CSA-Industry4.E

Grant agreement No 830845 – ECSEL-2018-3-CSA-Industry4E

Coordination & Support action for Lighthouse Initiative Industry4.E

Deliverable 5.1

Compile minutes of the project meetings

Lead parties for Deliverable: IMR
Deliverable due date: 31st March 2021
Actual submission date: 20th April 2021
Dissemination level: Public

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Table of Acronyms:

AI	Artificial Intelligence	IPR	Intellectual Property Rights
AquaTT	AquaTT UETP Ltd	ISO	International Organization for Standardization
BDVA	Big Data Value Association	I4MS	ICT Innovations for Manufacturing SMEs
CF2	ConnectedFactories2	JU	Joint Undertaking
CSA	Coordination and Support Action	KDT	Key Digital Technologies
D	Deliverable	KPI	Key Performance Indicator
DEI	Digitising European Industry	LIASE	Lighthouse Initiative Advisory Service
DEP	Digital Europe Programme	MASP	Multi-Annual Strategic Plan
DIH	Digital Innovation Hub	MGEP	Mondragon Goi Eskola Politeknikoa
DoA	Description of Action	M	Month
DT	Digital Transformation	MCs	Major Challenges
EC	European Commission	MS	Milestone
EDIH	European Digital Innovation Hub	Obj	Objective
EU	European Union	PM	Person Month
FoF	Factories of the Future	PO	Project Officer
FP	Framework Programme	PC	Project Coordinator
GDPR	General Data Protection Rights	PPP	Public Private Partnership
GA	General Assembly	R&I	Research and Innovation
GB	Governing Board	SME	Small- and Medium-Sized Enterprise
HE	Horizon Europe	SoA	State-of-the-Art
H2020	Horizon 2020	S2i	Steinbeis 2i GMBH
IMR	Irish Manufacturing Research Ltd	VTT	Teknologian tutkimuskeskus VTT Oy
I4.E	Industry4.E	WP	Work Packages
ECSEL	Electronic Components and Systems for European Leadership		

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ECS-SRIA	Electronic Components and Systems Strategic Research and Innovation Agenda
EFFRA	European Factories of the Future Research Association

Table 1: Project acronyms

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History of Changes:

Version	Publication date	Change
V1	15.09.2020	Draft document IMR
V2	25.03.2021	Additional info added to all sections from IMR
V3	20.04.2021	Final harmonisation and peer review IMR

Table 2: History of changes to the report

Author: Lise-Ann Sheahan (IMR)

Project Partners:

IRISH MANUFACTURING RESEARCH · VTT · Mondragon Unibertsitatea Faculty of Engineering · STEINBEIS 2i · AQUATT Science. Communication. Knowledge. Innovation.

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Contextual information

This deliverable *D5.1_Compile Minutes of the project meetings* prepared at M30 by IMR aims to demonstrate the significant and thorough project coordination provided to the CSA-Industry4.E project in parallel to the secretariat support to the Industry4.E LIASE, one of the four main pillars of the project (see Figure 2).

Every effort has been made to keep this deliverable brief avoiding repetition. A summary of exploitable results and an explanation about how they can be exploited will be presented at the final review meeting where opportunities for more detailed questions and answers will be observed.

The CSA-Industry4.E project consortium consists of five partners (IMR, VTT, MGEP, S2i, AQUATT) complement one another well in terms of expertise for the project (as shown in Figure 1). This experience greatly aided the smooth execution of the tasks related to project management and further enabling the project to be amended to accommodate a no-cost project extension (from M24 to M30) at the request of the ECSEL-JU office. In addition, this close cooperation and active management ensured the extension guaranteed appropriate secretariate support for the LIASE and stakeholder community in the transition to the next research and innovation Framework Programme (FP), Horizon Europe (HE) 2021-2027. This was expertly managed and delivered above and beyond expectations.

Figure 1: CSA-Industry4.E consortium and expertise brought to project meetings

The partners have worked well together during the project from October 2018 (M01) to March 2021 (M30). The consortium has delivering on all aspects of the Description of Action (DoA), while successfully managing the project during the COVID-19 global pandemic which required the project partners to adjust, remain flexible, and provide creative solutions to ensure increased project impact as opportunities to do more and increase reach became apparent.

The effort was brought together in a single series of four separated yet interconnected meetings, as follows:

1. CSA-Industry4.E meetings,
2. CSA-Industry4.E and Industry4.E LIASE meetings;
3. Industry4.E LIASE meetings;
4. CSA-Industry4.E Project Officer and Project Coordinator meetings.

This effort was complimented by the daily project coordination from IMR, adhering fully to the project management procedures as set out in the DoA.

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END OF SECTION

1. Structure and planning

The compilation of project minutes to include the necessary follow up actions to support the effective and efficient running of the projects core activities (as illustrated in Figure 2) has been achieved.

1.1. RP1: project meetings

From M1-M13 an agile project meeting approach was implemented, in line with the DoA as described at the RP1 interim review This method was enabled by the small consortium of experienced partners and effective in supporting the early efforts of the project.

1.2. RP2: project meetings

As the initiative grew with the LIASE extension, the addition of new projects within the Lighthouse, and project extension, a new structure was introduced via consensus until M24, with a modified approach from M25 to M30.

Figure 2: Pillar 1 to 4 - project activities of the CSA-Industry4.E

These changes occurred with the appointment of the new PC at M14. This response to the project needs, including the RPI interim review meeting feedback, has enabled clear and concise communications and follow up actions delivered in alignment with the objectives of the WP, as follows:

- to effectively project manage the CSA, fulfilling all contractual obligations in an efficient manner; and
- to support the LIASE in its obligations of reporting to the ECSEL-JU GB.

The structure and planning for project meetings between M14 and M30 can be summaries as follows:

- structure: the meeting series, particularly the agenda format to ensure alignment between all parties, was communicated and agreed by the CSA, LIASE and PO with the PC (see Annex 1 for the agenda template);
- planning: the reoccurring meetings were shared at M14 via calendar invites for the remainder of the project (until M24) to support participation and avoid conflicts with other appointments amongst a (see Section 3 for further details). From M25 to M30 the reoccurring meetings were agreed and planned at M24.

Further details are elaborated in Annex 1 and Section 2.

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END OF SECTION 1

2. Project meetings

2.1. CSA-Industry4.E meetings

The regular meetings between the CSA project partners ensured the effective implementation of the project, fulfilling all contractual obligations in an efficient manner, and supporting the LIASE in its obligations of reporting to the ECSEL-JU GB. This exchange occurred during the following meetings:

- **CSA monthly meetings:** Meetings of the CSA project partners were held monthly from M13-M24, and once a quarter from M25-M30 during RP2 to ensure a consistent regular virtual meeting of the project partners. Prior to this CSA meetings were on an ad-hoc basis. Overall meetings were efficient, and the meeting frequency was appropriate with *almost 100% attendance from M13-M30 (RP2)*.

IMR was responsible for facilitating and chairing the meetings, taking the meeting minutes, and ensuring actions were addressed. All information was saved on the SharePoint live, ensuring a record of each interaction.

Additionally, the CSA contributed to the effort of the PC in relation to:

- negotiation and grant agreement amendment to enable a *no-cost project extension*;
- organisation and facilitation of internal communications;
- project planning and project control - work plan preparation and progress monitoring;
- day-to-day project co-ordination by the management team;
- quality control, including peer review for each deliverable, reports, and presentations;
- regular updates to, and implementation of the risk management strategy; and
- establishment of the *General Assembly* to provide the overall strategic direction, take major decisions, manage the risks, and handle the IPR issues.

2.2. CSA-Industry4.E & Industry4.E LIASE meetings

The regular meetings between the CSA project partners ensured the effective implementation of the project, fulfilling all contractual obligations in an efficient manner, and supporting the LIASE in its obligations of reporting to the ECSEL-JU GB. This exchange occurred during the following meetings:

- **CSA/LIASE/PO monthly meetings:** the CSA-Industry4.E project partners met monthly with the LIASE and ESCEL Project Officer (PO) from M13-M24 during RP2 to ensure a consistent regular virtual meeting of the project partners and the LIASE. This meeting greatly aided information flow between both groups ensuring additional impact from the effort of the project. Overall meetings were efficient, and the meeting frequency was appropriate with *100% attendance from the CSA and almost 60% attendance from LIASE from M14-M30 (RP2)* members present for each meeting.

IMR was responsible for facilitating and chairing the meetings, taking the meeting minutes, and ensuring actions were addressed. All information was saved on the SharePoint live, ensuring a record of each interaction.

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Additionally, the LIASE contributed to the effort of the PC in relation to:

- negotiation and grant agreement amendment to enable a *no-cost project extension*;
- quality control, including peer review for each deliverable, reports, and presentations; and
- establishment of the *General Assembly* to provide the overall strategic direction, take major decisions, manage the risks, and handle the IPR issues.

2.3. CSA-Industry4.E PC and ECSEL-JU PO meetings

The regular meetings between the PC and PO greatly aided the timely completing of all financial and administrative activities covered in *Task 5.2. Administrative, financial and risk management (M1-30) Lead: IMR. Contributors: AquaTT (M10-M13)* and coordination actions addressed in *Task 5.1. Project Management (M1-30) Lead: IMR. Contributors: AquaTT (M10-M13).* This exchange occurred during the following meetings:

PC and PO weekly meetings: To support effective risk management and ensure complete alignment of effort with the objectives and evolving circumstances for the project a regular weekly check-in was established between the PC and PO from M15-M24. Prior to this PC/PO meetings were on an ad-hoc basis. This approach, adopted from M15 supported the seamless onboarding of the PC, the transition to the new FP, and the move to a fully virtual working environment. Overall meetings were efficient, the meeting frequency was appropriate with *100% attendance from M15-M24*;

PC and PO ad-hoc working meetings: To ensure the objectives of the project were achieved and the project remained in alignment with circumstances outside the project the PC/PO arranged additional ad-hoc working meetings with the CSA or LIASE or both CSA/LIASE depending on project needs and requests from the project team (CSA/LIASE).

This interaction (on a regular basis) greatly aided additional tasks of the PC including but not limited to the following:

receiving the financial contribution to the project on behalf of the beneficiaries and administer its allocation, in accordance with the GA, and any decisions taken by the General Assembly;

- keeping all relevant records;
- ensuring partners are aware of and fulfil all their responsibilities and reporting duties;
- completing and timely reporting to the EC according to the GA requirements; and
- putting in place and implementing the risk management strategy – and updates.

2.4. CSA-Industry4.E PC and LIASE meetings

The **PC and LIASE meetings** are reported in *Deliverable 5.2 Report about secretariat support provided to the LIASE (M1-30)*

END OF SECTION 2

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3. Adherence to procedures

The section details how the project has adhered to procedures all procedures as detailed in the DoA, supported by the project meetings. The progress in the project is delivered in complete alignment with the objectives and work plan, as specified. An amendment was made at M23 for the project to remain relevant with the changes taking place outside the project, this required a no-cost project extension and the addition of *D5.5: Report about the bridging provided to the Industry 4.E Lighthouse Initiative.* No significant deviations from the DoA have occurred since the appointment of the new PC at M14 and an altered project management approach in line with the recommendations from the interim review meeting and learnings taken forward from RP1.

3.1. Decision Procedures

The IMR can report that all decisions within the consortium were taken in a democratic manner. The crucial strategic decisions related to the evolution of the consortium (e.g. change of the coordinator) and the extension of the project from M25-M30 was made by unanimous vote and all the other decisions within the consortium were made by a qualified majority (3/5) of the partner vote.

3.2. Milestones

All project milestones were achieved linked to the Risk Management of the project in accordance with the identified risks. Risks were managed through:

- risk identification using expertise and data from previous experience and related projects;
- risk treatment using contingency plans to face identified risks and to limit their impacts.

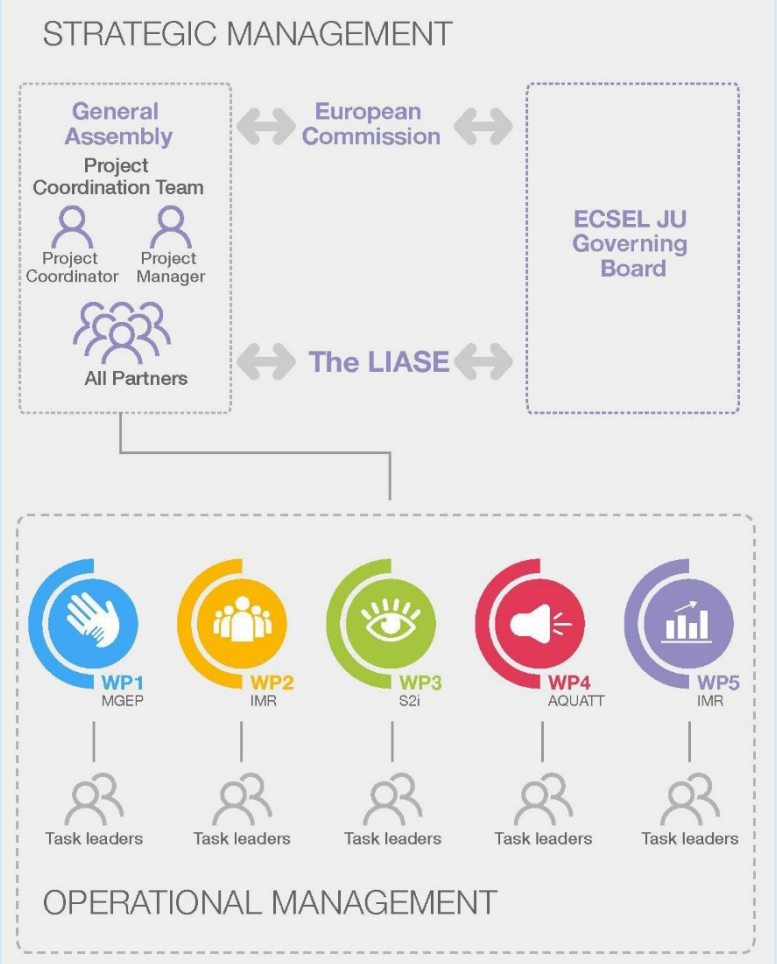

Figure 3: Project Management of the CSA-Industry4.E

The foreseeable risks identified by the consortium during the elaboration of the project and the corresponding contingency plans are stated in the DoA and the risks have been followed up regularly throughout the daily project management of the PC. The WP leaders (S2i, MGEP, IMR and AquaTT) have monitored their milestones and report to the PC who has acted as risk manager.

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The PC has regularly updated the critical risks (see Table 4), reported to the GA, and acted on this advice to ensure all project milestones (see Table 3.) were achieved.

No.	Milestone name	WP	Est Date	Means of verification
1	Working relationship with the LIASE has been established	1	M4	The first meeting has been completed and there are minutes with action items
2	Mapping and analysis of programmes' overlaps and synergies has been completed	1	M8	D1.1 submitted and approved by the LIASE
3	The on-line platform is operational	2	M24	D2.1 has been submitted
4	KPIs for the Lighthouse established	5	M24	The KPIs used for the reporting from the LIASE to the ECSEL JU Governing Board
5	Recommendation for refinement of the 4 MCs have been formulated	1	M24	D1.3 submitted and approved by the LIASE
6	The three workshops of WP3 have been implemented attracting over 70% of the Lighthouse projects	3	M24	Details on D3.2
7	Links to related initiatives established	4	M24	Details in D4.4

Table 3: List of milestones

Description of risk	likelihood	WP	Proposed risk-mitigation measures
Inefficient communication among partners	Low	5	Increase direct communication by increasing the frequency of the telephone conferences and
Partner staff changes	Medium	5	All partners have the capacity to allocate new experts and recruit new staff if necessary
Low number of registrations at the project events	Medium	1, 2, 3	More intensive use of the partner's networks Organisation of all project workshops as side- events to meetings where all key stakeholders are
Projects on-line platform is not used by the community	Medium	2	Short survey to identify additional features that would make the platform more attractive and user- friendly for the relevant stakeholders
The Lighthouse projects do not engage in the collaboration, exchange and support process	Low	3	Tailoring the offering to the project's needs Delivering the material directly at the meetings of the projects
Low engagement at the social media campaign	Medium	4	Strategy revision, adapting the message to make it more relatable for the public and use of different platforms

Table 4: Critical risks for implementation

To support effective risk management and ensure complete alignment of effort with the objectives and evolving circumstances for the project a regular weekly check-in was established between the PC and PO from M15-M24. This supported the seamless onboarding of the PC, the transition to the new FP, and the move to a fully virtual working environment (see Section 2: PC/PO meetings).

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3.3. Communication flow

Proper internal communication in this project has been essential. Informal day-to-day communication were complete by:

- M1-M13: e-mail and phone calls, video conferencing, and a files SharePoint;
- M14-M19: e-mail, video conferencing, and a files SharePoint; and
- M20-M30: Team site with collaborative file sharing and team posts, complimented by e-mail, video conferencing and a files SharePoint (as more of the CSA and LIASE moved to remote virtual working spaces during the COVID-19 pandemic).

The Mavenlink was used to track project progress internally in IMR by the PC. Microsoft Outlook, SharePoint, and Teams was used for project management internally in the project.

3.4. Progress monitoring

The progress monitoring occurred on a regular basis ensuring high quality deliverables, some of which have been delayed due factors outside the control of the project. Each partner has reported to the WPLs about the progress of activities in a timely fashion and progress monitoring has been achieved providing all partners with the necessary information on the project (e.g. reports, results, conferences, etc…).

3.5. Quality Assurance

The project has operated with clear administrative procedures enabling a common format upon which all documentation and deliverables have been prepared and subjected to peer review.

3.6. Conflict management

No disputes have arisen during the project.

3.7. Emergency situations

No emergencies have arisen during the project.

END OF SECTION 3

4. Conclusion

The project has been efficiently and effectively managed through the project meetings as outlined in this report. Risk and innovation management have been addressed on a regular basis with all parties connected to effort in the project. The CSA and LIASE members have contributed beyond the DoA expectations: delivering the project as per the DoA, promoting the initiative, establishing its position in the ecosystem, providing the necessary bridging support to the community as we transition to the new FP, succeeding during a global pandemic, supported by a committed project team including the ECSEL-JU.

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Annexes

1. Templates: CSA meetings
2. Templates: CSA/ LIASE meetings;
3. Templates: LIASE meetings; and
4. Templates: PC/PO meetings.

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1. Templates: CSA meetings

CSA-Industry4.E - CSA - Monthly Meeting
Agenda
DATE

Meeting Name:

Industry4.E | CSA-Industry4.E| Monthly Meeting

Date: DATE
Time: TIME
Location: Join Microsoft Teams

Invitees:

Org		Name	Surname	Email	Initials
CSA					
AQUATT	CSA				
IMR	CSA				
MGEP	CSA				
VTT	CSA				
S2i	CSA				
Apologies:					
No Response:					

Agenda/Actions:

- **Skills, Resources & Incentives:**
  - Item:
    - Sub item
- **Communication Dissemination Exploitation**
  - Item:
    - Sub item
- **Outreach Training Workshops**
  - Item:
    - Sub item
- **Influencing Networking & Events:**
  - Item:
    - Sub item
- **Vision, Strategy, Roadmap**
  - Item:
    - Sub item
- **Key Programmes and Topics**
  - Item:
    - Sub item
- **AOB**
  - Item:
    - Sub item

Organiser: PC
Chair: PC
Minutes: PC

Author(s) LAS

Page 1 of 2

CSA TEMPLATE

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Lighthouse Initiative Advisory Service (LIASE)
Electronic Components and Systems for European Leadership (ECSEL)
Joint Undertaking (JU)
Industry4.E (I4.E)

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CSA TEMPLATE

2. Templates: CSA/ LIASE meetings

CSA-Industry4.E - CSA/LIASE - Monthly Meeting
Agenda
DATE

Meeting Name:

Industry4.E | CSA/LIASE | Monthly Meeting

Date: XX
Time: XX
Location: Join Microsoft Teams Meeting

Invitees:

Org		Name	Surname	Email	Initials
CSA					
AQUATT	CSA				
IMR	CSA				
MGEP	CSA				
S2i	CSA				
VTT	CSA				
LIASE					
IMR	LIASE				
EFFRA	LIASE				
VTT	LIASE				
INF	LIASE				
CEF	LIASE				
EC	LIASE				
MON	LIASE				
INN	LIASE				
LTU	LIASE				
INF	LIASE				
ECSEL- JU					
ECSEL-JU	PO				
No Response					
Apologies					

Organiser: PC
Chair: LIASE chair
Minutes: PC

CSA/LIASE

Author(s) PC

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CSA-Industry4.E - CSA/LIASE - Monthly Meeting
Agenda
DATE

Agenda/Actions:

1. **Skills, Resources & Incentives:**
   - Item:
     - Sub item
2. **Key Programmes and Topics:**
   - Item:
     - Sub item
3. **Communication Dissemination Exploitation:**
   - Item:
     - Sub item
4. **Vision, Strategy, Roadmap:**
   - Item:
     - Sub item
5. **Influencing Networking & Events:**
   - Item:
     - Sub item
6. **Outreach Training Workshops**
   - Item:
     - Sub item
7. **AoB**
   - Item:
     - Sub item

CSA/LIASE TEMPLATE

Author(s) PC

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CSA-Industry4.E - CSA/LIASE - Monthly Meeting
Agenda
DATE

Meeting Minutes:

Notes:
Meeting minutes

END

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Joint Undertaking (JU)
Industry4.E (I4.E)

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CSA/LIAS_TEMPLATE

Author(s) PC

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3. Templates: LIASE meetings

Industry4.E - LIASE - Monthly Meeting
Agenda
DATE

Meeting Name:

Industry4.E | LIASE | Monthly Meeting

Date: XX
Time: X
Location: Join Microsoft Teams Meeting

Invitees:

Org		Name	Surname	Email	Initials
CSA					
IMR	CSA				
LIASE					
IMR	LIASE				
EFFRA	LIASE				
VTT	LIASE				
INF	LIASE				
CEF	LIASE				
EC	LIASE				
MON	LIASE				
INN	LIASE				
LTU	LIASE				
INF	LIASE				
No Response					
Apologies					

Organiser: PC
Chair: LIASE chair
Minutes: PC

LIASE TEM

Author(s) PC

Page 1 of 3

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Industry4.E - LIASE - Monthly Meeting
Agenda
DATE

Agenda/Actions:

1. **Skills, Resources & Incentives:**
   - Item:
     - Sub item
2. **Key Programmes and Topics:**
   - Item:
     - Sub item
3. **Communication Dissemination Exploitation:**
   - Item:
     - Sub item
4. **Vision, Strategy, Roadmap:**
   - Item:
     - Sub item
5. **Influencing Networking & Events:**
   - Item:
     - Sub item
6. **Outreach Training Workshops**
   - Item:
     - Sub item
7. **AoB**
   - Item:
     - Sub item

LIASE TEMPLATE

Author(s) PC

Page 2 of 3

ECSEL Joint Undertaking

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Industry4.E - LIASE - Monthly Meeting
Agenda
DATE

Meeting Minutes:

Notes:
Meeting minutes

END

Contact:
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Partners:

IRISH MANUFACTURING RESEARCH · VTT · Mondragon Unibertsitatea Faculty of Engineering · STEINBEIS 2i · AQUATT Science. Communication. Knowledge. Innovation.

Notes:
Coordination and Support Action (CSA)
Lighthouse Initiative Advisory Service (LIASE)
Electronic Components and Systems for European Leadership (ECSEL)
Joint Undertaking (JU)
Industry4.E (I4.E)

ECSEL Joint Undertaking
Electronic Components and Systems for European Leadership

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LIASE - TEMPLATE

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4. Templates: PC/PO meetings

Industry4.E – PC/PO – Weekly Meeting
Agenda
DATE

Meeting Name:

Industry4.E | PC/PO | Monthly Meeting

Date: XX
Time: X
Location: Join Microsoft Teams Meeting

Invitees:

Org		Name	Surname	Email	Initials
CSA					
IMR	PC				
ECSEL-JU	PO				
No Response					
Apologies					

Organiser: PC
Chair: N/A
Minutes: PC

PC/PO TEMPLATE

Author(s) PC

Page 1 of 3

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Agenda

1. **Skills, Resources & Incentives:**
   - Item:
     - Sub item
2. **Key Programmes and Topics:**
   - Item:
     - Sub item
3. **Communication Dissemination Exploitation:**
   - Item:
     - Sub item
4. **Vision, Strategy, Roadmap:**
   - Item:
     - Sub item
5. **Influencing Networking & Events:**
   - Item:
     - Sub item
6. **Outreach Training Workshops**
   - Item:
     - Sub item
7. **AoB**
   - Item:
     - Sub item

PC/PO TEMPLATE

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Action Items

Notes:

END

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Partners:

Notes:
Coordination and Support Action (CSA)
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