

D4.1.1 TRANSFERABILITY METHODOLOGY

Work package 4
Transferring

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1. Introduction

1.1. 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 Hrvatska, County of Istria, Sarajevo, and Vzhonda Slovenija.

1.2. 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 MIInd 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 transferring, 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.

According 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 five 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, three 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 transnational SMEs services
- Output 4.2** support documents to improve policy making for SMEs in the green & smart mobility industry

2. 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:

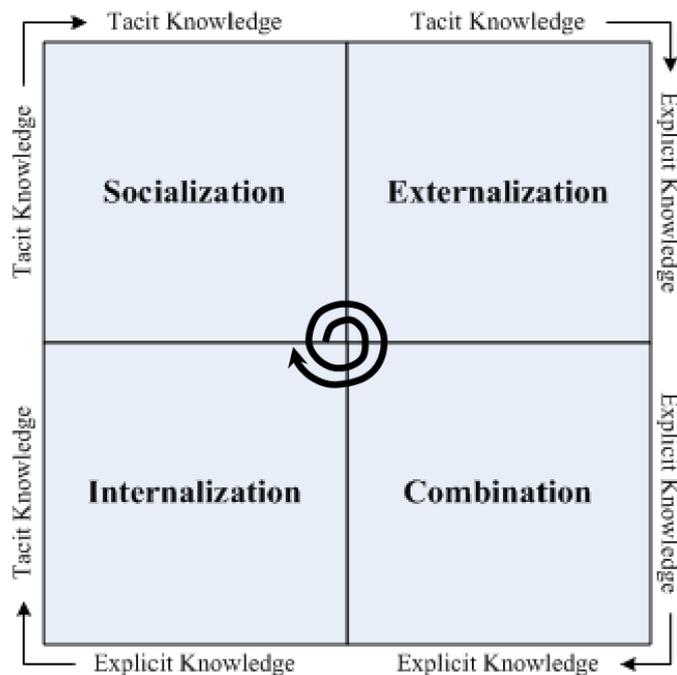


Figure 1. SECI Model of knowledge

- **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. Objectives of the transferring plan

According to the proposal document of the Green mind project, the transferring joint methodology is a framework for the preparation of the portability plan to transfer outcomes and practices into partners territories, with the main scope 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).

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 transferability plan will allow the transfer the results of the "green mind" 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. So, R&D entities, Public institutions and further business operators will be contacted and through transferring actions will be defined the best way for further Green mind implementation, by discussing and improving the services and business model defined.

The specific objectives of this plan must take place closer to the end of the implementation when tests are almost completed and the "games" are done. The communication is therefore crucial at this point to support the knowledge transferring process: if the communication is effective with stakeholders involved this represents an added value to make the experience sustainable also after the project end; the second important role is that, if the communication of the results and outcomes is convincing other stakeholders beyond the clusters members the model may be of interest for expansion or replication. In this way, the **specific objectives** of this plan are:

- **To transfer the results of the project to all target interest groups** (clusters, authorities, agencies): strengths and weaknesses, good practices, success cases, etc.
- **To strengthen cluster and agencies knowledge facilitating the transfer to SMEs**
- **To promote, in other geographical MED areas, it works up similar actions developed in the Green Mind project**
- **To promote the exchange of good practices** between the pilot regions and other interest groups (european projects, etc.)
- **To promote a social change in the MED area** through raising awareness about the needs of green and smart mobility
- **To promote improvement on the local and regional innovation policies** by producing specific policy recommendations target to authorities, governments...

Furthermore, the Green mind partners are advised to use this plan not only as a reference base or a guide for their transferring actions, but mainly as a pool of ideas for streamlining Green mind impacts to potential beneficiaries by:

- **Optimizing the value and the impact of the Green mind project:** It is a fact that an ongoing process nurturing interactivity between partners and target groups via adequate channels will produce more useful results targeting real needs.
- **Wide-spreading dissemination:** Creating awareness and attracting interest and involvement of a vast range of stakeholders will boost the quality and the usefulness of the project's results.
- **Transferring results to upgrade innovation systems and practices:** As a consequence, the outcomes will allow the enhancing of innovation policies and systems on regional and local level.
- **Sustainable use of results:** The results are taken and adapted by SMEs. We don't want the results to be put in the drawers but instead to be creatively used by target groups and all the potential stakeholders

4. Stakeholders involved

The Green Mind project and the main messages are expected to penetrate all those involved in the smart and sustainable mobility industry. All of them are considered as key players, as they are relevant to and involved in their regional innovation system and processes. In that sense, the target groups are:

- **Regional Green Mind Teams**
The personal of the regional teams involved during the pilots in each region are key in order to identify and capture the value knowledge to transfer to the objective stakeholders.
- **Private Sector: SMEs, Large companies, etc.**
SMEs are the final beneficiaries of the three pilot services developed in the Green Mind project: market intelligence, B2B meeting and Public funding. On the other hand, large companies can act as tractors helping and supporting SMEs.
- **Private Sector: Business associations, Chambers of Commerce, Clusters, etc.**
Business associations, chambers and Clusters are the target groups of the transferring plan since they can reach a high number of SMEs to promote their economic competitiveness and innovation.
- **Research Sector: Universities, Technology Centers, Associations and Centers devoted to the smart and green mobility industry, etc.**
These organizations constitute a group that influences innovation in mobility sector, but also act as potential beneficiaries (as customers). In addition, all these organizations have a lot of relevant experiences, knowledge in innovation issues, financing, etc. consequently, they need to be involved in and reached through the project and afterwards to provide their views, suggestions and experiences.

- **Public Sector: Local and regional public authorities & policy maker**

Policy makers are one of the target groups of the Green Mind transferring process due to their influence on the local/regional/national policies. Policy makers who make decisions about defining strategies and policies relevant to and financing of innovative initiatives and organisations are targeted. The Green Mind project shall contact all local and regional public authorities involved or interested in the promotion and innovation of the mobility sector, with special attention to those involved in the RIS3 and the Regional Operational Programmes

4.1. List of stakeholders (Clusters, Agencies and authorities in each region)

4.1.1. Spain - ADSCC

STAKEHOLDER NAME	TARGET GROUP	Short description
CEA	BUSINESS ASSOCIATION	This business organization is the most representative in Andalusia. Make activities of labour relations, prevention of labour risks, training, etc.
ON-GRANADA	CLUSTER	It expect to place the companies about TIC, electronica, biotechnology, biotic and Sciences and technologies applied to health, in a position national and international leadership.
CETEMET	TECHNOLOGICAL CENTRE	The main object of CETEMET is to promote the economic development of Andalusia, stimulating and improving the innovation in the companies of transport sector and metallurgical sector
ANDALTEC	TECHNOLOGICAL CENTRE	It provides "Value" to companies in the plastic sector, improving their productivity and competitiveness, thank to the provision of advanced services of innovative and technological character
ETICOM	CLUSTER	Eticom represents sector companies of information technologies, telecommunications, electronics, digital content and digital economy of Andalusia
CTA	CLUSTER	It heps the companies, universities, administrations and other organizations to get their objectives in I+D+i and turn results in riches.
AEDIVE	CLUSTER	Group of Innovative Companies that bind all of value chains of the electrical vehicle
AUVE	CLUSTER	This association is born for the need to encourage the electrical mobility throughout the infrastructure of public recharge and of the administrations incentives
APTEmUS	BUSINESS ASSOCIATION	This association was born for combining professionals and experts in sustainable mobility to encourage and spread the knowledge about this area.
AMETIC	CLUSTER	Their partners are big and small companies of telecommunication, electronical and digital services, leading companies on digital transformation and others sector associations

RIH	CLUSTER	It promotes railway technology and knowledge at international level through the generation of collaborative R&D projects, the commercialisation of technology and know-how, the promotion of entrepreneurship and the provision of specialised services.
PROMALAGA (MALAGA EMPRENDE)	LOCAL AUTHORITY	Málaga Emprene is the start-up support department of Promálaga, a municipal company belonging to Málaga City Council. It has been providing a variety of support tools for the establishment of new businesses for more than 15 years.
ANDALUCIA EMPRENDE	REGIONAL AUTHORITY	<p>Foundation attached to the Ministry of Employment, Training and Autonomous Work of the Junta de Andalucía, whose mission is to promote entrepreneurship and business development to contribute to the revitalization of the regional economy.</p> <p>Its general objective is to encourage and support the creation and consolidation of companies and employment through the provision of quality services</p>
Ministry of Employment, Training and Autonomous Work of the Junta de Andalucía	REGIONAL AUTHORITY	It is the department of the Junta de Andalucía in charge of the autonomous competences in labor relations, safety and health at work, protection of the Andalusian Employment Service, self-employment policies and ANDALUCIA EMPRENDE network (local and technological development in rural areas) . Receive this name from the beginning of the 11th legislature (2019-2023)
PROVINCIAL DIPUTATIONS	REGIONAL AUTHORITY	<p>Administrator and governing body of a province of Spain. It is one of the entities that make up local government in Spain. They have existed in one form or other since 1836, though criticised as anachronistic.</p> <p>The Council is made up of a president, vice presidents, an executive committee and the plenary assembly of deputie</p>
CENTRO DE RECURSOS EMPRESARIALES CREA SEVILLA	LOCAL AUTHORITY	From Seville City Council this is an infrastructure that provides important value in the tasks of undertaking and consolidating business.

4.1.2. Greece – CERTH

STAKEHOLDER NAME	TARGET GROUP	Short description
Thessaloniki Technology Park	TECHNOLOGY CENTER	Promote innovation, competitiveness and entrepreneurship of the Greek enterprises.
Thessaloniki Chamber of Commerce and Industry	CHAMBER OF COMMERCE	Aims at helping businesses development and represent businesses interests
IME GSEVEE	Research Institute	Support and execute studies for SMEs
OK!Thess	BUSINESS HUB	Startup accelerator
ITS Hellas	BUSINESS ASSOCIATION	National Agency that supports the dissemination and use of Intelligent Transport systems in the country and ensures conditions for increasing the competitiveness of Greek technology solutions and services in the field of intelligent transport
SEPVE	BUSINESS ASSOCIATION	Represents IT companies operating in the regions of Macedonia, Thrace and Thessaly
REGION OF CENTRAL MACEDONIA	REGIONAL AUTHORITY	
i4G	INCUBATOR	Assist companies to develop their activities

4.1.3. Croatia – SDC

STAKEHOLDER NAME	TARGET GROUP	Short description
SHIPBUILDING CLUSTER OF SPLIT DALMATIA COUNTY	CLUSTER	Cluster has as a goal connecting the companies in the area of the shipbuilding in order to create higher efficiencies and to support innovative approaches to the shipbuilding.
SMART RI (Smart Cities)	CENTER OF COMPETENCE	SMART RI - center of competence for smart cities in Croatia has purpose of managing the Smart Cities Competence Center, or managing an innovation cluster for connecting economic entities and research institutions in R&D projects in smart cities to help address the challenges cities face (transport, energy, ecology and other S3 areas)
AD Klaster	CLUSTER	The founders of the Cluster are members of the Croatian Association of Automotive Parts Manufacturers at the Industry sector of the Croatian chamber of economy. The Association works in close collaboration with the Government bodies of the Republic of Croatia as well as scientific and professional institutions.
PICS	BUSINESS PRE-INCUBATOR	This is a venue where there are held many meet-ups, conferences, education classes that have as a purpose connecting the young innovative individuals that have idea and would like to further explore it and assess its viability.
UNIST TECHNOLOGY PARK	TECHNOLOGY PARK	Technology park UNIST Ltd. is a company that deals with the establishment of incubation center for innovative start-up companies, establishment of a mechanism for improvement of existing technologically innovative companies, improvement of transfer of knowledge from universities and development centers into the economy, networking of companies, educational institutions, development agencies and innovative individuals, and change of perception towards innovation as a foundation of a new economy.
Pro rail Alliance	NON FOR PROFIT ASSOCIATION	Pro rail Alliance is a non-profit association of all stakeholders gathered for the benefit of rail transport in Croatia. They are committed on informing the public about sustainable public transport, particularly rail, and supporting industry in Croatia. We are creating and implementing projects for better mobility of people and goods, environmental protection, energy efficiency, and what is particularly important to us – environmental benefits and safety of public transport.
CROATIAN CHAMBER OF COMMERCE	BUSINESS ASSOCIATION	This association has department for industrial development and innovation system within which there is sub department dealing with transport and mobility within which there are segments like car and railways parts production, environmentally acceptable transport solutions, ITS and logistics. This association supports businesses in this segment to promote their solutions, to network and tries to offer them to go to fairs and conferences.

4.1.4. Croatia – IDA

STAKEHOLDER NAME	TARGET GROUP	Short description
AD Klaster	CLUSTER	The founders of the Cluster are members of the Croatian Association of Automotive Parts Manufacturers at the Industry sector of the Croatian chamber of economy. The Association works in close collaboration with the Government bodies of the Republic of Croatia as well as scientific and professional institutions.
BIOS	BUSINESS INCUBATOR	An incubator supports the development of small and medium-sized enterprises through the provision of business premises and the provision of business and other services in the most critical stages of enterprise development and thus participate in the economic development of the area and the reduction of unemployment in the region.
The Croatian Defense Industry Competitiveness cluster	NON-PROFIT ORGANIZATION	The Croatian Defense Industry competitiveness Cluster represents a formal association of all stakeholders (particularly industry stakeholders) that in their activities and scope of operation support the defense and security system of the Republic of Croatia and the EU. The establishment of the Croatian Defense Industry competitiveness Cluster enabled the “Triple Helix “networking of the public, private and scientific research sector in order to prepare and implement R & D and innovation projects of the defense and security industry of the Republic of Croatia, which directly leads to strengthening the competitiveness of the economy of the Republic of Croatia. The Cluster’s activity is closely related to the implementation of the Smart Specialization Strategy (RIS 3) and the programming of the financial perspective 2020-2030, where the Cluster acts as one of the most important implementing instruments and networking groups.
3D GROUP – 3D TECHNOLOGY CLUSTER	BUSINESS ASSOCIATION	A regional reference center that, through the implementation of 3D technologies and industry support, raises the innovation and competitiveness of industry and other activities related to development and production, and provides support and information on new technologies.
Croatian cluster of competitiveness of ICT technologies	NON-PROFIT ORGANIZATION	Members of the Croatian cluster of competitiveness of ICT technologies (HKK ICT Industry) are business entities and institutions from the private and public sectors, research communities, professional and business associations. It brings together 54 members, including 34 business entities with approximately 5,000 employees, 4 members from the public sector, two professional associations, and 14 scientific research institutions. Networking different stakeholders to implement different projects aims at facilitating access to finance and contributing to enhancing the competitiveness of businesses, increasing employment and competitiveness of the ICT industry.

MIT Cluster	CLUSTER	<p>Međimurje IT Cluster (MIT Cluster) was founded May 30th 2007th year and brings together 10 companies that are engaged in the field of ICT in Međimurje and Međimurje University for Applied Science. MIT cluster covers a wide range of activities: development and implementation of information system (ERP systems), systems for document management and archiving, managing ISO documents, web development, web applications (CMS, web shops), multimedia presentations, graphic design, software development, planning and implementation of computer networks, business software development and hardware sales.</p>
Technology park Varaždin Ltd.	TECHNOLOGY PARK	<p>Technology park Varaždin Ltd. is a company that deals with the establishment of incubation center for innovative start-up companies, establishment of a mechanism for improvement of existing technologically innovative companies, improvement of transfer of knowledge from universities and development centers into the economy, networking of companies, educational institutions, development agencies and innovative individuals, and change of perception towards innovation as a foundation of a new economy.</p>
Technological innovation centre Rijeka (TIC)	SCIENCE-TEHNOLOGIC INCUBATOR	<p>TIC helps entrepreneurs to set up enterprise for development of products or services that are based on a higher or high technology and thus enable their growth and development. The idea emerged at the University of Rijeka in 1994, following the example of technology centers in Europe. Entrepreneurs who have a registered firm or those without one but with products or services that are based on innovation, high or higher technology can join TIC and thus shorten and ease the path of the idea, innovation, knowledge, product or service to market commercialization.</p>
TICM (Technology Innovation Centre Međimurje)	TECHNOLOGY INNOVATION CENTRE	<p>Since 2010, the technology innovation Center of Međimurje County has been building a development ecosystem - a community of proactive individuals, businesses, associations and institutions. TICM assists in the realization of technologically advanced business ideas through incubation and consulting services, works on building human resources in the STEM area through educational programs.</p>
CTR Slavonski Brod	TECHNOLOGICAL CENTRE	<p>In 1992, the County of Brod-posavina, scientific institutions and local experts established the Center for Technological Development (CTR) as the future core for scientific research, technology transfer and support for innovative creativity. CTR - Brod-Posavina County Development Agency Ltd. is an indispensable part of the entrepreneurial infrastructure in the County of Brod-Posavina, which not only meets the needs of entrepreneurs, but also provides specialized forms of assistance to local and regional self-government in the design and implementation of entrepreneurial and development projects within the framework of the EU's pre-accession strategy.</p>
TERA Tehnopolis LTD.	TECHNOLOGICAL CENTRE	<p>TERA Tehnopolis Ltd. was registered in 2002 (under the name Technology and Development Center in Osijek d.o.o.) as a result of the cooperation of Josip Juraj Strossmayer University of Osijek and the County of Osijek-Baranja. TERA Tehnopolis Ltd.</p>

		<p>promotes new technologies, innovations and entrepreneurship, focuses on connecting science and the economy and providing infrastructure, financial and advisory support to innovative and technology-based projects. The primary task is to develop a knowledge-based economy using new and significantly improved existing technologies. With the help of Josip Juraj Strossmayer University, the Ministry of Science, Education and Sports and local self-government, Tera Tehnopolis creates the conditions for rapid and successful transformation of research results and innovations into competitive products on the market, encourages international transfer and development of small and medium-sized enterprises.</p>
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4.1.5. Slovenia – Ezavod

STAKEHOLDER NAME	TARGET GROUP	Short description
SRIP ACS+ Strateško razvojno inovacijsko partnerstvo na področju mobilnosti	Cluster	ACS is an economic interest association of Slovenian suppliers to the automotive industry and motor vehicle manufacturers. They have joined the cluster to strengthen their competitive ability and to increase added value. GIZ ACS is the central communication point of the automotive cluster, supported by infrastructure. ACS supports its members in joining the global motor vehicle industry with joint promotion and products of higher technological complexity. To this end, it facilitates the efficiency of members' operations with appropriate research and networking with professional development and scientific institutions at home and abroad.
Digital Innovation Hub Slovenia Tehnološki park Ljubljana	Cluster	National One-stop-shop for Digital Transformation of Slovenia
Združenje za informatiko in telekomunikacije pri GZS in IKT horizontalna mreža (SRIP PMIS)	Cluster	Represents a set of enabling technologies and competencies, and through its activities supports all verticals of SRIP
SRIP Pametna mesta in skupnosti.	Cluster	The Smart Cities and Communities partnership covers several verticals and the ICT horizontal. coordinate development resources of the stakeholders (companies and research organizations) in order to develop new products which will be successful on the global market.

Tehnološki park Ljubljana	Technolgy centre	Accelerating the commercialization of knowledge and technologies for the advancement of the global competitiveness of Slovenia in the areas of smart specialization.
Kemijski institut	Reserach centre	Chemical Institute – advanced work on batteries and acumulators
Razvojni center slovenske avtomobilske industrije SiEVA	Developemnt center	SiEVA d.o.o., the name of which is an abbreviation for >> Synergy Ecologically Safe Car <<, is a company established to provide services in the research and development field geared towards strategic fields of electrification and vehicle safety.
Sekcija trajnostna mobilnost v Centru energetskeh rešitev CER	Cluster	Institute for promoting innovative solutions for sustainable development, energy efficiency and low carbon.
GZS-Združenje za promet	Cluster	The business vision of the Transport Association is to provide better conditions for the business of our members, companies in the transport and logistics industry in the long run. By constantly changing and improving the performance of the association, we want to achieve excellence in all the basic areas of the work of the Transport Association
Regionalni center za okolje za srednjo in vzhodno Evropo	Development centre	The REC actively participates in key global, regional and local processes and contributes to environmental and sustainability solutions within and beyond its country office network, transferring transitional knowledge and experience to countries and regions
Eko sklad	Funding agency	Financial incentives for electric vehicles
UM, Fakulteta za elektrotehniko, računalništvo in informatiko	Reserach institution	Development of the user interface (HMI), Eco Safe Car for Green Mobility (EVA4green)
Fakulteta za logistiko, UM	Reserach institution	Educational and scientific research institute in the field of logistics
UL, Fakulteta za strojništvo, Laboratorij za motorje z notranjim zgorevanjem in elektromobilnost	Reserach institution	Educational and scientific research work on the internal combustion engines and electromobility

Sekcija trajnostna mobilnost v Centru energetskega rešitev CER	Cluster	Institute for promoting innovative solutions for sustainable development, energy efficiency and low carbon.
Energetska agencija za Podravje (EnergaP), LEA Ptuj	Sectoral agency	It supports the introduction of good energy management practices, advocate the concept of sustainability, provide information and guidance, and offer a number of other local services based on specific local energy needs.
Inštitut za politike prostora	NGO	It is a non-governmental, consulting and research organisation in the field of sustainable spatial and urban development. We focus on participatory processes, urban regeneration, sustainable mobility, and new spatial practices
Regional Development Agencies (a number of them)	Development Agencies	Development and implementation of projects - including ones related to green and smart mobility

4.1.6. Italy – SIPRO

STAKEHOLDER NAME	TARGET GROUP	Short description
UNIVERSITY OF FERRARA		The University of Ferrara (Italian: Università degli Studi di Ferrara) is the main university of the city of Ferrara in the Emilia-Romagna region of northern Italy. In the years prior to the First World War the University of Ferrara, with more than 500 students, was the best attended of the free universities in Italy. Today there are approximately 16,000 students enrolled at the University of Ferrara with nearly 400 degrees granted each year. The teaching staff number 600, including 288 researchers. It is organized into 12 Departments.
CHAMBER OF COMMERCE	TRADE COMMERCE	
TECNOPOLO – HIGH TECHNOLOGY NETWORK	CLUSTER	The Tecnopolo of Ferrara is the complex of industrial research and technology transfer laboratories where companies can find research skills and experiment with new production techniques, more efficient materials and innovative products. The Tecnopolo is promoted by the University of Ferrara and the Municipality of Ferrara and is supported through the Emilia-Romagna Region by the European Regional Development Fund. Tecnopolo is part of the Emilia-Romagna High Technology Network, a network of infrastructures located in the regional territory that host and organize activities and services for industrial research, experimental development and technology transfer.

<p>CONFINDUSTRIA EMILIA</p>		<p>The General Confederation of Italian Industry (Italian: Confederazione generale dell'industria italiana), commonly known as Confindustria, is the Italian employers' federation and national chamber of commerce, founded in 1910. It groups together more than 113,000 voluntary member companies, accounting for nearly 4,200,000 individuals. It aims to help Italy's economic growth, assisting, in doing so, its members. It is a member of the International Organisation of Employers (IOE). Confindustria was a founding member of several organizations, including ISTUD (Istituto Studi Direzionali) and Assingegneria (an organization set up by Confindustria, which has since merged with OICE, L'ingegneria italiana organizzata - which in itself belongs to Confindustria). Members of Confindustria include ANIMA, Federation of the Italian Associations of Mechanical and Engineering Industries.</p>
<p>CNA</p>		<p>CNA National Confederation of Crafts and Small and Medium Enterprises (SMEs) is an association of companies, entrepreneurs, entrepreneurs, freelancers, politically and culturally autonomous and economically independent. Its purpose is to represent, protect and promote companies as well as to provide them with services for the management and development of their business. CNA Ferrara associates around 4,800 businesses, artisans, trade, SMEs and the world of profession</p>
<p>LEGACOOP</p>		<p>Legacoop Estense is the association representing the cooperatives of Ferrara and Modena. It was born on March 4, 2016 from the merger of Legacoop Modena and Legacoop Ferrara: a choice designed to respond to the needs of cooperatives in a manner consistent with changes in the social, economic and institutional context; an evolutionary step that allows the association to be more representative, to reason with a view to territorial alliances, to encourage the competitiveness of cooperatives on global markets. Legacoop Estense associates over 200 cooperatives that employ 30 thousand people and represent over half a million members.</p>
<p>CONFCOOPERATIVE</p>		<p>Confcooperative Ferrara is the union of the cooperative world. Its primary tasks are aimed at representation and protection actions of associated cooperatives towards institutions and in all locations (local public administrations, work tables, observers ...) and in all areas to which their protection is linked. and their development prospects.</p> <p>The tasks and actions of Confcooperative Ferrara also extend to the promotion of the business and cooperative culture, to the creation of favorable conditions, to the growth of businesses for their full realization and function which is, at the same time, economic and social. We therefore assist the associated companies also in terms of defining new business projects, together verifying their feasibility in relation to the</p>

		reference markets and actively supporting them in the implementation process.
ARTER		ART-ER Attractiveness Research Territory is the Emilia-Romagna Joint Stock Consortium that was born from the merger of ASTER and ERVET, with the purpose of fostering the region's sustainable growth by developing innovation and knowledge, attractiveness and internationalisation of the region system.
IDELTA EMILIA		IDELTA EMILIA is a Business Association of San Giovanni di Ostellato. The Association aims to promote the development, attractiveness, sharing of good practices and the competitiveness of the companies located in the industrial center of Ostellato, as a center of excellence on which to carry out pilot activities for the development of companies and the territory in the as a whole.
IFM Integrated Facility Management - Ferrara		IFM Ferrara S.C.p.A. is a joint stock consortium, active since February 1, 2002. The IFM Ferrara Consortium includes the main companies located in the industrial hub of the city, with different shareholdings, strictly dependent on the corporate size and the services provided to each of them. IFM Ferrara, was born from the need, already felt, at the end of the 90s by the established companies, to guarantee a sustainable future for the plant through activities and investments aimed at the renewal, strengthening and implementation of the basic infrastructures and common services for continuity of production.
Istituto Trasporti e Logistica Bologna		The Institute for Transport and Logistics (ITL) is a no profit body founded on 17th December 2003. Its purpose is to contribute to the development and promotion of logistics and transport systems in the Region Emilia-Romagna through research, consultancy and training. ITL strategic vision is about triggering network relationship among public authorities (Emilia-Romagna Region, Provinces and municipalities, Ravenna port and related authorities), private companies (logistics providers, manufacturing companies, transport operators, etc.) and educational institutions (business schools, universities, professional educational programme providers, etc.).
AESS Modena		The energy agency "Agenzia per l'Energia e lo Sviluppo Sostenibile" (AESS) was founded in 1999 with the support of the EC SAVE II Programme by five founding partners (City of Modena, Province of Modena, Modena Chamber of Commerce, the former energy utility of Modena "META" and the former local transport company "ATCM"). Additional members were Legambiente (environmental association), Unione Italiana Consumatori (consumer association), two local utilities and several Town Councils.

AMI Ferrara	Mobility Agency	The Agency was established for the coordination and cooperation between the Associated Local Authorities to implement a policy to promote LPT and mobility in general and for the unitary exercise of all administrative functions, including regulation and supervision, due to Local Authorities in relation to the TPL tramway service, with the exception of the programming and management functions of the service itself.
Citta della cultura	Cultural Association	Cultura della città/ città della cultura is a cooperative enterprise, cultural start-up that works and designs solutions in suit: architectural, urban planning, urban regeneration, enhancement of cultural heritage (tangible and intangible) design, logistics and production of events and installations, process innovation (cultural, business innovation) and sustainable access to the territory (cycle tourism, cultural itineraries, etc.).
FBK Trento	Foundation	The foundation, in 2009, employed more than 350 researchers and 220 among thesis scholars, doctoral students, post-doc students and visiting professors, spread over 5 research centers, divided into two main locations: that of Povo, for the scientific sector, and that of Trento, for humanistic studies. In 2009, the foundation entered into a partnership with the European Institute for Innovation and Technology (EIT), thus initiating a series of collaborations at European level, not only of an academic but also industrial type. The Foundation also hosts the School of Specific Training in General Medicine, sponsored and financed by the Autonomous Province of Trento and managed by the Provincial Order of Surgeons and Dentists.
Consorzio Ferrara Innovazione		<p>The companies that make up the C.F.I. they mainly operate in the IT, Engineering, Training, Organization and Business Consulting, Marketing sectors.</p> <p>From birth to today the C.F.I. has seen a substantial increase in the volume and type of activity thanks also to the establishment of partnerships of particular importance: the C.F.I. it is in fact a member of the Ferrara Ricerche Consortium, a structure promoted by the University of Ferrara with the primary task of promoting project initiatives within the Ferrara Science and Technology Park.</p>
ICOOR	Interuniversity Consortium	<ol style="list-style-type: none"> 1. Promote and coordinate research in the field of Operations Research 2. Promote the strengthening of the national skills and knowledge in the sector 3. Exploit the synergies deriving from the complementary nature of the skills available at the associated universities 4. Encourage collaboration between associated universities, research bodies and national and international industries

Smart city e ICT sector of the Municipality of Ferrara		Ferrara Smart City is a consortium made up of entrepreneurs, investors and creators with the common goal of investing in the Este city and making it an example of an Intelligent City in the next 10 years. To be a Smart City, it is necessary to conceive, plan and finalize strategies aimed at innovating public services, to make them more efficient and effective in the eyes of citizens, businesses and institutions.
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4.1.7. Bos & Her – SERDA

STAKEHOLDER NAME	TARGET GROUP	Short description
Foreign Trade Chamber of Bosnia and Herzegovina	TRADE CHAMBER	An independent, non-governmental, non-political and non-profit public-law association of economic entities and economic associations in Bosnia and Herzegovina, focused on development and improvement of economic relations of BiH economy abroad, including partnership and representation of members' interests. competent authorities of Bosnia and Herzegovina and relevant associations abroad.
Association of International Freight Forwarders	BUSINESS ASSOCIATION	Member of Foreign chamber of Bosnia and Herzegovina, focused on development and improvement of economic relations abroad of freight forwarders organisations and SMSs from Bosnia and Herzegovina
Association of International Cargo Carriers	BUSINESS ASSOCIATION	Member of Foreign chamber of Bosnia and Herzegovina, focused on development and improvement of economic relations abroad of cargo carriers organisations and SMSs from Bosnia and Herzegovina
Association of carriers in international and inter-entity road transport of passengers	BUSINESS ASSOCIATION	Member of Foreign chamber of Bosnia and Herzegovina, focused on development and improvement of economic relations abroad of international and inter-entity road transportation organisations and SMSs from Bosnia and Herzegovina
Chamber of economy of the Federation of Bosnia and Herzegovina	TRADE CHAMBER	
ICT Association	BUSINESS ASSOCIATION	Member of Chamber of Federation of Bosnia and Herzegovina, focused on development and improvement of economic relations of ICT sector organisations and SMSs from Bosnia and Herzegovina
Association of Authorized Dealers and Car Dealers	BUSINESS ASSOCIATION	Member of Chamber of Federation of Bosnia and Herzegovina, Improvement of business environment for car importers, sales and service centers in BiH, Monitoring and adaptation of legal directives Social responsibility
Metal and Electrical Industry	BUSINESS ASSOCIATION	Member of Chamber of Federation of Bosnia and Herzegovina, focused on development and improvement of economic relations of electrical and metal industry organisations and SMSs from Bosnia and Herzegovina

Association - UMEI		
City of Sarajevo	LOCAL AUTHORITY	The City of Sarajevo has been active in Smart City projects.
Ministry of Transportation of Canton Sarajevo	REGIONAL AUTHORITY	Relevant ministry for transportation affairs, urban mobility, policy development, etc.
Canton Sarajevo	REGIONAL AUTHORITY	Regional authority in charge of, inter alia, development of policies, sustainable urban mobility planning, infrastructure, etc.

4.1.8. France - AFT

STAKEHOLDER NAME	TARGET GROUP	Short description
Ademe Occitanie	PUBLIC AUTHORITY	ADEME is the French Environment and Energy Management Agency. ADEME is active in the implementation of public policy in the areas of the environment, energy and sustainable development. It provides expertise and advisory services to businesses, local authorities and communities, government bodies and the public at large, to enable them to establish and consolidate their environmental action. The agency also helps finance projects, from research to implementation.
DREAL	REGIONAL AUTHORITY	The DREAL Occitanie (Direction régionale de l'environnement, de l'aménagement et du logement) is the regional public agency for environment, planning and housing in Occitanie. It belongs to the Ministry for the Ecological and Inclusive Transition and the Ministry of Territorial Cohesion.
Région Occitanie	REGIONAL AUTHORITY	Public authority of the Occitanie region.
Toulouse Métropole	LOCAL AUTHORITY	The city of Toulouse.
Montpellier Méditerranée Métropole	LOCAL AUTHORITY	The city of Montpellier.
AD'OCC	ECONOMIC DEVELOPMENT AGENCY	The regional economic development agency AD'OCC works for companies of the Occitanie region with a double ambition: increase the region's national and international attractiveness and create added value as well as jobs in the overall territory. Its missions concern 5 axes: Structuring of individual and collective procedures; Prospection of new national and international markets; Promotion of the company, its products and know-how, more generally of the products from the

		Occitanie region; Role of the interface between companies and the scientific world; Help for the creation of innovative companies and their development. It collaborates with the regional eco-system of economic development: networks, competitive poles and clusters, company networks, engineering schools and universities, research centres, etc.
Automotech Cluster	CLUSTER	<p>Automotech is the cluster of the Automobile and Intelligent Mobility industry in Occitanie and counts 76 members today (companies, schools and research centres) that all work on the overall value chain of intelligent transport:</p> <ul style="list-style-type: none"> - Design, test, development of electronic systems of control command: products (sensors, calculators, mechatronics actuators) and embedded software; - Production of niche vehicles, maintenance and recycling; - Energies and recharging infrastructures; - Systems, solutions and mobility services. <p>Automotech aims to federate all the region's actors in this sector (companies, education, research, public authorities) with the objective to foster exchange in a network in order to develop businesses and prepare tomorrow's competences. Automotech also ensures the promotion of Intelligent Transport in Occitanie and works on the following topics:</p> <ul style="list-style-type: none"> - The clean, connected and autonomous vehicle (and the new modes of mobility); - Mobility services and intermodality in the Smart Cities; - Electro mobility and new energies (electricity, gaz, hydrogène); - Intelligent and connected infrastructures; - Urban logistics for the last kilometer.
Occitanie Cluster Logistique	CLUSTER	<p>The Occitanie region created a Fret Logistics cluster in the beginning of 2018 which is based in Perpignan. The cluster will mainly work on 5 topics:</p> <p>Competitiveness of companies / Multimodality / Urban logistics (last kilometer) / Training & employment / Innovation</p>
Pôle de compétitivité DERBI	COMPETITIVE POLE	<p>DERBI is aiming to develop the sector of renewable energies. Its mission is to develop innovation, research, education, technology transfer, development and creation of companies at regional, national and international level in the field of renewable energies in the construction and industry sector.</p>
Aerospace Valley	CLUSTER	<p>The global competitive cluster Aerospace Valley is the most significant innovation pole in France in the fields of aeronautics, space and embedded systems, counting with over 840 members from both the industry and the academia. With offices in Toulouse (headquarters) and Bordeaux, the innovation cluster covers the two geographically adjacent regions of South-Western France, Occitanie and Nouvelle Aquitaine. It represents 124,000 industrial employees which means around 1/3 of the French aerospace workforce. Similarly, 8,500 researchers and scientists are active within the Aerospace Valley territory, thus representing 45% of the French national R&D potential in the aerospace sector. As of June 2016, Aerospace Valley has</p>

		obtained funding for 475 R&D projects representing an accumulated value of 1.2 billion Euro covering most scientific and technical fields related to the various sectors of aerospace.
MIPIRAIL	CLUSTER	Railway cluster. Mipirail fosters the development and the visibility of the regional railway sector at local, national and international level.
Eurosud Team	BUSINESS ASSOCIATION	<p>It is a French association that develops an activity of strategic screening, promotion and communication in favor of the major transport projects, in particular railroads, in South-West Europe, including the metropolises of Bordeaux, Toulouse and Montpellier, the medium-sized cities and the interconnection with the Spanish high-speed network, from the Atlantic to the Mediterranean.</p> <p>To ensure its missions, Eurosud TEAM has recognized expertise in the fields of major project management, construction and operation of rail infrastructure, logistics and transport, development, financing and consultation. This expertise is based in particular on the animation of a high-level European and national network.</p>
AREC - L'Agence régionale Energie Climat Occitanie	Association	The AREC supports communities in the fight against climate change, the reduction of fuel poverty and the development of renewable energies. The association offers strategic and technical support in line with the needs of the projects of its shareholder communities. The objective is to strengthen environmental policies and improve the consideration of sustainable development issues.
GIPI	BUSINESS ASSOCIATION	The GIPI was created in 1979 by business leaders, researchers and economic development facilitators, all driven by the desire to succeed industrial, technological, economic and social changes, relying on the academic influence of Toulouse. The work of GIPI: The GIPI is organised in commissions and working groups to concretely involve its members in the animation of the regional economic life: Two commissions exist today: "Innovation" and "Development" + a "Smart City" working group and an energy working group to come.
La Mêlée	BUSINESS ASSOCIATION	The association aims to boost digital transformation and innovation in the region.
Fabrique des mobilités	BUSINESS ASSOCIATION / NETWORK	The ambition of the "Mobility fabric" is to connect all the actors and projects and to capitalise experiences and errors, to create a common culture of innovation in the action. It is the first European accelerator dedicated to a changing ecosystem: that of transport and mobility stakeholders.
Vélo Vallée - Cluster Occitanie	CLUSTER	First cluster in France dedicated to bikes (production, commerce, linked services, sports, etc.)

5. Identification of the knowledge to be transfer

Once these questions are answered and it has been defined the responsables and outlines that it is necessary to acquire, it's time to capture that knowledge and share and store it efficiently.

Argote & Ingram (2000) define knowledge transfer as “the process through which one unit (e.g., group, department, or division) is affected by the experience of another”. They further point out the transfer of organizational knowledge (i.e., routine or best practices) can be observed through changes in the knowledge or performance of recipient units. The transfer of organizational knowledge, such as best practices, can be quite difficult to achieve.

Knowledge transfer within institutions or between regions also raises to take into account some considerations particularly according with the situation of each region, so it is very important the knowledge to stakeholders involved in each region to be adapted in function of their economical, social, environmental and other aspects.

The kinds of **knowledge transfer mechanisms** are going to be:

- The **personalization transfer method** refers to the one-to-one transfer of knowledge between entities in person (transnational workshop, meeting with authorities/governments and online meetings). This kind of knowledge transfer results in better assimilation of knowledge by the stakeholders.
- The **codification transfer method** refers to the act of converting knowledge into documents, images, e-training material, etc. (take up programme, training material and policies recommendation documents) that are consumed by the stakeholders when they want to used them. This Kind of method is driven by the need to transfer knowledge to large number of people and results in better knowledge reuse.

In this way, the easiest way in order to capture and organize the knowledge for the transfer methods described above, it is to build a matrix that breaks down the following information:

- The team/person who is going to collect knowledge from.
- The needs of each target group.
- The critical tasks, technical, financial, operational and logistic aspects that it is necessary to transfer and the team/person who know them in detail.
- The resources that are needed to share the information with others.

According to the activities performed within the pilot each partner should identify the knowledge they consider is relevant as to be transferred. This knowledge has to be related with the transfer activities to be developed in the WP4:

- 4.3.1. Transfer on line meetings with clusters
- 4.3.2. Transnational workshop with clusters
- 4.4. Policy recommendation document and regional meetings
- 4.4.9. EUSAIR discussion paper and meeting

4.4.10. EUSALP discussion paper and meeting

Knowledge to transfer	Transfer mechanisms	Stakeholders involved	Activities (A.4.3 and A.4.4)
Success Case on Market Intelligence Services	personalization transfer method codification transfer method	Clusters and Agencies	A.4.3.1 online meetings (training materials)
Success Case on Public Funding Services	personalization transfer method codification transfer method	Clusters and Agencies	A.4.3.1 online meetings (training materials)
Success Case on B2B Services	personalization transfer method codification transfer method	Clusters and Agencies	A.4.3.1 online meetings (training materials)
How to deliver Green Mind services to SMEs	personalization transfer method codification transfer method	Cluster , agencies and regional, local authorities	A.4.4. policy recommendation documents and technical meeting with partner region
Lessons learnt from pilots	personalization transfer method	Regional, local authorities	A.4.4. technical meeting with partner region
Impacts and benefits (feedback) of Green Mind services on SMEs	personalization transfer method codification transfer method	Cluster, agencies and regional, local authorities	A4.3.1 online meetings (training materials) A.4.4. policy recommendation documents and technical meeting with partner region

Table 1: Transfer method