

Project co-financed by the European
Regional Development Fund

Newsletter n° 2 – December 2020

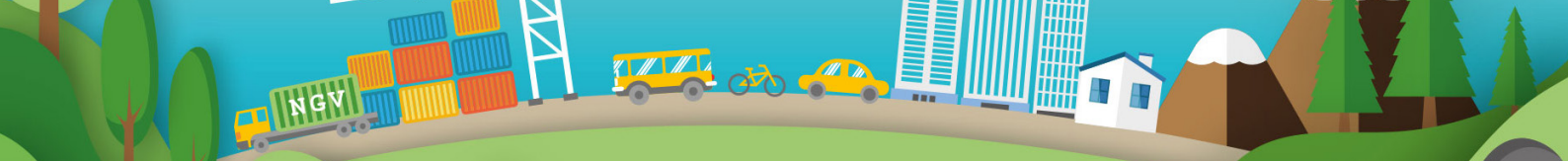
START-UP OF THE TRANSFER ACTIVITIES

INTRODUCTION – THE GREEN MIND PROJECT

The Green mind project fosters the development of economic COMPETITIVENESS and INNOVATION in the GREEN AND SMART MOBILITY industry by reinforcing regional and transnational cooperation between businesses, research bodies and authorities.

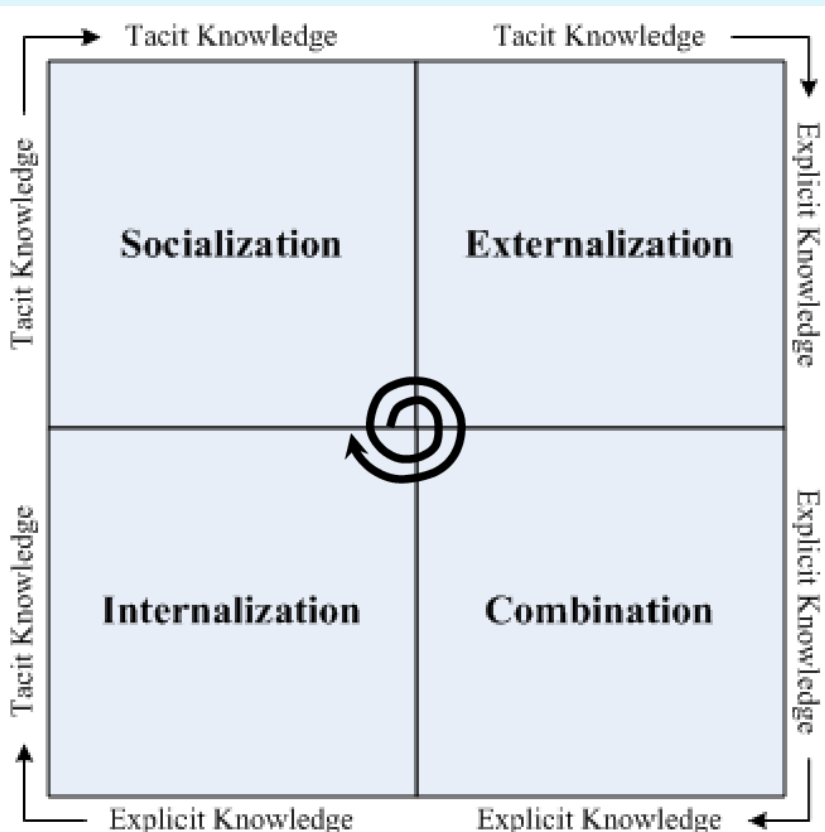
Being active in a context of fast technological advancements and increasingly restrictive environmental policies, Green mind strengthens the transnational activities of clusters and agencies to support small and medium-sized enterprises (SMEs) in exploiting and identifying market opportunities and tapping the raising demand for green and smart mobility products and services in key mobility sectors such as transport and logistics, automotive, energy and IT.





START-UP OF THE TRANSFER ACTIVITIES IN THE GREEN MIND PROJECT

In order to integrate and create knowledge in teams, it is necessary that the transfer processes, the mechanisms and practices allow the following transformations:



Socialization: from tacit to tacit. These 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.

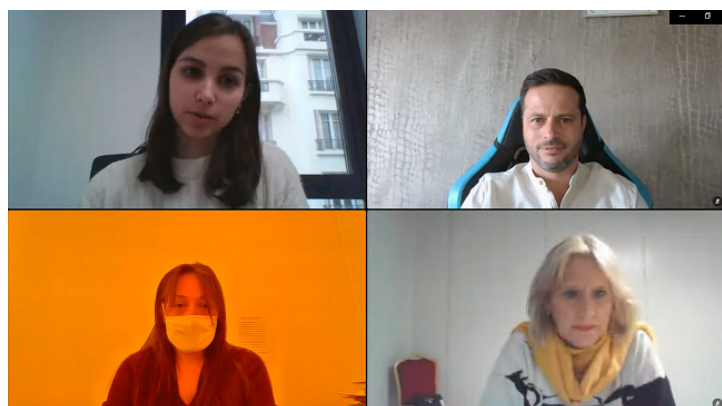
This model ensures the permanent capture of knowledge during the life of the project and will allow carrying out practices focused on the codification of knowledge (transfer & take up programme; training material) and practices focused on the human factor (transfer online meetings, workshop, etc.).



A WORK ORGANISATION TO FOSTER INNOVATION: THE LEARNING MODEL

Innovation is always the result of the mobilisation of collective skills. Indeed, the performance of companies does not depend on the addition or juxtaposition of their employees' individual skills, but on cooperation between all their members and with their external partners. These collective skills therefore play a decisive role in the emergence and dissemination of innovations. However, the management and organisation of work in a company must make this cooperation possible. The health crisis we are currently going through is an additional call to rethink the way we organise our working methods, in order to cope with the unpredictable.

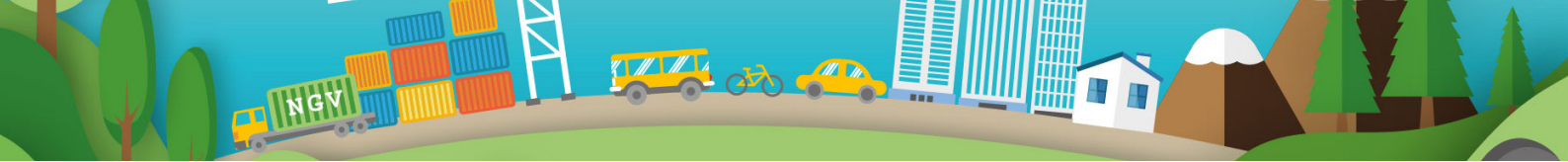
To respond to these questions and support SMEs in the green and smart mobility industry in the Occitanie region, the Association for the development of vocational training in transport and logistics (AFT), French Green mind partner, organised an online conference on 15th of October 2020. This online event featured a presentation of «Learning work organisations» held by Ms. Salima Benhamou, PhD and economist at France Stratégie (independent think tank affiliated with the French Prime Minister's Office). Latter was illustrated by the experience and testimonies of two transport company managers based in the Occitanie region whose companies meet certain characteristics of learning organisations: Ms. Patricia Ruiz of the Ruiz Group and Mr. Christophe Caset-Carricaburu of Services Ecusson Vert.



Salima Benhamou, PhD and economist at France Stratégie in the Labour, Employment, Skills Department, and co-author of the study «Learning Work Organisations: Issues and Challenges for France»: A learning work organisation is seeking to continuously develop the learning capacities of its members to anticipate future transformations in a complex environment. This model is based on three pillars:

1. Highly participative HR and managing practices aimed at continuously developing the skills and autonomy of all employees. This is achieved through involvement in setting objectives, but also by solving complex problems and experimenting with new working methods. This is done by setting up multidisciplinary teams on clearly defined and shared projects.
2. A managing approach encouraging the questioning of frameworks and pre-established rules in order to encourage innovation on the part of employees. This involves thinking about processes and work in a systemic way and not in silos. Making mistakes is not a drawback but a right to progress.
3. A high level of organisational flexibility and responsiveness directly linked to a high capacity for innovation. This requires cooperation, exchange of information between employees and networking with other stakeholders in the company.





Using the Covid-19 crisis and the changes in our working methods as examples, we can see that what matters is not so much remote working, but the content of the work itself and the way knowledge is managed. Indeed, the volatility of the environment will soon be determined by many factors such as artificial intelligence, slower growth in productivity gains, and the emergence of successive economic and geopolitical crises. Business performance will therefore increasingly depend on work organisations capable of rapidly optimising the management of knowledge and skills and of anticipating changes, even brutal ones.

DÉVELOPPER
LA FORMATION TRANSPORT
ET LOGISTIQUE



THE LIGHT OF PROFESSIONALS: WHAT DO TRANSPORT & LOGISTICS BUSINESS LEADERS THINK?



Christophe Caset-Carricaburu, President of Services Ecusson Vert (SEV), is head of a green last-mile delivery SME with 16 employees in Montpellier. SEV also participates in innovative programmes such as the Smart City or the testing of experimental intelligent Renault vehicles:

«Experimenting with innovation was born out of a need for solutions to develop my company. Being involved in a process of innovation also allows me to have a better reactivity to the evolution of urban delivery to individuals. For me, innovation not only involves a real commitment to the ecosystem of my city, but also

the structuring of my company. I am now a member of a cluster to continue developing partnerships and I am continuing my collaboration with the city of Montpellier and the Occitanie region. Listening to what a learning organisation is, I will reflect on solutions to involve my employees more in the life of the company (eco-driving approaches for instance). Compared to the France Stratégie study, I think it is also important to recognise the skills of our employees and enable them to progress internally. We must show that management wants them to invest themselves, to motivate them and push them to find solutions that will perhaps open up new markets for us tomorrow.»

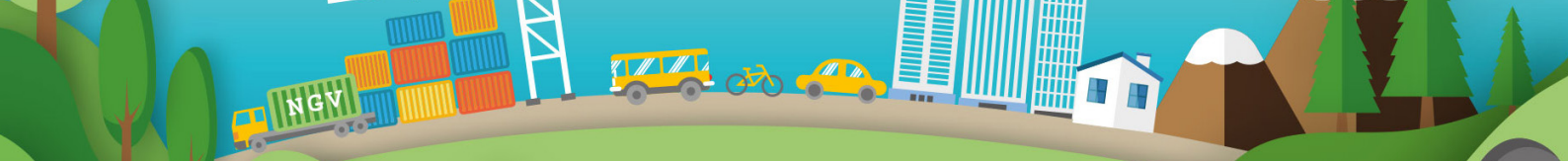


**GROUPE
RUIZ**

Patricia Ruiz manages the Ruiz Group, a family-run SME specialising in road haulage and logistics. The RUIZ Group has grown for over 50 years, and a year and a half ago chose to embark on a collaborative approach with its employees:

«We had two challenges: not to appear like a family clan within the existing company and to manage our external growth with the purchase of a second site. The management felt the need to reorganise the company, to bring the teams closer to work together and optimise their work. It was in this context that we embarked on a CSR (corporate social responsibility) approach. We set up meetings with all the staff to share information, and working groups were set up to decline operationally the strategic axes defined by management. The aim is to create a shared vision of the company and to get the teams to adhere to a common corporate culture, by implementing participative approaches that promote employee empowerment. The concept of the learning organisation makes sense to me, as it allows employees to be involved in the development of their careers within the company. There are also the autonomous vehicle & platooning technologies that we're going to have to consider very quickly, and the learning organisation can be very useful to us.»

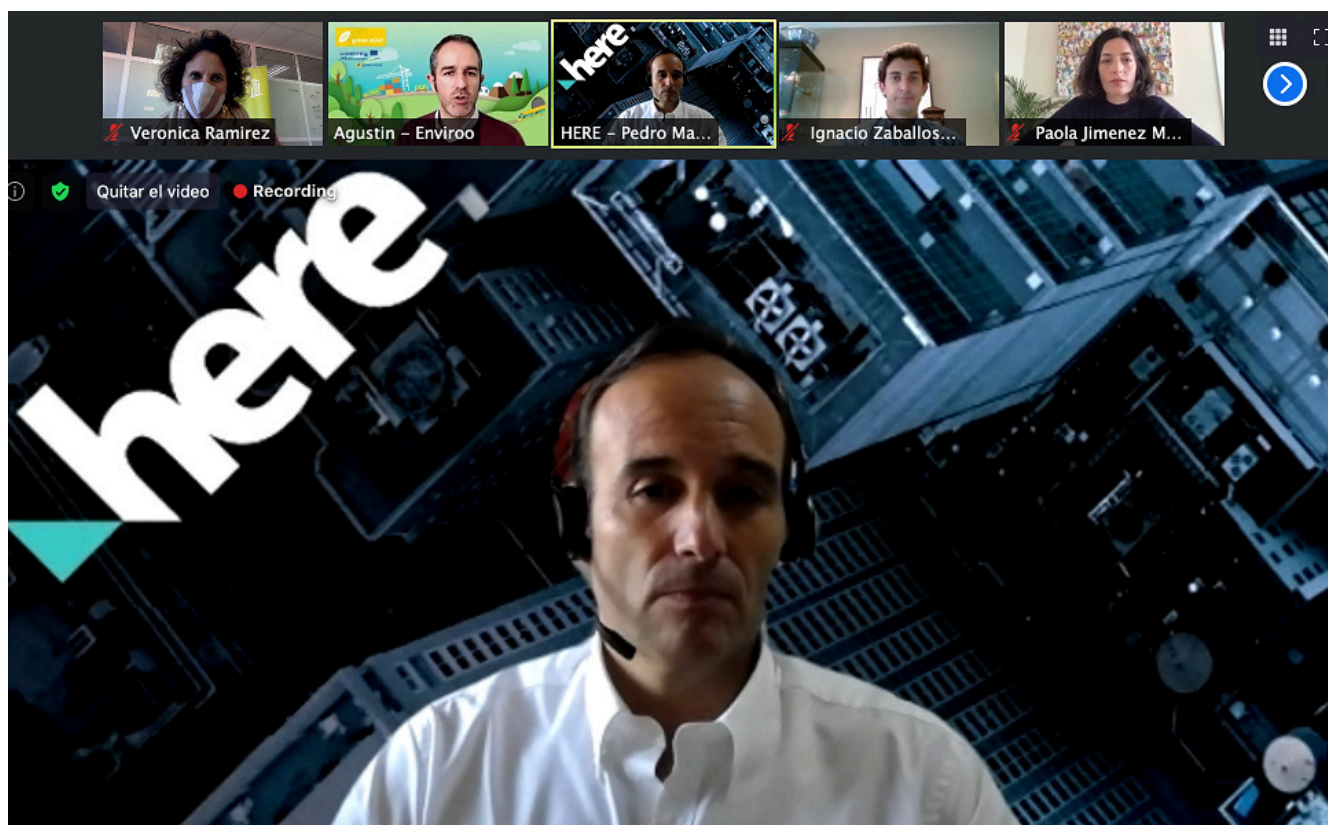




LOCAL WEBINAR: THE CURRENT SITUATION OF THE MOBILITY SECTOR IN SPAIN

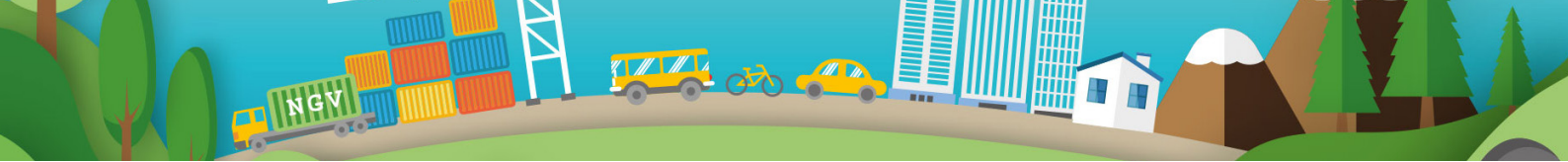
On the 3rd of December 2020, Smart City Cluster organised a local webinar to discuss the current situation the mobility sector has to face due to the pandemic in Spain. During the event, the speakers, companies specialised in the mobility sector, engaged in conversation about the challenges and needs of mobility in cities after Covid-19. They also talked about the new preferences and mobility habits the citizens have taken because of the pandemic changing the approach of companies in the sector.

The webinar started with the participation of the General Director of Smart City Cluster, Daniel Gonzalez Bootello, who gave a brief presentation of the current state of the Green mind project. He explained the existence of a collaboration network, made up of clusters, universities and SMEs from a great number of countries in Europe. Next up, the companies took the floor to initiate the debate.



According to Ciro Granda, Business Developer Director at Easypark, mobility will continue to change towards intelligent mobility due to digitalisation. The main goal of intelligent mobility is to make travel more efficient, especially in the most complicated areas such as urban areas.





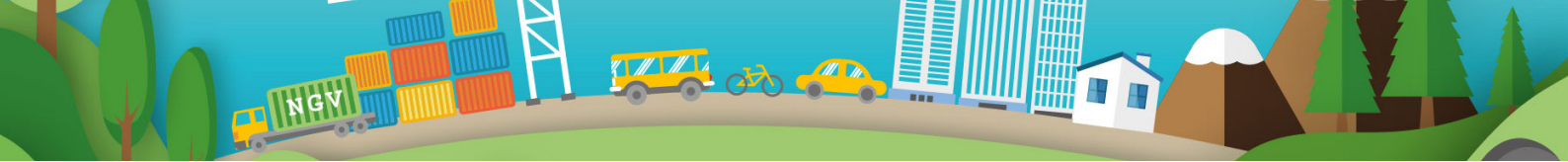
Ignacio Zaballo, Business Director at Journify, a company specialised in carpooling, told us how the pandemic has affected his business. During the very first months they experienced a contraction in their business but after a while people began to change their mind about public transportation which led this company to adapt and improve positively their business.

The role of the cities is essential in the mobility, pointed out Paola Jimenez, President of COAMBA, since private vehicles occupy 70% of the cities' space. The priority in today's sector mindset is to create more spaces for citizens such as pedestrian lanes. This change would entail less pollution in cities and more recreational areas for people.

Pedro Martínez, Data Sourcing Manager Weu at Here Technologies, explained that a collaborative behaviour between entities is fundamental. Furthermore, he talked about the importance of the 15 minutes city challenge, that everything related as a basic necessity must be at a near proximity from our homes.

All the speakers stressed the importance of a closer collaboration between public and private entities for the evolution of mobility. They also talked about the shortcomings of mobility in rural areas, where the people need a vehicle to get around due to the lack of public transportation. On the other hand, they explained the concept Mobility as a Service. We can highlight this phrase: "We are in the youth of the Smart City, we are learning and making mistakes".





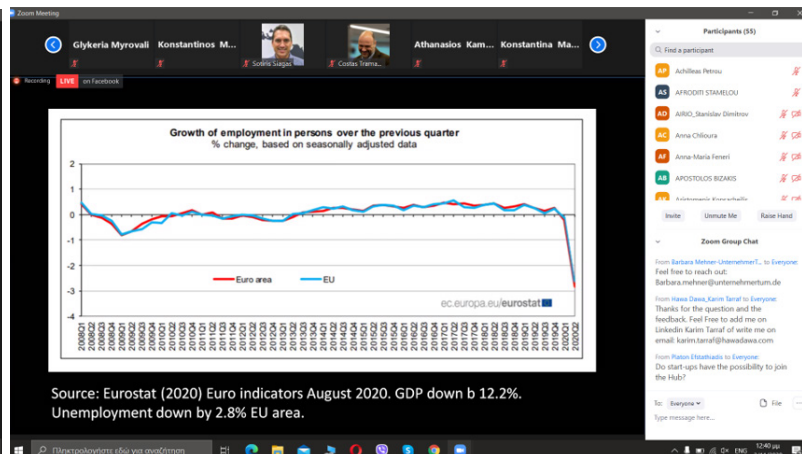
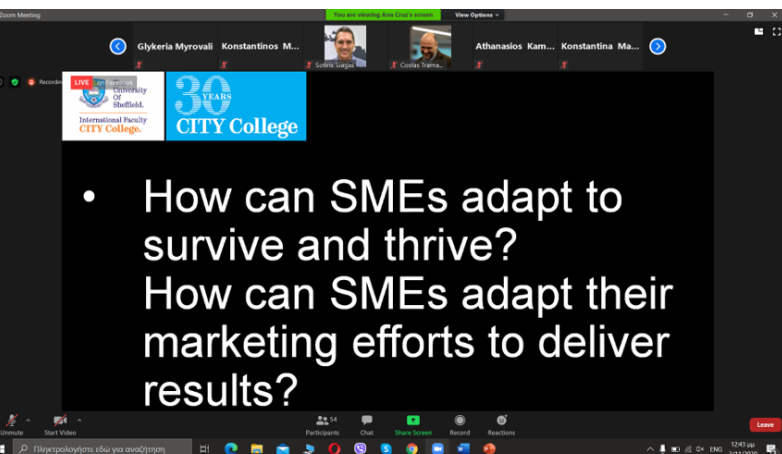
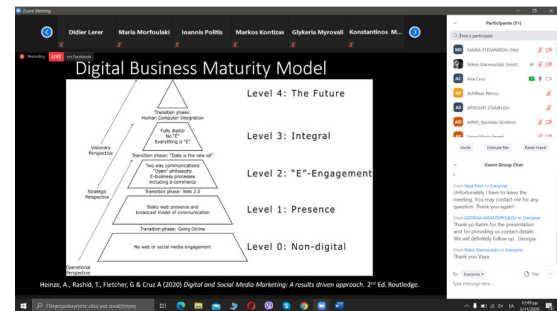
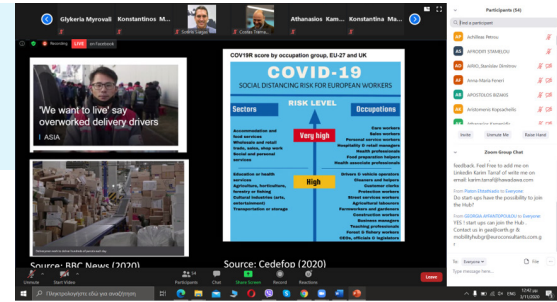
SUPPORTING ENTERPRISES IN THE POST-COVID ERA

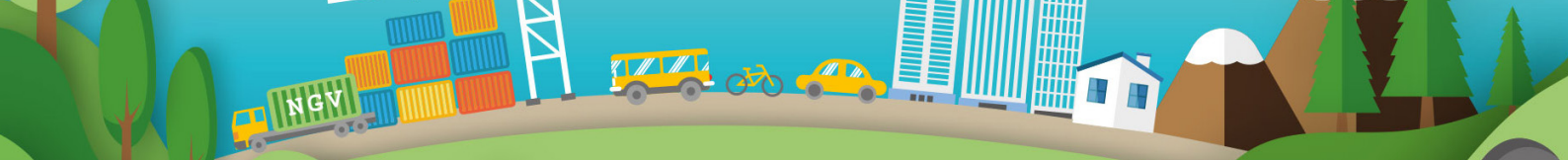
On the 3rd of November 2020, the Hellenic Institute of Transport organised within the “Green Mind: Green and Smart Mobility Industry Innovation” project a webinar under the title “Supporting enterprises in the post-Covid era” to offer them the opportunity to understand and discuss about potential measures that they can take to improve their status and position in the market during and after Covid-19 era. The event was attended by 29 stakeholders.

The first presentation was dedicated to funding opportunities and especially the Green deal call and the national calls available for enterprises to overcome the unexpected situation of Covid-19. The presenters were Vaya Piteli and Markos Kontizas from PRAXI network which is an organisation that supports enterprises to access funding. They presented the submission terms of the calls, the thematic areas that are included and gave insights on how a proposal could be more appealing to get funding.

The second presentation was a reference to best cases from foreign enterprises that are active in urban mobility and aimed to give investment ideas to local SMEs on trends and issues that they can also include in their business operation. Barbara Mehner from UnternehmerTUM presented the programme and representatives of three enterprises also presented their businesses' cases.

The third presentation was held by Dr Anna Cruz who presented marketing techniques that can be adopted by enterprises during this period. She mentioned and explained to participants how important digital transformation is for their business maturity and how they can exploit digital marketing in this Covid-19 era.





SUSTAINABLE AND SMART MOBILITY AND THE SUCCESSFUL TRANSITION OF THE COVID-19 CRISIS IN SLOVENIA

As part of the European Green mind project in the Interreg Mediterranean programme, the E-institute organised a webinar on the topic: **Sustainable and smart mobility and the successful transition of the Covid-19 crisis in Slovenia**. They hosted two experts with many years of experience in the field of transport and logistics, Mr. Mitja Klemenčič, lecturer from the Faculty of Civil Engineering, Traffic Engineering and Architecture, University of Maribor and Mr. Tomislav Trbušič, director of transport operations of the Public Company for Urban Passenger Transport Marprom d.o.o.



Trajnostno planiranje mobilnosti v pametnih mestih v Sloveniji



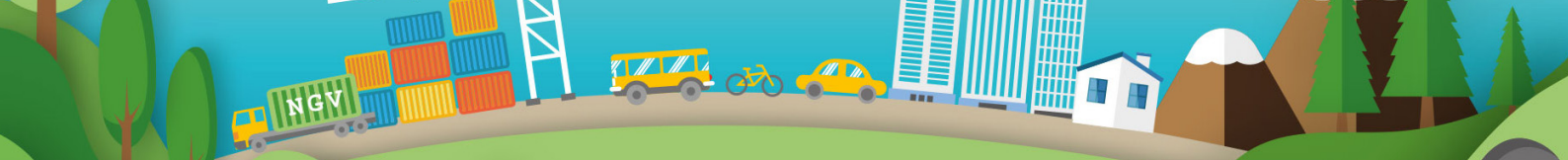
- Več kot 60 občin v Sloveniji s CF
- Regionalni CPS za LUR
- CLS – Maribor, SUML – v pripravi
- Lj in Ptuj
- SUM(E)P – prihodnost

Among other things, Mr. Klemenčič emphasised that a new trend is showing in Europe, namely energy and renewable energy sources, should be included in all transport and logistics plans and strategies. The vision that has become established in Slovenian cities is city centres without a car. Health became one of the priorities during the Covid-19 time. It usually takes 5-10 years for a slightly larger change to be introduced, during Covid-19, the state introduced measures to limit non-urgent movement within 2-4 weeks. Thus, emergency mobility measures for workers, infected and measures for uninterrupted delivery were taken, so called green corridors, freight corridors for border crossings were established, while ensuring a healthy urban environment.



In the first wave of Covid-19 in spring 2020, car use plummeted, which is great in terms of sustainable mobility. The faculty measures traffic in Maribor. In the city centre, on Koroška cesta, they performed a measurement and detected a reduction in traffic during Covid-19 in spring time up to 70%. A drop in passengers has also been detected in rail transport. Public passenger transport has not recovered in July and August 2020 after the 2 months closure due to Covid-19 (mid March to mid May 2020) and has still not reached the year's figures. The same is true for freight transport. Data from Pošta Slovenije show that during Covid-19, the number of delivery packages increased by 30%, and the number of delivered shipments by merchants who did not have online sales as their primary sales channel increased. Pošta Slovenija predicts that parcel shipments will increase in the future due to online sales, which of course has an impact on the volume of traffic (there is less movement around space). The next pillar of sustainable mobility is walking. In Lombardy, for example, a pavement narrower than 2.5 m has been found to be unacceptable in terms of safe pedestrian encounters, and a lack of space for pedestrians and cyclists has been identified. Shared mobility, health security, and especially disinfection, is and will continue to be very important. Small and medium-sized enterprises should be the main promoters of sustainable mobility, especially in the development of mobile applications and solutions for intermodality and shared mobility as well as organisation,



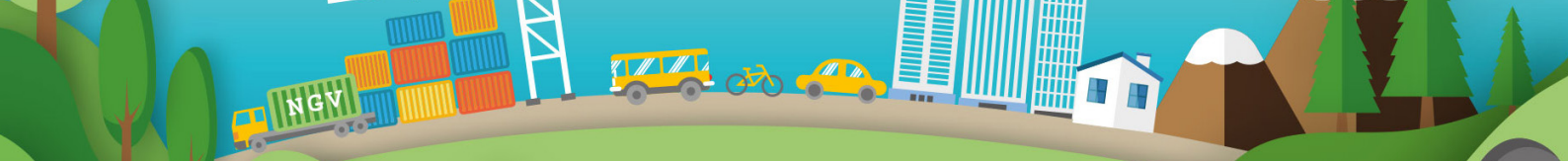


connectivity and business models of sustainable mobility, which is currently missing in Slovenia. Innovations (digitisation, automation) in urban mobility have not yet reached their potential for development and usability, as it is a great opportunity for small and medium-sized enterprises. The possibility of establishing innovation in larger public companies engaged in sustainable mobility sees Mr. Klemenčič so that companies would reward their employees for innovation.

Mr. Tomislav Trbušič from the company Marprom said that the Covid-19 crisis had negative impact on public passenger transport. Public passenger transport vehicles represent a certain problem, they are small spaces intended for a certain number of users. All recommendations of epidemiologists and the National Institute for Public Health (from disinfection, wearing protective masks, maintaining hygiene, keeping distance, ventilating the buses) are taken into account in Maribor's public transport. The number of users in urban transport fell by more than 40% in the period of January-September 2020 compared to January-September 2019 (from 2,8 to 1,7 million passengers). Public city passenger transport operates on 21 lines in the city of Maribor and covers 3.5 million km. 48% of users use pre-purchased tickets (monthly tickets, student tickets, retirement tickets).

We can expect that the similar situation that is happening now with Covid-19 will occur in some form again in the future and we need to be prepared. During the first epidemic wave in spring 2020, Marprom moved the validators to the middle door of the buses, so passengers with a ticket entered at the middle door of the buses, passengers who did not have a ticket could not get on the bus. Marprom, together with the city municipality, has therefore developed an application that enables the purchase of tickets online. In the future, vehicles will also have a separate space, an enclosed cabin that will allow the driver to be separated from the passengers. The goals of public urban transport were set by the Integrated Transport Strategy of the City of Maribor in 2015 and are: continuous improvement of the quality of bus transport, enabling sustainable mobility, care for the environment and developing a partnership with passengers. Modernising the fleet to more sustainable vehicles, of course, depends on the resources available. Mr. Trbušič also stated that we all need to change the mindset in order to get to the point of sustainable transport as we would like it to be, and that the sustainable and smart transport is a process. Before the Covid-19 situation, Marprom reached a 1% increase of passengers per year. We need to do everything in this situation that the current passengers don't leave the public transport. Mr. Trbušič also added that electrical or gas busses are not a reason that people will use public transport, the service needs to be good enough in order to persuade the passenger to come, especially the frequency is important (a passenger requires 1 to maximum 5 minutes waiting time for a bus).



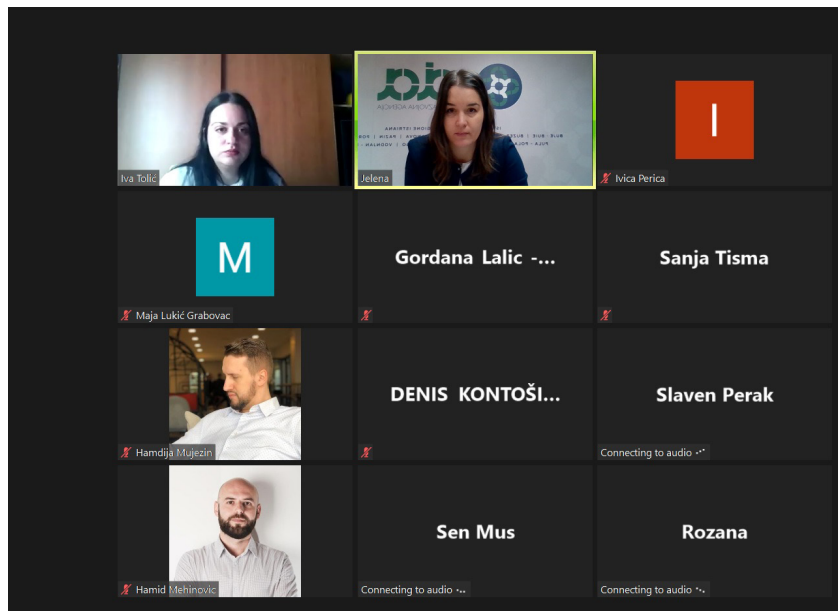


GREEN MOBILITY IN THE ISTRIAN COUNTY

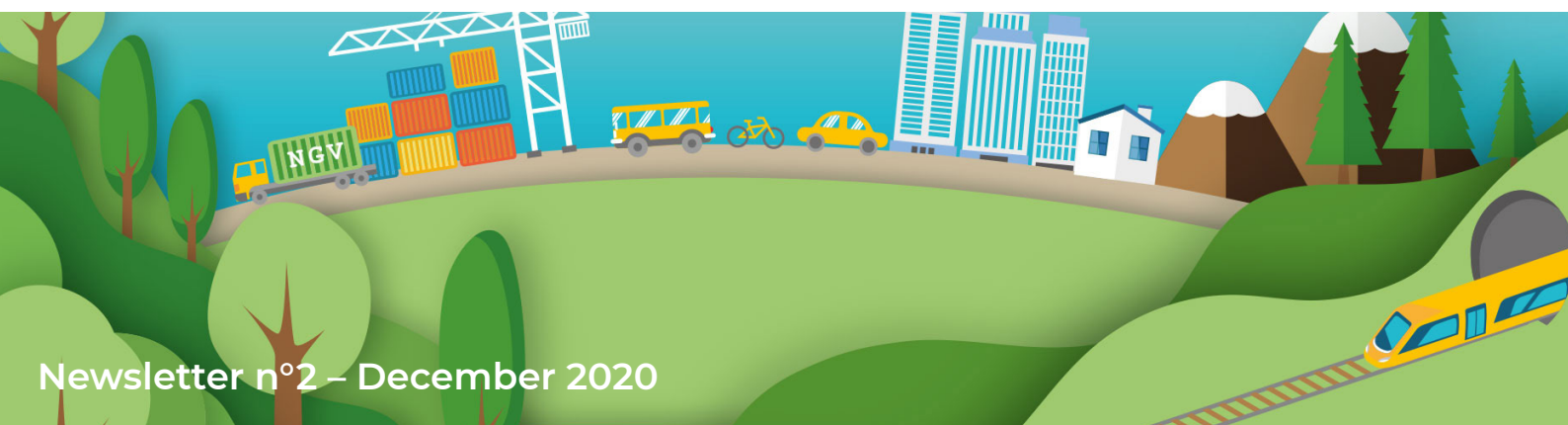
As part of the Green mind project, the Istrian Development Agency IDA d.o.o. held an online workshop on «Green mobility» on the 6th of November 2020. The workshop was attended by 17 participants, mostly small and medium-sized enterprises and county representatives.

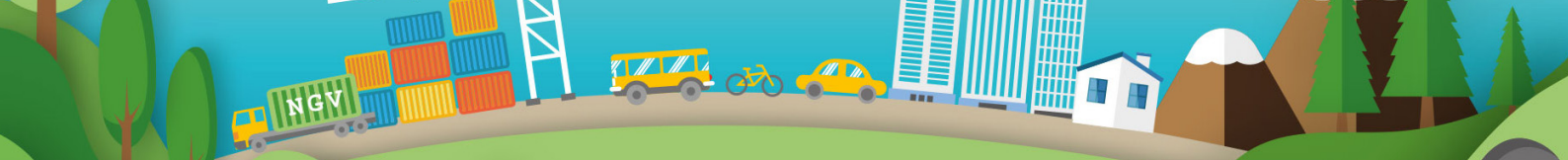
The workshop was divided into three parts. In the introductory part, Jelena Nikolić, a representative of the Istrian Development Agency d.o.o. presented the Green mind project.

In the second part of the workshop, Iva Tolić from the Institute for Development and International Relations spoke about green mobility. In the introductory part of the presentation, green mobility was defined and it was emphasised that green mobility does not refer exclusively to transport but also to other sectors. The continuation of the presentation provided an overview of EU strategic documents on the topic of green mobility as well as projects financed from European funds. The third part of the presentation focused on green mobility in Croatia and fostered some good practice examples. The conclusion of the presentation showed entrepreneurs ways to achieve green mobility. The presentation was followed by a discussion led by Dr.sc. Sanja Tišma, director of the Institute for Development and International Relations.



The last part of the workshop was a review of the situation of green mobility in Bosnia-Herzegovina (BiH). The presentation was led by Hamdija Mujezin from Westport, who discussed the state of the environment in BiH, the impact of transport on the environment as well as the state of transport and green mobility in BiH. The analysis of innovation and development needs of small and medium-sized enterprises in the GSM sector was also presented as well as the pilot services provided through the Green mind project. The presentation concluded with the activities carried out to improve green mobility in BiH.



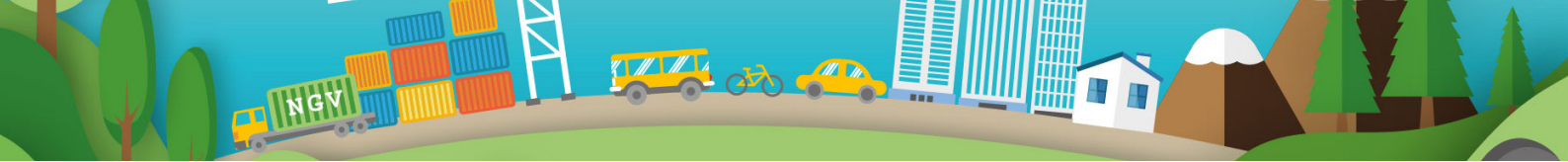


SUSTAINABLE AND SMART MOBILITY AND THE SUCCESSFUL TRANSITION THROUGH THE COVID-19 CRISIS IN SPLIT-DALMATIA COUNTY

As part of the European Green mind project, co-financed by the INTERREG Mediterranean programme, the Split-Dalmatia County organised a webinar supported by the external consultants UMiUM: "Sustainable and smart mobility and the successful transition through the Covid-19 crisis in Split-Dalmatia County". The workshop was held by experienced experts in the fields of green and smart mobility and 5G opportunities (IoT, Smart City,...) and was concluded by fruitful discussions and exchanges. More than 35 stakeholders participated in the workshop from various fields (SMEs, public institutions, research and educational institutions).

The event was opened by Martin Bućan, Project manager from Split-Dalmatia County who welcomed all participants in the name of the organiser and briefly introduced the Green mind project and its goals and objectives. Then Ivica Perica from UMiUM, as one of the pioneers of Smart city/county in Croatia presented relevant aspects of the Smart County/City concepts, drilling down to the area of Smart/Green mobility. Mr. Perica emphasised the importance of the strategic approach while establishing a roadmap and implementation of the Smart County/City solutions, having a clear vision with defined goals and objectives to be achieved. He further outlined that combination and connection of various smart mobility solutions bring much higher value to its users and citizens, than just individual smart mobility solutions. Mr. Perica also presented a couple of local open and ongoing financing sources for green and smart mobility projects. Those projects are in the area of implementation of the smart city concepts and solutions, integrated and intelligent transport concepts and solutions, as well as for the procurement of green vehicles for public transport. It is intended that all these funds will be used by local and regional municipalities, but for most of the available funds they will use external products and services that can be provided by SMEs. The funds available under the three calls mentioned amount to almost €20 million.



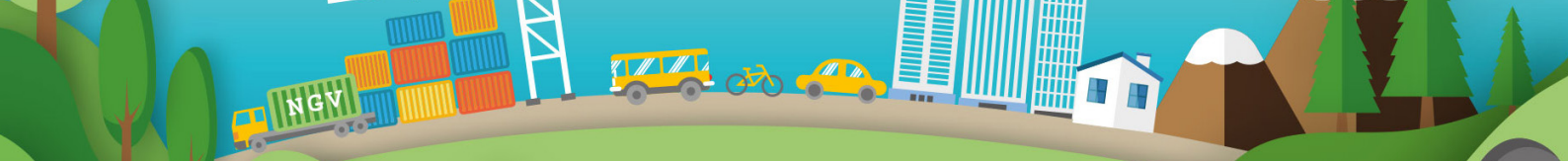


The subsequent presentation was given by Krešimir Vidović by Ericsson Nikola Tesla (ENT), who presented the gradual development of the network from 1G to 5G and the wide range of possibilities that 5G technology offers to all stakeholders, from citizens to public authorities and SMEs. He stressed that 5G is changing the playground dramatically and that there is a wide range of opportunities for SMEs where they could develop new solutions, improve existing solutions and offer new business models. Throughout the event, it was stressed several times that Covid-19 has caused a crisis, but also that it has created several opportunities related to technology, where there are definitely many opportunities in the field of green and intelligent mobility.

Then Zoran Civadelić, who also works for ENT, briefly presented one of the projects in which the company is involved as a partner, which aims to build the intelligent island of Susak to improve the quality of life of citizens living away from large urban areas. All these activities were to be achieved through the use of new and available technologies to improve services to the citizens living on this island.

At the end of the event, Martin Bućan, as the host, led a successful discussion on the need for better networking of all relevant stakeholders, which is an important prerequisite for improving green and intelligent mobility in the region.





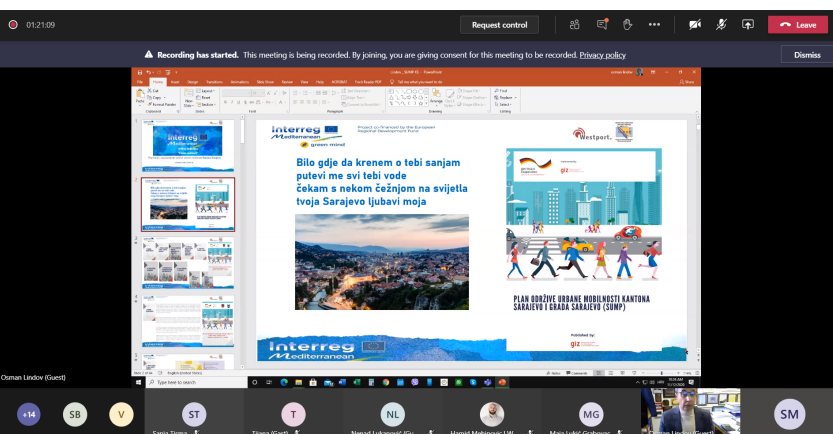
Sarajevska regionalna
razvojna agencija



Sarajevo Economic Region
Development Agency

PLANNING AND ESTABLISHING SUSTAINABLE URBAN MOBILITY

The Sarajevo Economic Regional Development Agency (SERDA) held a webinar on 12th of November 2020. Participants from the private, public, scientific and research sectors attended this online event, which was organised in the framework of the Green mind project and covered the topics of «Planning and establishing sustainable urban mobility».

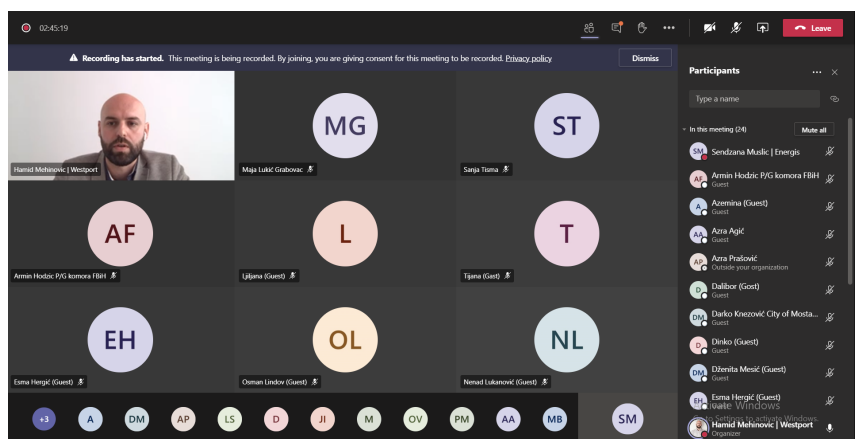


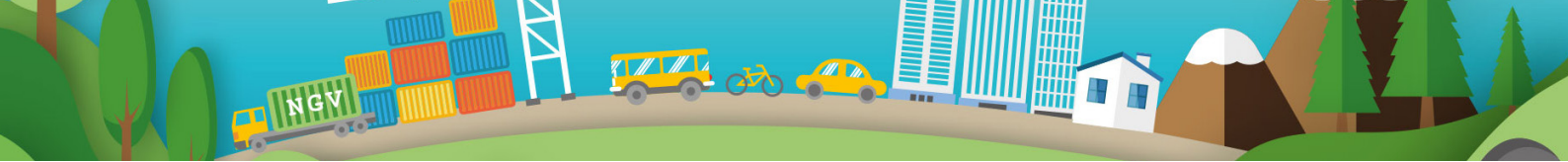
The webinar targeted small and medium-sized enterprises from the green and smart mobility industry, but was also extremely useful for public administration, the academic sector and civil society. Results of the project were presented as well as the model of services for small and medium-sized enterprises (SMEs) and the available tools that can help the SMEs positioning themselves on the local or international market.

The Sustainable Urban Mobility Plan of the Canton of Sarajevo (SUMP KS) up to 2025 was presented, which includes green mobility as one of the specific goals. The speakers outlined how to ensure a safe, clean, affordable, cost-effective and environmentally sustainable model of mobility and transportation in the Sarajevo Canton in the areas of public transport, hiking and non-motoring, logistics and automotive transport. The Institute for Development and International Relations IRMO from Croatia additionally gave an overview of sustainable urban mobility plans in the Republic of Croatia.

During the workshop, business opportunities within the Sarajevo Canton's SUMP were highlighted for small and medium-sized enterprises in the green and smart mobility industry, together with an overview of available financial funds.

The opportunities and threats for the development of sustainable urban mobility were discussed and a special review of the situation caused by the Covid-19 pandemic was given. To conclude the webinar, the possibilities of implementing green mobility during the Covid-19 crisis were analysed.





In Italy, the Green mind Transferring activities started with the direct involvement of all Municipalities and Trade Associations of the province of Ferrara as well as the Province of Ferrara itself to encourage the creation of tailor-made paths for networking and training on the functioning of the new European Programming 2021-27. Particular focus was put on the issues related to green & smart mobility, aimed at creating collaborations and synergies between companies and business ideas, with particular attention to the new phase following the restrictions due to the Coronavirus pandemic and in order to promote policy recommendations on a territorial scale.

In the first meeting on 20th of November 2020, addressed to the Trade Associations, the Green mind project, its objectives and the testing phase of the pilot actions implemented so far were presented. The meeting was an opportunity to share the objectives of this activity in the final phase of the project and to collect the first inputs from associations and businesses.

IL PIANO DI LAVORO

Fasi	Attività	Calendario
Fase I: INCONTRO DI AVVIO	Lo sviluppo di questa fase sarà articolato in due fasi:	Kick-off: 20 Novembre 2020
PROGETTO	1) Avvio delle attività e presentazione del progetto (incontro on line) con tutte le Associazioni di categoria della provincia di Ferrara e CCIAA	Incontri one to one: Dicembre 2020
INCONTRO INTERMEDIO PROSPETTIVE (INTERVISTE) FOCUS GROUPS	2) sviluppo e gestione di incontri one to one per consentire un confronto diretto con le singole associazioni, in modo da costruire delle basi di ragionamento condivise ed aggiornate per la successiva definizione delle idee progettuali	

Video conference participants: Chiara Franceschini, Veronica Russo, Stefano Di Blendi, Massimo Ravaoli, Davide Bellotti, Lorenzo Zibordi, Andrea Martinez, Giacomo Piazzoli.

This first meeting was followed by one-to-one interviews with individual associations to collect more detailed information on these issues that can be explored and submitted in the new programming phase.

The same path will be implemented with the Municipalities and the Province of Ferrara.

At the same time, a series of interviews were organised with some Councillors and Managers of the Emilia Romagna Region, subjects who have a relevant vision of the new Programming, and who can therefore provide useful information about the common lexicon and the expected projects.

The results of these interviews on both fronts will be presented during a meeting with all the institutions and companies involved with the aim to define a «common lexicon» for the territory in view of the new programming and to provide, at the same time, useful tools for the definition of «policy recommendations» on these issues.



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For more information: <https://greenmind.interreg-med.eu/>

