



Project co-financed by the European
Regional Development Fund

Project Acronym: ODEON

Project title: Open Data for European Open Innovation

Output3.3 MED Data Cluster

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Project information

Acronym		ODEON	
Title		Open Data for European Open iNnovation	
Name of the Lead Partner organisation		Veneto region	
Project Nb		NB3258	
Duration of the project	Starting date		Number of months
	Ending date		30
Programme priority axis		Priority Axis 1: Promoting Mediterranean innovation capacities to develop smart and sustainable growth	
Programme specific objective		1.1 To increase transnational activity of innovative clusters and networks of key sectors of the MED area	
Call for projects		2nd modular call - single module	
Type of project		Testing	
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Partner responsible for the deliverable		SARGA	

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1. Introduction

ODEON project aims at supporting the growth of Clusters and SMEs linked to S3 of the areas involved (focusing on green/blue growth and CCIs) through the exploitation of Open and Big Data. Starting from e-government policies, the availability and quality of open data to be processed will be assured according to the fine tuning of tools from projects and initiatives to be capitalized and involved in the project. ODEON project will then focus on supporting Public institutions to increase the quantity and quality of open data; set-up intermediary services (Digital Hubs) able to offer tailored support for the exploitation of open data by SMEs and Profit Sector in general with innovative services and products.

The testing phase will assure:

- a) the setting-up of National/Regional Digital Hubs (7 totally) able to support the exploitation of Linked Open Data addressing dedicated activities according to quadruple helix approach: training, research, development and innovation linked to enhance the competitiveness of Clusters, SMEs and start-ups and contribute to economic growth. A Med Open DATA Cluster will foster among them linkages in order to increase their innovation and internationalization capacities. Each Region will focus on one or more Key sectors/applications such as Tourism, Agriculture, Environment, Energy, Culture, ICT, Smart Manufacturing.
- b) the testing of services and instruments addressed to SMEs/start-ups; cross-innovation activities.

2. The roadmap to establish the DATA Med Cluster

For the achievement of the output as series of templates were developed. In particular, in order to organize the activities aiming at collecting important stakeholders and involve them with the ODEON activities. Additionally, Partners organized several activities aiming at promoting and disseminating the exploitation of OD and related tools developed by ODEON project.

The following steps have been planned:

- a) International Exchange of Data expertise/ Info-day
- b) Setting up a international service to promote the cooperation in MED area
- c) Strengthening the MED DATA Cluster operativeness

The roadmap to achieve the main output can be summarised following the set of activities planned in the Application Form:

Deliverable number	Deliverable title	Type of deliverable	Target value	Finalisation month	Indicative budget
3.7.1	International Exchange of Data expertise/ Info-day	Service	2 Unit produced	09-2019	76,726.70 €
	Description	Organization of 2 International services able to gather local projects identified and coached in view to set-up joint cooperation, identify possible synergies and promote the internationalisation of the sectors.			

Deliverable number	Deliverable title	Type of deliverable	Target value	Finalisation month	Indicative budget
3.7.2	Setting up a international service to promote the cooperation in MED area	Service	1 Unit produced	09-2019	36,618.40 €
	Description	will be set-up in the platform to support the exchange of knowledge, opportunities and information on the topics developed with 2 transnational events.			

Deliverable number	Deliverable title	Type of deliverable	Target value	Finalisation month	Indicative budget
3.7.3	Strengthening the MED DATA Cluster operativeness	Service	1 Unit produced	09-2019	23,861.85 €
	Description	DATA HUBs will organize a presentation of ODEON in Bruxelles addressed to representative of the Digital SMS, the European Open Data Portal in view to create necessar links, start the cooperation and define agreement for the next steps.			

The activities have been implemented during the COVID-19 health emergency and they have been adapted to the situation.

2.1 Objective of the output

The main objective of the output is the establishment of a MED Data Cluster able to support the follow-up of the ODEON Project.

Particularly, SMEs and start-ups will be addressed by the following services: support for the internationalisation, support to establish transnational cooperation on selected topics connected with Data Economy, OD/LOD and the MED Strategic Sectors (blue/green growth and Creative industries). Operators will be involved with transparent and fair public procedures. Public criteria will be applied to identify those to be assisted and involved within the pilot actions

The main outcome to be included in the output is summarised as follows:

The MED DATA Cluster will be established during the pilot action and will be supported by the local action of the DATA HUBs. The Cluster will promote the internationalisation and the cooperation of SMEs, start-ups and businesses dealing with the Data Economy. To this aim 3 services will be set-up to gather local projects identified and coached, to strengthen joint cooperation and exchange knowledge, to identify possible synergies and promote the internationalisation of the sector. The Cluster will organize the cooperation of SMEs according to the strategic sectors: the ODEON platform will host large communities focusing on use/re-use of OD/LOD to promote innovative product and services in blue and green growth sectors and creative industries. The MED Data cluster will be linked to EU initiatives (OD/LOD platforms;

Digital Single Market strategies, etc): one workshop organized in Bruxelles will contribute to establish and/or strengthen the cooperation

2.2 Target users addressed by the output

The ODEON project is targeted at individuals, SMEs, public and private organizations and various groups of people from different scientific fields and entrepreneurial areas, aiming at exploiting open data according to their needs and intentions.

The set of instruments based on open data has been enhanced with the contributions of all the aforementioned sectors, with special support from the public administrations responsible for the open data protocols, who have collaborated in the updating and maintenance of the databases.

2.3 Main activities carried out

One of the activities carried out for the implementation of the outputs was a desktop research in order to define the situation and the framework of Open Data exploitation with the contribution of all the Project Partners. In particular, a general overview of the exploitation of Open Data in EU level was described. That was followed by specialized reports for each country of the ODEON project. For each one of the seven countries of the project were provided, the main characteristics of the country, the situation of entrepreneurship, key sector, innovation and use of open data as well as the current legislative framework of open data, an overview of the available datasets and the status of the open data sector in the country. In addition, the situation of open data in Blue Growth, Green Growth and CCIs was analyzed in each country. A short description of the S3 of reference and list of main policies addressed to the Open Data, as well as the policies relating OD/LOD with the green growth, blue growth and/or Cultural and Creative Industries, the megatrends/trends consistent with the OD/LOD System and a SWOT analysis concerning the cooperation at the area level for the uploading and exploitation of OD/LOD data by Public and Private entities for the selected sectors/subsectors were also presented in the report.

Country	Overall Policy	Overall Impact	Overall Quality
Italy	96%	76%	80%
Slovenia	96%	53%	70%
Spain	93%	97%	78%
Croatia	90%	31%	71%
France	95%	79%	76%
Greece	82%	71%	61%
EU 28	82%	50%	62%

State of Play of OD use by Med Open Data Cluster's members

To achieve the projects/outputs objectives, a series of testing events have been developed that have served to evaluate and understand the needs of the use and application of Open data in the different 7 hubs of each of the member countries.

Each of the hubs has developed the following events in the testing phase with the aim of knowing the needs in the use of open data by stakeholders, facilitating access to these data by the different admissions through the platform created and the protocols of each of the hubs

3.4.1	Launching event
3.4.1	Matching event
3.4.1	Pitching event
3.4.2	6 promising cases
3.4.3	Two study visits
3.5.1	2 technical seminars
3.5.2	Local Capacity building seminars for intermediaries;
3.5.3	Local capacity building seminars for Policy Actors and innovation stakeholders:
3.5.4	Coaching of HUB'S members in Business skills
3.6.1	Thematic Local workshop
3.6.2	Funding opportunity for data economy

In addition to the aforementioned events, 3 advisory committees have been held with external experts who have collaborated in the definition and execution of the project, with good results in the participation and commitment of the committee members.

All the events have been carried out with successful participation and commitment by the stakeholders despite the difficulties added by the Covid situation, which has forced us to redesign the events, giving a greater role to the webinars with the consequent difficulty due to the existing disgust among stakeholders due to the excess supply that has led to the pandemic situation

3. The impact of COVID-19 health emergency

Due to COVID-19 that impacted on the whole last phase of the ODEON Project (starting from February 2020, till end of December 2020), all project activities suffered of deviation and changes. First of all, all events and activities addressed to multiple actors have been revised and transferred on the platform. Second point: all planned networking and stakeholders' involvement actions have been reduced.

It is clear that the consequence of these deviations, limited the impact of the activities above listed. Corrective actions has been undertaken to allow achieving the objective:

- a) Planned events have been transformed into on-line event
- b) Synergies with on-going actions have been taken into consideration and have been optimized
- c) shifting event/workshops into more feasible 1:1 or written activities have been implemented

According to this contingency plan, the objective of establishing the MED Data Cluster have been achieved.

4. Outcomes from activities carried out to establish the MED Data Cluster

4.1 Objective of the output

The Mission of the MED DATA Cluster is to be an appropriate vehicle that will foster cooperation and linkages between its members from academia, business, government and other stakeholders from different sectors and activities whose functional area of final demand is the Mediterranean Europe. Its objectives is to increase the visibility and raise awareness of data economy and prioritize the sector in policies and initiatives contributing to the sustainable and economic development of the European basin, support the actors in the open data value chain through an integrated innovation support system to build their innovation potential and scale up their growth potential by linking-up to knowledge, technologies, market and expertise; facilitating uptake of new technologies and use of new business models, as well as strengthen their network and help SMEs on their way to internationalization establishing an enabling mechanism for cooperation with various key actors in the field.

4.2 Target users addressed by the output

The target users of the output are stakeholders of the 4 groups of the Quadruple Helix Model (Industry, Research bodies, Public authorities and Civil society) with priority to SMEs and entrepreneurs related to OD/LOD sector with main focus on blue growth, green growth and cultural and creative industries. In Particular, the target users of the Data Med Cluster come from the following types of key actors:

- SMEs, technology providers,
 - startups
 - academia - Institutes/ Universities
 - business support organizations - Chambers/ Partnerships etc.
-

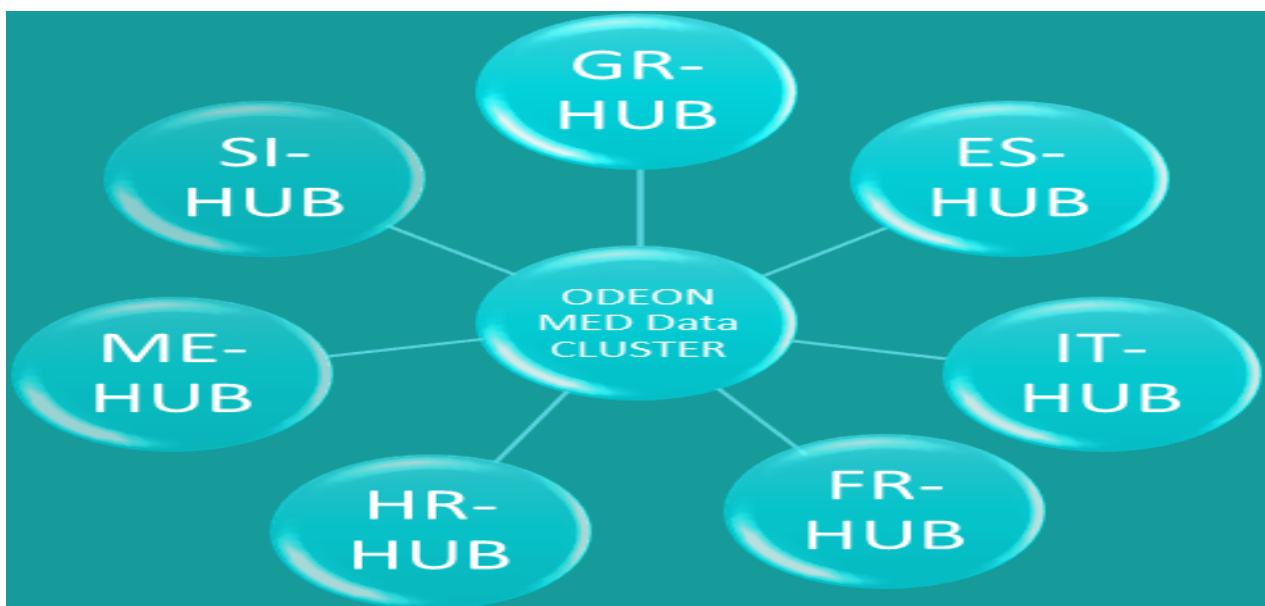
- policy makers - Ministries/ Regional Authorities/ Municipalities etc.
- large ICT/Open Data firms

4.3 Main activities carried out

In the seven (7) Mediterranean Countries of the project, each of different characteristics, were created seven Open Data Hubs being part of the formation of a MED Data Cluster. These seven (7) Open Data Hubs were created in the following countries: Italy, Slovenia, Spain, Greece, Montenegro, Croatia and France.

For the development of the Open Data Hubs, within ODEON project, were defined the vision, the governance scheme, the identity, the members, the tools to be used and the sectors to be focused. After defining the above characteristics each Open Data Hub initialized its activities with a launching event and was established by providing services to its members. These Open Data Hubs developed a network of SMEs, Public Institutions and the rest of the Private Sector so that they can offer tailored support for the exploitation of Open Data and addressed the needs of their members by providing services, tools and methodologies and will also enable them to create innovation products and services. Indicative services that was provided in the context of the Open Data Hubs:

- Study visits
- Technical Seminars
- Seminars
- Training Courses
- Matching events
- Hackathon
- Pitching events
- Coaching Activities
- Funding Awareness seminars
- Thematic Workshops



ODEON MED Data Cluster

In addition, one of the aims of the Data MED cluster, was the internationalization of the SMEs and the projects developed within ODEON. For this reason the cluster provided international services to its members. One of them was the International Exchange of Data expertise/ Info-day, entitled "Strengthening transnational cooperation and promoting internationalization", with the view to train the members of the Open Data Hubs in topics concerning Open data and Entrepreneurship with an orientation to market expansion and development of synergies, as well as to match the members to exchange knowledge and develop potential cooperations. The participants were trained at: Business Models in Open Data environments, Go-to-Market strategies/Proof-of-Market and Open innovation and open data. They were also participate in matching sessions in view to set-up joint cooperation, identify possible synergies and promote the internationalisation of the sector.

4.4 number of users involved by all HUBS (please provide a grid)

Number of users involved in the launching event of the Open Data Hubs per country:

Open Data Hub	Number of Participants
Slovenian OPSI HUB	61
Spanish HUB	380
ME Data Hub	48
Data HUB of Croatia	16
Greek Open Data Hub	14
Data HUB of Veneto Region/Italy	17
Data HUB of France	27
TOTAL	

Number of participants of the transnational online event: 36

5.Conclusions

The Odeon project, despite the situation created by Covid 19, has carried out all the scheduled activities with great assistance and involvement of stakeholders. The situation created by Covid 19 has made it especially difficult to coordinate consortium partners and the involvement of stakeholders, especially due to the accumulated fatigue of online events.

In any case, all the programmed activities have been developed and a very interesting work ecosystem with open data has been created, this has been the basis for future applications by the SMEs of the hubs and for the involvement of the public administrations in the maintenance and expansion of open data portals

Annex 1



Project co-financed by the European Regional Development Fund

Strengthening transnational cooperation and promoting internationalization

Friday 4th of December 2020

AGENDA

11:00 – 11:10	Welcome speech, <i>Despoina Mitropoulou</i>
11:10 – 11:20	Presentation of ODEON Project
11:20 – 12:20	Business Models in Open Data environments, <i>Constantinos Manasakis</i>
12:20 – 12:40	Break
12:40 – 13:40	Go-to-Market strategies/Proof-of-Market, <i>Yaneiza Mendez</i>
13:40 – 14:40	Open innovation and Open data, <i>Barbara Rovere</i>
14:40 – 15:00	Break
15:00 – 16.30	Matchmaking sessions



Project co-financed by the European Regional Development Fund



Strengthening transnational cooperation and promoting internationalization

Friday 4th of December 2020

Online event

Are you interested in expanding your market, learning how to find partners for your business idea, and building your business model in the Open Data sector? Are you interested in meeting other stakeholders of the open data sector and share knowledge and expertise with them?

Open Technologies Alliance (GFOSS) with the support of ODEON project partners invite you to the transnational online event "Strengthening transnational cooperation and promoting internationalization" on Friday 4th of December 2020 at 11.00 (CET), organized in the context of the [ODEON](#) project.

During the event, you will have the opportunity to attend three training sessions by experts in the field of Entrepreneurship and Open Data. In particular, you will be trained on:

- **Business Models in Open Data environments** by Constantinos Manasakis, who will teach you how to identify business opportunities in an open data environment and which is the proper business model towards the effective delivery of the value and its components.
- **Go-to-Market strategies/Proof-of-Market** by Yaneiza Mendez, which is focusing on the tools are needed to analyze the market and ensure that the idea is a real opportunity, which is offering a proper and strong value proposal. The session will give an overview about the Lean Canvas and how carry out the market fit assessment via Interviews
- **Open innovation and Open data** by Barbara Rovere, which is focusing on open innovation practices in the open data sector, as well as the strategic framework for practitioners aiming to implement Open Innovation in their companies.

You are also kindly invited to participate to the matchmaking sessions after the training sessions, in which you will have the chance to do 1-1 online meetings with ODEON participants from other countries (Greece, Italy, Slovenia, Croatia, Spain, Montenegro, France) to discuss about your business ideas and potential synergies.

Register for free here: <https://ellak.gr/online-event-strengthening-transnational-cooperation/>!!! Do not forget to declare in the form your interest in participating to the matchmaking sessions.

The connection link will be sent to the registered participants by 3/12.

#ODEON
#OpenData
#TransnationalCooperation





Matchmaking sessions schedule

1st matching session				2nd matching session			
Country	Breakout room	Participant	Project partner	Country	Breakout room	Participant	Project partner
HR	Break 1	Ericsson Nikola Tesla	Ivan Podrug	HR	Break 1	Ericsson Nikola Tesla	Ivan Podrug
IT		stefania de zorzi		FR		Leila Belmerhnia	
FR	Break 2	Manon FREDOUT	Neja Samar Brenčić	FR	Break 2	Manon FREDOUT	Vasiliki madoulka
SI		Peter Medica		HR		Matej Morzan	
FR	Break 3	PHILIPPE VILLAUME	Nada Rakocevic	FR	Break 3	PHILIPPE VILLAUME	Nada Rakocevic
ME		Jovan Jerkov		IT		stefania de zorzi	
HR	Break 4	Matej Morzan	Iva Milašinčić	GR	Break 4	DIMITRIOS CHANTZIARAS	javier sancho
FR		Leila Belmerhnia		SI		Peter Medica	
FR	Break 5	Pascal CHEVALLOT	Karim El Arouy	FR	Break 5	Pascal CHEVALLOT	Karim El Arouy
GR		DIMITRIOS CHANTZIARAS		ME		Boro Durkovic	
IT	Break 6	Francesco Dughiero	Ales Versic	IT	Break 6	Francesco Dughiero	Ales Versic
SI		#designfailure fAleš		ME		Jovan Jerkov	
GR	Break 7	AIKATERINI GIANNADAKI	Constantine Manasakis	GR	Break 7	AIKATERINI GIANNADAKI	Loha Hashimy
ME		Boro Durkovic		SI		#designfailure fAleš	

Annex 2: Setting-up an international service to promote the cooperation in the MED Area

1. Introduction

This report is developed under deliverable 3.7.2. - Setting up an international service to promote the cooperation in MED area, in the context of ODEON - Open Data for European Open iNnovation project. It is implemented under Task 3.7 - Promotion of Cooperation to enhance Internationalization and Work Package 3 - Testing and is part of the pilot actions of the project.

The aim of the deliverable is to develop a service in order to assist the members of the Open Data Hubs to internationalize their ideas, identify potential transnational cooperations or partners in the view to be supported to exchange of knowledge, opportunities and information on the topics developed during the pilot

In order to serve the aim of the deliverable a toolbox with useful tools regarding the establishment of strategic partnerships and transnational cooperations, as well as their development, actual working, preservation and evaluation was implemented. The tools of the service will be upload to ODEON platform under the section services and specifically under the section international services.

In particular, in the report are presented tools and methods that can assist the ODEON members to achieve successful partnerships in regional, national and transnational level. The tools are presented concerns:

- Types of partnerships

- Mapping of partners ecosystem
- Partner's identification tools
- Partnership contract guidelines
- Partnerships in action
- Value Generation Partnership
- Partnership Self-assessment tool

2. Types of partnerships

Collaboration

Characteristics: Greater autonomy, no permanent organizational commitment. Example: Organizational partnerships:

- Sharing information
- Coordinating efforts
- Not including shared, transferred, or combined services, governance, resources, or programs
- Having no integration

Strategic Alliance

Characteristics: Decision-making power is shared or transferred

- Examples: Joint programming:
- Management of a program of mutual interest to participating organizations' missions
- Administrative consolidation
- Being agreement-driven
- Ongoing partnerships involving joint management of one or more functions, eg administrative or program-related
- Partners still operate independently

Integration

Characteristics: involves changes to structure and control

Examples: Management service organizations. Established to provide some or all administrative functions, eg fundraising, accounting functions

- **Joint ventures:**
Two or more organizations creating a new structure to advance administrative or program-related function.
 - **Parent- subsidiaries:**
One organization-either new or a designed organization – overseeing functions of another
-

- **Mergers:**

Previously separate organizations completely combining program, administrative and governance functions.

Funding alliances Established to Provide or Share Funds

- Separate organizations come together in a recipient-donor relationship or share a larger grant/donation
- Issues of fiscal and administrative management can be a great hindrance
- In order to mitigate issues, a separate body can be created to manage the funds and allocate them to each partner organization as determined in the original agreement.

Cost-sharing / Grant-match Partnerships

- Cost-sharing occurs when one organization provides certain resources and the other organization provides different resources, eg. The universities provide the facilities, faculty and the new environment in which the Federal government selectively invests
- Grant-match occurs when one organization provides a match in services, cash, maintenance, voluntary effort, or supplies
- Both parties share the benefits

3. Mapping of partners ecosystem

The aim of the mapping of potential partners is to identify and select the right partners for collaboration. The three phases companies go through to create a partner eco-system:

I Emerging Growth

Companies in the Emerging Growth phase could be new startups or established companies who have decided to implement an indirect sales model. Either way, they're just beginning to grow their partner ecosystem. They generally have two high priority areas of focus. One, of course, is recruiting qualified sales partners. The other is beginning to implement a scalable support system that will allow them to manage those partners in an affordable and accessible way as they keep signing up more of them.

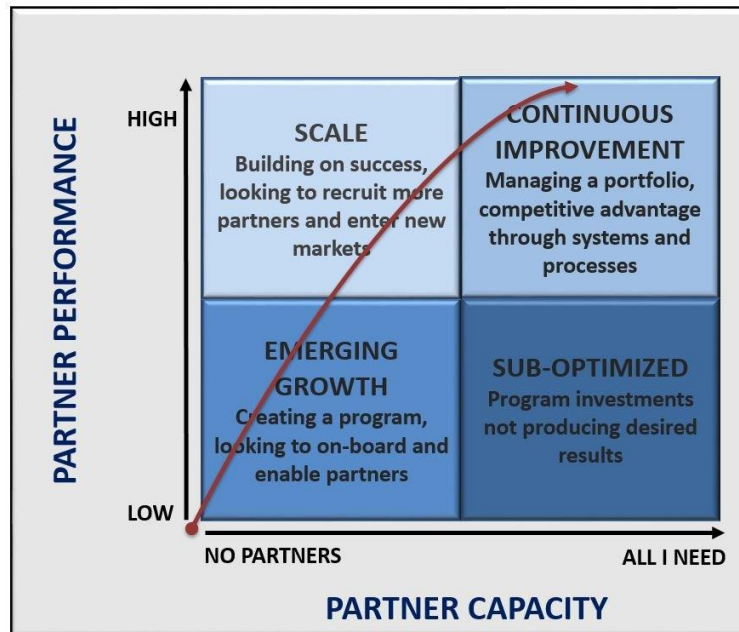
II. Scaling

A company has moved into the Scaling phase at the point they have several successful sales partners, a support structure in place for facilitating communications & services for those partners. At this point, the focus is on growth - plain and simple. They have a good, stable foundation for their partnership ecosystem. It just needs to keep getting bigger and better.

III. Continuous Improvement

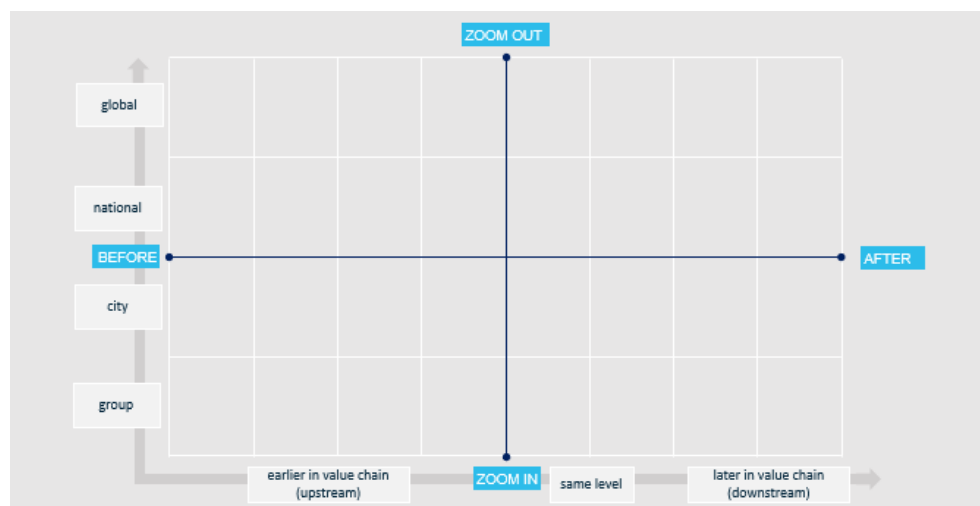
There's no true "endpoint" to partner ecosystem development. It should continue to grow in sustainable fashion for as long as the top-level vendor is growing. However, growth will ebb and flow somewhat since

the larger an organization becomes the more cautious it tends to get about expansion. In short, it reaches a point of stability and self-sustaining processes which create an inertia that continues propelling the company forward.



Guidelines

1. Position your company in the middle of the canvas and adjust the position on the Y-axis based on the scale of your activity (group, city, national or global).
2. Identify and list potential partners and brands: Write down each name on a separate post-it note.
3. Rank each partner based on the scale of activity (Y-axis) and based on the position in the value chain in reference to the position of your own company (X-axis).
4. Highlight and conclude which group of players are the most relevant for your scaling or growth ambitions (based on geographical growth ambitions as well as desired power/positioning in the value chain).



4. Partner's identification tools

In this section are presented some European and international database for the searching and identification of strategic partners. These databases are:

- Startup Europe Map
- European Enterprise Network
- European Cluster Collaboration Platform
- Tii
- Online Crowdsourcing Platforms
- EU Partner Matching Services

Startup Europe Map

[Startup Europe Map](#) is an online map of European players in the entrepreneurship ecosystem that can be contacted by EU startups to address specific issues or benefit from tailored support services. This platform was launched under the Startup Europe Umbrella, the European Commission's initiative falls under the priority "Digital Single Market". This platform helps SMEs to gain insights about specialized support across the EU and connect with key players across the EU.



European Enterprise Network

The [Partnering Opportunities of European Enterprise Network](#) is an online service through which an SME can find technology/business requests or launch technology/business offers as well as searches for R&D partners. It helps your business find the right international partners to grow and expand abroad. The Network has the reach and expertise to find the right partner(s) for you to, for example: manufacture or distribute your products, access new markets, find the technology you need to drive innovation in your business cooperate in research and development projects. The Network is active in more than 60 countries worldwide. It brings together 3,000 experts from more than 600 member organisations – all renowned for

their excellence in business support. The benefit is that someone can get in touch with the right experts in more than 60 countries leverage the Network's online database of business opportunities arrange your participation in international matchmaking events and trade missions.

The screenshot shows the 'Partnering Opportunities' search interface. At the top, there are 'Search' and 'Help' links. Below this is a blue header with the title 'Partnering Opportunities'. The main search area includes a 'Search:' input field, radio buttons for 'Any word' (selected) and 'All words', a 'Compact View' dropdown menu, and a 'Search' button. Below the search bar are three filter panels: 'Profile type(s):' with checkboxes for 'Business Offer', 'Business Request', 'Research & Development Request', 'Technology Offer', and 'Technology Request'; 'Profile country of origin:' with a scrollable list of countries including Albania, Argentina, Armenia, Austria, Belarus, Belgium, Bosnia and Herzegovina, Brazil, and Bulgaria; and 'Client requested:' with a similar scrollable list of countries.

European Cluster Collaboration Platform

[European Cluster Collaboration Platform](#) is an online service facility aiming to provide cluster organizations with state of the art tools with a view to making efficient use of networking instruments (search/find potential partners and opportunities) as well as developing transnational collaborations by accessing the dynamic mapping of more than 800 profiled cluster organizations worldwide and dedicated information packages (calls, events, matchmaking). This platform is funded by the EU programme for the Competitiveness of Enterprises and SMEs (COSME). This platform gives access to several tools: i) networking instruments; ii) collaboration support internationally; iii) cross-sectoral collaboration; iv) access the latest quality information on cluster development; v) improve performance.

Tii

[My Commercialization Expert service of Tii](#) is a service facility to find the commercialization expert with the right skills and technical knowledge for your research/industrial/consultancy project. The service is offered by TII, Europe's largest, longest-standing, independent grouping of innovation support and technology transfer organizations. A potential user can have access to an online searchable database of international technology transfer/innovation support/research commercialization experts. The service is free of charge and allows users to send a message to their selected expert(s).

My Commercialization Expert

Welcome to our unique online community of commercialization experts.

Find the commercialization expert with the right skills and technical knowledge for your research/industrial/consultancy project. As a potential client, you can search the database free of charge and send a message to the expert(s) of your choice. Alternatively, you can register as an expert for a €50 sign-up fee (free for TII members) and increase your visibility to potential new clients.

As part of our experiment with a new business model, we ask you to make a small donation to TII only in the case of acquiring new business (5% up to a maximum of €500).



Skills



Sectors (Optional)



SEARCH FOR AN EXPERT

SIGN UP AS AN EXPERT

Online Crowdsourcing Platforms

Online platform for publishing your innovation request to public; the request can be any new product/service development related task. Some proposed [platforms](#):

- Platforms to make your idea grown: **OPENIDEO & INNOCENTIVE**
- Platforms for graphic and product design: **99DESIGNS, CROWDSPRING, CAD CROWD**
- Platforms for anything else in between: **UPWORK, MECHANICAL TURK OR MTURK, MICROWORKERS**










EU Partner Matching Services

There is a central database of organisations involved in partnering for EU Projects held by the EU on the CORDIS website. In addition, there are websites supported by National Contact Points which are set up around in different areas of research e.g. COSMOS (Space NCPs) <http://ncp-space.net/>, ETNA (Transport NCPs) <https://www.transport-ncps.net/>, NCPs CARE (Climate Action) <http://www.ncps-care.eu/>. Contact your country's NCP in the relevant research area to find out more (see below for how to do this). The National Contact Points exist within each EU country to represent and communicate the interests of that country in a particular technology area. All national contact points are collated in a centrally managed database. These websites can help to identify potential partners in technology development outside of your home country.

5. Defining the partnership

Redkite Partnership Canvas is designed to enable you to assess the level of compatibility of partners' different business models. Use this template to shape and deliver effective partnerships. The Partnership Canvas is a two-stage process. It pulls out the key issues for negotiation and effective development of partnerships. It achieves this up looking at the needs of both parties. Guidelines: Stage 1 is designed to achieve fit. The tool provides replica templates for your company and for your partner to complete separately. Having completed the first step, the parties should have enough understanding to begin to analyze if there is a strategic fit and so advance to the Stage 2 template.

YOUR COMPANY:		PROJECT:	
FACTORS INFLUENCING THE PARTNERSHIP – WHAT LIES BEHIND THE NEED FOR A PARTNERSHIP 	GO TO MARKET 	RESOURCES – WHAT RESOURCES (MONEY, ASSETS & PERSONNEL) WILL YOU DEPLOY 	
OBJECTIVES – WHAT ARE YOUR OBJECTIVES IN THE PARTNERSHIP 		ROLES – WHAT ROLE WILL YOU PLAY IN THE PARTNERSHIP 	
EXCLUSIVITY – WHAT DEGREE OF EXCLUSIVITY DO YOU WANT FROM THE PARTNER? 	BOUNDARIES – WHAT IS INCLUDED IN THE PARTNERSHIP AND WHAT IS EXCLUDED 		

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PARTNERSHIP :

DETAILED OBJECTIVES & OUTCOMES
– THE DETAIL OBJECTIVES & OUTCOMES FROM THE PARTNERSHIP



PROJECT NAME :

GOVERNANCE – HOW WILL YOU MANAGE THE PARTNERSHIP?



WORKING PROCESS
– HOW WILL YOU MANAGE THE PROCESS, WHAT ARE THE TIMELINES?



FINANCIAL ARRANGEMENT – WHAT IS THE ANTICIPATED FINANCIAL SPLIT
BETWEEN THE PARTIES IN DEVELOPMENT AND DELIVERY PHASES?



STRUCTURE – HOW DO YOU WANT THE
STRUCTURE
FOR THE PARTNERSHIP TO WORK?



INTELLECTUAL PROPERTY – HOW WILL YOU
HANDLE THE IP THAT IS CREATED BY THE
PARTNERSHIP?



TERMS & TERMINATION
– HOW DOES THE PARTNERSHIP END?



6. Partnership contract guidelines

Part 1: Contract Development Checklist

Your strategic partnership contract should include all of the following:

- Clear objectives and defined levels of commitment
- An organizational structure that complements the partnership strategy
- Investment and compensation rewards tied to clear performance measures
- Specific metrics for assessing partnership performance
- Finance, tax, and legal considerations
- Detailed penalty, arbitration, and divorce clauses
- Provisions to renew the commitment to the alliance
- Formulas for transfer pricing, earnings, and equity clearly defined and linked to resource and capability contribution
- An alliance board of directors that is reflective of the resource contribution of each partner
- A formula for tallying asset and capabilities contributions

Part 2: Contract Design Guidelines

Follow these rules to ensure your contract is fair, comprehensive, and straightforward.

Separate economic and decision-making control

Seek the casting vote or veto power on certain strategic or growth decisions

- Agree in advance on 10 to 15 key decisions
 - Develop a decision-making map
 - Create conflict resolution mechanisms
 - Create room for growth or change in the partnership
 - Establish exclusive arrangements when necessary
 - Anticipate and negotiate changes in scope
 - Define how (through what platform, with what frequency) you will share information with your partner
 - Address termination circumstances, terms, and consequences
 - Take care with “buy-sell” provisions
 - Assess who is likely to be buyer or seller in the result of a merger or acquisition
-

7. Partnerships in action

This tool can be best used at the stage of concept definition in order to agree on the final concept and define collaboration criticalities and interdependencies. The map indicates what is needed in each phase to make such partnerships work, offering guidelines rather than rules. Each phase, as outlined on the worksheet, is important if the partnership is to remain balanced and on course to achieve its goals. You can use the Building Partnerships Map to analyse at what phase of partnership you and your partner are, so that you can move through the next phases to build a strong partnership together.

Building partnerships takes a lot of effort from all those involved. They often take a considerable investment of time to build the high quality working relationships that underpin effective collaboration. The Building partnerships map breaks the process into steps, so you can anticipate difficulties and challenges ahead.

Guidelines:

- Identify the stage of your partnership.
- Identify the stage where you would like to be.
- Fill in current and future actions for the following stages.
- Use the template as a map to build a pathway towards that stage.
- The mapped pathway gives an outline of the activities that need to be done in between.

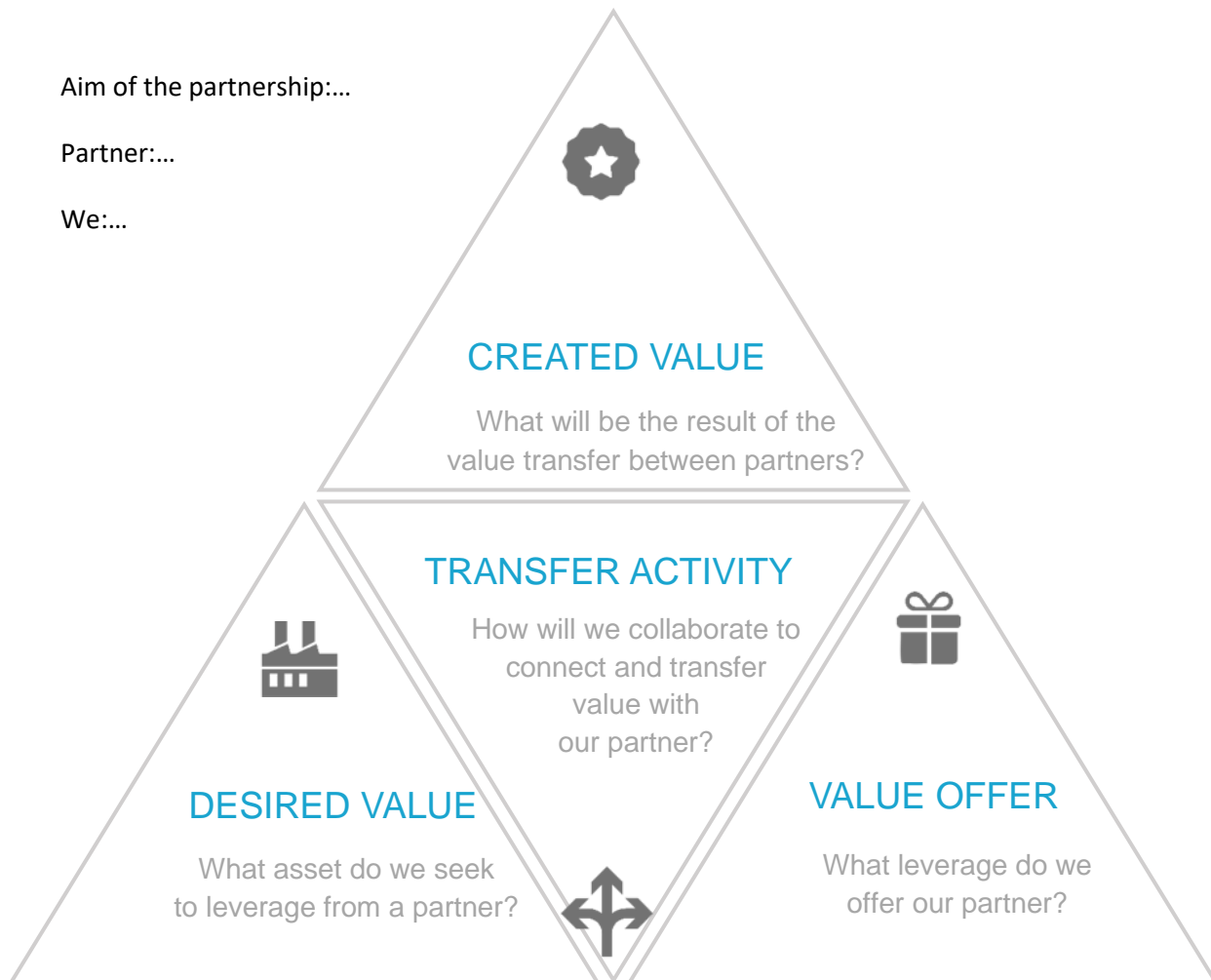
Available at: <http://diytoolkit.org/tools/building-partnerships-map-2/>

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SCOPING	IDENTIFYING	BUILDING	PLANNING	MANAGING	RESOURCING
Understanding the challenge; gathering information; consulting with stakeholders and with potential external resource providers; building a vision of/for the partnership	Potential partners and – if suitable – securing their involvement; motivating them and encouraging them to work together	Partners build their working relationship through agreeing the goals, objectives and core principles that will underpin their partnership	Partners plan programme of activities and begin to outline a coherent project	Partnership explore structure and management of their partnership medium to long-term	Partners (and other supporters) identify and mobilise cash and non-cash resources
SUSTAINING OR TERMINATION	INSTITUTIONALISING	REVISING	REVIEWING	MEASURING	IMPLEMENTING
Building sustainability or agreeing a conclusion	Building appropriate structures and mechanisms for the partnerships to ensure longer term commitment and continuity	Revising the partnership, programme(s) or project(s) in the light of experience	Reviewing the partnership: what is the impact of the partnership on partner organisations? Is it time for some partners to leave and/or new partners to join	Measuring and reporting on impact and effectiveness outputs and outcomes. Is the partnership achieving its goals?	Once resources are in place and project details agreed, the implementation process starts working to a pre-agreed timetable and (ideally) to specific deliverables.

8. Value Generation Partnership

This canvas (Bart Doorneweert - partnershipcanvas.com) is to be used to go through how partners can team up and build a joint business model. This is a canvas /guideline visualized in a simple A3 format. It allows you and your partner(s) to structure the collaboration from start to end. Its objectives is to help you set objectives for the innovation process, define external resources and capabilities and assist you at finding, starting and evaluating partnerships.



Guidelines:

DESIRED VALUE

Based on definition of this purpose, you will be able to describe the missing element from your own business model, for which you are seeking a partner. You can use the definition of this element to screen

candidate partners on a (set of) value(s) that you desire. This desired value makes for the first building block of your partnership design.

VALUE OFFER

The second question is about your own contribute to the partnership. If you have identified what value you desire in a partner, then you need to develop a matching offer that connects with value. A value offer is required, which is based on one or more elements from your own business model. An effective offer either complements or enhances the value you would desire from a partner. Only if this connection is made, do you have a basis for creating a relationship.

TRANSFER ACTIVITY

The third question demands clarification how you will connect the desired and offered value. Through what collaboration activities or through what form will these values be connected? It is essential that both parties find a way to integrate the value that they are putting to the table. This transfer activity building block is the exchange by which synergy between the partnering business models is created.

CREATED VALUE

With this third building block, an engine is created that enables value to flow between partners. But the partnership discussion doesn't end there. Essentially what we've defined so far is a basis for connecting values. The ultimate question is whether this value engine enables you to create a new form of value that you can utilize to innovate in one of the building blocks of your business model. This question on created value makes up the fourth building block of the partnership.

9. Partnership Self-assessment tool

Description

The partnership self-assessment tool helps to explore the needs of strategic partnerships in order to ensure the partnership's readiness and maturity.

This simple tool helps the SME decision makers to reflect on the need for a strategic partnership and to decide which focus the partnership should have that fits their business strategy. A skills analysis should be carried out first to understand if it is better to integrate the missing skills/expertise into the company or make use of them through an external collaboration.

Guidelines

- Fine-tune the list of discussion questions
- Discuss within a brainstorming workshop with a small team of managers (3-5 decision makers/senior managers) the suggested issues.
- Collect all the responses.

-
- Sum up all the conclusions/suggestions in a final template.

Assessment

- Is there any gap between your current strengths/skills and those you need to achieve your goals?
- If you decide not to pursue a strategic partnership, what are the implications on your business in the near or long term?
- If yes, is the recruitment via external parties the right choice?
- What kind of partner would be able to deliver the skills that you need?
- What sort of organization might find value in this partnership?
- What do you expect to gain from this partnership?
- What is the risk of becoming dependent on a strategic partner's resources/skills if these are not developed in-house?
- What kind of values should the partner have?
- What is your bargaining power for this specific partnership?
- Should you consider partners already within your network or in a new one?
- What commitments would you expect a partner to make?
- What commitments are you ready to bring?
- What level of risk are you ready to take?
- What would you do to build trust with partners?
- Can any conflicts of interest be envisaged?
- How can these issues possibly be managed?

Annex 3: Data-driven communities: fostering a local data ecosystem for sustainability

Participation to the event organized by the DG CONNECT on 08th December 2020.

About Smart cities

-
- Policies
 - Blog posts
 - News
 - Events

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- Projects
 - Funding
 - Consultations
 - Reports and studies
 - Laws

Related topics

- Big Data
- Open Data
- Smart Cities
- Building a European data economy
- Creating a digital society

During this stakeholder workshop the specificities of the local data ecosystem for climate-neutral and smart communities, as part of the common European Green Deal dataspace, will be discussed, as well as other relevant dataspace for smart cities.

<https://ec.europa.eu/digital-single-market/events/cf/data-driven-communities-fostering-a-local-data-ecosystem-for-sustainability/register.cfm>

The European Commission's ambition is to build the common European Green Deal dataspace. In order for EU smart cities and communities to benefit from, cross-domain, cross-city, easily portable data services and AI-powered simulation through digital twins, the Digital Europe Programme will support the creation of a local data ecosystem for climate-neutral and smart communities (as part of the common European Green Deal dataspace), federated at EU level.

The workshop aims to bring together a large variety of stakeholders (e.g. the Living-in.eu movement, cities and communities, innovative SMEs, utility companies/public sector organisations working for the city, academia and civil society as well as stakeholders relevant for the Green Deal ambitions). They will discuss strategic, technical and operational aspects of creating an interconnected, interoperable and trusted environment for data sharing that will be at the heart of the climate-neutral and smart communities data ecosystem. This will help address common local challenges more efficiently and will foster the growth of innovative European SMEs.

Due to its particular focus (i) on Green Deal objectives at local level (e.g. traffic management, management of energy flows, zero pollution and climate change) and (ii) cross-domain data sharing (between sectors) as well as our (iii) ambition to create of AI-powered urban digital twins that also use real-time data, the session will discuss the following concrete questions:

1. Datasets (*Green Deal / sustainability / local focus*): What are the core 10 datasets/data themes that you consider critical for the local data ecosystem, which are currently not made available by cities. Consider who owns that data? (NB these may include High Value Datasets, data(sets) held by various stakeholders in the ecosystem such as private sector, open, citizen and personal data, etc.)

2. Cross-domain data sharing: What existing or additional enablers are needed (including technical, governance, capacity, value distribution, etc. aspects) for integrated (cross-domain) urban services? Any barriers to cross-domain data sharing should also be noted.
3. Cross-city data sharing: What existing or additional enablers are needed (including technical, governance, capacity, value distribution, etc. aspects) for cross-city urban services to be easily portable from city to city? Any barriers to cross-city data sharing should also be noted.
4. Towards urban digital twins: What existing or additional enablers are needed to ensure access to different data sources and combination of static and dynamic (real-time) data for urban decision-making through visualisation and simulation?

The workshop builds on a previous [Expert workshop on a common European smart communities' data space \(25/06/2020\)](#) and recognises work done by [GAIA-X: A Federated Data Infrastructure for Europe](#) and the [Rulebook for a Fair Data Economy – Rulebook Template for Data Networks](#). The workshop will also present related EU policies and work on some other relevant common European dataspace and data ecosystems.

Draft Agenda

Welcome	DG CONNECT, Unit H5, Smart Mobility and Living
Policy context EC panel	<p>Data ecosystem for climate-neutral and smart cities, Andrea Halmos, DG CONNECT, Unit H5, Smart mobility and Living</p> <p>Data Governance Act & Data Spaces Support Centre, Maria Coduti, DG CONNECT, Unit G1, Data policy and Innovation</p> <p>Cloud federation, Alexandra Paul, DG CONNECT, unit E2, Cloud and software</p> <p>Mobility dataspace, Victoire Champenois, DG MOVE, Unit B4, Sustainable & Intelligent Transport</p> <p>Health dataspace, Ceri Thompson, DG CONNECT, Unit H3, eHealth, Well-Being and Ageing</p> <p>Data Ecosystems for Geospatial Data, Slim Turki and Prune Gautier, Luxembourg Institute for Science and Technology</p>
Fire-starter statements	<p>The city perspective, Eurocities</p> <p>Minimum Interoperability Mechanisms, Gert de Tant, Open and Agile Smart Cities (OASC)</p> <p>Digital Services Infrastructure Building Blocks, Joao Rodrigues Frade, Unit D3, Trans-European Services</p> <p>The citizen perspective, Dr Jacqui Taylor, FlyingBinary Ltd</p>

Interactive session (discussing the above questions)	<ul style="list-style-type: none"> • Datasets • Cross-domain data sharing • Cross-domain data sharing • Towards urban digital twins
	<p>Reporting discussions results</p> <p>Q&A</p>
Towards data-driven cities	<p>AI in cities & urban digital twins, Jonas Onland, VNG</p> <p>Interoperability Framework for Smart Cities and Communities, Ana Raposo, Deloitte</p>
Conclusions	DG CONNECT, Unit H5, Smart Mobility and Living