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contribution of CREATive industries**

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Report on training course

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Executive Summary

12 training courses, organized by each project partners, were designed to enable to train at least 30 cluster managers on Design Thinking method and IPR issues when opening to new collaborations and/or markets.

The 3.4.2 Co-Create Training courses concerned 202 participants, allowed to specifically train 51 cluster managers during 12 Co-Create training courses events.

This document presents the results of the partnership and the detailed activities of each partner of the Co-Create Project.

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Presentation of the training courses

This part presents the work done with the Co-Create partnership in order to define the Co-Create data on Training courses.

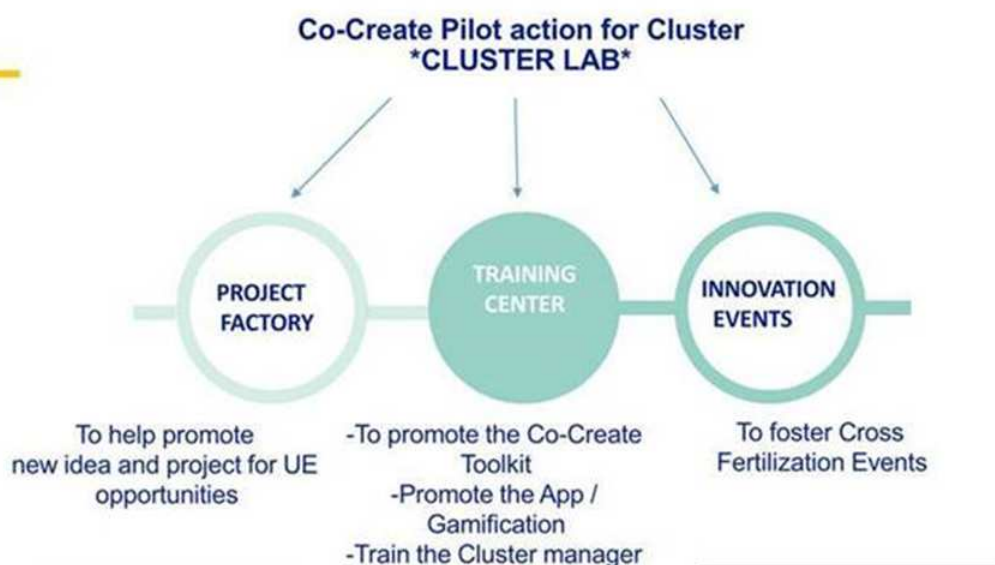
We validated a common framework called the Co-Create Cluster Lab and invited each Project Partner to fill out a common template and send all the dedicated materials to TVT.

The 3.4.2 Co-Create Training courses concerned 202 participants, allowed to specifically train 51 cluster managers during 12 Co-Create training courses events.

1. Methodology

The partners participate with a common “Co-Create” framework called “Cluster Lab” useful to communicate and present the outputs in the same way.

10 pilot areas were concerned with the implementation of the activities.



The applied methodology during the training sessions was the Co-Create one, developed with partners. Specifically, the Co-Create toolkit and the methodology developed by POLIMI for the SMEs “look inside, look outside, look beyond”.

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LOOK INSIDE

AUTOANALYSIS PHASE: *think your company as a real person.*

CORE QUALITIES <small>What can you do well? Do you have strong research/development capabilities? Which resources do you have?</small>	ACHILLE'S HEEL <small>Are there any limited resources? What does your business lack in? Which areas need improvements to compete?</small>	UNEXPRESSED FEATURES <small>Which part could work better? Which are the hidden things of your business? Which efforts are sometimes undervalued?</small>

CHALLENGES

<https://creativecommons.org/licenses/by-sa/4.0/>

2. Description of the action

Concerning the 3.4.2 Cluster Training Courses:

N°	Pilot Areas	Partners	N° of Training Course : 12	N° Participants : 202	N° Cluster Managers : 51
1	Italia-Veneto	LP+P1	1	26	17
2	Italia-Lombardia	P8	1	12	6
3	France-PACA	P4	1	9	7
4	Spain-Cataluna	P2+P1 5	2	6+9	3
5	Spain-Andalusia	P2	2	5+19	3
6	Portugal-Lisboa	P6	2	12+11	n/a
7	Greece-South	PP16	1	10	n/a

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	Aegean				
8	Greece-Centre Macedonia	PP7	2	22+18	n/a
9	Croatia-Zagreb	PP14	1	12	6
10	Slovenia	PP5	2	14+27	9

1.1. Participant overview

An efficient communication strategy was made by the Co-Create partnership to foster involvement of 202 participants on the Training sessions using e-mail invitation, flyers, during an event, by reference, in a CO-CREATE event, social networks, newsletter. Different types of participants attended the Co-Create trainings including SMEs, CCI, Public Authorities and Cluster Managers.

51 cluster managers (main target) were involved and represented different type of cluster organization and communities, sectors and activities.

In France, TVT reunited 7 type of clusters :

- Pôle Mer Méditerranée (PMM): Business and Innovation Sea Cluster focused on maritime activities located in the Technopole de la Mer next to Toulon.
www.polemermediterranee.com
- France Active PACA: that finances social innovation projects in the Provence-Alpes-Côte d'Azur region, allowing many SMEs to access finance.
○ <http://www.esia.org/>
- 43.117: a network of entrepreneurs, project promoters and start-ups of the digital ecosystem of the Var
○ <http://www.43117.tl/>
- Incubateur Paca Est: A business incubator that helps innovative early stage companies/project holders.
○ <http://www.incubateurpacaest.org/>
- Entreprenez autrement: a cluster that focuses on social innovation in the Toulon area.
○ <http://www.tvt.fr/Vous-informer/Actualites/Creation-et-Developpement-de-l-innovation/Entreprenez-Autrement-le-nouveau-dispositif-de-TVT-Innovation>
- Var Business Angels: a network of private investors that helps financing the innovative projects of start-ups. VBA's goal is to foster innovation in the region by exchanging best practices.
○ <http://vba.tvt.fr/>
- TVT : the Business Innovation Centre and its different business support services
○ www.tvt.fr

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In Italia, 11 clusters from the Veneto region and 5 from Liguria were identified:

- Rete Innovativa Alimentare Veneto – RIAV

Type of sector: Agri-food

Main activities: The Innovative Food Network Veneto is a cluster of companies, public and private entities operating in several sectors of Agro-food. All the companies are part of the agro-food chain and cover every step from production to marketing.

The key words are: innovation and research.

Web site: www.riav.it

- SINFONET - Smart & Innovative Foundry Network

Type of sector: Foundry, metalworking companies

Description: It is a regional center of excellence for research, development, innovation and technology transfer in foundry sector. The network integrates suppliers (services, materials, technologies) and engineering companies. Main activities are: training and qualification of human resources in scientific, innovative and multi-disciplinary fields, participation in calls for funding

Internationalization and identification of new markets.

Web site: www.retesinfonet.org

- Veneto Green Cluster

Type of sector: green business

Main activities: transforming waste into renewable resources and energy, mainly for industrial purposes in all production sectors;

Web site: <http://www.greentechitaly.com/veneto-green-cluster/>

- Sicurezza e protezione nel lavoro e nello sport

Type of sector: Job and sport security

Web site: <https://www.venetoclusters.it/area-reti-innovative-regionali/sicurezza-e-protezione-nel-lavoro-e-nello-sport>

- Distretto Occhialeria Bellunese

Type of sector: glass eyewear

Main activities: Encourage the growth of "know-how", innovation, creativity and sustainability. Promote exchange of skills, knowledge and information. Promote the growth of companies, in particular with actions to support internationalization.

Web site: www.distrettoocchiale.it

- INNOSAP - Innovation for Sustainability in Agrifood Production

Type of sector: Agri-food

Main activities: The development of production systems through methodologies, technologies and best practices to accelerate the transition to an advanced Bio-economy; The identification of new skills and a knowledge system deriving from the introduction of innovation;

Web site: <https://www.venetoclusters.it/area-reti-innovative-regionali/innosap-innovation-sustainability-agrifood-production>

- Distretto del Mobile di Verona

Type of sector: wood/furniture industry

Main activities: THE Consortium is a project that brings together the entrepreneurs of the wood/furniture industry of the Verona Furniture district for the re-launch of its typical production and the creation of a territorial brand.

Web site: <https://www.lignumverona.it/>

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- Veneto Clima ed Energia

Type of sector: Energy, thermomechanical

Main activities: EU projects , works in close cooperation with research bodies, innovation, research and development

Web site: www.venetoclimaenergia.it

- Distretto Ittico di Rovigo e Chioggia

Type of sector: Fisheries

Main activities: Representing and lobbying the supply chain (fishermen, transformers, traders, importers and exporters, etc.) for the implementation of a shared programme aimed to increase the export of companies, improving the systems of traceability of products, reducing the environmental impact of the activities, exploring new methods and tools to improve the quality of aquaculture, etc.

Web site: <https://www.venetoclusters.it/area-distretti-del-veneto/ittico-di-rovigo-e-chioggia>

- Name of the Cluster: Venetian Smart Lighting

Type of sector: Smart Lighting

Main activities: Luce in Veneto promotes projects to boost innovation in new lighting technologies to meet economic challenges and encourages sustainable development in cooperation with Universities and Research Centers. Other activities: Internationalization, training courses, conferences.

Web site: www.luceinveneto.com

- **Name of the Cluster: Euteknos**

Type of sector: craft and artistic manufacture

Main activities: Research, innovation and trainings

Web site: www.euteknos.it

In Lombardia, both public and private stakeholders participated:

- [Centro tessile cotoniero – Busto Arsizio](#)
- [Osservatorio industria 4.0](#)
- Camera commercio - Bergamo
- [Regione Lombardia](#)
- [Milano Città Metropolitana](#)

In Croatia,

- 6 cluster managers of the wood and creative industries:

- ZNAM cluster:

Cluster ZNAM! - The Cluster of Creative Industries and Business Consulting provides its clients support in solving advisory and creative needs. Successful collaboration is demonstrated in many marketing and branding projects, website design etc. (<http://www.znam.hr/>)

- ZZID:

ZZID – Community for Industrial Design is an association and organization at the Croatian Chamber of Economy, with an objective to improve work and professional knowledge of its members, foster mutual exchange of information and to pursuit the common interests and professional education. (<https://hr-hr.facebook.com/ZzID1>)

- Masiva cluster

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The cluster of manufacturers of massive furniture is a non-profit and non-governmental association of the manufacturer of massive furniture based in Požega. The association may be joined by domestic and international associations. The main objectives of the cluster are: the consolidation of members and their technical, material and economic capacities, promoting common products, improving sales, export orientation etc. (<http://www.aurea-grupa.hr/primjeri/masiva/index.htm>)

- Croatian cluster of competitiveness of creative and cultural industries (HKKKKI)

Established according to the principle of triple helix, HKKKKI functions as an intermediary that seeks to establish communication and cooperation among the sectors and networking of representatives of industry, state and academic-scientific institutions. (<http://en.hkkkki.eu/>)

- The Croatian Association of Fine Artists of Applied Arts (ULUPUH)

ULUPUH is a professional association that gathers members from all over Croatia, from all areas of visual arts. It is a non-profit professional organization and its main objectives are developing and stimulating Croatian applied art and design, promotion and protection of the freedom of artistic creativity and appropriate valorization of Croatian applied art and design, ensuring lasting impact in the development of cultural policy in Croatia, improvement of cooperation with other associations of artists in Croatia and abroad etc. (<http://ulupuh.hr/>)

- Pannonian Wood Competence Center

The Pannonian Wood Center of Competence provides services to small and medium-sized enterprises from the wood processing sector in Croatia and the region, at all stages of development of final wood products, or products with higher added value.

For Spain, in Catalonia 3 clusters were involved in the KIM CO-Create training event :

- Cecot Innovació, a multisector business association representing a large number of Catalan SMes and promoting their interest and their innovation capabilities (www.institucional.cecot.org);
- Co-Emprèn (www.co-empren.com), a business association formed by entrepreneurs with the purpose of commonly benefiting from innovation and creativity-based processes and the implementation of entrepreneurial activities based on mutual cooperation and innovative strategic vision.
- ECOM (www.ecom.cat), an association of businesses employing disabled people. The objective of ECOM is to highlight the economic and social relevance of their member associations, stressing the economic value of their activity and their impact in the productive environment.

In Slovenia, 9 clusters were identified:

- TECOS- Development centre of toolmaking, <https://www.tecos.si/index.php/en/>
- TECES- Technology centre for electrical machines, <http://www.teces.si/prikazi.asp?jezik=1033>
- Lesarski grozd, wood industry cluster, <http://www.lesarski-grozd.si/en/>
- OZS-chamber of craft and small business of Slovenia, Metal processing sector, <http://www.ozs.si/ozseng/Aboutus.aspx>
- RRA LUR, Regional development agency of the Ljubljana urban region, <http://www.ruralur.si/en>

- RogLab, <http://www.roglab.si/en/about>
- Zavod BIG, Center for creative economy, <http://bigsee.eu/>
- POLIGON, Institute for the development, <http://www.poligon.si/en/>
- MAO, Center for creativity, <https://www.czk.si/>

The level of the participant in DT and IPR issues were different. Most of the participants knew about IPR but were new to the topic DT. The use of example and case studies supported the understanding of the topic. The workshops helped clusters to better identify their needs and figure out how DT process could help them and their members to find new innovative solutions. The cluster managers heard about design thinking but were not aware of how it actually looks like in practice.

1.2. Training Session

- Applied Co-Create Methodology

The applied training methodology was the Co-Create one, developed with partners. Specifically, the toolkit developed by POLIMI supported the training: “look inside, look outside, look beyond”. The training material included presentations inspired by the training in Milan with practical examples and case studies and the IPR Issues covered the whole specter of it – brands, patents, designs etc.).

The sessions were focused on theoretical background on the Co-Creation, Cross fertilization, Cross innovation, Design Thinking and Gamification, then the presentation of the Co-Create tool and using real business scenarios using case study examples and later a design thinking workshop was organized where participants experienced the full process and followed the design thinking methodology. The event ended with discussion on pilot actions.

It was mostly the “train and learn” approach, which allowed to involve clusters and innovative networks in the use of Design Thinking and co-creation design practices. Allowing to reintegrate the user experience at the heart of the innovation strategy through adapted tools and encouraging the collaboration between traditional businesses and cultural and creative industries to initiate processes of cross-innovation and Learning about intellectual property rights related to cross-innovation.

1.3. Results and lessons learned

Some key success factors for this type of training action were shared by the partners:

Define needs & objectives

- Assess training needs and defining a programme with clear training objectives.

Communication target strategy

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- Generate well-targeted communication tools to engage participants, since their availability and willingness to participate in the events is limited.
- Reach a good level of communication with the participants.

DT Experts, participants and moderators

- Select experts taking into account the experience, the educational level and the used training methodology.
- Having a very good moderator for the session.
- Included participation of actors that are already aware of the value around these topics.
- Involving a renowned personality of the sector in the training / event might help increase the interest of the clusters and business associations to participate

Learn by doing

- Give already existing examples and success stories
- Use the train and learn approach and a DT toolbox.

Networking

- Communication and self-initiative networking among partners that seldom or never sit around the same table and started to talk among each other about the possible future project and cooperation in terms of cross fertilization.

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Annexes

Annexe 1 - Overview of 3.4 PPs' Cluster activities

Annexe 2 - Deliverables PPs' Training Reports October 2018

<https://www.dropbox.com/home/CO-CREATE/CO-CREATE%20Project/WP3%20-%20Testing/task%203.4%20Pilot%20Action%20Step%201%20CLUSTERS>

