D.3.4.1 MARKET INTELLIGENCE SERVICE EVALUATION REPORT

Work Package 3

Evaluation   **January 2020**

Contents

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 Hravtska, 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 center 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, analyses 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 3.4.1

This deliverable focuses on presenting, analyzing and discussing the outputs of *Market Intelligence service evaluation report* in all partner countries. The scope of D3.4.1 is to present the Green Mind

Evaluation Framework, as well as its application for the evaluation of the overall pilots the market intelligence pilots across the participating countries. The aforesaid evaluation happens in three stages (1) the internal evaluation using the internal questionnaire as the artefact of measurement; (2) the external evaluation using the external questionnaire; and (3) the comparison of the internal and external evaluations to produce conclusions and suggestions.

This document is a living-document, in the sense that always, its latest version presents the evaluation of the pilot to the point that pilot and its actions have already happened. As long as additional actions are planned and implemented, this document is updated accordingly.

D3.4.1 draws input from the pilot implementation deliverables (3.3.1 – 3.3.4) and the aforesaid questionnaires. It provides input to SMEs benefits ongoing evaluation (D1.6.4), as well as to the local pilots and contexts and, more importantly, to the development of the transferable model (D3.4.4 Transferable service model for SMEs services in the green & smart mobility industry).

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 evaluation of all pilot related activities in each Green-mind region
- Stakeholders, and more specifically the SMEs: as a guide through-out the evaluation of the local pilots

f. Document structure

After the introductory part, the common initial pilot actions are described in detail in section 2. Then, in section 3, the locally specified 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. The Evaluation Methodology

The Green Mind Evaluation Framework is a tool that is developed explicitly for the optimal evaluation of the pilots and all pilot activities that have been implemented in each Green Mind regional context.

The Green Mind Evaluation Framework consists of three stages. The first two stages refer to the internal and external evaluation of pilot processes with the use of common metrics. The metrics are derived from the Pilot Comparison Tables that have been developed during pilot testing (presented in deliverables D3.3.1-3.3.4) and are used to develop two questionnaires that measure:
(1) pilot satisfaction internally and
(2) pilot satisfaction externally

The third stage regards the comparison of the results of the former two for extracting useful conclusions and suggestions for the local pilots and the transnational service model.

In more detail, the three stages facilitate the following functions:

(A) Internal Evaluation
- Each partner evaluates their local pilot on a basis of an agreed internal evaluation questionnaire with locally specified parts.
- The evaluation happens for all three services and the pilot.
- Each partner produces a report using the questionnaire results.

(B) External Evaluation
- The participating SMEs evaluate the local pilots using the external evaluation questionnaire with locally specified parts.
- The evaluation happens for all three services and the pilot and along two processes.
- Each partner produces a report using the questionnaire results.

(C) Comparison of 1 &2 – Conclusions – Suggestions
- Local pilot results, internal and external, are compared.
- Useful findings and conclusions are drawn for the success/failure of different events, services and the pilot as a whole.
- Suggestions and changes are developed for the local pilot.
- The updated local services are used as the basis for the development of the transnational service model.

In the following figure (Figure 1), the flowchart of the Green and Smart Evaluation Framework is presented step-by-step. Each step of the evaluation process corresponds to a previous action within Green Mind, developing, this way, a logical sequence from pilot testing to pilot evaluation. Initially, the local pilots are studied individually and their actions are recorded (D3.3.1-D3.3.4). The outcome of this process leads to the creation of the Pilot Comparison Tables for each project service (market intelligence, public funding screening and B2B matching) – (D3.3.1-D3.3.4). The Pilot Comparison Tables are analyzed and common metrics are produced (D1.6.4). The metrics set the basics for the

development of the measurement artefacts; the two questionnaires (D3.4.1-3.4.3). The questionnaires are used to evaluate all pilots internally and externally (evaluation of pilot as a whole and market intelligence pilot – D3.4.1, public funding monitoring – D3.4.2, and B2B matching – D3.4.3) so as to produce conclusions for suggestions that amend the pilots and analysis that leads to the development of the transferable service model (D3.4.4).
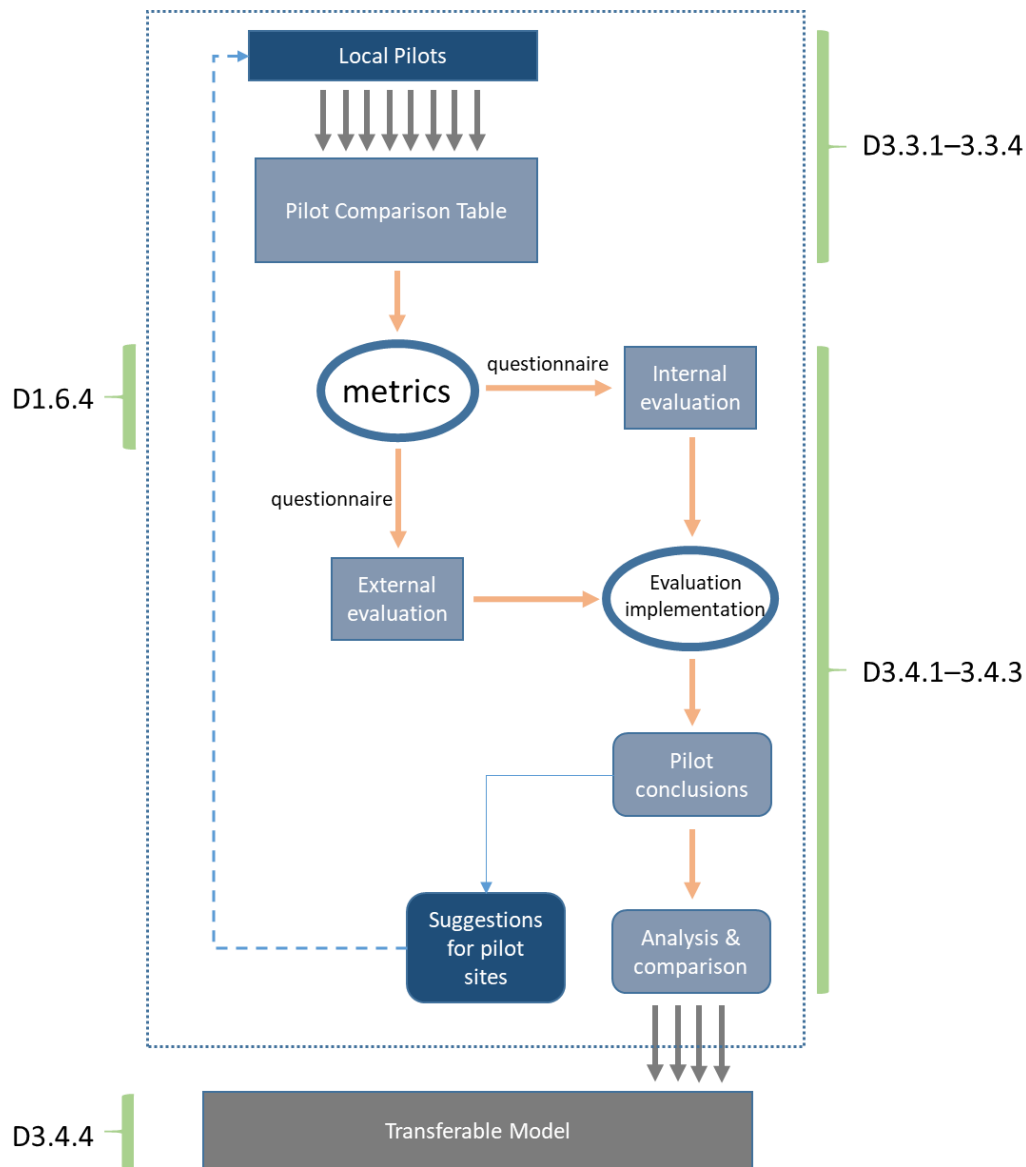

Figure 1: The flowchart of the Green Mind Evaluation Framework

In D3.4.1 the evaluation framework is applied for the evaluation of the pilots as wholes and for the evaluation of the market intelligence pilots across the participating countries. Deliverables 3.4.2 and 3.4.3 reflect the evaluation of the public funding screening and B2B matching pilots, respectively.

3. Overall & Market Intelligence Pilot Evaluation

a. BiH Overall and Market Intelligence Pilot Analysis

Overall Pilot Evaluation

1. Internal Evaluation Results

Internal team of SERDA which worked on Green Mind project evaluated the overall Green Mind project, offered pilot services and actions across the Bosnia and Herzegovina, communication and shared knowledge throughout the pilot testing and timeframe.

Project satisfaction factors were evaluated based on Likert scale (1-5) as shown in following graph:
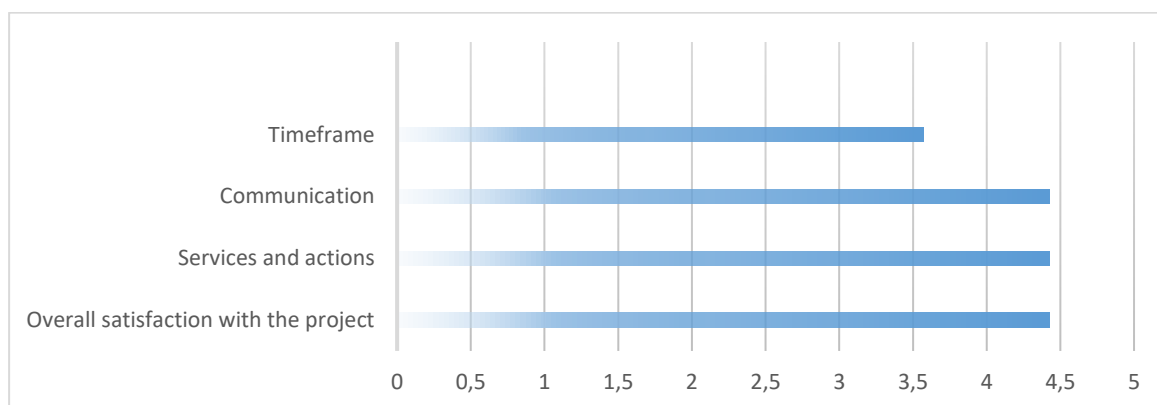
Problems that SERDA has encountered during the project implementation were mostly connected with meeting the deadlines pointing out that time frame was too tight. For future planning, this information could influence the quality of provided services and activities towards engaged SMEs as more detailed approach and better quality of services could be provided.

2. External Evaluation Results

Engaged SMEs evaluated satisfaction with Green Mind project based on provided questionnaire where open questions were asked and a psychometric Likert scale (1-5) was used. Results are shown in the graph:
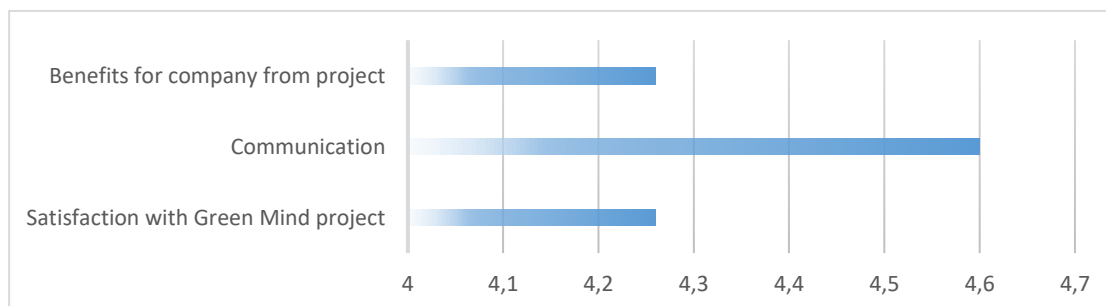
Benefits that engaged SMEs from Bosnia and Herzegovina gained through project are:

- *Gained insight in tools such as UP2 Europe*
- *Learned models of assessment*
- *Knowledge about technology Readiness Level and Manufacturing Readiness Level*
- *Support in funding opportunities*
- *Acquaintance with technologies and market research opportunities in the green and clean technologies segment*
- *Useful meetings and contacts at national and regional level*

3. Discussion and Suggestions

SMEs through questionnaire pointed out that the tools were very helpful and would like to get involved in more similar projects since they enable SMEs to achieve bigger goals in terms of environmental protection. As well, SMEs would like to be continuously reported with the progress and development of green and clean technologies.

Market Intelligence Pilot Evaluation

1. Internal Evaluation Results

SERDA engaged 4 SMEs in Market intelligence testing pilot using different tools and methods for market analysis and provided several actions towards engaged SMEs. Quantitative frame has been given in following table:

Engaged SMEs in Market Intelligence actions	4
Used tools and methods for market analysis	11
Provided market intelligence actions to SMEs	4

In order to identify MI needs in the area, SERDA used different methods such as on-desk research, questionnaire, SWOT analysis and MI excel tools.

Effectiveness of the used methods is rated as follows (Likert scale):
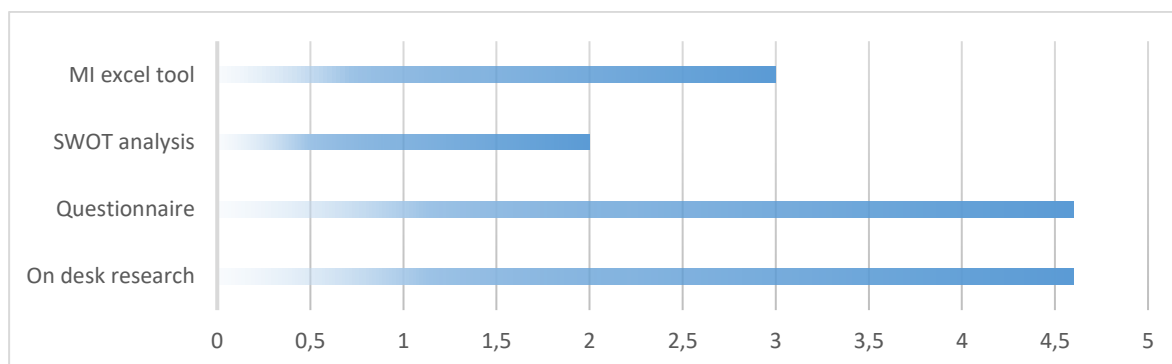
Provided market intelligence actions towards SMEs included

- *Active collaboration with local innovation and GSM initiatives,*
- *Web portal with live news feed (platform, newsletter, etc.),*
- *Workshop on market intelligence tools and methodologies*
- *Tailor-made documentation*

Satisfaction of provided actions towards engaged SMEs is rated using Likert scale in following chart:
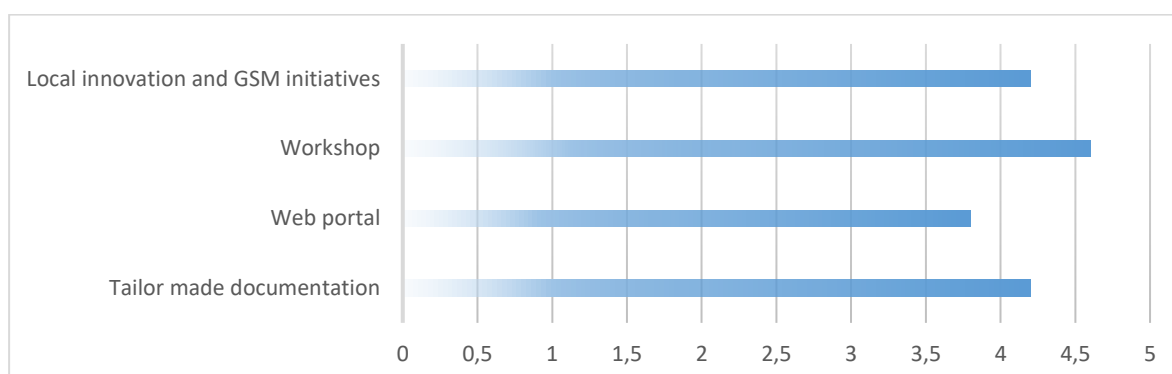
2. External Evaluation Results

Engaged SMEs evaluated Market Intelligence pilot overall satisfaction with the highest evaluation rating mark (5). Actions and outcomes from the Market Intelligence pilot were rated as follows:

11
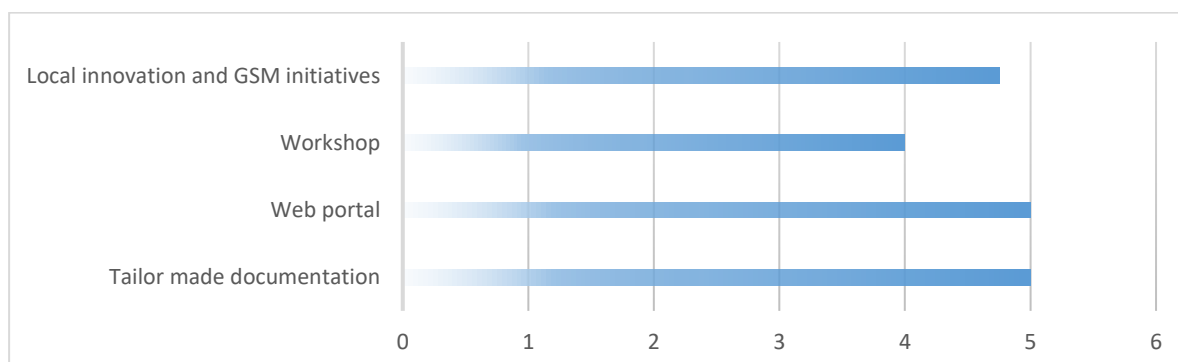
3. Discussion and Suggestions

SMEs pointed out that the communication with other SMEs and testing in a particular environment were lacking however the provided tools and outcomes were very useful especially when used online. Also, despite the fact that the concept is promising, SMEs would like to get larger database of external information within green and smart mobility industry as the existing one is poor.

b. CRO (IDA) Overall and Market Intelligence Pilot Analysis

Overall Pilot Evaluation

4. *Internal Evaluation Results*

IDA evaluated the overall Green Mind project, offered pilot services and actions across the Istria County in Croatia, communication and shared knowledge throughout the pilot testing and timeframe. Project satisfaction factors were evaluated based on Likert scale (1-5) as shown in following graph:
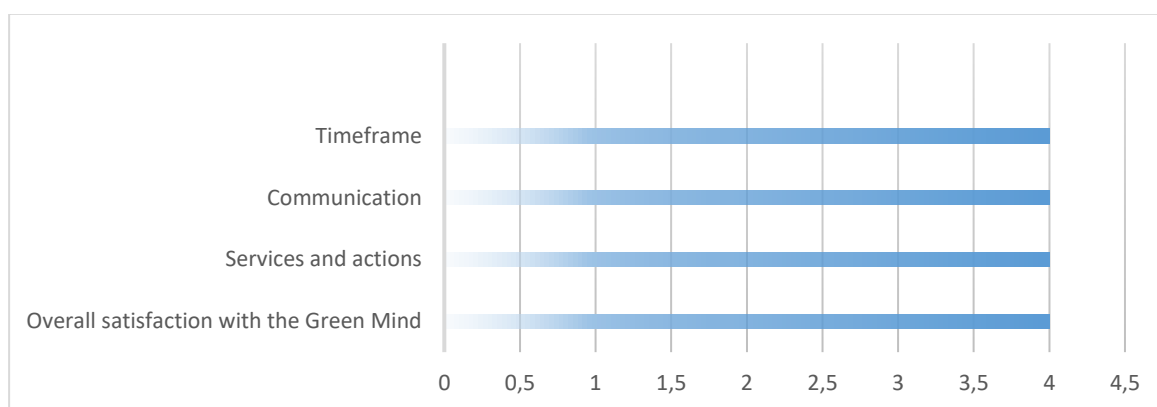
Average mark for the Green Mind project is 4. Problems that IDA pointed out were related with pilots, not having unified actions for all partners and clear instructions which actions should be implemented or not. Everything else was clear so the overall satisfaction with project is very good.

5. *External Evaluation Results*

Engaged SMEs evaluated satisfaction with Green Mind project a follows:
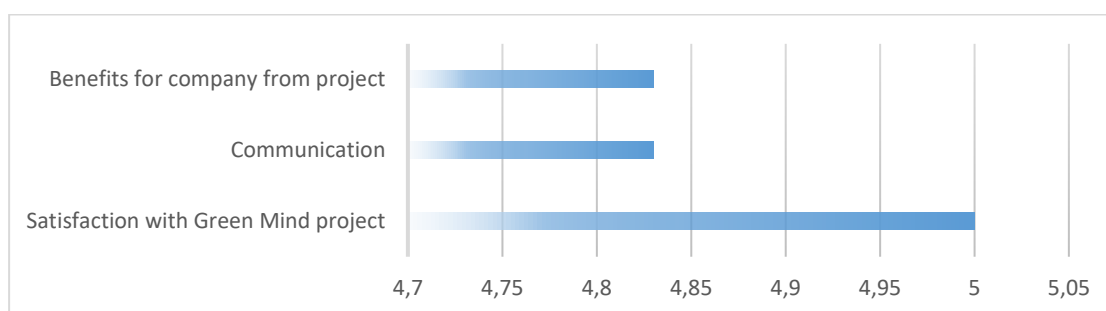
Benefits that engaged SMEs from Istria County gained through project are:

- *New cooperation opportunities*
- *Shared ideas with other SMEs*
- *Cooperation with other SMEs for future HORIZON 2020 project*

- *Support in funding opportunities*
- *Useful meetings and contacts at national and regional level*

6. Discussion and Suggestions

Involved SMEs pointed out that the experience gained through Green Mind project was very useful as new cooperation's were made for future projects and interesting ideas were shared. In the same time public funding pilot helped them to understand more EU funding application process in the country.

Market Intelligence Pilot Evaluation

4. Internal Evaluation Results

IDA engaged 6 SMEs in Market intelligence testing pilot using different tools and methods for market analysis and provided several actions towards engaged SMEs. Quantitative frame has been given in following table:

Engaged SMEs in Market Intelligence actions	6
Used tools and methods for market analysis	4
Provided market intelligence actions to SMEs	4

In order to identify MI needs in the area, IDA used different methods such as questionnaires, online research, benchmarking analysis, PEST analysis of environment and SWOT analysis.

Effectiveness of the used methods is rated as follows (Likert scale):
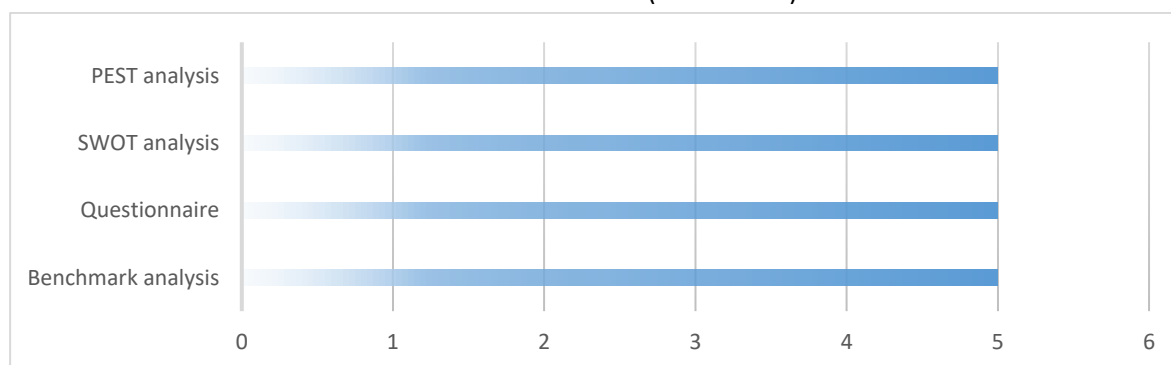
Provided market intelligence actions towards SMEs included

- *PEST analysis as market analysis for future strategies*
- *Tailor made SWOT analysis as basis for future planning*
- *Tailor made benchmarking analysis on Marketing*
- *Tailor-made documentation (Guidance on use of social media, Iot personalized list)*

Satisfaction of provided actions towards engaged SMEs is rated using Likert scale in following chart:
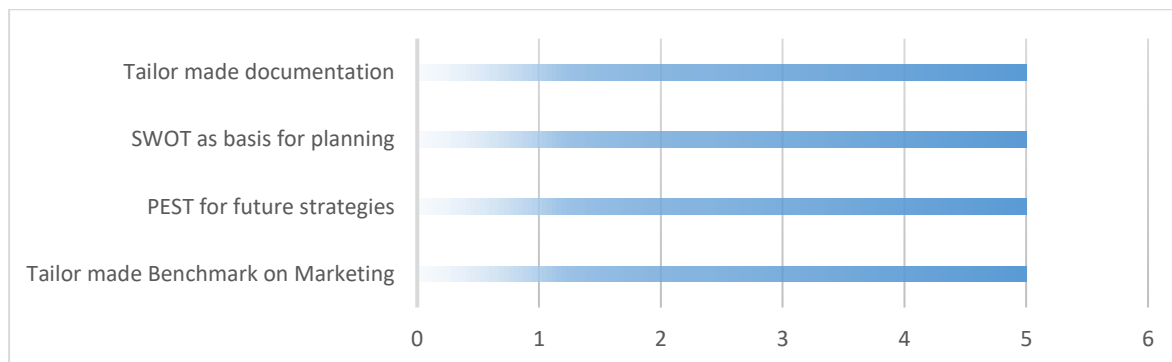
5. External Evaluation Results

Engaged SMEs evaluated Market Intelligence pilot actions and outcomes as follows:
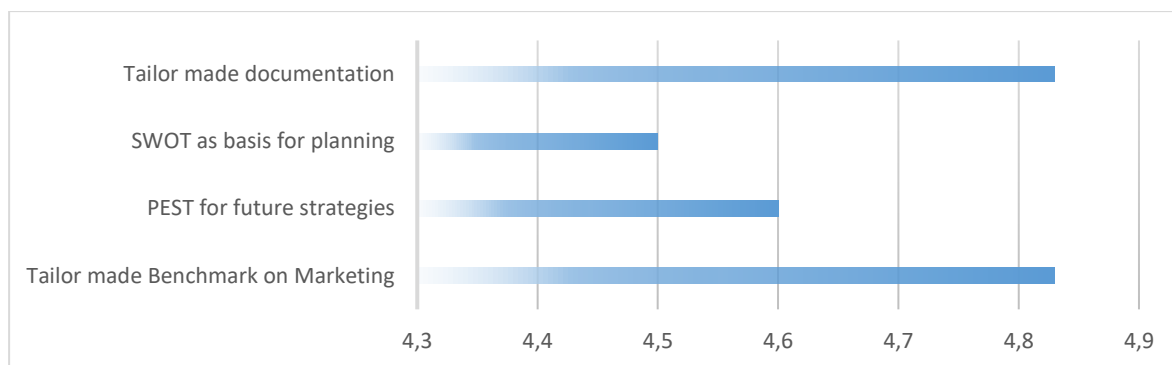
6. Discussion and Suggestions

SMEs pointed out that the provided actions and outcomes will serve for creation of new products and for positioning the same on the market (Benchmark and SWOT). Tailor made documentation in combination with benchmark analysis was useful to detect where they stand on social media when it comes to marketing actions and where should focus go on future planning of marketing activities.

c. CRO (SDC) Overall and Market Intelligence Pilot Analysis

Overall Pilot Evaluation

1. Internal Evaluation Results

SDC evaluated the overall Green Mind project, offered pilot services and actions across the County of Split and Dalmatia in Croatia, communication and shared knowledge throughout the pilot testing and timeframe.

Project satisfaction factors were evaluated based on Likert scale (1-5) as shown in following graph:
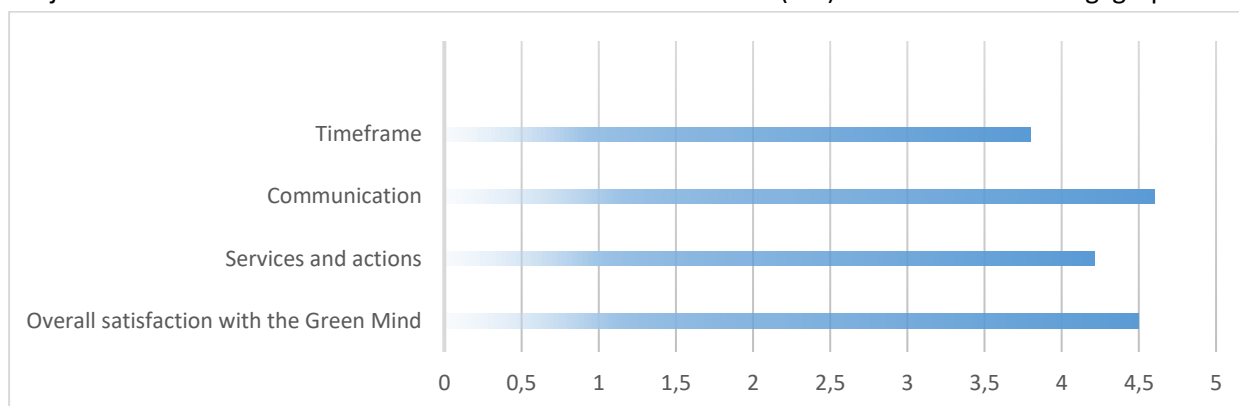
The problem from SDC is the insufficient legal framework in which this sector is defined, the small number of interested companies to work in such projects and the lack of awareness of the opportunities offered by such projects.

2. External Evaluation Results

Th Engaged SMEs evaluated satisfaction with Green Mind project a follows:
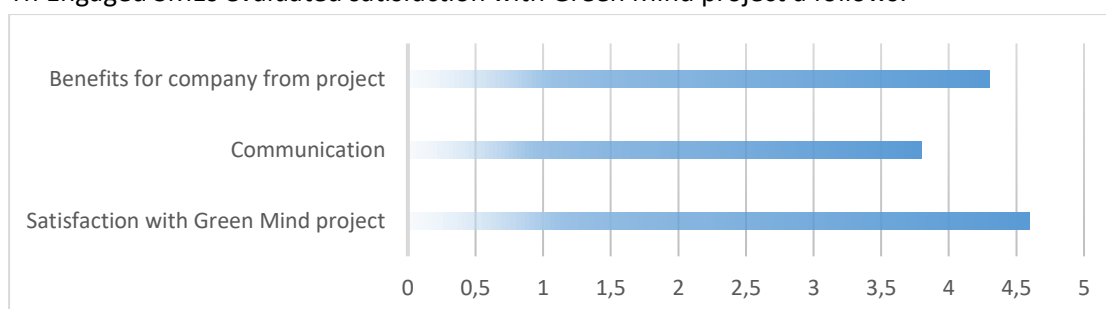
Benefits that engaged SMEs from SDC expressed were gained through project are:

- **Support in funding opportunities**
- **Useful meetings and contacts at national and regional level**
- **Networking opportunities**
- **Improvement of B2B matching approaches**
- **New cooperation opportunities**

3. Discussion and Suggestions

The SMEs involved in the project are very pleased because they are aware that their regional administration wants to help them establish a model of assistance that will aim to better interconnect and create new added value in this sector.

Market Intelligence Pilot Evaluation

1. Internal Evaluation Results

SDC engaged 7 SMEs in Market intelligence testing pilot using different tools and methods for market analysis and provided several actions towards engaged SMEs. Quantitative frame has been given in following table:

Engaged SMEs in Market Intelligence actions	**7**
Used tools and methods for market analysis	4
Provided market intelligence actions to SMEs	7

Split Dalmatia County together with SMEs and Platforma 22 d.o.o. developed a set of useful tools aiming at market intelligence (market analysis) in order to strengthen competitiveness and business competences of local SMEs in smart and green mobility.

Effectiveness of the used methods is rated as follows (Likert scale):
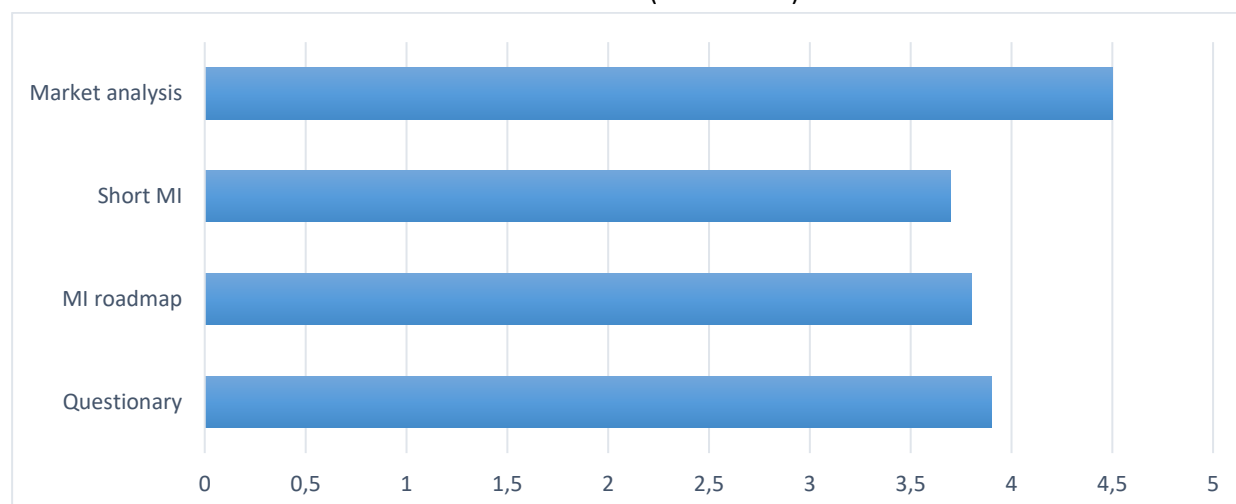
Provided market intelligence actions towards SMEs included
1. Market analysis of each company to define their market position using market intelligence techniques and tools
2. Short Market Intelligence report for every company
3. Developing Market intelligence roadmap, document which will provide information's about all available tools for market intelligence and instructions how to use it - This document will be publicly available on SDC web pages

4. A list of contacts (links, institutions, web sites, academia, agencies, consultants) who are providing market intelligence support- This document will be publicly available on SDC web pages

Satisfaction of provided actions towards engaged SMEs is rated using Likert scale in following chart:
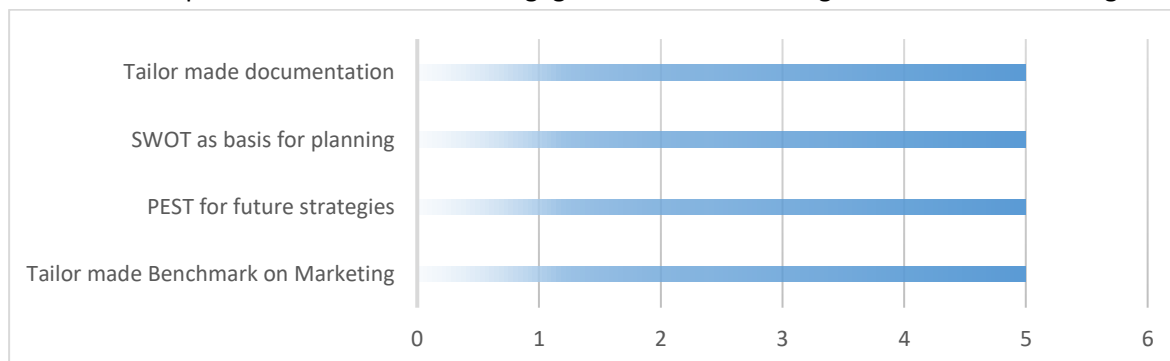
2. External Evaluation Results

Engaged SMEs evaluated Market Intelligence pilot actions and outcomes as follows:
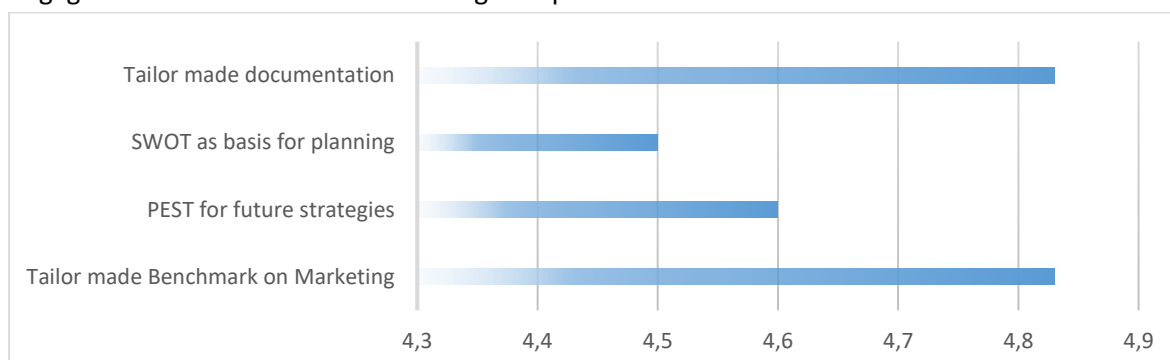
3. Discussion and Suggestions

This intervention offers an innovative approach as it focuses on the opportunities linked with the tools developed as a part of new market intelligence services, especially developed to answer the special needs of the interviewed companies in Split Dalmatia County. In the future maybe to include more small individual actions in MI support (mentoring, advisory, etc.) in one-on-one mode for innovative SMEs.

d.   FR B2B International Fairs Pilot Analysis

B2B Matching Pilot Evaluation

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. In this project, the organisation of the three pilot services made them closely linked one to each other.
One part of the companies engaged in the B2B matching pilot service was the six SMEs engaged in the Market Intelligence pilot service with whom AFT and the external consultants had identified relevant innovative projects. The other SMEs were mainly solutions providers and had been selected based on the MI pilot results in order to respond to the needs of the SMEs from the T&L sector and provide their solutions to them for GSM projects.

In addition to this, 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. 2 SMEs reacted to this public call and joined the Green mind pilot services testing at the moment of the B2B matching

1. Internal Evaluation Results

The AFT team strongly agrees that the pilot format matched the identified local needs for B2B Matching and is satisfied with the effectiveness of the matching actions that were offered in the Occitanie region.

Weaknesses:
As for the MI and PF pilot services, the main problem of this pilot action was the lack of availability of the SMEs for the different project actions. Several of the SMEs engaged in the MI pilot service quit after the first step and told us to be frustrated during the evaluation interviews due to a restricted benefit for the company.

Strengths:
Thanks to the strong link between the three pilot services (the B2B matching pilot service actions built up on the MI pilot service results and served as the preparation of the public funding screening pilot service), the proposed B2B matchings were targeted to the real needs and interests of the SMEs. This progressive approach enabled us to put into place useful business contacts that will sustain even after the end of the supporting actions of the Green mind project.

2. External Evaluation Results

First, it is important to acknowledge the companies that accompanied us throughout the Green mind project. Indeed, there were 25 companies that decided to engage and participate during part or the entirety of the programme. However, 11 answered fully our external evaluation, making it a 44% representation overall. Out of the 11 companies, 8 were part of the Market Intelligence pilot. You will

find below the list of companies that answered our survey by phone (conducted by members of the AFT) and their main activity.

	B2B	
MarkoPilot	x	Applications for driver trainings on the job (improvement of behaviour) and for sourcing candidates for T&L companies
Synox / Automotech	x	IoT solutions provider
SAFRA	x	Manufacturer hydrogen buses
ZE COMBI	x	Manufacturer of containers & vehicles for urban deliveries
COBRANE	x	Manufacturer of vehicles for urban deliveries
Applicolis	x	Online platform to match transporters with retailers
TRANSPORTS SALVA		Road freight transport
MAMTA Transports	x	Road freight transport
LEA LOGISTIQUE		Road freight transport
RUIZ et Fils Transports		Road freight transport
SEV Service Ecusson Vert	x	Urban logistics in Montpellier

x	Participated to two services
x	Participated to three services

NB: All questions were rated on the Likert scale, which is a rating scale evaluating the level of disagreement (towards 1) to agreement (towards 5).

We start this third external evaluation with the question of fulfilling the B2B matching needs of the respondents. Half of the respondents felt that it was the case "to a great extent", 38% that it could "somewhat" fill their needs, and 12% that it was "not at all" the case. The last twelve percent are only represented by MarkoPilot, the company that deplored the fact that there were

HAVE THE GREEN MIND PILOT MATCHED YOUR NEEDS FOR B2B MATCHING?

SEV Service Ecusson Vert	5
RUIZ et Fils Transports	5
Applicolis	5
COBRANE	5
ZE COMBI	4
SAFRA	4
Synox / Automotech	4
MarkoPilot	1

"no companies from the T&L sector & that is our main target". Hence, we can safely say that this pilot service was a huge hit within the companies, except for MarkoPilot and due to its special target.
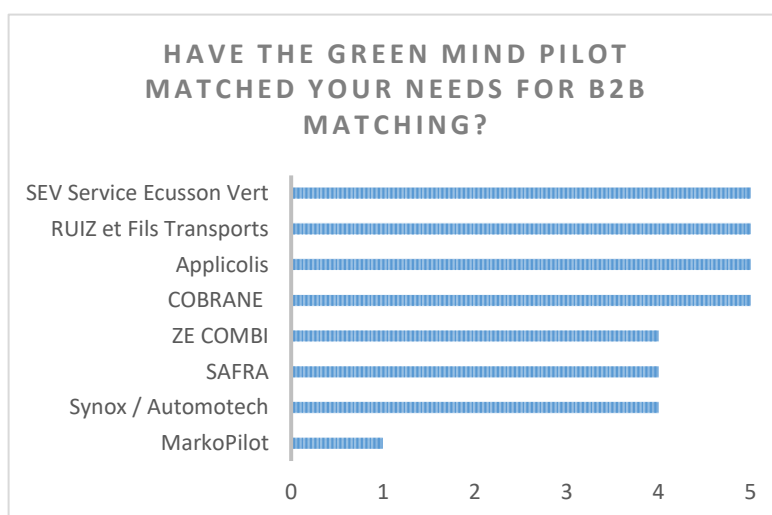
The question on the usefulness of their participation in the actions of the B2B service pilot follows the same pattern as we are measuring the quality of the outcome another time. 63% of the respondents are "satisfied", 12% "moderately satisfied", an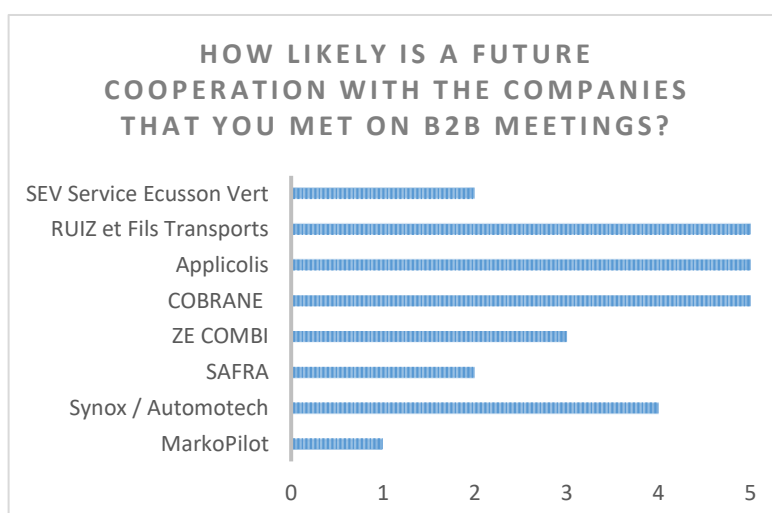d the last 12% "very dissatisfied". With no surprise we find MarkoPilot with the lowest score, as they could not find clients in their target field. The "moderately satisfied" respondent is Synox / Automotech, that would have wished for the "creation of a directory" to have a greater impact.

HOW USEFUL WAS YOUR PARTICIPATION IN THE FOLLOWING B2B ACTIONS?

Company	Value
SEV Service Ecusson Vert	5
RUIZ et Fils Transports	5
Applicolis	5
COBRANE	5
ZE COMBI	5
SAFRA	4
Synox / Automotech	3
MarkoPilot	1
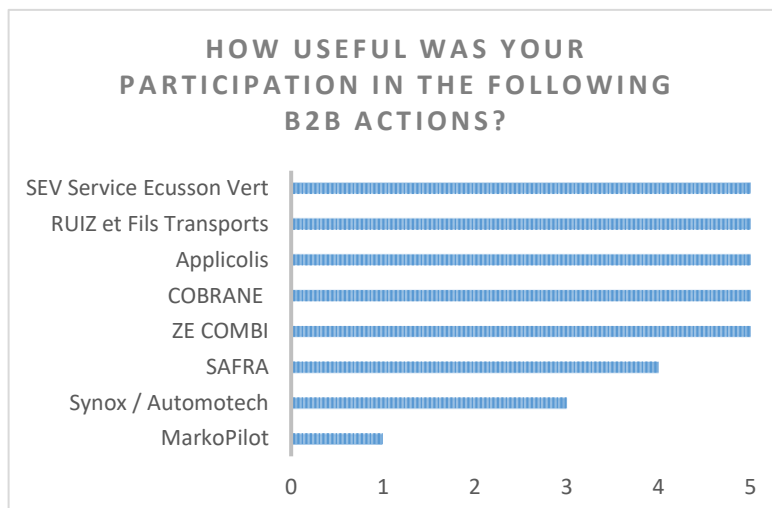
For the last question that will be discussed in this external evaluation report, the possibility of a future cooperation with companies met within the B2B matching pilot service yields different answers. 38% said that a cooperation would be likely on "to a great extent", 12% found it "somewhat" possible, 12% were "unsure", 24% answered there would be "very little" chance, and the last 12% felt that it was "not at all" the case. The latter was MarkoPilot, which fits with its reason. Ruiz et Fils Tansports, Applicolis and Cobrane gave the highest notes as they could "extend their regional network" or have a "meeting with Applicolis next week" for Cobrane. Ze Combi answered "unsure" as they were "not contacted afterwards" and deplored "individual interests of companies get ahead". SAFRA and SEV Service Ecusson Vert felt that the chance was quite small as they already knew the company introduced. Their greatest experience on the subject made them a step ahead of others.

HOW LIKELY IS A FUTURE COOPERATION WITH THE COMPANIES THAT YOU MET ON B2B MEETINGS?

Company	Value
SEV Service Ecusson Vert	2
RUIZ et Fils Transports	5
Applicolis	5
COBRANE	5
ZE COMBI	3
SAFRA	2
Synox / Automotech	4
MarkoPilot	1

3. *Discussion and Suggestions*

Here as well, both the internal and external evaluations indicate the same bumps along the way. In terms of the quality of the delivered service, it would have been better to organise several workshops that are even more tailored to the engaged SMEs' needs. This would enable the experts to accompany and support the SMEs more closely. However, this observation is in conflict with the reality and the lack

of availability of the SMEs. During the pilot testing in the Occitanie region, it showed that it was even difficult to mobilise the stakeholders for only one workshop. However, we took the advice of Synox / Automotech given during the external evaluation on the B2B matching pilot service and created a directory for our latest events, a series of webinars on public funding.

In addition to what was done in the Occitanie region, it would have been interesting to do a benchmark and present (regional) B2B matching tools and initiatives as some of the other Green mind partners did.

Full results for the B2B matching segment of the external evaluation

| B2B	MarkoPilot	Synox / Automotech	SAFRA	ZE COMBI	COBRANE	Applicolis	MAMTA Transports	RUIZ et Fils Transports	SEV Service Ecusson Vert
Workshop Montpellier 16/04	X	X	X	X	X	X			X
B2B matching through tel. or visio			X		X		X		X
Have the Green Mind pilot matched your needs for B2B Matching?	1	4	4	4	5	5	NR	5	5
How useful was your participation in the following B2B actions?	1	3	4	5	5	5	NR	5	5
Have you cooperated with that you met during the pilot?	w/ nobody	Matching w/ SEV but already in contact	No	Not contacted afterwards	Meeting w/ Applicolis next week	Not immediately, will probably happen	NR	Not yet, but one in mind	I currently cooperate with Synox
How likely is a future cooperation with the companies that you met on B2B meetings?	1	4	2	3	5	5	NR	5	2
Could you please say a few more words for the matching action(s) you found to be the most useful and effective?	no companies from the T&L sector & that is our main target	creation of a directory?	matched w/ Transports Barrières, learnt a lot	individual interests of companies get ahead	only to extend regional network	working groups, workshop, consortium	NR	project with Marko Pilot	met Synox & Cobrane but needed more workshops & a stronger support of the consultants

B2B Matching Pilot Evaluation

1.   Internal Evaluation Results

The Greek B2B Matching pilot analyzed the concept of B2B matching to identify relevant events and tools and offer them to the engaged SMEs. In Greece, five relevant events have been identified and the local SMEs were supported to participate in two of them. One event is expected to take place in Green Cities, in Malaga (21-22 April 2020). In addition, CERTH organized two related events, one for matching companies and one to present matching tools and methodologies. In the aforesaid actions, 16 local SMEs participated (cumulatively 22).
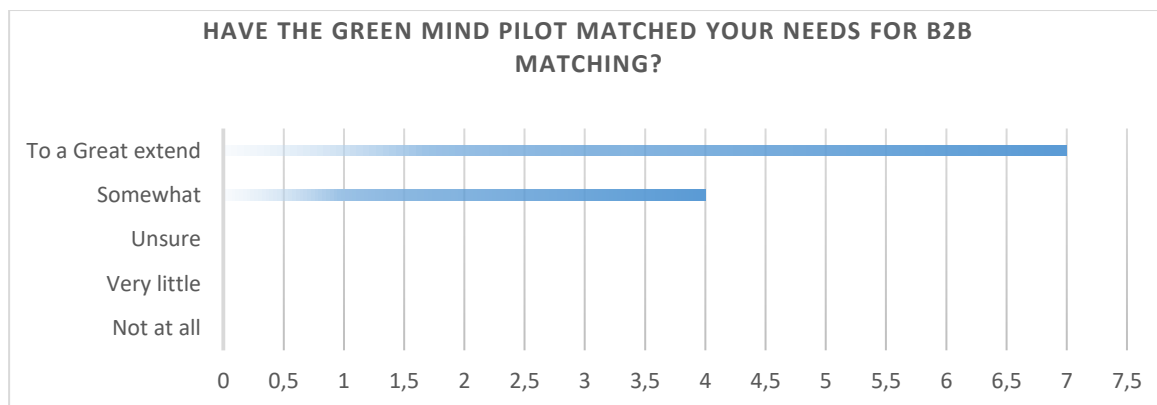
Engaged SMEs in B2B actions	16
Provided B2B actions to SMEs	6

In total, the applied format of the B2B matching pilot is evaluated as highly successful and matching to the local requirements. Equally evaluated the implemented actions. In some cases, though the results could have been more efficient. The results of the B2B Tools workshop and the list of available tools and initiatives are not easy to be measured in such short time. In terms of participation, both ventures can be characterized as moderately successful, while in terms of content were highly successful, however only the application of what was offered can provide concrete feedback. On the opposite side, participation at B2B events was actually a success of the respective pilot. In the internal B2B event more than 14 SMEs participated, while 7 of them participated at Technology Forum and 5 (limited space) at the 84th Thessaloniki International Fair. Participation at Green Cities in Malaga (21-22 April 2020) is also expected to be successful with 3 companies participating. An important outcome of this pilot is also the development of the local green and smart mobility cluster.
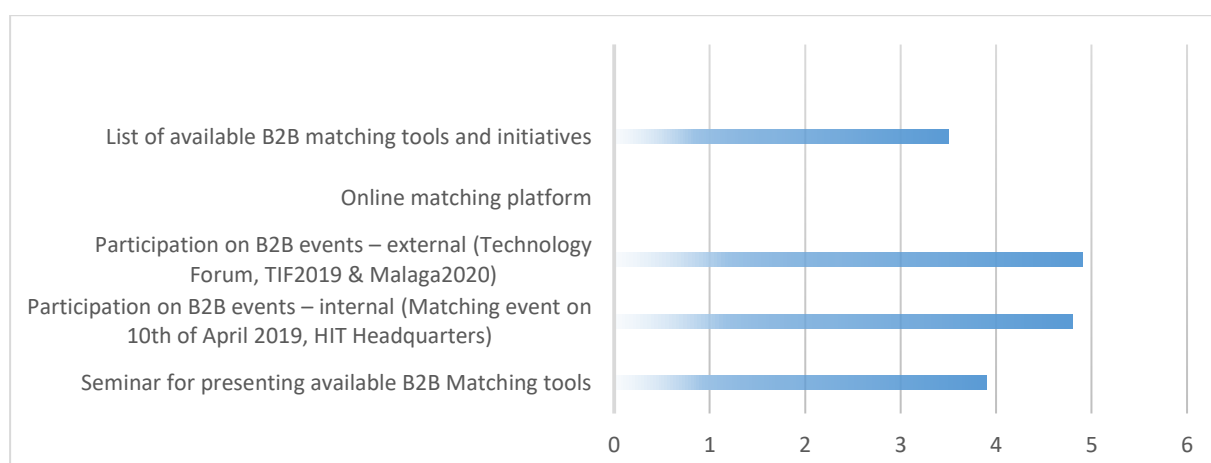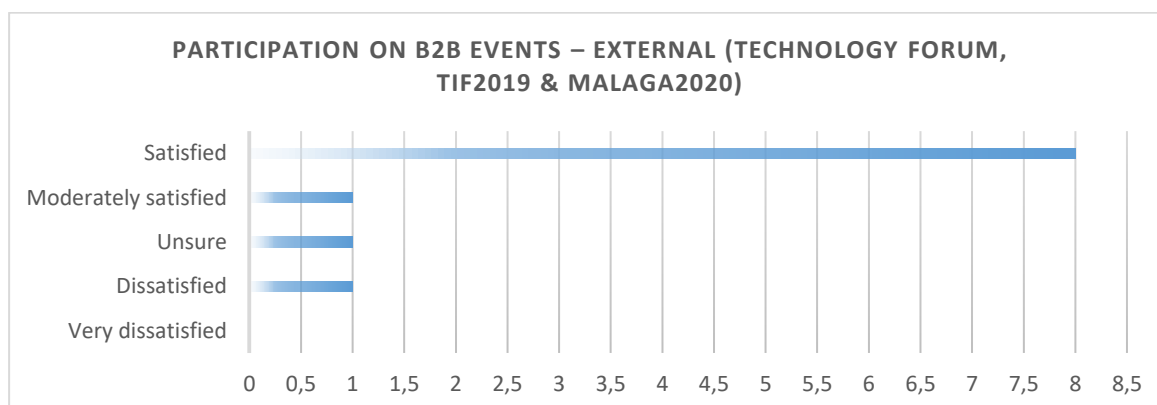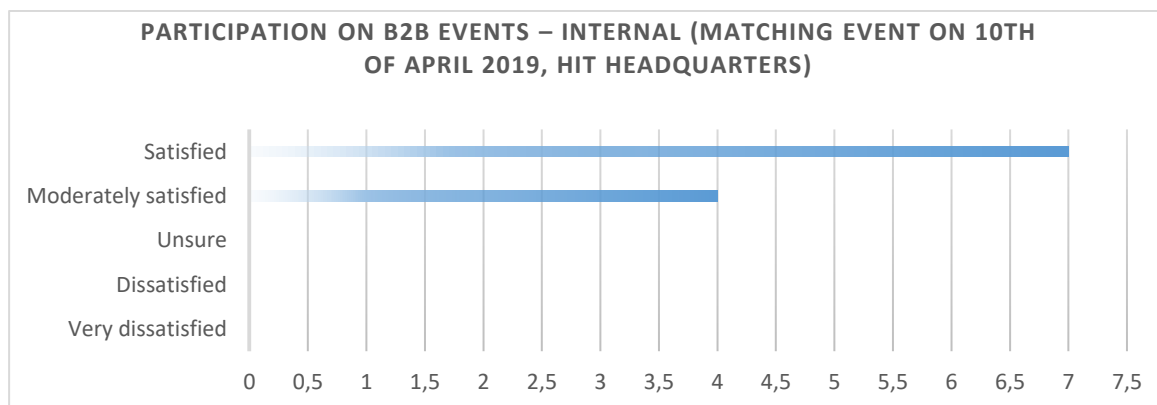
2. *External Evaluation Results*

For the external evaluation of the B2B Matching pilot the respondents are first of all asked to provide their general opinion about in what extent the provided actions matched their needs. A percentage of 64% feel to a great extend satisfied and the remaining feel somewhat satisfied.

HAVE THE GREEN MIND PILOT MATCHED YOUR NEEDS FOR B2B MATCHING?

|	Value
To a Great extend	7
Somewhat	4
Unsure	
Very little	
Not at all	

When evaluating the specific actions of the pilot SMEs declare satisfaction and more specifically participation on B2B events like matching and networking event on the premises of CERTH/HIT and participation on Technology Forum 2019, TIF2019. The satisfaction of enterprises shows their willingness to contact and form new collaborations with other enterprises and that the selected events were of high importance for them.

PARTICIPATION ON B2B EVENTS – INTERNAL (MATCHING EVENT ON 10TH OF APRIL 2019, HIT HEADQUARTERS)

	Value
Satisfied	7
Moderately satisfied	4
Unsure	
Dissatisfied	
Very dissatisfied	

PARTICIPATION ON B2B EVENTS – EXTERNAL (TECHNOLOGY FORUM, TIF2019 & MALAGA2020)

	Value
Satisfied	8
Moderately satisfied	1
Unsure	1
Dissatisfied	1
Very dissatisfied	

Due to a subsequent change of the initial plan for the development of an online platform and the decision of the consortium to be operated for the whole consortium, its development delayed with a consequence not to be evaluated by the users, at this phase of evaluation. As well as in Market Intelligence pilot, a seminar for presenting available B2B Matching tools was organized and the majority of SMEs are moderately or fully satisfied of the presented solutions.
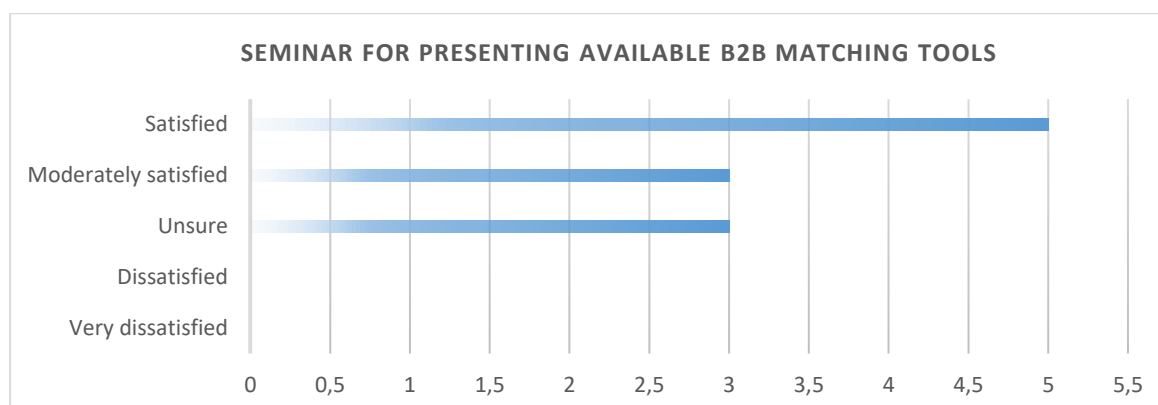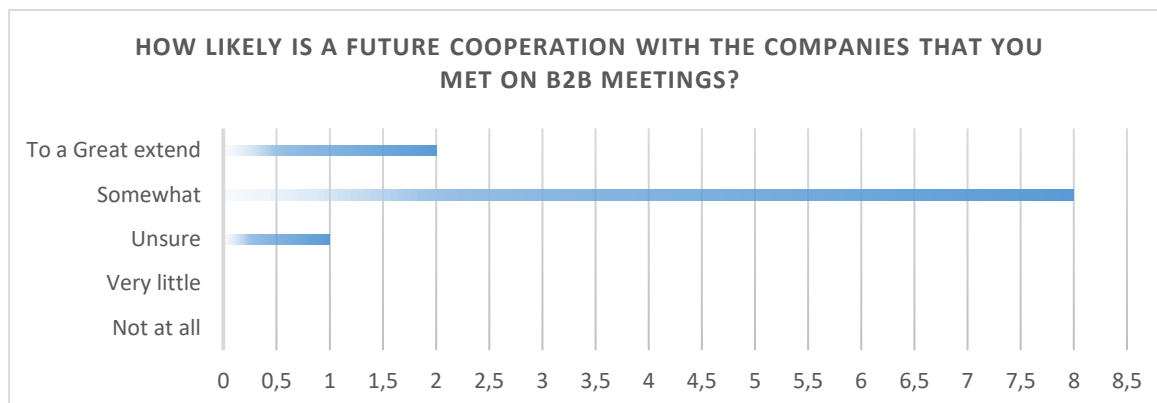

The list of available B2B matching tools and initiatives that is accessible through online platform of the Greek pilot did not satisfied the users that commented that although its wealth of information has to be updated in a more regular basis. This fact is reflected to the following diagram with the 36% feeling unsure to evaluate this action.
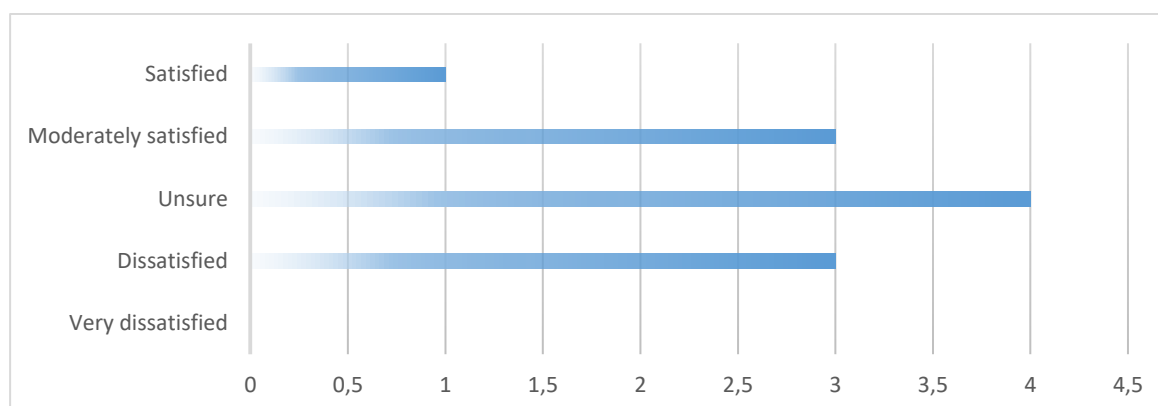
In the question on whether an SME had already cooperated with another only two SMEs answered positively which are BPAINBOX S.A. and GEOSENSE S.A. which are active in urban mobility solutions through bike-sharing systems and studies for drones applications and they are going to establish a new company in collaboration.
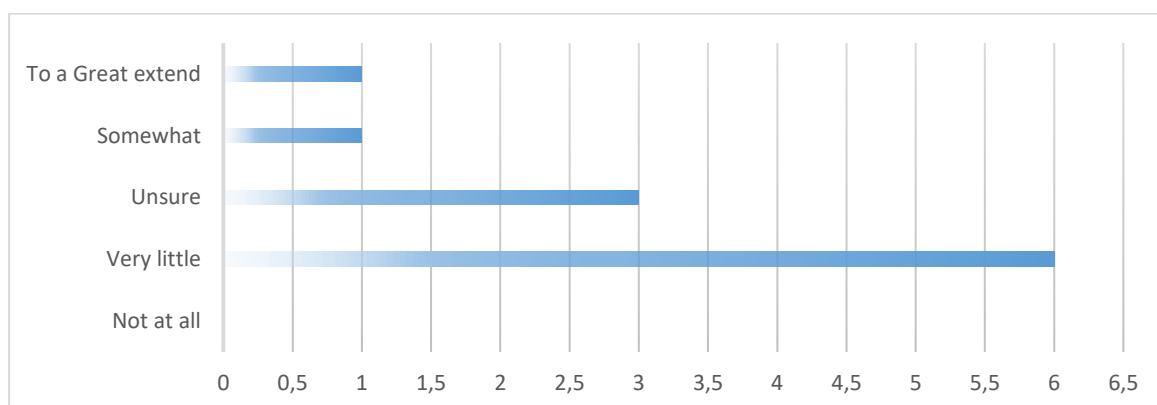
The other respondents in a percentage of 88% are willing to further discuss and in future cooperate with companies that they met on pilot B2B Matching.

HOW LIKELY IS A FUTURE COOPERATION WITH THE COMPANIES THAT YOU MET ON B2B MEETINGS?

To a Great extend	▇▇ (2)
Somewhat	▇▇▇▇▇▇▇▇ (8)
Unsure	▇ (1)
Very little	
Not at all	

Scale: 0, 0,5, 1, 1,5, 2, 2,5, 3, 3,5, 4, 4,5, 5, 5,5, 6, 6,5, 7, 7,5, 8, 8,5
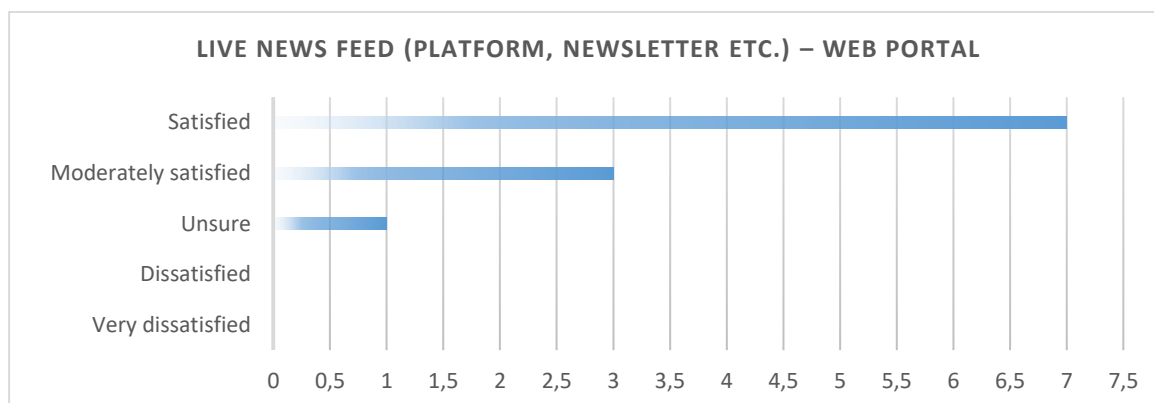
3. Discussion and Suggestions

A few suggestions for the betterment of the Greek B2B matching pilot can be the following:

- Even more focus on B2B events and fairs planning and participation. More budget for fair participation outside the regional and national borders and better in advance matching with specific criteria to achieve the best added value for the enterprises
- Development of a short guide that presents tips and guidelines for B2B matching events participation.
- Regular update of the provided information to ensure wider cooperation of SMEs to events and fairs.

To a Great extend	▇ (1)
Somewhat	▇ (1)
Unsure	▇▇▇ (3)
Very little	▇▇▇▇▇▇ (6)
Not at all	

Scale: 0, 0,5, 1, 1,5, 2, 2,5, 3, 3,5, 4, 4,5, 5, 5,5, 6, 6,5

Platform and newsletter containing information on different sectors of entrepreneurial life such as available call for funding, tenders, events and fairs and also training material evaluated as an action with great impact on enterprises that feel 64% fully satisfied from this.

LIVE NEWS FEED (PLATFORM, NEWSLETTER ETC.) – WEB PORTAL

Satisfied	7
Moderately satisfied	3
Unsure	1
Dissatisfied	
Very dissatisfied	

Axis: 0 0,5 1 1,5 2 2,5 3 3,5 4 4,5 5 5,5 6 6,5 7 7,5

1. *Discussion and Suggestions*

Some suggestions for the improvement of the local pilot are the following:

- Less segmentation when it comes to workshops and events that target SMEs to respect their limited time.
- More focus on informing them about local opportunities and events so as to develop a sense of local mobility eco-system and develop ties between the SMEs.

f.   IT Overall and Market Intelligence Pilot Analysis

Overall Pilot Evaluation

1.   *Internal Evaluation Results*

SIPRO evaluated the overall Green Mind project based on unified questionnaire and Likert scale (1-5) as shown in following graph:
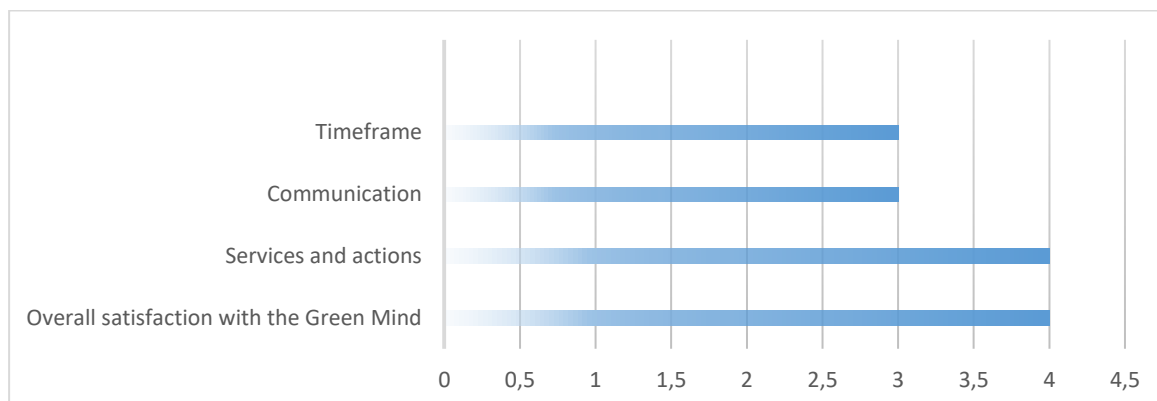
Average mark for the Green Mind project is 4. Problems that SIPRO encountered were related with timeframe for the involvement of local policy makers in the Green Mind pilot actions. Also, some difficulties were faced in the first contacts to involve companies in the Green Mind project.

2.   *External Evaluation Results*

Engaged SMEs evaluated satisfaction with Green Mind project a follows:
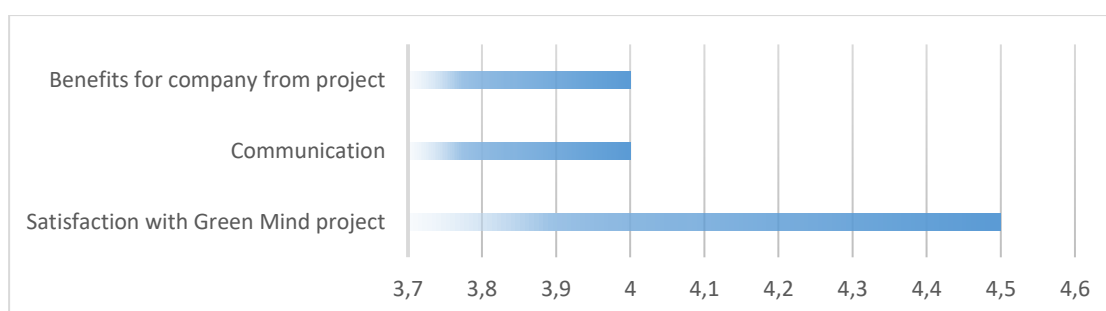
Benefits that engaged SMEs gained through project are:

- *New product/service ideas*
- *Support in funding opportunities*
- *Opportunities to form synergies with other SMEs*

3. Discussion and Suggestions

SIPRO made contact with about 325 companies, trade associations the Chamber of Commerce and mobility office of the Municipality of Ferrara which supported the pilot action ''City Logistics''. A strong connection has been made for future activities and meetings for involved stakeholders therefore the overall Green Mind project satisfaction of internal team of SIPRO is very good.

Market Intelligence Pilot Evaluation

1. Internal Evaluation Results

SIPRO engaged 325 SMEs in Market intelligence testing pilot using interviews for market analysis and has provided one action towards engaged SMEs. Quantitative frame has been given in following table:

Engaged SMEs in Market Intelligence actions	325
Used tools and methods for market analysis	1
Provided market intelligence actions to SMEs	1

In order to identify MI needs in the area, SIPRO has made individual diagnostic meetings connected with City Logistics (interviews) and with involved SMEs.
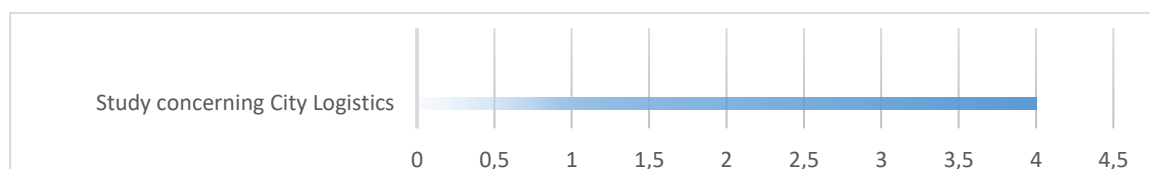
Effectiveness of the used method is rated as follows (Likert scale):
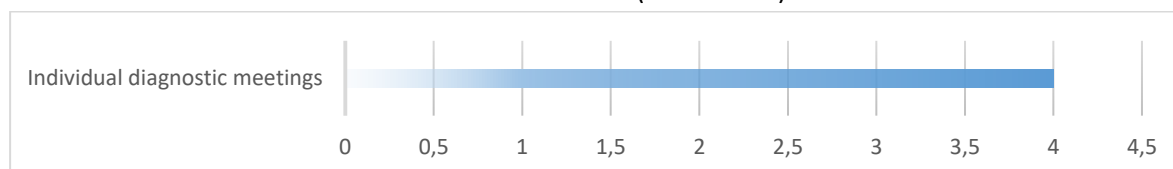
Provided market intelligence action towards SMEs :
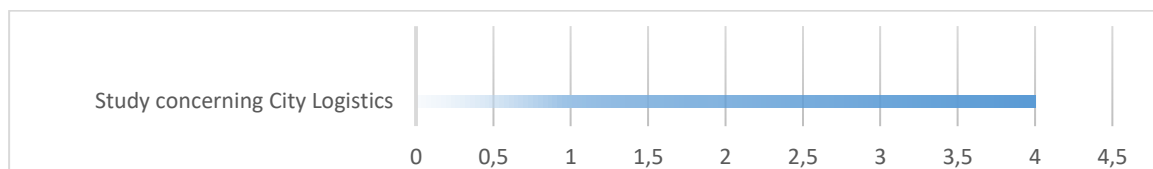
- *Study concerning City Logistics*

Satisfaction of provided action towards engaged SMEs is rated using Likert scale in following chart:

City Logistics study was divided in 3 phases; state of art analysis, data collection and analysis and assessment of the SUMP actions. Study identified main critical points of the urban logistics in Ferrara, specially for freight transport. Sipro's internal satisfaction mark with provided action is 4.

2. External Evaluation Results

Engaged SMEs evaluated Market Intelligence pilot actions and outcomes as follows:

Study concerning City Logistics	

0   0,5   1   1,5   2   2,5   3   3,5   4   4,5

Overall satisfaction mark with provided Market intelligence action – Study concerning City Logistics is 4.

3. Discussion and Suggestions

SMEs pointed out that the benefits from Market intelligence pilot included the availability of information and data for understanding the state of GSM market, segmentation and opportunities. By understanding GSM trends, companies were able to evaluate their product/services and meet future demands in GSM sector.

g.   SL Overall and Market Intelligence Pilot Analysis

Overall Pilot Evaluation

1.   *Internal Evaluation Results*

Internal evaluation of pilot intervention activities and results conducted by E-zavod's Green Mind team identified several positive aspects of work, namely the collaboration spirit between engaged SME's and the local project team, satisfaction with services provided, as well as with sustainable orientation of the activities, aiming at providing tools as useful guidance for other SME's embarking on the innovation pathway in green and smart mobility.

Project satisfaction factors were evaluated based on Likert scale (1-5) as shown in following graph:
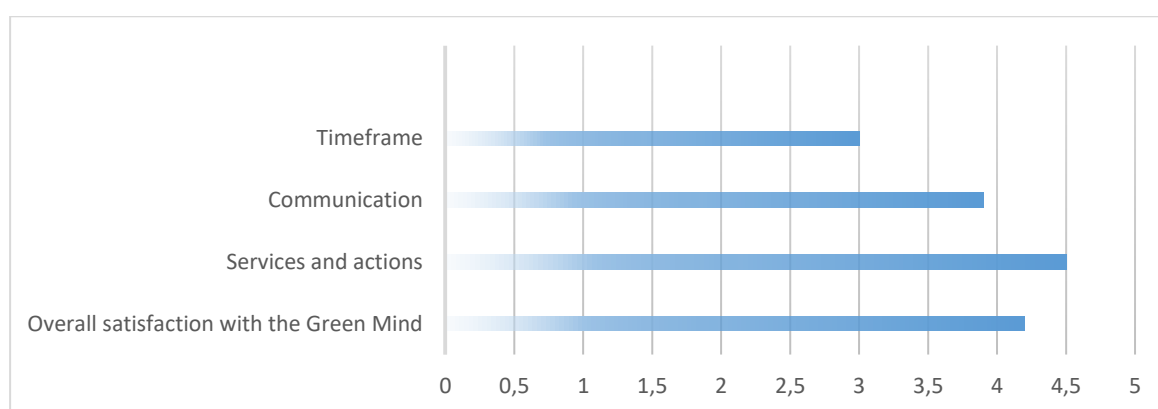
Key problems encountered were related to longer than expected SME involvement process which proved to be more demanding in terms of workload and scheduling than anticipated. Furthermore, dealing with confidential information of SME's as part of in-depth business analysis meant extra sensitivity was needed as well as consideration as to what information can be used in reports and what not. Despite having started with initial pilot activities (engagement processes) early in the project, the timeframe for pilot phase was too short to deliver in-depth activities and build trust (which is a prerequisite when dealing with sensitive company data).

2.   *External Evaluation Results*

External evaluation report was delivered by external service provider, who captured the evaluation of pilot activates by engaged SME's on an aggregated level.

The evaluation of Green Mind pilot activities project was delivered via provided questionnaire where open questions were asked. Likert scale (1-5) was used to portray the results, which are shown in the graph below:
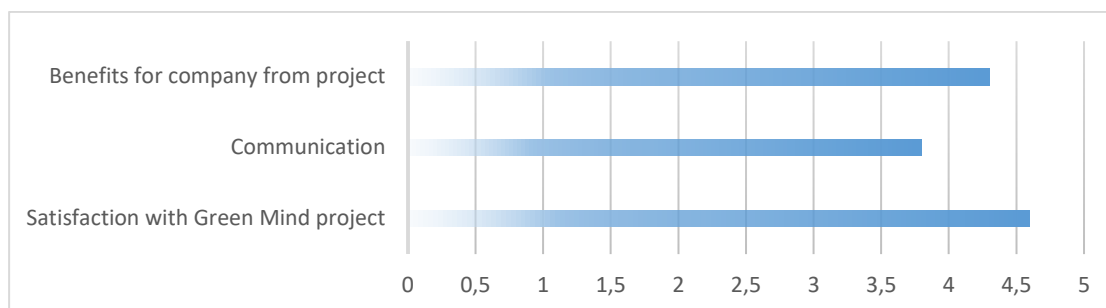
Benefits that engaged SMEs from Slovenia expressed were gained through project are:

- Development of new tools helps private and public organization to prepare the business plans, marketing plans, feasibility studies that are in particularly beneficial as innovation stat-up services for emerging SMEs.
- Better insights into the state of art of the current market
- Support and better access to funding opportunities
- Networking opportunities
- Improvement of B2B matching approaches
- Cooperation with companies in field of mobility (expanding the database of companies we work with and networking)

3. Discussion and Suggestions

For future planning our key lessons learned are to extend the timeframe for conducting engagement processes, building trust and developing in-depth documentation and allow for some key activities to carry on longer or until the end of the project. This is especially relevant when designing tools that can be upgraded as part of the continuous evaluation and feed-back process.

Additionally, we confirmed as part of our pilot work that in-depth business analysis is very beneficial for tool building since they capture the sometimes "hidden" challenges the companies are facing. However, to conduct such activities enough time needs to be allowed, due to extended process of SME recruitment and confidential data handling

Market Intelligence Pilot Evaluation

1. Internal Evaluation Results

For market intelligence pilot services different tools and methods for market analysis were used. Based on companies input, provided actions focused towards developing MI for the engaged SMEs as well as publicly accessible practical tools for SME's that are seeking to enhance their GSM services and products with e-mobility focus. Quantitative overview in following table:
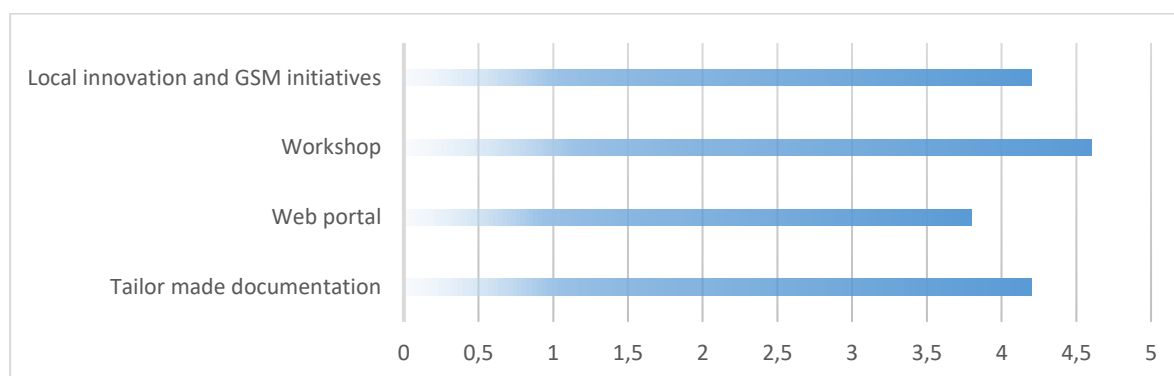
Engaged SMEs in Market Intelligence actions	2
Used tools and methods for market analysis	3
Provided market intelligence actions to SMEs	6

In order to identify MI needs for their products or services, different methods were used such as in-person interviews, questionnaires, desk research, SWOT analysis and financial analysis.

Provided market intelligence actions towards SMEs included

- *Tailor-made documentation*
- *SME engagement and in-person meetings*
- *Analysis (SWOT, financial)*
- *Guidelines (tools) providing useful instructions for wider SME community*

Satisfaction of provided actions towards engaged SMEs is rated using Likert scale in following chart:

2. *External Evaluation Results*

The aggregate evaluation of Market Intelligence pilot services by engaged SMEs is as follows:
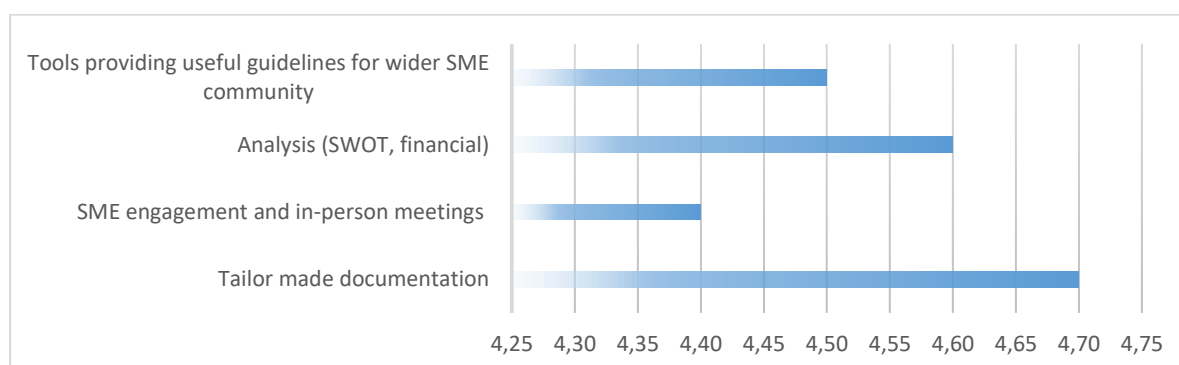
3. Discussion and Suggestions

SMEs that have participated in pilot activities are satisfied with provided tailor made documentation and have provided valuable input and feed-back for general tools development. However, the tools are "live" support that will need further updating, once this sector develops more in Slovenia, and more information on challenges becomes available. Currently the number of SME's dealing with e-mobility vehicle is quite small and as such still and emerging business sector. The tool is aimed at helping the emerging SME's to start their operations with robust MI and business insight.

h.   SP Overall and Market Intelligence Pilot Analysis

Overall Pilot Evaluation

1.   Internal Evaluation Results

Andalucia Smart City Cluster is really satisfied with the results of the pilot since it has been a useful tool to support Andalusian Mobility SMEs.

As a cluster Andalucia Smart City has to open new possibilities for the SMEs to be more competitive and get a better position in the market. Under this aim it has been possible within Green Mind project to develop several actions to support them to know better the Mobility Market opportunities and to get new capacities to get a better position in the market.

Project satisfaction factors were evaluated based on Likert scale (1-5) as shown in following graph:
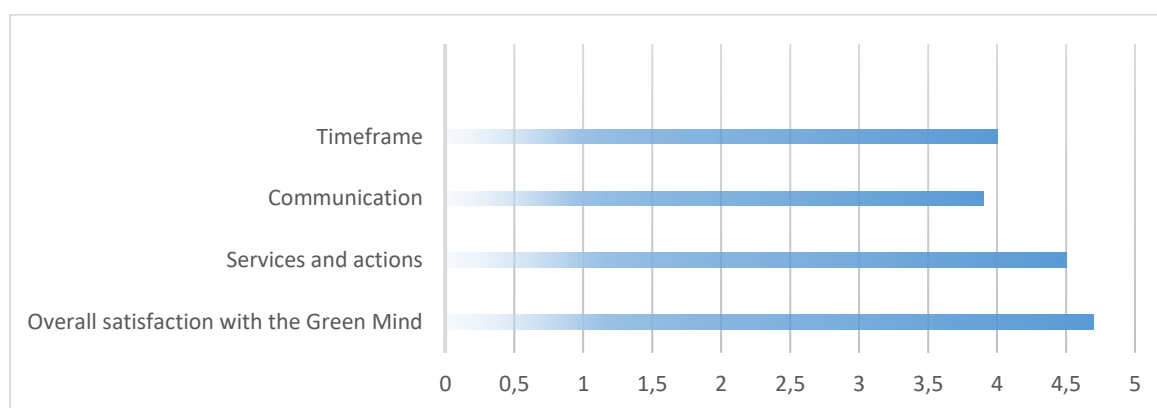
Key problems encountered were related to longer than expected SME involvement process due to the fact that SMEs receive similar services from other entities and some of them start to lose their trust in the services provided. In this sense Andalucia Smart City has considered two important issues to really engage SMEs. The 1st one has been "communication" maximizing the presence in events where SMEs are looking for business opportunities, events such as International Forums or Sectorial Mobility ones. The second one has been to identify "real market demands" using the following strategy: Green Mind provides services to Mobility SMEs to help these ones to resolve market demands.

2.   External Evaluation Results

ASCC evaluated the overall Green Mind project based on unified questionnaire and Likert scale (1-5) as shown in following graph:
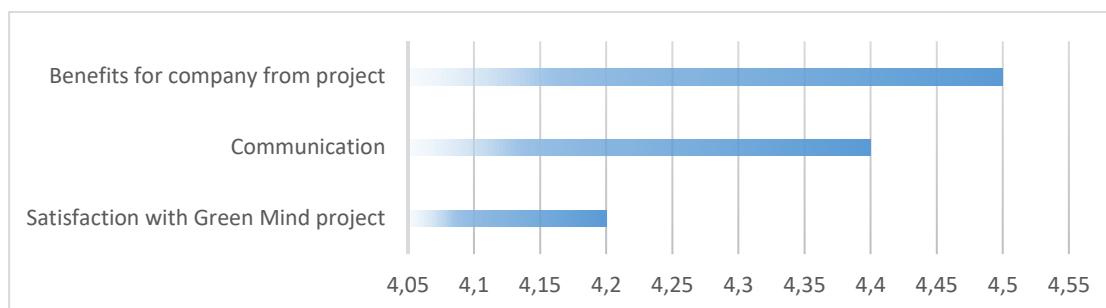
The benefits for Spanish SMEs participating in the Market Intelligence pilot are:

- More knowledge on mobility market needs (demand)
- Access to key information to develop new green/smart mobility products and services (offer) for the real market
- Possibility to set contacts with other companies (future collaboration)
- New information on how to use marketing as to do market intelligence and get a better market position
- Possibility to cooperate with companies from other cluster in collaborative projects

3. Discussion and Suggestions

Andalucia Smart City Cluster has used Market Intelligence Service to identify a real demand on the railway market supported by the European and National Policies. This sector was chosen since in Spain the rail (train, tram and subway) mobility presents challenges the ones have to be solved in terms of smart, green, sustainability, … and also due to the opportunity to work together with a cluster leader on the railway sector. In this framework SMEs realized that there are real business opportunities to be developed using as support the other pilot services: B2B Matching and Public Funding.

Market Intelligence Pilot Evaluation

1. Internal Evaluation Results

For market intelligence pilot service Andalucia Smart City has developed three actions, two of them involving directly SMEs as participants (workshops) and the other one to involve them indirectly as providing them actual and real information on the market demand and needs (market analysis).

For the market analysis action 2 different tools have been used:

- Analysis of the Political Framework at both National and European Level
- Meetings with external experts on mobility (clusters, tractor companies, authorities) as far as with SMEs

In this action 10 SMEs have been involved as representing local innovation and GSM initiatives.

Respect on the workshops with SMEs they were devoted to increase their abilities and capacities on using marketing and strategy data as tools for making analysis of the market and taking decisions. In these workshops 20 SMEs have been engaged

For the workshops 2 different tools have been used:

- External support having experience on Market intelligence in the areas of marketing, human resources and strategy
- Collaborative workshops

Summary of the main indicators on Market Intelligence Actions (3)

Engaged SMEs in Market Intelligence actions	30
Active collaboration with local innovation and GSM initiatives	10
Guideline and roadmap providing instructions	20
Workshop on market intelligence	20

Satisfaction of provided actions towards engaged SMEs is rated using Likert scale in following chart:
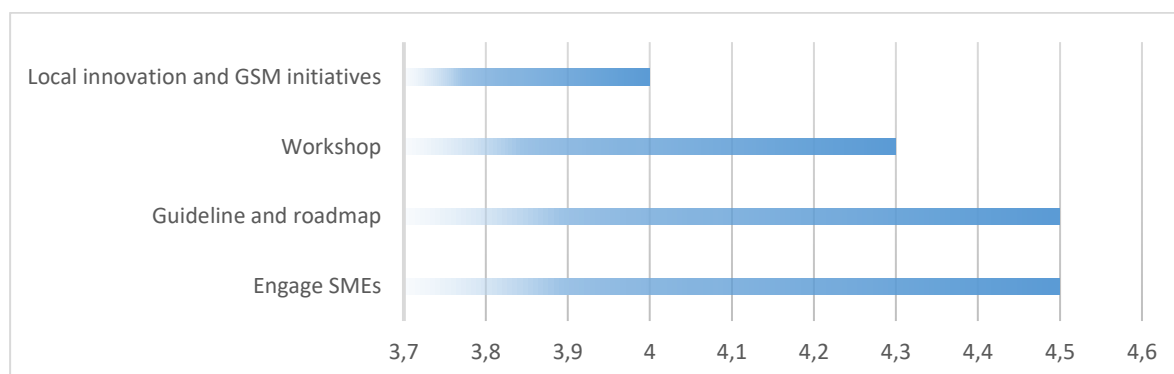
2. *External Evaluation Results*

The In order to have knowledge about the opinion of the companies participating in the "Market Intelligence" pilot, a questionnaire was sent to them about the service offered by the pilot:
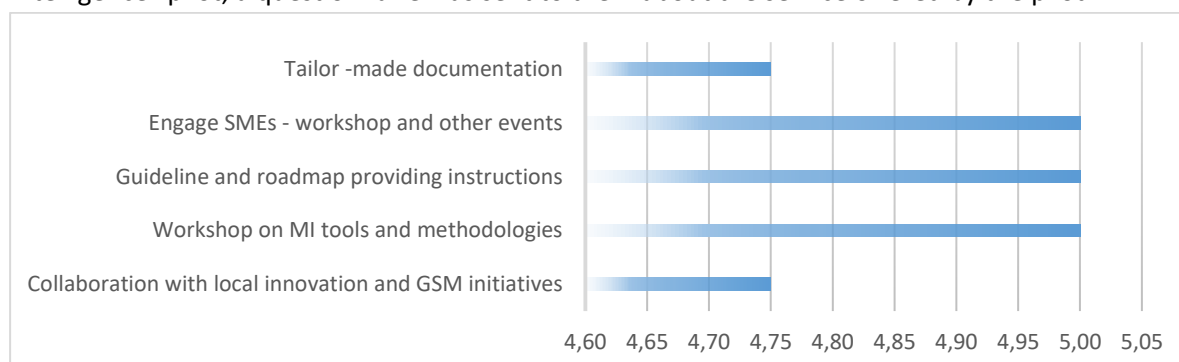
3. Discussion and Suggestions

Thanks to the intelligent market service, we have provided SMEs with innovative real market demands so that they have the opportunity to develop demanded solutions that favor their position in the mobility market. Some workshops have also been developed to show SMEs how to use Market Intelligence to improve their business model, also considering some of them important to receive advice from those experts involved in the workshops.

4. Discussion and Conclusions

a. Overall Pilot Discussion

Internal (partners) and external (SMEs involved) teams were both in general satisfied with the Green Mind project and benefits gained. Services and actions were highly rated by partners as the provided documentation towards SMEs was oriented on the better market positioning of the companies within green and smart mobility industry.

Market intelligence pilot helped involved SMEs to detect where they stand among competitors on the market by identification of their strengths, weaknesses, opportunities and threats. Based on the methods that partners used for Market intelligence pilot, tailor made documentation and workshops were delivered. When it comes to B2B matching pilot, partners had the opportunity to involve SMEs in B2B event, helping them to step on the international market and to make cooperation and partnerships among industry. Some partners plan to organize B2B event in 2020 as lack of time didn't allow proper preparation. Public funding pilot was the most interesting part of the Green Mind project as SMEs got insight in all possibilities that EU funds are offering.

b. Market Intelligence Pilot Discussion

Market intelligence pilot included analysis of the current state of GSM in the area of green and smart mobility industry market which included industry's sub-areas (clean fuels, low carbon economy, green and automated vehicles, ITS and so on).

Green Mind partners developed and followed (1) a set of common initial steps that set a "common language", the basic GSM nomenclature, and analysed 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.

Those (set of steps) analysis (SWOT, PEST, benchmark, triple-helix+1 innovation model, questionnaires, interviews) were used as basis for delivered actions towards involved SMEs (workshops on market intelligence tools and methodologies, guidelines and roadmaps providing instructions, live news feed, individual diagnostic meetings). The pilot consisted of specific steps and tools that aim at enhancing the competitive and innovation potential of the participating SMEs

c. Conclusions

Overall market intelligence pilot satisfaction rated from partners and SMEs involved is very good. Partners made brief analysis and data collection related with market intelligence for each SME involved and provided them with supported actions in order to enhance company's competitiveness and position within green and smart mobility industry sector. Some benefits worth mentioning for SMEs involved are related with questionnaires, interviews, brief SWOT, PEST, benchmarking analysis with provided tailor-made documentation (information on how to use MI tools, business plans, investment documentation, marketing guidance documentation) and workshops based on used methods. However, important deviations from the general sense have been identified in regards to knowledge sharing and punctuality of implementation. Knowledge has been found to be shared about half the time, while pilot punctuality was an important issue of the pilot.

With regards to the transnational project level, more communication and information sharing amongst partners (e.g. conference calls, etc.) from an early stage of the pilots would be helpful. It might have been possible, for example, that some of the partners use the same tools and share best practices to be more efficient and successful with the pilot service testing.

5. References

If any, please add them here using APA style.

ANNEX I – Market Intelligence Pilot Comparison Table

	Market Intelligence	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						✓		

ANNEX II – Overall & Market Intelligence Evaluation Artefact: Internal Evaluation Questionnaire Template

Organization Details – Internal Questionnaire	
Organization details	-- **Not mandatory**
Sector(s) of operation	
Number of employees	
Country of operation	

Overall Pilot Evaluation – Internal Questionnaire
How satisfied are you with the Green Mind project pilot in your region?   ☐Very Dissatisfied   ☐Dissatisfied   ☐Unsure   ☐Satisfied   ☐Moderately Satisfied   ☐Satisfied
How would you rate the offered pilot services and actions across all regions?   ☐Very Dissatisfied   ☐Dissatisfied   ☐Unsure   ☐Satisfied   ☐Moderately Satisfied   ☐Satisfied
How openly was information and knowledge shared throughout pilot testing?   ☐Never   ☐Seldom   ☐About Half of Time   ☐Usually   ☐Always
Were pilot actions followed the originally set timeframe?   ☐Strongly Disagree   ☐Disagree   ☐Neither Agree or Disagree   ☐Agree   ☐Strongly Agree
Which are the problems you have encountered? (re the previous questions)
How can this information be useful for future planning of activities? (re the previous question)

Market Intelligence Pilot Evaluation – Internal Questionnaire

Number of used tools and methods for market analysis	

Number of provided market intelligence actions to SMEs	

Number of engaged SMEs in market intelligence actions	

Number of engaged SMEs in each market intelligence pilot action

➢ A list of local actions…

What are the data collection and analysis methods you used to identify MI needs in your area?

Could you please rate the effectiveness of these methods (previous question & up to three methods)?

Method 1 – add name …
☐Very Dissatisfied ☐Dissatisfied ☐Unsure ☐Satisfied ☐Moderately Satisfied ☐Satisfied

Method 2 – …
☐Very Dissatisfied ☐Dissatisfied ☐Unsure ☐Satisfied ☐Moderately Satisfied ☐Satisfied

Method 3 – …
☐Very Dissatisfied ☐Dissatisfied ☐Unsure ☐Satisfied ☒Moderately Satisfied ☐Satisfied

In your opinion, your pilot format matched the identified local needs for market intelligence.

☐Strongly Disagree ☐Disagree ☐Neither Agree or Disagree ☐Agree ☐Strongly Agree

How satisfied are you with the provided actions within your market intelligence pilot?

☐Strongly Disagree ☐Disagree ☐Neither Agree or Disagree ☐Agree ☐Strongly Agree

How satisfied are you with the implementation of the following actions?

(a) a list of local actions (as before)

☐Very Dissatisfied ☐Dissatisfied ☐Unsure ☐Satisfied ☐Moderately Satisfied ☐Satisfied

Could you please present some examples of the lows and highs of market intelligence pilot actions you offered?

Could you please indicate, in retrospect, what would you like to change in the market intelligence pilot?

ANNEX III – Overall & Market Intelligence Evaluation Artefact: External Evaluation Questionnaire Template

Organization Details – External Questionnaire	
Organization details	-- Not mandatory
Sector(s) of operation	
Number of employees	
Country of operation	

Overall Pilot Evaluation – External Questionnaire
How satisfied are you with the Green Mind project pilot services in your region? ☐Very Dissatisfied ☐Dissatisfied ☐Unsure ☐Moderately Satisfied ☐Satisfied
How openly was information and knowledge shared throughout pilot testing? ☐Never ☐Seldom ☐About Half of Time ☐Usually ☐Always
To what extent did the participation in the project helped your company? ☐Not at All ☐Very Little ☐Unsure ☐Somewhat ☐To a Great Extent
Could you please present some examples of how your company has benefited from the Green Mind services? (i.e. new cooperation opportunities, market openings and ideas)
Is there something else that you like to share?

Market Intelligence Pilot Evaluation – External
Have the Green Mind pilot matched your needs for market intelligence? ☐Not at All   ☐Very Little   ☐Unsure   ☐Somewhat   ☐To a Great Extent

How satisfied are you with the implementation of the following market intelligence actions?
(a) Active collaboration with local innovation and GSM initiatives ☐Very Dissatisfied   ☐Dissatisfied   ☐Unsure ☐Moderately Satisfied   ☐Satisfied (b) Workshop on market intelligence tools and methodologies ☐Very Dissatisfied   ☐Dissatisfied   ☐Unsure ☐Moderately Satisfied   ☐Satisfied (c) Live news feed (platform, newsletter etc.) – web portal ☐Very Dissatisfied   ☐Dissatisfied   ☐Unsure ☐Moderately Satisfied   ☐Satisfied (d) Engage SMEs – workshops and other events ☐Very Dissatisfied   ☐Dissatisfied   ☐Unsure ☐Moderately Satisfied   ☐Satisfied

To what extent are you willing to use the market intelligence tools and methodologies you learned from the pilot? ☐Not at All   ☐Very Little ☐Unsure ☐Somewhat   ☐To a Great Extent

Could you please say a few more words for the market intelligence action(s) you found to be the most useful and effective?