

# **DIGITAL TWIN CHAMPIONS IN MANUFACTURING**

**SUCCESS STORIES FROM  
CHANGE2TWIN PROJECT**



# CHANGE2TWIN OPEN CALLS AND FINANCIAL INSTRUMENTS

The Change2Twin project offered European manufacturing SMEs and midcaps (companies with up to 3.000 employees) funding to get ready and create a digital twin. For this purpose, Change2Twin organised two rounds of open calls where companies could apply for funding. The first batch of the open calls took place in 2021, the last round ended in 2023.

**In each open call Change2Twin offered two different instruments:**

- Assessment voucher (up to € 10.000 / project) via Assessment Open Call
- Deployment voucher (up to € 90.000 / project) via Deployment Open Call

## OVERVIEW OF THE OPEN CALLS:

<p><b>1st Open Call</b></p> <p><b>for the Assessment Voucher:</b> 28 January - 29 March 2021</p>	<p><b>2nd Open Call</b></p> <p><b>for the Assessment Voucher:</b> 29 June - 30 September 2022</p>
<p><b>1st Open Call</b></p> <p><b>for the Deployment Voucher:</b> 30 June - 29 October 2022</p>	<p><b>2nd Open Call</b></p> <p><b>for the Deployment Voucher:</b> 16 January - 30 April 2023</p>

## ASSESSMENT VOUCHER

Assessment Voucher has been one of two financial instruments offered by Change2Twin to manufacturing SMEs to improve their digitalization level, with a view to create and deploy a digital twin. It was a non-refundable grant provided on a competitive basis and amounting up to €10.000 (lump sum).

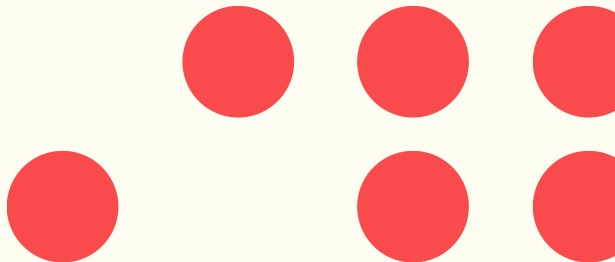
The Assessment Voucher covered the costs of an in-depth analysis of the company's digitalization level and its readiness for the adoption of a digital twin. The analysis was complemented by 3 recipes for creating and deploying a digital twin according to the needs of the beneficiary. The obtained recipe could be used as a base to apply for the second financial instrument – the Deployment Voucher.

The analysis and the recipes followed Change2Twin methodology and were carried out by certified Digital Innovation Hubs (DIH).

## DEPLOYMENT VOUCHER

The Deployment Voucher has been the second funding scheme offered by Change2Twin. Its purpose was to help manufacturing companies to create and deploy their first digital twin. The maximum non-refundable grant per company was up to €90.000.

The Deployment Voucher offered an 11-months support programme for beneficiaries. This included technical mentorship to support the digital twin deployment in each phase of its implementation from user requirements to design specifications. The beneficiaries also got guidance in terms of suitable technologies and standards to be applied in their digital twin. At the end of their experiments beneficiaries provided final reports.



# PILOT EXPERIMENTS BEFORE THE OPEN CALLS

In order to prove the concept of its financial instruments, Change2Twin carried out four pilot experiments in 2020-2021 with companies from various manufacturing branches. These experiments illustrated the potential of selected digital twin technologies and provided background and inspiration for other manufacturing companies.

After the successful completion of the four pilot experiments, Change2Twin offered its solution to manufacturing SMEs in the open calls.

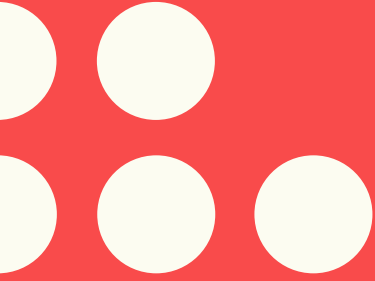
## LIST OF CHANGE2TWIN PILOT EXPERIMENTS:

- **Aetna Group/Robopac**, Italy: The wrapping machine manufacturer Robopac created a digital twin to model different wrapping strategies to reduce the volume of wrapping material. At the same time Robopac increased the wrapping speed and can now offer new digital services to its customers.
- **Graphenstone**, Spain: The paint manufacturer Graphoenstone created a digital twin of its paint manufacturing process by digitalizing analog processes. Data from inside and outside the factory served as input to set up a real-time inventory, minimize the inventory time and decreased their operational costs.
- **Additive Industries**, the Netherlands: The 3D metal printing machinery manufacturer Additive Industries created a digital twin to keep their machinery certified for the use by heavy demand customers, like aerospace and healthcare.
- **Space Structures**, Germany: The part design bureau Space Structures GmbH showcases a prothesis adapter which will be used to study how digital twins support product development, manufacturing and testing of mechanical parts and systems; in particular how designs perform longer under higher stress using less material by using additive manufacturing.

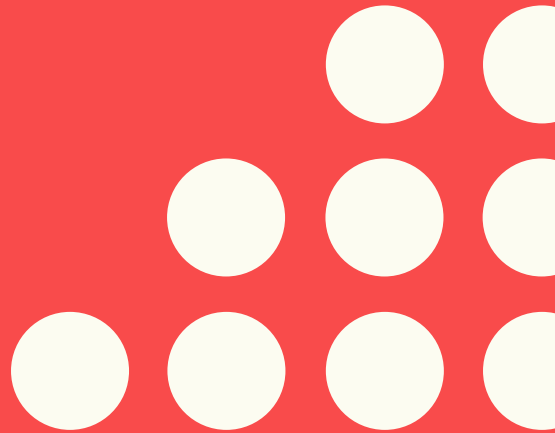


[Click here](#) to watch the presentations of pilot experiments on our YouTube channel





# OUR BENEFICIARIES AND THEIR PROJECTS



# DEPLOYMENT OPEN CALL 2021

**61** applications submitted  
**10** applications funded



## DNAPhone Srl from Italy

DNAPhone is an innovative Italian company that develops diagnostic systems for quality controls in the Food&Beverage sectors. Smart Analysis is the main product dedicated to small and medium-sized wineries and breweries who want to improve their quality control in a simple way, without the need for specialised personnel or dedicated laboratories.



The main purpose of the digital twin in DNAPhone's project was the optimization and best quality of the product and of the production line, optimising the operational and managerial part. The project included simulation of the behaviour of devices to characterise them and choose the best optical or electronic one to improve product performance.



Check our YouTube channel and hear about DNAPhone experience with Change2Twin project: [Video interview](#) / [Video from the plant](#)

## Salvagnini Maschinenbau GmbH from Austria

Salvagnini Maschinenbau GmbH an engineering company specialised in the development and production of sheet metal bending machines. Situated in Ennsdorf/Austria, Salvagnini has 447 employees, around half of them involved in the production of bending machines. Salvagnini developed a digital twin for predictive maintenance to increase machine availability in the field, support service technicians and consult R&D engineers and management. Successful implementation of this digital twin further strengthened the most relevant business KPIs of Salvagnini: total cost of ownership (TCO) at customer, customer satisfaction and service portfolio diversity.



[Video interview with Thomas Gross / Video from the plant](#)

## Marovt d.o.o. from Slovenia



Marovt d.o.o, is a family-owned company with over 220 employees and with one of the most advanced forging productions in Europe. The main activity of our company is the high-quality forging, machining of forged parts and the production of turning parts for the most prestigious leading trademarks in the automotive industry.

The company aimed to improve their scheduling process by introducing a digital twin for the production process in their turning facility Loče. The ultimate goal was to fully digitise the company and improve the scheduling process which was often affected by unplanned events and repetitive redoing of schedules.

[Video interview with Žan Štern](#)



Check our [YouTube channel Digital Twin Champions](#) and hear about their experience with Change2Twin project

## Beneficiary testimonial



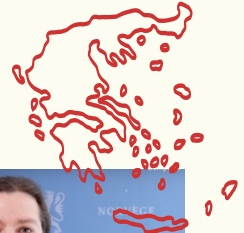
**It was the first digital twin implementation for our company and the results were very, very interesting. So I have already recommended other colleagues, in other SMEs, to try their own digital twin.**

**Chris Trochoutsos, *Pressious Arvanitidis, Greece***

### **Pressious Arvanitidis S.A.**

from Greece

Pressious Arvanitidis is the largest graphic design and offset printing company in Greece, maintaining a list of over 800 businesses as active clients across Europe and is awarded for innovative printing products and designs (Environmental Awards 2013, Packaging Innovation Awards 2017).



Its printing factory is located close to Athens and currently executes more than 10,000 printing orders per year. Currently, it has 100 employees in 12 different departments.

Pressious adopted the digital twin technology to optimise production and minimise environmental footprint. They mapped all processes to digital ones, which allowed them to run them in a safe environment with minimal cost. This project allowed them to optimise orders and production by configuring the machines through the digital twin.



*Check our YouTube channel and hear about Pressious Arvanitidis experience with Change2Twin project: [Video interview with Chris Trochoutsos](#) | [Video from the plant](#)*

## Beneficiary testimonial



**This pilot was an amazing experience., and we are glad that. we could translate all the work and results to the jury in a way that was possible to evaluate**

**Tânia Simões, *Neutroplast*, Portugal**

### **Neutroplast - Indústria de embalagens Plásticas S.A.** from Portugal



Neutroplast is an SME that offers primary packaging and medical devices within the pharmaceutical, cosmetic and healthcare sectors. With a consolidated experience of 28 years, there is a constant pursuit of innovation and new techniques that guarantee the improvement of solutions for packaging.



The project aimed to create a digital twin application for an industrial process to enhance overall performance. The digital twin application served as a foundation for disseminating the solution to all processes and technologies at Neutroplast, increasing expertise in core competences and moving towards the goal of zero-defects.



*Check our YouTube channel and hear about Neutroplast experience with Change2Twin project: [Video interview with João Redol](#)*

## Croom Precision Tooling from Ireland

Croom Precision Tooling operates a vertically Integrated Management System (IMS) accredited to ISO 13485 and ISO 14001. In working with over 72% of our customer base for over 20 years, we continue to build long lasting partnerships with the medical industries leading companies in providing high quality Class I, II & III Orthopaedic Implants and Instruments at a competitive cost.

The company aimed to improve their manufacturing process through digitalisation by focusing on optimisation, best quality and preventative maintenance. The experiment was focused on developing a digital twin application for the HAAS Multigrind processing femoral knee castings.



[Video interview with Shane Keaveney](#)

## Juntas Industriales y Navales S.L. from Spain



Juntas Industriales y Navales is a company specialised in the manufacturing of tailor-made sealing gaskets from a wide range of materials that are applied to different industries, such as energy, oil & gas, steel, maritime, concrete, chemical & pharmaceutical, water treatment.

The digital twin will serve for the predictive maintenance of the machines used for cutting and pressing, for the manufacturing of gaskets. The system monitors several variables that are relevant for the shelf life and functioning of machines and give alerts when a parameter is out of the established range, or a machine is reaching the end of its shelf life and can cause important losses or problems to the company.

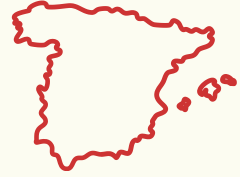
[Video from the plant](#)



Check our YouTube channel and hear about their experience with Change2Twin project

## Legumbres la Tierrina Vaqueira S.L.U. from Spain

Company funded in 2005, dedicated to the cultivation, manufacturing and packaging of fresh and dry beans belonging to the Protected Geographical Indication "Faba de Asturias" and other legumes, some of them with ecological label (agrifood sector).



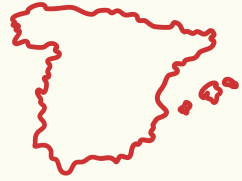
The digital twin is used for the monitoring of the process of the fresh beans pods that the company harvested: the entrance and the passage to the warehouse, including the environmental conditions of the storage. The company also developed a web application which is able to predict the amount of material that will be entering the storage using historical data. The system includes a traceability module to register the batches and all the stages and incidences associated with them, and also a dashboard for visualisation.



Check our YouTube channel and hear about Legumbres la Tierra Vaqueira experience with Change2Twin project: [Video from the plant](#)

## **Marina Textil, S.L. from Spain**

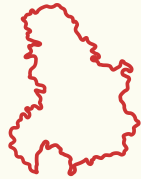
Marina Textil is a Spanish company, founded in 1995 with a production plant near Barcelona, whose activity is focused on the manufacturing and commercialization of technical protective fabrics (woven fabrics, knitted fabrics) to produce personal protective equipment (PPEs) for a wide range of industrial sectors (chemical, foundries, electrical petrochemical, clean rooms, automotive, electronics, etc.), but also for the services sector (firefighters, police).



The company was already collecting real-time insights from its production plant. In this experiment they further developed their Extranet to optimise the purchase process and offer new features to the clients. This includes a dynamic interface in which clients can consult the foreseen delivery times of their recurring items in real time. The digital twin should reduce production costs and order lead-times and optimise delivering times which at the end lead to increased customer satisfaction.

## **PLANETA Technology D.O.O. from Serbia**

The company Planeta Technology was established in 2007. The company designs and manufactures furniture and furnishes residential and commercial interiors.












The digital twin system developed for Planeta Technology allows to monitor the dynamics of the production system and predict its behaviour in the digital environment. The system consists of two main elements: 1) the collection of production data, energy, emission and waste related data and 2) complex modelling of their relations to understand when small deviations in process data will indicate “big” problems in the environment-related quality aspects. The goal was to enable proactive detection of problems and avoiding that environment-related effects will escalate.



# DEPLOYMENT OPEN CALL 2023

**81** applications submitted  
**15** applications selected



- TEKKAN PLASTIK \_\_\_\_\_ from Turkey 
- FIELDMADE \_\_\_\_\_ from Norway 
- FOCCHI \_\_\_\_\_ from Italy 
- INDAERO GRUPO EMERGY \_\_\_\_\_ from Spain 
- LABORMAK \_\_\_\_\_ from Italy 
- MIRELITE MIRSA \_\_\_\_\_ from Hungary 
- RO-RA AVIATION SYSTEMS \_\_\_\_\_ from Austria 
- SANGALLI \_\_\_\_\_ from Italy 
- TOTAL PLASTIC SOLUTION \_\_\_\_\_ from Ireland 
- TRYGONS \_\_\_\_\_ from Greece 
- ORION ADDITIVE MANUFACTURING \_\_\_\_\_ from Germany 
- ARNEPLANT \_\_\_\_\_ from Spain 
- ISOCHRONIC \_\_\_\_\_ from Switzerland 
- STOTEX \_\_\_\_\_ from Serbia 
- REMOIN MONTAJES \_\_\_\_\_ from Spain 

# ASSESSMENT OPEN CALL 2020

**54** applications submitted  
**19** applications funded



## **Carpatis SRL from Romania**

CARPATIS is a company located in Suceava, in the North-Eastern part of Romania, focused on manufacturing meat products and retail trade. Assessment done by DIH Digital Innovation Zone.

## **DNAPhone Srl from Italy**

DNAPhone develops diagnostic systems for quality controls in the Food & Beverage sectors. DNA Phone applied and succeeded in the subsequent Deployment Open Call. Assessment done by DIH SMILE.

## **Jasil - J. ANTONIO DA SILVA, LDA from Portugal**

JASIL - J. ANTONIO DA SILVA, LDA is a metalworking company whose principal activity is the manufacture of parts and accessories for motorcycles and scooters. Assessment done by DIH PRODUTECH.

## **Marina Racewear, S.L. from Spain**

Marina Racewear is a company producing racewear. Assessment done by DIH PRODUTECH.

### **E.CIMA, S.A.U. from Spain**

E.Cima produces high-quality synthetic fabrics for diverse markets (e.g. footwear, automotive, cycling). Assessment done by DIH PRODUTECH.

### **ELVEZ d.o.o. from Slovenia**

Elvez is an advanced manufacturing company specialised in providing clients worldwide with plastic injection components, metallised parts and cable harness solutions. Assessment done by DIH Pomurje.

### **Evers Agro BV from the Netherlands**

Evers AGRO develops, produces and sells agricultural machines for tillage, grassland care and fertilisation of arable land. Assessment done by DIH SWF.

### **Industrie Saleri Italo S.p.A. from Italy**

Industrie Saleri Italo is a leading company in the design, development and production of water pumps and cooling systems for the automotive industry. Assessment done by DIH Bi-Rex.

### **Neutroplast Indústria de embalagens Plásticas S.A. from Portugal**

Neutroplast is an SME that offers primary packaging and medical devices within the pharmaceutical, cosmetic and healthcare sectors. Neutroplast applied and succeeded in the subsequent Deployment Open Call. Assessment done by DIH PRODUTECH.

### **Marovt d.o.o. from Slovenia**

Marovt is a company whose main focus is on forging, machining of forged parts and the production of turning parts for the most prestige leading trademarks in the automotive industry. Marovt applied and succeeded in the subsequent Deployment Open Call. Assessment done by DIH Slovenia.

### **Metalmecánicas HERJIMAR SL from Spain**

Metalmecánicas HERJIMAR focuses on construction, repair, assembly and maintenance advanced activities for the overall industry; naval, railway and transport sectors, becoming now a competitive manufacturing services company. Assessment done by DIH I4MSOUTH.

### **MobyFly SA from Switzerland**

MobyFly is a Swiss-based start-up from the shipbuilding sector. Assessment done by DIH PRODUTECH.

### **SIA Jelgavas Tipografija from Latvia**

SIA Jelgavas Tipografija is a printing house specializing in printing of high quality books, diaries, advertisements and similar products. Assessment done by RTU ITI DIH.

### **SafeSteel SRL from Romania**

SafeSteel is a company located in Suceava, in the North-Eastern part of Romania, focused on manufacturing metal constructions and component parts of metal. Additionally, SafeSteel's activity relies on civil constructions and furniture manufacturing. Assessment done by DIH Digital Innovation Zone.

### **Salvagnini Maschinenbau GmbH from Austria**

Salvagnini Maschinenbau GmbH an engineering company specialized in the development and production of sheet metal bending machines. Salvagnin applied and succeeded in the subsequent Deployment Open Call. Assessment done by DIH Linz Centre of Mechatronics.

### **Nordarin Prod Com SRL from Romania**

Nordarin produces solid wood furniture. Assessment done by DIH Digital Innovation Zone.

### **Simem SPA from Italy**

SIMEM specializes in designing and manufacturing machinery and plants for the construction industry. Assessment done by DIH SpeedHub.

### **Takumi Precision Engineering from Ireland**

Takumi Precision is a precision component manufacturing partner with the ability to develop products from concept, through prototyping and onto the full production run. Assessment done by DIH IS4PROD.

### **Total Precision Limited from Ireland**

Total Precision is an engineering company who specialise in precision machined component & finishes. Assessment done by DIH IS4PROD.

**37** applications submitted  
**15** applications selected



### **Bizzcom s.r.o. from Slovakia**

Bizzcom is an SME operating in the process automation industry, specializing in the area of production of automated mechatronic machinery and devices development & manufacturing. Assessment done by DIH Slovak Centre of Digital Innovations.

### **Comércio Design Industrial from Portugal**

Comércio Design Industrial is a leading Additive Manufacturing company in Portugal. Assessment done by DIH iMan Norte Hub.

### **Compañía Española de Algas Marinas (CEAMSA) S.A. from Spain**

CEAMSA is a leading producer of carrageenan, a natural jellifying agent extracted from red seaweed. Assessment done by Ágora DIH Región de Murcia.

### **Cotonificio Albini Spa from Italy**

Cotonificio Albini Spa Cotonificio Albini is a fabrics manufacturer and handles the dyeing, weaving, production of samples and inspection of the fabrics. Assessment done by DIH Big Data Innovation & Research Excellence.

### **DB Biotech, a.s. from Slovakia**

DB Biotech is a producer of antibodies mainly used for clinical diagnostics of cancer in early stages and for research purposes. Assessment done by DIH Slovak Centre of Digital Innovations.

## **Beneficiary testimonial** ”

**We would like to express our appreciation to the consortium for the opportunity and the lessons learned from this experience. We will take the feedback into consideration as we continue to refine our future proposals and explore other avenues to contribute to the digital twin ecosystem**

**Stanislav Hreško PhD, DB Biotech, Slovakia**

### **GIG Karasek GmbH from Austria**

GIG Karasek engineers, manufactures, and distributes high-quality products for thermal separation in industrial process plants. Assessment done by DIH Linz Centre of Mechatronics.

### **Glasscom S.L. from Spain**

Glasscom manufactures fiberglass fabrics with its multiple applications, such as nautical, the wind sector, construction, refrigerated trucks, furniture, among many others. Assessment done by DIH iMan Norte Hub.

### **Italbox industrie riunite SpA from Italy**

Italbox specializes in design and molding of elements and components in Expanded Polypropylene, Expanded Polyethylene, Expanded Polystyrene. Assessment done by Digital Innovation Hub Piemonte.

### **Laboratorio Geometrico SL from Spain**

Laboratorio Geometrico specializes in the manufacture of biodegradable 3D filaments, with a wide variety of materials and chromatic ranges. Assessment done by DIH Industry 4.0.

### **RO-RA Aviation Systems GmbH from Austria**

RO-RA Aviation Systems GmbH is an aviation technology company that develops and manufactures custom solutions for their customers. Assessment done by DIH Linz Centre of Mechatronics.

### **Tekkan Plastik ve Ticaret AŞ from Turkey**

Tekkan is a plastic parts producer for automotive and white goods. Assessment done by Intelligent Factory and Robotics Laboratory Digital Innovation Hub.

### **The SARM Project from Greece**

The SARM Project is an engineering company focused on developing new concepts for high-efficiency compressors, expanders, pumps, and internal combustion engines. Assessment done by North- East Romania DIH.

### **Total Plastic Solution Ltd from Ireland**

Total Plastic Solution is a custom plastic injection moulding company. Assessment done by DIH IS4PROD.

### **Altechna R&D UAB from Lithuania**

Altechna is a company developing laser micromachining solutions. Assessment done by Sunrise Valley Digital Innovation Hub.

## **COOPERATION WITH DIGITAL INNOVATION HUBS**

Digital Innovation Hubs (DIH) are very important partners for Change2Twin. They act as brokers for local SMEs which seek to get **digital twin maturity assessment** (Assessment Voucher) by Change2Twin. DIHs carry out the assessment of the company's potential for digital twinning, create their individual twinning recipe using the Change2Twin Marketplace and thus help them on their way to get a digital twin.

Change2Twin organised **two calls for expression of interest for DIHs** to become part of the programme. The representatives of the DIHs were trained in Change2Twin assessment methodology which made them eligible for providing the service (digital twin maturity assessments to SMEs). Through the certification process, DIHs benefit from high level knowledge and expertise on digital twin : common understanding, enabling technologies, main barriers, standards, etc

The network of cooperating DIHs grew to 54 from 21 EU or associated countries. Many of them then actively participated in both assessment open calls by carrying out assessments for selected SMEs.

## SUSTAINABILITY

The main objective is to ensure that every manufacturing SMEs have easy access to technologies needed to deploy a digital twin even after Change2Twin ends therefore we created a **strong network** composed of DIHs that get certified for delivering assessment to manufacturing SMEs, DIHs and EDIHs that are interested in supporting SMEs and mid-caps toward digital twin. Thus, we engage our network through different channels, events and workshops to disseminate best practices, success stories and funding opportunities on digital twinning.

Our goal is to create a sustainable business model so that the certified DIH can still provide services also beyond the scope of Change2Twin project and that other DIH/EDIH use **the tools** that have been developed and the Change2Twin **marketplace**.

Change2Twin project developed two assessment tools: the **Compass tool** focused on the digitalization assessment and the **7-steps-tool** focused on the digital twinning readiness assessment with a 7 steps roadmap to successful digital twin implementation. Combined with the marketplace, they should help to identify appropriate digital twin solutions for manufacturing SMEs.

The marketplace is a key element of sustainability, gathering internal Change2Twin partners' technology offerings but also offerings from external technology providers.

## LESSONS LEARNED

The mentorship experience proved to be successful in achieving the desired outcomes of the selected experiments. The deployment voucher proposals were generally characterized by clarity and unambiguous nature, resulting in tangible results. However, valuable lessons were learned throughout the process.

One significant challenge emerged with changes in project ownership within the companies, causing disruptions in knowledge transfer and project continuity. To address this, a more explicit process should be established to ensure alignment between outgoing and incoming personnel, facilitated by regular calls involving the mentor.



Another hurdle involved language barriers and varying interpretations of technical terms, especially among non-native English speakers. To mitigate this, a shared glossary could be introduced to standardize communication. The potential for missed deadlines was acknowledged, prompting the reinforcement of existing protocols for reporting delays to the mentor. Establishing effective communication channels, such as TEAMS chat, alongside regular meetings, become imperative for addressing issues promptly.

Reflecting on the overall experience, the mentorship underscored the keys to success: a precise and comprehensive proposal, the adaptability of complementary strategies, clear definition of the digital twin model and scope, robust data preparation for data-driven approaches, alignment between DIH and SMEs, a well-structured Implementation Master Plan, measurable KPIs, risk identification and mitigation, mentor-SME alignment, periodic progress updates, and the mentor's technical expertise and support. Through these insights, the mentorship journey contributed not only to successful experimentation but also to refining the approach for future collaborations.

Reflecting on the overall experience, we identified key aspects for a successful Deployment Voucher experiment that are a combination of well-defined strategies, clear communication, and diligent risk management. The following key principles play a pivotal role in achieving your goals:

1

**Clear and Concrete Proposals:**

begin with a well-structured and unambiguous project proposal that outlines specific objectives, expected outcomes, and measurable targets. This not only sets the stage for alignment but also enables effective monitoring of progress.

2

**Complementary and Incremental Approaches:**

recognize the potential for various recipes or strategies to complement one another, leading to an incremental growth in outcomes. This approach encourages adaptability while fostering innovation.

3

**Define the Digital Twin Model and Scope:** precisely identify the digital twin model to work with and the scope of the project to prevent scope creep and helping manage expectations.

4

**Data-Driven Approach**

**Preparation:** if pursuing a data-driven approach, having access to historical data before the project's commencement is a must. Alternatively, a reliable process to gather necessary data should be established. This forms the foundation for accurate analysis and decision-making.

6

**Measurable KPIs:** Identifying Key Performance Indicators (KPIs) that are quantifiable and directly related to the project's success help enabling objective assessment and ongoing improvement.

8

**Risk Identification and Mitigation**

**Mitigation:** Anticipate potential risks and develop a robust mitigation plan results in being proactive in addressing challenges to prevent issues that can derailing projects' progress.

10

**Ongoing Communication and Adaptation**

**Adaptation:** Holding regular meetings to update stakeholders on progress and address potential issues allows for timely adjustments to the plan as needed.

5

**Alignment between DIH and SMEs**

**SMEs:** harmonizing the goals and expectations between the DIH and the company to ensure everyone is working towards the same objectives and minimizes potential conflicts.

7

**Thoughtful Individual Mentoring Plan (IMP)**

**(IMP):** devise a reasonable IMP that considers factors such as project execution methodology (e.g., waterfall or agile), project management structure, and the inclusion of redundancy measures. Also, ensure that the mentor, an experienced guide, is an integral part of the plan.

9

**Mentor-SME Alignment:** As the mentor's expertise and guidance are pivotal, that the mentor's goals and expectations should align with the project's objectives to foster a collaborative and productive relationship.

11

**Technical Expertise and Support:**

The mentor should possess technical knowledge but also has direct access to a pool of qualified experts who can provide support. This ensures that technical challenges are addressed effectively.

In summary, the keys to success in project execution involve clear communication, alignment of goals, strategic planning, risk management, and technical expertise. Adhering to these principles, enhances the likelihood that the Deployment Vouchers will achieve the desired outcomes while ensuring a smooth journey towards success.

# USEFUL RESOURCES

You can benefit from our experience to build a digital twin for your company:

## Position papers:



### ENABLING TECHNOLOGIES FOR DIGITAL TWINS IN MANUFACTURING



### OVERCOMING 9 DIGITAL TWIN BARRIERS FOR MANUFACTURING SMES

## Success stories of our beneficiaries:



### YOUTUBE PLAYLIST: DIGITAL TWIN CHAMPIONS



### YOUTUBE PLAYLIST: PILOT EXPERIMENTS

## Do you want to know more about Change2Twin success stories?

Scan the QR code and view the presentations of our beneficiaries on Change2Twin YouTube channel!



Go to [www.change2twin.eu](http://www.change2twin.eu)

Join the online community: <https://bit.ly/3vLX2CO>

LinkedIn: @Change2Twin



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Status as of 30 September 2023