OUTPUT 4.2

Regional & macro regional policy support programme

Final version

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Contents

1. Introduction

a. The Green Mind Project

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

More in detail, Green mind aims at:

- testing new market intelligence, public funding screening, B2B matchmaking services for SMEs
- building a transferable model of the tested services for clusters and agencies
- setting up a transnational innovation network involving authorities, business and research
- implementing a transfer-programme targeted to clusters and agencies to foster their transnational activities
- 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   **s**upport 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

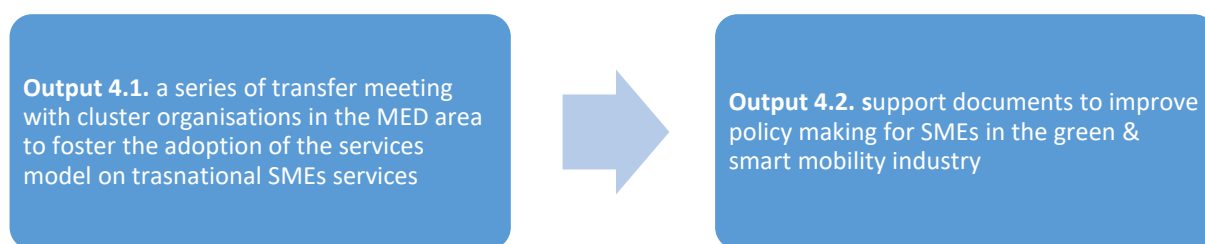**Output 4.2.** support documents to improve policy making for SMEs in the green & smart mobility industry

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 4.2

Output 4.2 is an oriented policy support programme consisting of meetings and policy support documents to improve policy making for SMEs in the green & smart mobility industry. It contributes to the specific objective n.3 in terms of mainstreaming the green mind results and strategies into local and national policies. It is fed by deliverables :

D.4.1.1	Transferability methodology
D.4.2.1	Results transferability plan
D.4.4.1-D.4.4.8	Regional policy recommendation documents
D.4.4.9	EUSAIR and EUSALP discussion paper

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

Introductory part;
Transferability methodology
Focus on the regional and macro regional policy recommendations

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:
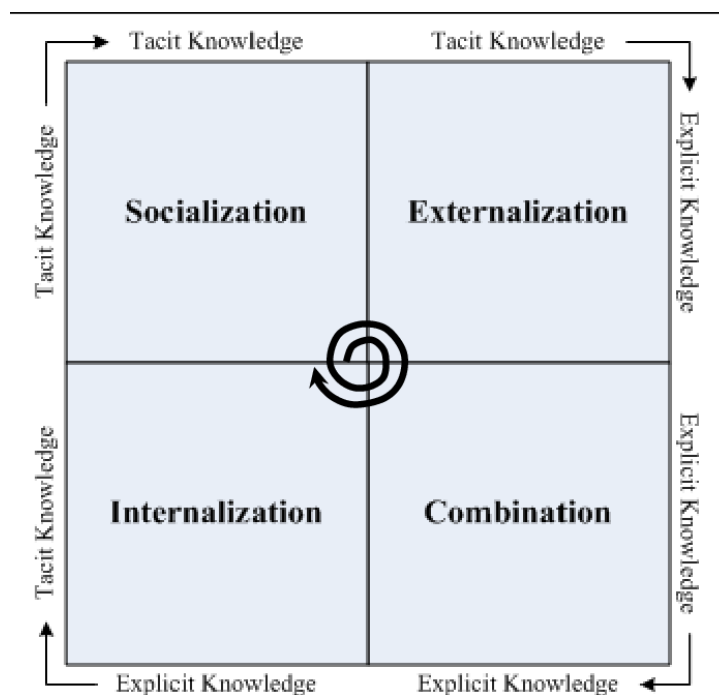
Figure 2. SECI Model of knowledge

➢ **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. Regional policy recommendations documents

This section aims to present the main policy recommendations of the Green mind project to regional policy makers, with the aim of making our proposals accessible and transferable to other territorial contexts.

The main policy recommendations for each region are described, including information on the actors involved, the type of measures needed to implement the recommendations and indications for transfer to other territories and to boost the competitiveness and strengthen the resilience of companies in the green and smart mobility industry to overcome the impact of the COVID 19 pandemic.

The Green mind analysis has shown that innovation performances have improved in most areas at national, regional and local levels during the last years. The areas are divided into three clusters: strong, moderate and modest. The trend is, usually, that the most innovative cities are in the most innovative regions that are, in turn, in the most innovative countries.

Additionally, all countries or regions are clustered as they usually score in the sub-categories (research/education, business activity, innovation context & outputs). Thus, a moderate country or region usually scores moderately in most sub-categories, with few exceptions. This shows that innovation performance is not one-dimensional but rather the outcome of many determinants.

Based on the aforementioned findings, the territories can identify ways and develop guidelines that facilitate their strong points and improve their weaknesses, strengthening in this way their innovative performance holistically and in collaboration with other regions with similar concerns, strengths and rankings.

a. Policy recommendations in Emilia Romagna

Develop city logistics policies in Ferrara

The transport and logistics sector is at the core of urban life. It allows city functioning and fosters businesses competitiveness in urban centres.

SIPRO recommends public authorities, and in particular the City of Ferrara, to deliver city logistics actions which match business competitiveness and transport environmental sustainability. The main recommended actions focus on:

- Alternative fuels promotion, in particular e-mobility;
- Urban freight regulations and their simplification;
- Schemes for the optimal use of existing logistics platforms;
- Logistics outsourcing.

THE RELEVANT ACTORS OF CHANGE

- City of Ferrara
- Business associations
- Logistics providers
- Shops and businesses in the urban centre
- SIPRO

MEASURES NEEDED FOR IMPLEMENTATION

- Prepare Delivery and Servicing Plans (DSP) in specific urban areas, with special focus on promoting logistics outsourcing (focus on own account transport);
- Deliver a specific study on actions to promote sustainable urban freight schemes, in particular on how exploiting existing logistics platforms for last mile deliveries;
- Deliver e-mobility actions, including demand analysis, charging network planning, and the business case for e-mobility in Ferrara;
- Simplify urban freight regulations, and prepare the future regulations to enter Ferrara Limited Traffic Zone, including a detailed analysis of pricing and permissions;
- Plan a detailed urban freight data collection campaign to inform future policies.

Foster sustainable mobility for tourism competitiveness

Mobility services and infrastructures are key assets in the tourism business. They foster accessibility to touristic sites and drive territorial competitiveness. Planning and delivering sustainable mobility systems for tourists in Ferrara can provide value to local businesses and touristic resources protection. The main recommended priority actions focus on:

- Developing digital user information systems and wayfinding systems for tourists;
- Promoting the railway route from Ferrara to Codigoro and integrate cycle routes;
- Exploring the opportunities of touristic inland navigation on *Idrovia Ferrarese* and the river *Po*;
- Assessing the possibility to enhance integrated and sustainable transport services (including flexible or seasonal services, e-mobility and cycling).

THE RELEVANT ACTORS OF CHANGE

- City of Ferrara
- Province of Ferrara
- Visit Romagna
- Business associations
- Touristic businesses
- Mobility and technology providers
- SIPRO

MEASURES NEEDED FOR IMPLEMENTATION

- Green Mind delivered a first analysis of opportunities and challenges in sustainable mobility for tourists. The first measure to deliver actions is the preparation of a plan for touristic sustainable mobility, including priority touristic itineraries and related mobility services. This should include feasibility studies for micro-mobility hubs at key touristic destinations.

Develop an action plan for sustainable mobility innovation

Multiple initiatives and projects with focus on sustainable mobility and innovation in transport are ongoing in Ferrara. Key project areas include:

- Big data for mobility behaviour analysis;
- Pilot projects for sustainable mobility in commuting;
- Urban regeneration with focus on transport facilities and services;
- Technology applications and smart mobility solutions.

This recommendation focuses on engaging all the main mobility players in Ferrara and prepare a sustainable and innovative mobility action plan which brings into a coherent framework the ongoing projects and initiatives, as well as future priority projects.

THE RELEVANT ACTORS OF CHANGE

This policy recommendation should involve all the main players in Ferrara under the coordination of SIPRO. These include public authorities (City, Province), AMI Ferrara (the public transport agency), mobility and technology providers, and research bodies.

MEASURES NEEDED FOR IMPLEMENTATION

A cooperation platform involving key stakeholders is already active in Ferrara. The recommendation is bringing ongoing actions into a consistent and phased framework, and further feed this framework with specific feasibility studies on sustainable and innovative mobility projects in Ferrara. An example of project

which could well suite the integration of ongoing initiatives is the preparation of a feasibility study of micro-mobility hubs and its subsequent delivery in 2021-2022.

b. Policy recommendations in Central Macedonia

THE RELEVANT ACTORS OF CHANGE

Recommendations:

FACILITATE BUSINESSES COOPERATION TO ENHANCE THEIR COMPETITIVENESS

Local and regional authorities with the support of business supportive organizations can:

- Hosting and supporting co-creation events that develop ties between the business actors of the local ecosystem
- Promoting incentives for exchanging data and best practices among business partners
- Promoting through a collective knowledge repository the public provision of data so that everyone can utilize them and develop new products/services

Examples: Co-creation workshop for cooperative design

TRANSFER RESEARCH RESULTS FROM RESEARCH TO ENTERPRISES

Promote the development of processes that aim at promoting collaboration between the Triple-Helix actors by:

- Promote multi-disciplinary research and innovation team building and the co-location of business and research teams
- Link investments on innovation infrastructure
- Support policies for IPR protection and patenting

Examples: Development of the One-stop Liaison Office of the Region of Central Macedonia that supports enterprises by providing information about funding opportunities and other business oriented processes.

FACILITATE DIGITAL TRANSFORMATION OF SMES

To assist local SMEs following the digital development of Industry 4.0 and Logistics 4.0 training schemes and other initiatives should be developed to close the digitalization gap for SMEs.

This could be achieved by:

-Funding initiatives for digital transformation of enterprises on their daily operation

-Development of training seminars for SMEs

-Integrate and upgrade of universities curricula including the disruptive technologies

Examples: Call for funding the digital transformation of SMEs has been launched

INVESTMENTS IN ELECTROMOBILITY

There is a current opportunity in Greek market for investments in electromobility and the region can assist this by:
-Taking measures for dis-couraging usage of non-electric vehicles
-Organizing awareness raising events for electromobility
-Facilitate establishment of appropriate infrastructure for electric vehicles

Examples: The Voltaro event which is organized by the Region of Central Macedonia is such an awareness raising event that assist the effort towards electromobility

INVESTMENTS IN INNOVATION INFRASTRUCTURE

Development of innovation infrastructure can host diverse activities (industrial, research, test-beds, business, training etc.) and facilitate the needs of small and medium enterprises (SMEs) for open innovation and collaboration :
-Assisting development of physical infrastructure to host business activities and support R&D
-Development of incubators and other business supportive mechanisms

Examples: Support of the development of ThessINTEC the new era technology park

c. Policy recommendations in Andalucia

Policy recommendations are made using success cases
- To decrease the use of private vehicles
- To increase the use of public transport
- To promote the development of mobility strategies with the participation of industry, citizens, clusters and other innovation agents
- To encourage the use of public transport Public funding to resolve challenges on mobility for both public administration and industry
- To reinforce communication with citizens
- To promote the use of electric vehicle
- To promote cycling
- To promote new transport alternatives
- Share public transport services between cities
- To increase facilities for SMEs to do R&D
- To support innovation agents such as clusters to increase competitiveness of SMEs
- To foster SMEs collaboration

d. Policy recommendations in Occitanie

THE RELEVANT ACTORS OF CHANGE
- Main actors: Public authorities
  - Cities
  - Regions
- To a lesser extent: actors helping the SMEs to participate in the experimentations
  - Local / regional economic development agencies
  - Business supporting organisations

PROMOTE LOCAL EXPERIMENTATION AREAS IN THE TRANSPORT AND LOGISTICS FIELD

The transport and logistics sector is at the core of the green and smart mobility industry and therefore needs special attention and support with the aim to foster its innovation potential.

The AFT therefore recommends public authorities to support the innovation capacities of local and regional T&L companies through Low Emission Zones and travel and logistics plans, which are particularly efficient tools for developing innovative projects for local businesses as they can:

- Enable innovative and local solutions to be competitive in public procurement tenders
- Set up regulations at the level of the municipalities that are favourable to CO_2-saving solutions and that are supported by local players

Examples:

-Shared storage platform in Montpellier allowing SEV to optimise delivery rounds

-Toulouse City Centre Delivery Charter for Innovative and Sustainable Urban Logistics

-Toulouse Urban Logistics platform project (2021) near the city centre

DEVELOP A PUBLIC PROCUREMENT POLICY CONDUCIVE TO INNOVATION

Take advantage of innovative purchasing mechanisms, in particular:

•Pre-commercial procurement & public procurement of innovative solutions

•Public contracts negotiated without prior advertising or competitive tendering for less than €100,000 exclusive of tax for innovative works, supplies or services (experimental until the end of 2021).

•Innovation partnerships

Continue purchasing user feasibility tests, for example:

•Buses and coaches, non-thermal TER trains...

Examples: NGV coach experiments(2018 -on the one hand 2 companiesfromOTRE Occitanie and Régie de Haute-Garonne in partnership withIVECO and SCANIA, on the otherhand Transdev, the Occitanie Regionand Hérault Transport)

SUPPORT COMPANIES IN THEIR ENERGY TRANSITION

- To give long-term visibility on the orientations of public policies in the field of energy transition
- To encourage energy transition by increasing the weight of environmental criteria in public consultations
- To financially support companies in their investments following the example of other French Regions that support the acquisition of Light Commercial Vehicles and Heavy Goods Vehicles NGV, e.g. New Aquitaine (GNVolont'Air device) and Auvergne-Rhône-Alpes

Examples: At the head of a supported consortium by ADEME, which brings together local authorities, major groups and SMEs, is an investor, builder and operator of "green multi-energy" stations for road and sea transport.

STIMULATE INNOVATION

- To encourage the use of technologies and scientific analysis approaches through interaction with the research world
- To develop think tanks to design new paradigms and think up new economic models, for example in the field of mobility, urban logistics or renewable energy production and distribution networks
- To promote the provision of public resources and infrastructures to set up experimentation areas

Examples: The Littoral+ project, winner of the call for proposals "Les Territoires d'Innovation" of the "Investissements d'Avenir" programme brings together 6 local authorities, 7 research units and 18 economic players on subjects such as hydrogen.

CULTIVATE THE LINK BETWEEN ACTORS AND PROJECTS TO STIMULATE THE CROSS-FERTILISATION OF INITIATIVES

Structuring inter-cluster governance at regional level, e.g. through AD'OCC

• Governance also raises the question of representation in national organisations (AAFHYPAC for example) or even European organisations. It is necessary to strengthen the position of regional actors of change in the field of transport & logistics by bringing them together to bring a multiplier effect to their involvement in the different strategic networks.

To encourage trust and the sharing of experiences, to develop projects - the driving force behind concrete collaborations, and to maintain the dynamics by relying on mobilising, visible and measurable objectives, with a timetable for their implementation.

For example, to develop cooperation on modal shift, with a focus on road transport, which is the main partner of rail transport.

Examples: Food log is a project that aims to improve the supply chain management of local food circuits thanks to digital technology

STRENGTHEN ACCESS TO FUNDING FOR THE PROJECTS OF LOCAL AND REGIONAL PLAYERS

To set up a one-stop shop where companies in the green and smart mobility sector could find information on the funding opportunities for which their projects are eligible, whether it is an investment project for new equipment or a project to develop technological, process or
organisational innovation. To offer solutions to support companies in setting up their projects, for example through a network of experts on technical and innovation management subjects.
To enable the actors of the territory to seize the immediate opportunities linked to the European Green Deal or the national recovery plan.

Examples: Following the workshops aimed at initiating collaborative projects, the Green mind project has published a targeted watch on project funding opportunities. A webinar was organisedwith the Horizon 2020 National Contact Point to present the current and future calls for proposals.

DEVELOP INTER-REGIONAL EXCHANGES

Facilitate the sharing of experiences: to enable local stakeholders to share feedback beyond the borders of Occitanie, both in France and in Europe, in order to highlight examples to be replicated or, on the contrary, to be avoided.
Developing projects -drivers of concrete collaborations -mobilisingEuropean funding opportunities

Examples: Following the workshops aimed at initiating collaborative projects in the Regions, the Green mind project organiseda European webinar to enable project leaders to introduce themselves and discuss the profile of partners they are looking for at European level.

TO PROMOTE THE SOCIAL, ENVIRONMENTAL AND ECONOMIC IMAGE OF THE TRANSPORT & LOGISTICS SECTOR
Raising public awareness of the changes taking place in the sector in order to increase public acceptability.

Examples: The Objectif CO2label rewards road transport companies and own accounts that are committed to reducing fuel consumption and greenhouse gas emissions.

RAISING AWARENESS AND TRAINING TEAMS IN NEW TECHNOLOGIES
- To facilitate access to training for all ages.
- To give priority to operational training and action training actions, in an effort to disseminate the concept of the Learning Company.
- To integrate company managers from the sector into collective actions: in this way, you learn with your peers, in contact with experts and by carrying out transformation or innovation actions.

Examples: The Ruiz Group works with the AFTRAL to set up a training centreon their site in Castelnaudary, to put training at the heart of companies.

    e.   Policy recommendations in Istria

Incorporating green mobility into integrated planning
The need for more sustainable and integrative planning processes as a way of dealing with the complexity of mobility has been widely recognized since 2013 and new approaches to urban mobility planning are emerging rapidly in an ever-changing urban mobility climate. Implementing policy recommendations would enable:
- The inclusion of green mobility topics in sectoral strategic documents
- <capacity building on green mobility
- The availability of data and statistics for decision-making processes at local, regional, national and EU level.
- Support to local and regional partnerships in implementing and testing new mobility approaches
- Planning the financial support for green mobility projects

THE RELEVANT ACTORS OF CHANGE
- Public authorities (Cities, Regions, Countries, EU level)
- SMEs
- Local / regional economic development agencies
- Business supporting organizations

MEASURES NEEDED FOR IMPLEMENTATION
- Plan for sustainable mobility in the entire 'functional city';
- Cooperate across institutional boundaries;
- Involve citizens and stakeholders;
- Define a long-term vision and a clear implementation plan;
- Develop all transport models in an integrated manner;
- Monitoring and evaluation;

Strengthening companies organizational culture towards green businesses

Although the green mobility industry is mainly related to transport logistics, automotive industry and energy, it is in nature a much broader concept of green business. Therefore, it is necessary to include a green mobility concept in private companies organizational culture. Processes can begin with the development of strategic documents in which green business and green mobility are introduced through the goals for the next business period. Moreover, the organizational culture of the company influences the behaviours and habits of employees in the use of green transports.

Green mobility and green business in the long run bring savings to the company and also contributes to the general well-being of a society as a whole.

THE RELEVANT ACTORS OF CHANGE
- Entrepreneurs
- Local/regional economic development agencies
- Business supporting organizations

MEASURES NEEDED FOR IMPLEMENTATION
- Introduction of green mobility in the organizational culture of companies
- Ensuring green practices through quality management
- Education and training of employees on green parks and green mobility
- Defining green mobility goals at the company level
- Promoting green parks as a socially responsible conducting business of companies

Ensuring international cooperation, networking and strengthening knowledge transfer

Istria County is one of the most advanced regions in Croatia in terms of technological development and innovation. In addition to research centres, a university and an entrepreneur-supported institution, one of the essential elements for success is strong international cooperation. Therefore, further development steps in the field of green mobility should go in the direction of strengthening international cooperation, further networking and joint development steps. Networking can be implemented both at the level of regions and cities and through the cooperation of entrepreneurs, universities and research organizations, entrepreneurial support institutions and the like.

THE RELEVANT ACTORS OF CHANGE
- Clusters
- Networks
- Development agencies
- Universities / research centers

MEASURES NEEDED FOR IMPLEMENTATIONA

Collection and analysis of potential partners for further steps in the field of green mobility

Networking and building new collaborations

Sharing experiences and mutual learning

f.   Policy recommendations in Sarajevo

Business improvement

SMEs engaged in the development of innovative solutions, products and services in the field of smart and green mobility, belong to the GSM (Green and Smart Mobility) sector. GSM in Bosnia and Herzegovina as innovative sector is making up an important part in the economy of the country.

At the beginning of 2020, there is a sharp decline in SMEs due to Covid-19 in some parts of Europe. The consequences are immeasurabl and workers suddenly lose their jobs during the decline in workload. When it comes to the GSM sector, where we have an example of modern business, large number of employees continued to do their jobs using the home office or replacing their reserved conferences and educations by online platforms (Zoom, Skype, Teams, etc). Although, bearing in minds micro-enterprises in total economic activity, the loss of jobs and jobs in GSM sector in general will inevitably affect the wider socio-economic situation in BiH.

The biggest impact on the decline in business was felt in infrastructure technologies escpecially in the field of transport as a whole.

THE RELEVANT ACTORS OF CHANGE

- **Main actors**: Public authorities
    - Cantons and entities
    - Local/regional/national public authorities responsible for transport and communications, environment, energy and sustainable development
- **Others:**
    - Local / regional economic development agencies
    - Business supporting organisations
    - International organizations

MEASURES NEEDED FOR IMPLEMENTATION

- Grants and loans from EU funds and provide public support for the activities of other funds
- Facilitating access to financial resources
- Enable sustainable business practices
- Continuation of Government support measures and cooperation with banks
- Business networking and development of pilot service
- Exploitable potentials - support in importing and cooperation with companies in the EU and the region, services of menitoring and coaching, participate in online trainings regarding applications on EU funds

Improving strategic development

Many companies have a large number of planned projects that could significantly change the state and appearance of the GSM sector in BiH. However, for the implementation of these projects and the development of the GSM sector as a primary need of companies consider the need for better understanding of the concept of green and smart development, especially in the mobility sector, by state

institutions, which should be the task of all sectors (public, private and NGO) in Bosnia and Herzegovina and international organizations, providing an adequate basis and support for the development of GSM in BiH. An identified weakness of the system for encouraging the development of the SME sector in BiH is the lack of the necessary legal and institutional framework at the level of BiH, ie at the state level.

Only the SME Development Strategy was adopted in BiH 2010, although the first proposal of the strategy was prepared in 2005, and Sustainable Urban Mobility Plan of Canton Sarajevo (SUMP) for the period 2020 - 2025.

THE RELEVANT ACTORS OF CHANGE
- Main actors: Public authorities
    - Cantons
    - Entities
    - Municipalities

MEASURES NEEDED FOR IMPLEMENTATION
- Strategic and systematic approach of support to SMEs
- Legal and regulatory framework
- Public-Private Partnerships
- Investing in innovation
- Flexible combination of fiscal, financial, customs and other mechanisms
- One-stop-shops

Mitigating the effect caused by COVID-19 epidemic

The ongoing COVID-19 pandemic is affecting communities worldwide. In the current situation with the impact of Covid-19, SMEs in Green and Smart mobility are suspending its expectation for 2021 as the duration of the Covid-19 effect is currently uncertain.

In BiH the restrictions which Government introduced, forced nonessential business and companies that could not meet social distancing requirements to close or scale back operations to mitigate the outbreak. In addition to the containment measures that have been introduced, eight GSM classified groups swiched their business to online education, online sales management and placed their work to home office.

Defining the eight areas of the GSM sector during the pandemic, the most affected area is transport as a whole. No matter how the situation develops, steps should now be taken to help mitigate the impact of COVID-19 on SMEs and prepare them for the further development of the crisis.

THE RELEVANT ACTORS OF CHANGE

Main actors:
- Associations
- NGO
- Networks
- Local / regional economic development agencies
- Universities / research centre
- Municipalities

MEASURES NEEDED FOR IMPLEMENTATION
- Enhance demand for e-business

- Transition to ICT and digital business
- Start with the online cooperation with other SMEs
- Assess the impact of the pandemic
- Sustainable financing
- Sustainable contracts with business partners
- Address key risks and ensuring business continuity

g. Policy recommendations in Slovenia

Investments in rail infrastructure

At a time of large investments in the construction of the motorway network, rail transport has declined and become less and less competitive. It remained out of date, slow and uncomfortable. The backbone of the railway lines in Slovenia is still represented by the Southern Railway (completed in 1857) and the Jesenice - Dobovo line, which was also built more than a century ago.

Modernization and upgrade of railway lines, signaling and safety devices, stops and stations in larger regions (Osrednjeslovenska, Podravska, Savinjska) and connections between them. The latter mainly includes the high-speed railway connection Ljubljana - Celje - Maribor, with connections to other regional centers.

THE RELEVANT ACTORS OF CHANGE

Ministry of Infrastructure of Republic of Slovenia and the government who will set the priorities in investments in public infrastructure in the future investing period

MEASURES NEEDED FOR IMPLEMENTATION

- Ensuring the national in EU funding for investments (who are extensive and long-term)
- Preparation of the National Railway Construction Program, which plans new railway corridors and introduces measures to revitalize regional lines.

Supporting Active Mobility – walking and cycling

- investments in national and local infrastructure – mainly for daily mobility and also investments in so called „bike high-ways", guarded and covered bicycle parking, equipping workplace locations with showers and changing rooms…)
- development of bike rental systems in connection with public transport stops which are coordinated among regions
- incentives for individuals and businesses to purchase e-bike

THE RELEVANT ACTORS OF CHANGE

- Local municipalities who can include these recommendations as priority in their Integrated Transport Strategies of municipalities
- Ministry of Infrastructure of Republic of Slovenia and the government who can support such actions on national level

MEASURES NEEDED FOR IMPLEMENTATION

- Ensuring the local, national in EU funding for investments
- Putting these activities into Integrated Transport Strategies of municipalities and regions
- Raising awareness among citizens about benefits of walking and cycling

Developing mobility as a service

The most successful business models are those services that put the user experience at the forefront, while at the same time building ecosystems that are offering complementary services.

Public transport urgently needs information update and connection of all providers, bicycle rental systems, car sharing systems into mobility as a service.

The younger generations in particular are opting for a model of sharing economy, which can be represented by the sharing of a single fleet of vehicles (Avant car), the division of transport to work (Prevozi.org) or peer sharing of vehicles (Giro Car Share).

THE RELEVANT ACTORS OF CHANGE

- SME's who can develop new business models and develop and organize such platforms as well as develop complementary services
- Local municipalities who can include these as priority in their Integrated Transport Strategies of
- Ministry of Infrastructure of Republic of Slovenia who can support such actions on national level

MEASURES NEEDED FOR IMPLEMENTATION

- Putting these activities into Integrated Transport Strategies of municipalities and regions
- Supporting SMEs to develop new business models, develop and lead mobilty platforms
- Actions to raise awareness of benefits of shared mobility among citizens

Increase the quality of public passenger transport services

In order to gain people for the public transport, we need to increase the quality of public passenger transport services, which means: increased frequencies, adequate vehicle capacities, harmonized timetables, single ticket.

THE RELEVANT ACTORS OF CHANGE

- Ministry of Infrastructure of Republic of Slovenia (railway)
- Municipalities with local SME's providers (public bus transport)

MEASURES NEEDED FOR IMPLEMENTATION

- Putting these activities into Integrated Transport Strategies of municipalities and regions
- Ensuring investments on national level (railways)
- Supporting new business models

The Motor Vehicle Tax Act needs to be amended

The scale for CO2 tax rates needs to be updated in a way that encourages the use of cleaner cars.

In 2020, the Ministry of Finance published a proposal to revise the Motor Vehicle Tax Act, which stipulates a relatively low tax, especially compared to foreign experience, up to an emission value of 200 gCO2 / km. Such an arrangement does not stimulate the use of cleaner and electric vehicles, which would be made possible by the introduction of additional tax classes.

THE RELEVANT ACTORS OF CHANGE

- Government of Slovenia who can vote for such amendment (there needs to be political will to make legal changes)
- Automotive cluster together with the Chamber of Commerce can produce the figures and analyses for the political decision makers

MEASURES NEEDED FOR IMPLEMENTATION

- Prepare the analyses and models on the financial effects of such amendment
- Present the findings of the analyse to the political decision makers who will pass new law or the appropriate amendment to the current law

Improve the subsidy scheme for electric vehicles

Improve the subsidy scheme for electric vehicles and implement financial incentives for infrastructure for alternative fuels and electromobility (including the installation of charging infrastructure for the occupants of multi-apartment buildings, which should also include the case where the owners of apartments / vehicles are not also the owners of parking spaces.).

In accordance with the plan in the Integrative National Energy and Climate Plan of the Republic of Slovenia, the subsidy scheme for electric vehicles should be improved as soon as possible in order to increase the cost-effectiveness of these incentives by setting a limit on the subsidized vehicles. Incentives over the years should be lower.

THE RELEVANT ACTORS OF CHANGE

- Government who can provide the framework for subsidies
- SME's who can develop and built the infrastructure

MEASURES NEEDED FOR IMPLEMENTATION

Setting up the structure to bring together auto-moto cluster, SME's and the government and bring different actors together at the national level.

Reimbursement for transport to work

Reimbursement for transport to work must be ensured as soon as possible in accordance with the guidelines of Integrated national energy and climate plan of the Republic of Slovenia (NECP) in the context of tax policy measures and the calculation of travel expenses. We recommend tax relief related to the cost of public transport, which also include rewards for walking and cycling. (Example: Abroad, there is a practice of reimbursing mileage for cyclists in the form of tax relief)

THE RELEVANT ACTORS OF CHANGE

- Chambers of Commerce
- Clusters
- Unions
- Government
- SME's

MEASURES NEEDED FOR IMPLEMENTATION

Setting up the structure to bring together auto-moto cluster, Chambers of Commerce, SME's (as employers) and the government and bring different actors together at the national level

Parking restrictions

Parking restrictions (especially long-term parking) in urban areas.

The vision that has become established in Slovenian cities/towns are city centers without cars.

The current minimum parking standards encourage the ownership and use of a car, which is not in line with the vision of urban development.

THE RELEVANT ACTORS OF CHANGE
- Municipalities and city councils
- Citizens

MEASURES NEEDED FOR IMPLEMENTATION
- Setting up the structure to bring together municipalities and citizens at local and regional level to enhance the communication and discussion
- Developing alternatives (e.g. setting up P+R systems and quality public transport)
- Raising awareness of benefits of such policy and gaining trust and support of citizens for it

h.   Policy recommendations in Split & Dalmatia

Strategically support the green and smart mobility solutions in SDC

Public authorities in SDC should be promotors od the green and smart mobility and in each and every project look for opportunities to promote and implement green and smart mobility solutions in everyday life.

This policy recommendation is pointed toward active support of the public authorities throughout promotion of the initiatives that have as a goal implementation of the multimodal transport solutions that have as a goal implementation of the technological solutions that will allow easier transport for the citizens (e.g. bike stations at the bus terminals, one smart card for various transport means in whole region, and similar).

THE RELEVANT ACTORS OF CHANGE
- Main actors: Public authorities
  - Cities (municipalities)
  - Regions (counties)
- To a lesser extent: actors helping the SMEs to participate in the experimentations
  - Local / regional economic development agencies
  - Business supporting organizations

MEASURES NEEDED FOR IMPLEMENTATION
- Planning and development based on the green and smart mobility
- Public procurement policy conducive to innovation and low-emissions solutions for transport and logistics operations
- Financial support for companies to invest in innovative and cleaner solutions (e.g. purchase of new vehicles, technologies, etc.)

Strengthening the cooperation of SME and Large corporates

Public authorities (regions, counties, cities, municipalities) should be the catalysator and connection point between large corporates (e.g. Ericsson Nikola Tesla in SDC) and SME's in order to deploy relevant solutions on site in the most efficient manner. In this way large corporates provide basic backbones and necessary technologies (e. g. 5G, Smart City platform,…) while SME's bring to the table specific technological knowledge and niche expertise, and also understanding of specific green and smart mobility segment together with local/regional landscape understanding.

THE RELEVANT ACTORS OF CHANGE

Main actors: Public authorities

- Cities (municipalities)
- Regions (counties)
- Large corporates
- SME's

MEASURES NEEDED FOR IMPLEMENTATION

- Organizing events where large corporates and SME's are getting together (matchmaking events)
- When preparing public procurement procedures thinking how joint efforts form large corporates and SME's should be rewarded
- Financial support for companies to invest in innovative and greens solutions (e.g. purchase of new vehicles, technologies, etc.)

Education and workshops organization to educate SMEs

Public authorities (regions, counties, cities, municipalities) should take active role in organization and hosting of the education and workshops where SME-s would be able to learn new things about the importance of the innovation in the segment of the green mobility and where SME-s would be able to connect between them self but also with the research institution. Also, those events would serve as some kind of playground for SMEs to present to public institutions solutions they can utilize in order to improve the situation in connection with mobility.

THE RELEVANT ACTORS OF CHANGE

Main actors: Public authorities

- Cities (municipalities)
- Regions (counties)
- SME's

MEASURES NEEDED FOR IMPLEMENTATION

- Organizing events where SME-s are getting together with research and public institutions (matchmaking events)
- Financial support for companies to invest in innovative and greens solutions (e.g. purchase of new vehicles, technologies, etc.)

5. Macro - Regional policy recommendations

This chapter summarises the Green Mind key achievements and relates them to the EUSAIR and EUSALP priority topics and challenges analysed in the previous chapters.

The following Table presents a summary of the Green Mind key achievements in each project territorial context, including main sectors involved and benefits.

Territorial Context	Key achievement	Main sectors addressed	Benefits
Ferrara (Emilia-Romagna, Italy)	Analysis of the logistics actions included in Ferrara Sustainable Urban Mobility Plan	Logistics, Retail, Hotels, Restaurants and Catering (Ho.Re.Ca)	Assessing actions for sustainable urban freight to inform local policy actions
	Analysis of the tourism and mobility systems in the province of Ferrara	Tourism, Mobility (all modes)	Providing an overview of challenges and opportunities in mobility for tourists to inform future strategies
	Engaging local businesses in B2B events	Automotive, Trade, Information Technology, Energy, Logistics	Providing market opportunities and a discussion *forum* on innovation practices and projects
Istria (Croatia)	Identification and analysis of green mobility projects in Croatia	Mobility (including e-mobility), smart parking, logistics, tourism	Exchanging information, knowledge and ideas on opportunities for sustainable regional and urban development, with focus on the mobility sector development
	Companies engagement in project meetings	All mobility relevant sectors	Bringing green mobility into the organizational culture of companies
	Transnational networking and international cooperation	All mobility relevant sectors	Developing partnerships, new ideas and projects through knowledge exchange
Podravje (*Vzhodna* Slovenia)	Market analysis of the e-mobility sector in Slovenia and provision of business planning support tools	E-mobility, Automotive	Informing marketing strategies and supporting better business development
	Screening public funds and provision of tools to access funding	Transport, e-mobility automotive	Increasing knowledge on available financing mechanisms and better access to funds
	Engagement of local businesses in B2B events, provision of B2B matchmaking support tools	Automotive, Mobility Planning, Logistics, Information Technology	Helping businesses in finding new market opportunities
Occitanie (France)	Identification of transport and logistics companies' needs (services, technologies, tools, and partners) to engage in smarter and more sustainable transport projects	Transport and logistics	B2B matching of transport and logistics companies with solutions providers

Territorial Context	Key achievement	Main sectors addressed	Benefits
	Engagement of regional businesses in B2B events	Transport and logistics (including urban mobility), Information Technology, innovative vehicle manufacturers, energy, public authorities, economic development agencies	Providing market opportunities and creating thematic working groups to facilitate the set-up of future innovative projects
	Creation of three consortia to set up new innovative projects	Transport and logistics (including urban mobility), Information Technology, innovative vehicle manufacturers, economic development agencies	Submission of two projects (1 EU and 1 regional call for proposals) out of which one was approved
Central Macedonia (Greece)	Mapping for the first time all stakeholders relevant to mobility in the region	Urban mobility, city logistics, e-mobility, ICT for mobility	Providing local authorities a thorough analysis of the mobility ecosystem and supporting them in adapting their initiatives to territorial needs
	Development of the first business cluster in smart mobility and logistics solutions	Urban mobility, city logistics, e-mobility, ICT for mobility	Providing dedicated business services to enterprises active in mobility such as training and networking, and developing the framework for future cooperation among enterprises
	Support synergies among enterprises	Drones in mobility, mobility of disabled	Enhancing enterprises' customers and partners network and generating significant benefits to their business activities
Andalucia (Spain)	Analysis of the rail market needs and political framework at the national and European levels	e-Mobility, ICT, Mobility-as-a-Service (Maas), tourism, logistics, sustainable mobility, robotics	Identifying new business opportunities and challenges in future rail mobility; starting a collaborative initiative with a cluster (Railway Innovation HUB - RIH) to create, develop and apply innovative solutions and projects for a more sustainable and accessible rail system
	Identification of rail mobility needs of people with reduced mobility and user profiling	Mobility, Artificial Intelligence, Big Data, virtual reality	Identifying new business opportunities on inclusive accessibility with the provision of the solutions and products already developed/being developed on the market (e.g. avatars, guidance systems, luggage robots, …)
	Engaging local businesses in B2B events with major rail player at national level	Mobility (all modes), Artificial Intelligence, Big Data, virtual reality, ICT, tourism, logistics, robotics	Providing market opportunities to companies
	Analysis of future opportunities in mobility and smart transport within the European funding framework (Horizon 2020)	Mobility (all modes), ICT	Creating a discussion forum to define potential proposals within European calls

Territorial Context	Key achievement	Main sectors addressed	Benefits
Sarajevo (BiH)	Inputs for the development of the Sustainable Urban Mobility Plan (SUMP) of the City of Sarajevo and Canton Sarajevo	E-mobility, urban mobility, logistics, sustainable mobility	Presenting the Green Mind results at multiple meetings focussed on the SUMP, with the aim of creating synergies between the project and local mobility policies (the SUMP was officially adopted by the local government and the city of Sarajevo)
	Engagement of local business in the participation to EU funded projects for innovation in the green and smart mobility sector	E-mobility, urban mobility, innovation, MaaS	Preparing a guidebook on SMEs access to public funding and identifying local, regional and EU partners for the development of H2020 projects
Split Dalmatia (Croatia)	Engagement of local and regional businesses in B2B events	Information Technology in mobility (5G, Internet of Things, Smart Parking, …)	Business matching between large enterprises (e.g. Ericsson Nikola tesla d.d.) and SMEs
	Identification of green and smart mobility opportunities	Information Technology, smart city, integrated transport, ITS	Providing information to interested players on the financing and market opportunities for SMEs in the area of green and smart mobility
All partners - MED	Set-up of transnational cooperation framework in the green and smart mobility field	All sectors relevant to smart and green mobility	Creating a new permanent forum for project activation, knowledge exchange and mutual support among the Green Mind regions in exploiting project and market opportunities in the green and smart mobility industry

Source: Green Mind project

Based on the variety of project achievements we identified the following key transnational project results and their relevance to the EUSAIR and EUSALP macro-regional strategies, as presented in the following Table.

Key transnational result	Description	Relevance						
		EUSAIR		EUSALP				
		Pillar 1 Connecting the region	Pillar 4 Sustainable tourism	Action 1 R&I ecosystem	Action 2 Economic potential	Action 3 Labour education & training	Action 4 Intermodality	Action 5 Digital connections
Comprehensive mapping of the green and smart mobility industry stakeholders and market analysis	The Green mind project partners and stakeholders reached a deep understanding of the green & smart mobility ecosystem needs and functioning; this allowed: • identifying the key strategic sectors where cooperation and innovation can have impact (economically and socially); • facilitating the setting up of future innovative projects in the mobility sector; • increasing the economic potential of strategic sectors in the MED area (including tourism).	●	●	●	●		●	
Engaging regional businesses in B2B and training events	Green Mind provided market opportunities to SMEs active in the green & smart mobility industry thanks to targeted events engaging businesses with different levels of innovation capacity and dimensions; this allowed: • exchanging experience and identifying innovation practices in mobility; • identifying business cooperation opportunities (including ICT); • providing local business visibility at international level; • strengthening local and regional mobility ecosystems.	●		●		●	●	●

Key transnational result	Description	Relevance						
		EUSAIR		EUSALP				
		Pillar 1 Connecting the region	Pillar 4 Sustainable tourism	Action 1 R&I ecosystem	Action 2 Economic potential	Action 3 Labour education & training	Action 4 Intermodality	Action 5 Digital connections
Screening public funds in the benefit of SMEs, providing tools and developing capacities to access them	The Green mind partners provided information and training on the complex subject of public funding to SMEs in the green & smart mobility industry; this allowed: • improving capacities of SMEs to apply to public funding; • developing a framework for future cooperation among enterprises; • setting-up new European projects in the mobility sector.	●				●	●	
Creating a European network of SMEs, research bodies and authorities	The Green Mind project provided a permanent platform / Network engaging green and smart mobility stakeholders in the development of a research and innovation ecosystem; this allowed: • better coordinating the development of innovative mobility projects at local level; • enhancing transnational cooperation for knowledge exchange and new project set-up.	●	●	●	●		●	

6. Target groups reached

Region of Sarajevo

Target Group	Target value	List of registered target groups
Business support organisation	2	**Armin Hodžić** (Trade chamber Federation of B&H), **Ljiljana Bjelošević** (Foreign Investment Promotion Agency of Bosnia and Herzegovina FIPA),
General public	500	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)
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 1. Target groups reached by SERDA

County of Istria

Target Group	Target value	List of registered target groups
Sectoral agency	2	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. (Oskar Vujičić)
General public	500	IDA's Facebook page followers
Higher education and research	1	Faculty of economics Pula (Siniša Miličić)
Local public authority	1	City of Poreč (Gordana Lalić)
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 2. Target groups reached by IDA

County of Split Dalmatia

Target Group	Target value	List of registered target groups
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)
General public	500	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)
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 3. Target groups reached by SDC

Region of Occitanie

Target Group	Target value	List of registered target groups
Business support organisation	3	François de Bertier (TransTen cluster); François Trouquet (We4Log cluster); Jérôme Bessière (FNTR)

Table 4. Target groups reached by AFT

Region of Central Macedonia

Target Group	Target value	List of registered target groups
Business support organisation	3	Costas Tramantzas (Alexander Innovation Zone), Markos Kontizas (Praxis Network), Vagia Piteli (Praxis Network), Konstantina Mataftsi (Euroconsultants)
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)
Local public authority	1	Dimitra Kartsakli (Municipality of Thessaloniki)
SME	13	Anna Chlioura (Elektronio handcrafted vehicles), Apostolos Bizakis (TREDIT), Athanasia Tsakiri (DirectSolutions), 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)

Table 5. Target groups reached by CERTH

Region of Emilia-Romagna

Target Group	Target value	List of registered target groups
Sectoral agency	1	Andrea Martinez, Veronica Russo, Giulia Marcato (Sinloc);

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, 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	1	Alberto Preti, Rachele Tavano (Steer group);
General public	2	Ioannis Mardikis, Senior Project Manager, Green Growth Community Ludivine Lavoine, Financial officer, Interreg MED Programme - Joint Secretariat
Local public authority	10	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 (Municipality of Ferrara)
Regional public authority	2	Paolo Calvano, Caterina Brancaleoni, Morena Diazzi, Daniela Ferrara, Roberto Righetti, Lodovico Gherardi (Emilia Romagna Region) Daniela Jelinčić (Irmo)

Table 6. Target groups reached by SIPRO

Region of Vzhonda Slovenja

Target Group	Target value	List of registered target groups
Sectoral agency	2	1. Vlasta Krmelj - ENERGAP Energetska agencij za Podravje; 2. Duška Godina, Energy Agency of Slovenia
Business support organisation	17	1. Dunja Podlesnik, GIZ ACS - Slovenski avtomobilski grozd; 2. Tanja Mohorič, GIZ ACS and EDISON; 3. Darko Levičar, SRIP ACS+, 4. Danilo Čeh, Bistra Ptuj; 5. Helga Lukač, Razvojni center Murska Sobota; 6. Katja Karba, RA Singergija; 7. Uroš Koštric, Prleška razvojna agencija; 8. Matija Gorenšček, GZS; 9. Ana Benčina, RC Novo mesto; 10. Robert Sever, ZP pri GZS; 11. Marjana Senčar Srdič, SRIP Smart cities adn Communities; 12. Aleš Žnidarič, ZAG Zavod za gradbeništvo; 13. Erik Kapfer, Vzorčno mesto; 14. Miha Cojhter,

		Vzorčno mesto; 15. Brigita Kapušek Razinger; 16. Stanislav Sraka, Razvojna agencija Sinergija; 17. Slavko Ažman, Sekcija trajnostne mobilnosti CER
Enterprise, except SME	9	1. Branko Žnidarič, Zavod za turizem in šport; 2. Uroš Kaenšek, Pomurksa turistična zveza; 3. Janja Brumen, TIC Moravska Toplice; 4. Mija Ogrin, Zavod Arheoalpe Bohinj; 5. Jože Kocjanc, Planinsko društvo; 6. Klemen Langus, Turizem Bohinj; 7. Matic Pavliha, Turizem Bohinj; 8. Svea Lauterjung, Alpine Pearls; 9. Tjaša Boškovič, Triglavski narodni park
Higher education and research	6	1. Mitja Klemenčič, University of mariobr - Faculty of Civil Engineering, Transport Engineering and architecture; 2. Iztok Drožina, Srednja tehniča šola Koper; 3. Aleksander Pohlen, Srednja tehnična šola Koper; 4. Matej Ogrin, University of Ljubljana, Faculty of Arts; 5. Erik Logar, Geografski inštitut Antona Melika ZRC SAZU; 6. Maja Pivko, Center odličnosti niizkoogljične tehnologije
Local public authority	15	1. Ksenija Zver, Municipality Črenšovec; 2. Bernard Goršak, Municipality Šalovci; 3. Leon Lutar, Municipality Turnišče; 4. Karmen Jelen, Municipality Ljutomer; 5. Iztok Kopi, Municipality Velenje; 6. Aleš Vodičar, Municipality Sežana; 7. Iva Lapajne, Municipality Bohinj;8. Nataša Fujs, Municipality Bohinj; 9. Darinka Maraž, Municipality Bohinj; 10. Eva Doljak, Municipality Bohinj; 11. Tanja Mencinger, Municpality Bohinj; 12. Monika Ravnik, Municipality Bohinj; 13. Bojana Lukan, Municipality Bled; 14. Monika Kirbiš-Rojs, Municpality Slovenska Bistrica; 15.Zorica Zajc-Kvas, Municipality Rače-Fram
SME	18	1. Dejan Prasl, Depta; 2. Suzana Kotlaj, Oliver's d.o.o; 3. Darko Kovalč, Avtobusni promet Murska Sobota d.d.; 4. Grefor Flanik, T2 Rotalab d.o.o; 5. Simon Meglič, E Prvak d.o.o.; 6. Mitja Karun, ABC Rent a car d.o.o., 7. Marko Fernc, Plan net solar; 8. Marko Gorjup, TPV d.o.o.; 9. Peter Habjan, Adria Emicon d.o.o., 10. Uroš Dolenc, BMW Slovenija; 11. Mitja Koprivšek, ETI d.d.; 12. Jurij Curk, Elektro Ljubljana; 13. Merim Velić, Good Vibe; 14. Boštjan Mencinger, Bomfin d.o.o.; 15. Marko Viduka, Marko Viduka; 16. Lenka Puh, ETRI; 17. Tomislav Trbušić, Marprom; 18. Teo Bunta, Implera d.o.o.

Table 7. Target groups reached by eZAVOD

Target Group	Target value	List of registered target groups
Business support organisation	11	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), María Jesús Gamiz (CINNGRA), Jose Manuel Muñiz (ATELAN)
Enterprise, except SME	2	Sergio González (AENOR), Sergio Peinado (Correos)
General public	2	Gianluca Fabbri (R&D Technological Transfer Advisor), Stepahnie Priou (Ubiquity Consulting)
Infrastructure and (public) service provider	1	Eva Reviriego and Pilar Fernández (MalagaPort)
Local public authority	12	Miguel Angel Mejias Arroyo (Punta Umbria City Council), 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), Bartolomé Madrid (City Council Anora), Manuel Sillero (City Council Villanueva de Tapia), Jose Antonio Viquez (Yunqueras City Council), Jose Manuel Dominguez (Velez Malaga City Council), Francisco Gutierrez (Roquetas de Mar City Council)
SME	5	Guillermo Jimenez (Web Dreams), Blanca Mora (La Tralla), Jose María Zambrano (3CS), Antonio Vega (Avalon Consultoria), Marco Castilla (Recubica), Antonia Lorenzo (Bioazul)
Regional public authority	2	Gonzalo Esteban (Diputacion of Granada), Antonio Garcia (Diputacion of Cadiz)

Table 8. Target groups reached by ASCC

The following table shows the target groups reached in the Ouput 4.2 by the project

Target Group	Target value
Sectoral agency	5
Business support organisation	59
Enterprise, except SME	12
General public	1504
Higher education and research	13
Infrastructure and (public) service provider	3
Local public authority	46
National public authority	
SME	55
Regional public authority	16

Table 9. Target groups reached by all Partners

7. Conclusions

This Chapter includes priority topics that partners identified for future project initiatives. Topics derive from the Green Mind project results. They related to the EUSALP and EUSAIR strategic objectives and are key areas for future work of the Green Mind transnational Network.

Sustainable mobility and public transport

- Increasing efficiency and attractiveness of public transport services, including timetable harmonisation and integrated ticketing;
- Improving territorial accessibility for citizens and tourists, including specific projects for touristic areas;
- Analysing and exchanging best practices in innovation in urban mobility;
- Promoting active mobility projects (walking and cycling), policies (e.g. incentives) and infrastructures;
- Developing mobility hubs and micro-mobility projects in key local and regional locations;
- Fostering sustainable commuting by behavioural change campaigns and policy initiatives (e.g. tax benefits and incentives).
- Supporting sustainable touristic development thanks to mobility projects (e.g. physical and digital wayfinding, sustainable and multimodal mobility, active transport, e-mobility, …).

Transport systems interoperability and ICT

- Harmonising regional and local frameworks to select, analyse and provide mobility data;
- Developing applications (e.g. MaaS) for intermodal transportation and supporting SMEs in developing such applications;
- Deploying Intelligent Transport Systems and using digital technologies, data and artificial intelligence to make mobility systems smarter and greener;

- Exploiting technology and big data for better transport planning.

Logistics

- Developing city logistics projects for sustainable and vibrant urban areas;
- Improving traceability in supply chain thanks to harmonised logistics data and interoperable systems.

Vehicles, clean fuels and e-mobility

- Developing projects in clean fuels (e.g. electric and hydrogen) in public transport fleet;
- Analysing opportunities and needs to develop hydrogen mobility;
- Promoting e-mobility projects (fleet and infrastructure) and transition to zero emission vehicles;
- Exploring opportunities of autonomous vehicles deployment.

Rail transport

- Investing in rai infrastructure (including rolling stock, signalling and safety);
- Promoting innovation in the rail sector to make it attractive to users.

Green Mind built the foundations of a long-term cooperation in the MED area in the mobility sector, and partners are currently engaged in preparing follow-up projects in cooperation with the wider MED community.