AMBASSADOR Programme for Early Adopters
Intermediate Report

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1 Executive Summary

The aim of this deliverable is twofold:
- Report on the activities related to the AMBASSADOR programme performed in the first period of the project;
- Provide an analysis of the achieved results and plan possible adjustments for the second (and final) period of the project.

The AMBASSADOR Programme was officially launched at the Valencia project meeting (May 2017). As part of the Programme, we arranged:
- 3 dedicated workshops with stakeholders;
- 8 dedicated sessions and presentation in manufacturing-relevant events;
- 9 working sessions with other relevant technology platforms and smart-manufacturing projects.

In addition, we disseminated the project activities through 3 project newsletters and 19 press releases issued by partners, and we arranged 8 interviews with relevant stakeholders.

This enabled us to receive concrete feedback and expression of interest from 55 organisations (according to the KPIs we were supposed to engage 32 at this stage). Moreover, the following main lessons have been learned:
- NIMBLE value proposition. Talking with industrial organizations, it is clear that there is a gap between large structured solutions for supply chain management (for large enterprises) and SMEs that do not have tools/resources to deal with those solutions. NIMBLE can address/bridge such a gap by making more structured and frictionless, both the creation (searching and first contacts) of partnerships and the use of business collaboration tools. These are the primary functionalities targeted in the first batch of NIMBLE releases, in order to start attracting early adopters.
- NIMBLE is not there yet. For some use cases, it is still too early to engage with their suppliers/partners and test/showcase on the NIMBLE platform. This limited the number of specific AMBASSADOR workshops. Also, the partners that arranged a dedicated workshop reported the need to showcase something more concrete/usable to really engage with their contacts and, most importantly, retain them. Moreover, the business cases aspects (i.e. concrete business benefits to report to the audience) should be further developed and properly communicated.
- AMBASSADOR strategy needs improvement. In order to deal with the situation, partners suggested some measures to adapt/improve the Programme.

Specifically, in order to address the last bullet point above, we have updated the AMBASSADOR Programme plan in order to:
- Offer a better alignment to the WP4 validation activities and the platform releases;
- Develop a more comprehensive and effective online strategy and attract potential users without the burden of arranging physical workshops.
- Develop a dissemination toolkit to support users with "sales messages" and evidence on the benefits of joining the NIMBLE platforms.

Finally, we started to define some possible incentive and rewards for early adopters, in order to facilitate/boost the community creation. Some ideas have been defined and they will be agreed with partners in the next few months.

2 Introduction

The AMBASSADOR Programme is the project tool specifically devised to engage with potential early adopters of the NIMBLE platform. As defined in D8.2 (dissemination plan), the key objectives of this programme are:

- Meeting and engaging real users and stakeholders. In particular, it is expected to engage:
  - o up to 200 early adopters, starting from the use cases networks, and then targeting other industrial sectors, with the support of all partners and linked projects in the FOF cluster;
  - o industry associations and intermediaries with access to business networks and communities.
- Creating incentives for early adopters to recruit their own supply chain partner networks.
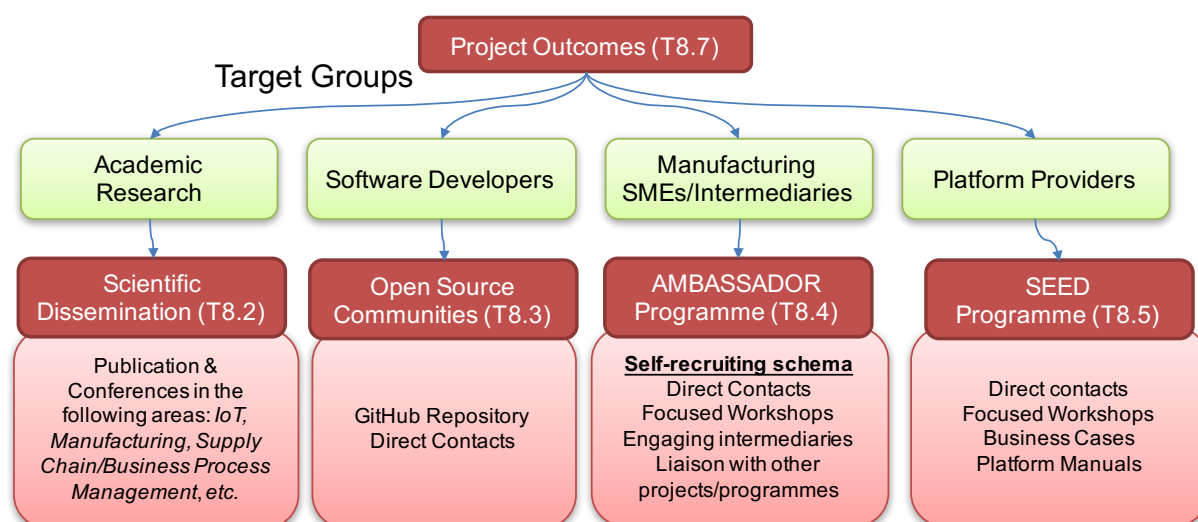- Providing evidence of the benefits of collaborative usage of the platform.

Figure 1 - NIMBLE Impact creation approach

As depicted in the picture above - summarizing the main target stakeholders and the respective project activities and tools to engage with them - the AMBASSADOR Programme aims to target a precise group of stakeholders: *Manufacturing SMEs and Intermediaries* (e.g. industry associations, SME associations, etc.).

To this end, it implements a mixed strategy including:
- A series of focused workshops;
- Direct contacts from project partners' networks;
- Engagement with intermediaries;
- Liaison with other projects and programmes.

Moreover, the AMBASSADOR Programme has been crafted to encourage and incentivize engaged platform users to recruit new ones, by building on the stories and reported benefits generated by the use cases. It is expected that once 200 adopters will be using the platform the AMBASSADOR Programme should be in full self-sustaining mode.

KPIs for the AMBASSADOR Programme will be mainly based on the recruitment rates for the NIMBLE platform, and on qualitative measures derived from user feedback. The following table reports the expected engagement rate (we are now in Y2-Q2):

Quarter	No. of connected firms	Comment
Y1-Q1	1	at the proposal submission date, 12 LOIs from interested parties (see Section 3.3.7)
Y1-Q2	2	proof of concept for one use case, on the basis of COMPOSE
Y1-Q3	4	proof of concept for two use cases, on the basis of a first prototype
Y1-Q4	8	our four use cases can demonstrate first collaboration
Y2-Q1	16	our four use cases extend to a deeper supply chain we can demonstrate that external firms can get on board, too
Y2-Q2	**32**	**we bring the first 32 firms on board who have already provided LOIs**
Y2-Q3	64	we bring another 32 firms on board that were recruited in Y1
Y2-Q4	128	This is still feasible for classical early adopter recruitment (64 in Y2)
Y3-Q1	256	We consider approximately 200 users as the critical size for having to switch to a self-sustaining mode of platform adoption.
Y3-Q2	512	From here, users join the platform through self-service with immediate access to core services. The self-sustaining AMBASSADOR Programme now takes effect!
Y3-Q3	1024	This would prove that the self-serve principle is working
Y3-Q4	2048	Proof of growth model and success of AMBASSADOR Programme. This is also the required critical mass for creation of new federated platforms

In the next section, we will report the outcomes of the AMBASSADOR Programme activities in the first period of the project (from M1 to M18), highlighting achieved results and relevant lessons learned.

Starting from the lessons learned, in Section 4 we will report an update of the strategy for the AMBASSADOR Programme, in order to boost the engagement and achieve the target objectives by the end of the project.

3 Report from the first period

The AMBASSADOR Programme has been **officially launched at the Valencia project meeting (May 2017)**, where in a dedicated session (internal workshop) the objectives and devised tools have been presented and discussed with all partners.

Figure 2 - Internal workshop at the Valencia's project meeting

As a result, a clear set of functions and convincing argumentation of the benefits of the NIMBLE platform have been agreed to be included in the programme presentations. Moreover, AIDIMME and Lindbäcks partners committed to arrange the first AMBASSADOR workshops,

while the other partners committed to arrange dedicated AMBASSADOR sessions and/or presentations in specific events.

The outcomes of these activities are reported in the following sections.

3.1 Workshops

Location	ENCAJ Fair 2017
Place / Date(s)	Valencia (Spain) 30-31/05/2017 and 01/06/2017
Report	The workshop was arranged by AIDIMME, FEVAMA and MICUNA and co-located with the ENCAJA Fair (http://www.encajaferia.com/encaja-2017/), which is a professional fair which main goal is the promotion of encounters between supplying and demanding companies in order to cover business, technology and knowledge, focusing on finding real and effective solutions for the storage, distribution and sales points. NIMBLE was present in ENCAJA from 30th May to 1st June through the childcare furniture use case proposed by MICUNA. The NIMBLE platform was also presented to the audience on 1st June during a dedicated speech in which the main aspects of the platform were explained exhibiting specific mock-ups focused on the supply chain of the furniture sector. The presentation was specially targeted to providers of services and raw materials, logistics and manufacturers. Furthermore, face-to-face meetings have been arranged and specific questionnaires have been filled by the companies in order to know some details about the companies and its interest in NIMBLE. As result, we engaged and collected contacts of 35 companies. 26 contacts participated to f2f interviews. All the engaged companies consider NIMBLE relevant for their business and agreed to be involved in a second phase, when the platform will be online. The complete analysis of the f2f interviews is reported in ANNEX A
Pictures	

Location	Workshop at Lindbäcks premises
Place / Date(s)	Piteå (Sweden) 7-8/06/2017
Report	The workshop was arranged by Lindbäcks. The first day involved project partners and Lundquist (an external company specialised in product configurators) and focused on analysing how

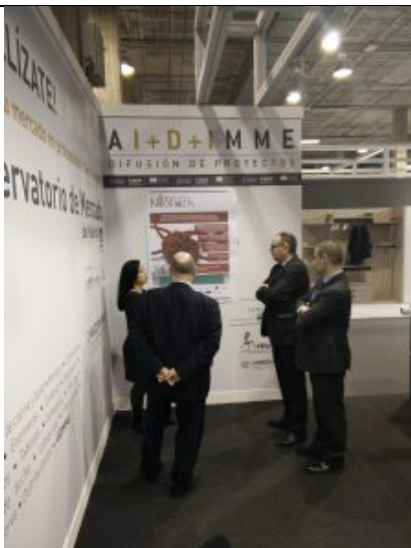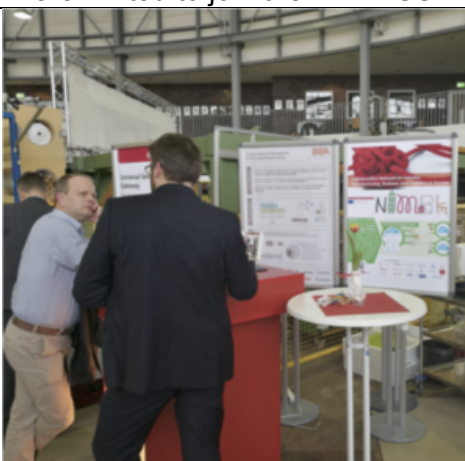|	
	third party companies might interact with the NIMBLE platform to create added-value services. The second day involved ca. 20 suppliers of Lindbäcks and focused on presentation and discussion about the NIMBLE platform. From the two days, it clearly emerged that we need a low-hanging fruit to really get adoption started. For example, for the Lindbäcks use case the product configurator (co-developed with Lundquist) could be a good candidate. Moreover, fast track registration and set-up functionalities, as well as a negotiation tool, can be also attracting functionalities for the target audience (mainly SMEs). Additional discussion involved aspects related to user interface (needs a unique corporate identity) and how to grow trust on the platform.
Pictures	

Location	Workshop at Whirlpool premises
Place / Date(s)	Fabriano (Italy) 06/09/2017
Report	The workshop (half-day) was arranged by Whirlpool with the support of Holonix and focused on introducing the NIMBLE platform and specifically the Whirlpool use case. Therefore, it involved Whirlpool internal resources

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	and service partners (that will be the final users of the solution). At the end, the audience was limited (5 attendees, all from Whirlpool internal resources); therefore, the workshop was transformed into an open working session, where the specific focus and development plans of the envisioned solution have been developed. In particular, the mock-up of the field technician app was presented (video) and discussed. In terms of next steps, as soon as a working (live) demo/release of the solution will be available, a broader workshop will be arranged in order to showcase and test the solution with service partners.
Pictures	These images depict some presented mock-ups.

3.2 Sessions and presentations at events

Event	CEVISAMA 2017
Place / Date(s)	Spain, March 2017
Report	AIDIMME was present in CEVISAMA 2017 – 35th International Exhibition of Ceramics for Architecture, Bathroom and Kitchen Equipment, Natural Stone, Raw Materials, Frits, Enamels and Ceramic Colours, Tiles and Bricks, Materials and Tooling for Flooring Tiling (http://www.feriavalencia.com/en/event/cevisama/). NIMBLE was presented to some companies through a poster. Several contacts were done interested to be Early Adopters in NIMBLE platform as soon as ready.
Pictures	

Event	Innovawood General Assembly
Place / Date(s)	Finland, 28-30/03/2017
Report	AIDIMME presented the NIMBLE project at the INNOVAWOOD General Assembly 2017, which took place 28-30 of March, 2017 in Tuusula, Finland (Website: http://www.innovawood.com/).

The main objective of this dissemination action has been to create awareness about the NIMBLE project through a brief general description of the project. Slides explaining the scope, benefits and use cases of NIMBLE were presented. Furthermore, a poster of NIMBLE was printed and located in Exhibition area.

At the conference were present representatives from 23 organizations, including universities, technological centres and research institutes from 16 European countries. |
| Pictures | |

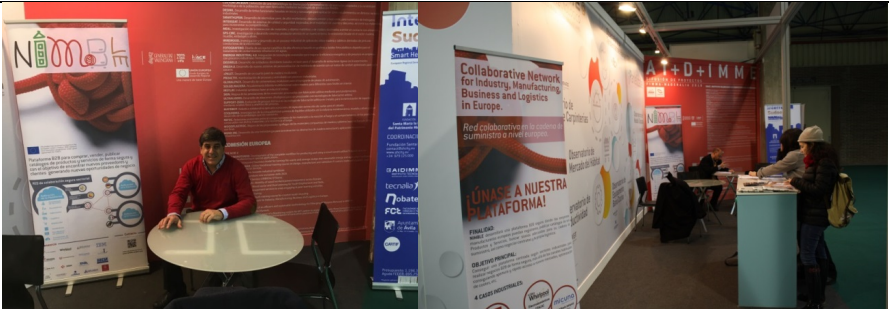| Event	Supply Chain Day 2017
Place / Date(s)	Bremen (Germany), 27/04/2017
Report	The „Supply Chain Day" is a yearly event held across Europe where companies, academia and business associations present latest developments and current trends in the supply chain domain. This year, on the 27th of April, the University of Bremen took the chance to present the NIMBLE approach to an audience of Supply Chain practitioners, researchers and students. Visitors could ask questions about the project, such as the concept of federated platforms, the relation to the Internet of Things, and the different business processes NIMBLE plans to support. In addition, visitors were invited to join the AMBASSADOR programme.
Pictures	

Event	Nor-Shipping 2017
Place / Date(s)	Oslo (Norway), 30 May to 2 June 2017
Report	The project partner BALance presented the NIMBLE platform on the most important ship-building exhibition in the world: Nor-Shipping 2017 (http://nor-shipping.com/). A few numbers about the event: • Visitor and delegate entries at exhibition: 31,500 • Number of exhibiting companies: 900 • Number of national pavilions: 19 • Exhibiting space m2: 21,000 BALance has organized a topic day on their booth, where NIMBLE has been presented related to topic: Maritime 4.0 – Automation, Robotics and Sensors.
Pictures	

Event	INTEROP-VLAB General Assembly 2017
Place / Date(s)	Brussels (Belgium), 13-16/06/2017
Report	INNOVA presented the NIMBLE project at the INTEROP-VLAB General Assembly 2017, which took place 13-16 of June, 2017 in Brussels, Belgium INTEROP-VLab, the European Virtual Laboratory for Enterprise Interoperability (I-VLab, http://interop-vlab.eu), is an initiative to develop networked research with critical mass in the Enterprise Interoperability (EI) domain and associated domains (Future Internet and Enterprise Systems Applications). The main objective of this dissemination action has been to create awareness about the NIMBLE project. Slides explaining the scope, benefits and use cases of NIMBLE were presented, and the audience showed a deep interest concerning the whole concept and implementation of the project. A number of question were asked, especially concerning the recruitment of users for the platform and the implementation of the expected impact. At the conference were present representatives from 10 organizations, including universities, technological centres and research institutes from 6 European countries.

Pictures	

Event	Kind + Jugend Event
Place / Date(s)	Cologne (Germany) 14-17/09/2017
Report	MICUNA was an exhibitor in the leading international trade fair of the baby and children's outfitting industry during last September 20-23 in Cologne. In their booth MICUNA presented NIMBLE to some key enterprises. Kind + Jugend confirms its outstanding international position: • Around 22,500 visitors from 113 countries • Increase in the level of internationality of the visitors • Top quality across the board
Pictures	

Event	HABITAT Fair 2017
Place / Date(s)	Valencia (Spain) 19-22/09/2017
Report	Feria Habitat Valencia 2017 (http://www.feriahabitatvalencia.com), showcase to the world of creativity, innovation and design. The commercial offer of Feria Habitat Valencia integrates all elements of Habitat for the home and facilities; furniture, lighting, decoration, home textiles, mattresses. AIDIMME and FEVAMA shared a stand at the fair and have the chance to disseminate NIMBLE to specific companies visiting the booth through face-to-face interviews. MICUNA, as well, presented NIMBLE to some relevant MICUNA´s suppliers to create awareness about NIMBLE platform to join us as soon as it is ready.

Pictures	

Event	FIMMA-MADERALIA 2018 (https://fimma-maderalia.feriavalencia.com)
Place / Date(s)	Valencia (Spain) 6-9 February, 2018
Report	FEVAMA was present in 38th FIMMA-International Fair of Machinery and T Carpentry and Decoration and 38th MADERALIA-International Exhibition Components for Furniture, Carpentry and Decoration. This fair has a biennial periodicity and professional character, and it´s aime from all the wood-related industry sectors, such as first and second proc laptops, tools, environmental protection energy, plants and facilities, engi and locksmith; woods, sheets, boards, and paper edges; carpentry, const and surface finishing, semi-finished products / auxiliary industry, new mat aluminium, steel, glass, acrylic). The fair was attended by 466 exhibitors and 32.945 professional visitors (furniture industry and carpentry). FIMMA-MADERALIA was a great appointment and a reference event for p lation, prescribers, furniture manufacturers, decorators, carpenters, Inter architects.
Pictures	

In addition, NIMBLE has been presented to the following working sessions with other relevant technology platforms/collaborations:

Partner(s)	Event	Place / Date	Link
HOLONIX	EFFRA – Connected Factories Event	Brussels (Belgium) 5-6/02/2018	https://www.effra.eu/project-cluster-and-wider-context
AIDIMME	Home Equipment Strategies Firms Club 2017	Valencia (Spain) 23/11/2017	
WHIRPOOL,	Workshop about	Milan (Italy)	http://www.conferencelab.it/eventi/il-

PIACENZA	the Next (R)Evolution: Industry 4.0	20/11/2017	cantiere-della-next-manufacturing-revolution/
SRFG, HOLONIX	EFFRA / FoF 11 cluster meeting, Business Model Working Group	Brussels (Belgium) 27/09/2017	
SRFG	ICE Conference 2017	Madeira (Portugal) 27-29/06/2017	http://www.ice-conference.org/
SRFG, IN-NOVA	EFFRA / FoF 11 cluster meeting	Brussels (Belgium) 16-17/05/2017	
Domina, Piacenza	European Textile Research HORIZON 2020 and Beyond	Brussels (Belgium) 30-31/03/2017	http://www.textile-platform.eu/
IBM	Israel's first academic conference on Blockchain tecnology	Israel, 25/01/2017	
SRDC	ICTurkey 2016 International Brokerage Event	Istanbul (Turkey) 30/11/2016	https://www.b2match.eu/icturkey2016

3.3 Liaison with other initiatives

As part of the AMBASSADOR Programme, the project created links and cooperation with other initiatives in the IoT, Industry 4.0 and Smart manufacturing areas. Some of the events reported in the previous section are related with these on-going initiatives. The following table lists the main ones.

	Connected Factories + FOF-11 projects. Started collaboration with the following EU project in the same area: vf-OS, Composition, CREMA, DIGI-CORE.
	In contact with FIWARE foundation (U. Ahle) In contact with FIWARE / BeInCPPS (S. Gusmeroli)
	9 regional poles (UK, Germany, France, Italy, Spain, Portugal, Belgium/Luxmburg, Sweden/Norway/Finland, China) 200 organisations
	500 organisations (representing 177.700 textile companies across)
	27 countries in Europe and beyond 100 organisations

IOT ITA LY	17 organisations across Italy specialised in IoT solutions

3.4 Newsletters and Press releases

In the reported period, the programme issued 3 project newsletters:
- April 2017: https://www.nimble-project.org/wp-content/uploads/NIMBLE-Newsletter-M6.html
- November 2017: https://www.nimble-project.org/wp-content/uploads/NIMBLE-Newsletter-November-2017.html
- February 2018: https://www.nimble-project.org/wp-content/uploads/NIMBLE-Newsletter-February-2018.html

In fact, for the first period, the issuing frequency of the newsletter was set every 6 months. Since the first official release of the platform (December 2017), the frequency has been elevated to every three months (next release: May 2018).

In addition, partners issued 19 press releases in local/specific online media. The full list is available in the project web site: https://www.nimble-project.org/press/

3.5 Interviews and direct contacts

All the actions reported in the previous sections generated some attention to the project. We in fact performed some interviews with companies and organisations contacting the NIMBLE project office in response to:
- press announcements and resulting professional articles;
- public presentations at scientific conferences and trade shows;
- the newsletters;
- the website.

At this stage, we performed phone interviews with 8 organisations interested to test the NIMBLE platform.

In addition, we should consider the 12 letters of support already confirmed at the begging of the project (reported in D8.2).

3.6 Results and Lessons Learned

3.6.1 KPIs

As part of the dissemination plan (D8.2), we defined some KPIs to monitor the impact of the project. For the AMBASSADOR programme, the most relevant KPI is the number of involved users. The progression table has been reported in Section 2.

At this stage of the project (M18 = Y2Q2), we are *supposed to have 32 organisations* involved. And, as reported in the previous sections, we can currently count on:
- 12 organisations through letter of support;
- 8 organisations directly contacted with interviews;
- 26 organisations that participated to the f2f interviews lead by AIDIMME (actually the number of organisations that participated to the survey was about 50, but we consider only those that participated to the f2f interview)
- 4 suppliers of Lindbacks (out of the 20 that joined the workshop) that already agreed to join the validation activities (namely: GUSTAVSBERG, SVENSKA KAKEL, SE-MARKLUNDS TRANSPORT, BDX).
- 5 Use case partners: Whirlpool, Lindbacks, Micuna, Podcomp, Piacenza.

Total engaged organisations: 55.

It is worth to highlight that the platform has been just open to external partners (release 2 in March 2018). Therefore, the engaged organisations we will be progressively invited to join the platform in these months, and we may expect that some of them will not join.

Besides the number of engaged organisations, as part of the AMBASSADOR programme, we defined some targets for the <u>number of AMBASSADOR workshops to be arranged</u>. From this perspective, we are underperforming (**expected at least 2 workshops for each use case; we arranged just 3 workshop**s). But after the feedback of the first 3 workshops (see Lessons Learned section), in agreement with partners, we decided to wait for a more mature release of the NIMBLE platform for a workshop with early adopters. However, at the same time, we managed <u>effective engagement activities with</u>: **17 events across Europe (Spain, Turkey, Israel, Belgium, Germany, Norway, Italy)**.

3.6.2 Lessons Learned

The last consortium meeting in Biella (22-23 November 2017) provided the opportunity to present the AMBASSADOR Programme status, collect lessons learned and start planning the next steps. The following main elements emerged:
1. <u>NIMBLE value proposition</u>. Talking with the engaged organizations, it is clear that there is a gap between large structured solutions for supply chain management (for large enterprises) and SMEs that do not have tools/resources to deal with them. NIMBLE can address/bridge such a gap by making more structured and frictionless both the creation (searching and first contacts) of partnerships and the use of business collaboration tools. These are the primary functionalities targeted in the first batch of NIMBLE releases, in order to start attracting early adopters.
2. <u>NIMBLE is not there yet</u>. For some use cases, it is still too early to engage with their suppliers/partners and test/showcase on the NIMBLE platform. This limited the number of specific AMBASSADOR workshops. Also, the partners that arranged a dedicated workshop reported the need to showcase something more concrete/usable to really engage with their contacts and, most importantly, retain them. Moreover, the business cases aspects (i.e. concrete business benefits to report to the audience) should be further developed and properly communicated.
3. <u>AMBASSADOR strategy improvement</u>. In order to deal with the situation, partners suggested some measures to adapt/improve the Programme:
   - Start by carrying out internal validation of the platform releases (as part of the WP4 validation initiatives), and then, as soon as the platform tests are positive progressively engage with external SMEs in a joint effort between WP4 and the AMBASSADOR Programme.

o   In the meantime, continue with the dissemination activities trying to engage stake-holders outside the existing use case networks, improving activities such as: blog, industry exhibitions, newsletters.

o   Dissemination material /messages should be revised in order to highlight benefits for the different identified stakeholders; a suggestion is to have simple guidelines, in relation to the user role, of what you can get from NIMBLE.

o   It has also been proposed to create an online questionnaire to continuously collect feedback from engaged stakeholders.

4   Conclusion and Plan for the next period

Starting from the analysis of the results and lessons learned reported in Section 3.5, we up-date the AMBASSADOR Programme plan as follows (notice that this represents an integra-tion/adaptation - not a replacement - of the original plan).

1.   Better *alignment with the WP4 validation activities and the platform technical releases*. Specifically, we will arrange the next AMBASSADOR workshops in view of validating the NIMBLE platform together with external organizations selected by use case partners.
     We refer the reader to D4.1 (Validation Plan) where one of the specific validation criteria is the ability of NIMBLE to create value for different communities.

   -   Context: Where are the users? What are the conditions under which they work?
   -   User's view on NIMBLE's idea: What are their incentives to use the platform? What future situation do they want to reach? "What's in it for me?"
   -   Business services: What are their views on NIMBLE's current business services?
   -   Business services (wish list): What type of functionality are they expecting from the NIMBLE B2B platform? Which functions are desirable and which are less important?
   -   Collaboration value: What will the value be using a B2B-platform like NIMBLE?
   -   Areas of improvement: Problem formulation? How can a B2B-platform support infor-mation exchange and collaboration in the supply chain?

   After a first set of workshop in Feb-Mar 2018, mainly involving internal partners, use case partner will open the validation process to external contacts and dedicated AMBASSA-DOR workshops will be arranged. It is expected to arrange such workshops in June 2018, after the release of version 3 of the NIMBLE platform.

2.   In parallel to the previous action, we will set up a more comprehensive and effective *online strategy* in order to attract potential users without the burden of arranging physical workshops. The strategy will include the following main channels:

   a.   Social Channels: currently NIMBLE has got Twitter and LinkedIn pages and 1 blog within our web site. Their use will be boosted and better animated (in coop-eration with all partners) with weekly tweets and posts, trying to increase the number of followers. In addition, a YouTube channel has been created and it will be used to host Webinars (see below) and access to project videos (see below).

   b.   Promotional and Demo Videos: the former will focus on highlighting benefits and introducing the main features of the NIMBLE platform; the latter will describe how to use the platform, on the basis of some reference scenarios.

   c.   Influencers: we will investigate who are the main influencers and tech gurus in the project area topics and we will start to follow their pages and publish news, events, and articles. This will also increase the visibility of the NIMBLE pages and, thus, attract potential users.

   d.   Online survey: In order to collect contacts and (preliminary) interests/feedbacks out of the expected, increased number of visitors of the NIMBLE pages, we will

make available online and properly advertise a quick online survey. At the end of the survey, respondents will be asked to leave their contact and possibly their availability to be re-contacted for a follow-up interview.

e. Newsletter: as introduced in Section 3 the issuing frequency of the newsletter has been increased to 3 months. However, as soon as more news, releases, activities will be generated by the project, also the issuing frequency will be further increased.

f. Webinars: webinars have the advantage to reduce the burden of arranging physical workshops, since attendees can participate remotely, and thus the participation rates could be higher. In addition, they can be casted and then made available any time through NIMBLE pages (e.g. YouTube channel). Therefore, we are developing a series of Webinars targeting: potential users of the platform (SMEs) and intermediaries that could support NIMBLE in creating its community. The webinars series will be opportunely supported by dissemination activities through all project channels in order to maximize the participation. It is planned to arrange the first webinars between May and June 2018.

3. Development of *a dissemination toolkit* to support users with "sales messages" and evidence on the benefits of joining the NIMBLE platforms. The toolkit will be made available online (web site), in order to be accessible by all visitors any time and also usable by already recruited users and in turn become recruiters.

We think that the elements presented in this section - together with the availability of a reference platform which is continuously updating - will contribute to achieve the expected community building targets. Of course, this will be opportunely monitored and, if necessary, another plan update will be released at M24.

According to our hypothesis, a critical point will be when we will reach about 200 (active) users. After that, the programme should start demonstrating a real, continues self-sustaining mode, in order to target the final numbers (community of 2000 users).

We think, however, that for the self-sustaining mode additional measures will be necessary. To this end, in the next paragraph we briefly report an analysis of possible incentives that could be adopted. These will be discussed with all partners, since some of them will involve new platform features, while others strictly relate to business models.

4.1   Incentives and Rewards

In existing digital platforms (broadly speaking of social networks and B2C/B2B platforms) sustaining a community is usually achieved through a mixture of recognition, rewards, and growth opportunities. Examples of best practices are:
- *Recognition* can come in the form of a section on the homepage or a separate page on the platform site dedicated to the partner of the week or month.
- *Reward* can be to set up a weekly or monthly competition and offer vouchers as prizes (see next subsection for what types of vouchers).
- In terms of *community growth opportunities*, offering "expertise badges" that reflect a user's level and skill in helping the community as well as solving problems is a fun way to promote learning and a sense of progression.

Moreover, another relevant aspect is related to keep the connections within the community, going through newsletters, emails, blog posts and scheduling events, such as live Webinars throughout the year. These events can celebrate the community (and its champions) and they can be used to expose users new platform features. Influencers can then test out the

latest components and provide valuable feedback before introducing them to the general public.

As introduced in the previous section, in the AMBASSADOR programme we are starting to boost the community building through the online strategy, but we may think to implement in the platform the following <u>incentives for community building</u>:

- *Gamification*, through special badges/stars and/or create a more articulated reward points program for encouraging and tracking progress in using the platform (e.g. fostering cooperation between parties in the platform). In future, users can cash in accumulated points on a special Web site (www.incentivemarketing.org). To balance points earnings, the platform can also start by giving users a certain numbers of points and then subtracting points when they do something wrong, such as not entering required information.
- *Mentions & Follow back* on social media and monthly newsletter where reporting and celebrate some specific users and their achievements.

The importance of providing the right incentives is especially true when targeting a B2B community, where offering appropriate incentives is as crucial aspect. People in B2B communities are generally busy business people, who need a strong motivator to participate. Also, B2B communities tend to be smaller. Therefore, incentive and reward schemas should be specifically crafted to the target people/communities.

In our target community, we will engage with both people (professionals) and companies. Therefore, we should consider rewards from two main perspectives:

- *Individual person perspective*: from this perspective, the first thing to ensure is that NIMBLE rewards will actually make engage users' lives easier. For example, if we will target business professionals, it may not make sense to give out grocery gift cards. But it might make sense to give airline vouchers, since they usually fly a lot. Similarly, we may think to rewards that benefit the business/professional development, such as access to exclusive networking events or free tickets to industry conferences. Finally, in the case of business angels or investors, shareholding-based schema could be the best incentive to adopt.
- *Company business perspective*: Besides providing incentives that will benefit people individually, we should also consider benefits for companies. By joining the platform, companies hope to reduce business costs and/or increase revenues (<u>in particular for early adopters</u>). But they might also want to shape the future of the NIMBLE services and sectorial focus (<u>for both early adopters and intermediaries</u>). In these cases, rewards can range from simply letting them know how their input impacts NIMBLE business decisions to economical bonuses in exchange of their support. In the <u>mid/long term</u>, economical bonuses for early adopters shall include special prices (discounts), extended freemium periods or functionalities, sharing of revenues (mainly for intermediaries). In the <u>short term</u> (i.e. within the scope of the EU project when no real services/revenues are expected), economic bonuses might also include the possibility for users to access to industry experts (through the NIMBLE community) and training/coaching, that gives them a tangible benefit for participating in our community.

5 Annex A: FEEDBACK INTERNET FORM SENT AND IN-TERVIEWS FROM PROVIDERS AND MANUFACTURERS

Thanks to the internet form we have the feedback from 51 companies.
The classification of replies for type of company is:

Sector	Replies	%		
Manufacture of furniture	22	43,1%	**54,8%**	**Industry**
Carpentry	6	11,8%		
Wood based panels / Veneer	9	17,6%	**41,2%**	**Providers**
Auxiliary industry	3	5,9%		
Wood	2	3,9%		
Textile	3	5,9%		
Furniture ironwork	2	3,9%		
Machinery	1	2,0%		
Chemistry	1	2,0%		
Retail	1	2,0%		
Others	1	2,0%		

PART 1.- To deepen in the knowledge about how the current purchasing process is executed among companies in the sector.

1. Do you use a platform for B2B e-commerce (make yourself known to potential customers / find providers)?:

> *9 answers: YES*
> *43 answers: NO*

Most companies, 83%, have not used any platform in B2B e-commerce.

Only a 17% say they use a platform, from these the 56% use their own web for make B2B, and a 33% different existing platforms, integrated or not in their online environment.
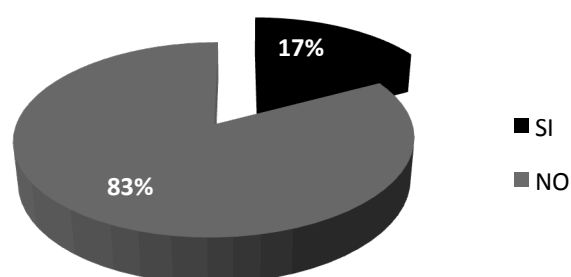
Platforms such as:
- Houzz
- Fordaq
- Opportunity Network

The rest, 11% use their own platform.
These percentages change if we differentiate between the answers from furniture industry and its providers. Among providers, a 29% answered YES to an e-commerce platform, while only a 7% of furniture industries answered that they use an e-commerce platform.

2. What documents are used during the purchase-sale process until an order is formalized?

The answers the respondents could mark were:

- Products catalogues
- Orders
- Delivery notes
- Others (indicate it)
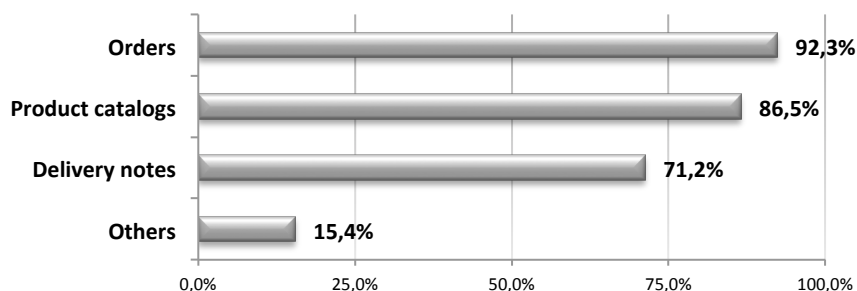
The majority of respondents use orders and product catalogues (92,3% and 86,5% respectively) during purchase-sale process until the order is formalized.

100% of respondents use orders and products catalogues indistinctly, or some of them.

71,2% companies also use delivery notes in their purchase-sale process.

Among those who have answered ´other´ documents, they have said:

- Budgets 25%
- Samplers (fabrics, woods, ...), 25%
- Proforma invoices, 12,5%
- Photos, 12,5%
- Historic purchase and sales, 12,5%
- Production orders, 12,5%

### 2.1 What document formats are used in the purchase-sale process?
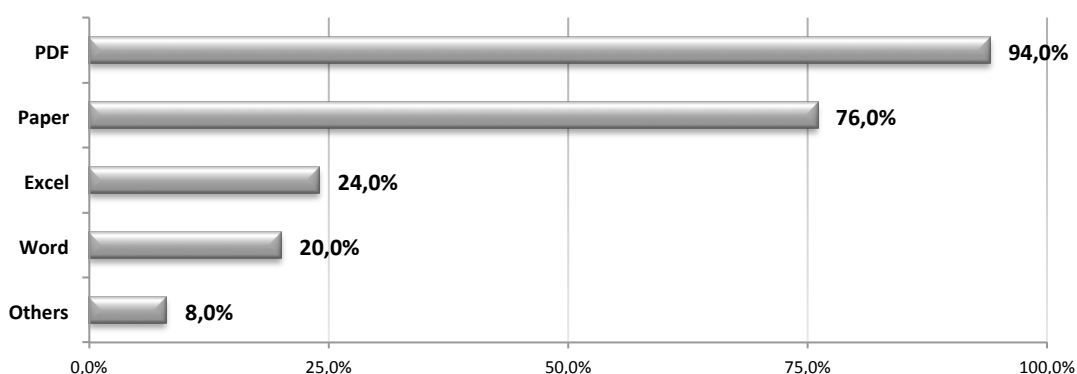
Although the .pdf format is the most used by companies for the information exchange, 94% of companies confirm used it, 76% still used paper. Excel and word are the following document formats that are used, with a 24% and 20% respectively.

The companies that have marked the option ´other´, have related the following formats:

- CAD
- Revit
- Internal management program

### 2.2 What communication methods are used in the purchase-sales process?
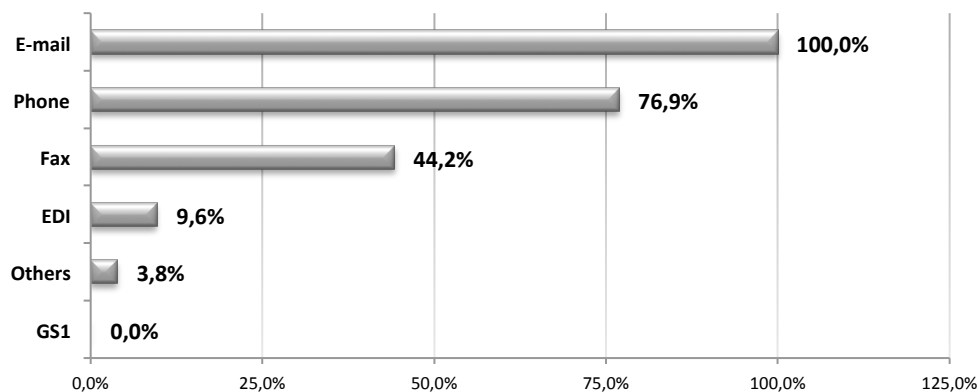
Today all companies use e-mail in their communications, and 77% of companies said to maintain phone communication with customers and providers.

Only 10% companies use EDI (Electronic Data Interchange)

Those have marked ´others´, they say they use Skype o post mail.

3. In case you need to share documents and technical information with the main customers/providers (to indicate technical characteristics and product application), indicate the type of information or documents that are exchanged.

94% of companies use product technical datasheet to share documents with customers and providers.
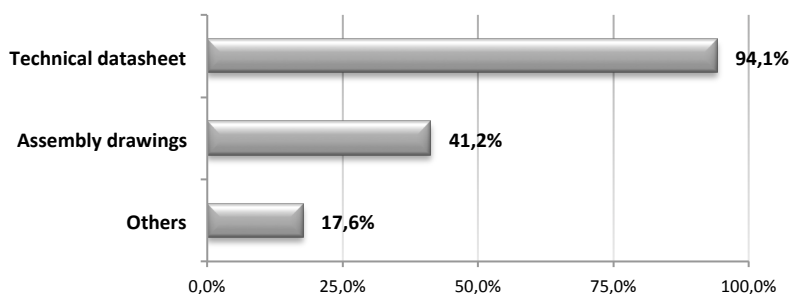

Assembly drawings are shared by 41% of companies.

Other documents that companies use are:
- Photos
- Drawings
- Assembly videos
- Product and quality certificates
- Samples
- Technical datasheet with safety data

4. If you collaborate with the main customers / providers in the development phase of your new products, (providing ideas, developing or adapting tailor-made products), what kind of information or documents are used in such collaboration?

In the development phase of new products, providers participate in this process by providing technical product specifications, 70% of companies, plans and sketches, 64% and 50% respectively, and developing prototypes 54%
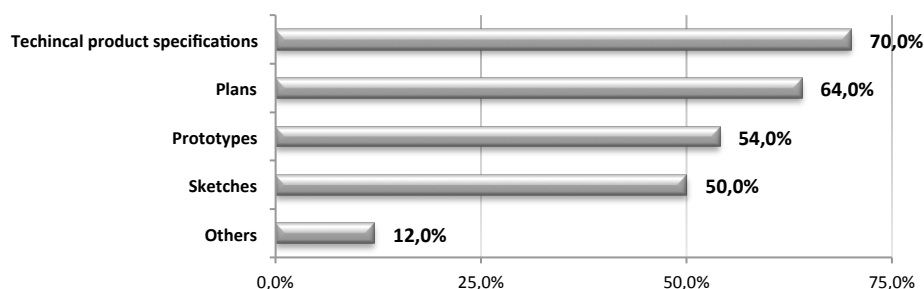

Companies can also provide photographs and samples of product.

5. The following conditions are negotiated with new customers/providers before the beginning of the business relationship:

Before buying or selling a product, three are the most important aspects to be negotiated:

- Delivery time and payments terms, 94% companies said this.

- Kind of cargo, with a 90% of answered.
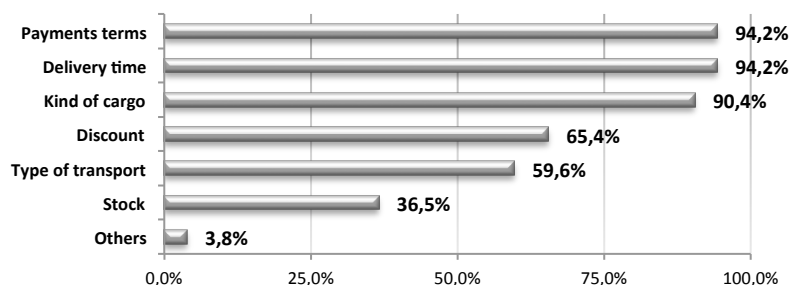
The discounts for sales volume and the type of transport are negotiated in a smaller percentage, 65% and 59% respectively.

Only 36% companies said to negotiate the stock dedicated to the customer before starting the relationship with him.

Only 2% of companies said to negotiate, before the beginning of the business relationship, price and exclusivity.

6. What information sources do you usually use to detect changes in regulations that may affect your product or business?

Organizations such as Fevama, Aidimme or Chamber of Commerce are the information sources that companies often use to gather information about changes in regulations. 80% of responses say they use one or more of these organizations interchangeably.
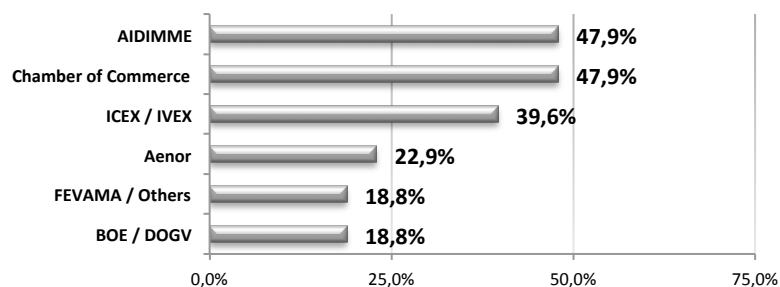
Companies can also access to official bodies, such as AENOR or public bodies for international (for example: ICEX, IVEX) and their official publications to detect changes in regulations.

Finally, some companies use consultants to obtain this information.

PART 2.- To identify how the purchasing process could work through a B2B e-commerce platform.

7. Do you have company information in electronic format, which could be incorporated into the e-commerce platform?

Almost all of the companies have a web page, 98%, where the information of the company could be incorporated into the e-commerce platform.

Only 41% of companies have publications and news in electronic format, and 33% have company certifications (for example: ISO 9.001, EFQM Model, ISO 14.000, UNE 166.002, OSHAS 18.001, etc.), etc.
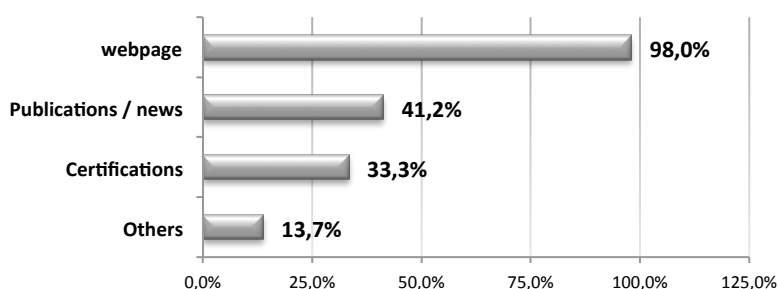
Few companies say they have information in an electronic format about chain of custody, catalogues, product technical datasheet, brochures, acoustic tests, etc.

8. Do you have product information in electronic format, which could be incorporated into the e-commerce platform ?

Not all companies have the product information in electronic format. Only 76% have the product datasheets and 74% the product catalogue in electronic format.

37% of companies have the product conformity certificates according to different regulations (for example: product tests in AI-DIMME).
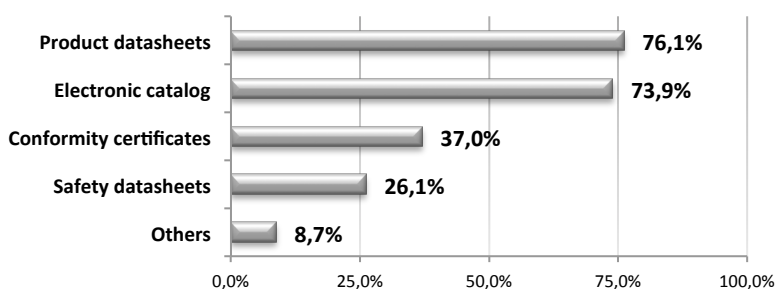
Regarding safety data sheets (applicable to products classified as dangerous goods, such as varnishes, etc.), companies that provide products of this type already have the product information in electronic format.

In other cases, companies have in electronic format: acoustic and anti-fire tests, drawings and product brochures.

9. What information should you know about a potential customer / provider on the e-commerce platform to start a business (first orders) reliability?

To make a reliable transaction, most companies should know from a customer or provider the following information:

COMMERCIAL INFORMATION:
- Your complete details (name, address, sector of activity, etc.), main activity, area of influence, VAT number,
- Type of company, history and commercial references (other providers / other clients, reputation) the competition, habitual providers and company brief memory.
- Production capacity, turnover, growth expectations.
- Potential consumption, purchase specifications, machinery, facilities, and production location.
- Contact information / mail head buyer
- Quality and safety guarantees
- Troubleshooting channel
- Conditions to be established: payment method, packaging, transport, Incoterms, deadlines delivery, delivery address, purchase volume, special requirements if they exist, ...

ECONOMIC INFORMATION:
- Balance sheets, current profits, reputation reports,
- Commercial and financial report, commercial solvency information
- Solvency and risk classification
- Payment method

PRODUCT INFORMATION:
- Type of product, style, complete portfolio of products / services. Product Catalog with technical data sheets
- Type of components
- Operative from Pre-purchase / sale, buy / sell and post-purchase / sale
- Furniture designs in AutoCAD
- Price and delivery time