

OUTPUT 3.2

**Green Mind Operational
Services**

**Final version
February 2020**

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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.

Table 1: Key mobility sectors across the participating regions

ICT Technology/ITS – Intelligent Transport Systems/Mobility as a Service – MAAS 1. Advanced Traveller Information Systems (ATIS) (Bosnia+Croatia+Italy+France+Greece+Slovenia+Spain) 2. Geographical Mobility Management (Spain+France) 3. ICT for Urban sustainable mobility (Spain+France+Bosnia+Italy) 4. Intelligent transport System (Spain+Bosnia+Croatia+France) 5. Maas (Bosnia+Croatia+Italy+France+Greece+Slovenia+Spain) 6. ICT and software solutions for mobility planning (Spain+Bosnia+Italy+Croatia+France) 7. Digital solutions for connected vehicles (France) 8. IT solutions for mobility (Croatia)	Transport and Logistic 1. Traffic management systems (Bosnia+Croatia+Italy+France+Greece+Slovenia+Spain) 2. Fleet management systems (Greece+Slovenia+Croatia) 3. Parking management systems (Bosnia+Croatia+Italy+Greece+Slovenia+Spain) 4. Transport operators (Greece+Spain+Slovenia+France) 5. Freight Transport operators (logistics companies) (Greece+Slovenia+France) 6. Car Sharing (Spain+Bosnia+France) 7. Multimodal transport system (Spain+France) 8. Bike systems (Spain+Italy+France) 9. Railway Security 10. Transport infrastructure (Spain+France) 10. Charger providers (Slovenia+Croatia) 11. Pedibus management (Spain+Coatia+France)
Automotive and Components 1. Road operators (Greece+Slovenia) 2. Transport operators (public transport) (Bosnia+Croatia+Italy+France+Greece+Slovenia+Spain) 3. Vehicle providers (Greece) 4. Automations (Italy) 5. Robotics (Italy) 6. Advanced materials for motors and mechatronics (Italy) 7. Automotive cluster (Slovenia) 8. Cycling network (Slovenia)	Low carbon and Finance Alternative fuels providers (France+Greece+Slovenia) Clean fuels (Bosnia+Italy+Slovenia) Vehicle providers (Green, eco-friendly, clean vehicles) (Greece+Spain+Bosnia+Italy+Slovenia+Croatia+France) Electro-mobility (electric recharging point/electric vehicle) (Spain+Bosnia+Italy+France+Croatia) Hydrogen/Natural gas Systems (France+Croatia) Low carbon economy (Bosnia+Italy) Financial incentives for green mobility (Slovenia)

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

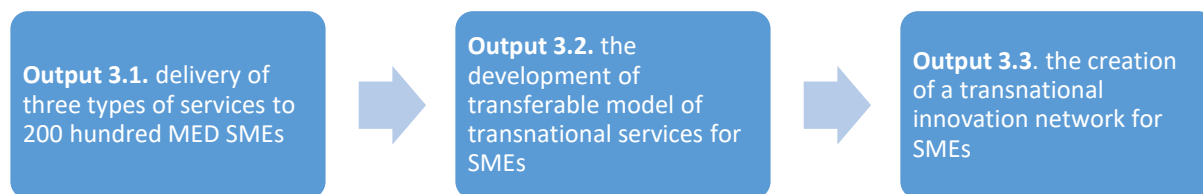


Figure 1. Outputs of Work Package 3

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. Scope of Output 3.2

Output 3.2 consists of a transferable model of transnational services of SMEs, based on pilot results and evaluation. Output 3.2 draws input from deliverables D3.4.1-3.4.3 and D3.4.4. It contributes to the specific objective n.1 as the model is to be transferred and taken up by MED cluster organizations. It has a cross-sectoral approach to the green and smart mobility industry to foster its applicability to different sectoral clusters.

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 transferable service model methodology, the transferable service model, the targeted groups and some results of the overall evaluation of the model are presented.

2. Transferable Service Model Methodology

The Transferable Service Model Methodology draws input from the analysis and comparison of pilot evaluation conclusions. The most relevant parts of the aforesaid findings are analyzed under the light of two analytical approaches: comparative analysis and reasoning by analogy.

Both approaches focus on analyzing the context within which each pilot conceptualized, implemented and evaluated. Therefore, considerations such as the regional innovation status, the mobility sectors that were engaged in each area, the GDP and other fiscal quantities, are brought together as analytical filters.

Comparative study-research

Comparative research is a useful analytical tool for it allows the detailed analysis of several “cases of application” in relation to each other. Comparative research is bound to qualitative research, as analyzing and comparing different cases is important in understanding their critical features and highlight significant similarities and differences among them (Mills, 2009).

Analogical reasoning

Analogical reasoning, a fundamental to humanity and social research construct, relies on analogy, the comparison of “cases”, to highlight the ways they are believed to be similar (Bartha, 2019).

In the situation at hand, both methods, the comparative research and analogical reasoning, are applied to identify and record the potential similarities and differences in the evaluation of the pilot implementation results. Furthermore, they are applied in an attempt to understand whether there is a sensible connection between the aforesaid pilot evaluation results and the overall context within which the pilots have been implemented. This overall context might consist of considerations relating to the general financial, technological and industrial landscape of each region.

The aforementioned analytical process is implemented through three distinct steps: (1) Aggregate the evaluation results, (2) Amend the results and the pilot comparison table, and (3) Analyze the amended results using different analytical lenses. This process is illustrated through the following schema (Figure 2).

As long as the analysis has been performed, the transferable model is developed with specific actions and use guidelines. The transferable model provides input to the transferring activity (A4). The aforesaid are presented in the following figure (Figure 2).

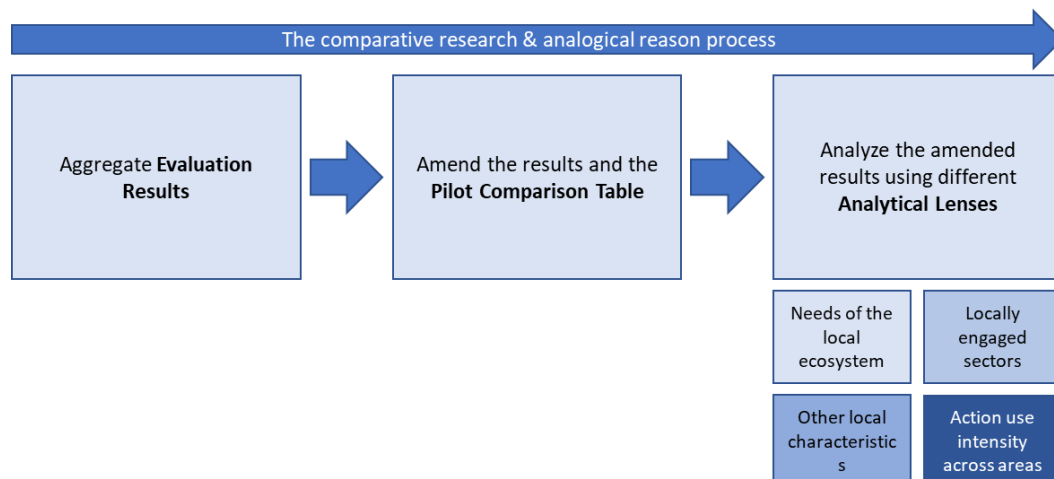


Figure 2: The comparative research and analytical reasoning process

3. The Green Mind Transferable Service Model for SMEs: Services, Use Guidelines & Conclusions

a. The Transferable Service Model

The Green mind transferable service model for SMEs is structured under two sub-sections: an initial set of common study operations, followed by testing service operations that conceptualized, developed and applied by each pilot individually.

1. **Study operations** performed by all users of the model following the same instructions, templates and guidelines;
2. **Service operations** performed by all partners individually. Each partner developed autonomously the steps of their pilot based on the special characteristics of their territories and their local green and smart mobility eco-systems.

Below, a more analytical presentation of the specific steps to be followed during utilization of the transferable model follows. For each step guidance on what aims to achieve, and some pros and cons of the step are presented.

i. The Study Operations

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

Capitalization and systematization of previous experience in relevant projects

The scope of this step of the process is to investigate the previous experience of the participants in the specific areas of green and smart mobility industry, as well their experience in implementing activities related to market intelligence, B2B matching and Public Funding screening. The process develops using a questionnaire (Annex I) and the analysis of the results lead to a report describing local competencies in the field of green and smart mobility.

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

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

Preliminary study of the services that SMEs require and need

This step of the process maps the status of application and records the needs of local green and smart mobility SMEs in market intelligence, B2B matching and public funding screening services. Data gathering is facilitated through a comprehensive questionnaire (Annex II) covering the areas of market intelligence, cooperation/synergies, and funding opportunities addressed to local SMEs of the green and smart mobility in the MED area. A report discussing the results and presenting the need of the SMEs is developed as an output.

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

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

Preliminary market analysis

The main scope of the preliminary market analysis is the analysis of the terms, current state and future trends of the green and smart mobility market in the MED and EU areas. In this document, the extant literature is reviewed, and the most relevant concepts and terms are defined and discussed in relevance to the needs of the project. New intelligence from local stakeholders, especially SMEs, is gathered on a SWOT analysis (Annex III) that records the situation of the local context. The report, the outcome of the analysis, presents the local situation of the green and smart mobility and facilitates comparisons with other areas.

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

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

Public funding preliminary listing

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

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

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

Preliminary analysis of B2B fairs

The scope of this document is to offer a preliminary mapping of existent fairs in the MED area on the theme of the smart and green mobility. The relevant fairs, in the green and smart mobility and relevant fields are mapped and listed. The following information is gathered: name of the fair, organizer, address, telephone, web site, email, date, defined if the fair is periodical or not, number of visitors where known, if it is national, regional or international, a short description is given where relevant and sometimes also the relevance of the fair. Also, the extant literature is reviewed regarding the importance of B2B matching and basic concepts are defined.

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

(-) B2B fairs irrelevance with the selected focus area under green and smart mobility sector.

SMEs involvement campaigns (including local workshops)

Organization of a campaign for the engagement of local actors in the field of the green and smart mobility. Inform them about the preliminary analysis that performed in the previous steps and engage them into the pilot testing activities that follow. Organization of a workshop with clusters, business associations, SMEs, international guest-lecturers, or other relevant and interested parties, such as for example citizens.

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

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

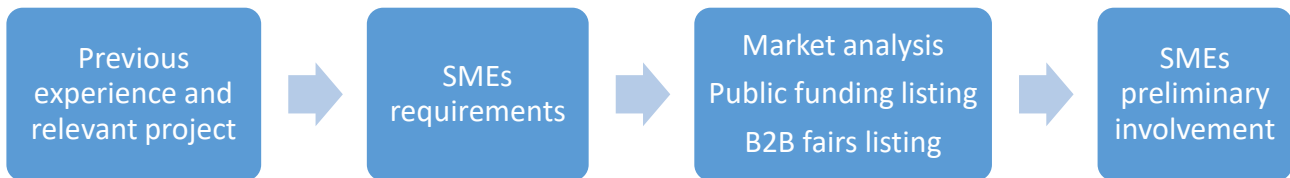


Figure 3: The study operations

The aforesaid steps (Figure 3) set the context for the development of the pilot testing of the services at local level by combining the competencies of the organization that develops and offers the services to the needs of local SMEs, the current status of the market, B2B fairs and public funding opportunities at local level and in the MED area.

ii. The Service Operations

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

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

Three service provision phases are developed and include actions for: i) Market intelligence, B2B matching and Public funding screening. The objective of Market intelligence was to identify possible opportunities for innovative local SMEs that propose projects, products and services for greener and smarter mobility solutions and engage them in possible collaboration. The B2B matching service phase, in which the most innovative and interested SMEs were engaged further and provided with B2B opportunities of different kinds. Finally, SMEs are provided with public funding information and support. This process is depicted on Figure 4 below. The whole process from engagement to service provision happens through open calls to SMEs and other stakeholders (when relevant).

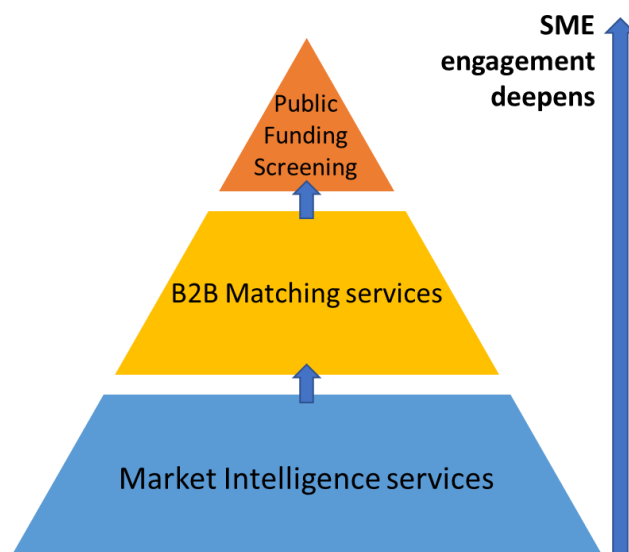


Figure 4: The SME engagement process

The following process of steps is suggested as service operations to SMEs in the field of green and smart mobility, and regarding the services of market intelligence, B2B matching and public funding screening. These steps follow the preliminary SMEs engagement step that presented earlier.

Market intelligence tools

Apply market intelligence tools to start the identification of the local eco-system and up to the engagement of stakeholders and analyzing their particular needs.

Eco-system identification – Desk research to map and identify the core parts of the local green and smart mobility market.

Eco-system analysis – Using SWOT analysis to record the strengths-weaknesses-opportunities-threats of the local eco-system and market.

Stakeholder engagement – Organization of engagement and diagnostic events such as round-tables/workshops, individual diagnostic meetings and surveys.

Analysis of engaged SMEs – Analysis of the input gathered from the stakeholder engagement processes and development of benchmark analyses for the participating/engaged SMEs.

The step-by-step application of these tools is shown on Figure 5 below.

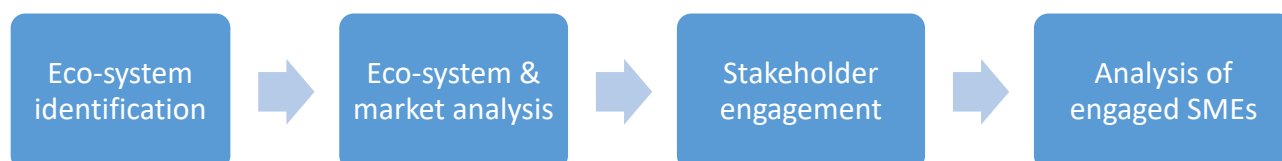


Figure 5: The market intelligence tools

Market intelligence actions

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

Diffusing the results of the market analysis – Using a SWOT analysis template to diffuse the results of the market analysis as potential strengths-weaknesses-opportunities-threats to the stakeholders of the green and smart mobility.

Diffusing the results of the SME analysis – Tailor made documentation and workshops to diffuse the results of the SME analysis to the SMEs.

Diffusing information about local eco-system cooperation and tools for market analysis – Collaboration with local innovation initiatives and workshops to promote local innovation activities and opportunities in the field of the green and smart mobility.

These three steps are interrelated with use of Market intelligence tools. At the center of the process lie the SMEs. These are shown on Figure 6 below.

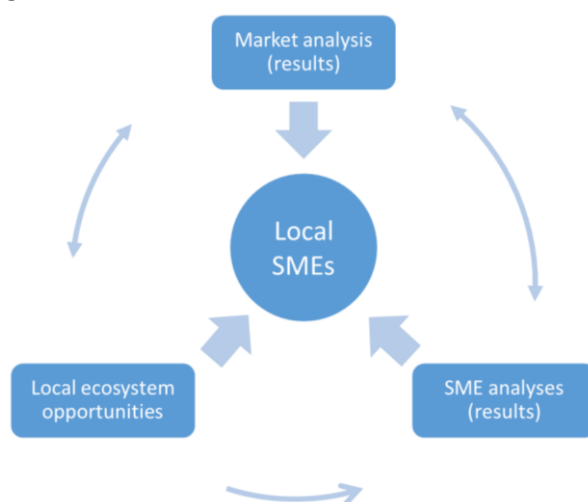


Figure 6: The Market intelligence services

- (+) Understanding the capacity of the market and the innovation potential within the market
- (+) Find out niche markets and new opportunities to invest
- (-) Difficulties in stakeholders' engagement and participation on engagement and diagnostic events (limited number of participants)
- (-) Inability of some SMEs to utilize market intelligence tools due to economic issues, insufficient knowledge etc.

B2B matching actions

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

Participate in and organize targeted B2B matching events at local and international level.

Information about B2B matching – Develop a list of tools and initiatives and handbooks of B2B opportunities.

B2B matching events – Organize and/or support the participation of SMEs in local and international B2B matching events.

Similarly, to Market intelligence services, B2B matching services have as a target the local ecosystem of SMEs (Figure 7).

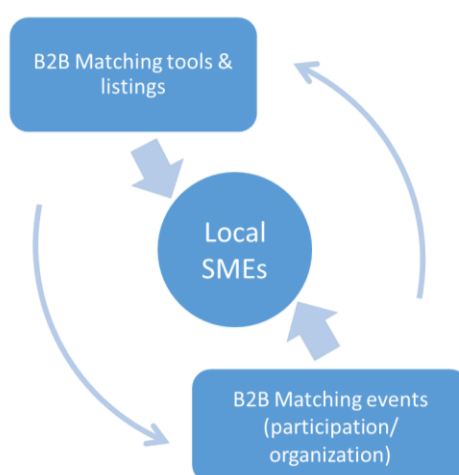


Figure 7: The B2B matching services

- (+) SMEs strength their business network and develop new cooperation in the GSM sector
- (+) SMEs promote their products and services and expand their customer network
- (-) Limited availability of B2B matching events during the model 's implementation timeline

Public funding screening actions

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

Information about support organizations – Listing of local, national and EU support organizations provided to the engaged SMEs.

Diffusing public funding opportunities – Handbook of public funding opportunities provided to the engaged SMEs.

Meeting with funds – Organizations of events between engaged SMEs and funds (angel investors, venture capitals, etc.).

Training seminar – Seminar dedicated to presenting funding opportunities, proposal writing tips and online tools for proposal collaboration to local green and smart mobility SMEs.

Support in proposal writing – Engage in proposal writing with selected SMEs. Provide technical guidance and administrative support through every stage from the concept and consortium development towards the submission of the proposal.

In similar fashion to Market intelligence and B2B matching services, Public funding screening services are targeted to the local ecosystem of SMEs (Figure 8).

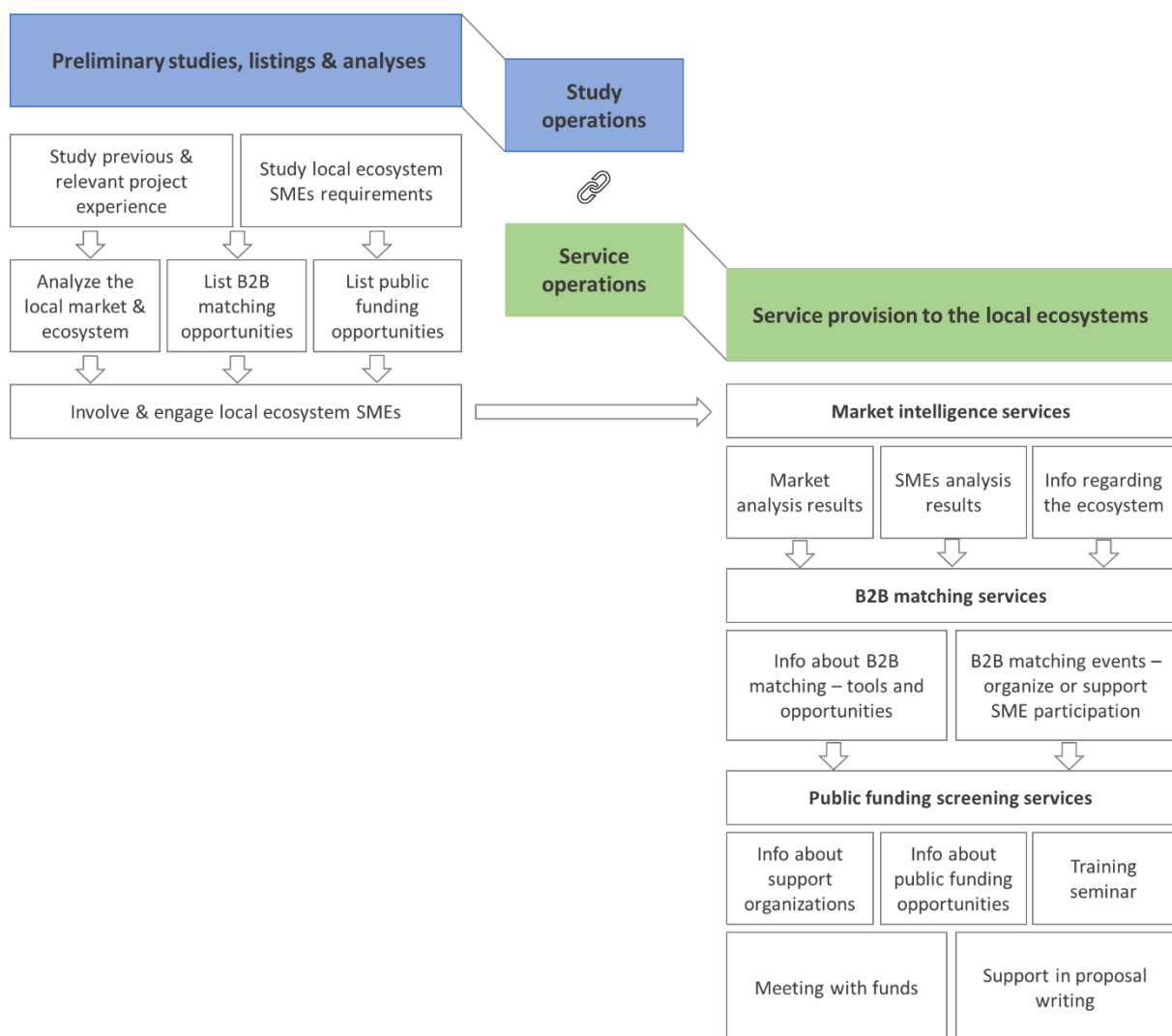


Figure 8: The Public funding screening services

- (+) SMEs expand their sources of funding
- (+) SMEs gain experience on participating in funding calls
- (-) Participation prerequisites and terms affect number of available public funding opportunities for different SMEs
- (-) Potential irrelevancy of public funding opportunities with green and smart mobility

b. Visualization of the Green mind Transferable Service Model for SMEs

The steps and suggested actions of the transferable model are presented in an illustrated way on Figure 9. Study operations include all the preliminary studies, listings and analyses that aim at investigating the previous experience of the participants in related projects and identifying the requirements of local SMEs. Analysis of the local market and ecosystem, listing of B2B matching opportunities and public funding opportunities follow to lead in first engagement activities of SMEs. The service operations are separated in three categories to provide services related to market intelligence, B2B matching and public funding screening to SMEs in a sequence that deepens SMEs engagement. Market intelligence services is suggested to provide market analysis results, SMEs analysis results and information about the ecosystem that are made available to SMEs. B2B matching services are about diffusing information about B2B matching events as well as organizing and supporting SMEs participation in relevant events. Finally, during the provision of public funding screening services information about supporting organizations and public funding opportunities are diffused to SMEs as well as meetings with funds and participation on call for proposals are pursued.



Public funding screening services

Provide information about support organizations and public funding opportunities, organize training seminars, meetings with funds and provide support in proposal writing

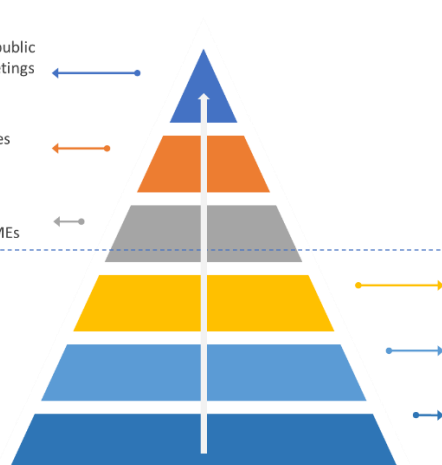
B2B matching services

Diffuse info about B2B matching tools and opportunities and B2B matching events

Market intelligence services

Market analysis results, SMEs analysis results and information about the ecosystem made available to SMEs

Service operations



Study operations

Involve the local ecosystem

Engage local SMEs through workshops, meetings and focus groups

Analyze local context & ecosystem

Analyze local market, list B2B matching and public funding opportunities

Study local context & ecosystem

Study previous and relevant project experience, as well as the local ecosystem requirements

Figure 9: Transferable service model

c. Use Guidelines

For the successful usage of the transferable model some recommendations to guide the user are presented below based on the experience that partners of the Green mind project gained during the implementation of the activities under the project.

- i. The very diverse areas within green and smart mobility sector can lead to incompatibilities in service operations among participants due to their different points of interest. So, a specific focus in a sub-area of GSM sector allows easier follow of the steps and structures process. For this reason, it is recommended the focus area of the GSM sector to be specific and predefined from the very beginning of the model 's implementation.
- ii. A clearly defined timeline should be available to participants and be followed without delays so that the SMEs be able to participate on the activities without interruptions to their regular operation.
- iii. Appropriate promoting actions should be undertaken in order to achieve increased SMEs engagement and further participation. The feedback from SMEs is vital for the agile process under which the model was developed.
- iv. Many different stakeholders, beyond SMEs can be involved in the models' steps such as clusters, business supportive organizations and citizens to promoting their needs and also the transferable model can be compatible and applied to other business sectors.
- v. Under service operations of the model a variety of approaches can be performed regarding the specific regional characteristics and local SMEs needs and requirements. So, the user of the model can adapt the suggested steps of services operations and/or develop other that will benefit the local enterprises.
- vi. Regular and update provision of information related to service operation succeeds in preventing participants from losing interest and reap most of the benefits of the provided services in order to enhance their competitiveness.

d. Overall evaluation of the implementation of the model

The transferable service model was implemented to the 8 regions participating on Green mind project and for its overall evaluation a questionnaire was utilized, and the results are presented below. For the evaluation methodology please refer to the Deliverables 3.4.1, 3.4.2 and 3.4.3.

	BiH	CRO (IDA)	CRO (SDC)	FRA	GR	IT	SL	SP	Total
Overall satisfaction	4.31	4.7	4.57	3.73	4.435	4.35	4.48	4.2	4.35
Services & Actions	4.43	4	4.21	-	4.4	4	4.5	3.8	4.19
Communication	4.55	4.58	4.04	4.23	4.2467	3.7	3.83	4.6	4.22
Timeframe	3.57	4	3.8	-	3.2	3	3	4.2	3.54
SMEs' Benefits	4.26	4.83	4.3	3.7	4.035	4	4.6	-	4.25

Overall satisfaction, the services and actions offered, openness of information and the level of assistance that the services offered to participants were evaluated as well as the total impression on how the model benefits the SMEs.

The "overall satisfaction" as stated by the developed questionnaire was 4.35 (Likert scale 1-5) and the implemented processes and services are characterized as moderately satisfied as shown below.

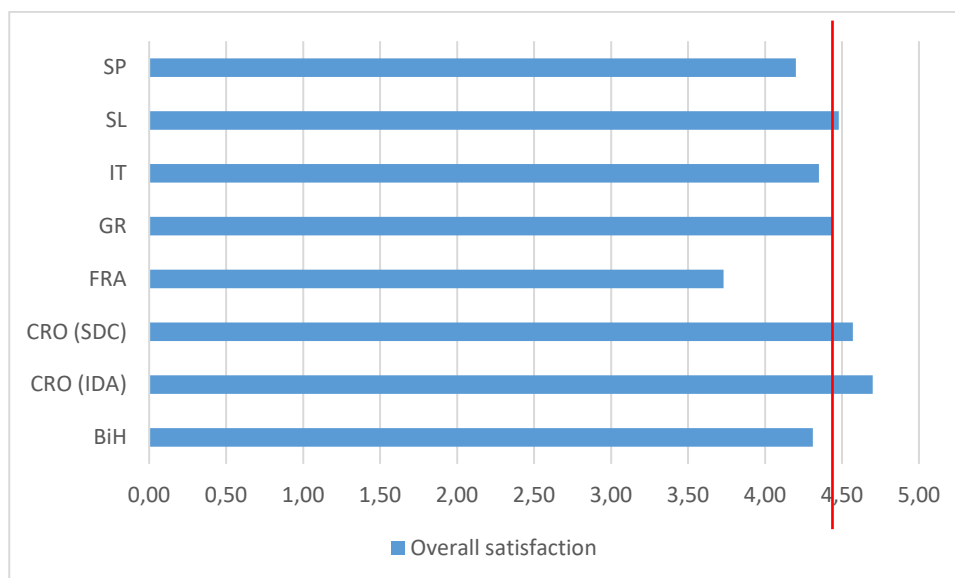


Figure 10: Overall satisfaction

e. Target groups reached

The following Tables refers to the target groups that reached from the consortium for the implementation of the transferable model.

Region of Sarajevo

Target Group	Target value	List of registered target groups
Sectoral agency	1	Sarajevo regional economic development agency SERDA
Business support organisation	3	Foreign Trade Chamber BiH, Chamber of Commerce of Federation BiH Chamber of commerce of Canton Sarajevo,
Enterprise, except SME	1	Elektroprivreda BiH
General public		
Higher education and research	3	Faculty for Transport and Communication Sarajevo, School of Economics and Business, Electrotecnic faculty of Sarajevo University
Infrastructure and (public) service provider	3	JP Željeznice FBiH, Centrotrans Eurolines, International Airport Sarajevo
Local public authority		
National public authority	2	UIISK BH, Ministry of Communication BiH,
SME	9	Nextbike/Supermarket d.o.o. STEP d.d. Sarajevo, GlobalGPS BH, Getbooking / IEEE, BMT, Sarajevo Green Design d.o.o., NTISI- Institut, MAAB Solutions Sarajevo, Automotive centar, SoftMatic, Westport Consulting, Cromex d.o.o. Megaelektra d.o.o. Mervik d.o.o. Sarajevo, Eplan d.o.o. Sarajevo
Regional public authority	2	Ministry of transportation of Canton Sarajevo; Institute of urban planning Canton Sarajevo
Interesting groups including NGOs	3	ENERGIS (Green and smart solutions), Association of traffic engineers in BiH, Association of architects in BiH;

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Target Group	Target value	List of registered target groups
Sectoral agency	2	Chamber of Commerce Pula
Business support organisation	6	Infobip d.o.o., UTE d.o.o., Bazgin d.o.o., Labin 2000 d.o.o., U-scoot d.o.o., Penta d.o.o.
Enterprise, except SME		
General public	500	IDA's Facebook page followers
Higher education and research	1	Faculty of economics Pula
Infrastructure and (public) service provider		
Local public authority	1	City of Poreč
National public authority		
SME	6	Infobip d.o.o., UTE d.o.o., Bazgin d.o.o., Labin 2000 d.o.o., U-scoot d.o.o., Penta d.o.o.
Regional public authority	2	IRMO, Istria County

County of Split-Dalmatia

Target Group	Target value	List of registered target groups
Sectoral agency	1	Chamber of Commerce Split
Business support organisation	2	RERA S.D. Regional developing agency, Spinit incubator of the University of Split
Enterprise, except SME		
General public	1000	SDC web dalmacija.hr Facebook page followers
Higher education and research	1	University of Split Faculty of Electrical Engineering, Mechanical Engineering and Naval Architecture
Infrastructure and (public) service provider		
Local public authority	3	Coity od Split, City of Kaštela, City od Solin
National public authority		
SME	30	PROMET MAKARSKA d.o.o.,TRANSPORTI BULIĆ d.o.o.,SPALATOURS,PROMET SPLIT d.o.o.,GO GREEN TAXI SPLIT,EKO TAXI (Eko prijevoz d.o.o.),ARAPOVIĆ TRANSPORTI,DOLEX d.o.o.,NAVALIS d.o.o.,INNOVATIO PROFICIT d.o.o.,MANAS d.o.o.,INFOKOM SOFTWARE & CONSULTING d.o.o.,ENEL SPLIT d.o.o.,NET MEDIA SISTEMI d.o.o.,INTEGRA GROUP,KRON d.o.o.,INFOS SPLIT,RIMAC AUTOMOBILI,PRVI TREPTAČ d.o.o.,VPS-INŽINJERING D.O.O.,ŽUPANIJSKE CESTE SPLIT d.o.o.,ERICSSON NIKOLA TESLA d.d.,Smart Split parking - Split parking,Atos IT Solutions and Services d.o.o.,ALPHA SAGITTARIUS d.o.o, STRANICA D.O.O.,NEWTON d.o.o.,STATIM d.o.o.
Regional public authority	2	SDC County

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Region of Occitanie

Target Group	Target value	List of registered target groups
Sectoral agency		
Business support organisation		
Enterprise, except SME	3	Markopilot, Siimple, CLS
General public		
Higher education and research		
Infrastructure and (public) service provider	1	GRDF
Local public authority	2	Toulouse Métropole, Montpellier Méditerranée Métropole
National public authority		
SME	14	Safra, Ze Combi, Cobrane, Applicolis, Transport Salva, Prouheze SAS, RUIZ et Fils Transports, SEV Service Ecusson Vert, Autocar Barriere, Kawantech, Transports Chabrilac, MECA, Synox, Negoti
Regional public authority	1	AD'OCC

Region of Central Macedonia

Target Group	Target value	List of registered target groups
Sectoral agency		
Business support organisation	2	Alexander Innovation Zone, Hellenic Institute of Logistics of Northern Greece
Enterprise, except SME	1	VIANOX
General public	100	CERTH 's Facebook page
Higher education and research	3	Aristotle University of Thessaloniki, Harokopeio University Athens, South-East European Research Centre
Infrastructure and (public) service provider		
Local public authority	1	Municipality of Thessaloniki
National public authority		
SME	16	GEOSENSE, Otoparking, BrainBox SA, Elektronio Handcrafted Vehicles, DirectSolutions, Dotsoft, SBOING, TrafficTechnique, Telenavis, Rhoe Urban technologies, Deeptraffic, Planning SA, TREDIT, Wavenet, Taxiway, Link Technologies
Regional public authority	1	Region of Central Macedonia

Region of Emilia-Romagna

Target Group	Target value	List of registered target groups
Sectoral agency	5	AMI Ferrara Local Mobility Agency, VisitFerrara Consortium, AESS Modena-Energy Agency, Città della Cultura-Cultura della Città association, Assonautica Ferrara.
Business support organisation	5	Chamber of Commerce, CNA Ferrara, Unindustria Emilia, Yon srl, Regency corporate
Enterprise, except SME	8	SRN Urban Logistics, Officine Barbieri, Bregoli Group, Kaitek, AT - automation technology S.A.S, LTE Toyota, ZF TRW
General public		
Higher education and research	3	University of Ferrara, ICOOR interuniversity consortium; CFI
Infrastructure and (public) service provider	1	Dedagroup public service
Local public authority	2	Unione Terre e Fiumi, Municipality of Ferrara
National public authority		
SME	27	Energypie, Plastic Jumper, Wamo Studio, BM Assemblaggi, In4Tech, Arda Solutions, Intercom Sistemi, Astolfi Engineering, 4e Consulting, Alga & Zyme Factory, Helixpharma, APS Il Turco, 22HBG, Phoenix Factory, Vettore Innovazione, Makros srl, Icos spa, Servizi Industriali, Sensormatic, Smartman, Teamplast srl, Metalsab+, Nea, Fluid-A, APM, Imprima, Digife scarl, AG srl
Regional public authority	2	Emilia Romagna Region, Art-ER

Region of Vzhonda Slovenja

Target Group	Target value	List of registered target groups
Sectoral agency	12	AMPS, TIC Moravske Toplice, ZKTŠ Murska Sobota, Zavod za turizem in šport Radenci, Alpine Pearls, Turizem Bohinj, PD Srednja Vas, TD Bohinj, ArheoAlpe - Zavod za kulturo, izobraževanje in turizem Bohinj, Turizem Bohinj, E-zavod, Climate KIC
Business support organisation	9	SRIP ACS+, RC Novo mesto, ZAG, Prleška razvojna agencija, RA Sinergija, Podjetniško trgovska zbornica (PTZ), Razvojni center Murska Sobota, EDISON, ACS GIZ
Enterprise, except SME	1	Triglavski narodni park
General public		
Higher education and research	4	University of Ljubljana, ZRC SAZU, Pattern city, Srednja tehnična šola Koper
Infrastructure and (public) service provider	2	Elektro Ljubljana, Marprom
Local public authority	5	Ljutomer, Turnišče, Črenšovci, Bohinj, Bled
National public authority		

SME	9	TVP d.o.o., Rotalab d.o.o., Good Vibe, ETI d.d., Oliver's d.o.o., Marko Viduka s.p., BOMFIN d.o.o., RC-eNeM, Etri, Implera
Regional public authority		

Region of Andalucía

Target Group	Target value	List of registered target groups
Sectoral agency		
Business support organisation	4	Railway Innovation Hub, ATELAN, AEDIVE, On Granada, Once Foundation
Enterprise, except SME	13	Bosch Security, Deimos Space, Easypark, Esri España, Euro Funding, Hispamaroc, Mansel, RENFE, Wellness Techgroup, Siemens, Altran, Correos
General public		
Higher education and research	4	University of Malaga, University of Granada, University of Alcala, University of Cordoba
Infrastructure and (public) service provider	1	MalagaPorts
Local public authority	7	Granada City Council, Puerto Real City Council, Sevilla City Council, Alhaurin de la Torre City Council, Fuengirola City Council, Villanueva de Tapia City Council, Yunquera City Council, Alhaurin El Grande City Council, OMAU- Malaga Xity Council
National public authority		
SME	36	Actisa, Allied Technologies, Amura, ASIMOB, Batch, ByEvolution, Cable Energía, Centraliza, Dat Light, Gecor, Geographica, Green Urban Data, Grupo Afronta, Here Technologies, Iertec, Journify, Inniset, Integrated Worlds, Itelligent, Loop Tecnología, Mobidrive, Metrica6, Mobilok, Nosolosoftware, Navarros Hermano, Omologic, QQBikes, PVOLAR, Revive 3.0, Scoobic Urban Mobility, Softcrits, Sosteco, Urbiotica, TCA Geomática, Top Digital, Wifi Rent a Car

f. Conclusions

The transferable service model for SMEs was developed as a tool to assist clusters or agencies to implement and provide services that will enhance competitiveness of SMEs. Firstly, a thorough analysis and record of the current state of the sector in the region of interest should be carried out. SMEs engagement processes and customized design of the services, to be offered, depending on their needs, are of high priority for the success of the model. Through the model services that are suggested to be provided lay on assisting SMEs to understand and be able to exploit information that comes from the market, improving and expanding their customers' and associates' network through B2B events/fairs or other networking opportunities and accessing funding for their activities through their participation in dedicated calls and assistance to apply.

Finally, we should mention that although the thematic area that the model was developed to serve is green and smart mobility, model 's adaptability allows its utilization also in other Business sectors.

4. References

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5. Annexes

a. Annex I-Questionnaire for capitalization and systematization of previous experience

Part A – Previous experience and insight

With a focus on the green and smart mobility industry, you can direct your responses somewhere along the following ideas:

1. What is the level of your experience and/or knowledge in the green and smart mobility industry?
Please elaborate in regards to your past business or research experience
2. What do you know about (or have experienced in) the green and smart mobility industry in your country?
Please elaborate in regard to public and private institutions, policy, enterprises and organizations, networks, clusters, and any other stakeholders you feel are relevant and important
3. What do you know about (or have experienced in) the green and smart mobility industry in the MED area and the EU?
Please elaborate in regard to public and private institutions, policy, enterprises and organizations, networks, clusters, and any other stakeholders you feel are relevant and important
4. What do you know about (or have experienced in) the green and smart mobility market in your country? Please elaborate on the following:
 - Do you have any experience with (and/or knowledge about) clean fuels (i.e. production, sales, use, policy, networking initiatives)?
 - Do you have any experience with (and/or knowledge about) transport infrastructures (i.e. availability, usefulness, government involvement, networking initiatives, green and smart mobility areas of implementation)?
 - Do you have any experience with (and/or knowledge about) low carbon economy products/services (i.e. availability, innovation, SME involvement, policy, networking initiatives, green and smart mobility areas of implementation)?
 - Do you have any experience with (and/or knowledge about) green and automated vehicles (i.e. availability, innovation and SMEs, policy, supportive infrastructure, networking initiatives)?
 - Do you have any experience with (and/or knowledge about) Intelligent Transport Systems and cooperative Intelligent Transport Systems (i.e. availability, SME involvement, online applications, networking initiatives, green and smart mobility areas of implementation)?

- Do you have any experience with (and/or knowledge about) applications, services, and enterprises active in the Mobility as a Service sector (i.e. availability, SME involvement, online applications, networking initiatives, green and smart mobility areas of implementation)?
 - Do you have any experience with (and/or knowledge about) the conceptualization and implementation of new business models in the green and smart industry (i.e. availability, SME involvement, green and smart mobility areas of implementation)?
5. Is **Marketing Intelligence** a known, to your organization, term?
6. Are your organization's operational, business, and research activities related to marketing intelligence in any way?
- If yes, please support relevant insight from your previous experiences
 - If yes, please provide relevant use guidelines
7. Is **B2B Matching** a known, to your organization, term?
8. Are your organization's operational, business, and research activities related to B2B matching in any way?
- If yes, please support relevant insight from your previous experiences
 - If yes, please provide relevant use guidelines
9. Is **Public Funding Screening** a known, to your organization, term?
10. Are your organization's operational, business, and research activities related to public funding screening in any way?
- If yes, please support relevant insight from your previous experiences
 - If yes, please provide relevant use guidelines
11. Have your partners or other organizations/enterprises/institutes experience relevant to the aforementioned services (market intelligence, B2B matching, and public funding screening)?
- If yes and it is possible, please provide relevant insight from their experience

12. Please feel free to add any additional input you know (or have experienced) and believe that is important but is not covered (adequately) from the previous questions.

Part B - Previous Projects and Initiatives

In this section, you will be asked to indicate whether you have previously participated in EU funded projects with processes and/or outputs relevant to those of Green-mind. Please, use the space below the headlines to provide your answers.

With a focus on the **green and smart mobility industry**, you can direct your responses somewhere along the following ideas:

1. Have you previously participated in projects relevant to the green and smart mobility industry?
Please elaborate in regard to practical implication and theoretical insight from your participation in specific projects and initiatives
2. Have you previously participated in projects and initiatives relevant to the more specific areas of the green and smart mobility industry?
Please elaborate in regard to practical implication and theoretical insight from your participation in specific projects and initiatives and more specifically regarding the areas of clean fuels and transport infrastructures, low carbon economy in Transport, green and automated vehicles, ITS (Intelligent Transport Systems) and C-ITS (cooperative ITS), Mobility as a Service schemes (MaaS), and new business models for sustainable, technology-aided initiatives.
3. Have you previously participated in EU funded projects or other initiatives relevant to **marketing intelligence**?
No.
 - If yes, please support relevant insight from your participation in the project(s)
 - If yes, were these projects relevant to the green and smart mobility industry?
4. Have you previously participated in EU funded projects or other initiatives relevant to **B2B Matching**?
No.
 - If yes, please support relevant insight from your participation in the project(s)
 - If yes, were these projects relevant to the green and smart mobility industry?
5. Have you previously participated in EU funded projects or other initiatives relevant to **Public Funding Screening**?
No.

- If yes, please support relevant insight from your participation in the project(s)
 - If yes, were these projects relevant to the green and smart mobility industry?
6. Through your participation in the above mentioned projects, have you created networks, clusters, and/or information channels with private or public enterprises, institutions, and organizations that Green-mind could use in order to fulfil its purpose?
- If yes, please elaborate on how this can be possible
7. Have you previously participated in projects focused on SMEs' competitiveness and innovation?
- If yes, please elaborate
8. Please feel free to add anything you know (or have experienced) and believe that is important but is not covered (adequately) from the previous questions.

b. Annex II-Questionnaire on SMEs requirements and needs

Q1:

What are the primary fields of green and smart mobility in which your company/institution creates products, services or performs activities?

Green and smart mobility	Mark X	Elaborate products, services, activities
Infrastructure technologies ¹		
Clean fuels ²		
Green / eco-friendly / clean vehicles ³		
Automated vehicles		
Intelligent Transport Systems (ITS) ⁴		
Cooperative ITS (C-ITS) ⁵		
Mobility as a Service (MaaS) or Transportation as a Service (Taas) ⁶		
Traffic Management or Transport Management systems		
Driving systems ⁷		
Parking Management		
Other (specify/describe)		
IT solutions for mobility		
Mobility planning and education		

Q2:

What is the number of employees working in your company?

1-9		10-49		50-249		250+	
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Q3:

What is the approximate percentage of your employees working on green and smart mobility in your company?

¹ i.e. telematics systems, detection systems, traffic signals, smart bus stops, ticket vending machines, ticket validation machines, automated payment machines, toll-stations, electric charging stations, fuels stations

² **Clean fuels**, bio-fuels, alternative fuels or eco-friendly fuels, are fuels used as substitutes to fossil fuels that are usually produced from renewable sources of energy or from waste treatment, which lead to low carbon economy.

³ **Green and automated, eco-friendly or clean vehicles** are vehicles that run on clean fuels and thus they are environmentally friendlier to the mainstream ones (vehicles with internal combustion engine).

⁴ **Intelligent Transport Systems (ITS)** is set of integrated solutions that covers a wide range of potential applications of information and computer technology in road and transport networks, in order to improve transport efficiency and reduce queues (automated transport management, smart traffic lights, congestion management, ticketing systems, passenger information systems,...)

⁵ **Cooperative ITS (C-ITS)** are intelligent transport systems that "allow road users and traffic managers to share information and use it to coordinate their actions" as they enhance "Communication between vehicles, infrastructure and other road users" and target to the complete integration of the transport system.

⁶ **Mobility as a Service (MaaS)** or Transportation as a Service (Taas) refers to a shift from personally owned transportation means to integrated, technology-aided mobility services. For instance, it can be "a digital platform that integrates end-to-end trip planning, booking, electronic ticketing, and payment services across all modes of transportation" (Goodall et al., 2017, p.114).

⁷ Car-centric systems (i.e. smart navigation, smart parking or road trip management)

Q4:

How long does your company exist?

< 12 months		1-3 years		3-5 years		5+ years	
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Q5:

What was your Year on Year (YoY) growth of the company in percentages?

MARKET INTELLIGENCE⁸

Q6:

Do you employ Market Intelligence techniques and tools to analyze the market?

- ☐ Yes
☐ No

Q7:

If Yes, in what way do you use them?

- ☐ Use of external expert
☐ Use of qualified staff of the company
☐ Use of non-qualified staff of the company
☐ Other

If Other, please give a short explanation

Q8:

How often do you implement market intelligence techniques and tools?

- ☐ It is a daily process of business activities
☐ When an upcoming risk is identified
☐ In the case of willingness of the development of a new product / service
☐ Occasionally without specific timeframe
☐ Other

If Other, please give a short explanation

⁸ Market Intelligence is the process on gathering information about a specific market and analyse them so that you are able to identify your position in this market.

Q9:

Do you understand the process of developing a SWOT and/or PEST analysis?

- ☐ Yes
☐ No

Q10:

Do you use social media to analyze the market and its needs?

- ☐ Yes
☐ No

Q11:

How often do you use social media?

- ☐ It is a daily process of business activities
☐ When an upcoming risk is identified
☐ In the case of willingness of the development of a new product / service
☐ Occasionally without specific timeframe
☐ Other

If Other, please give a short explanation

COOPERATION/SYNERGIES

Q12:

What is the number of the companies with which your company cooperates in green and smart mobility field, and from which field and countries they come from?

a) Suppliers (companies that sell you parts, software, or other components for development of goods or services)

	0	1-2	3-5	6-10	>10
Infrastructure technologies	☐	☐	☐	☐	☐
Clean fuels	☐	☐	☐	☐	☐
Green / eco-friendly / clean vehicles	☐	☐	☐	☐	☐
Automated vehicles	☐	☐	☐	☐	☐
Intelligent Transport Systems (ITS)	☐	☐	☐	☐	☐
Cooperative ITS (C-ITS)	☐	☐	☐	☐	☐
Mobility as a Service (MaaS) or Transportation as	☐	☐	☐	☐	☐
Traffic Management or Transport Management	☐	☐	☐	☐	☐
systems					
Driving systems	☐	☐	☐	☐	☐
Parking Management	☐	☐	☐	☐	☐
Other (specify/describe)					

List countries

b) Partners (companies cooperating with you on development of services/products)

	0	1-2	3-5	6-10	>10
Infrastructure technologies	☐	☐	☐	☐	☐
Clean fuels	☐	☐	☐	☐	☐
Green / eco-friendly / clean vehicles	☐	☐	☐	☐	☐
Automated vehicles	☐	☐	☐	☐	☐
Intelligent Transport Systems (ITS)	☐	☐	☐	☐	☐
Cooperative ITS (C-ITS)	☐	☐	☐	☐	☐
Mobility as a Service (MaaS) or Transportation as	☐	☐	☐	☐	☐
Traffic Management or Transport Management	☐	☐	☐	☐	☐
systems					
Driving systems	☐	☐	☐	☐	☐
Parking Management	☐	☐	☐	☐	☐
Other (specify/describe)					

List countries

Q13 :

Can you tell us a bit more about your cooperations (type of projects, duration, type of partnerships, suppliers, etc.) ?

Q14:

Have you cooperated with science/research institutions on development and testing of your products/services in the segment of green & smart mobility?

0		<3		4-7		> 7	
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Q15:

What are the science/research institutions with which you cooperated the most?

List science/research institutions

Q16:

Did you find cooperation with science/research institutions on development and testing of the products/services in the segment of green & smart mobility beneficial?

- ☐ Strongly agree
- ☐ Agree
- ☐ Partially agree
- ☐ Disagree

Q17

Please explain your opinion (why was it beneficial/why not?)

FUNDING OPPORTUNITIES

Q18:

What are the most common ways of financing your projects in the green & smart mobility?

List sources of funding

Q19:

Have you already participated in a call for proposals to get public funding?

- ☐ Yes
- ☐ No

If Yes, continue with: Q20 / If No, continue with: Q23

Q20

How many times did you nominate your projects dealing with green & smart mobility for the public funds (EU, National funds,...) and in which segment?

a) On national level?

Green and smart mobility	0	1-3	4-7	>7
Infrastructure technologies	☐	☐	☐	☐
Clean fuels	☐	☐	☐	☐
Green / eco-friendly / clean vehicles	☐	☐	☐	☐
Automated vehicles	☐	☐	☐	☐
Intelligent Transport Systems (ITS)	☐	☐	☐	☐
Cooperative ITS (C-ITS)	☐	☐	☐	☐
Mobility as a Service (MaaS) or Transportation as a Service (Taas)	☐	☐	☐	☐
Traffic Management or Transport Management systems	☐	☐	☐	☐
Driving systems	☐	☐	☐	☐
Parking Management	☐	☐	☐	☐
Other (specify/describe)				

b) On an EU level (FP7, Horizon2020, ERDF and other)?

Green and smart mobility	0	1-3	4-7	>7
Infrastructure technologies	☐	☐	☐	☐
Clean fuels	☐	☐	☐	☐
Green / eco-friendly / clean vehicles	☐	☐	☐	☐
Automated vehicles	☐	☐	☐	☐
Intelligent Transport Systems (ITS)	☐	☐	☐	☐
Cooperative ITS (C-ITS)	☐	☐	☐	☐
Mobility as a Service (MaaS) or Transportation as a Service (Taas)	☐	☐	☐	☐
Traffic Management or Transport Management systems	☐	☐	☐	☐
Driving systems	☐	☐	☐	☐
Parking Management	☐	☐	☐	☐
Other (specify/describe)				

Q21:

How do you be kept informed on available funding opportunities?

- ☐ Personal search
- ☐ Use of externals (such as consultants)
- ☐ Random knowledge
- ☐ Other

If Other, give a short description

Q22:

What is percentage of the success rate (looking at the number of projects) of collecting public funds for the projects?

National level _____%

EU level _____%

Q23:

How would you grade the accessibility of the information regarding the available national and central EU funds or other available financial sources for projects in the segment of green & smart mobility?

- ☐ Very good
- ☐ Good
- ☐ Average
- ☐ Poor
- ☐ Very poor

Q24:

How would you grade the readiness of the central and local authorities for the implementation of projects in the segment of green & smart mobility?

- ☐ Very good
- ☐ Good
- ☐ Average
- ☐ Poor
- ☐ Very poor

Q25:

Do you have future projects or needs for which public financing would be relevant? Please elaborate:

Q26:

Please mark, in the order of importance, the factors that you believe would enable faster and better development of the products and services in the segment of green & smart mobility?

Area	Mark from 1-6 ⁹
Better and more information on availability of funds for projects, products, service development	
Better understanding of the central and local authorities of the concept of green & smart mobility	
More activities related to the connection of relevant stakeholders in the segment of green & smart mobility	
More cross border cooperation in the segment of green & smart mobility	
More activities that would support cooperation between industry and research institutions	
Other (please specify/describe)	

Q27:

Do you have any other recommendations that would support the development of the green & smart mobility?

Please list recommendations

We thank you for your participation in this questionnaire!

⁹ 1 = Most important / 6 = less relevant

c. Annex III-SWOT template

Strengths

Having in mind the market analysis and the literature review please indicate the strengths of your country's market in the following areas (each underlined term is an area of concern):

Green and smart mobility industry

[replace this text to answer]

Clean fuels and infrastructures

[replace this text to answer]

Low carbon economy

[replace this text to answer]

Green and automated vehicles

[replace this text to answer]

Logistics

[replace this text to answer]

ITS and C-ITS

[replace this text to answer]

Business models for sustainable, technology-aided initiatives

[replace this text to answer]

Weaknesses

Having in mind the market analysis and the literature review please indicate the weaknesses of your country's market in the following areas (each underlined term is an area of concern):

Green and smart mobility industry

[replace this text to answer]

Clean fuels and infrastructures

[replace this text to answer]

Low carbon economy

[replace this text to answer]

Green and automated vehicles

[replace this text to answer]

Logistics

[replace this text to answer]

ITS and C-ITS

[replace this text to answer]

Business models for sustainable, technology-aided initiatives

[replace this text to answer]

Opportunities

Having in mind the market analysis and the literature review please indicate the potential opportunities of your country's market in the following areas (each underlined term is an area of concern):

Green and smart mobility industry

[replace this text to answer]

Clean fuels and infrastructures

[replace this text to answer]

Low carbon economy

[replace this text to answer]

Green and automated vehicles

[replace this text to answer]

Logistics

[replace this text to answer]

ITS and C-ITS

[replace this text to answer]

Business models for sustainable, technology-aided initiatives

[replace this text to answer]

Threats

Having in mind the market analysis and the literature review please indicate the potential threats of your country's market in the following areas (each underlined term is an area of concern):

Green and smart mobility industry

[replace this text to answer]

Clean fuels and infrastructures

[replace this text to answer]

Low carbon economy

[replace this text to answer]

Green and automated vehicles

[replace this text to answer]

Logistics

[replace this text to answer]

ITS and C-ITS

[replace this text to answer]

Business models for sustainable, technology-aided initiatives

[replace this text to answer]

Fill-in the following template with the most important aspects of the ideas you discussed earlier:

Strengths

Weaknesses

Opportunities

Threats