



## **WP3 - Testing**

### **D3.1.1 Methodology definition & Guidance for performance indicators monitoring**

## Introduction

This document provides the REINWASTE partners with the methodology and common formats to recruit pilot companies and experts to implement the pilot actions in WPT3. Additionally, this document provides some recommendations for the development of the Open Innovation Lab. Finally, it proposes a set of Key Performance Indicators to measure the impact generated by the project over the agrofood and agriculture supply chains.

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## Annex 1 – WP3 executive summary plan

## 1. Overall logic of target groups involvement

### 1.1. Introduction

The Work Package 3 represents the core and the main challenge of the project. The aim is to foster the effective technology transfer, by a collaborative & open innovation approach, among agrofood clusters, R&D centres and agriculture and agrofood companies from Emilia-Romagna region (IT), Andalusia region (ES) and PACA region (FR).

The goal is to design and introduce innovative and R&D-based solutions to remanufacture the food supply chain thanks to waste prevention by ecodesign, the testing of innovative components and materials to reduce the inorganic waste, both on the agricultural and food transformation phases and the introduction of strategies for the smart inorganic waste management.

The main target groups are:

1. Pool of companies to test the collaborative & open innovation approach to minimise inorganic waste
2. Pool of experts to support companies to uptake innovative managerial and technological solution to minimise inorganic waste

### 1.2. General approach for the involvement of the target groups

At this regard, the REINWASTE project establishes the involvement of a **pool of companies** to cooperate with the project partners in testing the benefit of the collaborative & open innovation approach to redefine some productive patterns in the logic of nearly-zero inorganic waste.

The following scheme summarizes, per each pilot area, the number of companies as foreseen in the REINWASTE application form and their role in the pilot actions, which is twofold.

Phase		Description	Number expected	Timing of selection	Timing of engagement
1	Matchmaking exploration with 30 companies (=light assessment)	Selection of 30 enterprises within entire supply chain. They are concerned by a “light assessment” that consists in one analysis to combine best available technologies or products (available from EU R&D projects, R&D players) with actual/ real companies requirements of the selected company, in order to calibrate the new services to be experimented in the subsequent test action (phase 2)	30 companies, out of which: •15 farms / agriculture companies •15 agrofood / industrial companies	From Sept-2018 to Nov-2018	From Dec-2018 to Jan-2019
2	Test application with 10 enterprises (full assessment)	10 companies (5 farms + 5 agrofood industries), out of the 30 previously concerned in phase 1, receive a full market intelligence advisory (technology audits) to develop innovative and R&D-based solutions to remanufacture the food supply chain in a logic of nearly-zero inorganic waste	10 companies, out of which: •5 farms / agriculture companies •5 agrofood / industrial companies	From Jan-2019 to Feb-2019	From Feb-2019 to Mar-2019

The consultancy offered to companies, both in the phase 1 (30 companies selected and trained to the newest approaches to reduce inorganic waste) and phase 2 (10 companies selected and receiving a full technology audit focused on their own production structure) will be granted by a **team of high specialized experts**.

In phase 1, the appointed experts will engage the 30 companies within a collaborative & open innovation to collect data about the current processes in use, verify the type and size of inorganic waste produced and disclose the companies' requirement to reduce waste, reduce disposal costs and gain in competitiveness. All 30 companies will benefit of a light assessment to take the preliminary steps to reorganize their own productive processes with a lower inorganic waste production. The results of this preliminary phase will be also used to verify the readiness of the farmers / industrial system to reduce inorganic waste and to address a more focused service for the phase 2.

In the phase 2, the appointed experts will advise 10 promising companies (chosen according to some technical criteria and on their own innovation propensity) to develop innovative and R&D-based solutions to remanufacture the food supply chain in a logic of nearly-zero inorganic waste. The outcome of this phase 2 is one business and feasibility plan per each company that will let the same companies to uptake solutions and reorganize their own agriculture / industrial productive protocols with less inorganic waste.

### 1.3. Purpose of the present document

Considering that 30 companies will be selected to receive a light assessment, whilst 10 of them will be selected to receive a full assessment (technology audits), the recruitment shall be done on the basis of a so-called "soft tender" to assure an inclusive approach and the transparency of the selection (being the overall operation financed with public money).

The present document provides the agrofood association and the farmers' association involved in the project with a common format to:

- select the 15+15 companies in the phase 1 and some criteria to identify – among the thirty companies – 5+5 companies to be engaged in the full assessment foreseen in phase 2
- select the experts in charge of delivering the advisory services both for the phase 1 and phase 2

**Warnings:** the formats provided in the next sections have to be considered as a model. Those partners in charge of recruiting companies and experts can adapt the formats, although keeping some recommendations:

- Partners will translate the formats in their own languages

- Partners can enter some adaptations (but keeping unchanged the overall logic). **The final version of own partners' tender should be notified to Federalimentare Servizi for a quality and consistency check.**
- Tender must include a list of possible services provided to the companies (light assessment and full assessment), the expected outputs and the modality of involvement. The tender scheme provides some general items but it is up to the partners / scientific coordinators to decide what exactly will be provided and how (this shall depend on the different supply chain concerned in the pilots: meat (FR), dairy (IT), horticulture (ESP)).
- Soft tenders will be launched in the same period by the concerned partners. Visibility must be assured by using multiple channels
  - REINWASTE Project website: <https://reinwaste.interreg-med.eu>
  - Partners' institutional website
  - Other channels (newsletter, mailing etc..)
- Farms will be involved by farmers' associations. Industries will be involved by agrofood industries' associations. This means that individual separate tenders are demanded (no shared tenders > not eligible). On the way round, the coordination of the farmers' association and agrofood industries' associations operating in the same pilot region is recommended to elaborate 2 homogeneous and sounding soft tenders.

## 2. Format of soft-tender for the involvement of companies

### 2.1. Format of the letter / announcement to be used by farmers' association and agrofood industries' associations to select the pool of available companies.

**Adaptations and translation in own language is recommended**

Public announcement for the recruitment of 15 companies operating in the [dairy / meat / horticulture] sector that are willing to deepen strategies to reduce the inorganic waste – Project REINWASTE (code 3300) financed by INTERREG MED Programme 2014-2020

#### Art. 1 – Introduction to REINWASTE goals

The transition to a more circular economy, where the value of products, materials and resources is maintained in the economy for as long as possible, and the generation of waste is minimized, represent an essential contribution to the EU2020 Strategy and UN2030 Sustainable Goals to develop a sustainable, low carbon, resource efficient and competitive economy.

REINWASTE project, financed by EU under the INTERREG MED Programme, aims to bring a concrete contribution in the reduction of waste at the source, favoring the adoption of greener innovative concepts by agriculture and food industry, with a focus on SMEs. REINWASTE will contribute in overcoming the persistent lack of knowledge on the available solutions and the diversity and fragmentation of waste prevention procedures, through a tailored mix of knowledge transfer services, based on a common open innovation model that will be tested by a Mediterranean network including regional bodies, R&I centres and clusters, agro-food business associations and end-users.

At this regard, the REINWASTE project establishes the involvement of a pool of companies to cooperate with the project partners in testing the benefit of the collaborative & open innovation approach to redefine some productive patterns in the logic of nearly-zero inorganic waste.

REINWASTE is implemented by 10 partners from Italy, Spain, France and Bosnia Herzegovina. Further info are available on: [\[link\]](#)

#### Art. 2 – Purpose of the present announcement

[name of the partner] is recruiting 15 companies based in [Emilia-Romagna / Andalusia / PACA] operating in the [dairy / meat / horticulture] sector that



are willing to deepen strategies to reduce the inorganic waste.

The selected companies will benefit of a collaborative & open innovation approach to analyze, together with a team of high specialized experts, possible strategies for inorganic waste prevention in terms of optimized use of materials (bio-based, innovative materials, etc..) and products/processes redesign, to limit the production of inorganic waste and intercepting advanced solutions to be integrated in companies daily production protocols.

### **Art. 3 – The companies’ engagement mechanism**

Engagement and participation of the companies consists in 2 operational phases:

#### Phase 1: matchmaking exploration (from Oct-2018 to Dec-2018)

This initial phase concerns all 15 companies of [agricultural / agrofood] sector.

This phase consists in 2 part.

1. Initial B2B meeting (physical meetings or remote meetings). Companies will be invited to participate to one B2B meetings with the technical experts. The goal is to collect information about the current processes in use, verify the type and size of inorganic waste produced and disclose the companies’ requirements and problems to reduce waste, reduce disposal costs and gain in competitiveness. At this regard a “template” will be sent to the companies to collect basic information at this scope.
2. Follow-up. Upon the information collected during the B2B meetings, the appointed experts will provide the companies with a personalized light assessment that emphasizes the recommended preliminary steps the company should take to reorganize its own productive processes with a lower inorganic waste production. Companies will be exposed and trained to the best available technologies or products (available from EU R&D projects, R&D players or mature & low-costs solutions already available) with current companies requirements.

#### Phase 2: Test application (from Jan-2019 to Sep-2019)

This second phase concerns only 5 companies (out of the 15 involved in the step 1) shortlisted according to some technical criteria and on their own innovation propensity.

The 5 companies of [agricultural / agrofood] sector will receive a full market intelligence advisory (technology audits) to develop innovative and R&D-

based solutions to remanufacture the food supply chain in a logic of nearly-zero inorganic waste.

The outcome of this phase is the delivery of one business and feasibility plan per each company addressing site-specific solutions to reorganize its own [agricultural / agrofood] productive protocols with less inorganic waste.

The business and feasibility plan is to be considered as a “simulation of the application of new managerial and technological solutions” into the company’s framework and it shall include the costs/benefits of the investments. *For example, the simulation should compare new types of packaging, their specific performances and costs, to provide the company with a clear vision over the costs/benefits of new packaging materials able to come with the goal of inorganic waste reduction in food industry. Or, in the case of farms, the simulation should compare new types of mulching tarp, like biodegradable ones, to provide the farm with a clear vision over the costs/benefits of new mulching options able to come with the goal of inorganic waste reduction in agriculture.*

The business plan will be based on a **set of parameters** that shall represent the driving force to motivate a company to introduce managerial, technological or organizative novelties addressed to the minimization of inorganic waste during the production phase. Such KPIs shall regard:

- Specific production patterns
- Existing infrastructure and facilities
- Technical know-how required
- Company’s propensity to investments
- Expected costs/benefit generated by the investment in managerial, technological or organizative novelties
- Impact of novelties on the end-users market and possible restrictions
- Environmental impact of the new solutions
- Marketing leverage due to improved sustainability patterns

#### **Art. 4 – Requirements for participation**

Companies applying to the present invitation must fulfil the following criteria:

- Be registered to the Chamber of Commerce under the commercial code referred to production / processing / commercialization within the [dairy / meat / horticulture] sector
- The majority of the companies’ overall Gross Profit derives from the production / processing / commercialization within the [dairy / meat / horticulture] sector (*i.e. agritourist companies are not eligible*)

- Have one registered operational venue within [Emilia-Romagna / Andalusia / PACA] region
- Be compliant with the state aid regulation under “de minimis” regime as foreseen by the EC. Reg. n. 1998/2006 of 15 December 2006 [or EC Reg 1408/2013 of 1 January 2014 for the agricultural companies]

### **Art. 5 – Submission of the request of participation**

The interested companies are invited to fill out the annex C-1 in all its parts.

The form C-1 must be signed by the Legal Representative of the Company or by a delegate with power of attorney.

One valid ID document of the signatory must be annexed.

The submission of the request of participation must be sent via email to the following account: \_\_\_\_\_ within \_\_\_\_/\_\_\_\_/2018.

### **Art. 6 – Selection criteria and awarding**

Upon verification of the criteria stated at art. 4 and art. 5, the first 15 applying companies will be eligible to join the REINWASTE project. Those companies will benefit of the collaborative & open innovation environment and will implement the Phase 1: matchmaking exploration (from Oct-2018 to Dec-2018).

The phase 1 is free of charge for the companies as the costs of the light assessment (supplied by the expert group) is up to the [name of the partner].

The companies participating in the Phase 1 will be requested to:

- Participate to one B2B meeting with experts, organized upon mutual convenience;
- Dedicate an amount of time (predictable in 15-20 working hours) to provide the experts with information and data related to own productive organization / process to point out the source of inorganic waste and how to minimise it
- Participate to one final follow-up meeting with experts, organized upon mutual convenience, where the light assessment will be presented and discussed

At the end of Phase 1, 5 companies will be shortlisted by experts to implement the second part of the analysis, namely the Phase 2: Test application (from Jan-2019 to Sep-2019).

The **criteria** that will be applied to shortlist the 5 companies that will benefit

of the full market intelligence advisory (technology audits) are:

Eligibility criteria (all criteria must be positive)			
Criteria	Yes		No
The company has an ordinary balance sheet			
The company has one or more (internal or external) specialists (such as agronomist or agrofood expert) with a full knowledge of the company production system and able to cooperate with the Expert Group			
The company has a sufficient historical dataset of information concerning the own production system			
The company is available to disclose specific information on own production and availability of a suitable dataset / information layers			
The company is available to dedicate further man/days to the project activities (predictable in 50 working hours)			
Awarding criteria			
Criteria	Poor = 1 pt	Medium = 3 pt	Good = 5 pt
Level of cooperation expressed in Phase 1			
Previous experience in projects financed by EU or National grants of any type related to technology transfer			
Innovation propensity (€ already spent in innovation over the last x years, certifications, etc ...)			
Programmed investment to reduce raw materials / recycling / optimization of the industrial / agronomic process (€ to be			

spent in productive model change / green-eco investments)			
Level of business relationship in the supply chain			
Potential of replicability to other [dairy / meat / horticulture] companies of the technological and/or managerial solutions screened during the light assessment (phase 1)			

The phase 2 is free of charge for the companies as the costs of the full market intelligence advisory / technology audits (supplied by the expert group) is up to the [name of the partner].

#### Art. 7 – Publicity and information

The present announcement is published with the following modalities

Project website: \_\_\_\_\_

Institutional partner's website: \_\_\_\_\_

Other: \_\_\_\_\_

For any information, the interested companies can contact:

Mr/Mrs: \_\_\_\_\_ Phone: \_\_\_\_\_ email: \_\_\_\_\_

#### Art. 8 – Confidentiality

All information exchanged are confidential, in line with the REGULATION (EU) 2016/679 OF THE EUROPEAN PARLIAMENT AND OF THE COUNCIL of 27 April 2016 on the protection of natural persons with regard to the processing of personal data and on the free movement of such data.

All information exchanged are used only for the purpose of the project.

## 2.2. annex C-1 – format attached to the Announcement to be filled out by companies to apply to the REINWASTE pilot

*Annex C-1 – Request to participate in the collaborative & open innovation environment in the frame of REINWASTE PROJECT (code 3300) financed by INTERREG MED Programme 2014-2020*

I, the undersigned, [name of the legal representative, as the legal representative of [name of the company]], with Legal venue at \_\_\_\_\_ and Operational venue at \_\_\_\_\_ and registered with number \_\_\_\_\_ at the Chamber of Commerce of \_\_\_\_\_ ,

hereby express the interest to participate in REINWASTE pilot to deepen any possible strategies for inorganic waste prevention in terms of optimized use of materials (bio-based) and products/processes redesign, to limit the production of inorganic waste and intercepting advanced solutions to be integrated in companies daily production protocols.

I confirm that the Company I represent owns the eligibility criteria stated at art. 4 of the Announcement and:

- is registered to the Chamber of Commerce under the commercial code referred to production / processing / commercialization within the [dairy / meat / horticulture] sector
- has one registered operational venue within [Emilia-Romagna / Andalusia / PACA] region
- is compliant with the state aid regulation under “de minimis” regime as foreseen by the EC. Reg. n. 1998/2006 of 15 December 2006 [or EC Reg 1408/2013 of 1 January 2014 for the agricultural companies]

Please, briefly describe below the company profile (organization, market sector and main products, number of employees, main infrastructure and facilities, certifications etc...):

- Main production:  
.....
- Annual turnover:  
.....
- Number of employees:  
.....
- Main existing infrastructure and facilities:  
.....

- Packaging (i.e. films, faulty wood pallets, etc)
- Mulching tarp
- Phytosanitary boxes
- Greenhouses coverage
- Seeds package
- Seeds jars
- Films that envelops the straw bales

*Upon my request to participate in the collaborative & open innovation environment in the frame of REINWASTE PROJECT, I accept all the provisions included in the announcement and – in case of selection - I commit myself to cooperate proactively with the [name of the partner] and the expert group for the successful implementation of the project.*

Date and place
Official print

Attachment: One valid ID document of the signatory person

### 3. Format of soft-tender for the selection of experts

**3.1. Format of the letter / announcement to be used by farmers' association and agrofood industries' associations to create a shortlist of scientific experts to provide an advisory service and scientific expertise for Phase 1: matchmaking exploration (from Oct-2018 to Dec-2018) and Phase 2: Test application (from Jan-2019 to Sep-2019). Adaptations and translation in own language is recommended**


*Public Tender for the selection of a shortlist of institution specialized in the research and innovation area of agrofood and agriculture to support a network of companies of [dairy / meat / horticulture] sector to deepen strategies to reduce the inorganic waste – Project REINWASTE (code 3300) financed by INTERREG MED Programme 2014-2020*

#### **Art. 1 – Introduction to REINWASTE goals**

The transition to a more circular economy, where the value of products, materials and resources is maintained in the economy for as long as possible, and the generation of waste is minimized, represent an essential contribution to the EU2020 Strategy and UN2030 Sustainable Goals to develop a sustainable, low carbon, resource efficient and competitive economy.

REINWASTE project, financed by EU under the INTERREG MED Programme, aims to bring a concrete contribution in the reduction of waste at the source, favoring the adoption of greener innovative concepts by agriculture and food industry, with a focus on SMEs. REINWASTE will contribute in overcoming the persistent lack of knowledge on the available solutions and the diversity and fragmentation of waste prevention procedures, through a tailored mix of knowledge transfer services, based on a common open innovation model that will be tested by a Mediterranean network including regional bodies, R&I centres and clusters, agro-food business associations and end-users.

At this regard, the REINWASTE project establishes the involvement of a pool of companies to cooperate with the project partners in testing the benefit of the collaborative & open innovation approach to redefine some productive patterns in the logic of nearly-zero inorganic waste.

REINWASTE is implemented by 10 partners from Italy, Spain, France and Bosnia Herzegovina. Further info are available on: 



## **Art. 2 – Purpose of the present announcement**

[name of the partner] is shortlisting and recruiting one or more institutions (hereinafter called Expert Team) specialized in the research and innovation area of [agricultural / agrofood] and in the area of [agricultural / agrofood] economics to support a network of 15 companies of [agricultural / agrofood] sector located in [Emilia-Romagna / Andalusia / PACA] to deepen own productive strategies and protocols to reduce the inorganic waste produced during the [food processing / farming phases]. The selected Expert Team is supposed to cooperate with [name of the partner] and with a pool of 15 companies according to a collaborative & open innovation approach to analyze, after a preliminary screening, all possible strategies that shall be implemented by the companies for inorganic waste prevention and/or minimization in terms of optimized use of materials (bio-based) and products/processes redesign, to limit the production of inorganic waste and intercepting advanced solutions to be integrated in companies daily production protocols.

On the basis of the final ranking, [name of the partner] takes the right to contract the whole service or a part of it, according to the effective requirements and needs expressed by the pilot companies.

## **Art. 3 – The Expert Team's requested services**

Engagement and participation of the Expert Team consists in the following operational phases:

### Phase 1: matchmaking exploration (from Oct-2018 to Dec-2018)

This initial phase concerns all 15 companies of [agricultural / agrofood] sector.

This phase consists in 2 part.

- Initial B2B meeting between the Expert Team and Companies. The goal is to collect information about the current processes in use, verify the type and size of inorganic waste produced and disclose the companies' requirement to reduce waste, reduce disposal costs and gain in competitiveness.
- Follow-up. Upon the information collected during the B2B meetings, the Expert Team will provide the companies with a personalized light assessment that emphasizes the recommended preliminary steps the company should take to reorganize its own productive processes with a lower inorganic waste production. Companies will be exposed and trained to the best available technologies or products (available from EU R&D projects, R&D players or mature & low-costs solutions

already available) with current companies requirements.

#### Phase 2: Test application (from Jan-2019 to Sep-2019)

This second phase concerns only 5 companies (out of the 15 involved in the step 1) shortlisted according to some technical criteria and on their own innovation propensity.

The 5 companies of [agricultural / agrofood] sector will receive from the Expert Team a full market intelligence advisory (technology audits) to develop innovative and R&D-based solutions to remanufacture the food supply chain in a logic of nearly-zero inorganic waste.

The Expert Team has to deliver, as final step of this phase, one business and feasibility plan per each company addressing site-specific solutions to reorganize its own [agricultural / agrofood] productive protocols with less inorganic waste.

*For example, the simulation should compare new types of packaging, their specific performances and costs, to provide the company with a clear vision over the costs/benefits of new packaging materials able to come with the goal of inorganic waste reduction in food industry. Or, in the case of farms, the simulation should compare new types of mulching tarp, like biodegradable ones, to provide the farm with a clear vision over the costs/benefits of new mulching options able to come with the goal of inorganic waste reduction in agriculture.*

The business plan will be based on a **set of parameters** that shall represent the driving force to motivate a company to introduce managerial, technological or organizative novelties addressed to the minimization of inorganic waste during the production phase. Such KPIs shall regard:

- Specific production patterns
- Existing infrastructure and facilities
- Technical know-how required
- Company's propensity to investments
- Expected costs/benefit generated by the investment in managerial, technological or organizative novelties
- Impact of novelties on the end-users market and possible restrictions
- Environmental impact of the new solutions
- Marketing leverage due to improved sustainability patterns

#### Crosscutting phase: preparation and evaluation of the test application and cooperation with the transnational project team

Beside the services requested in the Phase 1 and Phase 2, the Expert Team is supposed to cooperate with [name of the partner], with the [name of the other territorial partners], with the pool of companies and with the other

project partners in the preparation and evaluation of the test application and in defining /sharing at transnational level the most appropriate methodologies to implement the pilot actions.

In specific, the Expert Team is requested to:

- Support [name of the partner] to define one operative strategy (implementation goal & workscope) in agreement with the [name of the other territorial partners] in order to design a one joint and coherent intervention plans and intervention scenarios in [Emilia-Romagna / Andalusia / PACA] operating in the [dairy / meat / horticulture];
- Develop a specific pool of KPI tailored to [agricultural / agrofood] sector - fully respondent to the characteristic of the identified supply chains and integrating the drivers/indicators already mentioned below in the Phase 2 – to duly assess the impacts generated at by the pilot action in terms of cost/benefit for the companies and better management of natural resources;
- Participate and coordinate from the scientific point of view the Open Innovation Labs in [Emilia-Romagna / Andalusia / PACA], to gather and exchange knowledge between companies and experts;
- Provide [name of the partner] with the necessary PowerPoints / charts / papers, upon request.

The possible participation of the expert team to the project meetings will be reimburse separately by [name of the partner].

#### **Art. 4 – Expected products and results**

##### Phase 1: matchmaking exploration (from Oct-2018 to Dec-2018)

- Organization of N. 15 B2B meeting between the Expert Team and each company. The B2B meeting can consists in visit-interviews by each company
- N. 15 personalized and individual light assessments (one per company) that emphasizes the recommended preliminary steps the company should take to reorganize its own productive processes with a lower inorganic waste production
- N. 1 global report of phase 1 to suggest [name of the partner] a possible shortlist of 5 companies that will benefit of the full market intelligence advisory (technology audits) on the basis of some given evaluation criteria

##### Phase 2: Test application (from Jan-2019 to Sep-2019)

- N. 5 business and feasibility plan (1 technology audits per each

company involved in the Phase 2) addressing site-specific solutions to reorganize its own [agricultural / agrofood] productive protocols in a logic of nearly-zero inorganic waste

#### **Art. 5 – Requirements for participation**

The following legal entities are eligible for funding:

- public or private research institutions
- universities
- associations, technology platforms, R&D networks or any other form of clusters with competences in [agricultural / agrofood] technology transfer
- Temporary aggregation of entities (with different legal personality) to fulfil the specificity of the services requested in the present tender is allowed.

The invitation is open to public and private institutions of all sizes as well as for universities and research institutes and R&D technology transfer centers registered in any of EU Country, with specific and largely recognized competences in the field / topic of the REINWASTE project.

Natural persons are not allowed to participate in the present tender.

#### **Art. 6 – Value of the service**

[enter the amount of budget foreseen under the action “Test application on 10 enterprises” in WPT3]

Partners can also add further info about the time of payment.

The price of the service is fixed. No lower quotation are accepted.

#### **Art. 7 – Submission of the request of participation**

The interested candidates are invited to submit one Technical Paper describing the technical and professional ability to implement the requested services.

The Technical Paper must be no longer than 20 pages, A4 format.

The CV of the experts must be attached to the Technical Paper.

The Technical Paper must be signed by the Legal Representative of the Candidate or by a delegate with power of attorney.

The submission of the request of the Technical Paper must be sent via email to the following account: [redacted] within [redacted] / [redacted] / 2018.

## Art. 8 – Selection criteria and awarding

The received Technical Papers will be evaluated on the basis of the following evaluation grid:

Evaluation criteria	Max score
Description of the proposed operational methodology to implement the services mentioned at Art. 3	30
Commented list of possible Key Performance Indicators to measure the impact generated by the implementation of the pilot action being implemented in [Emilia-Romagna / Andalusia / PACA] operating in the [dairy / meat / horticulture]	20
Number of current and/or previous R&D projects coherent with REINWASTE goal financed by EU / National Grants (one point for project, up to 10)	10
Number of current and/or previous activities and/or contracts in technology-transfer related services focused the minimization of inorganic waste in [agricultural / agrofood] productive sector and/or innovative solutions in the area of recycling / End of Waste valorization / Circular Economy(one point for each activities and/or contracts, up to 10)	10
Professional profile of the experts dedicated to the implementation of the services mentioned at Art. 3	30
<b>Maximum score</b>	<b>100</b>

On the basis of the final ranking, a shortlist of applicants will be created. Maximum 3 applicants will be shortlisted.

[name of the partner] takes the right to contract the whole service or a part of it, according to the effective requirements and needs expressed by the pilot companies.

Applicants not achieving the threshold of 50 points will not be evaluated and will be automatically excluded from the evaluation process.

The present procedure is valid also in the presence of one applicant.

[name of the partner] keeps the right not to proceed to the awarding phase also in the presence of valid applications.

[name of the partner] is the solely responsible of the comparative

evaluation of the Technical Papers received and in attributing the scores. Complaints are not permitted.

One final report containing the comparative evaluations will be sent to all applicants.

#### **Art. 9 – Publicity and information**

The present announcement is published with the following modalities

Project website: \_\_\_\_\_

Institutional partner's website: \_\_\_\_\_

Other: \_\_\_\_\_

For any information, the interested companies can contact:

Mr/Mrs: \_\_\_\_\_ Phone: \_\_\_\_\_ email: \_\_\_\_\_

#### **Art. 10 – Confidentiality**

All information exchanged are confidential, in line with the REGULATION (EU) 2016/679 OF THE EUROPEAN PARLIAMENT AND OF THE COUNCIL of 27 April 2016 on the protection of natural persons with regard to the processing of personal data and on the free movement of such data.

All information exchanged are used only for the purpose of the project.

## 4. Open Innovation Lab

### 4.1. Goals and recommendations

The Deliverable 3.2.4 consists in the organization of 5 Open innovation Labs (Oil) to spark a new paradigm for mutual contamination and stable production & use of Innovation across between companies and R&D performers.

Oil consists in a “know-how exchange space” for the mainstreaming of the innovation trends and novelties foresight in inorganic waste prevention and minimisation both in agrofood and agricultural sector.

These Oil can be used for the involvement of Enterprises in the pilot actions.



#### Who organizes the Oil?

The partners concerned by the organization of 5 Open innovation Labs are:

LP- AGAPA	P1- ASTER	P2- ANIA	P3- IFAPA	P4- CRITT	P5- FIAB	P6- UES	P7- SEPE	P8- FEDSERV	P9 - CRA PACA
In collaboration with PP3 – IFAPA organises 1 open innovation lab	Organises 1 open innovation lab in collaboration with P8-Fedserv	Organises 1 open innovation lab	Organises 1 open innovation lab in collaboration with LP-AGAPA	In collaboration with P9-CRAPAC A, organises 1 open innovation lab	Organises 1 open innovation lab	Not involved	Organises 1 open innovation lab	In collaboration with P1-Aster, organises 1 open innovation lab	In collaboration with P4_CRITT organises 1 open innovation lab



## What is the timeframe?

The available timeframe runs from February 2018 till December 2019.



## What is Open Innovation?

Open innovation can mean different things. However, OI represents an opportunity to improve innovation capability and to confront business challenges.

The open innovation is a business concept which encourages companies to acquire outside sources of innovation to order to improve product lines and shorten the time required to bring products to market.

The open innovation is born from a basic assumption: companies cannot afford novelties on their own research, but should instead “buy or license” processes or inventions from other companies or innovation performers.

There are four main tactics that organizations commonly used for inbound open innovation:

1. **tech scouting**: allocating dedicated or part-time staff to search for technology licensing opportunities relevant to a defined strategic area of interest
2. **vertical collaboration**: innovation partnerships formed with customers or suppliers within the value chain of the firm. The goal is to integrate customer inputs early in the innovation and development process
3. **horizontal collaboration**: it generally involves technology collaborations from outside of the value chain with competitors or companies in adjacent markets. Organizations usually participate in horizontal partnerships when they want to expand knowledge outside of a core area but lack the internal resources or talent
4. **technology sourcing**: investment in or outright acquisition of a technology partner





## Where should I start and what should I do?

REINWASTE is basically implementing tech scouting and horizontal collaboration.

**Tech scouting** is implemented in the Deliverable 3.2.3, where a Technology periscope for the scouting of the best-advanced technologies or products available at EU level (from R&D projects, R&D players, Innovation brokers) is developed by ASTER.

**Horizontal collaboration** is implemented in the Deliverable 3.2.4 and it consists in the organization of 5 Open innovation Labs (OiL).

OiL recommendations:

1. OiL consists in an open and frank discussion based on real cases focused on how minimize and/or prevent inorganic waste. The perspective is on the companies' challenges, that are supposed to disclose to a pool of experts any difficulties and negativities, that should emerge in the perspective of improvement.
2. OiL goes beyond a mere seminar: OiL assumes a restricted and very confidential space of discussion, where companies are available to disclose confidential information related to their own business organization. The key-word for a good OiL is the mutual trust.
3. The discussion is circular. The goal is not to listen but to share mutual information (problems vs solutions) to evaluate possible improvement scenarios



4. OiL can be organized with a single company or with more companies and – of course – with experts. The more companies are involved, the higher confidentiality must be assured.

5. The organization of one OiL, as planned in the Application Form, does not mean the organization of one single event. OiL is generally a long-term path, rather than a single event, and it consists in progressive steps.
6. The Expert team recruited for the REINWASTE pilot actions must be concerned.
7. Activities closely related to companies' interaction within the Phase 1 "Matchmaking exploration and/or within" (like the Initial B2B meetings) and/or phase 2 "Test application" can be framed within the OiL.
8. There is a direct connection between the tech-scouting (best best-advanced technologies contained in the Periscope) and the know-how rolled out during OiLs.
9. All OiL must be regularly reported.

## 5. Key Performance Indicators

### 5.1. Scope of the KPIs

The scope of the Key Performance Indicators designed for the REINWASTE project is to measure the impact generated by the implementation of the pilot action upon specific parameters.

This chapter provides a list of KPIs that shall be used by each partner for a self-assessment of the quality of the services supplied to the agrofood / agriculture companies supplied throughout the implementation of the WPT3 “Testing”.

The KPI are different from between the phase 1: matchmaking exploration (from Oct-2018 to Dec-2018) and phase 2: Test application (from Jan-2019 to Sep-2019).

The lists below provide some general KPIs that shall be used by all partners to evaluate certain aspects and impacts generated by the WPT3. However, more specific KPIs depends on the specific type of companies and problems/challenges in the various sectors and in the various regions concerned by the testing phase. Therefore, further KPIs should be integrated by each partner and/or with the support of the appointed expert team.

These further KPI should be mainly addressed to measure the expected impact on:

- reduction of specific inorganic waste tons
- improvement of production
- reduction of production costs
- new commercial opportunities
- better impact on environment

Especially in Phase 2, the indicators are supposed to mark the transition from the baseline to the mid-term impact (+ 3 years after the end of the project). so, most of the KPIs in Pilot 2 are identifying the incremental changes.

## 5.2. KPIs table

Phase 1: matchmaking exploration (from Oct-2018 to Dec-2018) = LIGHT ASSESSEMENT					
Key Performance Indicators		Unit	2018	2020	2023
1.1	Number of companies informed about the possibility to join one collaborative & open innovation environment for inorganic waste prevention	N.		n/a	n/a
1.2	Number of informative channels used by partners to inform companies about the possibility to join the REINWASTE collaborative & open innovation environment	N.		n/a	n/a
1.3	Number of companies participating to the “soft tender” scheme to select 15 pilot companies to be engaged in the technology transfer WPT3 testing	N.		n/a	n/a
1.4	Number of B2B meetings organized	N.		n/a	n/a
1.5	Number of people participating in the B2B meetings	N.		n/a	n/a
1.6	Number of interactions (phone calls, site visits, extra meetings) between the 15 companies and the Expert Team (other than the B2B meetings)	N.		n/a	n/a
1.7	Number of light assessment elaborated	N.	15	n/a	n/a
1.8	Number of companies with a clear propensity to deepen the initial screening	N.		n/a	n/a
1.9	Number of companies positively rating the service provided by the Expert Team	%		n/a	n/a

Phase 2: Test application (from Jan-2019 to Sep-2019) = TECHNOLOGY AUDITS					
Key Performance Indicators		Unit	2018 Baseline	2020 Project impact	2023 Midterm impact
2.1	Number of business and feasibility plans addressing site-specific solutions to reorganize its own [agricultural / agrofood] productive protocols in a logic of nearly-zero inorganic waste	N.	n/a	5	n/a
2.2	Cumulative number of technology solutions identified in the pilot actions	N.	n/a		n/a
2.3	Cumulative number of managerial / organizative solutions identified in the pilot actions	N.	n/a		n/a
2.4	Cumulative cost of innovative solution as indicated in the business and feasibility plans	€	n/a		n/a
2.5	Number of companies implementing (within the project duration) any technological and/or managerial / organizative solutions as figured out in the business and feasibility plan	N.			
2.6	Number of companies willing to implement technological and/or managerial / organizative solutions as figured out in the business and feasibility plan	N.			
2.7	Number of programmed investment to reduce raw materials / recycling / optimization of the industrial / agronomic process (€ to be spent in productive model change / green-eco investments)	N.			
2.8	Investment costs to be likely mobilized by the companies to remanufacture their own productive system in the logic of inorganic waste minimization	€			

<b>2.9</b>	Average RoI (Return of Investment) of the proposed solutions (unit: years)	<b>Year</b>			
<b>2.10</b>	Increase of companies expenses in innovative solutions to minimize inorganic waste compared to the baseline (average)	<b>%</b>			
<b>2.11</b>	Number of companies increasing the technical background of their own (internal or external) specialists (such as agronomist or agrofood expert) around the REINWASTE topics	<b>N.</b>			
<b>2.12</b>	Number of identified technological and/or managerial / organizative solutions with a large potential of replication and exploitation across further companies operating within the same productive sector	<b>N.</b>			
<b>2.13</b>	Number of interactions (phone calls, site visits, extra meetings) between the 5 companies and the Expert Team	<b>N.</b>	<b>n/a</b>		<b>n/a</b>
<b>2.14</b>	Number of companies positively rating the service provided by the Expert Team	<b>%</b>	<b>n/a</b>		<b>n/a</b>
<b>2.15</b>	Possible new business services based on the approach tested in WPT3	<b>N.</b>	<b>n/a</b>		
...	<p>Further KPIs to be integrated by each partner and/or with the support of the appointed expert team related to problems/challenges in the various sectors and in the various regions concerned by the testing phase. These further KPI should be mainly addressed to measure the expected impact on</p> <ul style="list-style-type: none"> <li>• reduction of specific inorganic waste tons</li> <li>• improvement of production</li> <li>• reduction of production costs</li> <li>• new commercial opportunities</li> <li>• better impact on environment</li> </ul>				



### **WP3 - Testing**

#### **Annex 1 - D3.1.1 Executive summary strategy**

## 1. Introduction

The Work Package 3 represents the core and the challenge of the project. Since it is very dense and articulated, the Work Package Leader – Federalimentare Servizi Srl prepared this compendium in order to ease WP3 implementation and provide all the Partners with an operative and ready to-use guide.

In specific, according to the final version of the Application Form, it highlights roles, responsibilities and commitment per each Partner. All the Partners are invited to read it carefully and acknowledge own charges.

In the Deliverable plan, it has been identified a **Deliverable leader** per each deliverable. Its **role consists of**:

- ✓ providing the overall methodological path, i.e. preparing general framework templates/index/inputs;
- ✓ monitoring the Partners' activities and pushing their implementation;
- ✓ collecting different PPs contributions and preparing the final deliverable.

## 2. List of Project and Associate's partners

Ref. number	Name	Acronym
LP	Andalusia Agency for Agriculture and Fisheries Development	AGAPA
Partner 1	ASTER S.Cons.p.A.	ASTER
Partner 2	National Association of Food and Drink industry	ANIA
Partner 3	Andalusian Institute of Agricultural, Fisheries, Agrifood and Organic Production Research and Training	IFAPA
Partner 4	Agrofood Regional Innovation and technology Transfer Center	CRITT
Partner 5	Spanish Food and Drink Industry Federation	FIAB
Partner 6	University of East Sarajevo	UES
Partner 7	SEPE - Confagricoltura	SEPE
Partner 8	Federalimentare Servizi Srl	FEDSERV
Partner 9	Régionale Chamber of Agriculture PACA	CRA PACA
Associate Partner 1	Consejería de Agricultura, Pesca y Desarrollo Rural	
Associate Partner 2	CL.uster A.grifood N.azionale - CL.A.N.	C.L.A.N.
Associate Partner 3	Asociación de Organizaciones de Productores de Frutas y Hortalizas de Almería	COEXPHAL
Associate Partner 4	Istituto Italiano di Imballaggio	
Associate Partner 5	Spread European Safety Geie - Spes GEIE	Spes GEIE



3. Deliverable plan

<b>Activity 3.1 – Leading the overall test in environment</b>
<b>Type: Coordinating the WP</b>

Del. n.	Title	Deliv. leader*	Description	Deadline delivery	Partners involved & their Contributions									
					LP-AGAPA	P1-ASTER	P2-ANIA	P3-IFAPA	P4-CRITT	P5-FIAB	P6-UES	P7-SEPE	P8-FEDSERV	P9 - CRA PACA
Del.3.1.1	Methodology definition & Guidance for performance indicators monitoring	FEDSER V	General coordination of the entire WP3	31 Dec 2019	General supervision as LP								General coordination of the entire WP3	
			Guidelines on 3 elements: a)General strategy & timing to implement WP3 b)Tactics to engage target groups (clusters, supply chain companies, S3 managers, R&I players); c)Performance indicators set up – thematic KPI are defined to assess pilots.	18 May 2018 “General strategy”  30 June 2018 “Other Parts”	Checks the general strategy and provides inputs/feedbacks for the KPI	Checks the general strategy and provides inputs/feedbacks for the KPI	Checks the general strategy and provides inputs/feedbacks for the KPI	Checks the general strategy and provides inputs/feedbacks for the KPI	Checks the general strategy and provides inputs/feedbacks for the KPI	Checks the general strategy and provides inputs/feedbacks for the KPI	Not involved	Checks the general strategy and provides inputs/feedbacks for the KPI	Fedserv provides PPs with this Deliverable. In particular, as regard Indicators, provides the general framework and collect inputs from the other PPs.	Checks the general strategy and provides inputs/feedbacks for the KPI
Del.3.1.2	Interactive international seminar	FEDSER V	Tailored event. Participation of PPs’ S3 managers & supply chain managers <b>GOAL:</b> Regional agro-food clusters & S3 managers involved by the initial to share a joint vision & improve industrial and public policies for innovation (S3).	30 June 2018	Involve regional S3 manager in the event	Organise the international seminar in collaboration with PP8 – Fedserv  Involve regional S3 manager in the event	Not directly committed	Involve supply chain managers in the event	Involve regional S3 manager & supply chain managers in the event	Not directly committed	Not involved	Involve supply chain managers in the event	Support PP1 – Aster in the overall organization  Involve supply chain managers in the event	Not involved

● read carefully the deliverable role in the Introduction

**Activity 3.2 – Paving the way to the 3 food supply chains restructuring**
**Type: Preparing pilot activities**

Del. n.	Title	Deliv. Leader *	Description	Delivery date	Partners involved / Contributions									
					LP-AGAPA	P1-ASTER	P2-ANIA	P3-IFAPA	P4-CRITT	P5-FIAB	P6-UES	P7-SEPE	P8-FEDSERV	P9 - CRA PACA
Del.3.2.1	Fine-tuning study for launching pilot activities	FEDSERV	Within the 3 identified chains (farm-industry) ES-Horticultural, IT-Dairy; FR-Meat. Framework operative document analysing waste flows within regional chains.	31 May 2018	Not involved – general supervision as LP	Not involved	Provides study related to waste flows in meat sector – industry segment	Provides study related to waste flows in horticultural sector – agriculture segment	Provides general overview as research technological centre	Provides study related to waste flows in horticultural sector – industry segment	Not involved	Provides study related to waste flows in dairy sector – agriculture segment	Coordinates the entire study providing general index to collect PPs contributions. Prepares the analysis of waste flows related to the dairy sector - industry segment. Regional overview	Provides study related to waste flows in meat sector – agriculture segment
Del.3.2.2	Supply chain structure	FEDSERV	Analysis of the structure of the 3supply chains and on the existent relationships among the key players alongside the entire chains. Intended also as manual for transferability	31 July 2018	Provides elements as regard the existent relationships among the key players alongside the entire chain.	Provides elements as regard the existent relationships among the key players alongside the entire chain.	Provides the focus on the segment of meat - industry	Provides the focus on the segment of horticulture - agriculture	Provides general overview as research technological centre	Provides the focus on the segment of horticulture - industry	Follows the methodological approach & prepares a study concerning the relationships among the key players alongside one chain in own country	Provides the focus on the segment of dairy - agriculture	Coordinates the entire study providing general index to collect PPs contributions. Provides the focus on the segment of dairy industry	Provides the focus on the segment of meat - agriculture
Del.3.2.3	Scouting available best-advanced solutions	ASTER	Technology periscope for the scouting of the best-advanced technologies or products available at EU level (from R&D projects, R&D players, Innovation brokers)	31 July 2018	Contributes to the collection of the BATs /products	P1 coordinates the collection of the BATs /products at EU level, providing an index / table of coordination and prepares the technology periscope. Provides the template for the study.	Contributes to the collection of the BATs /products	Contributes to the collection of the BATs /products	Contributes to the collection of the BATs /products	Contributes to the collection of the BATs /products	Contributes to the collection of the BATs /products	Contributes to the collection of the BATs /products	Not involved	Contributes to the collection of the BATs /products
Del.3.2.4	(5) Open innovation Labs- New Paradigm for mutual contamination and stable production & use of Innovation	FEDSERV	Open innovation Labs for the mainstreaming of the innovation trends and foresight in each sector among the key players and stakeholders. These Labs can be used for the involvement of Enterprises in the pilot actions	31 Dec 2019	In collaboration with PP3 – IFAPA organises 1 open innovation lab	Organises 1 open innovation lab in collaboration with P8-Fedserv	Organises 1 open innovation lab	Organises 1 open innovation lab in collaboration with LP-AGAPA	In collaboration with P9-CRAPACA, organises 1 open innovation lab	Organises 1 open innovation lab	Not involved	Organises 1 open innovation lab	In collaboration with P1-Aster, organises 1 open innovation lab	In collaboration with P4_CRITT organises 1 open innovation lab
Del.3.2.5	Most promising Key Enabling Technologies / products per each sector identification (3 sectors)	ASTER	Identification of KETs and products will be carried out by differentiating the two segments of a)agricultural and b) food industry part. The tailored reports will be used also for prioritize the interventions	31 July 2018	Not involved – general supervision as LP	Coordinates the entire study providing PPs with index. Document will structured in 3 sections according to the 3chains and each of them highlights the 2segments.	Contributes to the study with KETs and products focalized on meat sector – industry segment	Contributes to the study with KETs and products focalized on horticulture sector – agriculture segment	Contributes to the study with KETs and products focalized on meat sector – overall chain	Contributes to the study with KETs and products focalized on horticulture sector – industry segment	Provides its contribution on this study from the innovation side at own level	Contributes to the study with KETs and products focalized on dairy sector – agriculture segment	Contributes to the study with KETs and products focalized on dairy sector – industry segment	Contributes to the study with KETs and products focalized on meat sector – agriculture segment

\* read carefully the deliverable role in the Introduction