

Interreg
Sudoe



EUROPEAN UNION

ADDISPACE

European Regional Development Fund

ADDISPACE PROJECT EXTERNAL EVALUATION

INTERMEDIARY EVALUATION

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To ADDISPACE Consortium



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Context and Objectives

Context

ADDISPACE Project

In the frame of the INTERREG Sudoe programme, a consortium led by ESTIA and composed by 9 partners and 8 associated partners from (1) research and technology centres; (2) clusters industrial associations and SMEs; and (3) training centres, proposed a project that has been accepted for financing from July 2016 to June 2019.

The aim of the project is to increase the adoption of MAM (Metallic Additive Manufacturing) technologies to manufacture metal components for the aerospace sector in the Sudoe region.

The Project subcontracted an external actor for the evaluation to the project. In order to be able to mitigate potential deviations, risks, etc. and in order to have room for improvement along the project, such evaluation will be organised around 3 phases.

ADDISPACE External evaluation

Capital High Tech is the entity chosen by the project to conduct the external evaluation of ADDISPACE. The overall goal of the external evaluation is to assess the project relevance, effectiveness, efficiency and impact.

Following the Terms of Reference produced by the project, the external evaluation program will be developed in 3 phases:

1. Ex ante evaluation → report handed in end of May 2017

Focus on: relevance and coherence of the project strategy and work, success factors and risks, expectations.

This report has been provided end of May 2017.

2. Intermediate evaluation → report by the end of April 2018

Focus on: achievements, effectiveness and efficiency, management and coordination, partners' satisfaction, preliminary impacts...

In agreement with ESTIA, this report will be provided end of May 2018. In fact, CHT is waiting for declaration of Consortium's expenses which will be provided by end of May.

3. Final evaluation → report by the end of June 2019

Focus on: effectiveness and efficiency, partners' satisfaction level, assessment of project's impacts in terms of project and Interreg Sudoe program results and productivity indicators, assessment of final impact on different fields (networking, platform success and sustainability, advancements in standardization and quality certification...)

Objectives of the second phase report

In the context explained above, and according to relevant and detailed Terms of Reference elaborated within the project, the objective of this report - which corresponds the 2nd phase – intermediary evaluation - is to assess the following:

- **The effectiveness and efficiency of the project**, taking into consideration the implementation of the activities and the achievement of results vis a vis originally agreed work plan and budget, to identify deviations on such implementation and to propose correcting measures.
- **The quality of management and coordination of the project** in terms of the effectiveness and efficiency of proposed method, achieved results, role of Project Coordinator partners' involvement and spillover effects of the cooperation, and to identify recommendations for improvement on the overall management and coordination method.
- **The satisfaction level of ADDISPACE partners and associated partners** with the project progress, results and preliminary impact.
- **The preliminary impact of ADDISPACE project**, in terms of project and INTERREG SUDOE programme result and productivity indicators, and to deliver recommendations on how to improve such impact.
- To identify and assess the **preliminary impact** of the project on the following fields:
 - Networking and collaboration capacities of partners and associated partners for transnational cooperation.
 - Buildup and opening up of ADDISPACE Platform for the transfer of MAM technologies in the aerospace sector.
 - Advancement on the commercial buy in of MAM parts and components in the aerospace sector.
 - Advancement on the standardization and quality certification of MAM parts and components in the Aerospace sector.
 - Progress in the Education and Training offer and mainstreaming of MAMA related curricula.
 - Progress on the absorption of MAM technologies between SMEs.
 - Mainstreaming of support measures for MAM technologies into regional/national policies and programmes, including RIS3.
 - Spillover effect in terms of new interregional links, networks and initiatives promoted by subprojects.

Following such analysis, this report will provide some conclusions and recommendations to the consortium, concerning issues that deem to be closely monitored or corrected or improved to maximize chances of success for the project.

The methodology adopted by Capital High Tech includes:

- Analysis of project documents (minutes, deliverables, website, working documents...); and of any other relevant document external to the project,
- Interviews. The following 8 interviews have been performed between the 1st and the 20th of April 2018:

Partners	ESTIA	AFM	VLM	Micronorma
Associated Partners	EADS CASA (2 pilots)	DON BOSCO (training)	ADIRA (pilot)	
Subcontractor	Iniciativas Inovadoras (management)			

Intermediary evaluation

The structure of this document reflects the objectives of the report.

Effectiveness and efficiency

Compare activities and results with work plan and budget¹

GT	End date	Leader	Implementation level up to April 2018	Status	Expenses declared up to 03/2018	Eligible expenses	Deviation?
1	2.2017	PEMAS	Reports delivered	done	138.811€ (86%)	161.112€	/
2	10.2018	LORTEK	Pilots implemented and others ongoing. Viability study not started yet	ongoing	196.233€ (35%)	562.664€	Delay due to difficulties in the design of the components
3	3.2019	Inst. Pol. LEIRIA	2 out of 3 Workshops performed, and 1 out 3 conferences performed. The third WP and 2 conferences are under preparation	ongoing	110020€ (30%)	369.152€	/
4	2.2019	ESTIA	Two training sessions have been performed	ongoing	64.561€ (37%)	172.815€	/
5	6.2019	LORTEK	Will officially start in July 2018	This WP is already ongoing, to catch delays linked to WP1 and WP2	84€ (0,11%)	77.647€	/
T1	6.2019	ESTIA	Subcontractor is performing regular activities follow up, management and reporting	ongoing	150.846€ (61%)	247.050	/

¹ For this analysis we referred to the cost declarations provided to CHT by the consortium. This declaration covers the period from the beginning until July 2017 and from July 2017 to March 2018. Not all figures were in a final or complete status, however this declaration already provides useful information for the evaluation of the project's efficiency.

T2	6.2019	AFM	Communication material delivered and exploited	ongoing	41.014€ (31%)	132.448€	/
T3	6.2019	ESTIA	Conferences and workshops implemented	ongoing	13.910€ (46%)	29.850€	/

Total: 736.370€ declared out of 1.774.450€ (total eligible expenses), that is 41,5%, at T+21.

General Analysis:

- Globally, since the beginning of the project, partners have declared expending 41,5% of total eligible expenses, which is little low if compared to the number of months concerned by the declaration out of the total that is, 21 months out of 36. *This can be explained by the delay of the KoM, already explained in previous report.*
- From July 2017 until March 2018, partners have totally spent 22% of total eligible expenses, which is coherent. (expenses for 9 months out of 36). Moreover, in this second period expenses are globally higher than during the first period, confirming the fact that the consortium started 4 months later the project and caught this delay in the following months (second period).
- So far, no GT nor partner has declared more than allowed by eligible expenses.
- Expenses by categories show that 51,5% of expenses have been declared for personnel costs, and for administrative expenses. The project is at more than half way, but *this inconsistency is explained by the light delay of the KoM of the project.*

Analysis by GT

- GT 1: activities are over, and total expenses reach 96,2% of the total eligible expenses. These seems coherent. PEMAS may add some few expenses, as they declared expenses only until November 2017 due to an agreement with Sudoe Programme following change of its juridical status.
- GT 2 : 35% of eligible resources spent, which seems coherent with the pilots that still need to be performed and the 2 tasks that will follow and have not started yet.
- GT 3: expenses declared are little low (about 30% of total eligible expenses), and this is since the second conference that took place in Sevilla in April 2018 has not been declared yet in this reporting. Moreover, 2 other conferences and 1 workshop will take place before the end of the project. Thus, the amount declared seems coherent.
- GT4, on training, is well advanced in terms of activities and deliverables, but only 37,3% of expenses declared. This is because only 1 training pilot is declared in this financial reporting. The second pilot (ESTIA-Lortek) took place in April 2018 and will be declared in the next reporting. Then 4 training sessions will take place in the next period, but related costs will be on personnel costs of partners and will not include the payment of travels for students. Thus, the remaining 62% seems enough to cover remaining activities.

- GT T2 has declared quite low expenses: 30,9% of total eligible expenses. All material is ready. The remaining costs to be declared will concern the final conference in San Sebastian. It is very likely that not the whole budget for this GT will be spent according to current plan of activities. If this will be the case, CHT suggests spending this resources in more numerous or more intense efforts on communication and dissemination activities, as they are key for the impact of the project and especially in the final period.

Analysis by Partners

- ESTIA has declared only 38,6% of eligible expenses, despite the fact that we are at M21 out of 36 months. This does not look problematic: In fact, ESTIA will be highly involved in GT 2 and GT 4 pilots that will take place in the following months. Moreover, invoices for Iniciativas Inovadoras (management), for 2018 and 2019, still need to be paid and declared by ESTIA within its own budget.
- The same goes for AFM (53,6%), which has proved very efficient since most of the communication activities are already performed. A final conference remains to be organised. As explained above, we recommend exploiting the remaining budget for further dissemination and communication activities.
- The same goes for Leiria (35%), who will be highly involved in a conference that has not taken place yet (October 2018). Lower costs than expected can also be explained by the fact that initially Leiria wished to externalise some actions related to the Catalogue that have been in the end performed internally at a lower cost.

At the moment of this evaluation, the following deliverables have been delivered (in green) or are under development (in orange):

GT	Name	Activity period	Activity and level of realisation	Delivery date
GT1	Diagnostic and opportunities study	7-2016 to 2-2017	1.1 Diagnostic	10-2016
			1.2 Barriers identification	12-2016
			1.3 Opportunity study	2-2017
GT2	Pilot test for TT towards aerospace SMEs	1-2017 to 10-2018	2.1 ToR and Specifications	3-2017
			2.2 Industrial research	2-2018
			2.3 Viability study	10-2018
GT3	Dissemination and TT	1-2017 to 3-2019	3.1 Workshops (1st kind of, done)	10-2018
			3.2 Catalogue	2-2018
			3.3 Conferences	3-2019
GT4	Specialised training	1-2017 to 2-2019	4.1 Needs analysis	4-2017
			4.2 Training pilot	9-2018
			4.3 Framework proposition	2-2019
GT5	Towards a Platform of TT	7-2018 to 6-2019	5.1 Roadmap and action plan Platform	6-2019
			5.2 Policy and strategy briefs	6-2019
T1	Project management	7-2016 to 6-2019	T1.1 Procedures, structures, responsibilities for project coordination and management	

			T1.2 Decision making bodies identification	
			T1.3 Internal communication	
			T1.4 Internal organisation for reporting	
			T1.5 Financial management	
T2	Project communication	7-2016 to 6-2019	T2.1 Logo creation	
			T2.2 Website	
			T2.3 Dissemination Event	
			T2.4 Poster	
			T2.5 Communication plan	
			T2.6 Participation to other events	
			T2.7 Communication Material	
T3	Project Evaluation and follow up	7-2016 to 6-2019	T3.1 Procedures and structures for project follow-up	
			T3.2 Procedures and structures for project evaluation	
			T3.3 Proceedings for risk management and quality control	

Deviations

'Ex ante evaluation report' had already identified a delay in GT1 due to late start of the project. The project Manager reported that this delay was mostly due to Sudeo delay in the KO of the project.

Another delay is observed at this stage: it concerns GT 2 industrialization phase, and this delay is due to unexpected difficulties met during the previous phase. This previous phase consisted in obtaining candidatures to the open call for industries to provide components for Pilots. **Few industries answered to the open call, due to the unexpected wish of keeping information concerning components confidential.**

Capital High Tech considers that such a delay is not a problem as such, on the contrary it provides to consortium members with a genuine experience of what are the difficulties in adopting MAM technologies. Such experience can be exploited by feeding the next steps with "on the ground" information, and notably in terms of inputs for Viability analysis and for GT5 - PTF for MAM and Policy&strategic Briefs.

However, it is important that this delay is managed so not to compromise the roll out of the rest of the activities within the time and budget limit of the project. Coordinator and Manager of the project are very confident on this and are anticipating some activities (like in WP5) or running activities in parallel (WP4).

Quality of management and coordination

Capital High Tech has interviewed 4 partners, 3 associated partners and the subcontractor in charge of project management. We asked persons to provide a qualitative evaluation towards the topics addressed, using also an indicator from 1 (very low) to 5 (very high).

Here below, we are summarizing the results of these interviews in terms of satisfactions towards:

Management and coordination

Persons interviewed were highly satisfied of the management and coordination of the project (in average, level 4,5 out of 5).

The roles of the technical coordinator (ESTIA) and project management (Subcontractor) were clearly identified by partners. The subcontractor highly facilitated the work of partners notably in terms of global follow up and in phase of reporting. Very high motivation and dynamism was reported towards the two entities in charge of this aspects.

Partners appreciated regular Meetings and teleconferences to coordinate Pilots.

The only weak point that was observed by one partner concerned the low visibility of the technical leadership during meetings, for instance in terms of critical review of deliverables (review of the state of the art, for instance).

Partners involvement

Concerning the involvement of partners and associated partners, there is global satisfaction (4 out of 5) and overall high involvement.

Capital High Tech observed different levels of involvement and activities awareness within partners, which is quite recurrent in collaborative projects.

Cooperation

Cooperation among partners has high and satisfactory level (4,5 out of 5).

Partners underlined the good relations and understanding among them, which is a key condition for the project success and for smooth cooperation.

Problems observed

The only real problem that was noticed in this domain, and reported by more than one partner, was the Sudoe management of the contract. In fact, the Sudoe platform and program management was at the origin of:

- A delay of several months in the KO of the project. So far, partners succeeded in managing this delay.
- A delay in the payment of the grants, which created financial difficulties notably for SMEs.

Satisfaction level of partners and associated partners

Towards the project

High satisfaction (4 out of 5 in average), despite the initial delay of the project for the reasons explained before. The project is moving forward as planned.

The preliminary results

Global satisfaction has been expressed towards preliminary results.

Some examples can be quoted:

- In relation to communication, several clusters have been involved so to maximise project dissemination and reach the highest number possible of actors (SMEs, notably). As an example, in Sevilla more than 100 participants participated to the conference.
- Good level of deliverables in terms of content and timing
- Partners expressed real interest in some deliverables: for instance, SMEs are very keen in the results of the market assessment towards MAM techniques, notably for internal use including after the project.

Some less satisfactory results can be quoted here:

- Difficulties in reaching high level of involvement for new SMEs.
- Concerning the participation to TT workshops and conference, difficulties in mobilising SMEs from other regions. Although some budget is foreseen in the project for the travel expenses, this budget has not been fully exploited so far. However, the reason why this happened is solved and for next workshops a higher transregional participation is expected to take place. This will be assessed during next workshop in Marina Grande.

Preliminary impact of the project

The Preliminary impact of the project will be assessed by checking the achievement of Project Specific Objectives Indicators:

Project specific objectives indicator	#	WP	Achieved?
Diagnostic report	1	GT 1	YES
SMEs involved in demos	3	GT 1	YES Design: 3 PME (VLM, Micronorma and Grupo NC Laser) + associated partners: AirbusDS, ADIRA, (associated) + Lauak (external)

Conferences	3	GT1	In Sevilla, done. In Marinha Grande: October 2018 In Bidart: February 2019
SMEs, research centers, industries concerned	240	GT 3	YES +80 participants including SME and Research centers in Sevilla. +30 participants in Lisbonne (Feb. 2017) + 80 in Albi (2017) +100 in Arcachon (2017)
Catalogue of technologies	1	GT 3	YES
Workshops for TT	3	GT 3	1 done Sevilla, the 2 nd in Marinha Grande: October 2018. The third in Bidart (2019)
SMEs involved in TT workshops	120	GT 3	Sevilla event: 50 from Basque Country and Sevilla Next: in Marina Grande and Bidart.
SMEs starting a TT	20	GT 3	Too early to assess. From October 2018 onwards
Training levels	2	GT 4	YES
Training Pilots	2	GT 4	Lortek and Don Bosco: training session done in January 2018. Ongoing in April 2018 for ESTIA and Lieira.
Students concerned	20	GT 4	YES Sessions: 1 for high education; 1 for professional education. So far: 12 students for first training pilot in January 2018 20 students involved on training pilot in April 2018 at higher education level
Workers concerned	40	GT 4	Ongoing. 2 in June-July 2018 (Lortek), ESTIA in Sept 2018, Leiria in 2018 or 2019.
RoadMap for a PTF	1	GT 5	Too early to assess. From September 2018 onwards
Policy and strategic brief	1	GT 5	Too early to assess.
Contacts with clusters, associations, networks, to disseminate	20	GTT 2	AFM: contacts with 5 entities (3 in Spain, 1 in France, 1 in Portugal) PEMA: contact with clusters in Portugal FADA CATEC: contacts in Holland and Brussels for standardization issues ESTIA: contacts with Aerospace Valley Lortek: contacts with Basque Country cluster FADA CATEC: contacts with cluster in Andalusia

CHT assessed also the achievement of Program Indicators :

Program indicator	realisation #	Achieved?
Number of companies participating transnational research projects	6	YES GNC Laser, Micronorma, VLM, EADS CASA Espacio SL, ADIRA METAL FORMING SOLUTIONS SA, Instituto de Tecnologia de Moldes A.C.E.
Number of research centres participating transnational research projects	6	YES: ESTIA, LORTEK, FADA-CATEC, IP LEIRIA, Centro Tecnológico da Indústria de Moldes, Ferramentas Especiais e Plásticos, Don BOSCO

Assessment in relation to other topics, obtained mainly through interviews :

(Values: From 1= very low impact to 5=very high impact)

Topic	Value	Examples
Networking and collaboration capacities for transnational cooperation	4,5	the participation of SMEs from different regions to workshops created a very good occasion for networking and future business opportunities for partners of the project, including out of their own country.
Commercial buy in MAM	3	Early to assess. However, one of the partners (VLM) already obtained some commercial results thanks to the project (selling of MAM equipment).
Advancement on the standardization and quality certification of MAM parts and components in the Aerospace sector.	/	Too early to assess
ADDISPACE PTF opening for TT	/	Too early to assess
Education and training offer	5	One of the training sessions evaluation is available. Students evaluate the training session very well and ALL of them declared that they will recommend it.
Absorption of MAM technologies by SMEs	3	Early to assess. However, one of the Associated partners (ADIRA) clearly stated that, if viability analysis results are satisfactory, they will very likely become a real MAM user and promote it towards their customers (SMEs). Mirconorma also intends to adopt it.
Mainstream support measure into national and regional policies and programmes	/	Too early to assess

Interregional links and initiatives promoted by subprojects	4	Networking among partners and with SMEs and stakeholders invited to Conferences is highly appreciated, notably to increase know how, and find future business and cooperation opportunities. This project is creating the “background” nourishing those opportunities. Satisfaction also in contacts with other regions’ clusters.
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Capital High Tech can observe global satisfaction towards other preliminary impacts:

- **TECHNICAL IMPACT:** Concerning Pilots; associated partners are very satisfied, despite some difficulties met in the design phase.
- **DISSEMINATION:** The workshop in Arcachon (2017) and above all the workshop and TT Workshop in Sevilla (2018) have had an excellent impact in terms of dissemination of the project content and results and in terms of communication towards SMEs, contributing to future adoption of MAM. The Press largely covered the event, contributing even more to its dissemination (CHT accessed the press articles). However, there is room for improvement: enlarge participation to SMEs of other regions so to maximise interregional business and cooperation opportunities.
- **MARKET:** the market benchmark performed within the project will be exploited by partners also for internal use in the promotion of MAM technologies.

Follow up of recommendations issued in the ‘Ex-ante Evaluation Report’

Stakeholders and end-users’ engagement and deep understanding (KSF² n. 1)

Recommendation n. 1→ It is recommended that in the following months the project strengthens this activity and it is recommended to pay particular attention to geographical balance in the stakeholders’ identification and engagement. Their engagement is a key success factor for ADDISPACE as they will be at the base of Key Performance Indicators.

→ *This recommendation has been partially satisfied up to April 2018 (low participation of foreign SMEs to Sevilla Event). It is again recommended to pay attention to this point for the next project period.*

→

² Key Success Factor, some already identified in previous report.

Effectiveness and impact of demonstrations (pilot tests) (KSF n. 2)

Recommendation n. 2 → ensure time and resources to be committed to this activity; ensure strong involvement of each partner and of stakeholders for the success of pilots.

- *Pilots have been successful so far. Some delay in the industrial phase is observed so the project is invited to **manage this delay in a way not to impact the rest of the activities**, and notably the activity related to viability study which will be key for promoting adoption of MAM.*

Massive and effective dissemination (KSF n. 3)

- *Satisfied. We recommend continuing **and increasing the effort**.*

Close follow up of expenses and timetable (KSF n. 4)

Concerning the timetable for the work plan, the project concretely started 4 months later (KoM in November 2016) than the official date (July 2016). The consortium cannot postpone the final date of the project, nor increase the months of the project. Thus, this imply an effort to perform the same amount of work in 32 rather than 36 months.

Recommendation n. 3 → It is recommended to early identify the activities that can be started earlier in the project calendar and/or that can easily be performed in a shorter time so to anticipate and calibrate the abovementioned effort among the partners and according to the activity.

- *This recommendation seems satisfied thanks to the good follow up performed by the coordinator (ESTIA) and his subcontractor (Iniciativas inovadoras) and to the efforts made by partners to catch the delay.*

New recommendations issued following intermediary report

Recommendation n. 4 → The consortium has envisaged quality control of deliverables to be performed by Clusters (Helice, Hegan, AV). In order to strengthen the credibility of the work done in the project and the credibility of its reports, it is recommended to ask that quality control is performed by **persons within the clusters with proved experience in Metallic Additive Manufacturing**.

Recommendation n. 5 → in order to maximise project dissemination and impacts, it is recommended to **enlarge the network of clusters** to others not being Associated Partners.

Recommendation n. 6 → We observed lower expenses than expected for the first half of the project especially in the GT T2 on communication. The project is entering a critical phase, where the pilots will be finalised (Industrial research and Training Pilots), and Viability report will be drafted. This report will address some of the key concerns of SMEs in adopting MAM: economic viability. **This information should be strongly disseminated and communicated, as well as the existence of Training sessions.** Therefore, in order to maximise impact of the project on the Sudoe Program, we recommend defining an **Additional Communication Plan which will enlarge to new/or strengthen current communication and dissemination activities** (in terms of participants, for instance, or number of activities), including through contacts with new Clusters (See recommendation 4).

External Risks identified in 'Ex Ante Evaluation Report'

Here below some of the external risks identified and evaluated in terms of probability and impact from 1 (very low/inexistent) to 5 (very high) during the ex-ante evaluation project:

Risk 1: low stakeholder and end-user engagement during and after the project (in relation to ADDISPACE KPIs).

→ *This risk is kept. The activities performed so far demonstrated that engaging SMEs is not an easy task. Efforts have been done in this sense to reduce the risk, with good results notably in Sevilla. But partners need to continue on this track and need to enlarge to trans-regional participants.*

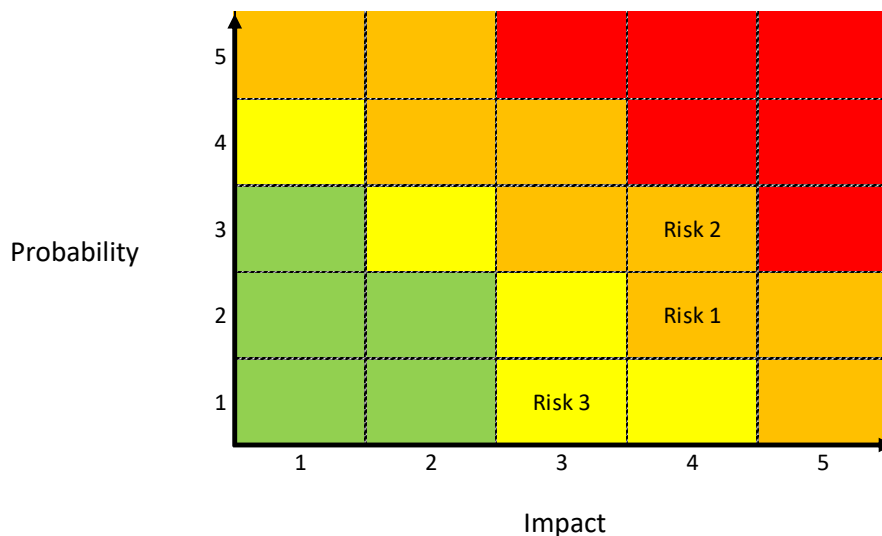
Risk 2: low adoption of MAM by aerospace sector in the Sudoe region at the end of the project (in relation to KPIs).

→ *Too early to assess. Viability study results will be key.*

Risk 3: low engagement of the public sector for supporting training and TT platform replicability in other regions.

→ *Too early to assess.*

Thus, the Risk matrix developed in the ex-ante report is still valid for this period.



Early warning indicators and occurrence

Risk 1: Low stakeholder engagement and participation since the beginning of the project.

Occurred? → No

Risk 2: economic analysis of pilots unveils prohibitive costs for the whole chain of MAM and low economic advantages for Aerospace industries comparing to conventional manufacturing.

Occurred? → too early to assess.

Risk 3: drastic changes in the national and regional priorities and political engagement towards AM and the aerospace sector.

Occurred? → too early to assess.

Potential mitigation measures and implementation

Risk 1: increase consortium efforts in disseminating concrete results of demonstrations and results from studies on technical, environmental and economic feasibility, pilots and success stories towards stakeholders and end users.

Implemented? → ongoing. To be continued and to improve.

Risk 2: a clear effort should be put on economic analysis and to find the right economic arguments to address end users concerns, which would complement concerns on training and technical feasibility. Another mitigation measure could be to invite to workshops funding entities (banks, consultants, other....) that may provide support to SMEs for funding their investments in MAM adoption.

Implemented? → *Too early to assess.*

Risk 3: Provide arguments to convince that it is worth considering the opportunity for aerospace industries to fund (part of?) training and technology transfers.

Implemented? → *too early to assess.*

No other risks are identified at this stage.

Conclusions, recommendations and next steps

Conclusions

The overall conclusion is very positive.

- The consortium is working with very good levels of cooperation
- Some initial delays have been caught and seem being correctly managed
- The first feedback obtained following conferences and workshops testify of a true interest by industries in this project and in this technology, confirming the relevance of ADDISPACE project.
- First training pilots have been successful.

Recommendations

Continue and increase effort in disseminating and involving SMEs and other clusters; so to fully achieve Project specific objectives indicators by 2019. Exploit exceeding budget if possible to strengthen even more this point, which is felt as Key for the success of the project.

Ensure that quality control of deliverables is performed by persons with experience and back ground in MAM and communicate on “quality control” of GT1 deliverables.

Next steps

Concerning the external evaluation, the next step will be the Final Evaluation. This report will be issued by the end of Mai 2019.

List of abbreviations used in this report

AM	Additive manufacturing
ES	Spain
FR	France
KET	Key Enabling Technologies
KoM	Kick-off-Meeting
KSF	Key Success Factors
MAM	Metallic Additive Manufacturing
PO	Portugal
RIS3	Research and innovation strategies for a smart specialisation
TT	Technology Transfer
WP	Work Package

Consulted Documents

- All documents presented in the restricted area of the website and available at the 29th of May 2018
- Documents sent by the coordinator / manager (notably on expenses up to April 2018)
- Quoted RIS3
- EC COMM (2014) 014 final
- Interreg Sudoe Program documents

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