

Interreg MEDITERRANEAN Programme

Priority axis-Investment Priority-Specific Objective 1-1-1

Priority Axis 1: Promoting Mediterranean innovation capacities to develop smart and sustainable growth

PI 1.b

1.1 To increase transnational activity of innovative clusters and networks of key sectors of the MED area

**iBLUE**

**Investing in sustainable blue growth and competitiveness through  
3-Pillar Business Model (3-PBM)**

**Project No. 830**

**TRAINING COURSES FOR THE METHODOLOGY  
APPLICATION**

WP/ACT related to the Deliverable: WP5/ACT5.1

Deliverable no.: L.5.4.1

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Contributors: STEPRI and all partners

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## IBLUE PROJECT – WP5 “TRANSFERRING”

### MAIN OBJECTIVES OF THE WP5:

The main objective of the WP is to transfer the 3-PBM methodology, once tested and refined, through training and networking activities that will involve actors from the whole yachting sector of the Med area.

Moreover, iBLUE wants to organize and share a database providing a critical mass of knowledge about Med yachting (collected in WP3), an indicator system about the sustainability of the yachting enterprises, a collection of best practices and innovation patterns (collected in WP3 and through pilot actions of WP4) and training material for SMEs and tourists of yachting sector.

In order to reach these objectives, iBLUE project will work on a transnational collaborative network involving all the stakeholders (SMEs, policy makers, researchers, maritime tourists, etc.) of the yachting sector. For reaching an effective cross-fertilization of iBLUE outputs and results, all project partners will be involved in the transferring WP. Each partner will conduct two training courses (18 units produced) actions in their own country, coordinated by the partner responsible of each activity. These activities aim to transfer actions, which could be tailored for a single enterprise or be addressed to a group of stakeholders.

For facilitating the achievement of the results, a specific material will be developed, for SMEs, maritime tourists, policy makers. The material will be available through the iBLUE project website, which will be an important tool also for the network creation.

### 5 MAIN OUTPUTS:

**5.1 – Integrated database of systematised knowledge** about Med yachting sector, exploitable for all the mentioned target groups.

**5.2 – Presentation and training courses** about 3-PBM methodology (presentation events in each partner’s country).

**5.3 Integrated transnational network of Med yachting sector** (creation of a transnational network hosted on a web platform, connecting actors and stakeholders).

**5.4 Plan of results portability** (final report about advantages and methodology of the 3PBM).

**5.5 Transferability protocol for policy makers** (final document with the set of sustainability indicators for monitoring the ongoing situation of the yachting sector and the maritime tourism in general).

## **A.5.1 – WP 5 DISSEMINATION AND TRAINING MANAGEMENT**

### **D.5.1.1. DISSEMINATION AND TRAINING MANAGEMENT**

#### **TRANSFERRING PHASE OVERVIEW**

The Transferring Phase is organised in 5 Activities and 7 Deliverables. It lasts 18 months, from August 2018 to January 2020, with the participation of all the Partners.

The main objective of the WP is to transfer the 3-PBM methodology, once tested and refined, through training and networking activities that will involve actors from the whole yachting and maritime tourism sector of the Med area.

For reaching an effective cross-fertilization of iBLUE outputs and results, all project partners will be involved in the transferring WP. Each partner will conduct two training courses in their country as transferring actions, coordinated by the partner responsible of each activity. The training courses could be tailored for a single enterprise or be addressed to a group of stakeholders.

The outputs delivered in WP5 will be exploitable by all the actors of yachting and maritime tourism sector or which are connected with it (SMEs, researchers, policy makers, maritime tourists).

The project outputs will be developed to last also beyond the project duration, and they will be available on a web platform. IBLUE project idea will be useful for follow-up capitalisation actions.

## OVERVIEW OF THE CONTENTS

CONTENTS	SUMMARY DESCRIPTION
<b>Activity A.5.4 Training courses organisation</b>	
<p><i>Transferring knowledge / know-how / expertise (Target group: SME)</i></p> <p>Training actions will be organised in order to have an effective dissemination of iBLUE main outputs. Kedge BS is the activity leader, having experience in training activities. Training could be directed to a single type of actor (SME, policy maker, researcher) with a tailored event, but also to different groups of stakeholders (tourists, SME clusters, research areas, territorial entities) at the same time. The objective is to encourage a real and effective transferability of project results, as well as to help the competitiveness of the enterprises by showing them a new tool for innovation and growth. The active participation of each partner in each involved country in conducting the training actions will be fundamental.</p>	
<b>Deliverable:</b>	<b>L5.4.1 Training course for the methodology application</b>
<p><i>Due date: Dec 2019</i></p> <p><i>Leader: KEDGE</i></p>	Each partner will conduct in its country at least 2 training events (specifically 2 editions of the same training package), presenting the 3-PBM methodology. The 2 training sessions could be organized the same day, with a morning and an afternoon session.
<b>ACTION 3 :</b>	
<b>OPERATIONAL PLAN FOR THE TRAINING COURSE ORGANISATION</b>	
<b>OUTPUT 5.2 :</b>	
<b>PRESENTATION AND TRAINING COURSES</b>	
<p>In order to encourage further uses of the 3-PBM methodology, each partner will organise presentation events in the SMEs, providing tools, methods and the necessary material for its application. This will contribute also to Med yachting transnational network creation for sharing knowledge and best practices of the sector.</p>	

## OPERATIONAL GUIDELINES

### A5.4 TRAINING COURSES ORGANISATION

#### L5.4.1 TRAINING COURSE FOR THE METHODOLOGY APPLICATION

##### **A) Strategic goals:**

KEDGE is responsible and the whole consortium will give guidelines for involvement of all (actors, clusters and stakeholders) to giving training courses for the methodology application.

- *Objective of the deliverable :*
  - The main objective of Deliverable L5.4.1 is to organize individual and/or collective training actions in order to have an effective dissemination of iBLUE main outputs.
  - The trainees are SMEs, policy makers, researchers and stakeholders (such as tourists, SME clusters, research areas, territorial entities).
- *Outputs:*
  - To encourage a real and effective transferability of project results in order to foster the competitiveness of the SMEs within the Med area.

##### **B) Work allocation within the consortium**

- *Work division among academic partners*
  - KEDGE is responsible for this step.
  - All academic partners will discuss in order to define a common agreement from the draft proposed by KEDGE. If a number of challenges still persist, the technical committee will make the final decision.
- *Work division among all partners*
  - After defining a draft of the training action, all partners will be involved for agreement and final vision.
  - The active participation of each partner in each involved country in conducting the training actions will be fundamental.

##### **C) Operational Work Plan**

- *Establish activities :*
  - **Deliverable:** Training courses

- **Activity:** all Partners will contribute with comments and suggestions to the draft version of the document, in order to improve the training actions.
- **Target group:** SMEs
- *Specific tasks* for each Partner:
  - Each partner will conduct in its country at least 2 training events, presenting the 3-PBM methodology

#### **D) Deadlines and Meeting session**

- Activity deadlines in order to have the final Deliverable before December 2019:
  - Initial draft of the training course: January 2019
  - Final version checked by all Partners: March /June 2019
  - Final version: November 2019
- Meeting:
  - Skype Call Conference and e-mail exchange for discussion among all Partners
  - Steering Committee Meeting for discussion by all Partners on the guidelines: SC in Greece (October 2018), SC in Albania (March 2019), SC in Portugal (June 2019) and SC in Cyprus (September 2019)

## OPERATIONAL ACHIEVEMENTS

### 1- STRATEGIC GOALS

To organise successful collective training actions ensuring an effective dissemination, the whole consortium proposed that the first training courses should be done by STEP RI, in order to test the courses and to give a common framework to the partners.

We proposed and agreed on the creation of one academic and one non-academic team, working as pairs for each event.

We also decided that the trainees have to be as different as possible (SMEs, policy makers, researchers and stakeholders). We wanted to invite people able to encourage a real and effective transferability of project results in order to foster the competitiveness of the SMEs within the Med area.

### 2- WORK ALLOCATION AND OPERATIONAL OPTIONS

#### A- FIRST STEP: WORK ALLOCATION BETWEEN PARTNERS AND CONTENTS

To do so, we started with a first step. All partners discussed (in steering committees, through Skype Call Conference and e-mail exchange) so as to define a common agreement from the guidelines proposed by KEDGE (L.5.1.1).

We exposed a first draft of the training action in Aghios Nikolaos (Crete) in October 2018, organised by the Lasithi Chamber of Commerce and Industry.

We agreed on a training event which takes place over a day and is based on 2 separate sessions of 2 hours, with the same participants.

- The first session is about theory (explanation and examples).
- The second session is about practice (learning by doing with their own example)

Within the consortium, the training course sessions will be shared among the academic partners. Step RI, UP, Uniud and Kedge will conduct the two training events in each involved country, presenting the 3-PBM methodology in theory and in practice.

The steering committee defined the training sessions schedule and content during the Lasithi meeting in Greece (9<sup>th</sup> & 10<sup>th</sup> October 2018, Aghios Nikolaos, Crete).

- *Regarding the timeline*, the training sessions will be planned from March 2019 to December 2019.
- *Concerning the logistic and intervention*:
  - ✓ Each hosting partner will have the responsibility for the logistic organization.
  - ✓ The Technical Committee will conduct as lecturer the training sessions, supported by the hosting partner.



- ✓ Academic partner will conduct these activities autonomously.

The training sessions are divided into 2 sessions for each partner and are scheduled as follows.

**Schedule of the 2 sessions training courses for the 3PBM methodology application**  
**Two events: One for theory and one for practice (2 slots of 2 hours)**

Training sessions	Month in 2019	Location	Hosting Partner (Responsible)	Lecturer (Academic Partner)
#1	March	ALBANIA	DURRES CCI	STEP RI
#2	May	ITALY	UNIUD	UNIUD
#3	May	SLOVENIA	UP	UP
#4	June	CROATIA	STEP RI	STEP RI
#5	May	GREECE	LASITHI CCI	UNIUD
#6	June	PORTUGAL	RCDI	STEP RI
#7	September	CYPRUS	CYPRUS CCI	KEDGE
#8	October	SPAIN	CCSEV	UP
#9	December	FRANCE	KEDGE	KEDGE

The training events will be planned conjointly with the four last Steering Committees in Albania, Portugal, Cyprus and France; they will be organized specifically for the other partners.

They will follow the same structure in each country and for each presentation:

- A first event about the methodological aspects of the 3PBM (2 hours);
- A second event more practical with case study examples (2 hours);

All participants may be the same or different.

## **B- SECOND STEP : THE TEST, THE FINAL CONTENTS AND ORGANIZATION**

On the second step, we tested it in real, with the invited persons of Durres. STEP RI did the training courses on the first session (see slides soon on the website and now in the Dropbox) and then animated the practice session with Durres Chamber of Commerce.

Afterwards, all partners discussed on the process and produced some little adjustments regarding the organisation and the conduction. We agreed on:

- A consortium workshop to understand how to deliver properly the training course to SMEs (organisational and technical guidelines);
- Suggestions on how to deliver methodology training in terms of organisation, reach of target groups, materials and meeting room fitting (UNIUD).
- The fact that event is addressed to SMEs, but some other stakeholders can participate.
- The format of the training methodology in terms of contents and objectives, both theoretical and practical sessions (STEP RI).









### 3- FINAL DEADLINES AND MEETINGS SESSION

As the active participation of each partner in each involved country in conducting the training actions will be fundamental, we decided to pair academic and non-academic partners. We scheduled the event in accordance.

#### Methodology Training events: time-schedule done or to be planned

Partner	Paired with or autonomous	Estimated month (approved) 2019	Planned date	Results
Durres CCI	STEP RI support	March	20 March 2019	Done
UNIUD	Autonomous	May	9 May 2019	Done
STEPRI	Autonomous	June	13 June 2019	Done
UP	Autonomous	May	16 May 2019	Done
LCCCI	UNIUD support	During SC September	19 September	To do
RCDI	STEP RI support	During SC June	19 June	Done
CCCI	KEDGE support	During SC September	19 September	To do
CCSEV	UP support	October	13 October	To do
KEDGE	Autonomous	During SC & Conclusive conference	18-19 December 2019	To do

## LIST OF AVAILABLE TOOLS AND LINKS:

<p>1- Tools template from STEP RI</p>	<div>  01_3-PBM BMC_table.pdf  02_WP3_RPV_form_3P BM.pdf  03_WP3_Influencing Forces_3PBM.pdf </div> <div>  01_3-PBM BMC_table.docx  02_WP3_RPV_form_3P BM_empty.docx  03_WP3_Influencing Forces_3PBM_empty.docx </div>
<p>2- Videos from STEPRI</p> <p><a href="https://www.youtube.com/watch?v=7X7l-ANzDQ&amp;feature=youtu.be&amp;fbclid=IwAR1FYwUi06rV0EZCDTxpL7HQBzTYVHPthIVlauzu_KbVat6Jeih6q7wkPYU">https://www.youtube.com/watch?v=7X7l-ANzDQ&amp;feature=youtu.be&amp;fbclid=IwAR1FYwUi06rV0EZCDTxpL7HQBzTYVHPthIVlauzu_KbVat6Jeih6q7wkPYU</a></p> <p>and KEDGE</p> <p><a href="https://www.youtube.com/watch?v=RoSq4glF1sY&amp;t=52s&amp;fbclid=IwAR04KdsB0SwaUMhdQ3ikQ4mDWFTBUrNugUtlk-FRpwA_d0vZYK29APcLZaU">https://www.youtube.com/watch?v=RoSq4glF1sY&amp;t=52s&amp;fbclid=IwAR04KdsB0SwaUMhdQ3ikQ4mDWFTBUrNugUtlk-FRpwA_d0vZYK29APcLZaU</a></p>	<div>  </div> <div>  </div>
<p>3- Methodology STEPRI training</p>	<div>  3PBM_workshop.pptx </div>
<p>4- Tool Box created by Kedge</p>	<p>SEE NEXT PAGE</p> <div>  </div> <p>In order to conduct an effective and successful workshop, you need to address its planning (agenda, audience, purpose and options), preparation (logistics and trainers), implementation (introduction, substance and closure) and follow-up (fulfilling any promises, using feedback to redesign and offering an expert consultant to take further action).</p>



## TOOL BOX

## FOR METHODOLOGY SESSION

STEPS	INSTRUCTIONS	TOOLS & CHECK LISTS
<p><b><u>Step 0: Planning and preparation before the training</u></b></p> <p><b>Average Time frame</b> 1 day workshop requires 3 days preparation</p>	<p>The most important part to a successful workshop is the preparation</p> <p>Six main questions:</p> <ol style="list-style-type: none"> <li>1. Topic and purpose : Why is this workshop happening?</li> <li>2. What will be required?</li> <li>3. Audience, participants and size: Who needs to be there and how many ?</li> <li>4. What are the inputs and outputs?</li> <li>5. Time and organisation : What is the agenda?</li> <li>6. How do we want to work?</li> </ol>	<p><i>A workshop should be participatory, informal, time limited and self-contained.</i></p> <p><i>Helpful preparation</i></p> <p>Find out about usable space to conduct the workshop, bring anything that you think that you'll need and be prepared.</p> <p>PREPARE all tools needed for you and the participants, Post It, pen, whiteboard</p> <p>PRINT canvas and an evaluation form for workshop members to fill out</p> <p>SEND reminder to participants</p>
STEPS	INSTRUCTIONS	TOOLS & CHECK LISTS
<p><b><u>Step 1: the theory session</u></b></p> <p><b>Average time frame</b> 2 hours presentation &amp; explanation</p>	<p><i>1- Place :</i></p> <p>Arrange tables in a semi-circle or U-shape that permits people to clearly see the presentation.</p> <p><i>2- People :</i></p> <p>Introduction of the project iBLUE and detailing the purpose of workshop and overview of the tools. The training facilitator will run the presentation thanks to the slides provided by iBLUE.</p>	<p><i>People:</i></p> <ul style="list-style-type: none"> <li>- A training facilitator (Staff or volunteer)</li> <li>- Others to help run the training (How many people are needed?)</li> </ul> <p><i>Resources :</i></p> <ul style="list-style-type: none"> <li>- A place to hold the training</li> <li>- Equipment needs: videoprojector, whiteboard</li> <li>- Other needs: Post It, Pens, Videos...</li> </ul>



## TOOL BOX

## FOR METHODOLOGY SESSION

STEPS	INSTRUCTIONS	TOOLS & CHECK LISTS
<p><b><u>Step 2: the practical session</u></b></p> <p><b>Average time frame</b> 2/3 hours presentation &amp; explanation</p> <p>7 hours if real workshop with SMEs</p>	<p>1- <i>Place</i>: rearrange the room to permitting people to interact and for small clusters of up to 4 individuals to share a BM Canvas.</p> <p>2- <i>People</i> Facilitator gives instructions for small group work. Individuals will fill out the BM canvas as a group.</p> <p>3- <i>Different ways to start the process</i></p> <p>1. <b><i>With an idea</i></b>: start with defining the value proposition for a specific customer segment.</p> <p>2. <b><i>With potential / existing customers</i></b>: start with the customer segment and ask what value proposition you are delivering.</p> <p>3. <b><i>With your resources</i></b>: Start to think what key resources you have and based on this develop your offer for a specific customer group.</p>	<p>1- Give to participants the BM canvas, pens and Post it (Use sticky notes because they can be easily removed or changed).</p> <p>2- Use different colours of Post it for different value propositions and customer groups.</p> <p>3- Focussing on sustainable solutions helps developing new processes / products / services.</p> <p>4- It is possible to create many different versions and evaluate them (depending on the time allocated).</p>
STEPS	INSTRUCTIONS	TOOLS & CHECK LISTS
<p><b><u>Step 3 : potential feedback and follow-up with consultant</u></b></p> <p><b>Average Time</b></p> <p>Depending if agreement SMEs / consultant</p>	<p>1- <i>For all participants</i>:</p> <ul style="list-style-type: none"> <li>- Give the questionnaire to all participants at the end of the event, and give them opportunities to share their opinions on how well it went.</li> <li>- Keep the participants informed about what's going on after the workshop.</li> <li>- Send to them the materials if needed and if you promised it.</li> </ul> <p>2- <i>For participants interested in carry-out in-depth work</i>:</p> <ul style="list-style-type: none"> <li>- Make participants aware of the possibility of a specific and unique follow up with a consultant.</li> </ul>	<p>1- <i>Define an effective follow-up plan</i>:</p> <ul style="list-style-type: none"> <li>- Create a questionnaire</li> <li>- Design a communication plan for the decisions that were reached during the workshop.</li> <li>- Define the materials you will provide.</li> </ul> <p>2- <i>Define relevant options with your consultant</i>:</p> <ul style="list-style-type: none"> <li>- Give the name and contacts of the consultants</li> </ul>

## APPENDIX

<b>Responsible</b>	KEDGE Business School (FRANCE)
<b>Partners</b>	All, mainly KEDGE, UNIUD and OCCISS
<b>Activities</b>	<b>Activity 5.1 WP5 dissemination and training management</b>
	<b>Activity 5.2 Development of transferability protocols for policy makers and plan of results portability</b>
	<b>Activity 5.3 Creation of a network of yachting and maritime tourism in MED area</b>
	<b>Activity 5.4 Training courses organisation</b>
	Activity 5.5 Development of training and transferring materials
<b>Outputs</b>	<b>5.1 – Integrated database of systematised knowledge</b> about Med yachting sector, exploitable for all the mentioned target groups.
	<b>5.2 – Presentation and training courses</b> about 3-PBM methodology (presentation events in each partner's country).
	<b>5.3 Integrated transnational network of Med yachting sector</b> (creation of a transnational network hosted on a web platform).
	<b>5.4 Plan of results portability</b> (final report about advantages and methodology of the 3PBM).
	<b>5.5 Transferability protocol for policy makers</b> (final document with the set of sustainability indicators for monitoring the ongoing situation of the yachting sector and the maritime tourism in general).
<b>Deliverables</b>	Deliverable 5.1.1 <b>Guidelines for the transferring actions</b>
	Deliverable 5.1.2 <b>Operational plan for the transferring actions</b>
	Deliverable 5.2.1 <b>Policy protocol about iBLUE transferability</b>
	Deliverable <b>5.2.2 Plan for results portability</b>
	Deliverable <b>5.3.1 Transnational network of Med yachting stakeholders</b>
	Deliverable 5.4.1 Training course for the methodology application
	Deliverable 5.5.1 Focused training materials for SMEs, tourists and policy makers



## PARTNERS INVOLVED

Partner	Lead Applicant	University of Udine - Dipartimento Politecnico di Ingegneria e Architettura (ITALY)
	Partner 1	STEP RI - Science and Technology Park of the University of Rijeka (CROATIA)
	Partner 2	KEDGE BS - Groupe Kedge Business School (FRANCE)
	Partner 3	CCSEV - Official Chamber of Commerce, Industry and Shipping of Seville (SPAIN)
	Partner 4	CCCI - Cyprus Chamber of Commerce and industry (CYPRUS)
	Partner 5	LCCI - Lasithi Chamber of Commerce (GREECE)
	Partner 6	UP - University of Primorska (SLOVENIA)
	Partner 7	RCDI - Development and Innovation Network (PORTUGAL)
	Partner 8	DURRES - CCI Durres Chamber of Commerce and Industry (ALBANIA)
	Partner 9	FTHM - University of Rijeka – Faculty of Tourism & Hospitality Management (CROATIA)
	Partner 10	PRODETUR Tourist and Economic Promotion Development (SPAIN)