OUTPUT 4.1

Green Mind transfer & take up programme

Final version

January 2021

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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
- 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 Transferring Work Package

According to the MED programme, the term "Transferring" refers to the "organisation of data concerning the implementation of programmes, impacts, the methods used in order to make the accumulated experience usable for other programmes projects, concerning their or projects", in order to transfer the results and engagement of largest audience with dissemination and training activities. It is evident from the above mentioned definition that transferring is a key aspect of MED projects in supporting the accomplishment of their objectives on local, regional, national and even EU level. The valorization procedure ensures that all possible channels and opportunities are used for the projects outcomes to reach as many potential final users as possible. It is significant to transfer outcomes and practices into partners territories in order to realize that longevity and sustainability of the project will be achieved only by providing benefits that meet the specific needs of a wider audience of beneficiaries. The main scope of this Transferring Joint Methodology will be to guide the partners to transfer methodologies, best practices, results reached and learnt during the project to local target

stakeholders and assure a wide dissemination and knowledge transfer to: public sector, private sector, research and citizens (quadruple helix target groups).

This document is the first deliverable foreseen in the Green MInd Activity 4 "Transferring". In this regard, it is noticed that Green Mind deployment includes the development of a joint methodological framework, in particular for transferring the project results in local, national and MED territories to the devised target groups under the supervision of the work package leader.

This Transferring Joint Methodology of Green Mind project has been designed in such a way so as to allow the exploitation of the tangible and intangible results of the Green Mind project, optimize their value, enhance their impact and facilitate their integration at multiple levels. The Plan thus pays particular attention to the stransferring, sustainability and portability of the results and the enhancement of their impacts on regional level through direct involvement of stakeholder's objective. Furthermore, it has been built in close collaboration with the Communication Plan of the project so as to ensure maximisation of synergies between the related activities and also elimination of all possible cases of overlaps.

Acording with the MED Programme, all protocols defined are transferable to the MED area and therefore, the actions are reusable and/or adaptable, in order to ensure that the following criteria are met:

- comparability of data and information between regions
- reliability of data and information collected
- strength of methodology and protocols used
- relevance of format
- clear definition of the target and stake holders defined.

This document intends to be a guideline manual where the joint methodology applied to prepare and coordinate the transferring actions is explained. To have an overview of the methodology´s scheme, it is crucial to reach a better understanding of it.

WP4 consists of four distinct activities. These are:

A.4.1   Coordinating transfer activities
A.4.2   Results transferability planning
A.4.3   "Green Mind" transfer & take up programme
A.4.4   Regional & macro regional policy support programme

More in detail, A.4.1 refers to produce a transfer activities guideline document. It focuses on transfer goals and includes a detailed mapping of the target stakeholder in the "green mind" territorial contexts and at MED level. The mapping focuses on clusters in the MED area which operate in sectors relevant to the green & smart mobility industry and authorities which develop policies. Concerning the latter, a specific focus is on the detailed analysis of the Regional and National Operational Programmes where existent. In A.4.2 partners prepare the transferability plan to transfer the "green mind" outcomes and the related tested practices into the partners' territories and at a wider MED level. The plan has the aim of ensuring a wide dissemination and knowledge transfer to the public sector, private sector and research. The plan includes format, specific contents, specific target bodies (based on the mapping of

the previous activity) for both tailored events with clusters and technical events with authorities. In A.4.3, partners jointly implement a take up programme targeted at clusters/agencies. It includes the

organisation of 10 on-line meetings with 10 clusters and agencies in the MED area to transfer the knowledge gained in the development of the pilot activities and of the service model of the Testing.

Finally, A.4.4 refers to produce of local specific policy recommendation documents including testing results and outcomes targeted at local and regional public entities (authorities, governments, etc.). Specifically, partners organise a series of local technical events to discuss with the local stakeholders the results, business and governance model of the pilot services to promote the innovation introduced by the project and propose measures to improve regional and SMEs policies.

Upon the completion of WP4, two main outputs should be delivered. These outputs are:

Output 4.1   a series of transfer meeting with cluster organisations in the MED area to foster the adoption of the services model on trasnational SMEs services

Output 4.2   support documents to improve policy making for SMEs in the green & smart mobility industry

Output 4.1. a series of transfer meeting with cluster organisations in the MED area to foster the adoption of the services model on trasnational SMEs services

Output 4.2. support documents to improve policy making for SMEs in the green & smart mobility industry
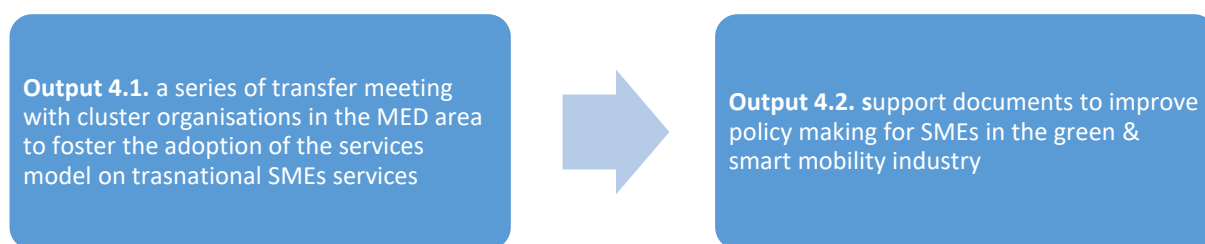
Figure 1. Outputs of Work Package 4

c.   Scope of Transferring Work Package

The WP wants to give answer to two main problems in the MED area: the insufficient level of transnational cross-sectorial cooperation of innovation clusters and specifically, the insufficient level of development of cluster activities and of related SMEs services in the green & smart mobility industry. The benefits that it brings are knowledge, awareness and experiences to shape transnational activities of innovation clusters and improved policies of MED regions for SMEs innovation and competitiveness in the green & smart mobility industry. The WP methodology is structured in two strands of activities (further than coordination (4.1) and planning of the transfer activities (4.2)): a take up programme (4.3) involves MED clusters and transfers the SMEs services model of the Testing WP to engage clusters in delivering transnational services to SMEs which are cross-sectorial and exploit the market potential in the different sub-sectors of the green & smart mobility industry. A policy programme (4.4) targets authorities of the project regions and regions of the 2 concerned Macro-Regional Strategies to improve policy making for SMEs and research and innovation in the green & smart mobility industry. The main scope of the WP is to transfer methodologies, practices, results and knowledge gained during the project. The WP is strictly linked to the Testing WP and it also supports the enlargement of the "green mind" transnational innovation network by engaging non-partner clusters to join.

d.   Scope of Output 4.1

Output 4.1 consists of a series of transfer documents targeted to SMEs and cluster organisations after the covid-emergency in the MED area, to foster the adoption of the services model on transnational SMEs services. It contributes to the specific objective n. 1 in terms of fostering the take up of the pilots results. It is fed by deliverables:

D.4.1.1	Transferability methodology
D.4.2.1	Results transferability plan
D.4.3.1	Transfer on line meetings with cluster and reports
D.4.3.2	1 Transnational workshop with cluster and report
D.4.3.3	Training material for the online meeting

e.   Document's targeted audience

Green-mind consortium partners: as a tool for the optimal coordination and proper development of activities of transferring in each Green-mind region

Stakeholder and more specifically Sectoral agencys, business support organizations and local public authorityes: as a tool to transferring the knowledge in each region.

f.   Document structure

After the introductory part, the transferability methodology and the transferability activities by projects partners

2. Transferability Methodology

Green Mind pilots have been developed in eight regions, all with the same purpose, to improve economic competitiveness and innovation in the smart and sustainable mobility industry by promoting different regional and transnational cooperations. Once the pilots have been executed, a methodological document will be made with guidelines and objectives of the transfer activities, in order to ensure that the objective stakeholders of the Green Mind Project capture and assimilate both the knowledge and the way in which the results and knowledge generated during the development of the pilots in the project are brought into play.

The proposed methodological framework is based on the knowledge cycle (Nonaka and Takeuchi, 1995) and the SECI model of knowledge conversion (Nonaka, Toyama and Konno, 2000).

In this sense, it is possible to ensure that the knowledge cycle captures of relevant knowledge and this knowledge when it is applied generates new knowledge that must be made explicit and shared with the stakeholders to whom it belongs. This iterative cycle will ensure that the development of the Activity 4 "Transferring" impacts on the increase of the capacities of the stakeholders involved.

At the same time, and in order to integrate and create knowledge in teams, it is necessary that the transfer processes, the mechanisms and practices allow the following transformations:
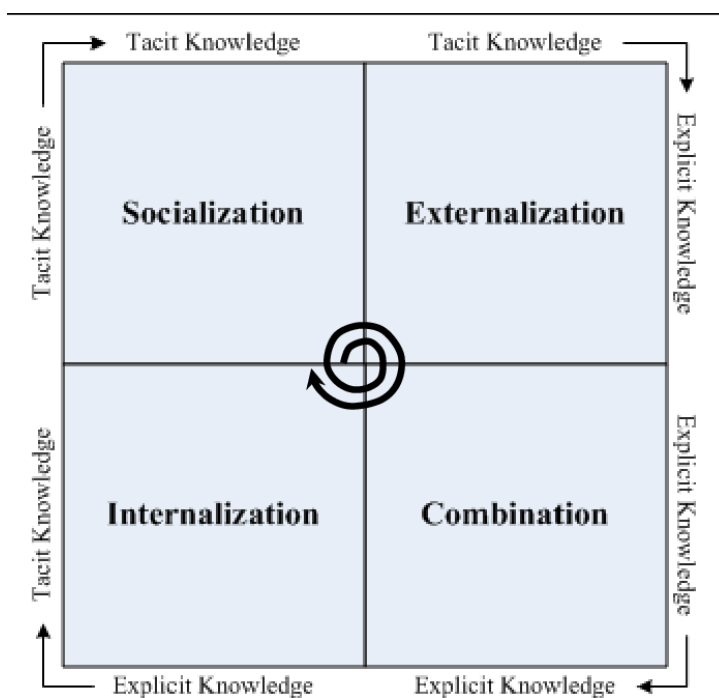
Figure 2. SECI Model of knowledge

 ➢ **Socialization:** from tacit to tacit. They are activities aimed at acquiring tacit knowledge through sharing experiences and mental models.
 ➢ **Externalization:** from tacit to explicit. It is the process of converting tacit knowledge, from both people and groups, in explicit concepts, that is, knowledge transferable. It is the essential activity in the creation of knowledge.
 ➢ **Combination:** from explicit to explicit. It is the process of creating explicit knowledge to gather explicit knowledge, coming from other external sources.

> ➢ **Internalization:** from explicit to tacit. Knowledge incorporation process explicit, re-contextualizing it, adapting it and transforming it into tacit knowledge according to the concrete experience. It involves the internalization of abstract knowledge.

This model ensures the permanent capture of knowledge during the life of the project and will allow carrying out practices focused on the codification of knowledge (transfer & take up programme; training material) and practices focused on the human factor (transfer online meetings, workshop, etc.).

To design this model, the activities planned are enclosed in the following steps:

1. **Identification of objectives** and transferring needs of the plan.
2. Identification of **target groups** (clusters, agencies and authorities) must participate at transferring activities, in order that they can capture and apply the knowledge in other region.
3. Identification of the **key knowledge** that comes into play in the development of the project and that is initially located in the GREEN MIND project work team: the regional pilots developed and the results obtained in each participating region.
4. Definition of how to **transfer** the key knowledge.
5. **Results Transfereability Plan**, with the activities, processes and strategies for knowledge sharing and management.

3. Transferring tools

1. Creation of contact lists:

Contact details such as phone numbers / faxes / emails / etc. of local and regional policy makers, SMEs, associations, liaison offices of local universities, local and national media, managers of large or medium-sized companies, business owners, research organizations, representatives of chambers of commerce, citizens, etc. They are expected to be partially already registered in a database of contacts participanting in previous activities of the project. This database will allow each member of the interested parties to be contacted by email, telephone or any other available means of communication.

2. Transferring material:

The posters, brochures, articles, sectorial publications, and workshops etc. could be put in value in order to transfer the outcomes of the project.

3. Green Mind Success Stories

In general, SMEs prefer to know the benefits / aids that the project (Green Mind) has generated in certain cases before getting involved in an initiative. In addition, the organizations that will be invited and participate in the Green Mind seminars that will be organized in all partner countries are expected to provide the consortium with a wealth of information and case studies that should and could be of

use to other companies in the future. Therefore, it is suggested that the most relevant success stories be presented in these seminars.

4. Mentorship or guided experience

In order to transfer the knowledge capture during the WP3."Testing", the teams with first-hand knowledge would work together the stakeholders in order to share and show their real experiences in the process of learning and transferring.

5. Community of practice

Communities of practice cut across traditional transferring methodologies and include people in the groups in order to allow them to share knowledge and their real experiences over a longer period and exchange information with one another.

6. Presentations

The presentations of the Green Mind project that have been developed during the project can also be used as dissemination mean after the project's completion. Any partner who wishes to participate in any conference or seminar or event being relevant to the Green Mind project can make a presentation or reference to Green Mind to transfer the outcomes and principal results of the project. All partners should then translate it into their own languages.

7. Local webinars in each region

The local events that have taken place during the project have a lot of information that can be shared, putting in value the green mind project in each region.

8. Support for SMEs after the Green Mind project:

The Green Mind project consortium has expressed its willingness and intention to continue supporting **SMEs even after the completion of the project.**

9. Online Platform

Online platform available until the end of the project where each partner is invited to provide 3 contents on their own pilots (WP3) or on strategic information to be provide to SMEs on issues and topics related to strategy, innovation, sustainable mobility … to face with new socio-economic scenario (Covid-19 pandemic).

4. Transferability activities by project partners

a. Online meetings for SMES

All eight project partners organized tranferability activities via on-line webinars in order to share the experiences and knowledge gained in the project also in the view to Covid-19 situation.

	Topics of the local webinars	Date	Number of speakers	Number of participants
Spain - ASCC	Current state of the Green mind project and collaboration network, Intelligent mobility, Carpooling and pandemic, Role of cities in the mobility, Collaborative behavior between entities	2 December 2020	5	24
	The main objective of the Webinar was to enhance the communication of Mobility sector SMEs with the research groups of the University of Malaga. As a result of this, SMEs increase their skills for the development of new business opportunities	20 January 2021	6	68
Greece - CERTH	Upcoming Green deal call and the primarily formed consortiums that the enterprises may contact to discuss cooperation, Funding opportunities, Marketing techniques to respond to the digital environment	3 November 2020	4	30
Croatia - SDC	Sustainable and smart mobility and the successful transition through the Covid-19 caused crisis in Split-dalmatia county - "Green and smart mobility fueled by 5G"	1 December 2020	4	44
Croatia - IDA	Green mobility, EU strategic documents on green mobility and projects financed from European funds, green mobility in Croatia, Green mobility situation in BiH	6 November 2020	4	17
Slovenia – E-zavod	Sustainable and smart mobility and the successful transition of the Covid-19 crisis in Slovenia, Public bus transport in town Maribor in time of Corona-19	12 November 2020	2	59
Italy - SIPRO	Transferring activity being implemented in Ferrara with associations, local and regional authorities and consequently all the green and smart companies involved.	16 December 2020	5	29

	Transferring activities had the aim to encourage the creation of tailor-made paths for networking and training on the functioning of the new European Programming 2021-27, with particular focus on issues related to green & smart mobility. A series of interviews were organized with some Councilors and Managers of the Emilia Romagna Region, subjects who have a relevant vision of the new Programming, and who can therefore provide useful information about the common lexicon and the expected projects. The transfer on line meeting was organized to present the results of these interviews.		12
	2 focus groups on Sustainable mobility and Clean energy e renovation wave	18/01/2021 20/01/2021	4	25
BiH - SERDA	Sustainable Urban Mobility Plan of Sarajevo Canton, Business opportunities for the GSM industry in SUMP Sarajevo, Available funds to finance the activities of the GSM industry, Business opportunities for the GSM industry in SUMP - Sarajevo	12 November 2020	5	31
France - AFT	Learning work organisations, Presentation of 2 transport and logistics business on innovation and collaboration with the employees and overcoming changes (Covid-19, economic crisis etc.)	15 October 2020	3	47

Table 1. Online meetings for SMEs
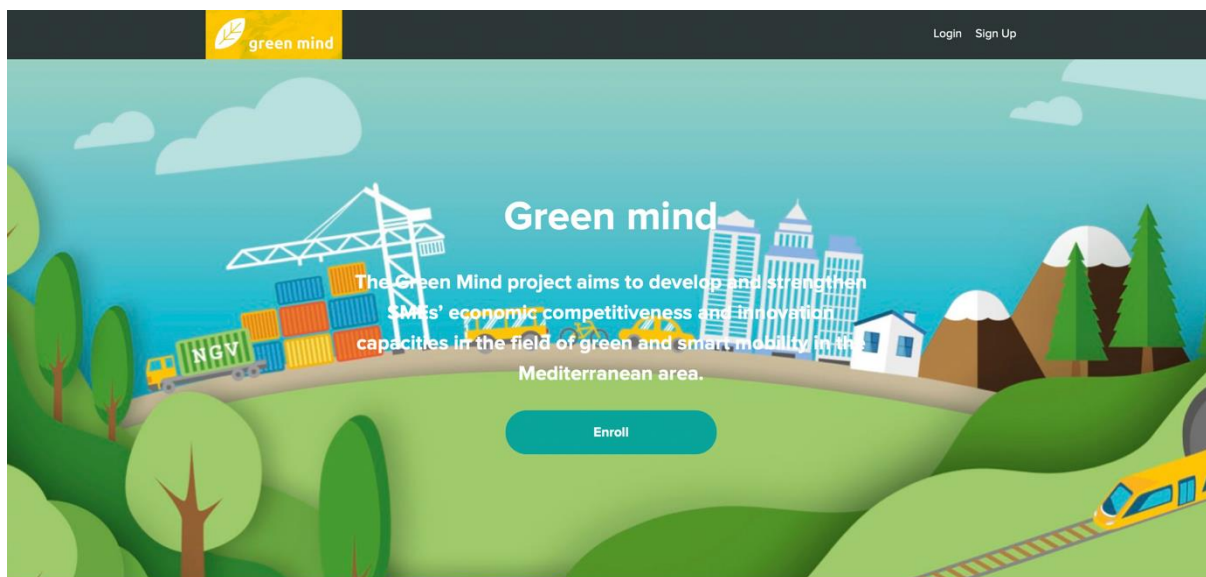
b.   Online meetings for clusters and agencies

	Topics of the transnational webinars	Date	Number of speakers	Number of participants
Spain - ASCC	Transnational webinar to discuss the current situation the mobility sector has to face due the pandemic. During the event, the speakers engaged in	24 September 2020	5	50

				13
	conversation about the challenges and needs of mobility in cities after Covid-19, new business models in the "Sustainable and Smart Mobility Industry" and the role of innovation actors such as clusters, universities and technological parks.			
	Transnational webinar to discuss the main outputs, issues of each regional webinar locals executed by each partners and find new opportunities within the new European funds framework.	15 January 2021	9	28
Italy - SIPRO	The online event involved policy makers, transport providers, touristic businesses, and research bodies to share experiences and practices concerning challenges and opportunities in building sustainable and attractive mobility systems for tourists.	28 January 2021	6	45

Table 2. Online meetings for clusters and agencies

c.   Online Platform

https://greenmind.teachable.com

Learning materials

Figure 3. Online Platform

d. Target groups reached

Region of Sarajevo

Target Group	Target value	List of registered target group
Sectoral agency		
Business support organisation	2	Armin Hodžić (Trade chamber Federation of B&H), Ljiljana Bjelošević (Foreign Investment Promotion Agency of Bosnia and Herzegovina FIPA),
Enterprise, except SME		
General public		SERDA social media pages
Higher education and research	1	Osman Lindov (Faculty of transportation University of Sarajevo)
Infrastructure and (public) service provider	2	Ermin Škulj (Centrotrans), Nermin Zijadić (International airport Sarajevo)
Local public authority	7	Saida Berbić (Municipality Kakanj), Marko Ćural (Municipality Travnik), Azra Prrašović (Municipality Novo Sarajevo), Sabina Topčić (Town Zenica), Dženita Mesić (Municipality Novo Sarajevo), Darko Knezović (City Mostar), Esma Hergić (municipality Bosanska Krupa)

Target Group		List of registered target group
National public authority		
SME	7	Oskar Vujičić (Penta d.o.o. Pula), Tijana Purgić (Eurocomm - PR Sarajevo), Lejla Softić (SoftConsulting d.o.o.), Hamid Mehinović (Westport Consulting), Dalibor Zupicic (Labin 2000 d.o.o.), Zdravko Grubesic (Fitnet d.o.o.),Sendžana Muslić (Energis)
Regional public authority	6	Dinko Okanović (Ministry of urban planning, construction and enviromental protection Una-Sana Canton); Azra Agić (Ministry of urban planning, construction and enviromental protection Canton of Sarajevo); Azemina Gubeljić (Ministry of education, science and culture Herzegovina-Neretva Canton); Pero Mandić (Ministy of economy West Herzegovina Canton), Nenad Lukanović (Govenment of Tuzla Canton), Sanja Tišma (IRMO)

Table 3. Target groups reached by SERDA

County of Istria

Target Group	Target value	List of registered target group
Sectoral agency	1	Chamber of Commerce Pula (Dejan Hrelja, Sandra Perinić)
Business support organisation	6	Infobip d.o.o. (Matija Ražem), UTE d.o.o. (Kristijan Ivančić), Bazgin d.o.o. (Ivo Šegota), Labin 2000 d.o.o. (Dalibor Zupančić), U-scoot d.o.o. (Karlo Mats), Penta d.o.o.
Enterprise, except SME		
General public		
Higher education and research	1	Faculty of economics Pula (Siniša Miličić)
Infrastructure and (public) service provider		
Local public authority	1	City of Poreč (Gordana Lalić)
National public authority		
SME	6	Infobip d.o.o. (Matija Ražem), UTE d.o.o. (Kristijan Ivančić), Bazgin d.o.o. (Ivo Šegota), Labin 2000 d.o.o. (Dalibor Zupančić), U-scoot d.o.o. (Karlo Mats), Penta d.o.o. (Oskar Vujičić)
Regional public authority	2	IRMO (Sanja Tišma, Daniela Jeličić, Iva Tolić), Istria County (Denis Kontošić)

Table 4. Target groups reached by IDA

County of Split Dalmatia

Target Group	Target value	List of registered target group
Sectoral agency		

Business support organisation	6	Slaven Perak (Statim d.o.o.), Jasmina Simić Pecol(Simić Savjetovanje), Dalibor Zupinčić(Labin 2000 d.o.o.), Ante Ivandić(Promet Split d.o.o), Krešimir Vidović(Ericsson Nikola Tesla)
Enterprise, except SME		
General public		SDc webpage and Facebook page followers
Higher education and research	1	Josip Lorinz(University of Split Faculty of Electrical Engineering, Mechanical Engineering and Naval Architecture)
Infrastructure and (public) service provider		
Local public authority		
National public authority		
SME	6	Slaven Perak (Statim d.o.o.), Jasmina Simić Pecol(Simić Savjetovanje), Dalibor Zupinčić(Labin 2000 d.o.o.), Ante Ivandić(Promet Split d.o.o), Krešimir Vidović(Ericsson Nikola Tesla)
Regional public authority	3	Ivica Perica(UM i UM d.o.o.) Martin Bućan, Damir Čaarić, Đoni Garmaz(Split-dalmatia County)

Table 5. Target groups reached by SDC

Region of Occitanie

Target Group	Target value	List of registered target group
Sectoral agency		
Business support organisation	7	François de Bertier (cluster TRANS TEN), Francois Trouquet (WE4LOG), Celine Guirao (FNTR), Eléonore Gicquiaud (FNTR 66), Roland Bacou (UNOSTRA), Ludivine Dubernet Frachou (UNOSTRA), Clara Dépêcher (OTRE), Moncef Semichi (AFT), Conchita Pereda Creach (AFT), Isabelle Brosse (AFT), Cécile Rougeol (AFT), Nathalie Pons (AFT), Lucie Beneventi(AFT), Frédéric Barennes (AFT), Valérie Castay (AFT)
Enterprise, except SME	9	Julie Hinder (GE Interpro), Manuel Blanche (Dekalage), Marc Thomassin (independant), Caroline Tinant (ECOCO2), Monique Chan Huot (Groupe Nutriset), Kim Joyeux (Logistic Low Carbon), Anne Marie Colley (Transport Cordier), Pierre Gras (GDB), Christophe Caset-Carricaburu (Services Ecusson Vert);
General public	2	Nathalie Quaegebeur brune (student), Marie-Pierre Loumont (ITG);
Higher education and research	5	Ouail Oulmakki (NEOMA BS), Christine Lequien (Campus des métiers et des qualifications transport Montpellier), Natacha Caliste (Lycée du Granier), Marion Lambert (CEREQ), Salima Benhamou (France Stratégie);
Infrastructure and (public) service provider		
Local public authority		
National public authority		
SME	12	Béatrice Renaut (alpha airport), Valérie Nuber (Dosatron international), Elodie Benoist (transport Blochon martin), Aleksandra Provost

		(Transport Duboc), Stéphanie Goës (BTL Transport), Véronique Carles (Isovation), Eric Marc Rabouin (TRANSPORTS RABOUIN SAS), Celine Dupuy (Groupement Sud), Léa Gauthier (TAB), Thomas Bossy (T3M), Pierre Deleglise (Trans-alpes), Patricia Ruiz (Groupe Ruiz)
Regional public authority		

<p align="center">Table 6. Target groups reached by AFT</p>

Region of Central Macedonia

Target Group	Target value	List of registered target group
Sectoral agency		
Business support organisation	5	Costas Tramantzas (Alexander Innovation Zone), Markos Kontizas (Praxis Network), Vagia Piteli (Praxis Network), Konstantina Mataftsi (Euroconsultants), Dimitris Vlachos (Hellenic Institute of Logistics of Northern Greece)
Enterprise, except SME	1	Athanasios Kamenidis (VIANOX)
General public	12	
Higher education and research	4	Andreas Nikiforiadis (AUTh), George Malindretos (Harokopeio University Athens), Nikos Zaharis (South-East European Research Centre), Anna Cruz (Citycollege/Agrotom), Ioannis Politis (AUTh)
Infrastructure and (public) service provider		
Local public authority	1	Dimitra Kartsakli (Municipality of Thessaloniki)
National public authority		
SME	18	Dimitris Ramnalis (GEOSENSE), Apostolos Simeonidis (Otoparking), Theodoros Stavridis (Taxiway), Stanislav Dimitrov (AIRIO), Anna Chlioura (Elektronio handcrafted vehicles), Apostolos Bizakis (TREDIT), Athanasia Tsakiri (DirectSolutions), Christos Ioakeimidis (SMART-PROP), Fotis Liotopoulos (SBOING), Charis Gkoulios (Dotsoft), Konstantinos Haniotis (Telenavis SA), Konstantinos Genikomsakis (SMART-PROP), Liverios Stavropoulos (GNOMON), Manos Nestoras (TrafficTechnique), Maria Christina Koutita (GridMates), Nikos Gkotzias (Planning SA), Theocharis Vlachopanagiotis (Rhoe Urban Tech), Giorgos Voulgaroudis (Brainbox), Vasilis Mizaras (Deeptraffic)
Regional public authority	1	Konstantinos Michailidis (Region of Central Macedonia)

<p align="center">Table 7. Target groups reached by CERTH</p>

Region of Emilia-Romagna

Target Group	Target value	List of registered target group
Sectoral agency	12	Andrea Martinez, Veronica Russo, Giulia Marcato (Sinloc); Sabina Sneider, Mojca Doberšek (RRA-Podravje); Tomislav Balic

Target Group		
		(Dugopolje agency); Nicola Cracchi (Dedagroup); Paulo Sarić (Zadra Nova); Martina Vallerotonda (Cueim Roma); Lara Pérez (Rurap); Lisa Sentimenti (Aess Modena); Nadira Berbić Azra Merzic (Cener21); Fabio Tomasi (Area Science Park); Oscar Formaggi (Ami Ferrara); Mateja Jamnik (jasa association)
Business support organisation	11	Chiara Bertelli, Andrea Benini, Davide Battini (Legacoop Estense); Amelia Grandi, Diego Benatti, Davide Bellotti, Valentina Succi (CNA), Leonardo Bentivoglio (CIA), Donatella Zuffoli (Confartigianato), Paolo Cirelli (Confartigianato), Mauro Giannattasio, Alessandra Pacetti (Chamber of Commerce), Andrea Perinelli, Riccardo Casotti (Coldiretti); Giacomo Pirazzoli (Confindustria); Lorenzo Zibordi (Confagricoltura); Massimo Ravaioli (Ascom); Michele Rosati (Confesercenti); Ruggero Villani, Silvia Pulvirenti (Confcooperative)
Enterprise, except SME	3	Matthew Clark (Steer group); Janja Bürmen (moravske-toplice); Olga Pregl (Siol)
General public	4	Zdenka Wltavsky; Klavdija Gornik, Georgios Kapousizis; Inga Novak Kralj
Higher education and research	4	Emilio Urbinati, Serena Favaro (Ca' Foscari); Valeria Villalobos (Studio Unibo); Natali Dologlou (NTUA); Victor Carbajal (Uvic)
Infrastructure and (public) service provider	1	Carolina Navarro (Fundacion Valenciaport)
Local public authority	11	Cristian Bertarelli-Municipality of Lagosanto; Dante Bandiera-Municipality of Voghiera; Elena Rossi-Municipality of Ostellato; Erika Bisetto-Municipality of Ferrara; Fabrizio Pagnoni-Municipality of Copparo; Michele Lodi-Municipality of Terre del Reno; Raffaele Cartocci-Municipality of Tresignana; Simone Saletti-Municipality of Bondeno;Alice Savi (Provincia Fe). Roberta Frisoni-Municipality of Rimini; Matteo Fornasini, Mary Minotti, Erika Bertazzo (Municipality of Ferrara); Andrea Baric, Toni Jerković (Municipality of Split)
National public authority		
SME	7	Anda Karagianni (Praxisplus); Vida Perko (Academia); Sergio Fortini (Progetto Canape); Lejla Softić (Savjetnik) Dimitrios Kokosioulis, Eirini Korda Ioannis Mardikis (Dynamic Vision); KATARINA IGNJATOVIĆ (Abp), Ursula Krisper (elektro-ljubljana)
Regional public authority	1	Paolo Calvano, Caterina Brancaleoni, Morena Diazzi, Daniela Ferrara, Roberto Righetti, Lodovico Gherardi (Emilia Romagna Region)

Table 8. Target groups reached by SIPRO

Region of Vzhonda Slovenja

Target Group	Target value	List of registered target group
Sectoral agency	2	1. Vlasta Krmelj - ENERGAP Energetska agencij za Podravje; 2. Roman Kekec, LEA Ptuj;

Business support organisation	11	1. Darko Levičar, SRIP ACS+, 2. Andreja, Lampe, Digital Innovation Hub Slovenia, 3. Majda Potokar, Tehnološki park Ljubljana; 4. Andreja Lampe, Združenje za informatiko in telekomunikacije pri GZS; 5. Marjana Senčar Srdič, SRIP PMIS; 6. Miloš Šturm, Razvojni center avtomobilske industrije SiEVA; 7. Slavko Ažman, Sekcija trajnostne mobilnosti v CER; 8. Robert Sever, GZS - Združenje za promet; 9. Milena Marega, Regionalni center za okolje za srednjo in vzhodno Evropo; 10. Ana Rosa, Eko sklad; 11. Anja Slapničar, Inštitut za politike prostora;
Enterprise, except SME		
General public		
Higher education and research	4	1. Irena Hvala, Kemijski inštitut, 2. Denis Donilagič, University of Maribor, Fakulteta za elektrotehniko, razčunalništvo in informatiko, 3. Mitja Klemenčič, University of Maribor, Fakulteta za logistiko, 4. Rok Vihar, Fakulteta za strojništvo, University of Ljubljana
Infrastructure and (public) service provider		
Local public authority		
National public authority		
SME		
Regional public authority	1	Paolo Calvano, Caterina Brancaleoni, Morena Diazzi, Daniela Ferrara, Roberto Righetti, Lodovico Gherardi (Emilia Romagna Region)

Table 9. Target groups reached by eZAVOD

Region of Andalusia

Target Group	Target value	List of registered target group
Sectoral agency		
Business support organisation	9	Arturo Perez de Lucia (AEDIVE), Soledad Diaz (APTE), Paola Jiménez (COAMBA), Vito Episcopo (ON GRANADA), Victor Tienda (RIH), Marc Collier (PROMALAGA), Esther Martínez Reyes (Chamber of Commerce of Malaga) , Hugo Martinez (TECNALIA), Ramón González (CETEMET)
Enterprise, except SME	4	Raquel López García, Feliz Condes Novillo and Raquel Maestro (MAPFRE), Ciro Granda (EASYPARK), Mariano Nieves (IDEALISTA), Santiago Sierra-Llamazares (Telefonica)
General public	7	Gianluca Fabbri, Alvaro Garcia Navarrete, Enrique Sanchez Díaz, María del Mar Castillo Muñoz, Arsenio Paredes Moya, Miguel Oliva Rodriguez, Antonio Vega Alonso
Higher education and research	3	Carlos Sampedro (University of Granada), Diego Luis Valera (University of Almeria), Alberto García, Alicia Triviño, Carlos Rosa Jiménez, Javier Hormigo, Francisco Fernandez Hernández , Gonzalo Ramos, Isaac Agudo,

		Jose Francisco Aldana, María del Mar Trigo and Maria Jesús Garcia Granja (University of Malaga)
Infrastructure and (public) service provider	1	Eva Reviriego and Pilar Fernández (MalagaPort)
Local public authority	10	Rocio Perez (LIMPOSAM), Lola Trespando Corredera (Granada City Council), Francisco Carmina Marías (Puerto Real City Council), Isabel González (Fuengirola City Council), Jose Manuel Viguer (Alhaurín de la Torre CIty Council) Luis Garcia and Juana Montes (Rota City Council), Manuel Sillero (Villanueva de Tapia City Council), Jose Antonio Viquez (Yunqueras City Council), Jose Manuel Dominguez (Velez Malaga City Council), Francisco Gutierrez (Roquetas de Mar City Council)
National public authority		
SME	21	Pedro Martínez (Here Technologies), Angel Batalla (Last Mile Team), Monica Capablo (Capmar Systems), Laura Cobo Barquín (Novotec), Sergio Lagarde Caballero and Jose Tomas Sanchez (Greenspot), Anai Jannin (Scoobic Urban Mobility), Miguel García Blanco (Revive Arquitectura), Reyes Parrado (JUMA), Ignacio Zaballos (Journify), Roberto Medina (Sosteco), Antonio Vazquez Palomo (Soluciones Innovadoras de carga), Jaser Abdelkader (Secmotic), Sergio Lorente (Comunitelia), Antonio Diaz Criado (Dat Light), Luis Miguel Higueras (Wizzie Analytics), María Bonilla (Tales Technology), Miguel Ruiz (Novatec Software Engineering), Samuel Sánchez (Top DIgital), Jacobo Cárdenas (Paythunder), Jose Moya López (Merger Ingenieria), Ximo Masip Sanchis (Impact-E)
Regional public authority		

Table 10. Target groups reached by ASCC

The following table shows the target groups reached in the Ouput 4.1 by the project

Target Group	Target value	List of registered target group
Sectoral agency	15	Andrea Martinez, Veronica Russo, Giulia Marcato (Sinloc);Sabina Sneider, Mojca Doberšek (RRA-Podravje); Tomislav Balic (Dugopolje agency); Nicola Cracchi (Dedagroup); Paulo Sarić (Zadra Nova); Martina Vallerotonda (Cueim Roma); Lara Pérez (Rurap); Lisa Sentimenti (Aess Modena); Nadira Berbić Azra Merzic (Cener21); Fabio Tomas (Area Science Park); Oscar Formaggi (Ami Ferrara); Mateja Jamnik (jasa association); Vlasta Krmelj (ENERGAP - Energetska agencij za Podravje); Roman Kekec (LEA Ptuj); Dejan Hrelja, Sandra Perinić (Chamber of Commerce Pula)
Business support organisation	50	Chiara Bertelli, Andrea Benini, Davide Battini (Legacoop Estense); Amelia Grandi, Diego Benatti, Davide Bellotti, Valentina Succi (CNA), Leonardo Bentivoglio (CIA), Donatella Zuffoli (Confartigianato), Paolo Cirelli (Confartigianato), Mauro Giannattasio, Alessandra Pacetti (Chamber of

		Commerce), Andrea Perinelli, Riccardo Casotti (Coldiretti); Giacomo Pirazzoli (Confindustria); Lorenzo Zibordi (Confagricoltura); Massimo Ravaioli (Ascom); Michele Rosati (Confesercenti); Ruggero Villani, Silvia Pulvirenti (Confcooperative); François de Bertier (cluster TRANS TEN), Francois Trouquet (WE4LOG), Celine Guirao (FNTR), Eléonore Gicquiaud (FNTR 66), Roland Bacou (UNOSTRA), Ludivine Dubernet Frachou (UNOSTRA), Clara Dépêcher (OTRE), Moncef Semichi (AFT), Conchita Pereda Creach (AFT), Isabelle Brosse (AFT), Cécile Rougeol (AFT), Nathalie Pons (AFT), Lucie Beneventi(AFT), Frédéric Barennes (AFT), Valérie Castay (AFT); Arturo Perez de Lucia (AEDIVE), Soledad Diaz (APTE), Paola Jiménez (COAMBA), Vito Episcopo (ON GRANADA), Victor Tienda (RIH), Marc Collier (PROMALAGA), Esther Martínez Reyes (Chamber of Commerce of Malaga) , Hugo Martinez (TECNALIA), Ramón González (CETEMET); Costas Tramantzas (Alexander Innovation Zone), Markos Kontizas (Praxis Network), Vagia Piteli (Praxis Network), Konstantina Mataftsi (Euroconsultants), Dimitris Vlachos (Hellenic Institute of Logistics of Northern Greece); Darko Levičar (SRIP ACS+); Andreja, Lampe, (Digital Innovation Hub Slovenia); Majda Potokar (Tehnološki park Ljubljana); Andreja Lampe (Združenje za informatiko in telekomunikacije pri GZS); Marjana Senčar Srdič (SRIP PMIS); Miloš Šturm, (Razvojni center avtomobilske industrije SiEVA); Slavko Ažman (Sekcija trajnostne mobilnosti v CER); Robert Sever (GZS - Združenje za promet); Milena Marega (Regionalni center za okolje za srednjo in vzhodno Evropo); Ana Rosa (Eko sklad); Anja Slapničar (Inštitut za politike prostora); Matija Ražem (Infobip d.o.o.); Kristijan Ivančić (UTE d.o.o.; Ivo Šegota (Bazgin d.o.o.); Dalibor Zupančić (Labin 2000 d.o.o.), Karlo Mats (U-scoot d.o.o.); Oskar Vujičić (Penta d.o.o.); Armin Hodžić (Trade chamber Federation of B&H), Ljiljana Bjelošević (Foreign Investment Promotion Agency of Bosnia and Herzegovina FIPA);
Enterprise, except SME	17	Julie Hinder (GE Interpro), Manuel Blanche (Dekalage), Marc Thomassin (independant), Caroline Tinant (ECOCO2), Monique Chan Huot (Groupe Nutriset), Kim Joyeux (Logistic Low Carbon), Anne Marie Colley (Transport Cordier), Pierre Gras (GDB), Christophe Caset-Carricaburu (Services Ecusson Vert); Matthew Clark (Steer group); Athanasios Kamenidis (VIANOX); Janja Bürmen (moravske-toplice); Olga Pregl (Siol); Raquel López García, Feliz Condes Novillo and Raquel Maestro (MAPFRE), Ciro Granda (EASYPARK), Mariano Nieves (IDEALISTA), Santiago Sierra-Llamazares (Telefonica)
General public	13	Nathalie Quaegebeur brune (student), Marie-Pierre Loumont (ITG); Zdenka Wltavsky; Klavdija Gornik, Georgios Kapousizis;Inga Novak Kralj; Gianluca Fabbri, Alvaro Garcia Navarrete, Enrique Sanchez Díaz, María del Mar Castillo Muñoz, Arsenio Paredes Moya, Miguel Oliva Rodriguez, Antonio Vega Alonso

Higher education and research	22	Ouail Oulmakki (NEOMA BS), Christine Lequien (Campus des métiers et des qualifications transport Montpellier), Natacha Caliste (Lycée du Granier), Marion Lambert (CEREQ), Salima Benhamou (France Stratégie); Emilio Urbinati, Serena Favaro (Ca' Foscari); Valeria Villalobos (Studio Unibo); Natali Dologlou (NTUA); Victor Carbajal (Uvic); Carlos Sampedro (University of Granada), Diego Luis Valera (University of Almeria), Alberto García, Alicia Triviño, Carlos Rosa Jiménez, Javier Hormigo, Francisco Fernandez Hernández , Gonzalo Ramos, Isaac Agudo, Jose Francisco Aldana, María del Mar Trigo and Maria Jesús Garcia Granja (University of Malaga); Andreas Nikiforiadis (AUTh), George Malindretos (Harokopeio University Athens), Nikos Zaharis (South-East European Research Centre), Anna Cruz (Citycollege/Agrotom), Ioannis Politis (AUTh); Irena Hvala (Kemijski inštitut); Mitja Klemenčič, Denis Donilagič (University of Maribor); Rok Vihar (University of Ljubljana); Siniša Miličić (Faculty of economics Pula); Josip Lorinz (University of Split); Osman Lindov (Faculty of transportation University of Sarajevo)
Infrastructure and (public) service provider	4	Carolina Navarro (Fundacion Valenciaport); Eva Reviriego and Pilar Fernández (MalagaPort); Ermin Škulj (Centrotrans); Nermin Zijadić (International airport Sarajevo)
Local public authority	30	Cristian Bertarelli(Municipality of Lagosanto); Dante Bandiera (Municipality of Voghiera); Elena Rossi (Municipality of Ostellato); Fabrizio Pagnoni(Municipality of Copparo); Michele Lodi (Municipality of Terre del Reno); Raffaele Cartocci (Municipality of Tresignana); Simone Saletti (Municipality of Bondeno); Alice Savi (Provincia Fe). Roberta Frisoni (Municipality of Rimini); Matteo Fornasini, Mary Minotti, Erika Bertazzo, Erika Bisetto (Municipality of Ferrara); Andrea Baric, Toni Jerković (Municipality of Split), Urska Smukavec (Municipality of Bohinj); Rocio Perez (LIMPOSAM), Lola Trespando Corredera (Granada City Council), Francisco Carmina Marías (Puerto Real City Council), Isabel González (Fuengirola City Council), Jose Manuel Viguer (Alhaurín de la Torre CIty Council) Luis Garcia and Juana Montes (Rota City Council), Manuel Sillero (Villanueva de Tapia City Council), Jose Antonio Viquez (Yunqueras City Council), Jose Manuel Dominguez (Velez Malaga City Council), Francisco Gutierrez (Roquetas de Mar City Council); Dimitra Kartsakli (Municipality of Thessaloniki); Gordana Lalić (City of Poreč); Saida Berbić (Municipality Kakanj), Marko Ćural (Municipality Travnik), Azra Prrašović (Municipality Novo Sarajevo), Sabina Topčić (Town Zenica), Dženita Mesić (Municipality Novo Sarajevo), Darko Knezović (City Mostar), Esma Hergić (municipality Bosanska Krupa)
National public authority		
SME	71	Anda Karagianni (Praxisplus); Vida Perko (Academia); Sergio Fortini (Progetto Canape); Lejla Softić (Savjetnik); Dimitrios Kokosioulis, Eirini Korda Ioannis Mardikis (Dynamic Vision); KATARINA IGNJATOVIĆ (Abp), Ursula Krisper (elektro-ljubljana); Béatrice Renaut (alpha airport), Valérie

		Nuber (Dosatron international), Elodie Benoist (transport Blochon martin), Aleksandra Provost (Transport Duboc), Stéphanie Goës (BTL Transport), Véronique Carles (Isovation), Eric Marc Rabouin (TRANSPORTS RABOUIN SAS), Celine Dupuy (Groupement Sud), Léa Gauthier (TAB), Thomas Bossy (T3M), Pierre Deleglise (Trans-alpes), Patricia Ruiz (Groupe Ruiz); Pedro Martínez (Here Technologies), Angel Batalla (Last Mile Team), Monica Capablo (Capmar Systems), Laura Cobo Barquín (Novotec), Sergio Lagarde Caballero and Jose Tomas Sanchez (Greenspot), Anai Jannin (Scoobic Urban Mobility), Miguel García Blanco (Revive Arquitectura), Reyes Parrado (JUMA), Ignacio Zaballos (Journify), Roberto Medina (Sosteco), Antonio Vazquez Palomo (Soluciones Innovadoras de carga), Jaser Abdelkader (Secmotic), Sergio Lorente (Comunitelia), Antonio Diaz Criado (Dat Light), Luis Miguel Higueras (Wizzie Analytics), María Bonilla (Tales Technology), Miguel Ruiz (Novatec Software Engineering), Samuel Sánchez (Top DIgital), Jacobo Cárdenas (Paythunder), Jose Moya López (Merger Ingenieria), Ximo Masip Sanchis (Impact-E); Dimitris Ramnalis (GEOSENSE), Apostolos Simeonidis (Otoparking), Theodoros Stavridis (Taxiway), Stanislav Dimitrov (AIRIO), Anna Chlioura (Elektronio handcrafted vehicles), Apostolos Bizakis (TREDIT), Athanasia Tsakiri (DirectSolutions), Christos Ioakeimidis (SMART-PROP), Fotis Liotopoulos (SBOING), Charis Gkoulios (Dotsoft), Konstantinos Haniotis (Telenavis SA), Konstantinos Genikomsakis (SMART-PROP), Liverios Stavropoulos (GNOMON), Manos Nestoras (TrafficTechnique), Maria Christina Koutita (GridMates), Nikos Gkotzias (Planning SA), Theocharis Vlachopanagiotis (Rhoe Urban Tech), Giorgos Voulgaroudis (Brainbox), Vasilis Mizaras (Deeptraffic); Slaven Perak (Statim d.o.o.), Jasmina Simić Pecol(Simić Savjetovanje), Dalibor Zupinčić(Labin 2000 d.o.o.), Ante Ivandić(Promet Split d.o.o), Krešimir Vidović(Ericsson Nikola Tesla); Oskar Vujičić (Penta d.o.o. Pula), Tijana Purgić (Eurocomm - PR Sarajevo), Lejla Softić (SoftConsulting d.o.o.), Hamid Mehinović (Westport Consulting), Dalibor Zupicic (Labin 2000 d.o.o.), Zdravko Grubesic (Fitnet d.o.o.),Sendžana Muslić (Energis)
Regional public authority	12	Paolo Calvano, Caterina Brancaleoni, Morena Diazzi, Daniela Ferrara, Roberto Righetti, Lodovico Gherardi (Emilia Romagna Region); Daniela Jelinčić (Irmo); Konstantinos Michailidis (Region of Central Macedonia); Sanja Tišma, Daniela Jeličić, Iva Tolić (IRMO); Denis Kontošić (Istria County); Martin Bućan, Damir Čaarić, Đoni Garmaz (Split-dalmatia County), Ivica Perica (UM); Dinko Okanović (Ministry of urban planning, construction and enviromental protection Una-Sana Canton); Azra Agić (Ministry of urban planning, construction and enviromental protection Canton of Sarajevo); Azemina Gubeljić (Ministry of education, science and culture Herzegovina-Neretva Canton); Pero Mandić (Ministy of economy West Herzegovina Canton), Nenad Lukanović (Govenment of Tuzla Canton)

TOTAL	**234**		

Table 11. Target groups reached by all Partners

e. Conclusions

The transferring tools used by partners are showed in the following table

Transferring tools	SERDA	IDA	SDC	CERTH	AFT	SIPRO	eZAVOD	ASCC
Contact list	24	3	32	31	55	44	59	76
Transferring material	☐	☐	☐	☐	☐	☐	☐	☐
Success stories	☐	☐	☐	☐	☐	☐	☐	☐
Mentorship or guided experience	☐	☐	☐	☐	☐	☐	☐	☐
Community of practice	☐	☐	☐	☐	☐	☐	☐	☐
Presentations	10	3	7	6	7	4	4	4
Local webinar / workshops in each region	1	3	2	3	4	9	2	7
Support for SMEs after the Green Mind Project	☐	☐	☐	☐	☐	☐	☐	☐
Online platform					☐	☐	☐	☐

Table 12. Transferring tools by partners

Types of units transnationally designes, tested and used:

- Support services for auditing , assessing and providing solutions through online human support
- Support services
- Teaching/learning material (content/activities/assessment) activated thorugh learning platform

Criteria to be taken into account only instruments demonstrating following features:

- Used with targets

Methodology for criteria assessment mandatory delivery of:

- List of targets with profiles (via registration from via web platform)