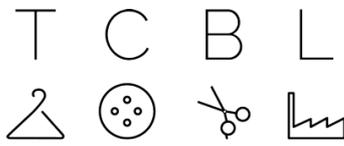
ENVIRONMENTALLY RELATED TARGETS

Target areas	Project partner clusters involved	Project activities	Communication channels	Exploitation paths
Environmental agencies	Technical and policy partners.	Impact assessment, institutional process flows, tracing, policy recommendations.	Sustainability and Exploitation analyses, Advisory Board, local workshops, conferences and TEDx	Integrate needs for EIA and environmental certification into innovative business processes.
Environmental NGOs	Partners operating Business Labs and T&C Pilots, Evaluation and impact assessment.	Impact assessment, institutional process flows, tracing, policy recommendations.	Website & media, Knowledge Spaces, Business Lab workshops, Business Pilot seminars and Startups, Sustainability and Exploitation analyses, , local workshops, conferences and TEDx	Awareness raising, public support, individual and collective behaviour changes shaping emergent markets for sustainable T&C processes and garments.

Target areas	Project partner clusters involved	Project activities	Communication channels	Exploitation paths
Fair Trade / Ethical Fashion networks	Partners operating Business Labs and T&C Pilots, Evaluation and impact assessment.	Impact assessment, institutional process flows, tracing, policy recommendations.	Website & media, Knowledge Spaces, Business Lab workshops, Business Pilot seminars and Startups, Sustainability and Exploitation analyses, local workshops, conferences and TEDx	Awareness raising, public support, individual and collective behaviour changes supporting socially inclusive T&C business processes and products.

POLICY MAKERS

Target areas	Project partner clusters involved	Project activities	Communication channels	Exploitation paths
EU and National Policy Makers	Partners carrying out business model research, evaluation and impact assessment.	Knowledge spaces, Impact assessment, institutional process flows, policy recommendations.	Website & media, Knowledge Spaces, Sustainability and Exploitation analyses, Advisory Board, conferences and TEDx	Promote business model research and piloting following the TCBL approach across all manufacturing sectors, create favourable market conditions for new business models.
Sector specific policy makers	Partners carrying out business model research and operating Business Labs and T&C Pilots, evaluation and impact assessment.	Knowledge spaces, Business Labs, T&C Business Pilots, Impact assessment, Policy recommendations.	Website & media, Knowledge Spaces, Business Lab workshops, Business Pilot seminars and Startups, Sustainability and Exploitation analyses, TEDx events, Advisory Board, conferences and TEDx	Re-orientation of sector policies to support TCBL driven innovations and emergent business models, new policy strategies for the T&C sector.



Target areas	Project partner clusters involved	Project activities	Communication channels	Exploitation paths
Local authorities and communities	Partners operating Business Labs and T&C Pilots	Exploration of new social roles of production, social impact analyses.	Website & media, Knowledge Spaces, Business Lab activities, Associate Business Pilots and Startups, Sustainability and Exploitation analyses, local workshops, conferences and TEDx	Engagement of local authorities and civic and community NGOs and social enterprises in participation in TCBL ecosystem. Consultancy and service support.

STANDARDS BODIES

Target areas	Project partner clusters involved	Project activities	Communication channels	Exploitation paths
Materials and fabrics	Partners operating Business Labs and T&C Pilots	Knowledge spaces and exchange, Business Labs, T&C Business Pilots, impact assessment	Knowledge Spaces, Business Lab activities, Business Pilots, Sustainability and Exploitation analyses, Advisory Board	Input to standards definition, promotion of user-driven adoption paths for new standards definitions
Business, skills and quality standards	Partners carrying out business model research and operating Business Labs and T&C Pilots, Business Process Support services, training, evaluation and impact assessment.	Knowledge spaces and exchange, Business Labs, T&C Business Pilots, Business process analyses and support services, evaluation and impact assessment	Knowledge Spaces, Business Lab activities, Business Pilots, Business Process Services, Sustainability and Exploitation analyses, Advisory Board	Input to definition of new skills and quality procedures, particularly in terms of manual skills, innovation skills, and network business management, promotion of user-driven adoption paths for new standards definitions

Target areas	Project partner clusters involved	Project activities	Communication channels	Exploitation paths
ICT interoperability standards	Partners managing Knowledge Space and Business Process Support platforms	Knowledge Spaces, Business Process Support, Sustainability and exploitation frameworks and platforms, Open SME and Startup calls	Knowledge Spaces, Business Lab activities, Business Pilots, Business Process Services, Sustainability and Exploitation analyses, Advisory Board	ICT interoperability requirements for integration of TCBL components and elements.

SKILLS AND TRAINING RELATED TARGETS

Target areas	Project partner clusters involved	Project activities	Communication channels	Exploitation paths
Higher education	Research on business models, creativity and innovation, and ICT platforms.	Knowledge exchange, Business Labs, T&C pilots, Associates Programmes, Evaluation and impact assessment	Knowledge Spaces, Business Lab activities, Business Pilots, Business Process Services, Sustainability and Exploitation analyses, Advisory Board	Promoting research and building competences on business model innovation, innovation management, and innovation support platforms
Local training centres	Partners managing Business Labs and T&C Pilots	Knowledge Exchange, Business Labs, T&C Pilots, Associates integration activities, Evaluation and impact assessment	Website & media, Knowledge Spaces, Business Lab workshops, Business Pilot seminars and Startups, Sustainability and Exploitation analyses, TEDx videos	Competence building at the regional level to support the uptake and spread of production activity in T&C and the adoption of innovative business models.
Community learning centres	Partners managing Business Labs and T&C Pilots	Knowledge Exchange, Business Labs (in particular Place Labs), T&C Pilots, Associates integration activities, Evaluation and impact assessment	Website & media, Knowledge Spaces, Business Lab workshops, Business Pilot seminars and Startups, Sustainability and Exploitation analyses, TEDx videos	Community engagement in experimenting new business models for social production and community capacity building through reciprocal learning.

4.2 DISSEMINATION PLAN

4.2.1 DISSEMINATION CHANNELS

In the following table we provide an initial list of the main channels the project will target.

Sector	Partners involved	Networks and associations	Conferences and events	Journals and publications
T&C industry and policy	Prato, DITF, Mirtec, TCoE, HCIA, Sanjotec	EURATEX with its Textile Platform	PROSUMER.NET, EURATEX Convention, PPE Conference, Textile Flagships for Europe	EURATEX bulletins, Textile Platform
		European Skills Council: Network of observatories for Textile, Clothing and Leather	regional conferences	on regional level
		AEIH, AUTEX, ECLA, and IAF		
		EDANA	Nonwovens Innovation Academy, International Nonwovens Symposium	
		Bayern Innovativ (DE)	various sector-specific events	
		DITF Denkendorf	Denkendorfer Kolloquien, workshops	
		Messe Frankfurt	TechTextil, TexProcess trade fair	
		CEMATEX	ITMA	
		AITEX (ES)		AITEX Magazine
		IVGT (DE)	Betriebsleiter-aussprachen, Workshops	
		ITA Aachen, ITM Desden (DE)	Aachen-Dresdner Textiltagung	
			ITMA Milan	
			Venice Fashion Night, La Via della Lana, Venice Design Week, Origin Passion and Beliefs	Eurosportello informa

5. DISSEMINATION MANAGEMENT

5.1 MANAGEMENT PROCESS

The breadth and scope of possible dissemination activities related to the strategic interests of TCBL require a particular attention to management of dissemination and the roles of individual partners within that. For this, the Task Responsibles for activities 8.2, 8.3, and 8.4 (corresponding to sections 2-4 of this document), will send every three months a list of conferences or events to be attended to the Strategic Management Group or General Assembly (based on the format shown below), with the project resources required by which partners. This plan is approved in order to claim resources to the project. Additionally, the Strategic Management Group can be asked to approve ad hoc an exceptional opportunity. Otherwise partners will be encouraged to promote dissemination, but will not necessarily be able to claim from WP8 resources.

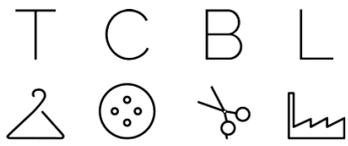
In this way, the project can keep track of who is doing what, with different partners taking on the most appropriate responsibilities and targets within the overall strategy. The WP8 coordinator will review the partner-specific dissemination reports and will compile an overall 6-monthly report for consideration by the Strategic Management Group, which includes updates on SWOT elements of the project. The analytics in that report will also identify candidates for highly-successful practices and business models that can be shared beyond TCBL; things to avoid (eg lessons learned from failures outside TCBL); plans for the next period (including possible new areas of dissemination); problems encountered and solutions found; reviewing and adjusting targets.

5.2 DISSEMINATION TRACKING

Regarding data-based (evidential) governance, throughout the project as a matter of routine, and also as part of 6-monthly reports, partners will provide the coordinator with up-to-date data that reports on each conference or event that was approved for funding. This enables tracking of what has been achieved and what resources remain to meet future commitments. The data from each partner or Task responsible is expected to include will be listed in an on-line document with the following elements:

ACTIVITIES LOG

- Status of event
- Start date
- End date
- Main partner
- Type of activity (eg oral presentation, website, networking)
- Title
- Venue
- Geographical Scope
- Type of audience (Industry, research community, general public, etc.)
- Size of audience
- Impact
- Contact person
- Publications



PUBLICATIONS

- Title
- Main author
- Title of publication or series
- Selection process (invitation, peer review, etc.)
- Number, date or frequency
- Publisher
- Language(s)
- Place of publication
- Date of publication
- Relevant pages
- Distribution
- Open access
- Link

6. YEARLY CONFERENCE AND TEDx

6.1 CONFERENCE PLAN AND STRUCTURE

TCBL will organise and hold yearly conferences that will coincide with the yearly Advisory Board and General Assembly meetings. These conferences will be two-day events, with the first day targeting high-level industry and sector actors and associations, including presentations from the Commission (invited) and Advisory Board members. The second day will be organized under a TEDx license, using the well-known TED format for creating a set of 18-minute videos of “true stories” capable of having a strong impact on a broad audience. Speakers at the TEDx events can include outside speakers enlisted by the TED organisation, Advisory Board members, and participants in the Business Labs and T&C Business Pilots.

The typical structure for the yearly conference is as follows:

DAY 1: CONFERENCE FORMAT

- Morning: Keynotes
 - Welcome addresses from hosting organisation
 - Presentation of TCBL and project results to date
 - 3-4 Keynote speakers on emergent topics (including European Commission and Advisory Board members)
- Afternoon: Parallel sessions
 - 2-3 workshop sessions (eg labs with pilots)
 - 2-3 sessions on thematic issues
 - Closing plenary with session reports

Day 2: TEDx plus visits

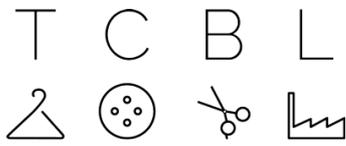
- Morning: TEDx (see below)
 - 6-8 speakers making 18-minute videos following the TEDx format
 - Speakers to include “true stories” with the human angle: tailors, startups, designers, businesses, etc.
- Afternoon: Site and factory visits
 - To be organized by the hosting organisation

The first yearly conference will be hosted by TCoE and held in Huddersfield, UK, on June 21-22, 2016.

6.2 TEDx ORGANISATION

TCBL is currently exploring ways to organise four annual TEDx events that offer a stage to inspiring talks on innovation in the European textile and clothing sector. Every year the events will be centred around different themes, from design and fabrics to businesses and new collaborations. In the coming months, and years, much new insights and themes will come out of the labs and their interactions with T&C businesses.

The TEDx program supports independent organizers who want to create a TED-like event in their own community. The program is designed to help communities to spark conversations and connection through local experiences. TEDx events are planned and coordinated



independently, under a free license granted by TED. Ambassadors of TED work on a local level, help organizing events and make sure the talks meet the TED standard.

The strength of working within a TEDx format is twofold. We will not only be able to boost TCBL's exposure and impact by bringing back ideas to the local communities. We'll also inspire other individuals and collectives to join the project, so that new collaborations will see light. TEDx conferences have a high quality standard that will help TCBL tell its story and mission.

TCBL is aware that obtaining TEDx licenses is a complex process, and TEDx responsables contacted during the proposal preparation phases are currently engaged in supporting the project to attain all the necessary support.

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DOCUMENT INFORMATION

REVISION HISTORY

REVISION	DATE	AUTHOR	ORGANISATION	DESCRIPTION
Version 0	07.09.15	Jesse Marsh	City of Prato	Table of Contents
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Version 2.0	20.10.15	Jesse Marsh	City of Prato	New logo design in Chapter 1.2

STATEMENT OF ORIGINALITY

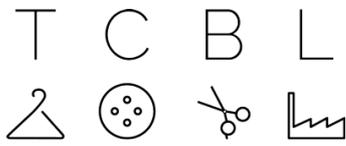
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