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D.3.4.4 TRANSFERABLE SERVICE MODEL FOR SMES SERVICES IN THE GREEN AND SMART MOBILITY INDUSTRY

Work Package 3	**Final version**
Testing	**February 2020**

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1. Introduction

a. The Green mind project

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

More in detail, Green mind aims at:

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

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

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

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

b. Purpose of the Testing Work Package

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

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

WP3 consists of five distinct activities. These are:

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

A.3.4 Pilots Evaluation and Service Model
A.3.5 Green-mind Transnational Innovation Network

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

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

Output 3.1: the delivery of three types of services to 200 hundred MED SMEs
Output 3.2: the development of a transferable model of transnational services for SMEs
Output 3.3: the creation of a transnational innovation network for SMEs

c. Scope of Pilot Testing

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

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

D3.3.1 Market intelligence service and testing report
D3.3.2 Public funding screening service and testing report
D3.3.3 B2B matching service and testing report
D3.3.4 Local green & smart mobility stakeholders capitalization
D3.3.5 Formalization of the "green mind" transnational innovation network in green & smart mobility

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

d. Focus of Deliverable 3.4.4 Transferable service model for SMEs services in the green & smart mobility industry

This deliverable focuses on presenting, analyzing and discussing the outputs of the Transferable service model for SMEs services in the green & smart mobility industry, by developing a transferable model that shows the advantages and disadvantages and conclusions that summarize the benefits and negative aspects of the testing phase and includes the models of the three Green Mind services. D3.4.4 builds upon the outputs of the evaluation deliverables (D3.4.1-3.4.3) and proposes the most successful pilot actions. The success of the actions is measured in different levels as the following aspects are considered: in what degree the actions were implemented across the partner countries, how their implementation is justified by the technological and market environment in each regional context, how the implementing partners evaluate them (internal evaluation), and how the SMEs evaluate them (external evaluation), among others. D3.4.4 provides input to Output 3.2 – Green Mind Operational Services Model. It is, also, functional to the transfer of the pilot results and D1.6.4 SMEs benefits ongoing evaluation.

e. Document's targeted audience

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

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

f. Document structure

After the introductory part, the transferable service model methodology is developed on the basis of comparative analysis and reasoning by analogy. Then, the evaluation results are briefly presented and analyzed with the use of the aforesaid approaches. The results of the analysis facilitate the development of the Transferable Service Model, its services and use guidelines, as well as useful conclusions.

2. Transferable Service Model Methodology

Developing the Transferable Service Model is a process with various steps across the implementation of the Green Mind project. It started from the testing of pilots and continued through the evaluation of the pilot testing results, up until now – the development of the transferable service model methodology – and all the way to choosing the actions and processes that will be part of it. The transferable model provides input to the transferring activity (A4). The aforesaid are presented in the following figure (Figure 1).

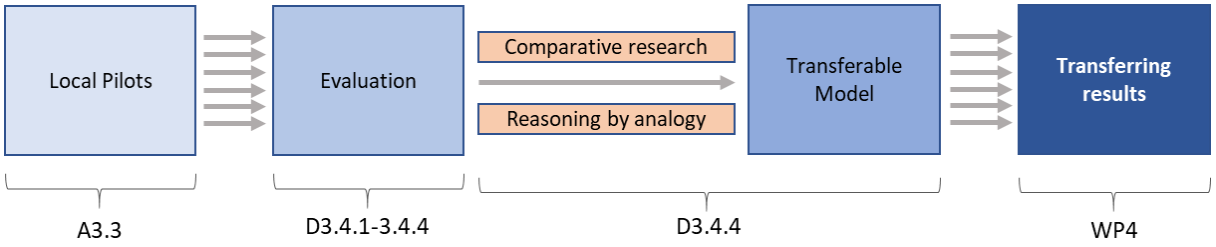


Figure 1: The flowchart of the Green Mind Evaluation Framework

The input from the analysis and comparison of pilot evaluation conclusions are analyzed under the light of two analytical approaches: comparative analysis and reasoning by analogy.

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

Comparative study-research

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

Analogical reasoning

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

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

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

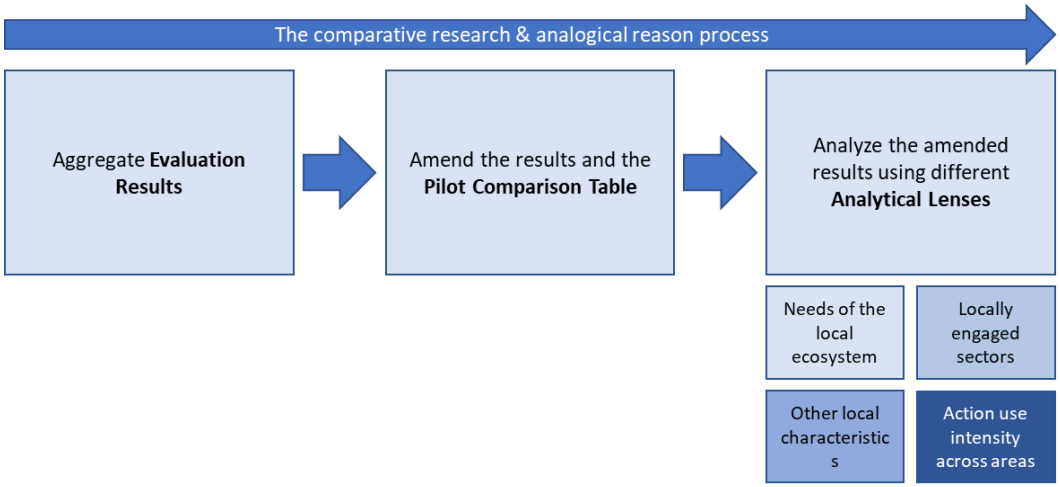


Figure 2: The comparative research and analytical reasoning process

The main output of the aforesaid analysis with the use of the chosen analytical tools, is expected to be the development of Green Mind's Transferable Service Model. This will be facilitated by answering a series of questions about the implementation of the pilot services across the participating regions. In a sense, the chosen research questions are the following:

1. Is any relationship between the categories & the success/failure of the implemented actions?
    - Sector related conclusions
    - Region related conclusions
2. Is application intensity analytically useful?
    - Region related conclusions

3. Evaluation Results and Service Transferability

a. Overall Evaluation of Pilot Development

The Overall evaluation of the project's relies on the evaluation of five, separate values. The values that were measured are: Overall Satisfaction, Services & Actions, Communication, Timeframe, and SMEs' Benefits. In general, the measured values are evaluated positively with most of them having been scored as at least moderately satisfactory. The only exception is the value Timeframe, where the values scores were mixed across the pilot sites.

The latter point might reflect the methodological sequence the partnership chose to adopt at the early stages of the project. The iterative format of the methodology, meant that the pilot sites were in constant communication with their eco-systems and the local (and transnational) environment, in order to identify, communicate and tap opportunities of cooperation and event participation. Usually, this meant that waiting for the right opportunity to come might have not always be in line with the conventional obligations and planning of the pilots. In addition, as all pilot invested on the engagement and active collaboration of the local eco-systems, the partners were heavily depending on response time of different stakeholders with limited time and resources, such as small and medium enterprises (SMEs), local authorities, and research organizations.

Significantly, Timeframe is the only value that has been evaluated only internally. For the rest values, which have been evaluated both internally and externally, the external evaluation was usually higher or similar to the internal. In general, Green Mind pilot testing processes were evaluated positively both from the partners that performed the pilots, as well as the SMEs that participated in them. For more information, refer to ANNEX 1 Overall Pilot Evaluation.

b. Integration of the Evaluation Results of the Applied Approaches

For analytical simplification, the external and internal evaluation results are counted together. To assign higher significance to the provided insight by the recipients of the services, the engaged SMEs, the results has been assigned weights. Internal evaluation is weighted with 0.3 and external evaluation with 0.7. The integrated results for each pilot site added together provide the grade of a tool/action.

The following table presents the aforementioned grades, as well as other characteristics for each tool and action, such as the number of tested regions and number of tested SMEs. These three values determine the success rate of a tool/action (Table 1). In general, when different actions compared, the quantity of participating SMEs is considered as more important than the number of tested regions.

Table 1: Evaluation results of applied actions

	Approaches (Tools & Actions)	**Evaluation Grade**	**Number of tested regions**	**Number of tested SMEs**
MI Tools	Tailor made documentation	3.00	2	-
	SWOT analysis	3.78	5	-
	Questionnaire	4.45	4	-
	Desk research	4.60	2	-

	PEST analysis	5.00	1	-
	Benchmark analysis	4.40	3	-
	Content analysis	4.60	1	-
	Round-tables/workshops	5.00	3	-
	Individual diagnostic meetings	4.00	3	-
	External support	N/A	1	-
MI Actions	Local innovation initiatives	4.53	3	50
	Workshop - Tools	4.32	4	52
	Web portal - live newsfeed	4.40	2	20
	Tailor made documentation	4.76	4	19
	SWOT for planning	4.44	4	23
	PEST for future strategies	4.62	2	13
	Tailor made benchmark	4.87	2	13
	Identify stakeholders (3Helix+1)	4.40	1	16
	Analyzing current GSM state	4.30	1	16
	Workshops - Engage SMEs	4.26	3	48
	Study concerning City Logistics	4.00	1	325
	Guideline and roadmap	4.50	1	30
Public Funding Screening	Listing of support organizations	4.36	6	52
	Handbook of pf screening	4.55	3	18
	Roadmap of opportunities	4.58	1	4
	Support in proposal writing	4.46	5	49
	Seminar/training on tools	4.52	6	58
	Online platform	3.83	1	9
	Meeting with funds/event	4.01	3	23
	Obtain funding for developing projects	4.40	1	26
B2B Matching	Listing of tools and initiatives	4.40	6	55
	Handbook of B2B opportunities	4.45	5	52
	Participation/organization of B2B actions - Internal	4.57	3	41
	Participation/organization of B2B actions - External	4.77	3	45
	Seminar/training of B2B tools	3.92	1	9
	Online matching platform	4.02	1	5

It should be noted that during the pilot testing of the project's three services – market intelligence, B2B matching and public funding screening – each pilot employed different approaches (tools and actions) for the identification, analysis, engagement and support phases. Thus, each pilot – partners and participants – evaluated only the approaches they implemented.

This initial analytical step, highlights the comparative importance of some approaches. In some cases, though, the used approaches show significant similarities at the descriptive and analytical levels. To avoid duplications and misinterpretation of the results, the used approaches are clustered together under wider analytical categories. The following section deals with that matter.

c. Development of Analytical Categories for the Applied Approaches

Assigning the applied approaches to wider analytical categories facilitates the development of the transferable model in two ways. On the one hand, facilitates the development of a step-by-step implementation approach. On the other hand, it simplifies the appointment of the most appropriate action and/or tool for each step of the process.

The classification takes into consideration the reasons why a partner applied an approach. Therefore, if, for example, SWOT analysis and PEST analysis have been used for the diffusion of the market analysis results to the stakeholders, then both the approaches are options, or alternatives, under the same analytical category "Diffusing the results of the market analysis". The classification is performed per service.

Market Intelligence

Across the eight pilot sites of the Green Mind project, at least ten different approaches were employed by the partners for the identification and analysis of the local eco-systems, and the engagement of local stakeholders of the Triple-Helix (research, governance, and industry). However, some of them show significant similarities between them. Extracting useful and meaningful conclusions, requires to cluster the similar approaches together and present the approaches as different alternatives of an analytically higher category.

For instance, for the identification and analysis of the local innovation and mobility eco-systems, the partners used the approaches of SWOT analysis, PEST analysis and content analysis. All three approaches share significant similarities in terms of content and expected output and, therefore, should be categorized under one category of approaches; that is Eco-system identification and analysis. Another example, is in regards to the analysis of the engaged SMEs. The partners followed two approaches: Benchmark analysis and tailor-made documentation. Similar classifications are followed for all approaches to develop four inclusive categories: Eco-system identification, eco-system analysis, stakeholder engagement, analysis of engaged stakeholders, and external support (Table 2).

Table 2: Categories of approaches followed for local ecosystems analysis and stakeholders engagement

	BiH	CRO (IDA)	CRO (SDC)	FRA	GR	IT	SL	SP
Eco-system identification (desk research)								
Eco-system analysis (SWOT analysis, PEST analysis, content analysis)								
Stakeholder engagement (round-tables/workshops, diagnostic meetings, questionnaires)								
Analysis of engaged SMEs (tailor-made documentation, benchmark analysis)								

It should be noted that in each category, some approaches prevailed over the rest in both terms of extend of use and usefulness. These are marked as bold on the table above. All approaches were evaluated only internally.

On the other hand, the actions of the local pilots were evaluated both internally and from the participating stakeholders. In this list, the actions refer to three major analytical categories: (1) Diffusing the results of the market analysis, (2) Diffusing the results of the SME analysis, and (3) Diffusing information about local eco-system cooperation (Table 3).

Table 3: Categories of approaches followed for Market intelligence

	BiH	CRO (IDA)	CRO (SDC)	FRA	GR	IT	SL	SP
Diffusing the results of the market analysis (SWOT analysis, PEST analysis, Identifying Triple-Helix+1, analyse current GSM state, city logistics study, guideline and roadmap)								
Diffusing the results of the SME analysis (Tailor-made documentation, benchmark, workshop for SMEs)								
Diffusing information about local eco-system cooperation and tools for market analysis (local innovation initiatives, workshops – tools presentation, web portal – live newsfeed)								

The approaches that prevailed over the rest in both terms of extend of use and usefulness are marked as bold on the table above. For more information, refer to ANNEX II Evaluation of Market Intelligence Tools and ANNEX III Market Intelligence Pilot Evaluation.

B2B Matching

The eight pilot testing sites performed numerous actions that are relevant to B2B Matching, with various effect. In general, these actions can be categorized into four major categories: (1) Handbooks, (2) Events, (3) Seminars, and (4) Online matching platform (Table 4). With the exception of seminars and the online matching platform, the other two categories implemented in almost all sites. Regarding the online matching platform a beta test with 5 SMEs in Greece was done after its initial development, and depending on their feedback there were the required improvements so as to be more user-friendly. Currently, the online matching platform has its final form and it is available to be used from all regions. Therefore, can be justified as a category with universal application.

It is interesting that the implemented solutions were either evaluated as strongly satisfactory or as actions with unsure outcomes. The latter refers only to the training seminars, an action that implemented only in the Greek pilot site.

Table 4: Categories of approached followed for B2B Matching

	BiH	CRO (IDA)	CRO (SDC)	FRA	GR	IT	SL	SP
Handbooks with information about B2B matching (listing of tools, B2B events)								
B2B Matching events (participation, organization)								

Training seminars (seminar)								
Online matching platform								

Another point that should be highlighted, is that B2B Matching events participation scored high values, while the Malaga Green Cities Fair participation was postponed and participation of the consortium to this pends. For more information, refer to ANNEX IV B2B Matching Pilot Evaluation.

Public Funding Screening

During the implementation of the public funding screening eight different types of actions have been implemented across the pilot sites and as part of numerous events. These actions are classified under the following general categories: (1) Information about support organizations, (2) Diffusing public funding opportunities, (3) Meeting with funds, (4) Training, and (5) Support in the form of proposal writing or funding for developing projects (Table 5).

Table 5: Categories of approached followed for Public Funding Screening

	BiH	CRO (IDA)	CRO (SDC)	FRA	GR	IT	SL	SP
Information about support organizations (listing)								
Diffusing opportunities (handbook, roadmap, online platform)								
Meeting with funds (event)								
Training seminar (seminar)								
Support in proposal writing (proposal writing, funding)								

Information about support organizations and training seminars were employed widely across the pilot sites, getting good reception and evaluation back, too. The diffusion of opportunities, especially the handbook of opportunities, while graded highly, it wasn't applied widely, as only three pilot sites preferred this action. Similar were the results of the events that were organized with the purpose of matching funding mechanisms with SMEs of the local eco-systems. Finally, the hands-on support in proposal writing implemented in across five pilot sites with extremely positive outcomes. For more information, refer to ANNEX V Public Funding Screening Pilot Evaluation.

d. Evaluation Results Aggregation

Having already scored and categorized the results, allows the selection of the most valued approaches under each analytical category. Table 1 is duplicated in this section, with its contents categorized under the analytical categories of the previous section.

The approach with the higher score(s) in each category and examples that stand-out for some important reason – implemented in many regions, participation on many SMEs, high evaluation grade – are picked for transferable model and for further analysis. Approaches that applied in only one regional pilot site are not included in the final listing, with the exception of those cases that are understood as significant for similar, as previously, reasons. The aggregated results are presented on the following table 6.

Table 6: Aggregated evaluation results

	Tools & Actions	Evaluation Grade	Number of tested regions	Number of tested SMEs
MI Tools	**Eco-system identification**			
	Desk research	4.60	2	-
	Eco-system analysis			
	SWOT analysis	3.78	5	-
	PEST analysis	5.00	1	-
	Content analysis	4.60	1	-
	Stakeholder engagement			
	Round-tables/workshops	5.00	3	-
	Individual diagnostic meetings	4.00	3	-
	Questionnaire	4.45	4	-
	Analysis of engaged SMEs			
	Tailor made documentation	3.00	2	-
	Benchmark analysis	4.40	3	-
MI Actions	**Diffusing the results of the market analysis**			
	SWOT for planning	4.44	4	23
	PEST for future strategies	4.62	2	13
	Identifying stakeholders (Triple Helix+1)	4.40	1	16
	Analysis of the current state of GSM	4.30	1	16
	Study concerning City Logistics	4.00	1	325
	Guideline and roadmap	4.50	1	30
	Diffusing the results of the SME analysis			
	Tailor made documentation	4.76	4	19
	Tailor made benchmark	4.87	2	13
	Workshop - Tools	4.32	4	52
	Diffusing information about local eco-system cooperation and tools for market analysis			
	Local innovation initiatives	4.53	3	50
	Web portal - live newsfeed	4.40	2	20
	Workshop - Engage SMEs	4.26	3	48
Public Funding Screening	**Information about support organizations**			
	Listing of support organizations	4.36	6	52
	Diffusing public funding opportunities			
	Handbook of public funding screening	4.55	3	18
	Roadmap for funding opportunities	4.58	1	4
	Online platform	3.83	1	9
	Meeting with funds			
	Meeting with funds/event	4.01	3	23
	Training seminar			

	Seminar/training on tools	4.52	6	58
	Support in proposal writing			
	Support in proposal writing	4.46	5	49
	Obtain funding for developing projects	4.40	1	26
B2B Matching	**Iinformation about B2B matching**			
	Listing of tools and initiatives	4.40	6	55
	Handbook of B2B opportunities	4.45	5	52
	B2B Matching events			
	Participation/organization of B2B actions - Internal	4.57	3	41
	Participation/organization of B2B actions - External	4.77	3	45
	Training seminars			
	Seminar/training of B2B tools	3.92	1	9
	Online matching platform			
	Online matching platform	4.02	1	5

As it is shown on Table 6, three major processes have been pilot tested across Green Mind's pilot sites. These processes are Market Intelligence, Public Funding Screening and B2B Matching. The process of Market Intelligence was further divided into two sub-processes the use of MI tools and the actualization of MI Actions. Based on the actual practice across the pilot sites, all three processes were then divided into additional sub-operations (tools and actions) that highlight and describe an operational sequence, as presented earlier. For each step of the operational sequence, different tools or methodologies has been chosen on the basis of their evaluation grade, the quantity of tested regions and quantity of tested SMEs.

For the sub-process MI Tools this sequence is (i) Eco-system identification, (ii) Eco-system analysis, (iii) Stakeholder engagement and (iv) Analysis of engaged SMEs. Eco-system identification has been performed in all pilot sites through **desk research**. Eco-system analysis has been applied in five out of the eight pilots. **SWOT analysis** has been identified as the most used and successful tool for this analysis, with PEST analysis as an alternative; mostly due to the commonalities between the two analysis tools. Stakeholder engagement has been applied in all territories, and, although, happened through the use of many different approaches, all of them evaluated as successful and useful for the purpose they had been used. These are **round-tables/workshops**, **diagnostic meetings** and **questionnaires**. Analysis of engaged SMEs has been applied in five out of the eight pilots with **benchmark analysis** scoring the highest grade.

The sub-process MI Actions has the following sequence (i) Diffusing the results of the market analysis, (ii) Diffusing the results of the SME analysis and (iii) Diffusing information about local eco-system cooperation and tools for market analysis. Diffusing the results of the market analysis has been applied to all territories apart one. During this operation, the partners used many and different actions to reach their goal; methodologies have been set out (i.e. the Triple-Helix+1), extended studies have been developed (i.e. city logistics study), and guidelines and roadmaps have been delivered. However, their

use has been fragmented across the pilots. The only exception was the use of **SWOT analysis for planning**, which applied to at least four pilot sites and scored high in evaluation. Special mention should be made to the city-logistics study that developed in Italy by SIPRO. Although this type of action developed only in one territory, Ferrara, Italy, it included as many as 325 local SMEs, and this, alone, has its analytical power. Diffusing the results of the SME analysis, has also been applied widely, as six out of 8 partners applied some form of communication of the results of the SME analysis back to the SMEs. **Tailor-made documentation** and **workshop for SMEs** has scored the highest. Diffusing information about local eco-system cooperation and tools for market analysis had been the least applied, from all three steps of this process. Four out of eight territories have been involved in this step applying actions such as **local innovation initiatives** and **workshops – tools presentation**.

For the processes of Public Funding Screening and B2B Matching, the choice of actions was clearer as in both processes the partners chose, more or less, similar paths.

For the B2B Matching actions, the sequence is (i) Handbooks with information about B2B matching and (ii) B2B Matching events. The process had two more actions, training seminars and online matching platform; the first applied only in one territory, Greece, while the second applied initially only to Greece and now is open to be used by all regions, as during the Toulouse Steering Committee meeting, it has been agreed that the platform will be developed by the Greek pilot as a tool that will be used by all regions. Handbooks with information about B2B matching applied across six out of eight pilots through **listing of tools** and **listing of B2B** events. B2B Matching events action divided into two streams of action, **organization of B2B events** and **participation in B2B events**. Both practiced in all territories and scored greatly among the partners and the participating SMEs.

For the Public Funding Screening actions, the sequence is (i) Information about support organizations, (ii) Diffusing opportunities, (iii) Training seminars, (iv) Meeting with funds and (v) Support in proposal writing. The step Information about support organizations applied in six pilot sites through a **listing of support organizations**. The diffusion of funding opportunities applied in five territories, with the most accepted and successful action being "**Handbooks of public funding screening**". Training seminars and meeting with funds steps have been actualized through the homonymous actions **training seminars** and **meeting with funds**, in seven and three territories, respectively. Finally, support in proposal writing have been practiced in five territories with pretty satisfying results through the action **support in proposal writing**.

Table 7 shows a snapshot of the chosen methodologies and tools across the three processes that will be the basis of Green Mind's Transferable Model of Services for SMEs.

Table 7: Methodologies and tools that form the transferable model

Process	Sub-process	Step	Tools & Methodologies
MI	MI Tools	Eco-system identification	Desk research
		Eco-system analysis	SWOT analysis
		Stakeholder engagement	Round-tables/workshops Individual diagnostic meetings Questionnaire
		Analysis of engaged SMEs	Benchmark analysis

	MI Actions	Diffusing the results of the market analysis	SWOT for planning
		Diffusing the results of the SME analysis	Tailor made documentation Workshop - Tools
		Diffusing information about local eco-system cooperation and tools for market analysis	Local innovation initiatives Workshop - Engage SMEs
PFS	PFS Actions	Information about support organizations	Listing of support organizations
		Diffusing public funding opportunities	Handbook of public funding screening
		Meeting with funds	Meeting with funds/event
		Training seminar	Seminar/training on tools
		Support in proposal writing	Support in proposal writing
B2BM	B2BM Actions	Information about B2B matching	Listing of tools and initiatives Handbook of B2B opportunities
		B2B Matching events	Participation/organization of B2B actions – Internal Participation/organization of B2B actions - External

In the following section, the chosen steps, and tools and methodologies are analyzed on the basis of the characteristics of each pilot site. Sectorial focus, Innovation status, GDP and other contextual characteristics are taken into consideration so as to explain why the chosen tools and methodologies has been applied.

4. Analysis of the Aggregated Results

The meaningful analysis of the aggregated evaluation results, requires several analytical aspects, concerning the local contexts, to be taken into consideration. On the one hand, different context related aspects need to be identified. On the other hand, the proper analytical approaches should be employed to ensure the appropriate analysis of the given results.

For the former, the focus shifts towards the specific characteristics of each pilot site at regional and national level, and the needs of the local eco-systems in regards to the project's services – market intelligence, B2B matching, and public funding screening –, as presented in deliverable 3.2.2. More specifically, sector representation in the pilot sites, innovation status at regional and national level, the GDP, and the breadth and depth of service application across the pilot sites, are taken into consideration

For the latter, two analytical approaches will be applied to analyze the results and choose the actions that will eventually form Green Mind's Transferable Model of Services. These approaches are the comparative analysis by category (sector, innovation status, GDP) (Mills, 2009) and the reasoning by analogy (Bartha, 2013).

The analysis of the aggregated results is a supplement to the development of the transferable model. Although it is not crucial for the development of the model as such, it is useful because it highlights possible interrelations between local characteristics and the choices that have been made locally, but also it can, potentially, develop "branches" of the transferable model that refer to, for instance, only, specific countries, groups with similar GDP or particular business sectors.

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

Developing the Green Mind Transferable Service Model for SMEs is a process that combines various steps of the implementation of the Green Mind project. It started from the development of the testing methodology (A3.1), the preparation and planning of the pilots (A3.2), and towards the testing of pilots (A3.3) and the evaluation of the pilot testing results (A3.4). Each stage in the process added steps to the Model and optimized their operations.

Through these stages of researching, testing and validating, the project partners followed two main paths of practice: an initial set of common study operations, followed by testing service operations that conceptualized, developed and applied by each pilot individually. Therefore, the Green Mind Transferable Service Model for SMEs develops along these two key lines of practice (both steps are analyzed, in detail, in the following two sub-sections):

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

For the deployment of the testing operations, matching regional demand to regional supply has been adopted for the Green Mind Transferable Service Model for SMEs. This requires matching regional specificities, characteristics and local mobility needs to regional providers of mobility products/services.

The French pilot operational routine is proposed as a best practice for the Green Mind Transferable Service Model for SMEs. The French partner connected the Green Mind service pilot activities to each other, as steps in the same engagement process. This means that the objective of the first pilot service about Market intelligence was to identify possible opportunities for innovative projects, then a B2B matching phase was organised with solutions providers and public funding opportunities were screened to check possibilities of financing for the identified projects and set up working groups/consortia.

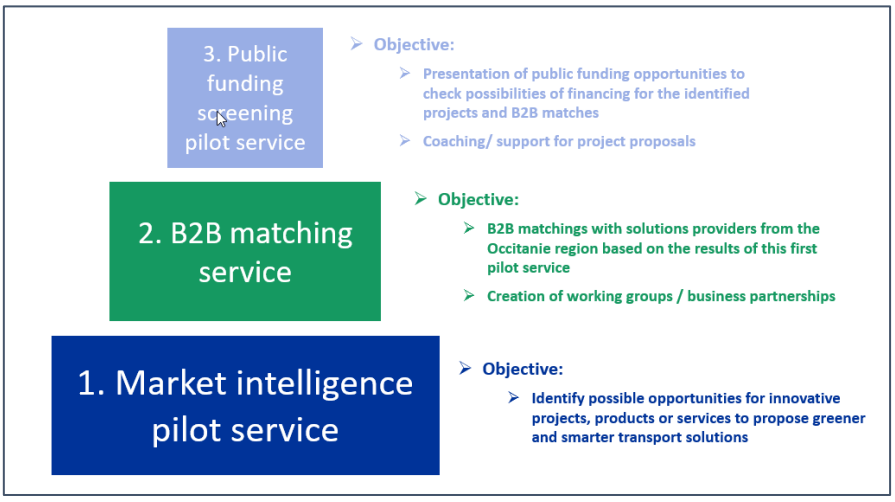


Figure 3: The French pilot operational routine (taken from D3.3.1)

The transferable model provides input to the transferring activity (A4).

In the following sub-sections, the study and testing are presented and described in-detail, the finalized Green Mind Transferable Service Model for SMEs is presented and visualized below.

a. The Study Operations

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

Capitalization and systematization of previous experience of partners and relevant projects

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

(+) Exploitation of previous methods, tools and activities to offer advanced services to SMEs.
(-) Limited experience of the user of the model in the areas of green and smart mobility as well as in activities to enhance enterprises competitiveness.

Preliminary study of the services that SMEs require and need

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

(+) This first attempt for gathering SMEs needs will set the path for customized actions during service operations.
(-) SMEs should be guided to eliminate their responses in needs and requirements relevant to the three services to be offered in market intelligence, B2B matching and Public funding screening

Preliminary market analysis

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

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

Public funding preliminary listing

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

(+) Capability of SMEs to have a reference document that gathers all funding opportunities and initiatives.
(-) Not available or limited number of relevant to green and smart mobility industry sector funding opportunities

Preliminary analysis of B2B fairs

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

(+) Capability of SMEs to have a reference document that gathers all B2B matching events and relevant information that could be of their interest.
(-) B2B fairs irrelevance with the selected focus area under green and smart mobility sector.

SMEs involvement campaigns (including local workshops)

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

(+) SMEs engagement assist the expansion of their network and the exchange of opinions for the versatile and in-depth examination of their previously identified needs so that through an iteration process the service operations can be adapted to them.
(-) Difficulties in gathering a sufficient number of SMEs due to the pressure of their daily business operations program.

For more information refer to deliverables 3.1.1 Testing methodology guidelines, 3.2.1 Capitalization & systematization of previous experience of partners and relevant projects, 3.2.2 Preliminary study of the services that SMEs require and need, 3.2.3 Preliminary market analysis, 3.2.4 Public funding preliminary listing, 3.2.5 Analysis of B2B fairs and 3.2.6 SMEs involvement campaigns including local workshops.

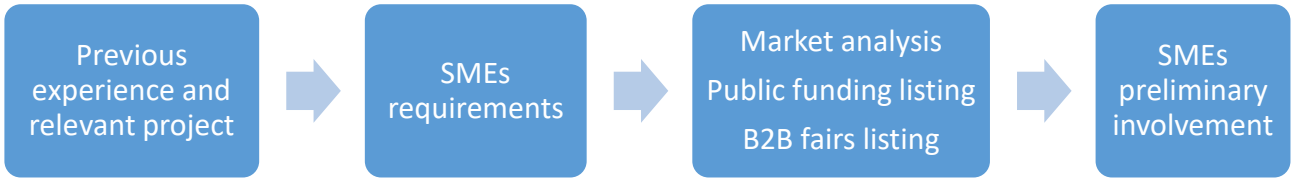


Figure 4: The study operations

The aforesaid steps (Figure 4) set the context for the development of the pilot testing of the services at local level by combining the competencies of the organization that develops and offers the services to the needs of local SMEs, the current status of the market, B2B fairs and public funding opportunities at local level and in the MED area.

b. The Service Operations

The **service operations** are performed by the user of the model individually. Each partner developed autonomously the steps of their pilot based on the special characteristics of their territories and their local green and smart mobility eco-systems. These steps applied locally, and through pilot testing experience and evaluation of results have been identified and chosen as appropriate for the SMEs that are active in the green and smart mobility.

As this process is dynamic, the partners' and final users' proposals should be taken seriously under consideration and exploited, producing updated versions of the applied methodology. In order to facilitate all the aforesaid requirements and produce a sound and clear methodological framework, every step of the three core Green mind phases should be implemented and catalogued in-depth, in detail, and with extreme care. That is why an agile approach has been adopted in favor of a waterfall one. In contrast to the waterfall technique which provides a sequence of distinct steps from setting the requirements to validating the outcome with no intermediate breaks for feedback, the agile approach offers the advantage of regular corrective iterations. Therefore, the concept is developed and assessed as it is developed, in other words testing is part of the process and not a distinct entity. This logic provides extreme levels of flexibility, as well as enhanced quality for the produced outcome.

As said before, the French pilot operational routine is proposed as a best practice for the Green Mind Transferable Service Model for SMEs. According to that, the objective of Market intelligence was to identify possible opportunities for innovative local SMEs that propose projects, products and services for greener and smarter mobility solutions and engage them in possible collaboration. Then, during the B2B matching service phase, the most interesting and interested SMEs were organized and matched together. After matching demand and supply of services and capabilities, public funding opportunities were screened to check possibilities of financing the identified projects and set up working groups/consortia.

This model is adapted to the requirements of the Green Mind Transferable Service Model for SMEs when it comes to the process of SME engagement. During the market intelligence service, local SMEs are identified, engaged and analyzed. The most innovative are engaged further and provided with B2B opportunities of different kinds. Finally, the most active among them are provided with public funding information and support. This process is depicted on Figure 5 below. The whole process from engagement to service provision happens through open calls to SMEs and other stakeholders (when relevant).

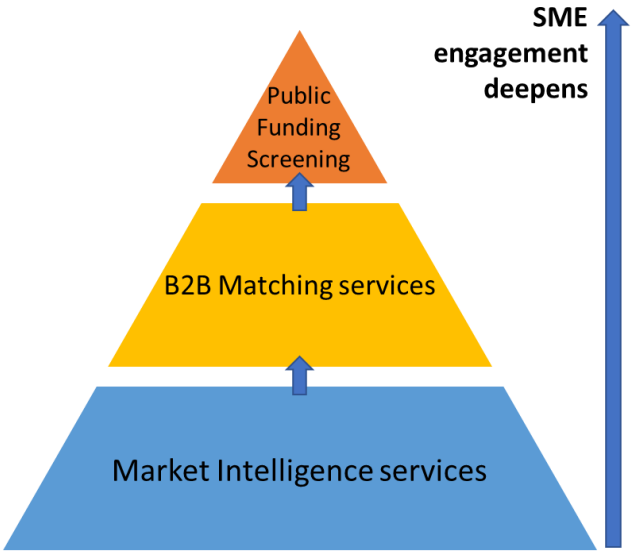


Figure 5: The SME engagement process

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

Market intelligence tools

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

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

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

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

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

The step-by-step application of these tools is shown on Figure 6 below.

Figure 6: The market intelligence tools

Market intelligence actions

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

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

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

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

These three steps are interrelated with use of Market intelligence tools. At the center of the process lie the SMEs. These are shown on Figure 7 below.

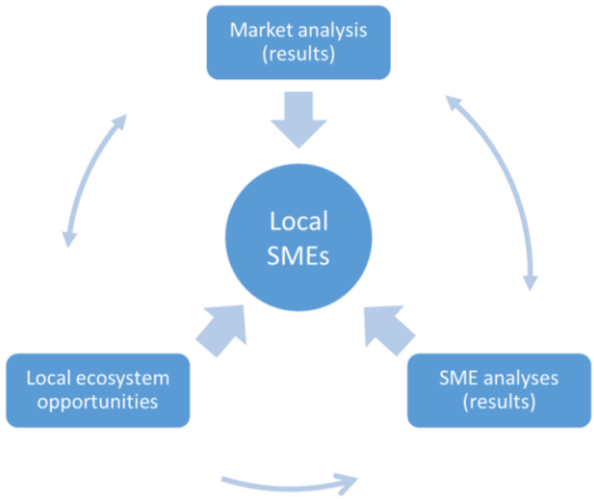


Figure 7: The Market intelligence services

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

B2B matching actions

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

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

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

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

Similarly, to Market intelligence services, B2B matching services have as a target the local ecosystem of SMEs (Figure 8).

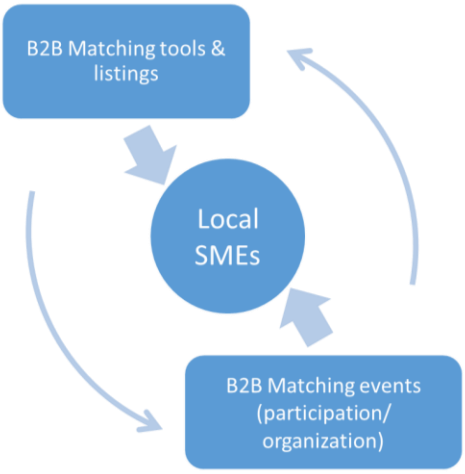


Figure 8: The B2B matching services

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

Public funding screening actions

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

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

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

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

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

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

In similar fashion to Market intelligence and B2B matching services, Public funding screening services are targeted to the local ecosystem of SMEs (Figure 9).

Figure 9: The Public funding screening services

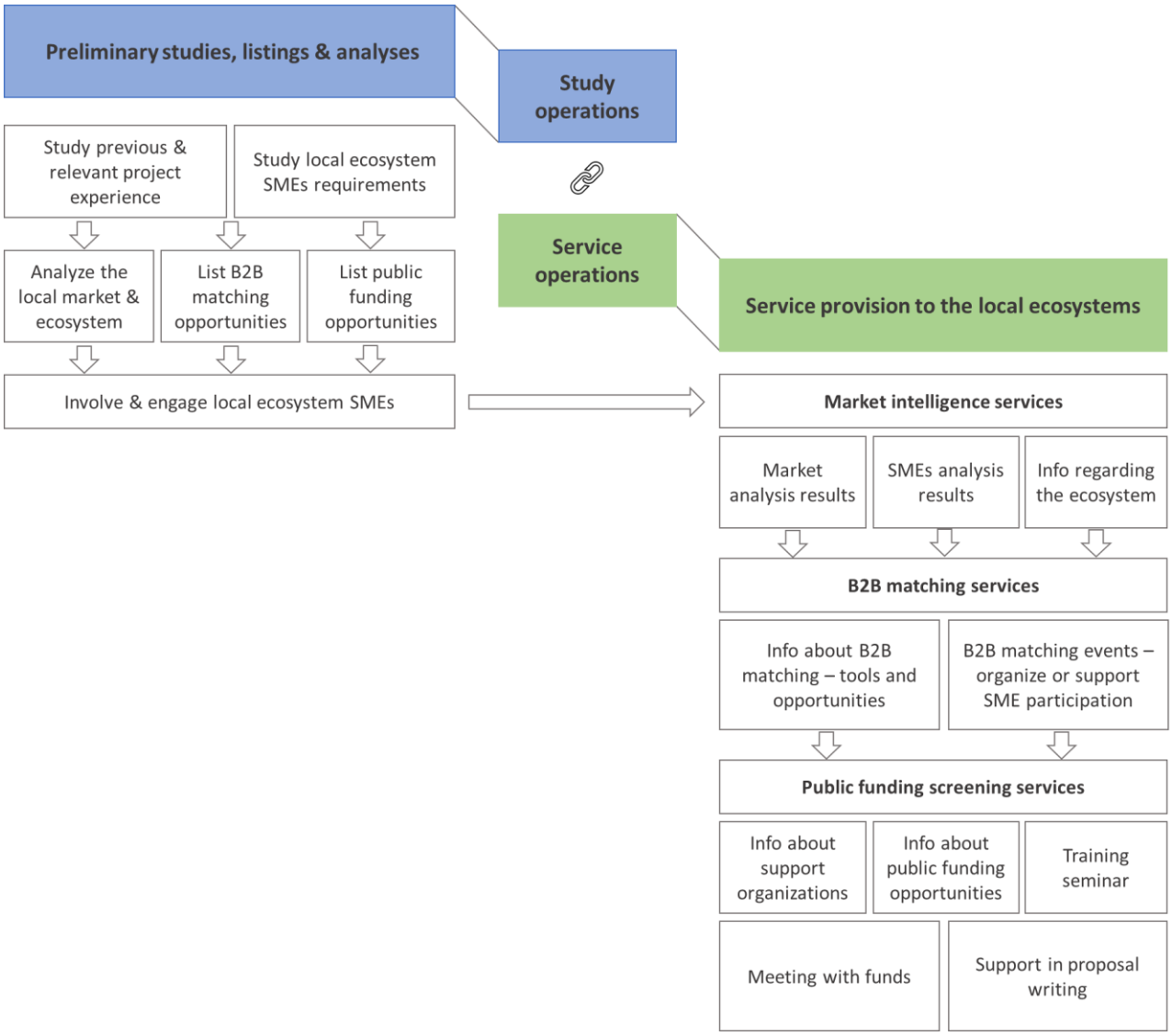
(+) SMEs expand their sources of funding
(+) SMEs gain experience on participating in funding calls
(-) Participation prerequisites and terms affect number of available public funding opportunities for different SMEs
(-) Potential irrelevancy of public funding opportunities with green and smart mobility

These operations are described in deliverables 3.3.1 Market intelligence service and testing report, 3.3.2 Public funding screening service and testing report, 3.3.3 B2B Matching service and testing report and 3.3.4 Local green & smart mobility stakeholders' capitalization. These operations are evaluated in deliverables 3.4.1 Market intelligence service evaluation report, 3.4.2 Public funding monitoring service evaluation report, and 3.4.3 B2B international fairs service evaluation report.

c. The Green Mind Transferable Service Model for SMEs

The steps and suggested actions of the transferable model are presented in an illustrated way on Figure 10. Study operations include all the preliminary studies, listings and analyses that aim at investigating the previous experience of the participants in related projects and identifying the requirements of local SMEs. Analysis of the local market and ecosystem, listing of B2B matching opportunities and public funding opportunities follow to lead in first engagement activities of SMEs. The service operations are separated in three categories to provide services related to market intelligence, B2B matching and public funding screening to SMEs in a sequence that deepens SMEs engagement. Market intelligence services is suggested to provide market analysis results, SMEs analysis results and information about the ecosystem that are made available to SMEs. B2B matching services are about diffusing information about B2B matching events as well as organizing and sup-

porting SMEs participation in relevant events. Finally, during the provision of public funding screening services information about supporting organizations and public funding opportunities are diffused to SMEs as well as meetings with funds and participation on call for proposals are pursued.



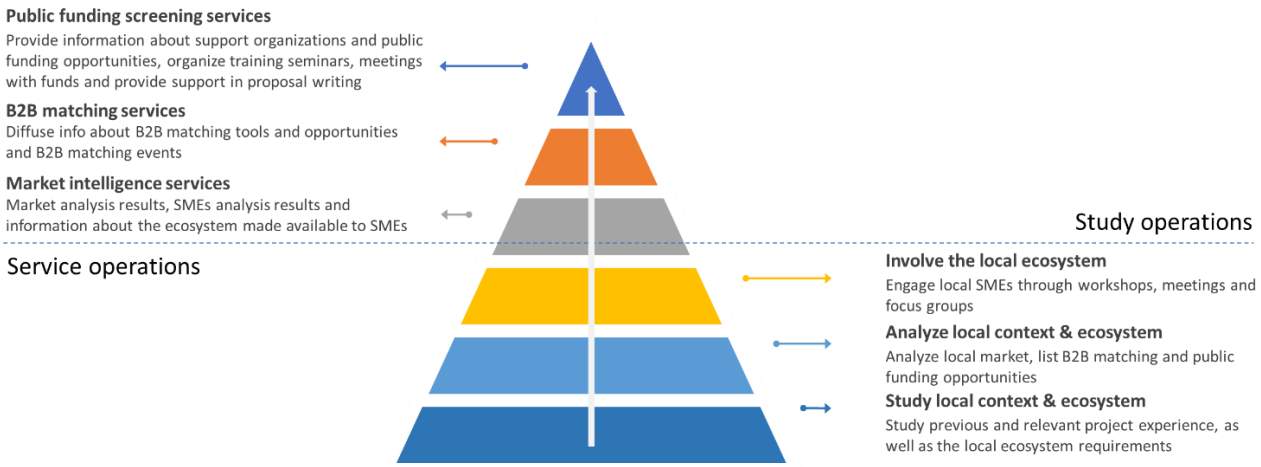


Figure 10: Transferable service model

Overall recommendations for using the model

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

6. References

Bartha, Paul, "Analogy and Analogical Reasoning", The Stanford Encyclopedia of Philosophy (Spring 2019 Edition), Edward N. Zalta (ed.), URL = <https://plato.stanford.edu/archives/spr2019/entries/reasoning-analogy/>.

Mills, A. J., Durepos, G., & Wiebe, E. (Eds.). (2009). *Encyclopedia of case study research: L-Z; index* (Vol. 1). Sage.

Annex I Overall Pilot Evaluation

The results of the overall evaluation of the pilots across the countries and in total are presented at the following table.

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

Annex II Evaluation of Market Intelligence Tools

The results of the evaluation of the employed market intelligence tools are presented at the following table.

	BiH	**CRO (IDA)**	**CRO (SDC)**	**FRA**	**GR**	**IT**	**SL**	**SP**
Tailor made documentation	3	-	-	-	N/A	-	N/A	-
SWOT analysis	2	4	4.5	-	4.6	-	N/A	-
Questionnaire	4.6	5	3.9	-	4.3	-	-	-
Desk research	4.6	N/A	N/A	N/A	N/A	N/A	N/A	N/A
PEST analysis	-	5	-	-	-	-	-	-
Benchmark analysis	-	5	3.8	-	-	-	N/A	-
Content analysis	-	-	-	-	4.6	-	-	-
Round-tables/workshops	-	-	-	N/A	5	-	-	N/A
Diagnostic meetings	-	-	-	N/A	-	4	N/A	-
External support	-	-	-	-	-	-	-	N/A

Annex III Market Intelligence Pilot Evaluation

The results of the evaluation of the market intelligence pilots across the countries and in total are presented at the following table.

	BiH	CRO (IDA)	CRO (SDC)	FRA	GR	IT	SL	SP	Total
Local innovation initiatives	4.59	-	-	-	5.00	-	-	4.00	**4.53**
Workshop - Tools	4.18	-	-	-	4.37	-	4.41	4.30	**4.32**
Web portal - live newsfeed	4.64	-	-	-	4.16	-	-	-	**4.40**
Tailor made documentation	4.76	4.86	4.88	-	-	-	4.55	-	**4.76**
SWOT analysis	-	4.79	4.65	3.72	-	-	4.60	-	**4.44**
PEST analysis	-	4.65	4.58	-	-	-	-	-	**4.62**
Tailor made benchmark	-	4.85	4.88	-	-	-	-	-	**4.87**
Identifying Triple Helix+1	-	-	-	-	4.40	-	-	-	**4.40**
Analyse current GSM state	-	-	-	-	4.30	-	-	-	**4.30**
Workshop for SMEs	-	-	-	-	4.05	-	4.22	4.50	**4.26**
City Logistics Study	-	-	-	-	-	4.00	-	-	**4.00**
Guideline and roadmap	-	-	-	-	-	-	-	4.50	**4.50**

Annex IV B2B Matching Pilot Evaluation

The results of the evaluation of the B2B matching pilots across the countries and in total are presented at the following table.

	BiH	CRO (IDA)	CRO (SDC)	FRA	GR	IT	SL	SP	Total
Listing of tools and initiatives	4.64	4.85	4.85	-	3.36	4.65	4.03	-	**4.40**
Handbook of B2B events	4.88	4.76	4.76	-	3.54	-	-	4.30	**4.45**
B2B actions - Internal	-	-	-	4.13	4.87	-	-	4.70	**4.57**
B2B actions - External	-	-	-	-	4.97	4.65	-	4.70	**4.77**
B2B seminar/training	-	-	-	-	3.92	-	-	-	**3.92**
Online matching platform	-	-	-	-	4.02	-	-	-	**4.02**

Annex V Public Funding Screening Pilot Evaluation

The results of the evaluation of the public funding screening pilots across the countries and in total are presented at the following table.

	BiH	CRO (IDA)	CRO (SDC)	FRA	GR	IT	SL	SP	Total
Listing of organizations	4.40	4.86	4.86	-	-	4.00	4.30	3.70	**4.36**
Handbook of opportunities	4.82	-	-	-	-	-	4.54	4.30	**4.55**
Roadmap opportunities	4.58	-	-	-	-	-	-	-	**4.58**
Support in proposal writing	4.44	-	-	3.20	4.77	-	4.97	4.90	**4.46**
Seminar/training on tools	4.70	5.00	5.00	3.00	4.59	-	-	4.80	**4.52**
Online platform	-	-	-	-	3.83	-	-	-	**3.83**
Meeting with funds/events	-	-	-	-	3.77	3.65	4.60	-	**4.01**
Funding for developing projects	-	-	-	-	-	-	-	4.40	**4.40**

Annex VI Pilot Comparisons Tables

	Market Intelligence	ASCC	SIPRO	e-ZA-VOD	CERTH	SERDA	AFT	SDC	IDA
1.	Analysis of the current state of GSM in the area of interest (e.g. SWOT analysis) Identifying needs of regions/cities in the field of GSM – Identifying specific area/sector of interest	✓	✓	✓	✓	✓	✓	✓	✓
2.	Active collaboration with local innovation, and GSM initiatives	✓	✓	✓	✓	✓		✓	✓
3.	Identifying main stakeholders of regional mobility eco-system using the triple he-lix +1 innovation model				✓	✓			✓
4.	Mapping local SMEs	✓	✓	✓	✓	✓	✓	✓	✓
5.	Engage SMEs – workshops and other events	✓	✓	✓	✓	✓	✓	✓	
6.	Investigate the needs and market position of SMEs (i.e. conducting SWOT/PEST analysis)	✓	✓	✓	✓		✓	✓	✓
7.	Workshop on market intelligence tools and methodologies	✓			✓	✓			
8.	Tailor-made documentation (information on how to use MI tools, business plan, investment documentation, feasibility study)	✓		✓		✓		✓	✓
9.	Follow up and feed-back loop on the value of services provided			✓					✓
10.	Guideline and roadmap providing instructions on how to use market intelligence tools and improve the competitive and innovation potential of SMEs	✓		✓	✓	✓		✓	✓
11.	List of institutions, agencies for market intelligence support (available online)							✓	
12.	Live news feed (platform, newsletter etc.) – web portal		✓		✓	✓			
13.	Individual diagnostic meetings with SMEs to advise them on innovative GSM pro-jects and find suitable partners		✓	✓			✓		
14.	Workshop to present latest technologies and evolutions of GSM						✓		

	B2B Matching	ASCC	SIPRO	e-ZA-VOD	CERTH	SERDA	AFT	SDC	IDA
1.	Identifying in what extend do SMEs participate in B2B fairs	✓	✓	✓	✓	✓		✓	✓

2.	Seminar for presenting available B2B Matching tools				✓				
3.	Participation on B2B events	✓	✓	✓	✓				✓
4.	Online matching platform				✓				
5.	List of available B2B matching tools and initiatives	✓	✓		✓	✓		✓	✓
6.	Organization of B2B working groups / bilateral calls	✓	✓	✓			✓		
7.	Handbook on exploiting B2B meetings			✓	✓	✓			✓

	Public Funding Screening	ASCC	SIPRO	e-ZA-VOD	CERTH	SERDA	AFT	SDC	IDA
1.	Identifying how SMEs get information for funding	✓	✓	✓	✓	✓		✓	✓
2.	Gathering all available sources, consultants, agencies, websites for finding funding opportunities	✓	✓	✓	✓	✓		✓	✓
3.	Seminar and/or training on available calls, tools and processes for public funding	✓		✓	✓	✓	✓		✓
4.	Obtain funding for developing projects related to GSM	✓							
5.	Support in proposal writing (either for individual SME or consortium of SMEs)	✓		✓	✓	✓	✓		
6.	Online screening platform – database on public funding opportunities				✓				✓
7.	Meeting with VC funds		✓	✓	✓				✓
8.	Roadmap providing instructions on how to use available tools for funding opportunities (available online)			✓		✓			
9.	Indicate public funding sources for selected SMEs – tailor made reports			✓			✓	✓	✓
10.	Handbook of public funding screening – list of available funds	✓		✓	✓	✓			✓
11.	List of institutions, agencies providing support for achieving funding and/or other initiatives on public funding	✓	✓	✓		✓		✓	