

# D3.3.1 MARKET INTELLIGENCE SERVICE AND TESTING REPORT

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**Work Package 3**  
**Testing**

**Final version**  
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## 1. Introduction

### a. The Green mind project

The Green mind project transnational challenge is the development of economic competitiveness and innovation in the green and smart mobility industry, by strengthening regional and transnational cooperation between businesses, research bodies and authorities.

More in detail, Green mind aims at:

- testing new market intelligence, public funding screening, B2B matchmaking services for SMEs;
- building a transferable model of the tested services for clusters and agencies;
- setting up a transnational innovation network involving authorities, business and research;
- implementing a transfer programme targeted to clusters and agencies to foster their transnational activities; and
- delivering a policy support programme to mainstream the project results based on the Smart Specialization Strategies of the involved regions

Being active in a context of fast technological advancements and stricter environmental policies, Green mind has the objective of strengthening the transnational activities of clusters and agencies to support SMEs systems in exploiting the market opportunities and tapping the raising demand for green and smart mobility products and services in key mobility sectors such as transport and logistics, automotive, energy, and IT.

More specifically, Green mind focuses in the following products and services: clean fuels and infrastructures, green and automated vehicles, Mobility as a Service, new business models for green & smart mobility.

Green mind's transnational approach lies in a joint learning, knowledge sharing and capacity building process for innovation in the MED area and involves eight partners from eight different regions in the Mediterranean, these are– Emilia Romagna, Central Macedonia, Andalucía, Occitanie, Jadranska Hrvatska, County of Istria, Sarajevo, and Vzhonda Slovenija.

### b. Purpose of the Testing Work Package

The Testing Work Package (WP3) has the aim of shaping and demonstrating new services for SMEs active in the green and smart mobility industry in the MED area. These services will benefit SMEs in multiple levels, as they intend to support their competitiveness, innovation capacities, and international visibility at the same time.

Alongside with the Transferring Work Package (WP4), WP3 lies at the centre of Green-mind's operations in terms of importance, and allocated time and budget. More specifically, WP3 is responsible for the conceptualization, development, implementation, and evaluation of Green-mind's most important outputs, the service pilots, the model, and the transnational network.

WP3 consists of five distinct activities. These are:

- A.3.1** Methodology for Pilots Implementation
- A.3.2** Pilots Preparation and Planning
- A.3.3** Testing SMEs Services

#### A.3.4 Pilots Evaluation and Service Model

#### A.3.5 Green-mind Transnational Innovation Network

More in detail, A.3.1 refers to developing structured guidelines for the set-up, running, and coordination of the pilot activities. In A.3.2 the partners formulate the necessary knowledge background upon which Green-mind will develop its processes. Here, the partners exchange information about their experience, identify the needs of their beneficiaries, the SMEs, analyse the market, identify existing public funding and matching opportunities, and start involving the necessary stakeholders. This preparation stage is crucial for the optimal and unhindered development of A.3.3, the testing of the services, as its final outcome is a transnational pilots plan. In A.3.3, the plan is tested in each country in close collaboration with selected green and smart mobility SMEs and a transnational innovation networked is formulated. A.3.4 is responsible for evaluating A.3.3's produced results and constructing a transferable model for general use in the MED and EU areas. Finally, A.3.5 refers to online and physical events in regards to the transnational network and the exchange of information between project partners and stakeholders.

Upon the completion of WP3, three main outputs should be delivered. These outputs are:

**Output 3.1:** the delivery of three types of services to 200 hundred MED SMEs

**Output 3.2:** the development of a transferable model of transnational services for SMEs

**Output 3.3:** the creation of a transnational innovation network for SMEs

#### c. Scope of Pilot Testing

Pilot testing of the SMEs services (A3.3) is a vital process to the development of the project as it tests the services that combined will form the transferable service model (D3.4.4). During pilot testing the partners provide the services, in vivo, to mobility SMEs around the Mediterranean. A3.3 draws information from Pilots preparation and planning (A3.2) to develop services in three core business areas: market intelligence, B2B matching and public funding screening.

To this end, A3.3 consists of five deliverables. The former three refer to the testing of selected actions; the fourth refers to the capitalization of the pilot testing processes and knowledge; while the latter deliverable is about the formalization of a transnational network that connects the SMEs that engaged at local level across the participating countries. These deliverables are the following:

**D3.3.1** Market intelligence service and testing report

**D3.3.2** Public funding screening service and testing report

**D3.3.3** B2B matching service and testing report

**D3.3.4** Local green & smart mobility stakeholders capitalization

**D3.3.5** Formalization of the "green mind" transnational innovation network in green & smart mobility

In every step of the process, each action for each service is developed and tested in all partner countries in close collaboration with selected green and smart mobility SMEs.

#### d. Focus of Deliverable 3.3.1 Market intelligence service and testing report

This deliverable focuses on presenting, analyzing and discussing the outputs of *Market intelligence service and testing report* in all partner countries. D3.3.1 builds upon previous partner experience

(D3.2.1), the preliminary study of the SMEs' requirements (D3.2.2), as well as the concept of Green and Smart Mobility (GSM as discussed and presented in Green Mind's deliverable 3.2.3 *Preliminary Market Analysis*) and the supplementary document Innovation and Market Analysis at European, Regional and City Level, to develop and offer services that satisfy the requirements of local GSM markets and SMEs, on one hand, and are appropriate to be transferred successfully across local contexts.

In achieving this dual purpose, the Green Mind partners developed and followed (1) a set of common initial steps that set a "common language", the basic GSM nomenclature, and analyzes the local settings, before developing and implementing (2) actions - where an action is understood as *a group of interventions that happen with the aim to influence and change a current situation or process* – that match the local needs, and thus are different across the pilot testing sites.

In addition, as the requirements differ from pilot testing site to pilot testing site, the same happens for their timelines. Each intervention has to be carefully analyzed in collaboration with local stakeholders and most importantly with the final users – the SMEs. As this process is dynamic, the stakeholders' and final users' proposals should be taken seriously under consideration and exploited producing updated versions of the current deliverable that will be delivered in the future. This also covers the possibility of identifying in the near future an opportunity that is not visible currently.

D3.3.1 provides input to the Pilot Comparison Table (later in this document), deliverables 3.3.4, 3.3.5, as well as to Pilots evaluation & service model (A3.4) and "Green mind" transnational innovation network (A3.5).

#### e. Document's targeted audience

Pilot testing and Market Intelligence service focus on the following audiences and the accomplishment of the respective relevant objectives:

- Green-mind consortium partners: as a tool for the optimal coordination and proper development of all pilot related activities in each Green-mind region
- Stakeholders, and more specifically the SMEs: as a guide through-out the implementation of pilot development and testing

#### f. Document structure

After the introductory part, the common initial Market Intelligence pilot actions are described in detail in section 2. Then, in section 3, the locally specified Market Intelligence pilot actions are presented for each partner and pilot setting. In this section each pilot is described as a whole, while all action reports that are relevant to market intelligence processes are presented. Finally, all market intelligence actions of all pilots are presented together in an inclusive way through the pilot comparison table.



## 2. Common Initial Pilot Actions

Deliverable 3.3.1 builds on the knowledge and experience gained from previous project processes (D3.2.1, 3.2.2, 3.2.3 & 3.2.6). The services that are developed and offered through Market Intelligence service and testing report need to satisfy a series of requirements that stem from the multi-faceted nature of GSM as technology and market bound, but also from the characteristics of each local GSM market.

In regards to the former requirement, the companies of the GSM market should constantly sense the market for new opportunities and related risks, and, also, to have the competences and support to tap these opportunities when they occur. About the latter, the proposed support should be relevant to the local market needs. Consequently, the Green Mind partners chose to approach pilot testing from a point of view that combine input from different local sources in analyzing the current local GSM market situation, and identifying and engaging the local mobility eco-system of the Triple-Helix (academia, industry and authorities) and the relevant supporting structures. That way they are able to identify areas for potential action and the action to happen where it is most needed.

Nevertheless, a set of common steps had to be taken. This facilitated constructing a common framework of reference (nomenclature) and identifying what is locally relevant and important. The common steps that followed were: (a) Partner Experience Analysis; (b) Analysis of the Green and Smart Mobility concept; (c) Analysis of the local Green and Smart Mobility Markets; (d) Study of SMEs' Needs; and, finally, (e) SME and Stakeholder Engagement.

### a. Partner Experience Analysis

The scope of this analysis was to investigate the previous experience of the partners in the specific areas of green and smart mobility industry, as well their experience in implementing activities related to market intelligence, B2B fairs and Public Funding Screening. The process was developed using a questionnaire that was drawn and disseminated to partners.

For more information, refer to Deliverable 3.2.1 – Capitalization & Systematization of Previous Experience of Partners and Relevant Projects.

### b. Analysis of Green and Smart Mobility Concept

The concept of Green and Smart Mobility is not only new, but it also has no well-accepted definition and defined characteristics. Therefore, it was necessary, as GSM is the main topic of Green Mind, to clarify the concept and establish a “common language” between the partners, SMEs and other stakeholders. The analysis of the Green and Smart Mobility concept resulted to defining and analyzing the most important terms of the concept. As long as the common ground was established, the partners focused on understanding and analyzing their local contexts.

For more information, refer to Deliverables 3.2.3 – Preliminary Market Analysis.

### c. Analysis of Green and Smart Mobility Local Markets

Initially the MED area was analyzed on the basis of the regional market basics and the innovation performance metrics at a country, regional and city level for all six participating countries. The former is analyzed on the basis of current theoretical advancements and partner insight with the use of SWOT analysis for each regional case. The latter relies on public knowledge extracted from published indices.

The aforesaid analysis of the local Green and Smart Mobility markets happened in three stages:

- (1) **Desk research:** Collection and analysis of previous studies and reports concerning the regional economy to understand which of the Green Mind sectors are present; Check of regional / local initiatives and projects in the green and smart mobility industry and identify stakeholders / companies; List of regional stakeholders and check services.
- (2) **Consultation with business associations:** Collection of inputs on regional and local industries relevant to Green Mind; List of the initiatives and the services they deliver; List of services that are missing.
- (3) **Consultation with SMEs:** Understand their business, which products / services they sell, what type of business partners they have, where these are; Understand their activities in market analysis, participation to fairs (business partners identification) and monitoring - applications to public funding; Identify eventual projects with research institutions and local/regional public stakeholders; Check their interest in the Green Mind services - what is missing and how we may support them. – This stage leads to the next topic: the analysis of the local SMEs Needs

For more information, refer to Deliverables 3.2.2 – Preliminary Study of the Services that SMEs Require and Need and 3.2.3 – Preliminary Market Analysis.

### d. Analysis of the Local SMEs Needs

In this stage a comprehensive questionnaire targeting local SMEs was developed. The questionnaire has covered all relevant areas that previous stages of the analysis studied. After finalizing data collection, short analyses were prepared and the most important conclusions related to the services that SME-s require and need were drawn.

For more information, refer to Deliverable 3.2.2 – Preliminary Study of the Services that SMEs Require and Need.

### e. SME and Stakeholder Engagement

The outcomes of the analysis process that is described in sub-sections a. to d. were:

- (1) The Green and Smart Mobility Sectors: The sectors identified in each partner region and then a common, transnational list was developed.
- (2) The Green and Smart Mobility Available Services: A common list with the available services relevant to Green Mind was developed and the services that local business associations deliver were mapped.
- (3) The Green and Smart Mobility Stakeholders: List of key companies; and short list of companies to engage at local level

On the basis of these outcomes, local workshops for the involvement and engagement of local SMEs and stakeholders were developed.

For more information, refer to Deliverables 3.2.2 – Preliminary Study of the Services that SMEs Require, Need and 3.2.3 – Preliminary Market Analysis and 3.2.6 – SMEs involvement campaigns including local workshops.

Figure 1 below, presents the connection between and sequence of the steps that were described in sub-sections a, b, c, d and e, above.

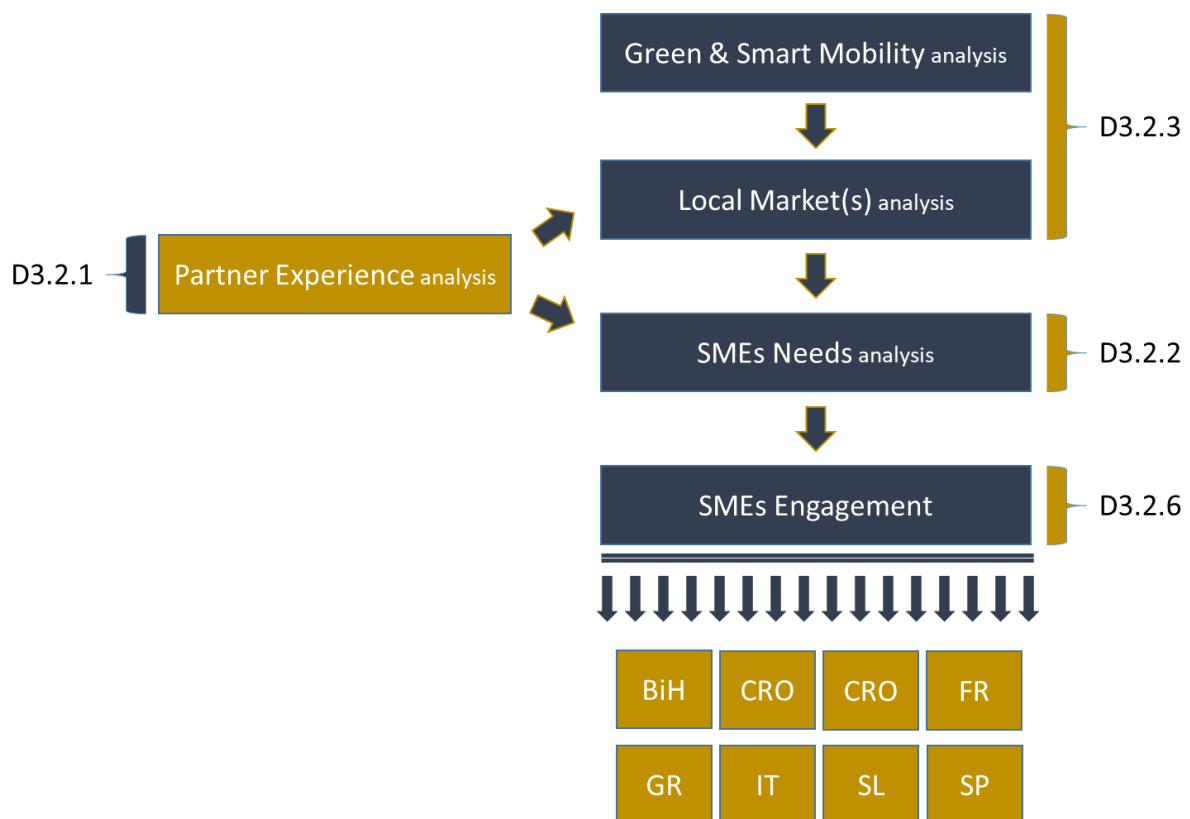


Figure 1. The connection between and sequence of the common initial pilot actions and the relevant project deliverables

### 3. Market Intelligence Pilots and Actions

#### a. The Pilot in the Region of Sarajevo (BiH)

##### Description of the BiH Pilot

##### Pilot development

To develop this pilot SERDA has been working with external experts. Sectors related to GSM industry and innovations in B&H were researched, their relevance, functioning (whether they exist at all) and impact on the economy of BIH (focus on Canton Sarajevo, but also the rest of the country).

##### How and why the specific actions were chosen?

Upon identification and mapping of GSM ecosystem and according to results of survey conducted among SMEs for Level of use of services, programs or sources of market data or market analysis (Market Intelligence) by SMEs in Sarajevo, it was concluded that:

- 80% of companies do not analyse their position compared to other companies in the market,
- 76% do not use services, programs or market data sources or market analysis,
- SMEs are willing to test and see the need for services suggested by experts (Market Intelligence, Networking and B2B, Education and guide on applying to public funds, etc.)

This pilot provides support to the decision-making process of micro and small SME's (mSME) in their market perception in terms of penetration of the market by their products or services. We envisage several steps in this process, starting with levelling up the competencies of the mSME entrepreneurs about the Market Intelligence (MI). This was done via workshops, starting with the very first discussion about MI, the indexing and indicators, usage, creation and definition.

##### How and why the SMEs were identified and engaged?

To enable coverage of all the companies that for external factors couldn't make it to the Face to face workshop and getting better feedback and adjusting the pilot services to realistic needs of small and medium enterprises of Sarajevo region and Bosnia and Herzegovina, the expert team of Westport Consulting d.o.o. Sarajevo and project team of SERDA conducted the process of active and direct communication with SME's that represent the potential beneficiaries of the pilot services. The process of engaging SME's started right after the second workshop at the premises of SERDA and was completed by August 2, 2019. The process included communication with targeted SME's, which are contacted via e-mail, phone and direct visits to their headquarters. The process proved to be successful as we ended up engaging 15 beneficiaries which was involved in pilot service testing.

##### A list of engaged SMEs, the sector they operate in and a short description of their activities

Table 1: The characteristics of the engaged SMEs in the region of Occitanie

No.	Company name	Activity description
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1	Global GPS BH	Information Technology and Services <a href="http://www.global-gps.ba/">http://www.global-gps.ba/</a>
2	Centrotrans-Eurolines d.d.	Public Transport Company <a href="http://www.centrotrans.com/">http://www.centrotrans.com/</a>
3	MABB Solutions_ voznipark.ba	Transport and communications <a href="https://voznipark.ba/">https://voznipark.ba/</a>
4	Udruženje – Centar za edukaciju i podizanje svijesti o potrebi povećanja energetske efikasnosti - ENERGIS	Green and Smart Solutions <a href="mailto:info@energis.ba">info@energis.ba</a>
5	Udruženje inženjera saobraćaja i komunikacija u BiH	Green and Smart Traffic Solutions <a href="http://www.uiskbh.ba">www.uiskbh.ba</a>
6	NTSI-INSTITUT d.o.o. Sarajevo	Traffic Engineering and Business Consulting <a href="https://ntsi-institut.webs.com/">https://ntsi-institut.webs.com/</a>
7	Institut za saobraćaj i komunikacije – ISIK	Traffic Engineering and Business Consulting <a href="http://www.isik.ba/">http://www.isik.ba/</a>
8	Razvojni edukativni centar BMT d.o.o.	Education and development; Incubator and small technology park for Smart City
9	Cromex d.o.o.	Design, development and manufacturing fully electric bike, sales and distribution on smaller scale <a href="http://www.cromex.ba">www.cromex.ba</a>
10	MEGAELEKTRA d.o.o.	Consulting services in the field of digital transformation transport sector; digitalisation of transport infrastructure and smart traffic management;
11	Automotive center – Centar za vozila d.o.o. Sarajevo	Vehicle certification, engineering and design in the field of motor vehicles <a href="mailto:info@automotivecenter.ba">info@automotivecenter.ba</a>
12	Global GPS BH	Information Technology and Services <a href="http://www.global-gps.ba/">http://www.global-gps.ba/</a>
13	Mervik d.o.o Sarajevo	Supervision of the work of vehicles technical inspection stations, engineering and design in the field of motor vehicles <a href="mailto:info@mervik.ba">info@mervik.ba</a>
14	JP Međunarodni aerodrom Sarajevo	Airtraffic and transportation
15	Eplan d.o.o. Sarajevo	E-bike production <a href="mailto:info@eplan.ba">info@eplan.ba</a>

## Timeline

The pilot service has been developed between March 2019 and August 2019.

## A list of the actions that carried out during the service pilot

Identification and mapping of GSM ecosystem was carried out by:

- Mapping of the relevant capacities of the innovative supporting organizations.
- Survey of the needs of SMEs in the GSM sector. Interviews were conducted with previously mapped scientific research organizations, associations, organizations in order to gain insight to their perspective on the green and smart mobility industry in BiH; 29 SMEs participated in the survey and expressed their readiness to continue cooperating testing phase of the pilot services.

- Two engagement workshops were organized in March and July 2019 where stakeholders from SMEs, academia, authorities and supportive organizations discussed about their needs, priorities and potential synergies. Also, on site visits and on line meeting were organized during July and August 2019.

## BiH Action Reports

### 1. Survey of the needs of SMEs in the GSM sectors

Interviews were conducted with previously mapped scientific research organizations, associations, organizations in order to gain insight to their perspective on the green and smart mobility industry in BiH; Upon 1st workshop for stakeholders, 29 SMEs participated in the survey and expressed their readiness to continue cooperating testing phase of the pilot services.

### 2. Engagement workshops

Two engagement workshops were organized in March and July 2019 where stakeholders from SMEs, academia, authorities and supportive organizations discussed about their needs, priorities and potential synergies. The first workshop was held on March 28, 2019 in SERDA premises. During the workshop stakeholders were introduced with results of analysis of the current situation in GSM sector, research results of the needs and capacities of SMEs for innovation and development and innovative services for SMEs.



Figure 2: 1st workshop with SMEs, March 2019, SERDA premises



Figure 3: 2nd workshop with SMEs, July 2019, SERDA premises

The second workshop was held on July 17, 2019 at SERDA premises. During the workshop stakeholders were presented results of the survey of SMEs needs for pilot services and presentation of pilot service market structure and business analysis (Market intelligence). Also, as extension of 2nd workshop sessions, online meetings were conducted and site visits with 15 engaged beneficiaries. The experts presented the pilot services for Market Intelligence, i.e. excel tool and instruction on usage for market intelligence and list of identified MI experts in Bosnia and Herzegovina.





Figure 4: Workshop session with employees of JP Međunarodni aerodrom Sarajevo



Figure 5: Workshop session with employees of Udruženje inženjera saobraćaja i komunikacija u BiH

The Market Intelligence is explained as a combination of the aforementioned indicators, solutions, processes and procedures. The main focus of the discussion is about each of the proposed indicator and procedures and in light of simplifying those for the dashboard, to the level of basic understanding to the entrepreneurs, not consultants. The objectives of the workshops are:

1. Clear definition and understanding of the decision-making process and role of MI in this process for the market penetration
2. Understanding of the usage of the MI tools and incorporation of such in the decision-making process
3. Identification of those elements of the process which created trust and faith into the MI, indicators and indexes calculated
4. Explanation of sources of information and data
5. Correction of results with historical data in the future, machine learning process through success and failure process of users of this system

Three industrial sectors were used for presenting companies: smart city solution development; consulting; green mobile devices manufacturing and SME incubator and training.

The companies we have chosen are specific in nature, but as well they present state of the art in development of solutions related to the green mobility and smart city development: the GlobalGPS has been member of Frame Program 7 consortium for mobile assets tracking, tracing and timing solutions and is awarded as the European Innovative SME of year by 2016; the CROMEX has developed eBike and greener standard motorbike, fully customisable for different use; the REC BMT (Razvojni edukativni centar BMT d.o.o.) is the center of excellence acting as the incubator for software development, than as the education center for software development, co-working areas and start-up grid for city of Zenica which is very innovative approach to boost up the youth entrepreneurship and as well bringing the migrants into the society creating solutions for smart mobility and smart cities, in cooperation with the GlobalGPS and TIIMISS-MEGALEKTRA.

The pilot activity has been conducted by visiting 3 offices in different regions: Prijedor, Zenica and Sarajevo, exercised by the consultant. During visit the interview has been executed and filled MI Index sheets. The results were presented, followed-up discussion with top managers.

When talking about the technical outcomes, we have realised few interesting requirements:

1. The CROMEX is interested to find partners who are capable to deliver high quality electronics and batteries for eBike
2. GlobalGPS is interested in sales channels for its products as well to work with R&D institutions for testing few sets of utility products for smart cities i.e. utility meters, smart infrastructure grid, LORAWAN type networks, smart sensors grid; access to supercomputing training, BIG DATA training etc.
3. REC BMT is interested to get know-how for development of start-up incubators, access to business angles and other sources of finances; exchange of know-how; providing access to the incubators in other regions i.e. visit of 15 days for BiH start-up to the partner incubators or R&D centres/labs for testing and checking quality of products etc.

It is important to say that we have conducted two readiness level activities Technology and Manufacturing with following results:

**Table 2: Technology Readiness Level analysis in the Region of Sarajevo**

<b>Name of the company</b>	<b>TRL</b>	<b>MRL</b>	<b>MI</b>
CROMEX	8	7	83
GlobalGPS	9	7	75
TIIMISS	9	8	95
REC BMT	3	1	43

This is huge potential for all companies under this pilot who expressed interest to partner with similar companies from the GSM project, especially when talking about the mobility of start-up; exchange of know-how; access to advanced resources of GSM partners. We recommend this as the main outcomes of this project.

The 8 markets of the GSM are definitive challenge for all companies in this pilot, from BiH. Summarized outcomes are:

- a) access to more advanced resources; testing solutions; replicability and reusability;
- b) partnering for how purchase for final products which is not easy to find in BiH;
- c) partnering for solution offers to the external markets;
- d) partnering for 3<sup>rd</sup> markets access offering consulting and integrated solutions;
- e) partnering for B&H market offering integrated solutions
- f) access to know-how for access to the financial resources
- g) access to the angel/venture capital
- h) development of new products in cooperation with parties from the GSM regions

Final results of MI pilot are:

- A list of contacts (links, institutions, web sites, academia, agencies, consultants) who provide market intelligence support
- Short market intelligence report for SMEs
- Excel-based tool for self-assessment on market intelligence



## b. The Pilot in the County of Istria (CRO)

### Description of the CRO (IDA) Pilot

#### Pilot development

The main objective of the Green Mind project is to foster the innovation capacities and competitiveness of public and private bodies in the green and smart mobility industry in the MED area. Marketing intelligence is usually the first data set analysed by a company about a specific market. It could be related to marketing, competitors, threats, opportunities etc. Marketing intelligence is all about gathering information on various data sets, analysing the information, and presenting solutions to the relevant department of the company.

IDA d.o.o. as involved partner developed and tested transnational service – Market Intelligence for 6 involved SMEs in Istrian County.

#### A list of engaged SMEs, the sector they operate in and a short description of their activities

Chosen SMEs operate within IT & transport industry:

- Labin 2000 d.o.o.
- Penta d.o.o.
- Ute d.o.o.
- Bazgin d.o.o.
- Infobip d.o.o.
- U-Scoot d.o.o.

Activities that **Labin 2000 d.o.o.** deals with, and in accordance with the Decision on Communal Activities include maintenance and collection of parking lots: Maintenance and charging of parking lots means maintenance, organization, management, supervision of use and parking charge, and maintenance of cleanliness, horizontal and vertical signaling at the parking lot at which the billing is carried out.

Advertising: Advertising means the installation, maintenance and management of City-owned advertising spots, posters, advertisements and other announcements of information, tourist and other signaling (all but traffic) in the City. Maintenance of sports facilities owned by the City: Under the maintenance of sports facilities owned by the City, maintenance of lawns of football fields, surrounding green areas and facilities within the playground and sports hall. Vision of Labin d.o.o. is socially responsible city-based company that continuously carries out the established activities by promoting modern and sustainable solutions for the business segments in which it participates - traffic and parking, property management, sports facilities, which results in higher quality of life for all inhabitants of the city Labin.

**PENTA d.o.o.**, a croatian IT company was founded in 1990. with primary goal to position itself among the leading companies which are developing people and goods Auto ID systems. Identification is achieved through specific peripheral devices such as barcode readers, magnetic and contactless cards and label readers, fingerprint, or an eye scanners, etc. The development process has been conducted in the direction where PENTA after years of research and advanced technology monitoring has grown into

a leading system integrator providing high-quality and socially useful solutions in the area of automatic identification systems such as the time attendance and access control, e-ticketing fare systems, parking management and access control system. Penta produced smart digital parking solution called "Spark Sense" as example of new and green technologies in public urban transport.

**UTE - ULJANIK TESU ELECTRONICS**, is private limited company for the design, manufacture and sale of electric and electronic devices. From 1975. to 1997. the company was presented on the world market as the manufacturer of electric and electronic equipment in the Shipyard Uljanik as a member of the Electric Machines and Equipment Works. Since 1997 the company has continued its own production activities and it is now an independent private limited company. Main fields involve renewable energy, marine electrical systems, industrial automation, parking machines and e-bikes. UTE in cooperation with Penta d.o.o. from Pula in 2014, developed the brand go2bike. The system is the automatic bicycle rental of simple deployment and mode of use.

Company **BAZGIN d.o.o.** was founded in 1993. With years of experience in the field of energy, focus is on new technologies, the environment and renewable energy sources. One of the biggest problems today is related to environmental pollution, steady rise in electricity prices and warming up of the atmosphere. With growing problems, the conscience of citizens is growing on "green" technologies, renewable energy sources. Sun's energy is still new, therefore the goal of the company is to help drive the public on the use of renewable energy sources and to increase the energy efficiency of production and energy consumption.

**Infobip** is an international IT and telecommunications company. Infobip operates one of the world's leading proprietary messaging and communications platforms, designed to connect mobile network operators with enterprises as a Service with private cloud infrastructure and zero-hop connectivity to telecoms globally. Founded by two young developers, Infobip grew into an international business with offices on 6 continents and proprietary, in-house developed communications platform with the capacity to reach 6 billion mobile devices connected to over 800 telecoms networks.

Company **U-Scoot** designs and manufactures electric romobils with strong lightweight frame using high grade aluminium for the main frame, foot plate and rear forks. The handlebars, stem and front forks are made of carbon fiber. Battery, 36v 10AH lithium battery is fitted inside the foot plate, giving U-Scoot excellent balance and secure storage for the battery and control unit. With this product, company offers the solution to breaking the car's habit, and saving high travel costs by taking care of nature and environment. Business is based on three main factors which include e-scooters to be environmentally friendly which means helping to reduce carbon emission, products are being made to a very high level of engineering standards using the latest high quality components and the new scooter named U-Scoot represents a new interesting mode of transport for life in busy cities.

## Timeline

Market Intelligence pilot started in May 2019 with Market analysis through Survey for involved SMEs. After completed survey a brief SWOT analysis, PEST analysis and Benchmarking analysis were made for each SME. The problems were identified and based on the problems with common interaction, solutions were given through Market Intelligence guide for Social Media and personalized list for involved SME

(Infobip d.o.o.) in regards to IoT enterprises worldwide. All actions were implemented in timeframe set within planned activity timetable, from May until end of July.

ACTIVITY TIMETABLE - GREEN MIND PROJECT						
ACTIVITIES 3.3.	May-19	June-19	July-19	Aug-19	Sept-19	Oct-19
<b>1. Market Intelligence Service</b>						
<i>Market analysis</i>						
<i>Stakeholders identification (list &amp; description)</i>						
<i>SWOT,PEST analysis &amp; Survey</i>						
<i>Benchmarking analysis</i>						
<i>Market intelligence services identification (list &amp; description)</i>						
<i>Testing of identified services</i>						
<i>Output results on Market intelligence Service Pilot</i>						

Figure 6: Market intelligence pilot timetable for the CRO (IDA) pilot

### A list of the actions that carried out during the service pilot

The study aimed at supporting the County in improving IT and transport sector through:

- Preliminary market and data collection analysis;
- Market intelligence services analysis;
- Market intelligence proposed solutions.

### CRO (IDA) Action Reports

#### 1. Preliminary market and data collection analysis

Survey analysis results showed how well involved SMEs are informed about green and smart mobility industry and their current state related to it. Most of the involved SMEs have good background and knowledge of green and smart mobility industry, however lack of governmental guidelines and lack of clear laws affect the implementation of new services and products. According to survey, SMEs would like to have more cross-border cooperation and partnerships and more information from local and central authorities related with clean fuels, sustainable mobility and new business models. Furthermore, survey showed that involved SMEs are familiar with Market intelligence services but don't use it very often. -- Output: Survey for 3 pilots within Green Mind project.

#### 13. How often do you implement market intelligence techniques and tools?

7 odgovora

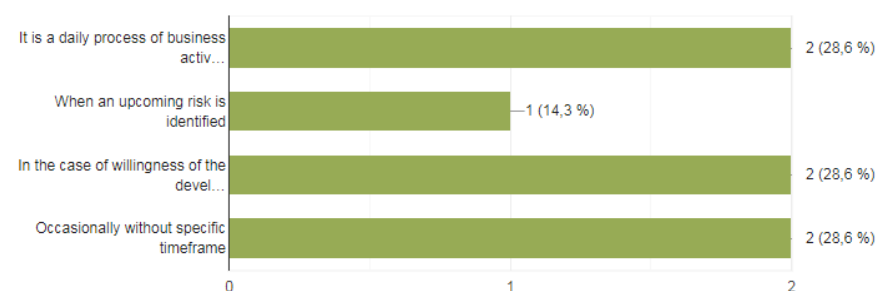


Figure 7: Results of previous implementation of market intelligence services

## 2. Market intelligence services analysis

**SWOT analysis** helped SMEs to determine their strengths within industry, weaknesses, opportunities and threats. SWOT analysis showed that all SMEs have long experience with energy and high awareness of environmental pollution however when it comes to market intelligence their visibility is low. There is no constant use of social media, low advertising levels and distribution across channels and lack of performance indicators



Figure 8: Example of SWOT analysis made for company UTE d.o.o.

**PEST analysis** as foundation for strategic planning provided insight for Istrian county where involved SMEs are located. When it comes to political factors, Istria has stable regional politics and collaboration with numerous regions abroad what makes this area attractive destination for foreign investments. When it comes to economy, Istria is the second most developed region in Croatia and second exporter in the country with diverse and stable economy within processing industry, tourism and trade. Social factors showed that Croatia is facing negative demographic trends therefore Istria with its stable economy is helping in lowering these trends by providing variety of carrier possibilities for Croatian citizens in this area. Focus on technological development in this region includes preserving the environment and harmonization of industries with nature through a series of green initiatives. Istria established first regional development agency in Croatia, IDA d.o.o. which operates in region and provides fantastic results in development of this region. Based on PEST analysis, SMEs involved in this project are very well positioned as region is well developed and stable for any kind of cooperation with neighbouring countries like Slovenia and Italy. Market intelligence testing included also data on key players on the market; benchmarking analysis.

**Benchmarking analysis** was focused on marketing efforts in comparison with competitors in industry. Benchmarking results showed that SMEs involved in this project lack visibility on social media and promotional tools like banners on other websites. Companies should be registered on LinkedIn as it represents professional social network where new partners can be found. As well, companies should offer newsletters on their websites and update their News section so the followers could be informed

about upcoming products, events, etc. Companies position on the market is not bad but it can definitely be improved by implementing marketing tools and keeping track of competitor strategies. Benchmarking analysis provided opportunities for enhancement for each SME in marketing field.



Figure 9: Opportunities for enhancement within Benchmarking analysis for company Bazgin d.o.o. with focus on marketing

**Output:** SWOT analysis, PEST analysis and Benchmarking analysis

### 3. Market intelligence proposed solutions

All four analyses within market intelligence pilot (Survey, SWOT analysis, PEST analysis and Benchmarking analysis) helped SMEs in their understanding of current state on the market and provided insight in possible opportunities and possibilities for improvement within industry. The output of market intelligence in accordance with SMEs was Market Intelligence guide on Social Media and Personalized list on IoT enterprises worldwide (competitors) which will be used for future strategic planning and marketing plan of involved SMEs.



Figure 10: Market intelligence guide on Social Media with focus on Facebook and Instagram

**Output:** Market intelligence guide on Social Media, Market intelligence list on IoT enterprises worldwide

## c The Pilot in the Region of Jadranska Hravtska (CRO)

### Description of the CRO (SDC) Pilot

#### Pilot development

In January 2019, the Split-Dalmatia County conducted a workshop, a survey among entrepreneurs and a preliminary analysis on the state of the needs of entrepreneurs in green and smart mobility for public services in the areas:

- Market intelligence
- Public funding sources
- B2B matchmaking.

#### How and why the specific actions were chosen?

Facing challenges and taking advantage of market opportunities involves knowing how the market actually works. The Market Analysis Pilot aims to help SMEs understand the needs of the green and smart markets mobility, assess their current market position and make re-positioning satisfactory needs and new opportunities. The analysis showed that in this area entrepreneurs need to develop a methodology through who will be able to determine their position in the market, get to know consumers and competitors, and analyze trends.

Further to the aforementioned, Split-Dalmatia County is conducting a pilot project in the field of market analysis in the manner that a brief analysis of the market and theirs will be made for entrepreneurs who have responded to participate in the project position within the sector personalized for each company and create a roadmap for analysis only entrepreneurs. The aforementioned roadmap is publicly available on the pages of Split-Dalmatia County.

The document consists of two parts. The first part is a brief analysis of the market in which the SME operates, while the second part are guidelines for SMEs on how to only analyze their own market position. Methodological guidance for market position analysis alone can be used to prepare the transnational innovation networks.

During analysis twenty-three SMEs were approached during the testing period and asked to fill the Greenmind project questionnaire, seven companies responded. They are all from Split Dalmatia county which is one of the seven Croatian counties that constitute Adriatic Croatia region (NUTS II). Three companies can be described as micro companies with less than ten employees, three companies are small with up to fifty employees and one is medium sized. Percent of employees working on green and smart mobility vary from 10% to 100% from company to company (30% average). Four companies (57%) are older than five years, one is between three and five years old and one is almost start up (less than twelve months old). They all are growing and their year on year growth vary from 10% for older companies up to 1000% per start up.

#### Timeline

In the period 18.02.2019. to 4.6.2019. the following actions were performed:

- Research on SME needs (3.3.1., 3.3.2., 3.3.3.)
- Report on the conducted SME research (3.3.1., 3.3.2., 3.3.3.)

- 3.3.1. Market analysis for all MPS involved in the pilot project
- 3.3.1. Self-Assessment Guide to Market Analysis
- 3.3.2. Sources of Public Funding for Micro, Small and Medium-Sized Entrepreneurs
- 3.3.1. Market Intelligence Support Institutions
- Final workshop for stakeholders in Split, 29.5.2019.

#### **A list of the actions that carried out during the service pilot**

- Market analysis for all engaged companies.
- Guide for self-assessment of companies and contacts of institutions that perform market intelligence in the Croatian market.

#### **CRO (SDC) Action Reports**

The pilot project involved 7 SMEs in the field of green and smart mobility. A market analysis was made for each of the listed companies.

The results of these services are presented in following documents:

- Research on SME needs (3.3.1.)
- Report on the conducted SME survey (3.3.1.)
- 3.3.1. Market Analysis - Alpha Saggittarius
- 3.3.1. Market Analysis - Amplifico
- 3.3.1. Market Analysis - Enel
- 3.3.1. Market Analysis - Locastic
- 3.3.1. Market Analysis - Net Media Systems
- 3.3.1. Market Analysis - Newton
- 3.3.1. Market Analysis - Statim

The above resulted in 7 documents:

##### **1. Market Analysis - Alpha Saggittarius**

ALPHA SAGITTARIUS d.o.o. is a company incorporated by a statement of incorporation on October 29, 2018 and registered on 3/11/2018. at the Commercial Court in Split. The main technical advantages of a company are its existence advanced knowledge of aerodynamics and aircraft design, knowledge of software required for advanced design spacecraft, project management and project management experience, and network development. A major marketing asset the company lies in launching a modular unmanned aerial vehicle. There is no such modular innovation in the global market and falls into the category of disruptive innovation or gamechanging innovation. Strengths companies lie in the availability of human resources needed to market products. Most significant assets the company has developed the product VECTOR VX-3, which is the basis for the implementation of the project and has a direct impact on results of the investment project.

##### **2. Market Analysis – Amplifico**

Amplifico d.o.o. is a company based in Split whose main activity is manufacturing, publishing, computer software (software), providing computer and software advice, data processing services, creation and



database management. Amplifico stood out with its Parklio product, Parklio is a smart parking lot a barrier that guards the parking space and allows the key to be shared among users.

### 3. Market Analysis – Enel

Enel Split d.o.o. was founded in 1991, and from the very beginning has been engaged in the design of information system. The company currently employs 35 highly skilled professionals in its offices in Split and Zagreb. The main activity is the design, development and maintenance of information systems. As a leader at home market, in 1996, we begin to deal with modeling and managing business processes. Today it offers complete IT support for business - from building and implementing optimal integrated information system, through the system integration to the modeling and analysis of business processes.

### 4. Market Analysis – Locastic

Locastic (Page d.o.o.) is a company specialized in web and mobile application development, consulting and training in market since 2010. The team consists of development teams, UI / UX experts, designers and project managers.

### 5. Market Analysis - Net Media Systems

Net media systems d.o.o. is a company specialized in mobile web application development, site design, web development site and web shop solutions. In addition, the Internet server integration and rental system is provided (hosting solutions).

### 6. Market Analysis – Newton

Newton d.o.o. Based on the above criteria, it is a micro-enterprise, newly established, dealing with computer programming, providing advice on the use of computer hardware and software equipment (software), and the issuance, creation and maintenance of software solutions

### 7. Market Analysis - Statim

Statim d.o.o. is a company specialized in developing custom software solutions for leading online manufacturers education, health and technology.

1st On Tuesday, January 29, 2019,

the first in a series of workshops within the European project "GREEN MIND" was held at PICS @ FESB on the topic "Innovation in the Green and Smart Mobility Industry - a tool for cooperation and networking of SMEs in Split- Dalmatia County," which was followed by 30 stakeholders from the public and private sectors.

The pilot project produced a Guide for self-assessment of companies and contacts of institutions that perform market intelligence in the Croatian market.





Final workshop for stakeholders was in Split, 29.5.2019.

On Wednesday, May 29, 2019, a final pilot workshop within the Green Mind project was held at the premises of the Split-Dalmatia County, where personalized documents for market analysis, sources of public financing and business networking were handed over to participating entrepreneurs.



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<b>INFO O PRISTUPU STRANIM TRŽIŠTIMA</b> Srednji državni portal - izvorni portal Timovi za pristup tržištu Savjetovanja Informativni materijali EU poslovni centri Podrška na stranim tržištima Test izvozne pripremenosti Promet i vozila				<a href="https://izvoz.gov.hr">https://izvoz.gov.hr</a> <a href="https://izvoz.gov.hr/eu-mehanizmi-podrske/timovi-za-pristup-trzistu-mat/53">https://izvoz.gov.hr/eu-mehanizmi-podrske/timovi-za-pristup-trzistu-mat/53</a> <a href="https://izvoz.gov.hr/o-hrvatskom-izvozu/usluge-za-izvoznike-243/savjetovanja/101">https://izvoz.gov.hr/o-hrvatskom-izvozu/usluge-za-izvoznike-243/savjetovanja/101</a> <a href="https://izvoz.gov.hr/informativni-materijali/16">https://izvoz.gov.hr/informativni-materijali/16</a> <a href="https://izvoz.gov.hr/eu-mehanizmi-podrske/eu-poslovni-centri/84">https://izvoz.gov.hr/eu-mehanizmi-podrske/eu-poslovni-centri/84</a> <a href="https://izvoz.gov.hr/o-hrvatskom-izvozu/usluge-za-izvoznike-243/financijska-podrska/podrska-na-strani">https://izvoz.gov.hr/o-hrvatskom-izvozu/usluge-za-izvoznike-243/financijska-podrska/podrska-na-strani</a> <a href="http://izvoz.mvep.hr/ujutnik.php">http://izvoz.mvep.hr/ujutnik.php</a> <a href="https://www.gov.hr/moja-uprava/promet-i-vozila/43">https://www.gov.hr/moja-uprava/promet-i-vozila/43</a>
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All entrepreneurs were provided with documents. The guide and the databases are published on the website.

<https://www.dalmacija.hr/programi-gospodarstva/eu-projekti/novosti/artmid/2894/articleid/18223/poduzetnicima-uruceni-dokumenti-alati-za-jacanje-konkurentnosti>

#### d. The Pilot in the Region of Occitanie (FRA)

##### Description of the FRA Pilot

##### Pilot development

AFT is a French sectoral association in the transport and logistics (T&L) sector which made it naturally important for AFT to engage SMEs from the T&L sector in the Green mind project. Through their implication, AFT aims to:

- Identify (new) opportunities for innovative projects, products, services, etc. for SMEs in the T&L sector
- Engage SMEs in the T&L sector to develop more sustainable transport solutions for both, passengers and goods
- Strengthen SMEs in the T&L sector
- Improve the image and attractiveness of the T&L sector

AFT also met with institutional actors (city of Toulouse, city of Montpellier, the Region) and existing initiatives such as regional clusters and networks to learn more about their strategies and priorities. In this way, four strategic main topics could be defined for the Green mind project in the Occitanie region:

- Digital technology
- Urban logistics (last mile delivery)
- Alternative sources of energy
- Inter-modality (for both passengers and goods)

##### How and why the specific actions were chosen?

AFT and its external experts organised the three Green mind pilot activities connected one to each other. This means that the objective of the first pilot service about Market intelligence was to identify possible opportunities for innovative projects, products or services through individual

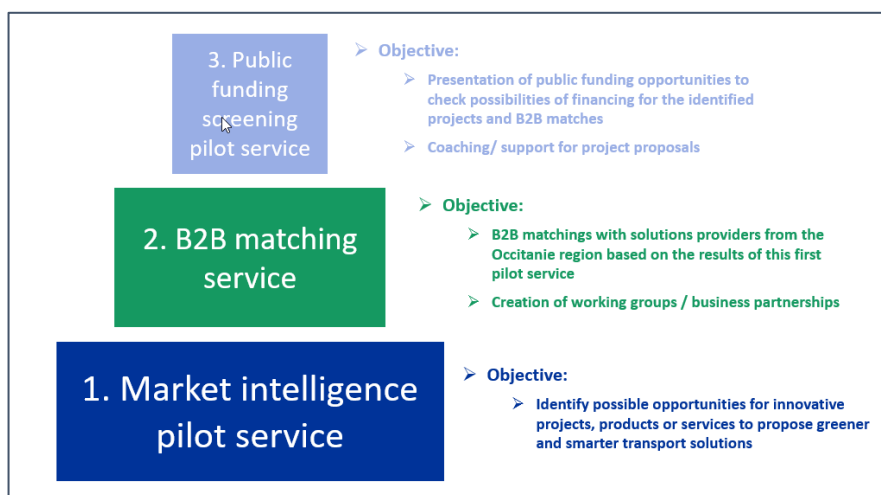


Figure 11 Methodology for the French SMEs services testing

diagnostics of the T&L SMEs to analyse their market situation, their current initiatives/projects and their interest in specific solutions, services, tools, etc. to propose greener and smarter transport solutions.

Based on the results of this first pilot service, a B2B matching phase was organised with solutions providers from the Occitanie region (and possibly from the other participating European regions later

on) and public funding opportunities were screened to check possibilities of financing for the identified projects and set up working groups/consortia.

This progressive approach was chosen in order to engage a maximum of SMEs in the beginning of the pilot services testing and move on with the most relevant ones in terms of motivation and capacity for the launch of innovative projects for greener and smarter mobility.

### How and why the SMEs were identified and engaged?

As explained here above, AFT as a French sectoral association mainly targeted SMEs from the transport and logistics (T&L) sector for the Market Intelligence pilot service testing. To make these SMEs participate in the Green mind project, AFT first prepared a list of T&L companies that are already working on innovative projects for more sustainable transport solutions (both passengers and goods transport). To convince companies to engage in the project, AFT then started in cooperation with the external consultants an individual phoning campaign to contact these companies and to present the project. In addition to this active recruitment campaign, AFT published the information about the Green mind project and the services that were tested on its website to ensure public evidence and enable any interested company to their interest.

The telephone interviews helped not only engaging the SMEs but also aimed to find out more about their interest in the green and smart mobility (GSM) industry and their own specific needs to propose more sustainable transport solutions. Even if the needs and interests expressed were very wide and varied, it was clear that all of them were linked to the four strategic main topics that we had identified together with institutional and business-supporting organisations (see list here above).

### A list of engaged SMEs, the sector they operate in and a short description of their activities

38 SMEs were contacted and interviewed by phone out of which the following 12 participated in the Market intelligence service pilot testing (all 12 SMEs are from the T&L sector)

**Table 3: The characteristics of the engaged SMEs in the region of Occitanie**

	Company name	Number of employees	Main activity of the company
1	RUIZ & fils	95	Road freight transport
2	SERVICES ECUSSON VERT	8	Logistics & urban delivery in Montpellier
3	NEGOTI	100	Passenger transport by coach
4	Transport MAMTA	25	Road freight transport
5	POUX SAS	25	Road freight transport

6	MECA (SOFIMS Group)	200-249 (SOFIMS Group: 650)	Road freight transport
7	Transports Salva	40	Road freight transport
8	MEDINA	170	Road freight transport
9	LEA Logistique	22	Road freight transport and logistics
10	Transports Chabrilac	26	Road freight transport and logistics
11	Transports Barrière	90	Passenger transport by coach
12	Transports Prouhèze	60	Road freight transport

### Timeline

The Market intelligence pilot service was implemented in the Occitanie region from November 2018 until October 2019.

### A list of the actions that carried out during the service pilot

- Analysis of the SMEs' interests and needs (November 2018 to January 2019)
- Individual diagnostics with SMEs (January to March 2019)
- Development of supporting tools and collaborative workshops (January and April 2019)

### FRA Action Reports

The analysis of innovation capacities of freight and passenger transport SMEs in the Occitanie region in order to identify opportunities for green and smart mobility projects was carried out through a qualitative study that was organised in three main steps. In addition, several supporting tools for Market intelligence for developed and are available for download at the website of AFT.

#### *1. Analysis of the SMEs' interests and needs (November 2018 to January 2019)*

#### **Briefly present the action, the topic(s) covered and the participating SMEs**

This first phase was organised through an individual phoning campaign to contact SMEs from the T&L sector in order to find out more about their interest in engaging and/or pursuing green and smart mobility (GSM) projects and to identify their own specific needs to propose more sustainable transport solutions. 38 SMEs participated in this action.

To sum up it up, the interviewed persons expressed the following interests and needs:

- Need to exchange on experiences and technical training
- Evolution from transport to logistics services
- Fuel change: economic consequences (gaz, hydrogen, electricity): need for clearer information on alternative fuel / engines
- E-cmr: how to make customers support this change

- Urban logistics, optimizing tours including electric constraints; adapt urban logistics to wine business (smaller quantities)
- Construction and usage of a GNV station in the city (Toulouse); renovation of old truck towards GNV; have public stations
- Technology to support maintenance (exosquelette, robotics...)
- Live follow up of goods; Use of the data from the vehicle (tracking, fuel level, tyre...); Blockchain; all digitalized by 2020
- Develop services for the travelers (wifi) – who should pay?
- Develop a clean supply chain through: the sector, infrastructure, local harbor,... reverse logistics
- Interest for Eco driving
- New recruiting methods and e-learning tools

Even if this list shows that the mentioned topics were quite broad and varied, it is clear that all of them can be clustered around the four strategic main topics that we had identified beforehand when meeting with institutional and business-supporting organisations in the Occitanie:

- Digital technology
- Urban logistics (last mile delivery)
- Alternative sources of energy
- Inter-modality (for both passengers and goods)

#### **Describe when and where the action was implemented (time frame, location)**

This analysis of SMEs' needs was implemented through telephone interviews with SMEs all over the Occitanie region from November 2018 until January 2019.

#### **Describe the scope and objectives of the action regarding the project and the participating SMEs**

This first action helped to engage the SMEs in the Green mind project and aimed at the same time to learn more about their interest in launching and/or pursuing green and smart mobility (GSM) projects and also to identify their own specific needs to propose more sustainable transport solutions. The objective was to collect information to prepare the following action of diagnostics interviews with the SMEs and develop useful Market intelligence tools.

#### **Describe interconnections and interrelations between this action and other actions (if there are any)**

This action is directly related and interconnected with the other actions of the Market intelligence pilot service. It can be described as the preparative phase for the implementation of the following actions.

### *2. Individual diagnostics with SMEs (January to March 2019)*

#### **Briefly present the action, the topic(s) covered and the participating SMEs**

After the phone interviews, AFT's external experts met the SMEs from the T&L sector individually in face-to-face diagnostics interviews. In total, 12 out of the 38 SMEs from the first action decided to join this second action (see list here above) which mainly aimed to:

- Analyse the SMEs' market situation
- Better understand their current initiatives/projects
- Support the SMEs by identifying possibilities for innovative projects, solutions, services, tools, etc. to propose greener and smarter transport solutions

- Prepare the B2B matching service
- Inform about public and private funding possibilities where appropriate

The results and outcomes of these diagnostics interviews enabled us to define specific project ideas with 6 of the interviewed SMEs. Hereunder you can find a summary of the topics:

1. SERVICES ECUSSON VERT (Start-up, 8 employees, logistics + urban delivery with a fleet 100% electric vehicles in Montpellier)
  - Interest for innovative urban delivery vehicles
  - Interest for Logistics & Smart city solutions, especially need for an application that manages delivery slots in Montpellier
2. Transport MAMTA (SME, 25 employees, road freight transport)
  - Interest for electrical vehicles
3. MECA (company part of a group, 650 employees, road freight transport)
  - Interest for Smart contract and Blockchain solutions for logistics
  - Interest for hydrogen solutions (to feed cooling units)
  - Interest for IoT solutions to increase the competitiveness of rail-road transport for fresh products
4. MEDINA (SME, 170 employees, road freight transport)
  - Interest for hydrogen solutions (to feed cooling units)
5. Transports Chabrillac (SME, 25 employees, road freight transport specialised in heavy loads)
  - Interest for coridor solutions for the tracking of heavy loads that are conform to current regulations
6. Transports Barrière (SME, 90 employees, passenger transport)
  - Interest for innovative services for bus transport to enlarge their offer: e.g. an application enabling school buses to transport and deliver small parcels to individuals in rural areas
  - Interest for hydrogen bus lines

The other six interviewed SMEs had no ideas or interests for specific projects or did currently not have enough resources to go further with innovative projects. They were generally interested in the topic of green and smart mobility and participated with the aim to learn from other actors, exchange best practice, etc. These companies are listed hereunder, they will be kept informed about the results of the overall Green mind project but no further pilot actions were planned with them:

1. RUIZ & fils (SME, 95 employees, road freight transport)
  - Interest for (bio-)NGV but afraid of higher costs, decision reported
2. NEGOTI (SME, around 100 employees, passenger transport)
  - Interest for hydrogen solutions
3. POUX SAS (SME, 25 employees, road freight transport)
  - Interest for (bio-)NGV, decision taken to change the fleet progressively, aim: 100% NGV
  - Interest for Data supporting energy performance: geo-tracking, consumption, flow optimisation...
4. Transports Salva (SME, 40 employees, road freight transport)
  - Interest for digital solutions
  - Interest for (bio-)NGV



5. LEA Logistique (SME, 22 employees, road freight transport+ logistics)
  - General interest for technological solutions, tracking of goods, WMS, TMS, etc.
6. Transports Prouh  ze (SME, 60 employees, road freight transport+ logistics)
  - Interest for Blockchain
  - Interest for the (bio-)NGV and the development of NGV stations

### **Describe when and where the action was implemented (time frame, location)**

The diagnostics interviews were implemented with SMEs all over the Occitanie region from January until March 2019.

### **Describe the scope and objectives of the action regarding the project and the participating SMEs**

This second action helped to develop concrete GSM project ideas with the engaged SMEs and to identify their needs to implement/realise these projects. Latter enabled us to identify other actors (solutions providers) that could respond to the needs of the SMEs from the T&L sector and eventually become business partners.

### **Describe interconnections and interrelations between this action and other actions (if there are any)**

This action is directly related and interconnected with the B2B matching pilot service. It enabled us to set up working groups and bilateral connections based on really existing business needs. This action consequently builds an important brick for the B2B matching activities in the Occitanie region.

### *3. Development of supporting tools and collaborative workshops (January and April 2019)*

#### **Briefly present the action, the topic(s) covered and the participating SMEs**

In response to the diverse needs expressed during the first pilot action of the Market intelligence service, AFT and its external experts developed some useful supporting tools. The objective of these tools was to improve market intelligence and increase the knowledge about latest technologies and further evolutions of the T&L sector as well as alternative sources of energy.

Therefore, the following tools were developed:

- One presentation about latest technologies and further evolutions of the T&L sector (available at AFT's website: <https://www.aft-dev.com/projets/green-mind>)
- One presentation about a GSM market analysis in the Occitanie region (available at AFT's website: <https://www.aft-dev.com/projets/green-mind>)
- Online webinar about alternative sources of energy (available at AFT's website: <https://www.aft-dev.com/actualites/actualite-green-mind> / direct link: <https://vimeo.com/showcase/5946867/video/333775238>)
- Technical sheets about alternative sources of energy: NGV / bio-NGV, electricity, hydrogen (soon available at AFT's website)

Two workshops were organised, amongst others, to present these tools to the T&L SMEs:

A first workshop was organised in Toulouse on 15<sup>th</sup> of January 2019 which gathered over 40 participants representing SMEs from the T&L sector, technology providers, regional clusters and networks as well as public authorities. This workshop enabled us to bring together the regional ecosystem of the green and smart mobility industry and present the Green mind project.



As a first response to the SMEs' needs analysis (action 1) carried out between November 2018 and January 2019, the external consultants presented the major technological evolutions of the T&L sector from today until 2025/30.

In addition to this presentation, the main focus of this meeting was indeed put on the needs of the companies identified and analysed during the first action. They were presented and the participating SMEs had the opportunity to explain their specific needs, interact with each other and discuss opportunities and obstacles with stakeholders from other sectors as well as public authorities.



Figure 12: Plenary session 1<sup>st</sup> workshop in Toulouse in January 2019

A second workshop was organised in Montpellier on 16<sup>th</sup> of April 2019 with a double objective: push forward the implementation of the three pilot services in the Occitanie region and capitalise on the regional dynamism to transfer it to the European level and put the focus on the transnational innovation network.

As one of the main needs expressed by the SMEs from the T&L sector was the importance to learn more about alternative energy solutions such as electricity, (bio-)NGV or hydrogen, AFT engaged two experts who presented advantages and inconveniences of these solutions and informed the participants about which solution was adapted to which contexts and which of them will be most pertinent for investments and changing of fleets. This presentation was filmed and is available at AFT's website: <https://www.aft-dev.com/actualites/actualite-green-mind> or at this direct link: <https://vimeo.com/showcase/5946867/video/333775238>. In addition, the external experts presented their analysis of the GSM industry in the Occitanie region which is also available at AFT's website: <https://www.aft-dev.com/projets/green-mind>.



Figure 13: Plenary session 2<sup>nd</sup> workshop in Montpellier in April 2019



Figure 14: Demonstration of an electric tricycle for urban deliveries

**Describe when and where the action was implemented (time frame, location)**

The first workshop was held in Toulouse on 15<sup>th</sup> of January 2019 and the second one in Montpellier on 16<sup>th</sup> of April 2019. The tools were developed and finalised between January and October 2019.

**Describe the scope and objectives of the action regarding the project and the participating SMEs**

The tools were developed to respond to the needs' expressed by the engaged SMEs from the T&L sector. The two workshops were organised to support the regional dynamism and ensure the implementation of the three Green mind pilot services.

**Describe interconnections and interrelations between this action and other actions (if there are any)**

The two workshops were interconnected with the two other Green mind pilot services, namely B2B matching and Public funding screening activities. The meetings enabled us to work on different topics and implement all of the three services.

## e. The Pilot in the Region of Central Macedonia (GR)

### Description of the GR Pilot

HIT/CERTH is the Hellenic Institute of Transport that is responsible to conduct and support applied research activities in the field of transportation in Greece. Through EU funded projects the Institute had cooperated with enterprises from the green and smart mobility sector but there was never a constructed framework to identify this sector and its stakeholders. Through the pilot actions of Green mind project HIT aimed at developing the framework under which SMEs that undertake business in the green and smart mobility can be able to sense their environment for new information, innovations and market opportunities and actively seek open forms of cooperation with different regional stakeholders.

### Pilot development

The theoretical framework that was developed is based on the Triple Helix +1 model and aims at gathering all possible stakeholders in order to form the eco-system of green and smart mobility market and guide SMEs on new cooperation with regional stakeholders and supportive organizations (Figure 15).

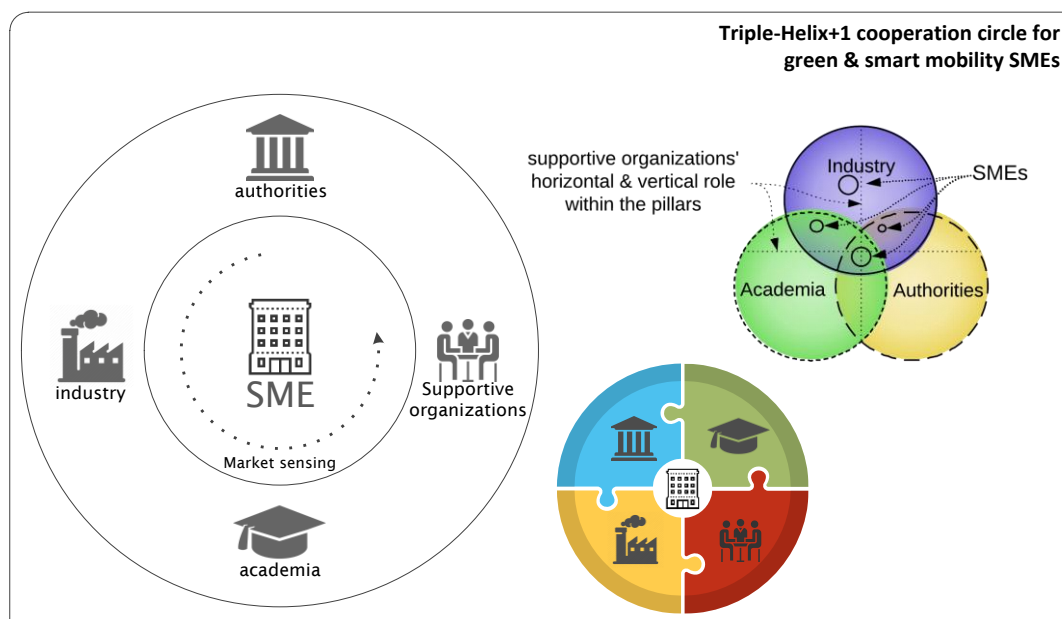


Figure 15: The theoretical framework for the development of green and smart mobility

More in detail, the framework aims at facilitating the cooperation between SMEs and:

- Industrial actors – suppliers, supply chain partners & competitors – enhance competitiveness for both parts through penetrating new markets, matching business demand-supply, developing new business cooperation ties (alliances, clusters, etc.), and developing product/service-driven cooperation to tap market opportunities and increase their market share,
- Local and regional authorities benefit both parts by developing product/service-driven cooperation to cover regional mobility needs, setting regional mobility priorities, influencing regional policy trajectories & topics, and capitalizing on public funding opportunities,



- Academia (research organizations & universities) enhances the innovativeness for both parts through the development of product/service-driven cooperation (spin-offs), capitalizing on research mobility trends to cover the needs of the future (create new markets), participating in proposal writing and exploiting knowledge depositories (i.e. introduction to new topics, trends & markets),
- Supportive organizations add value to both parts by exploiting expertise through the introduction to new topics and process, exploiting networks through the introduction to new markets and opportunities, and developing knowledge-based ties to create new capabilities.

The aforesaid foreseen cooperation synergies, benefit, besides of the directly involved, the regional eco-system as a whole. By constructing the cooperative context for the development of greener and smarter mobility products/services and systems the regions are benefited in all environmental, social and economic terms (Figure 16).

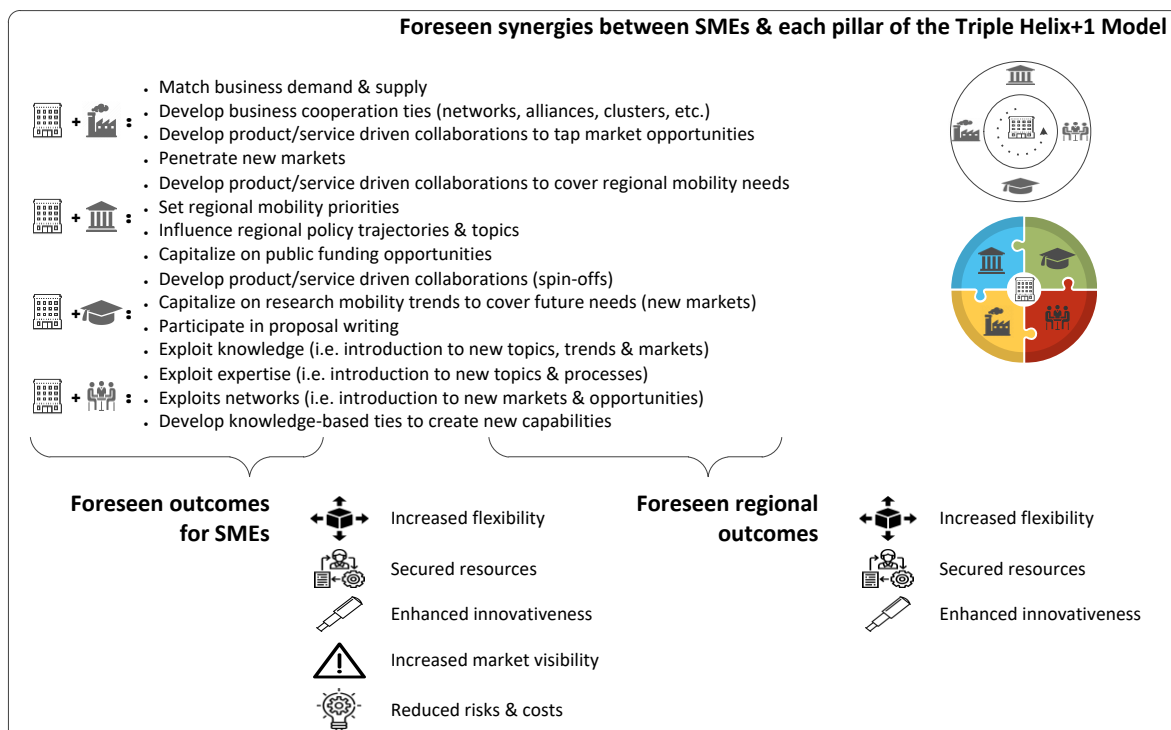


Figure 16: Foreseen synergies between SMEs and other stakeholders of the Triple Helix model

The application of the framework follows two categories of steps and processes which are study and act. More in detail:

**Regional Demand** identification focuses on understanding regional specificities and characteristics, and highlighting local mobility needs. Identifying regional mobility priorities and needs is setting the ground for SMEs to realize “where we are” and “where we need to be”. Potential sources of information are, but not exhausted to: EU, national and regional policy documents that specialize in mobility (i.e. RIS3, EU Commission periodical studies, etc.), city planning documents (i.e. SUMPs, SULPs, etc.), regional or city-wide participation in global mobility actions and organizations (i.e. 100 Resilient Cities, CIVITAS, etc.) and sectorial studies.

**Regional Supply** identification aims at identifying regional supply of mobility products/services and the regional status of innovation, as dictated by the innovation-driven nature of green and smart mobility. Mapping local companies and their offerings (desk research, contact with chambers, sectorial associations, interviews, surveys etc.), as well as global trends and best practices, cover the former. The latter requires the in-depth analysis of metrics and key performance indicators (KPIs) at national and regional level (i.e. sectorial studies, innovation indices, etc.) so as the strengths and weaknesses of the region innovation-wise to be identified and considered when structuring local interventions.

**Regional Stakeholders** identification refers to the use of the Triple Helix+1 model in identifying and engaging those stakeholders that are important for the regional mobility eco-system. During this process the regional key players – such as pioneering enterprises, innovation champions, policy makers, etc. – are identified and engaged in cooperation.

The act category consists of these steps and processes that directly relate to exploiting the insight that was gained throughout the study steps to develop the synergies that will ignite the entrepreneurial and regional take-off. These include: synergistic and matching interventions, their evaluation and reconfiguration towards proposing region-specific solutions. More in detail:

- **Interventions** are built on the basis of the regional demand, supply and stakeholders. SMEs recognize the regional opportunities that their qualities can cover and propose specific actions to be implemented in cooperation with other regional stakeholders. Some examples of potential synergies and demand/supply matching is presented on Figure 16. Each intervention should be connected with specific quantitative and qualitative metrics and KPIs. In addition, the interventions are divided further into three categories:
  - Analysis – Deep understanding of the context
  - Tools – Presentation and training in specifically chosen tools/methodologies
  - Services – Offering the actual service (i.e. B2B matching or company analysis)

The aforesaid structured followed for all, three services – market intelligence, B2B matching and public funding screening – during their pilot testing.

- **Evaluation** is an important step in the process as it is the part within which the attempted interventions are assessed and reconfigured based on actual results and practical insight. On the basis of the set metrics and KPIs, the SMEs evaluate the results of the interventions and decide whether they are useful as they are or if new ideas are required.
- **Regional Solutions** is the final outcome of the Framework. The SMEs have developed and evaluated interventions and are ready to choose among the most suitable ones and apply them for their benefit and the benefit of the region. There is no limitation to what constitutes a solution, therefore SMEs are free to propose changes in terms of systems and business models, policy and planning, technology-based cooperation or product/service development, clustering, and so on. The only restriction is that the proposed solution should be beneficial for everybody and to respect equally all environmental, social and economic aspects of sustainable regional development.

The specific steps and processes are shown in the Figure 17.

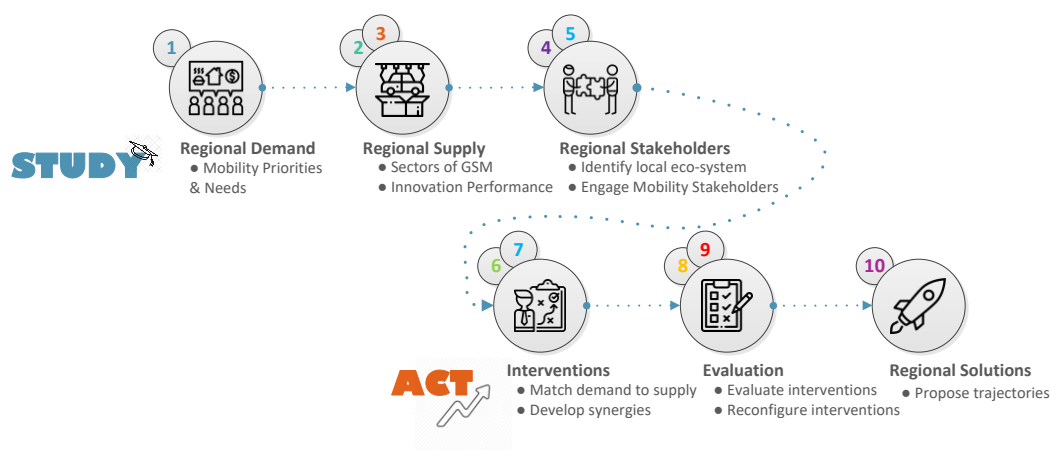


Figure 17: The steps and process of Greek pilot implementation process

### How and why the specific actions were chosen?

On the basis of the knowledge that was developed from SMEs needs identification (D3.2.2), the preliminary market analysis (D3.2.3), and the outcomes of SMEs involvement workshop (D3.2.6) and the pilot engagement workshop that organized at the 10<sup>th</sup> of April, 2019, with 27 participants from 16 companies, HIT/CERTH applied the first three steps – and five processes – of the theoretical Framework for the Development of Regional Green and Smart Mobility – the pilot – to develop interventions that meet the local needs and requirements of the Region of Central Macedonia.

More in detail, the results of the aforesaid analysis of the local market highlighted that the Green and Smart Mobility in the Region of Central Macedonia has the following characteristics:

#### Advantages:

- Increased numbers of scientific organizations and knowledge institutions with strong expertise and important network ties,
- Skilled scientific and technical human resources,
- (at least) 41 ready-to-take-off innovative SMEs,
- Increasing growth in ITS and C-ITS development,
- Important geographical positioning, especially for transport and logistics operations.

#### Lack of:

- Incentives that boost entrepreneurship due to fragmentation of existing initiatives,
- Innovation infrastructures and intellectual property protection,
- Extroversion and business cooperation culture,
- Eco-consciousness and ability to foster change from the citizens and companies,
- Multimodality and support infrastructure for alternative means of transport.

In addition, the two workshops that have already been performed within the scope of the project, the introductory in October, 2018 and the engagement in April, 2019 – helped HIT/CERTH to map the local green and smart mobility eco-system, and to get in touch and engage 16 (out of the identified 41) local innovative green and smart mobility SMEs. This process of intense engagement, identified and recorded that the Green and smart mobility SMEs in the Region of Central Macedonia seek:

1. Opportunities for formal cooperation with different stakeholders and especially the academia and large companies (i.e. joint participation in projects and project proposals, joint product/service development as a result of research ideas, co-location of activities),
2. Opportunities to understand each other and what each one does and how they match, to collaborate and be more extrovert,
3. Information on funding opportunities and funding navigation tools and platforms,
4. Access to innovation infrastructure and support in their entrepreneurial endeavors (i.e. competence centers, vocational training).

Following what local SMEs require, the developed interventions should offer that kind of knowledge that reflects to current field trends and promotes international best practices so as to help SMEs grow in their sector and in new markets by:

- (a) Supporting entrepreneurship and capacity building through access to innovation infrastructure, funding opportunities and business consultancy, and
- (b) Fostering collaboration and extroversion through B2B matching, clustering and networking.

The final step towards the development of the Greek Green Mind pilot interventions, the aforementioned results were coupled with the results of the SMEs needs identification process. In this process, the companies were asked about the importance and the level of implementation of the services of market intelligence, B2B matching, and public funding screening, in their daily operations and strategic planning.

The companies stated that (a) they seldom use in-house market intelligence experts to analyze the market and its characteristics; (b) their accessibility to information regarding public funding opportunities has been described as good, while it is primarily the outcome of personal search and use of important limited resources; and (c) they do not engage in B2B matching usually, but are willing to engage if they have the opportunity to understand the concept of B2B matching and the advantages to business growth and networking that it bears.

### **How and why the SMEs were identified and engaged?**

In the region of Central Macedonia, the application of the third step of the Framework, namely Regional Stakeholders identification, and a process of open participation calls (i.e. local SME involvement campaign in October, 2018) have identified 41 SMEs that have the required characteristics that the companies of the green and smart mobility market should have. These companies invest or express their interest to invest on new technologies and business models that improve the efficiency and eco-friendliness of their products and services. In this analysis, these companies formulate a distinct segment of the local mobility market, the green and smart mobility market of the region of Central Macedonia.

The identified companies can operate in traditional mobility (transport and logistics) markets or in markets that have the potential to expand their operations or act in a supplementary way to the markets of mobility, transport and logistics – for instance, companies of the ICT domain. From the initial 41 companies, 16 were engaged and participated in the second local workshop (10th of April, 2019). Although the call for more companies remains open and all local pilot activities are open to the public,



these 16 SMEs are considered to be the core of the local Green Mind eco-system. More in detail, the operations mapping of the identified and the engaged companies is presented on Figure 4 below.

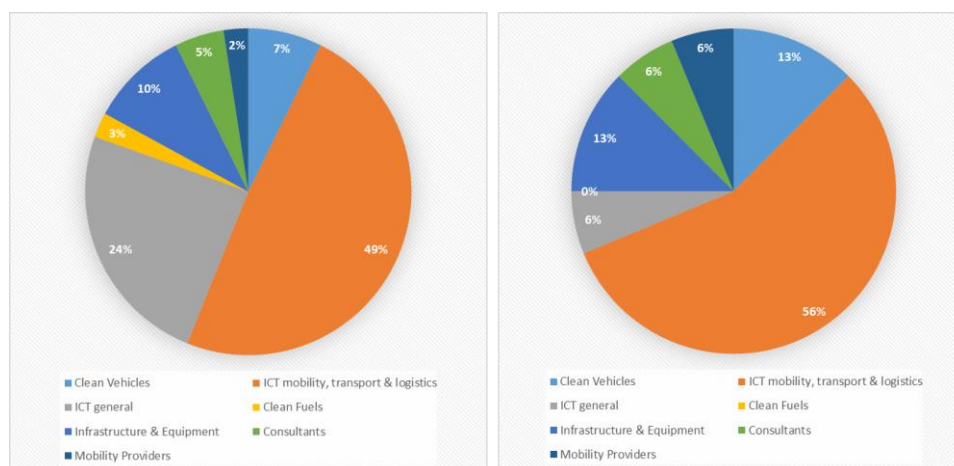


Figure 18: The operational domains of the identified and engaged companies of the Green and Smart Mobility market in the region of Central Macedonia

### A list of engaged SMEs, the sector they operate in and a short description of their activities

Table 4. The engaged SMEs in the Greek market intelligence pilot

No.	Company name	Operational sector(s)
1.	ECOSUN	Electromobility – electric cars
2.	Elektronio	Electromobility – handmade electric bikes
3.	Brainbox	Sharing applications – bike sharing
4.	Link-technologies	Telematics, fleet management
5.	Traffic Technique	Traffic control systems
6.	Otoparking-Thessbike	Parking control systems & Bike sharing systems
7.	Taxiway	Taxi sharing
8.	Sboing	Navigation systems
9.	Infalia	Smart City applications
10.	Dotsoft	ICT applications
11.	Geosense	Drones
12.	Rhoe	Smart City applications
13.	Wavenet	Fleet management
14.	Skytrack	Fleet management
15.	ATLANTIS ENGINEERING	Asset management solutions
16.	Autoleaders	Fleet management, Sharing systems

### Timeline

The Greek market intelligence pilot lasted between the 19<sup>th</sup> of October 2018 and the 22<sup>nd</sup> of October 2019.

### A list of the actions that carried out during the service pilot

As said before, the Greek pilot developed and offered services in three levels:

- Analysis – Deep understanding of the context
- Tools – Presentation and training in specifically chosen tools/methodologies
- Services – Offering the actual service (i.e. B2B matching or company analysis)

In the market intelligence pilot, the following actions were scheduled to be performed during pilot implementation:

**Table 5: The actions of the Greek market intelligence pilot**

Market Intelligence		
Type of intervention	Tool of intervention	Level of Action
(1) Market Analysis	Continuous desk research, workshops (i.e. 10/04) and interviews with SMEs & feedback from participating SMEs	Analysis
(2) Company Analyses	Analysis of current state, needs and requirements of participating SMEs	Analysis
(3) Presentation of tools & methodologies	Capacity building for market intelligence (seminar & training)	Tools
(4) Active collaboration with local initiatives	Cross-region collaboration, joint participation and participation support in local innovation & mobility initiatives (i.e. similar projects like INNOTRANS & other initiatives like Thess-INTEC's Competence Centre for Business & Logistics Challenges and Future Mobility proposed mega projects)	Service
(5) Live news feed (platform & newsletter)	Continuous online updates about market and innovation news, trends and trajectories	Service

The aforementioned actions are expected to:

- Map the market and facilitate the understanding of the local sustainable and intelligent mobility landscape for the local SMEs and potential investors;
- Promote the establishment of a local green and smart mobility network with the active participation of stakeholders coming from the industry, the academia, the state and other supportive organizations (i.e. chambers, associations, innovation boosters, etc.);
- Identify niche markets in the area that can be satisfied by existing or new enterprises;
- Promote multi-disciplinary, cross-industry, multi-stakeholder cooperation – especially academia-industry co-location and collaboration;
- Support local planners and authorities in planning the future mobility landscape of the region in terms of actions and financing.

## GR Action Reports

### 1. Market Analysis

This action refers to the following processes continuous desk research, workshops, and interviews and feedback from the participating SMEs.

## Desk research

During this, continuous, process of market analysis, CERTH performed the following actions:

- Studied the needs and requirements of local SMEs in terms of the Green Mind's services. More information can be found in D3.2.2 Preliminary study of the services that SMEs require and need;
- Reviewed the academic literature of sustainable and intelligent mobility in order to define the concept of green and smart mobility at a local, regional and global level. More information can be accessed in Iordanopoulos et al., 2019a, Iordanopoulos et al., 2019b and D3.2.3 Preliminary Market Analysis;
- Reviewed well-acclaimed innovation indices – Bloomberg Innovation Index, Global Innovation Index, European Innovation Scoreboard, European Regional Innovation Scoreboard & Innovation Cities Index – in order to identify and record the level of innovation performance at local, regional and European level. The analysis that CERTH performed discusses the status of innovation in all partner countries, regions and cities and proposes comparisons that are useful not only during the stage of market analysis, but also during the evaluation of the pilots. More information can be found in the Supplementary to D3.3.1 Document Innovation and Market Analysis at European, Regional and City Level;
- Reviewed local priorities and initiatives such as Research and Innovation Strategies for Smart Specialization (RIS3) with a focus on mobility and other local mobility innovation priorities. More information can be found in the Supplementary to D3.3.1 Document Innovation and Market Analysis at European, Regional and City Level;
- Reviewed the international mobility literature to identify and record the most relevant sectors to green and smart mobility and propose a framework to the Green Mind partners. More information can be found in the Supplementary to D3.3.1 Document Innovation and Market Analysis at European, Regional and City Level;
- Reviewed the local and regional market to identify how the sectors of green and smart mobility are represented in the region of Central Macedonia. More information can be found in the Supplementary to D3.3.1 Document Innovation and Market Analysis at European, Regional and City Level;
- Reviewed the international mobility literature to identify and record of the most relevant stakeholders to green and smart mobility and propose a framework to the Green Mind partners. More information can be found in the Supplementary to D3.3.1 Document Innovation and Market Analysis at European, Regional and City Level;
- Reviewed the local and regional market to identify how the stakeholders of green and smart mobility are represented in the region of Central Macedonia. More information can be found in the Supplementary to D3.3.1 Document Innovation and Market Analysis at European, Regional and City Level.

This process is continuous and therefore still on-going.

## Workshops

CERTH performed two workshops with topics dedicated to the analysis of the local green and smart mobility:

**Workshop 1 – 19th of October 2018:** The scope of this introductory workshop was the introduction of the local stakeholders to the processes of the Green Mind project, and the engagement of local SMEs to the future activities of the project.

The stakeholders presented their cases and discussed topics that were relevant to: (1) the vision and priorities of the Region of Central Macedonia towards innovation and competitiveness; (2) Infrastructure for innovative development, facilitator and accelerator body of innovative private and public sector initiatives; (3) Innovation in smart mobility; (4) Presentation of the three services; and (5) Presentation of the prospects for future mobility and needs for achieving innovation.

For more information, refer to D3.2.6 SMEs involvement campaigns including local workshops

**Workshop 2 – 10th of April 2019:** In this workshop, the SMEs that engaged to the activities of Green Mind – 27 participants from 16 organizations –, got together around the same table in order to get to know each other, present their organizations and discuss the possibility of future collaboration in the form of a local cluster and a transnational network. The companies had, also, the opportunity to participate in B2B meetings.

For more information, refer to D3.3.4 Local green & smart mobility stakeholder capitalization

### **Interviews with SMEs**

For more information, move to the next sub-section, namely 2. Company Analyses.

## *2. Company Analyses*

The scope of the analyses of the participating in the Greek pilot SMEs the identification and recording of the current state, needs and requirements of the participating SMEs.

The analyses resulted from a series of actions such as vis-à-vis interviews, workshops and feedback. The more important channels for that kind of information were the processes of D3.2.2 SMEs needs identification, D3.2.3 Preliminary market analysis and D3.2.6 SMEs involvement workshop, as well as the pilot engagement workshop that organized at the 10<sup>th</sup> of April, 2019 at the premises of HIT/CERTH, with 27 participants from 16 companies.

Following, a short description of the engaged enterprises that participate on the project Green mind is presented along with some key points of their activities. For reasons of market competitiveness, the description is limited to their operations and does not cover matters relating to their needs or handicaps.

**INFALIA** company is specialized in the provision of web and mobile app solutions and tools addressing the needs of events and urban eco-system. Infalia's technology delivers apps that enhance the entertainment and urban experience by providing intuitive features, location-aware and aesthetically pleasing interfaces in the attendees' smartphones. They leverage big data and social media analytics to capture the pulse of large events and help event organizers comprehend the impact of their events on visitors and attendees. They also facilitate the direct citizen-government communication and collaboration by engaging citizens, harvesting their input and analyzing the collected data to turn them into awareness for the decision makers.

**GEOSENSE** is a company that started its activities in Geo-Information in 2002 and remains a service provider in GIS and Land Information Systems offering aerial surveying and 3D mapping, Aerial Inspection, Environmental monitoring etc. Also acts as a consulting company in fields like mapping and mobile mapping, precision farming, management and analysis, thermography etc. In 2011 GEOSENSE invested on market of UAV/UAS drones and in 2017 established the GeoSense UAS Academy which is certified and accredited by the Hellenic Civil Aviation Authority and offers seminars on flying drones.

**LINK TECHNOLOGIES** is a company that specializes in provision of advanced technology services mainly in ICT sector and more specifically in telematics. It cooperates both with private and public sector and participates in many EU funded projects. Its solutions cover the fields of fleet management, tracking and management, and other smart phone applications.

**TAXIWAY** is an association of two taxi transportation companies in Thessaloniki which joined their forces in order to further develop and improve taxi transportations and related activities such as student transportation, transportation from and to foreign countries etc. TAXIWAY 's fleet consists of equipped with cutting-edge management, navigation and tracking satellite systems for providing high levels of security and safety in transport.

**TRAFFIC TECHNIQUE** is a company that was established in 2000 and its activities are related to construction of public and private projects, provision of technical support services and trading of dedicated, high-tech electronic and IT products. The company specializes in the study, installation and technical support of road-traffic signaling and management systems. Some of the products of the company are Lanterns, Traffic controllers, Traffic detectors, Signs and supportive software for the traffic management systems.

**BRAINBOX** is a company that is active in the sector of telematics and informatics developing and offering high-tech products and more specifically introducing sustainable mobility methods with advanced bikesharing systems, creating smart terminal equipment (infokiosks) and developing innovative home and business automation products. Nowadays BRAINBOX manages 3500 active shared bikes had installed 100 smart terminals (infokiosks), and bicycle rental systems in 35 cities.

**ATLANTIS ENGINEERING** is a company that develops asset management solutions for enterprises. Preventive maintenance is believed from the company as a tool for sustainable development and competitiveness. Its product AIMMS is available to companies that need a holistic solution on organizing their maintenance department. Its R&D department works through various funded projects and in collaboration with research centers and companies in order to address the new challenges in the field of maintenance, decision systems, energy management etc.

**RHOE URBAN TECHNOLOGIES** is a company active in the field of smart cities which tries to provide digital hardware and software solutions to its customers in order that urban life can be improved. It is a start-up that has developed two products so far and made three studies with the one be about planning of electric vehicle charging stations in the city of Thessaloniki and also the LED lights installation for improving safety on zebra crossings.

**DOTSOFT** is a dynamic Information Technology and Communications services provider company that offers its services both to public and private sector. Has an extended expertise in the areas of software development, maintenance and support services, project management, business, technical and project consultancy, software, IT applications development, IT systems integration, advanced Internet / Intranet technologies, portals, database applications, Web integration to existing information systems, multimedia publishing, e-government, e-business, e-collaboration, groupware and workflow, content, document and knowledge management, communications middleware, network management, ITC security, broadband and mobile applications, etc. Applications for fleet management is a core business activity for DOTSOFT as well as data analysis from different sources to provide more integrated solutions to customers. Also, mobility solutions that offer via app customized options to tourists.

**ELEKTRONIO** operates on designing and manufacturing premium electric bikes for giving new innovative mobility solutions. Customers have the opportunity to design their bikes in collaboration with the ELEKTRONIO 's team so that it could be customized to their needs.

**SBOING** is a company active in the field of Information Technology and Communications (ICT) and focuses on the development of navigation software that exploits data provided by users that are properly processed and provide improved routing, map updates and routing time estimates. The company has participated in many funded projects related to smart mobility sector.

**SKYTRACK** is a software as a service company that focuses on fleet management systems provision. Company 's vision is to provide high quality products and services. Beyond fleet management SKYTRACK developed E-ticketing systems and also is able to provide customized solutions to its clients such as waste management systems, asset management and visibility.

**WAVENET** is a company that develops and trades technology products and services in the fields of telematics and software for automatic design and processing. In the green and smart mobility field it offers fleet management systems with which an enterprise can track vehicles in real-time, view detailed movement history, reduce everyday costs, prevent vehicle. Also, the company developed a complete system for managing Bus fleets, cars and motorcycles.

In conclusion, the sectors that companies in Central Macedonia Region are active are:

- Traffic Management System
- Mobility as a Service
- ITS/C-ITS
- Fleet Management
- Eco Vehicles
- Parking Management
- Sharing Vehicles
- Urban Logistics

### 3. Presentation of tools & methodologies

The Greek pilot presented market intelligence tools and methodologies to the engaged SMEs using two main media:

**Workshop 3 – 22<sup>nd</sup> of October 2019:** As part of this workshop the platforms Linked Business and EUCalls were presented to the participating SMEs. The participants were trained to using the chosen market intelligence tools, as well as to other market analysis techniques and methodologies.

For more information, refer to D3.5.4 8 local workshops/local-regional;

**Online platform [greenmind.imet.gr](http://www.greenmind.imet.gr):** Online presentations of tools have been presented in the online platform from time to time (<http://www.greenmind.imet.gr/en-us/>) under the section Market Intelligence. More specifically, there can be found (1) a brief presentation on the basics of Market Intelligence, and (2) a presentation of tools for effective Market Intelligence.

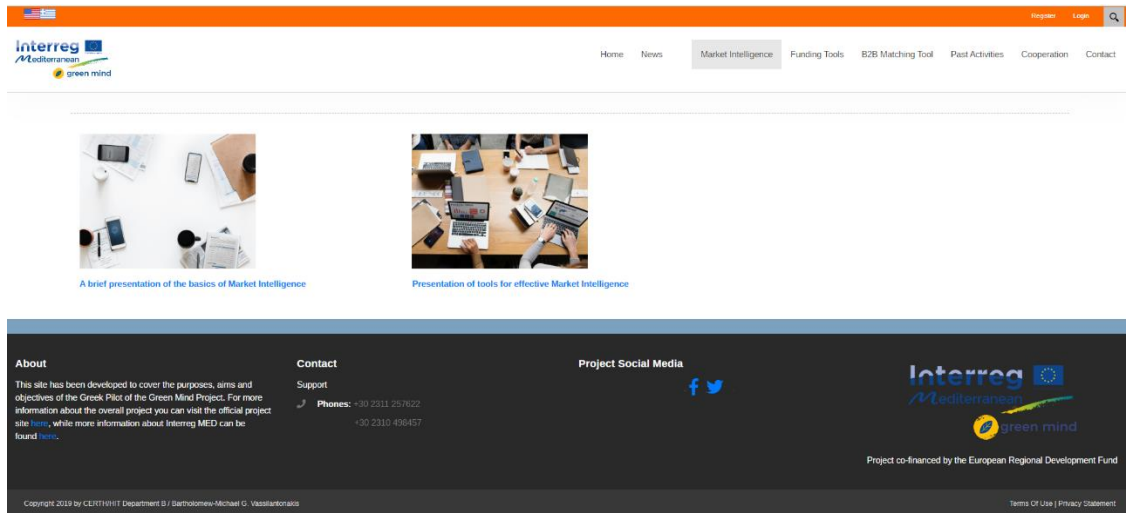


Figure 19: Print-screen of the [greenmind.imet.gr](http://www.greenmind.imet.gr) platform and the section Market Intelligence

### 4. Active collaboration with local initiatives

As part of the Greek pilot for market intelligence, CERTH periodically mapped the local market for initiatives that are relevant to the scope of the Green Mind project. The topics of mobility, business competitiveness, sustainability, technology and innovation were under the radar of the CERTH team and, when relevant, active collaboration were sought. In most cases, CERTH acted as a service provider in the form of a middle-organization, the organization that identified and studied the initiative, before transferring the information to the appropriate channels.

Until now, the following local initiatives have been communicated to the engaged SMEs:



**Table 6: Company participation after communicating the event – Greek pilot**

Participation after communicating the event	Innovation Coupons – (Region of Central Macedonia)	Participation on Early Warning Europe project - (IME GSEVEE)	Esmart city Datathon	Eco-Innovation Entrepreneurship laboratories/ SMecoMP project	Thessaloniki International Fair	DroneTech World Meeting	Training program of Small Enterprises' Institute (IME GSEVEE)
ECOSUN					✓		No data yet
BRAINBOX	✓				✓		
ELEKTRONIO		✓			✓		
WAVENET					✓		
SKYTRACK							
OTOPARKING							
SBOING		✓			✓		
GEOSENSE					✓		
ATLANTIS ENGINEERING							
DOTSOFT							
LINK TECHNOLOGIES	✓						
TAXIWAY					✓		
RHOE							
INFALIA							
TRAFFIC TECHNIQUE							
AUTOLEADERS							

In addition, CERTH sought Cross-region collaboration, joint participation and participation support in local innovation & mobility initiatives, by participating in the processes of similar projects like INNOTRANS and other initiatives like Thess-INTEC's Competence Centre for Business & Logistics Challenges and Future Mobility proposed mega projects, and presenting the case of Green Mind and the of the local eco-system.

This service is still under-going.

### 5. Live news feed

As part of the Greek pilot for market intelligence, CERTH developed the service **Live news feed**. This service is a continuous online update about market and innovation news, trends and trajectories. The service was offered through two media: the online platform and the irregular newsletter.

#### Online platform [greenmind.imet.gr](https://greenmind.imet.gr)

[greenmind.imet.gr](https://greenmind.imet.gr) is an online platform that developed by CERTH to support the goals and objectives of the project Green Mind and supplement the pilot testing processes of the project. This online platform is the online portal of green and smart mobility in the region of Central Macedonia and really easy way for the local SMEs to have access to the news of the sector and project.

The platform supports every aspect and need of the Greek pilot with dedicated functions for market intelligence, B2B matching and public funding screening. More in detail, the menu of the platform covers the following topics (also Figure 20):

1. Home

2. News
3. Market Intelligence
4. Funding Tools
5. B2B Matching Tool
6. Past Activities
7. Cooperation
8. Contact

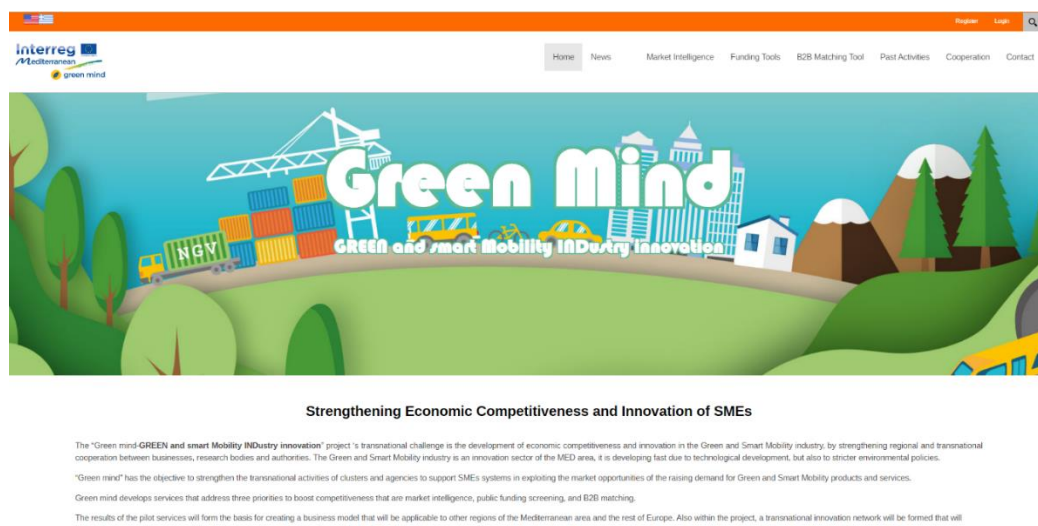


Figure 20: Print-screen of the home page of the [greenmind.imet.gr](http://greenmind.imet.gr) platform

The platform functions, besides Market Intelligence that presented earlier, that are relevant to the Greek market intelligence pilot, are (1) News and (2) Past Activities.

#### (1) News

This is an important function for the pilot as it is the online portal that collects and communicates local green and smart mobility news to local stakeholders. As the platform is open, equally open is the information that presents. News gather and present information in the following topics (Figure 21):

1. Green Mind's Latest – presents the latest news of the Greek pilot
2. Public Funding Screening – presents mobility calls and other opportunities
3. B2B Matching – presents matching opportunities
4. Local Initiatives – presents relevant local initiatives (see also previous sub-section)
5. Competitions – presents relevant competitions
6. Publications – presents Green Mind's scientific publication by CERTH

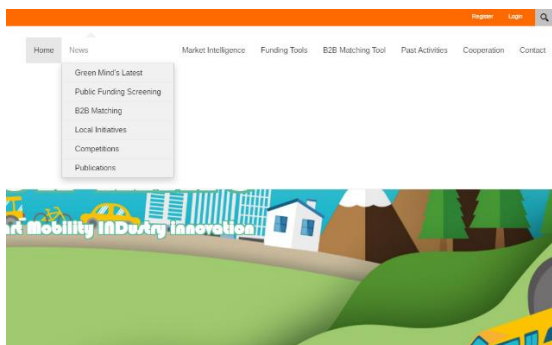


Figure 21: Print-screen of the News menu of the greenmind.imet.gr platform

## (2) Past Activities

This function develops an archive of the Greek pilot's more important activities.

## Newsletter

The Greek pilot's newsletter is an irregular communication of the Green Mind news and local opportunities that targets the local eco-system of the green and smart mobility. The newsletter is irregular in the sense that it is ignited only when it is necessary.

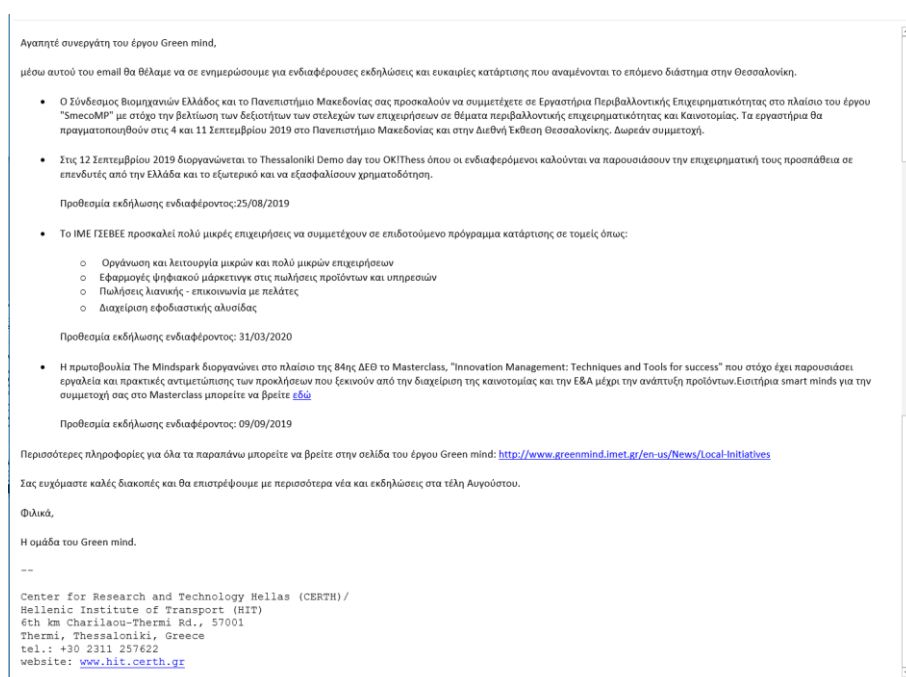


Figure 22: An example of the irregular newsletter's format

The functions B2B Matching Tool and Funding Tools are covered in D3.3.2 Public funding screening service and testing report and D.3.3.3 B2B matching service and testing report, respectively.

This service is still under-going. For more information, visit <http://www.greenmind.imet.gr/en-us/>.

## f. The Pilot in the Region of Emilia-Romagna (ITA)

### Description of the ITA Pilot

#### Pilot development

SIPRO developed a study concerning city logistics in Ferrara (market analysis). The study aims at supporting the City in improving urban freight distribution and in particular in:

- Identifying and analysing the main issues in urban freight distribution in the city centre;
- Understanding the needs of logistics operators and commercial enterprises / shops;
- Analysing three solutions planned by Ferrara SUMP (Sustainable Urban Mobility Plan), in particular consolidation areas, delivery points and cargo bikes.

The work plan includes three phases.

#### 1) State of the art analysis

Defining the study area (city centre – area within the city historic walls);

Mapping commercial enterprises / shops;

Identifying the main logistics operators;

Organising available data on commercial vehicle flows.

#### 2) Data collection and analysis

Preparing a questionnaire for data collection at shops;

Collecting data from a sample of businesses - shops in the city centre;

Quantifying freight flows in the city centre and identifying the main transport axes;

Interviewing logistics operators and business associations;

Identifying the main urban freight issues.

#### 3) Assessment of the SUMP actions

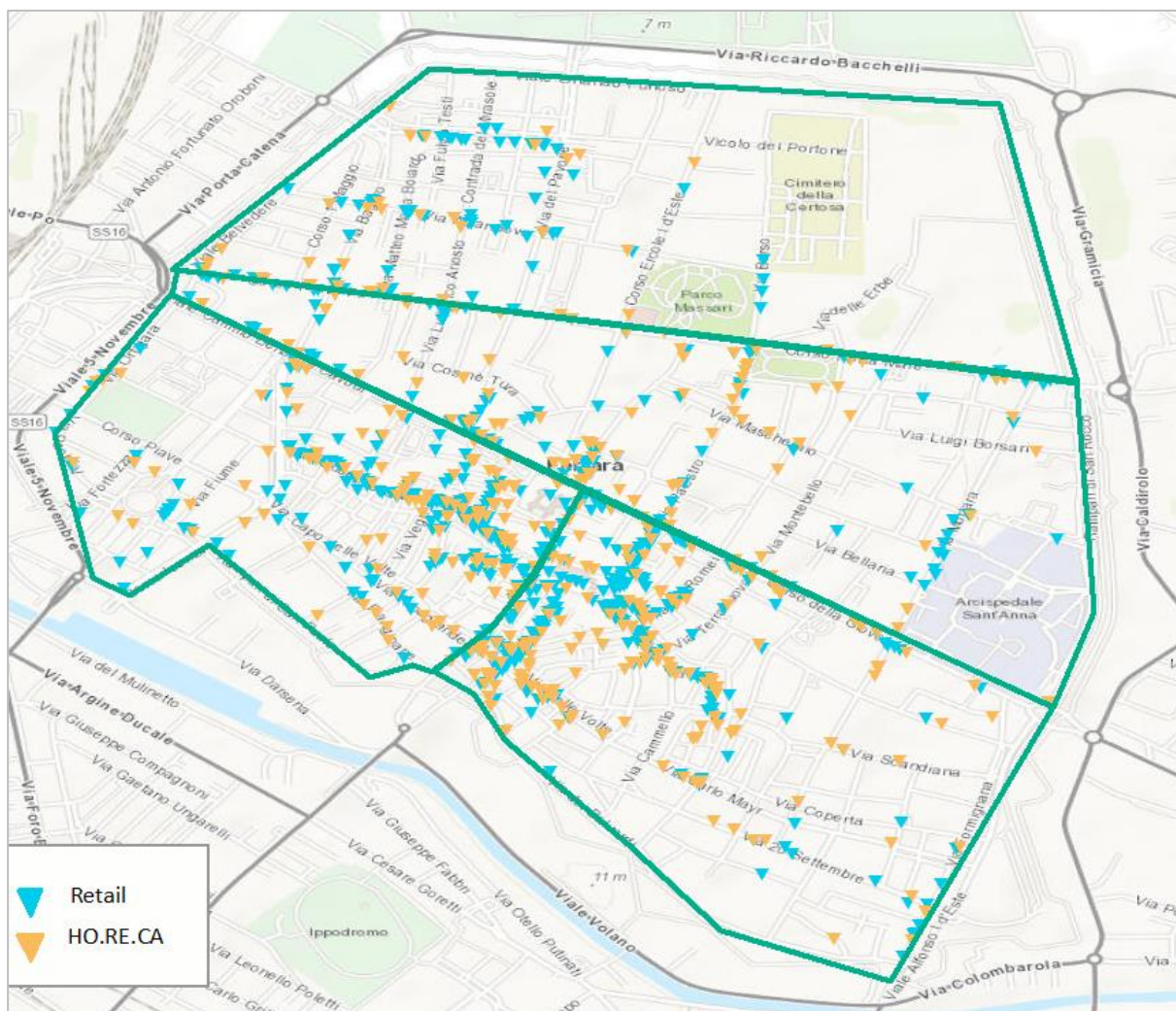
Analysing 3 SUMP actions (consolidation areas, delivery points and cargo bikes):

- target supply chains;
- *equipment*;
- *business case* e locations;
- opportunities and threats.

The proposal was presented in April 2019 to the Municipality of Ferrara, the Chamber of Commerce and the enterprises Associations. All these local stakeholders gave their availability to support the study.

SIPRO interviewed **325 businesses - shops in the city centre** (35% of the total number of shops); we extracted the sample from Ferrara Chamber of Commerce company database; the sample includes companies in 4 urban zones and 2 macro supply chains (retail and Ho.Re.Ca.).

We interviewed businesses in the period 15-19 April 2019.



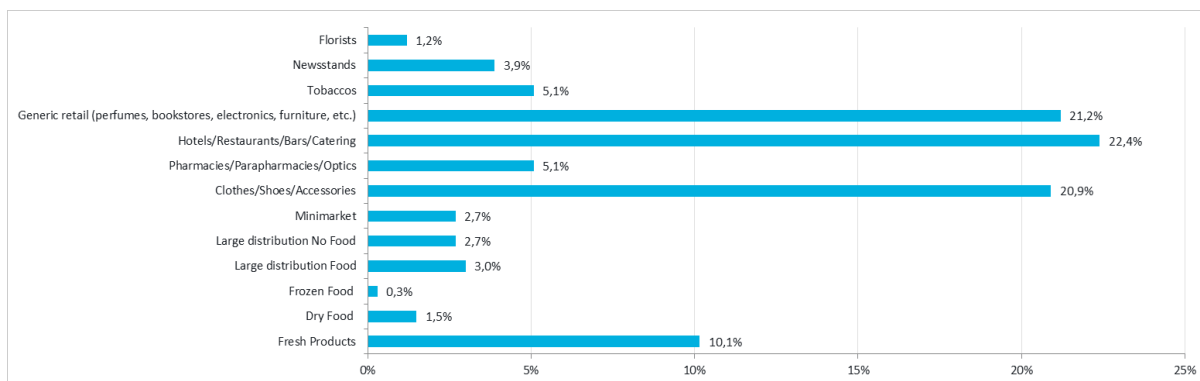
The main questions concerned:

- **General information about the business**
  - sector;
  - number of employees;
  - surface.
- **Information about freight delivery**
  - transport scheme and type of vehicles;
  - delivery day and time / frequencies;
  - number of deliveries and type;
  - parking behaviour.
- **Delivery issues**
  - parking areas;
  - access to the area;
  - safety;
  - other.
- **Use of e-commerce**

### Company data

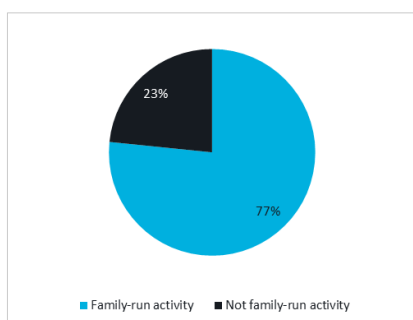
Most businesses were in the following sectors:

- Hotels, restaurants, bars and catering (22,4%);
- Generic retail - perfumes, bookstores, electronics, furniture (21,2%);
- Clothes, shoes and accessories (20,9%).

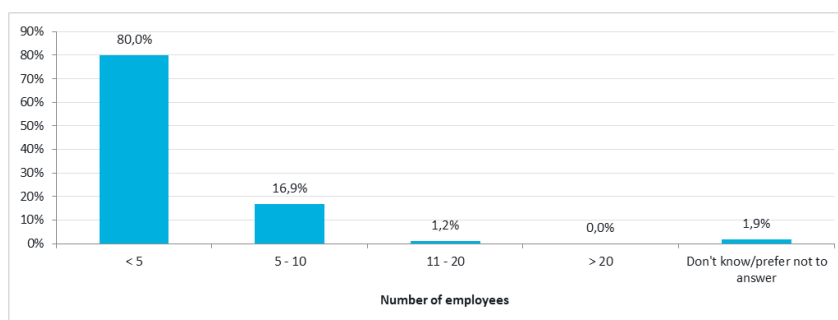


Most businesses are family-run (77%). This consistent with the low number of employees (under 5 in the 80% of businesses)

#### Company management



#### Number of employees

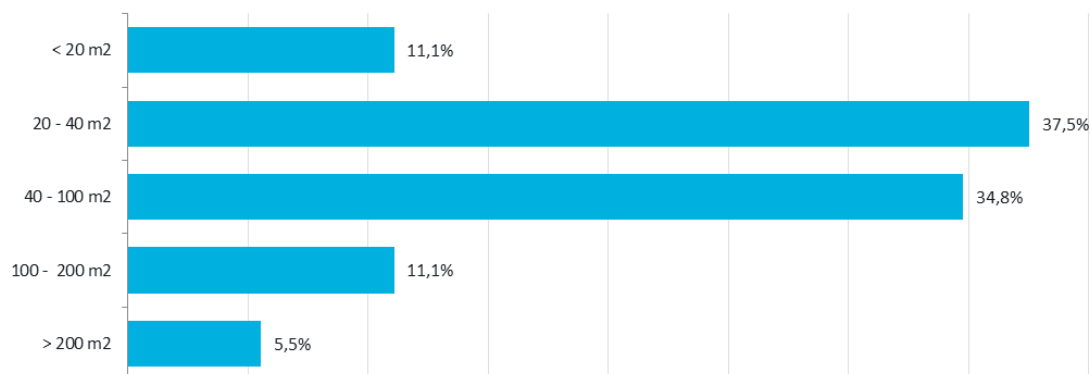


72,3% of shops have a surface between 20 and 100 squared meters.

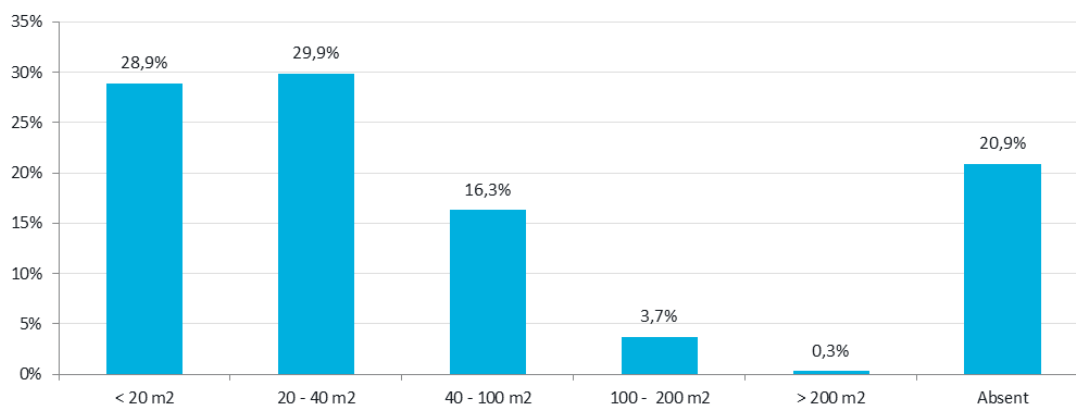
Over the 90% of the businesses indicate not to have an external storage area.



## Shop surface



## Internal depot surface



## Goods delivery

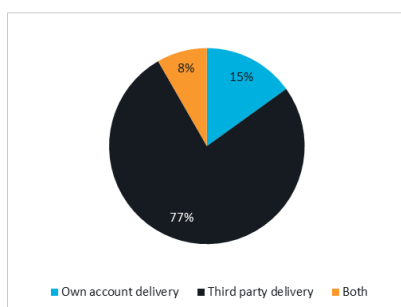
Most of the companies (77%) buy transport services (third party delivery). Only 15% of businesses replenishes the store on own account.

Concerning own account:

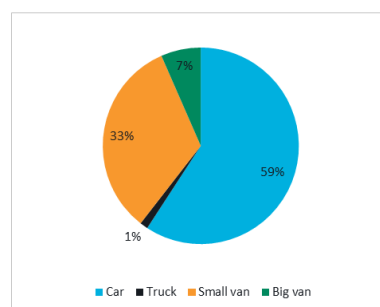
Shops use cars and vans.

The average distance travelled varies from 5 to 50 km in the 60% of cases.

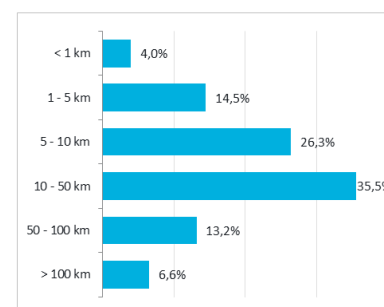
### Own account vs third party delivery



### Own account delivery: type of vehicle



### Own account delivery: distance travelled



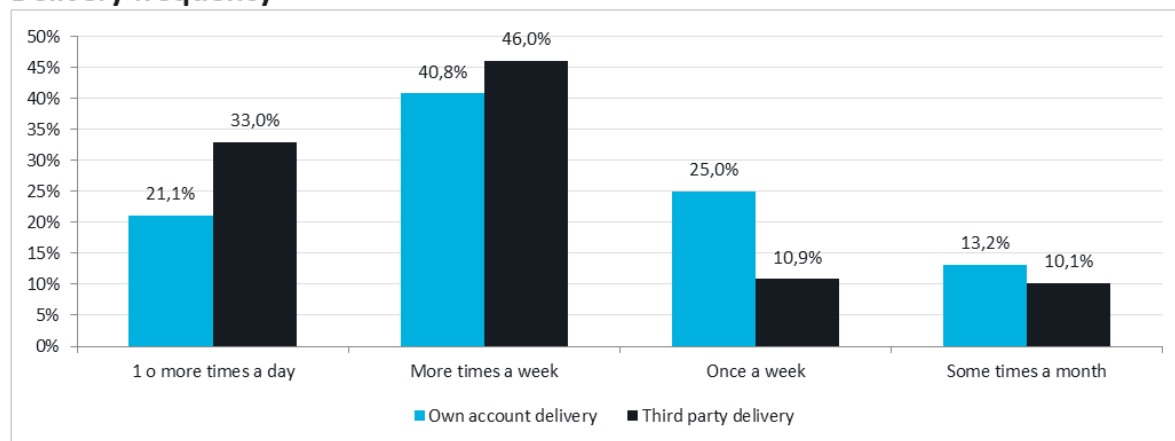


There are several deliveries per week, for both transport schemes.

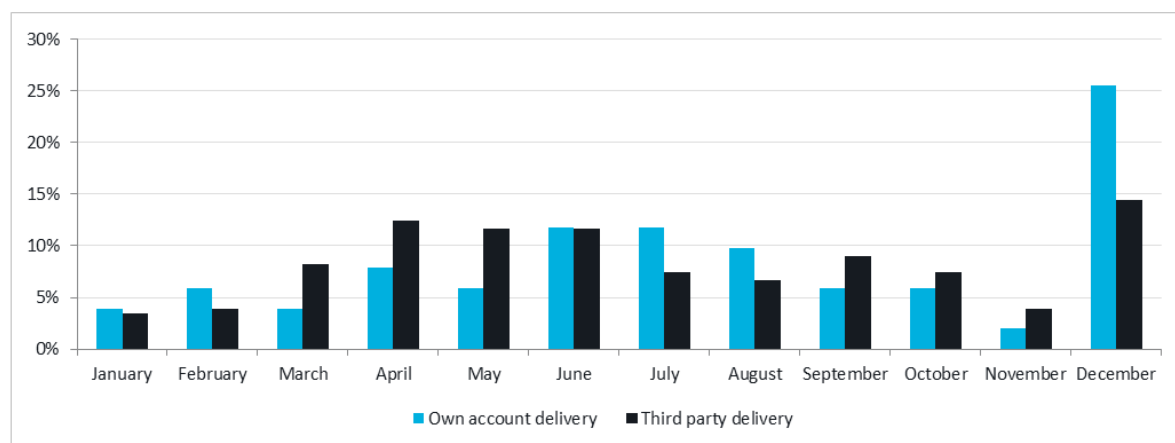
Only a small percentage of shops indicate there are peak periods in deliveries.

Peak periods are variable. They depend on the type of business, but peak months are April, May, June, July and December.

### Delivery frequency



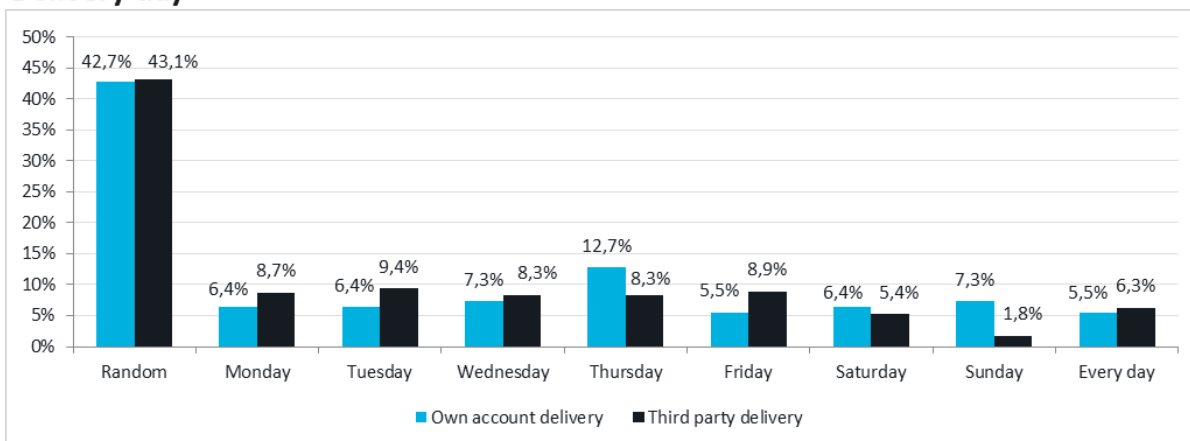
### Peak months



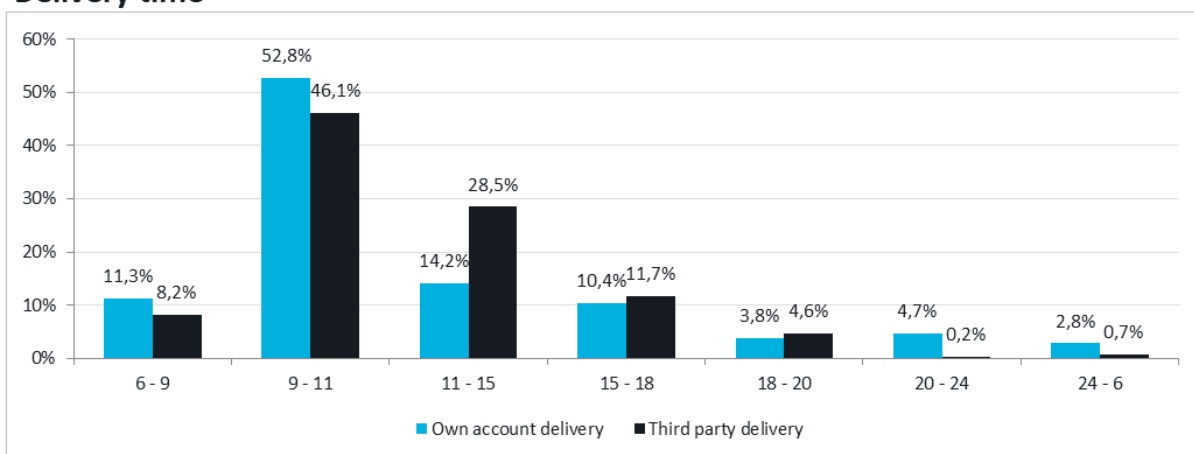
The delivery day usually varies.

50% of respondents receive goods between 9 am and 11 am; we understand this relates to the available access permits time windows.

## Delivery day



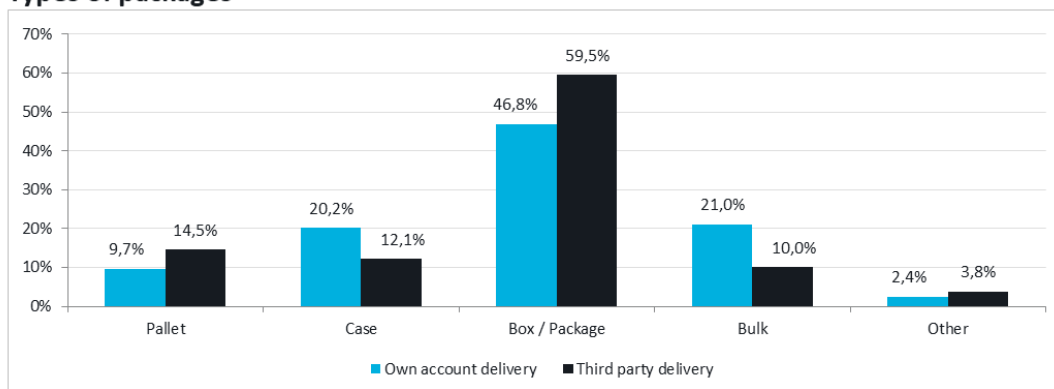
## Delivery time



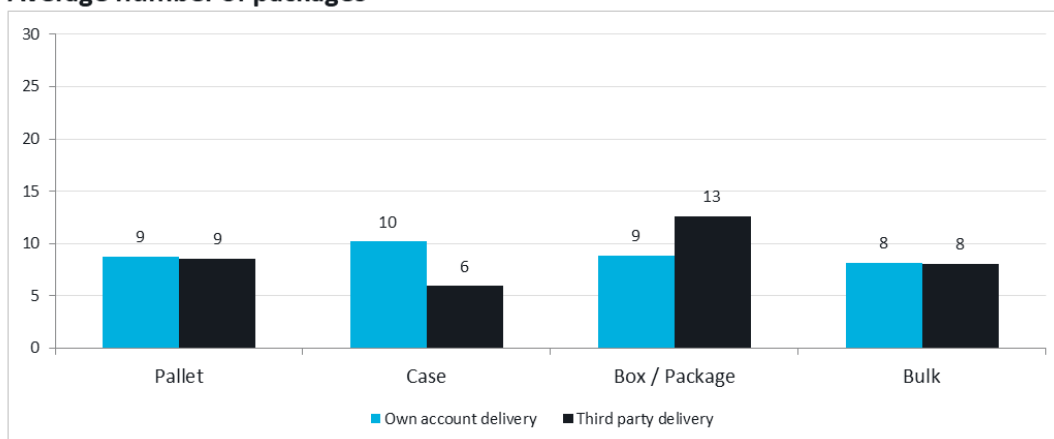
For both means of transport, the most common type of packaging is carton box (53%).

Interviewees stated that they receive on average 8-10 packages per delivery.

### Types of packages



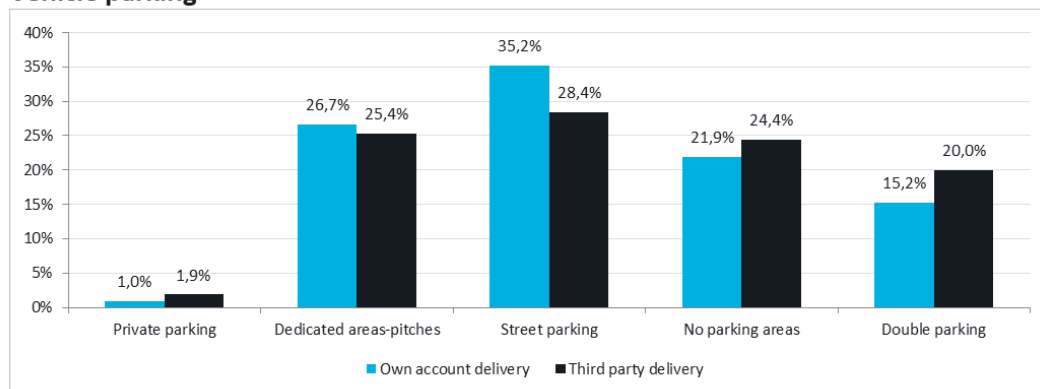
### Average number of packages



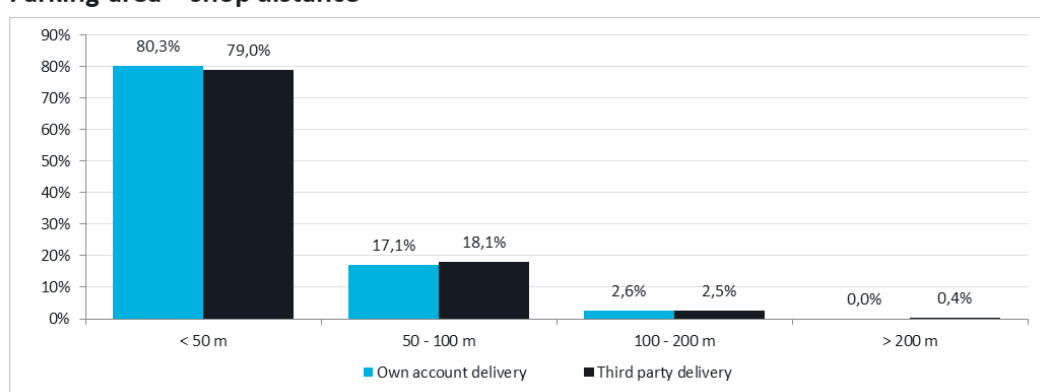
Vehicle usually park in dedicated loading-unloading areas or on-street.

Due to the lack of dedicated parking areas in proximity of the store, many vehicles load and unload in no-parking areas. Usually (80% of cases) vehicles are parked within 50 meters from the store.

### Vehicle parking



### Parking area – shop distance



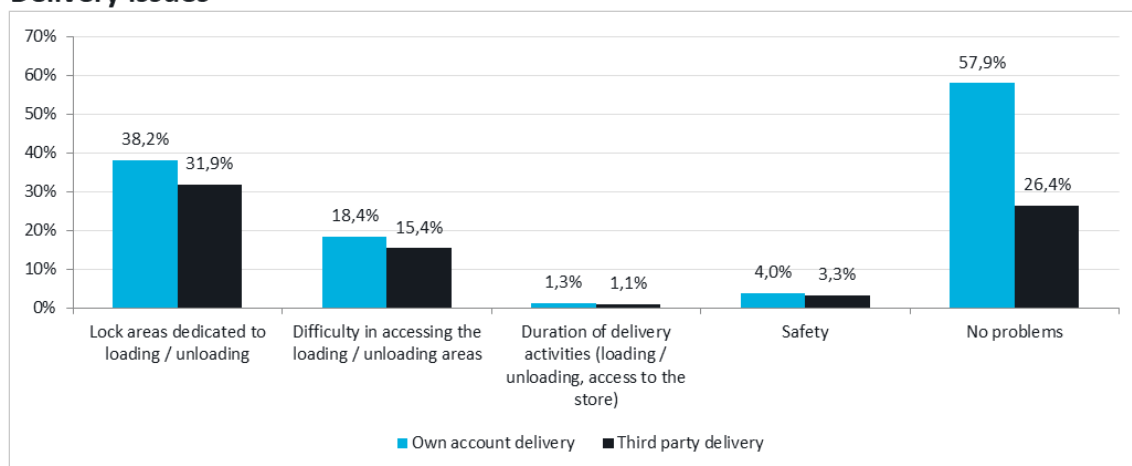
### Delivery issues

Main issues are the lack of loading/unloading areas and the difficulty to access the loading/unloading zones.

On average, 20% of respondents underlines other issues:

- Few dedicated areas, which are busy most of the times;
- The loading/unloading area distance from the shop;
- The increase of parking issues in the market day (Friday);
- Time slots of the city centre access permits;
- High costs.

## Delivery issues



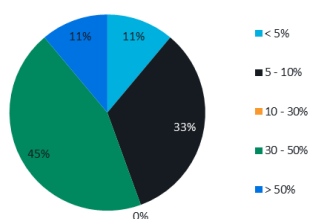
## E-commerce

Only the 3% of the businesses use an on-line platform to sell products.

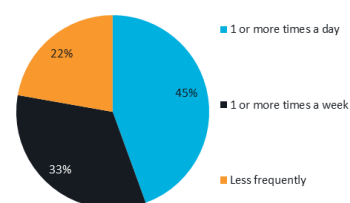
Companies on-line sales account over the 30% of turnover in the 56% of businesses using on-line platforms.

Products sold online are picked up at least one time a day and mostly between 9 am and 3 pm.

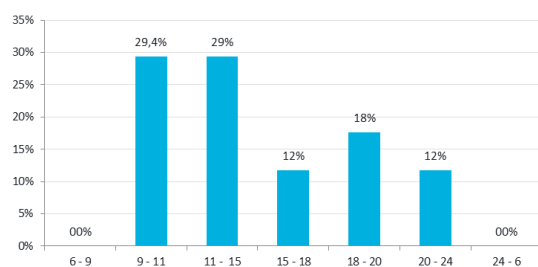
% of e-commerce turnover



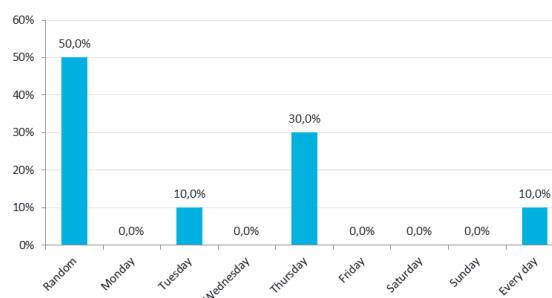
Pick-up frequency



Pick-up time

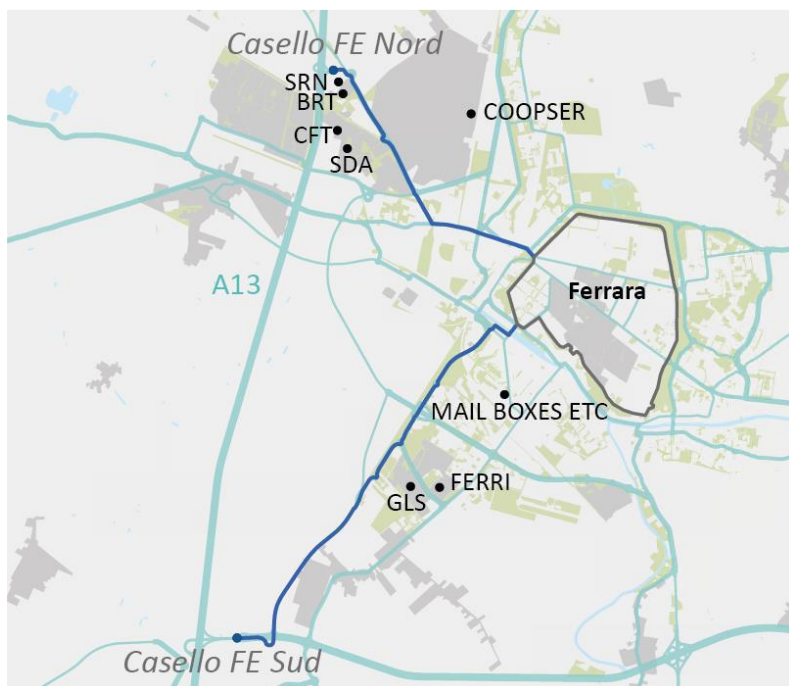


Pick-up day



## Logistic operators

Interviews were also organized with logistic operators active in the area (3) in order to better analyze the market supply already available and identify gaps and future development. The identification and location of the logistics platforms was a useful element in the evaluation of the "Consolidation areas" solutions.



### ITA Action Reports

The main objective concerns the future actions to be implemented by the City of Ferrara in relation with the urban freight distribution, moving towards and enhancing a new market opportunity for the enterprises working in the logistics sector. The last market analysis for this sector in Ferrara dates back to 2004, even if several incentives and policies have been addressed at it. Moreover, the public policies for the next years (as summarized by SUMP or other local plans) emphasize the role to be ascribed to an improved and more sustainable urban logistic offer both in terms of number of operators and type of services offered. For these reasons the effort to analyze and systematize the needs of the logistic operators already active in the area is listed among the project objectives.

The main project results will be shared with the local policy makers and presented to the representatives of the more relevant SMEs associations, the enterprises and local Chamber of Commerce.

The overall study provided a methodological analysis of the steps to be set up for enhancing local strategies aimed at strengthening enterprises working in the freight and logistic sector in order to:

- Increase the interest of logistic operators in investing in Ferrara area;
- Motivate the setting up of new services by the enterprises involved
- Stimulate synergies and cooperation among the operators already existing and active in the area;
- Attract new operators and steer new investment in the territory

The combined analysis of the 3 actions of the Ferrara SUMP with the needs of logistics operators and commercial enterprises / shops in the centre of Ferrara led to the following assessments about the 3 possible solution:

- logistics space in existing warehouse. The main benefits of this scenario concern the possibility of developing a new logistics market in Ferrara
- logistic space in exchanger parking with the use of electric vehicles. The main benefits of this scenario concern the possibility to have new consolidated areas out of the city center
- logistic space in exchanger parking with the use of cargo bikes. The main benefits of this scenario concern the better operation of cargo bikes compared to a motorized vehicle in specific urban areas (pedestrian areas and limited spaces) and the reduction of noise pollution.



## g The Pilot in the Region of Vzhonda Slovenja (SLO)

### Description of the SLO Pilot

#### Pilot development

The Market intelligence pilot development was building upon work done in previous steps of the process, namely the preliminary study of the SMEs' requirements (D3.2.2), preliminary market analysis (D3.2.3) and the supplementary document Innovation and Market Analysis at European, Regional and City Level, to develop and offer services that satisfy the requirements of local GSM markets and SMEs, on one hand, and are appropriate to be transferred successfully across local contexts

To develop the market intelligence pilot service E-zavod has been working with external experts on market intelligence for mobility, as well as providing internal expert support to SME's engaged.

#### How and why the specific actions were chosen?

The actions were defined via state of art of local market analysis that identified key innovation opportunities on the one hand and needs analysis of engaged SME's on the other. These steps were elaborated in-depth at individual meetings with companies. The services were also driven by data provided by the companies and the feed-back process that enabled the tool assessment and enhancement.

#### How and why the SMEs were identified and engaged?

SMEs have been identified and engaged as part of a series of events where Green Mind project and pilot services options were presented to participating companies. Furthermore, the engagement of companies took place via invitations sent out via email, open call published on E-zavod's website and via dissemination enabled by EDISON green mobility partnership cluster.

#### Timeline

The pilot services have been developed between March 2018 and November 2019.

#### A list of the actions that carried out during the service pilot

As part of market intelligence pilot the following activities have been undertaken:

- State of art analysis on GSM mobility with focus on e-mobility in Slovenia was produced
- Local SME's and municipalities were engaged via workshops and meetings to identify key challenges of e-mobility sector
- Data collection was conducted (directly from companies engaged and other relevant sources)
- Pilot intervention- Tool development comprising of the following:

Pilot 1 - Marketing strategy Tool:

1. A methodology with explanations for the preparation of the company marketing strategy
2. A tool for preparing a marketing strategy
3. A practical example of testing the use of a marketing strategy tool under point 2 (direct feedback based on using the tools on real case data and improving it based on company input)

Pilot 2 - Business Plan Tool:

1. Tool for preparing the financial analysis of the project (financial part of the business plan)

## 2. Tool for preparing the substantive part of the project (substantive part of the business plan)

The methodology and tool have been developed in local language and will be disseminated to target groups.

### SLO Action Reports

#### **Pilot testing #1: Innovative promotion of environmentally friendly modes of transport.**

In the first pilot case the focus was on supporting and monitoring the “innovative promotion of environmentally friendly modes of transport” approach tested by a consortium of Podravska region municipalities as part of exploring the potential of e-mobility as a service option.

The approach is aiming to bringing citizens closer to the new “models” of mobility, in particular shared mobility of electric vehicles (e-cars and e-bikes).

In this model an SME provides public engagement services on the shared mobility and e-mobility topic which is combined with e-mobility services testing options for potential future customers. This approach thus combines the citizens awareness raising activities on local green mobility options as well as enabling citizens real-life practical testing of e-mobility options and services in the local context which they could potentially use as customers in the future.

- **Sectoral focus and issues:** description of the specific industry addressed and short description of the (type of) companies involved; short description of the state of the art and of the issues the pilot addresses;

The sectorial focus is private passenger transport including promotion of and testing provision of e-mobility options to citizens as a service.

Currently in Slovenia there is an insignificant number of e-vehicles (e-cars) registered (just over 500 electric cars). In Slovenia the e-vehicle sales represent 1% of total car sales, while in Norway, the country leading in e-mobility in EU space this was at 31%. In order to start transitioning towards low carbon mobility, Slovenia will need to significantly increase the number of e-vehicles as well as other low carbon vehicles. The reasons for the relatively small size of the electric vehicle are different – lower economic standards compared to western countries (disposable household income in Slovenia nearly one third less than in Norway), lower environmental awareness, lower subsidies for e-vehicles (in comparison to Norway), reduced supply of Slovenian car dealers, inability to test electric vehicles and the lack of interest of most importers in promoting electric vehicles. Slovenia is witnessing a lack of promotion of the use of electric vehicles, despite the well promoted network with above-average coverage of e-charging stations.

The pilot service was aimed at identifying some of the obstacles to greater up-take of e-vehicles on a local/municipal level and developing a model for better penetration of e-mobility in general and e-mobility as a service through sector promotion in specific local contexts of Podravska municipalities.

- **Service description and results:** description of the pilot activities and of the main technical outcomes / results;

E-zavod provided support in designing the private-public local e-mobility promotion model for e-vehicles (cars, bikes) and has been closely monitoring its development.

The company involved in the testing phase of the approach is Implera Ltd. in collaboration with municipalities of Slovenjska Bistrica and Rače-Fram.

Implera Ltd. is involved in the project as the organizer and provider of an interactive workshops/ lectures on sustainable mobility and promotional events with electric vehicle testing. The investor of the electric car will be the Municipality of Slovenska Bistrica. The company is authorised to manage the e-vehicle and corresponding infrastructure for the purpose of raising awareness and promoting e-mobility service model to potential customers. The project also includes the Municipality of Rače - Fram, which will purchase 5 electric bicycles and establish a bicycle rental station - City Bikes system.

The model development and testing are serving as a test bed for producing input for green mobility marketing strategy tool, as part of Green Mind project, to help increase the customer base in the e-mobility sector. These will be addressed at relevant local municipal departments and policy makers; as well as presented to the representatives of relevant SME associations, and enterprises.

This innovative approach focuses on exploiting the opportunities linked to new market services (service promotion, mobility as a service business, and business related to increased uptake of e-mobility -retail, infrastructure, servicing)

- **Conclusions:** summary of outcomes.

The “Innovative promotion of environmentally friendly modes of transport” pilot is testing a promotion-based approach to increasing the uptake of e-mobility on a local level.

The services of supporting the private companies and local communities in preparing common project is an innovation model which focuses on “hands-on” promotion of e-mobility, especially in smaller local communities which prevail in Slovenia.

Based on lessons learned and participants feed-back, a guideline is being developed that will comprise of lessons learned and recommendations for deploying promotion-based model as part of marketing strategy to stimulate market opportunities linked to e-mobility increase (vehicle retail, servicing and infrastructure provision) and emergence of new market services (e.i. mobility as a service, green mobility promotion and citizen animation).

#### **Pilot testing #2: Business planning and business operations support for innovation enterprises**

As part of this pilot, a business plan focusing on e-mobility was developed for: an innovation start-up dealing with sales and rentals of e-scooters and e-motobikes; and a social enterprise that employs deprived target groups, which is considering the possibility of using e-vehicle for their company’s transportation needs.

Both companies are innovation bearing start-up businesses in Slovenia that have during Green Mind engagement activities shown interest and need for support to define business plans for their e-mobility transition and business growth.

The intention of this pilot service is to support SME's innovation and market presence by helping them to define concrete business plans that will enable these companies' access to investments and public funds (pilot #4) and as a consequence enable them to position themselves in the market as a new niche.

By engaging with innovation company Good Vibe, we have tested the business planning support model that will be integrated into a tool to provide support for companies in e-mobility sector in their business development.

By engaging with social enterprise ETRI we have tested the business operations planning support model, that can be integrated into the service provision model of business support organisations as transport operations planning support.

- **Sectoral focus and issues:** description of the specific industry addressed and short description of the (type of) companies involved; short description of the state of the art and of the issues the pilot addresses;

The sector in question is automotive e-mobility services, e-mobility lightweight vehicles retail and e-transport.

Good Vibe company is bringing lightweight e-vehicle (currently motorbike and scooters) to Slovenian market. Slovenian market on light e-vehicles is currently still under-developed in comparison to other EU countries and has a significant potential to grow. By providing business planning support and getting real case feed-back the business planning tool developed aims to strengthen the enterprises working in this sector and can provide healthy competition that also benefits the customers.

The social enterprise ETRI is trying to position themselves in the market as an innovation company in transport operations for their customers, by providing e-mobility services to their target groups. An investment analysis has been developed for the company. ETRI provided test bed opportunity for a real case testing of investment analysis and will be used to provide a guideline for SME's that are looking for opportunities to improve their business operations via transition to e-mobility.

Furthermore, the business plan methodology used to help the companies plan their innovative business, will be made public and can also be used in other sectors for supporting penetration of innovation services.

Innovative businesses often arise of ventures that carry good ideas and strong networking capacities; however, the hard market analysing and business planning capacities are often lagging behind. This limits their ability to access investment capital and position themselves as a relevant market player.

By providing technical support for business model planning with innovation company Good Vibe and ETRI, the model of business planning support for innovation SME's was tested and improved. As part of

the process challenges and opportunities were identified from lessons learned and incorporated into the business planning guideline that will be shared with relevant target groups such as SME support associations, enterprises and chambers of commerce.

- **Service description and results:** description of the pilot activities and of the main technical outcomes / results;

The services provided as part for this pilot were:

- Marketing analysis for the company Good Vibe working in the field of electromobility in Slovenia. For Good Vibe, the possibility to enter new markets/attracting new customers has been studied and presented within the analysis document. The possibility of obtaining subsidies for electric scooters has been studied from company and costumers' point of view.

The analysis includes: Marketing analysis and plan: vision and objectives of company, SWOT analysis, competitive advantages, buyers/supplier's analysis, key markets, marketing tools, budget for the marketing strategy.

- Development of the Business plan for the company.

The company wants to increase the sales of electric scooters and needs the bank loan to boost the sale (investment in buying electric scooters) and to provide the cash flow for the future. The business plan will help to achieve the entrepreneurial goals for the expansion of their business in the field of electromobility.

Content of the business plan: Part 1: industry sector, analysis (market, competition, customers), marketing plan and sales, business development, intellectual property and business law, management team and personnel plan, time schedule of the investment and critical risks.

- **Conclusions:** summary of outcomes.

The market analysis produced in the test-case scenario of Good Vibe and ETRI company will strengthen the enterprises working in this sector and can also help to provide healthy competition that benefits the customers.

Technical support for business model planning with innovation companies and lessons learned in the process provided the blue-print model of business planning and operations support for innovation SME's. The methodology was tested and improved and will be made publicly available for the benefit of other companies seeking support in this field of practice.



Figure 23: Photos taken during one of the workshops sessions





Figure 24: Organisations presenting their businesses and innovations in mobility



## h. The Pilot in the Region of Andalusia (ESP)

### Description of the ESP Pilot

#### Pilot development

To develop this service ASCC has been working with external experts on mobility (clusters, tractor companies, authorities) as far as with our associated members (SMEs mainly). For those actions designed as workshops with SMEs we have been working with external support having experience on Market intelligence in the areas of marketing, human resources and strategy.

#### How and why the specific actions were chosen?

The definition on the actions have been mainly based on the experience and nature of ASCC as a cluster. In one side it was chosen an activity of a high scope to provide SMEs with real innovative market demands in order them to have the opportunity to develop demanded solutions favouring their position in the mobility market. On the other side from the results on the previous activities of Green Mind Project and our day by day routine with SMEs it was chosen to develop some workshops to show SMEs how to use Market Intelligence to improve their business model considering also important some of them to receive a consultancy from those experts involved in the workshops.

#### How and why the SMEs were identified and engaged?

SMEs have been identified from previous participation in several events such as SMART CITY EXPO WORLD CONGRESS (November 2018, Barcelona), GREENCITIES (April 2018, Malaga; March 2019, Malaga) and TRANSFIERE (February 2019, Malaga). To engage SMEs it has been used direct mailing, dissemination on social media (Green Mind and ASCC Twitter Accounts) and through other clusters.

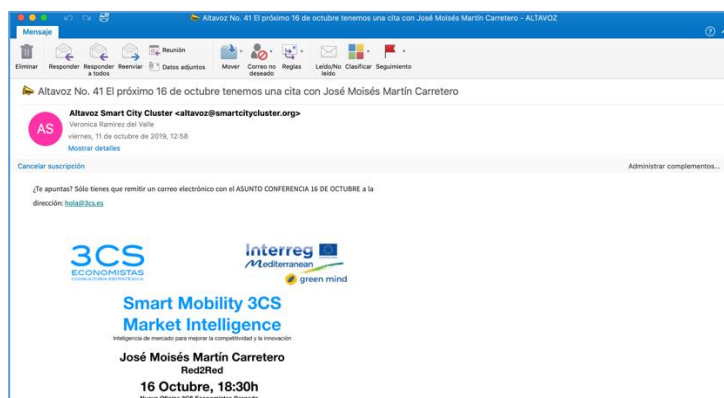


Figure 25: One of the emails sent to the SMEs

#### A list of engaged SMEs, the sector they operate in and a short description of their activities

SMEs	Sector	Short description
Mansel	E-mobility (electric recharging point / electric vehicle)	Installation of charging points for individuals

<b>QQBIKES</b>	E-mobility (electric vehicle)	Rent, Sale and Tours by Electric Bike, Electric Skate
<b>Proma, Proyectos Ingeniería Ambiental</b>	ICT for Urban sustainable mobility	vehicle fleet management, traffic control, energy saving, urban mobility,
<b>ByEvolution</b>	ICT for Urban sustainable mobility	Application of disruptive technologies such as blockchain, VR, AI  Cybersecurity systems for autonomous driving and Smart Grids.
<b>Revive 3.0.</b>	Urban mobility	Urban Mobility Planification
<b>Loop Tecnologia</b>	ICT for Urban sustainable mobility	Company specialized in the development of software and electronic equipment solely focused on the automotive sector.
<b>Navarros Hermano</b>	Sale of vehicles	sale of bicycles, motorcycles and spare parts for the car
<b>Torcal</b>	Driving Licenses	Professional teaching of driving licenses for all types of vehicles
<b>HispaMaroc</b>	ICT for Urban sustainable mobility	transport of complete or group loads and through the delivery of goods «door to door»
<b>PV Solar</b>	E-mobility (electric recharging point / electric vehicle)	Management systems and self-sustainable energy self-production, infrastructure for electroline stations with 0 CO2 emission
<b>Cable Energía</b>	E-mobility (electric recharging point / electric vehicle)	production, infrastructure for electroline stations
<b>Iertec</b>	Geographical Mobility Management; Car sensors	Development of a radar that allows the vehicle to have a perception of its surroundings

<b>Top Digital</b>	ICT for Urban sustainable mobility	Creation of real-time image recognition analysis models
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## Timeline

The pilot service has been developed between November 2018 and November 2019.

## A list of the actions that carried out during the service pilot

- A) SMART TRAIN SMART. Challenges on Future Mobility
- B) WORKSHOP Aplicando la inteligencia de mercado al marketing y los RRHH (Applying Intelligence Market to Applying market intelligence to marketing and Human resources)
- C) WORKSHOP SMART MOBILITY 3CS Inteligencia de Mercado para mejorar la innovación y la competitividad

## ESP Action Reports

### 1. SMART TRAIN SMART. Challenges on Future Mobility

#### Briefly present the action, the topic(s) covered and the participating SMEs

ASCC works under the aim of a cluster to increase competitiveness and innovation capacities on SMEs working on Smart Cities development. This increase implies an outstanding positioning in the market. ASCC has so to look for **new business opportunities in all the axis present in the Smart City such as Mobility**. At this point ASCC started to work with another cluster, **Railway Innovation HUB (RIH)**, a reference in Railway Innovation. RIH promotes railway technology and knowledge at international level being its members International and **National Tractor Big Companies on Transport Sector**. These Big Companies are those the one set the **Challenges on future rail mobility** but they do not have the capacity and agility the ones have the SMEs. So ASCC and RIH decided to start a collaborative initiative to join the forces of both clusters to create, develop and apply innovative solutions with the end of reaching a more sustainable and accessible rail mobility.

During several months both clusters have been working on:

#### Analysis of the Market needs and Political Framework at both National and European Level (December 2018 – April 2019)

To make this analysis several meetings have been organized with Staff on Innovative and R&D Departments from the most important companies on rail mobility (RENFE, ADIF, FERROVIAL, SIEMENS, FCC, INECO, ...). The main aim of these meetings was to identify the future challenges on rail mobility.

At the same time an internal analysis work was performed to know about the priorities set by both National Government (Plan de innovación para el transporte y las infraestructuras 2018-2020: [https://www.fomento.gob.es/recursos\\_mfom/paginabasica/recursos/plan\\_de\\_innovacion\\_20182020\\_1.pdf](https://www.fomento.gob.es/recursos_mfom/paginabasica/recursos/plan_de_innovacion_20182020_1.pdf) and European Commission (Transport 2050 roadmap: [https://europa.eu/rapid/press-release\\_IP-11-372\\_en.htm](https://europa.eu/rapid/press-release_IP-11-372_en.htm)).

INTERNAL RESULTING DOCUMENT: [https://andsc.eu/GREENMIND\\_PILOTS\\_INTERNALDOC](https://andsc.eu/GREENMIND_PILOTS_INTERNALDOC)

#### Collaborative workshops to discuss market's needs (January 2019 -May 2019)

Several workshops between managers of both clusters were organised to discuss on the results from the previous analysis. We also set a word methodology.

After these workshops within the ones there was a huge discussion on the market needs on sustainable, green and inclusive mobility as far as on the logistics side of the stations as the future on commodity transport, we identified a Market Need on the development of the future train/subway Station such as considering a station just like a Small Smart City. This Market Need was named SMART TRAIN SMART

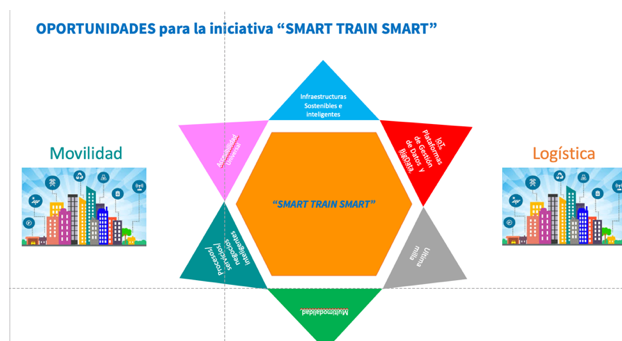


Figure 26: SMART TRAIN SMART

And some general objectives to achieve were also defined:

- Increase people and goods transport in trains, trams and subways
- Make transport linked to city more sustainable
- Use innovative mobility solutions
- Make visible advantages of subway, tram and train transport
- Solve barriers in the use of train, tram and subway in the environment of the cities

The market need identified as “SMART TRAIN SMART” is a really powerful challenge so it was necessary to define more approachable challenges. In this framework two challenges demanded by the market were defined as far as the working lines (projects to be developed):

### 1. DOOR TO DOOR INITIATIVE

- Intelligent intermodal Stations
- E-Ticketing systems
- Sustainable Load Pooling
- Railway box offices vehicles
- Adaptation on the legislation in the transport of last mile

### 2. INCLUSIVE ACCESIBILITY

- Perceived accessibility transfer systems
- Use of robots to transport luggage and parcels in people with reduced mobility
- Creation of intelligent avatars and guidance systems



Figure 27: Methodology of SMART TRAIN SMART

To define the working lines around the challenge INCLUSIVE ACCESIBILITY we worked with "The ONCE foundation", a Spanish foundation established in 1983 by ONCE (National Organization of Spanish blind people) to raise funds to provide services for the blind and people with serious visual impairment, the one provides professional training and employment, to eliminate architectural, urban and communication barriers and promote "Digital Solidarity", web-based services for people with any disabilities.

Once the market analysis was made it was decided to start working on the Initiative INCLUSIVE MOBILITY with the challenges: Creation of intelligent avatars and guidance; Use of robots to transport luggage and parcels in people with reduced mobility.

The next step goes directly to the Pilot Service B2B Meetings to sit together SMEs from both clusters with those Big Companies from RIH as the tractors of the rail mobility-rail, tram, subway- (offer) under the supervision of ONCE foundation (demand of the technology).

WORKING DOCUMENT: [https://andsc.eu/GREENMIND\\_PILOTS\\_DOC1](https://andsc.eu/GREENMIND_PILOTS_DOC1)

#### **Describe when and where the action was implemented (time frame, location)**

Working meetings/sessions between both clusters, ASCC and RIH, and with tractor companies as far as other target groups have been the main activity within these actions. So, meetings have been organised in several locations such as Madrid, Sevilla and Malaga to describe the real needs to start to work with the SMEs interested in the project (November 2018 – June 2019).



Figure 28: Photos taken during the working sessions

### **Describe the scope and objectives of the action regarding the project and the participating SMEs**

The main pilot objectives were to identify real Mobility Market needs on the Rail mobility area in order to develop products and services under a framework methodology on cooperation between SMEs as a tool for them to place in a better position in the market.

Rail mobility (train, tram and subway) was chosen since this is a sector, attending to National and European challenges the future of the transport, the one in Spain has a huge demand on mobility products and services.

### **Describe interconnections and interrelations between this action and other actions (if there are any)**

This action is directly related and interconnected with the actions held within the B2B meetings service since the information on real needs in the railway mobility area were the topic used for the B2B sessions in order to work under a collaborative model to design future market solutions.

## *2. WORKSHOP Aplicando la inteligencia de mercado al marketing y los RRHH (Applying Intelligence Market to Applying market intelligence to marketing and Human resources)*

### **Briefly present the action, the topic(s) covered and the participating SMEs**

ASCC works under the aim of a cluster to increase competitiveness and innovation capacities on SMEs working on Smart Cities development. This increase implies an outstanding positioning in the market. ASCC has so to provide SMEs tools to favour their market position. In the framework of Green Mind Project ASCC can work specifically on supporting mobility sector competitiveness. ASCC team is in direct contact with its associated members (90% SMEs working on Smart City development- energy, tourism, ICT, mobility, ...) in the different activities performed day by day. This fact provides us with ASCC information about SMEs needs. This information together with the one collected during the Workshop with SMES held in March 2019 and with the results on the Survey made within the project indicates most of SMEs do not use market intelligence to analyze market. Data also indicated that SMEs are familiar with social media but however they don't use these data with any specific objective beyond communication.



At this point together with the experience of external experts we realized that Mobility SMEs have to learn to use social data (familiar use) to improve their marketing strategies: “listen, analyse and report on social media data enables multiple company departments beyond marketing and communications to accelerate and inform business decisions”. So, **9th of October during the International Forum S-Moving in Malaga it has been organized a WORKSHOP on how to apply market intelligence to marketing and Human Resources.** The session will address the challenges and opportunities of the mobility market with special attention to AUTOMOTIVE sector in Malaga, providing information and tools that help entrepreneurs understand trends, analyze competition and generate value information that helps position their brand in the market. Four blocks will be addressed:

**1) Market Intelligence.** It is an initial block that will serve to put into context, define terms and address new opportunities to grow the company. How the company influences to efficiently manage the information and data that the industry throws and follow market trends to use them for the benefit of the brand, boosting its positioning and anticipating the competition. The information obtained from the competition implies investigating all available channels, as well as the consumers themselves. Know the structure of other companies, their websites and business strategy, as well as their products and prices. One of the most important processes when processing data is knowing how to interpret it. Normally, data are obtained from many sources of information, but must be studied and processes correctly. Knowing the market information correctly takes us to the second point: application of market intelligence to the marketing strategy.

**2) Market Intelligence in the marketing strategy.** Once the company really knows how the market works, it is important to evaluate the company's position in it and determine how to be positioned based on company's objectives: “ask ourselves if we really are competitive in the markets and how I can differentiate myself from the competition”. To do this, it will be explained how implementing a marketing strategy, offering valuable information to users and community loyalty.

**3) Employer Branding.** The employer branding is a marketing technique aimed at transmitting inside and outside the company the values and characteristics that define it as an employer and that allows it to differentiate itself from the competition, as well as obtain a competitive advantage when it comes to having the best professionals and at the same time improve the user experience. In an increasingly competitive world with a strong demand for qualified professionals, competition between companies for human value will be increasingly high. In this sense, companies do not only compete in working conditions. Professionals also value, and with increasing weight, the prestige of the brand, its positioning in the market with respect to other companies, as well as its values and the treatment of its employees.

**4) Keys and tools to improve brand positioning.** It will be analyzed the different social networks and what each of them can contribute in the development of the brand strategy, defining objectives and trying to segment audiences and messages. It will be addressed specific examples of good practices and taken references from the sector to understand and learn new techniques to improve the positioning of a brand in the market.

**Apart from the workshop , 5 Mobility SMEs participating in this activity (mainly AUTOMOTIVE Sector) have received a market intelligence consulting** to improve their marketing strategies to: Anticipate trends;



Analyze consumer insights; Develop well-targeted content strategies; Perform comprehensive competitor analysis; Penetrate new markets with influencer marketing and Increase sales with social data. SMEs will also learn in detail about the marketing technique “Employer Branding”. As a result of the consulting service each of the SMEs will get a documental report with the analysis of its position in the market and with recommendations to target and focus its market strategy.

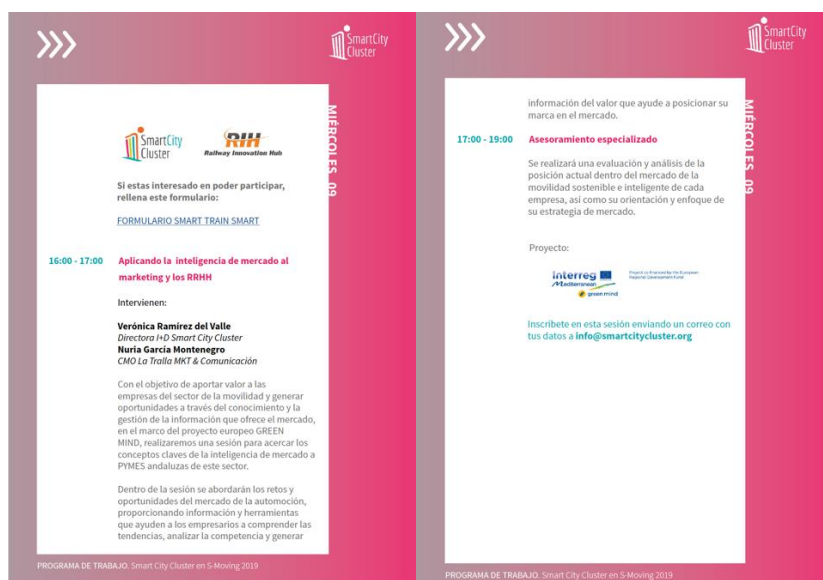


Figure 29: Program of the WORKSHOP



Figure 30: Photo taken during the workshop

**Describe when and where the action was implemented (time frame, location)**

The WORKSHOP was celebrated 9th of October 2019 during the International Forum S-Moving in Malaga. Consultancy services will be provided until November 2019 in the location of the SMEs (mainly Malaga).

**Describe the scope and objectives of the action regarding the project and the participating SMEs**

The main objective is to help to Andalusian companies to understand the benefits of market intelligence applying to marketing and human resources and to give them tools and techniques such as “Employer Branding” to start using benefits on market intelligence on their business.

The Green mind project aims to develop and strengthen SMEs' economic competitiveness. By focusing on one of the services of the project SMEs will learn how to use market intelligence on marketing and Human resources to improve their market position and so they will be more competitive in the socio-economical environment.



### 3. *WORKSHOP SMART MOBILITY 3CS Inteligencia de Mercado para mejorar la innovación y la competitividad*

**Briefly present the action, the topic(s) covered and the participating SMEs**

ASCC works under the aim of a cluster to increase competitiveness and innovation capacities on SMEs working on Smart Cities development. For the development of Smart Cities, Smart mobility is one of the major requirements dealing with providing intelligent transportation solutions using innovative and integrated technologies and solutions, which is environmental-friendly and promotes sustainable development. So, companies have to provide intelligent and innovative mobility solutions for the Smart Cities, solutions that promotes: environmental-friendly transport modes such as electric vehicles, shared transportation services, and on-demand smart mobility services; intelligent traffic management; etc.

In this framework within the Green Mind Project ASCC together with external experts have considered that to provide Smart Cities with Smart Mobility Solutions it is necessary SMEs to know about the Smart Mobility Market current state and future trends. So, the **16th of October in Granada it has been organized a Workshop on Smart Mobility with a Keynote talk with a renowned economist, Jose Moises Martin Carretero.**

Jose Moises has given a talk on the **Smart Mobility Market and Industry, its current state** along with competitive and comparative analysis of key players, demand for products, segmentation by type, applications and investment opportunities for interested people or companies. He also will cover important aspects such as market segmentation, regional market in Andalusia towards Smart Mobility, **innovation trends and disruptive forces in mobility**. He will try to show participants the future scenario for Smart Mobility when smart city residents and visitors will enjoy a wider range of affordable, multimodal, on-demand mobility options.

Together with this keynote there will be a session with 3CS Economist experts on how companies must link Market Intelligence and Strategic Planning. Most companies have a formal strategic planning process but don't necessarily use it to make the most of important decisions (according to a McKinsey survey).

Apart from the workshop, 5 Mobility SMEs participating in this activity will receive a consulting service on why and how Market Intelligence has to be integrated with corporate strategic planning processes.

#### **Describe when and where the action was implemented (time frame, location)**

16th of October in Granada it has been organized a Workshop on Smart Mobility with a Keynote talk with a renowned economist, Jose Moises Martin Carretero.

#### **Describe the scope and objectives of the action regarding the project and the participating SMEs**

SMEs developing mobility solutions can find their market niche on solutions to be provided to the Smart Cities (Smart Mobility). At this point the main objective is to give the SMEs information on the Smart Mobility Market current state as well as on the future trends/needs. This information coming from the analysis of the market made by experts will provide SMEs with real data to be used on their market strategy to get a better position on the mobility market.

The Green mind project aims to develop and strengthen SMEs' economic competitiveness. By focusing on one of the services of the project SMEs and looking at Smart Mobility as a market niche SMEs will have valuable information to know the Smart City market needs and so to develop innovative services and products demanding by the actual market as far as for the future one (trends).



Figure 31: Photos taken during the workshop

## 4. The Market Intelligence Pilot Comparison Table

The table that is presented here is a synopsis of the ways the partners chose to approach the service of market intelligence and the specific actions they chose to implement in order to satisfy the needs and requirements of their local Green and Smart Mobility markets. The analysis of the presented information is useful for both the development of the evaluation framework (A3.4) and for choosing the actions that will form Green Mind's transferable service model for SMEs (D3.4.4).

**Table 7 The Pilot Comparison Table for Market Intelligence**

	<b>Market Intelligence</b>	ASCC	SIPRO	e-ZAVOD	CERTH	SERDA	AFT	SDC	IDA
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						✓		

## 5. References

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