The Green mind transferable service model

PUBLICATION PRESENTING THE SERVICES FOR SMES IN THE GREEN AND SMART MOBILITY INDUSTRY TESTED WITHIN THE GREEN MIND PROJECT

THE GREEN MIND PROJECT

The Green mind project aims to develop economic competitiveness and innovation in the green and smart mobility industry in the Mediterranean area, by strengthening regional and transnational cooperation between businesses, research bodies and authorities. Eight partners are involved in the project from eight different European regions: Emilia Romagna, Central Macedonia, Andalucía, Occitanie, Jadranska Hravtska, County of Istria, Sarajevo and Vzhonda Slovenija.

To reach joint learning, knowledge sharing and capacity building processes and foster innovation, the Green mind project follows a practical approach. The first step consisted in developing, implementing, and testing new services for SMEs including market intelligence, public funding screening and B2B matchmaking actions and tools. The results of this pilot phase were then evaluated with regards to their benefit for the participating SMEs, best practices were identified to build the Green mind transferable service model, which will be presented in this publication.

The Green mind project furthermore aims to set up a transnational innovation network involving authorities, businesses, and research. The partners will also implement a transfer programme targeted to clusters and agencies to foster their transnational activities and, last but not least, to deliver a policy support programme to disseminate the project results towards the public authorities of the involved regions and support their Smart Specialisation Strategies.

This brochure presents in short, the Green mind transferable service model for SMEs services in the green & smart mobility industry. It addresses business support organisations, (sectoral) agencies, networks and clusters who may directly benefit from the Green mind project outcomes.

PILOT PHASE AND TEST OF THE GREEN MIND SERVICES

For the pilot and testing phase, the Green mind partners followed a common approach and methodology defined and agreed beforehand within the consortium. They designed actions and services to cover the following three major processes:

>> **Market intelligence (MI):** Help SMEs understand the green and smart mobility market, assess their current position within it, and (re-)position themselves by exploiting new opportunities.

>> **Public funding screening (PFS):** Support SMEs to identify available funding sources of EU, national and local funds and guide them in the process of applying and accessing these funds.

>> **B2B matchmaking (B2BM):** Develop structures/ tools/ opportunities allowing SMEs to match their needs, find new partners and diffuse their offers at regional and transnational levels.

To develop economic competitiveness and innovation in the green and smart mobility industry in the Mediterranean area, the Green mind partners then selected relevant SMEs from key mobility sectors, such as transport and logistics, automotive, energy, and IT. More particularly, they focused on products and services like clean fuels and infrastructures, green and automated vehicles, Mobility as a Service or new business models for green & smart mobility.

The selected SMEs participated in the test of the three services. Even if the approach had been defined at transnational level, the different tools, actions and services implemented in every region varied in order to take into account territorial specificities and needs (a detailed overview can be found in the end of this brochure). Nevertheless, the tested services can be grouped together in some major topics as shown in the following table, which presents a snapshot of the chosen methodologies and tools across the three processes. This will be the basis of the Green mind transferable service model for SMEs.

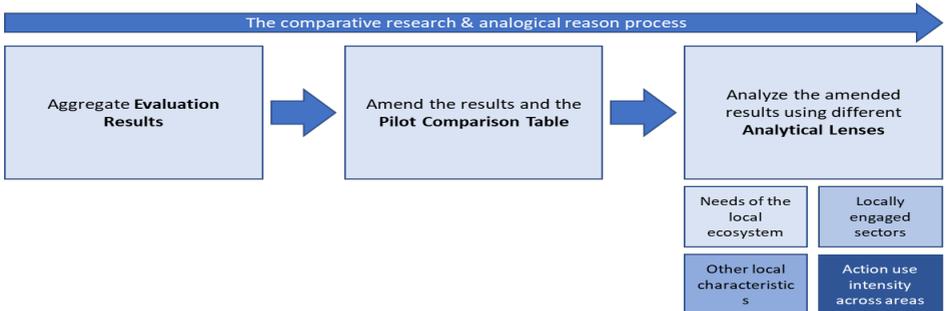| Process	Sub-process	Step	Tools & Methodologies	Objectives
MI	MI Tools	Eco-system identification	Desk research	Map and identify the core parts of the local green and smart mobility market.
		Eco-system analysis	SWOT analysis	Record the strengths-weaknesses-opportunities-threats of the local eco-system and market.
		Stakeholder engagement	Roundtables/workshops Individual diagnostic meetings Questionnaire	Favour engagement of stakeholders and support diagnostics of their situation.
	MI Actions	Analysis of engaged SMEs	Benchmark analysis	Prepare the following MI Actions
		Diffusing the results of the market analysis	SWOT for planning	Diffuse the results of the market analysis as potential strengths-weaknesses-opportunities-threats to the stakeholders of the green and smart mobility.
		Diffusing the results of the SME analysis	Tailor made documentation Workshop - Tools	Diffuse the results of the SME analysis to the SMEs.
		Diffusing information about local eco-system cooperation and tools for market analysis	Local innovation initiatives Workshop - Engage SMEs	Promote local innovation activities and opportunities in the field of the green and smart mobility.
PFS	PFS Actions	Information about support organisations	Listing of local, national and EU support organisations	Inform SMEs about support organisations.
		Diffusing public funding opportunities	Handbook of public funding screening	Inform SMEs about funding opportunities.
		Meeting with funds	Meeting with funds/event (angel investors, venture capitals, etc.).	Support SMEs to find funding for their projects.
		Training seminar	Seminar/training on tools	Present funding opportunities, proposal writing tips and online tools for proposal collaboration to local green and smart mobility SMEs.
		Support in proposal writing	Support in proposal writing	Engage in proposal writing with selected SMEs. Provide technical guidance and administrative support through every stage from the concept and consortium development towards the submission of the proposal.
B2BM	B2BM Actions	Information about B2B matching	Listing of tools and initiatives Handbook of B2B opportunities	Inform SMEs about B2B opportunities.
		B2B Matching events	Participation/organisation of B2B actions – Internal Participation/organisation of B2B actions - External	Organise and/or support the participation of SMEs in local and international B2B matching events.

THE GREEN MIND TRANSFERABLE SERVICE MODEL FOR SMES

The transferable service model shows the advantages and disadvantages as well as positive and negative aspects of the testing phase of the project. It also includes the models of the three Green mind services – Market intelligence, B2B matching, and Public funding screening. This transferable service model builds upon the outputs of the previous evaluations and proposes the most successful pilot actions.

The success of the actions is measured in different levels as the following aspects are considered:

- in what degree the actions were implemented across the partner countries,
- how their implementation is justified by the technological and market environment in each regional context,
- how the implementing partners evaluate them (internal evaluation),
- how the SMEs evaluate them (external evaluation), among others.

The analytical process to build the transferable service model is implemented through three distinct steps:

The comparative research & analogical reason process

| Aggregate **Evaluation Results** | → | Amend the results and the **Pilot Comparison Table** | → | Analyze the amended results using different **Analytical Lenses** |

| Needs of the local ecosystem | Locally engaged sectors |
| Other local characteristics | Action use intensity across areas |

This analytical process will be the guiding theme of the presentation of the transferable service model of the Green mind project.

AGGREGATED EVALUATION RESULTS

For analytical simplification, the external and internal evaluation results are counted together. The following table presents the grades, as well as the number of tested regions and number of tested SMEs for each tool and action. These three values determine the success rate of a tool/action. In general, when different actions compared, the quantity of participating SMEs is considered as more important than the number of tested regions. Also, internal evaluation is weighted with 0.3 and external evaluation with 0.7 to ensure that engaged SMEs have a higher significance assigned. The grade goes from 1 to 5, 5 being the best.

It should be noted that during the pilot testing of the project's three services – market intelligence, B2B matching and public funding screening – each pilot employed different approaches (tools and actions) for the identification, analysis, engagement, and support phases. Thus, each pilot – partners and participants – evaluated only the approaches they implemented.

	Tools & Actions	Evaluation Grade	Number of tested regions	Number of tested SMEs
MI Tools	**Eco-system identification**			
	Desk research	4.60	2	-
	Eco-system analysis			
	SWOT analysis	3.78	5	-
	PEST analysis	5.00	1	-
	Content analysis	4.60	1	-
	Stakeholder engagement			
	Roundtables/workshops	5.00	3	-
	Individual diagnostic meetings	4.00	3	-
	Questionnaire	4.45	4	-
	Analysis of engaged SMEs			
	Tailor made documentation	3.00	2	-
	Benchmark analysis	4.40	3	-
MI Actions	**Diffusing the results of the market analysis**			
	SWOT for planning	4.44	4	23
	PEST for future strategies	4.62	2	13
	Identifying stakeholders (Triple Helix+1)	4.40	1	16
	Analysis of the current state of GSM	4.30	1	16
	Study concerning City Logistics	4.00	1	325
	Guideline and roadmap	4.50	1	30
	Diffusing the results of the SME analysis			
	Tailor made documentation	4.76	4	19
	Tailor made benchmark	4.87	2	13
	Workshop - Tools	4.32	4	52
	Diffusing information about local eco-system cooperation and tools for market analysis			
	Local innovation initiatives	4.53	3	50
	Web portal - live newsfeed	4.40	2	20
	Workshop - Engage SMEs	4.26	3	48
Public Funding Screening	**Information about support organizations**			
	Listing of support organizations	4.36	6	52
	Diffusing public funding opportunities			
	Handbook of public funding screening	4.55	3	18
	Roadmap for funding opportunities	4.58	1	4
	Online platform	3.83	1	9
	Meeting with funds			
	Meeting with funds/event	4.01	3	23
	Training seminar			
	Seminar/training on tools	4.52	6	58
	Support in proposal writing			
	Support in proposal writing	4.46	5	49
	Obtain funding for developing projects	4.40	1	26
B2B Matching	**Iinformation about B2B matching**			
	Listing of tools and initiatives	4.40	6	55
	Handbook of B2B opportunities	4.45	5	52
	B2B Matching events			
	Participation/organization of B2B actions - Internal	4.57	3	41
	Participation/organization of B2B actions - External	4.77	3	45
	Training seminars			
	Seminar/training of B2B tools	3.92	1	9
	Online matching platform			
	Online matching platform	TBD	TBD	-

PILOT COMPARISON TABLE

Here, we are focusing on the approaches applied in each of the Green mind's pilots. Assigning them to wider analytical categories facilitates the development of the transferable model in two ways. It facilitates the development of a step-by-step implementation approach, and it simplifies the appointment of the most appropriate action and/or tool for each step of the process. Which is why the classification takes into consideration the reasons why a partner applied an approach.

Categories of approaches followed for Market intelligence

	BiH	CRO (IDA)	CRO (SDC)	FRA	GR	IT	SL	SP
Diffusing the results of the market analysis (SWOT analysis, PEST analysis, Identifying Triple-Helix*+1, analyse current GSM state, city logistics study, guideline, and roadmap)		●	●	●	●	●	●	●
Diffusing the results of the SME analysis (tailor-made documentation, benchmark, workshop for SMEs)		●	●		●	●		
Diffusing information about local eco-system cooperation and tools for market analysis (local innovation initiatives, workshops – tools presentation, web portal – live newsfeed)	●			●		●	●	

* Triple-Helix (research, governance, and industry)

Categories of approaches followed for B2B Matching

	BiH	CRO (IDA)	CRO (SDC)	FRA	GR	IT	SL	SP
Handbooks with information about B2B matching (listing of tools, B2B events)	●	●	●		●	●		
B2B Matching events (participation, organization)	●	●	●		●		●	●
Training seminars (seminar)	●	●	●		●			
Online matching platform	●	●	●	●	●	●	●	●

Categories of approaches followed for Public Funding Screening

	BiH	CRO (IDA)	CRO (SDC)	FRA	GR	IT	SL	SP
Information about support organizations (listing)	●	●	●			●	●	●
Diffusing opportunities (handbook, roadmap, online platform)	●			●		●		●
Meeting with funds (event)					●	●	●	
Training seminar (seminar)	●	●	●				●	●
Support in proposal writing (proposal writing, funding)	●			●	●	●	●	●

ANALYSIS OF THE RESULTS

After presenting the evaluation, we can now showcase the transferable model. It can be used from whichever cluster or agency who may want to provide similar services to SMEs. It is structured under two sub-sections:

1. Study operations

They are performed by all partners following the same instructions, templates, guidelines, and timeline. The methodological framework consisted of a step-by-step technical analysis of the processes that consists of the following steps in the order they are presented:

Capitalization and systematization of previous experience in relevant projects

The scope of this step of the process is to investigate the previous experience of the participants in the specific areas of green and smart mobility industry, as well their experience in implementing activities related to market intelligence, B2B matching and Public Funding screening.

(+) Exploitation of previous methods, tools, and activities to offer advanced services to SMEs.

(-) Limited experience of the user of the model in the areas of green and smart mobility as well as in activities to enhance enterprises competitiveness.

Preliminary study of the services that SMEs require and need

This step of the process maps the status of application and records the needs of local green and smart mobility SMEs in market intelligence, B2B matching and public funding screening services.

(+) This first attempt for gathering SMEs needs will set the path for customized actions during service operations.

(-) SMEs should be guided to eliminate their responses in needs and requirements relevant to the three services to be offered in market intelligence, B2B matching and Public funding screening

Preliminary market analysis

The main scope of the preliminary market analysis is the analysis of the terms, current state, and future trends of the green and smart mobility market in the MED and EU areas.

(+) Initial record of the green and smart mobility market for many regions since this market is usually not faced as a solid entity.

(-) Availability of data for the GSM sector as a whole

Public funding preliminary listing

Public funding preliminary listing is assessed with findings and insights in all public funding initiatives and sources, resulting with lists of funding initiatives and sources that are developed in each territorial context (the MED and EU area) and in regards to SMEs and the green and smart mobility.

(+) Capability of SMEs to have a reference document that gathers all funding opportunities and initiatives.

(-) Not available or limited number of relevant to green and smart mobility industry sector funding opportunities

Preliminary analysis of B2B fairs

The scope of this document is to offer a preliminary mapping of existent fairs in the MED area on the theme of the smart and green mobility.

(+) Capability of SMEs to have a reference document that gathers all B2B matching events and relevant information that could be of their interest.

(-) B2B fairs irrelevance with the selected focus area under green and smart mobility sector.
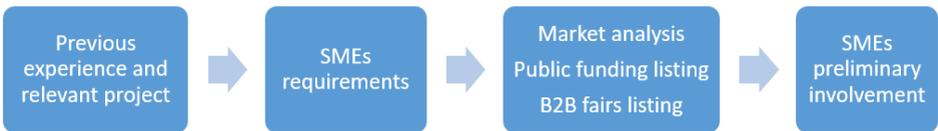
SMEs involvement campaigns (including local workshops)

Organization of a campaign for the engagement of local actors in the field of the green and smart mobility.

(+) SMEs engagement assists the expansion of their network and the exchange of opinions for the versatile and in-depth examination of their previously identified needs so that through an iteration process the service operations can be adapted to them.

(-) Difficulties in gathering enough SMEs due to the pressure of their daily business operations program.

| Previous experience and relevant project | → | SMEs requirements | → | Market analysis Public funding listing B2B fairs listing | → | SMEs preliminary involvement |

The study operations

The aforesaid steps set the context for the development of the pilot testing of the services at local level by combining the competencies of the organization that develops and offers the services to the needs of local SMEs, the current status of the market, B2B fairs and public funding opportunities at local level and in the MED area.
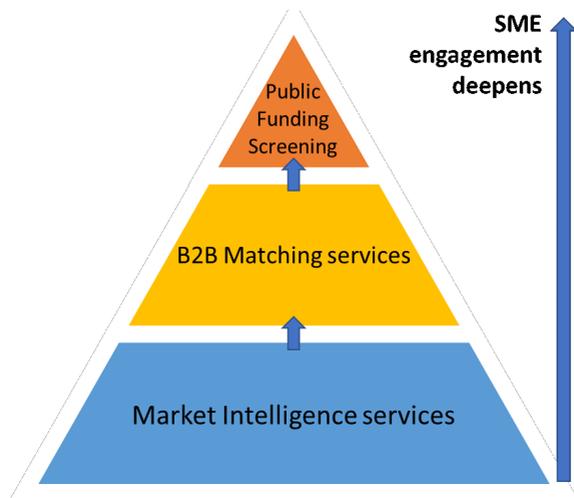
2. Service operations

They are performed by the user of the model individually. Each user develops autonomously the steps of its pilot based on the special characteristics of its territory and its local green and smart mobility eco-system.

An agile approach is adopted because it offers the advantage of regular corrective iterations during the following steps of transferable model. This logic provides extreme levels of flexibility, as well as enhanced quality for the produced outcome.
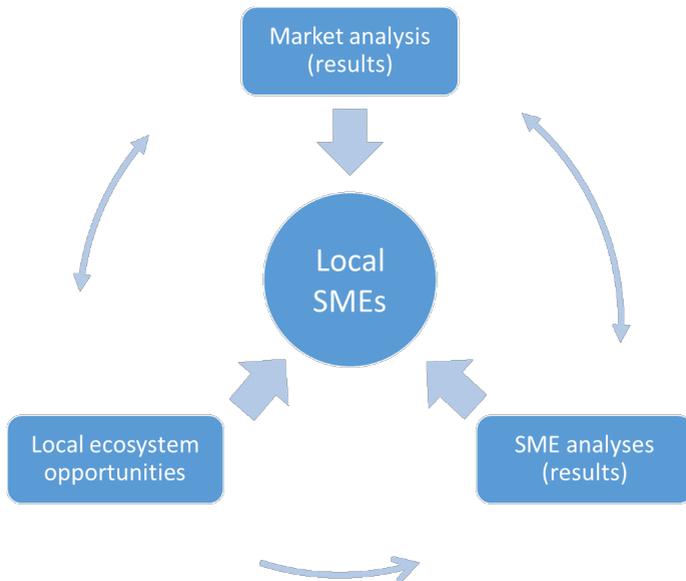

The SME engagement process

Three service provision phases are developed and include actions for: i) Market intelligence, B2B matching and Public funding screening. The objective of Market intelligence was to identify possible opportunities for innovative local SMEs that propose projects, products and services for greener and smarter mobility solutions and engage them in possible collaboration. The B2B matching service phase, in which the most innovative and interested SMEs were engaged further and provided with B2B opportunities of different kinds. Finally, SMEs are provided with public funding information and support. The whole process from engagement to service provision happens through open calls to SMEs and other stakeholders (when relevant).

Market intelligence actions

Apply market intelligence actions for recording and diffusing the market analysis results, the results of the SMEs' analyses, and other relevant information about opportunities for local eco-system cooperation, as well as tools for market analysis.
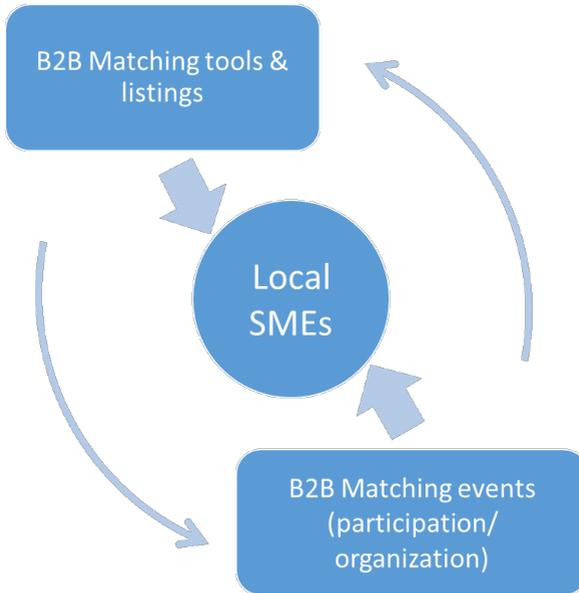

The Market intelligence services

(+) Understanding the capacity of the market and the innovation potential within the market

(+) Find out niche markets and new opportunities to invest

(-) Difficulties in stakeholders' engagement and participation on engagement and diagnostic events (limited number of participants)

(-) Inability of some SMEs to utilize market intelligence tools due to economic issues, insufficient knowledge etc.

B2B matching actions

Provide information and opportunities for B2B matching to local SMEs that are active in the field of green and smart mobility.

The B2B matching services

(+) SMEs strengthen their business network and develop new cooperation in the GSM sector

(+) SMEs promote their products and services and expand their customer network

(-) Limited availability of B2B matching events during the model implementation timeline

Public funding screening actions

Perform public funding screening actions to record relevant support organization, diffuse opportunities to local eco-systems, meet with funds, organize training seminars, and support proposal writing.

The Public funding screening services

(+) SMEs expand their sources of funding

(+) SMEs gain experience on participating in funding calls

(-) Participation prerequisites and terms affect number of available public funding opportunities for different SMEs

(-) Potential irrelevancy of public funding opportunities with green and smart mobility

THE GREEN MIND TRANSFERABLE SERVICE FOR SMEs AT A GLANCE

Preliminary studies, listings & analyses

Study operations

Study previous & relevant project experience	Study local ecosystem SMEs requirements

Analyze the local market & ecosystem	List B2B matching opportunities	List public funding opportunities

Involve & engage local ecosystem SMEs

Service operations

Service provision to the local ecosystems

Market intelligence services

Market analysis results	SMEs analysis results	Info regarding the ecosystem

B2B matching services

Info about B2B matching – tools and opportunities	B2B matching events – organize or support SME participation

Public funding screening services

Info about support organizations	Info about public funding opportunities	Training seminar

Meeting with funds	Support in proposal writing

OVERVIEW OF THE GREEN MIND SERVICES TESTED IN THE EIGHT TERRITORIAL CONTEXTS

As mentioned here above, the testing approach had been defined together but the different tools, actions and services implemented in every region varied to consider territorial specificities and needs. In the following, a detailed overview:

Market Intelligence	ASCC Andalucía	SIPRO Emilia Romagna	e-ZAVOD Vzhonda Slovenija	CERTH Central Macedonia	SERDA Sarajevo	AFT Occitanie	SDC County of Istria	IDA Jadranska Hravtska
1. Analysis of the current state of GSM in the area of interest (e.g. SWOT analysis) Identifying needs of regions/cities in the field of GSM – Identifying specific area/sector of interest	✓	✓	✓	✓	✓	✓	✓	✓
2. Active collaboration with local innovation, and GSM initiatives	✓	✓	✓	✓	✓		✓	✓
3. Identifying main stakeholders of regional mobility eco-system using the triple helix +1 innovation model				✓	✓			✓
4. Mapping local SMEs	✓	✓	✓	✓	✓	✓	✓	✓
5. Engage SMEs – workshops and other events	✓	✓	✓	✓	✓	✓	✓	
6. Investigate the needs and market position of SMEs (i.e. conducting SWOT/PEST analysis)	✓	✓	✓	✓		✓	✓	✓
7. Workshop on market intelligence tools and methodologies	✓			✓	✓			
8. Tailor-made documentation (information on how to use MI tools, business plan, investment documentation, feasibility study)	✓		✓		✓		✓	✓
9. Follow up and feed-back loop on the value of services provided			✓					✓
10. Guideline and roadmap providing instructions on how to use market intelligence tools and improve the competitive and innovation potential of SMEs	✓		✓	✓	✓		✓	✓
11. List of institutions, agencies for market intelligence support (available online)							✓	
12. Live news feed (platform, newsletter etc) – web portal		✓		✓	✓			
13. Individual diagnostic meetings with SMEs to advise them on innovative GSM projects and find suitable partners		✓	✓			✓		
14. Workshop to present latest technologies and evolutions of GSM						✓		

B2B Matching	ASCC Andalucía	SIPRO Emilia Romagna	e-ZAVOD Vzhonda Slovenija	CERTH Central Macedonia	SERDA Sarajevo	AFT Occitanie	SDC County of Istria	IDA Jadranska Hravtska
1. Identifying in what extend do SMEs participate in B2B fairs	✓	✓	✓	✓	✓		✓	✓
2. Seminar for presenting available B2B Matching tools				✓				
3. Participation on B2B events	✓	✓	✓	✓				✓
4. Online matching platform				✓				
5. List of available B2B matching tools and initiatives	✓	✓		✓	✓		✓	✓
6. Organization of B2B working groups / bilateral calls	✓	✓	✓			✓		
7. Handbook on exploiting B2B meetings			✓	✓	✓			✓

Public Funding Screening	ASCC Andalucía	SIPRO Emilia Romagna	e-ZAVOD Vzhonda Slovenija	CERTH Central Macedonia	SERDA Sarajevo	AFT Occitanie	SDC County of Istria	IDA Jadranska Hravtska
1. Identifying how SMEs get information for funding	✓	✓	✓	✓	✓		✓	✓
2. Gathering all available sources, consultants, agencies, websites for finding funding opportunities	✓	✓	✓	✓	✓		✓	✓
3. Seminar and/or training on available calls, tools and processes for public funding	✓		✓	✓	✓	✓		✓
4. Obtain funding for developing projects related to GSM	✓							
5. Support in proposal writing (either for individual SME or consortium of SMEs)	✓		✓	✓	✓	✓		
6. Online screening platform – database on public funding opportunities				✓				✓
7. Meeting with VC funds		✓	✓	✓				✓
8. Roadmap providing instructions on how to use available tools for funding opportunities (available online)			✓		✓			
9. Indicate public funding sources for selected SMEs – tailor made reports			✓			✓	✓	✓
10. Handbook of public funding screening – list of available funds	✓		✓	✓	✓			✓
11. List of institutions, agencies providing support for achieving funding and/or other initiatives on public funding	✓	✓	✓		✓		✓	

Interreg Mediterranean

ENHANCING SME COMPETITIVENESS AND INNOVATION IN GREEN AND SMART MOBILITY THROUGH STAKEHOLDER COOPERATION IN THE FORM OF CLUSTERS AND NETWORKS

CONSORTIUM

SIPRO
Agenzia per lo sviluppo-Ferrara

CERTH/HIT
Hellenic Institute of Transport

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DÉVELOPPER LA FORMATION TRANSPORT ET LOGISTIQUE
AFT

IDA
ISTARSKA RAZVOJNA AGENCIJA

Sarajevska regionalna razvojna agencija
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For more information : https://greenmind.interreg-med.eu/