

Project Acronym: CO-CREATE

**Project title: Setting up a network of COmpetitive MED Clusters with the
contribution of CREATive industriEs**

Grant Agreement number: 1204

D.4.1.1.

Transferability Methodology

WP n°: **4.**
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Executive Summary

The objective of this Deliverable is to present a specific and concrete plan for the transferability of the main outputs of the project and to provide a Cross-fertilization Toolkit for the implementation of this activity. The documents includes the objectives of the transferability methodology, a description of the target groups with their specific needs and goals, and a presentation of how the methods and instruments developed in the co-create project can contribute to the achievement of these goals. Finally, a set of guidelines for implementation is also included in the document. This deliverable integrates the contributions of the rest of the rest of the partners and their inputs on the process of transferring implementation (D.4.2 and D 4.3.).

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1 General framework

1.1 Objectives of the Co-Create project and relation to the transferability methodology and cross-fertilization toolkit

The objective of Co-Create project is to support cross-fertilization processes between creative industries and traditional clusters by contributing to test co-design and creative methods applied to entrepreneurs and clusters managers, with the support of IPR instruments for their management. The project promotes cooperation among partners using new methodologies and tools addressed to clusters managers, SMEs and policy makers. The main outputs of the project will consist of a cross-fertilization toolkit as instrument to favour innovation of Clusters and SMEs, 380 SMEs supported on innovative projects, the setting up of a transnational innovation network between traditional and creative industries and a Manifesto to promote cross fertilization processes and to enlarge the network. Co-Create will also contribute to the development of more competitive clusters at MED level, through the elaboration of a cross fertilization methodology and toolkit to support and manage cross-clusters initiatives.

The main activities performed within the Co-Create project include the setting up of training activities and pilot activities. However, the main project outputs also have to be effectively transferred to the target users and the appropriate set of tools in form of toolkit has to be in place for this transfer of knowledge and skills to be done in the most appropriate way. The transferability methodology hereby presented in this document will set the most conducive framework for the transferability activities. The present transferability methodology includes the guidelines for the effective use of methodologies and instruments collected in D.4.1.2. Cross-fertilization Toolkit, since only by using both deliverables in a combined way will ensure the desired outcome in the form of effective transferability processes.

Deliverable D.4.1.1. The transferability methodology presented in this document will also be used for the effective implementation of the other tasks on WP4, including:

- 4.2. Organization of dedicated open day events (10) and specific seminars (12) for policy makers, SMES and business association, academia and R&T centres.
- 4.3. Training course on transferring expertise to cluster managers and representatives of entrepreneurial organizations.

1.2 Description of general framework of Transferability Methodology

In the frame of the D.4.1.1. Transferability methodology a specific and concrete plan is developed for the transferability of the main outputs of the project. The methodology describes the general framework, the process objectives and expected outcomes, specific target groups including their needs and goals, as well as the methods and instruments to be implemented.

The first part of this methodology described in detail the agents and stakeholders to whom it is addressed. It provides a description of the instruments that were already identified in WP3 and which were/are being developed in the piloting phase and can be transferred. Some of them were identified through enquires of the project partners. The methodology also includes contributions from WP4 task leaders as well as good practices from other pilot actions from all partners.

The methodology includes a Cluster Collaboration Agreement (D2.4.1) as a memorandum of understanding to be signed by those stakeholders that are willing to use the tools and transferability methodology.

1.3 Objectives of the Transferability Methodology

The main objective of WP4 is the transferring of knowledge and expertise gained during the piloting phase to the main stakeholders in order to increase their awareness and interest on cross-fertilization actions between Industry and CCIs. This transferring process can be achieved with two actions, namely integrating other actors involved in the same project area or with the involvement of actors from other areas. Within the framework of WP4 the main objective of the D 4.1.1. Transferability Methodology is to effectively transfer good practices and tools developed in the pilot actions to the target users; SMEs, clusters, policy makers, R&D organizations.

A second level objectives of the Transferability Methodology are the following:

- To define the main content of tools (methodologies and instruments) for the transfer to the target users.
- To define the target users, including a description of their particular needs and fields of activity that should be addressed in the process of transfer taking into consideration the pairing of the target groups' specialities.
- To provide the guidelines for use and implementation of the tools (methodologies and instruments) contained in the D4.1.2.

2 Key elements of the Transferability Methodology

2.1 Target groups, their needs and goals

Target group that will be addressed within the transferring process are the following:

1. SMEs
2. Clusters from the creative industries
3. Policy makers
4. R&D organizations
5. Intermediary organizations (Business support organizations)
6. Citizens (general public)

The table below describes the needs and goals of the key target user's groups to be addressed during the transferring process.

Table 1: Grid of needs and goals that should be addressed during the transferring process in relation to the particular target groups

Target group	Needs	Goals
SMEs	Target participants will face the challenge of how to accept and incorporate ideas, knowledge and existing forms of cooperation coming from creative industries and Co-Create project concepts to their (relatively conservative) environment of target industrial sectors.	<ul style="list-style-type: none"> - Improve entrepreneurial culture - Additional perspective to be included in the firms' business model - Generation of new solutions, products and services based on the application creative ideas - Improved market access for the firms products, solutions and services - Incorporate in the companies creative industries
Clusters from the creative industries	Target participants will face challenge how to motivate and empower managers of SMEs, heads of R&D, heads of marketing etc. for the next step in the transferring process (transfer to the final users).	<ul style="list-style-type: none"> - Better capacitate cluster managers to implement innovative solutions for their member firms. - Promote the innovative and cross-sectorial potentialities of clusters. - Generate cross-clusters initiatives and projects - Financial resources that allow to the managers of SMEs, heads of R&D incorporate CCI or have an external advisory expert in creative industries
Policy makers	Target participants will face challenge how to put in place the right conditions for favouring the cooperation between clusters and SMEs and with Creative Industries and to foster the linkages between enterprises, universities and research centres. The objectives are: (1) to make this target group fully aware of the importance of collaborations and	<ul style="list-style-type: none"> - Facilitate the tools to design and implement conducive programmes for cross-sector cooperation. - Design and implement financial programmes supporting cross-clusters and cross-sector initiatives. - Better establish linkages

	cross fertilization between traditional clusters and creative industries; (2) to make them aware of their potential driving role that they can assume on the innovation process adopting new policies and instruments.	<p>between the quadruple helix agents.</p> <ul style="list-style-type: none"> - Enhance the interest among policy makers and incumbent agents of the importance of cross collaboration and cross fertilisation processes.
R&D organisations	Target participants will face challenge how to join with CCI or SMEs in applying developed technologies or products to the market with additional added value or creative potential.	<ul style="list-style-type: none"> - Identify new fields of application for R+D solutions. - Enhance the market potential for R+D solutions. - Secure a better protection and capitalisation of R+D solutions.
Intermediary organizations (Business support organizations)	Target participants will face challenge how to support SMEs to get in touch with CCIs with some creative initiatives and tools	<ul style="list-style-type: none"> - Facilitate the tools to design and implement conducive programmes for cross-sector cooperation - Generate new services related to cross-fertilisation and cross-collaboration processes.
Citizens (general public)	Target participants will face challenge how to present to them the value of including the CCIs in to SMEs businesses with aim of increasing competitiveness and start of new entrepreneurial initiatives	<ul style="list-style-type: none"> - Increase quality, usability and sustainability of the solutions available in the market. - Increase awareness of innovative potentialities of creative industries.

A grid of needs and goals that should be addressed during the transferring process in a relation to the particular target group should be discussed and finalised in agreement with communications WP leader.

2.2 Methods and instruments that can be transferred

The content and materials that will be transferred will include mainly those tools and training materials presented in D3.2. as well as the instruments and tools developed in WP3 (3.1. 3.4., 3.5. and 3.6.), with the contribution of all partners. It includes the instruments that were already identified and which are now in use at ongoing piloting phase and can be transferred. Some of them were gained through the enquires by the PP. Included should be also a contribution from other task leaders of WP4 as well as the good practices from other pilot actions from all the partners.

Models and instruments that should be addressed by the transferability actions are /can be from the following groups:

- Local Training reports -> transfer best practices for training the operators;
- Training methodology -> transfer action plan template and ppt presentations; developed toolkit, creative camps...

- Models of call of proposals developed in pilot areas -> transfer of models
- Feasibility studies -> transfer of documents and methodology
- Some other project's outputs
- IPR results: one of the main worries when you are working with CCI and SMEs is how to manage to create a consortium with the property rights well distributed. A tool / methodology/ experiences developed from the seminars.

Table 2: Grid of key content that should be transferred in relation to particular target group

Target group	Content to be transferred
Policy makers	<ul style="list-style-type: none"> a) The added value of cross-fertilization actions between CCI and Industry D 3.6.2. b) Instruments and financial schemes developed to support the implementation of the crossfertilization actions D.3.6.1. and D 3.6.2.
Intermediary organization	<ul style="list-style-type: none"> a) Tools and training materials to support SMEs get in touch with CCIs 3.4.2. b) Innovative services and initiatives to support SMEs D 3.4.2 c) Innovative tools (gamification) D. 3.4.1.
SMEs	<ul style="list-style-type: none"> a) cross-fertilization methodologies (design thinking; co-creation; etc) D 3.5.1 b) Tools to support innovation processes with the involvement of CCIs (IPR assistance; creative camps, etc) D 3.5.1.
Citizens	<ul style="list-style-type: none"> a) Results from piloting to demonstrate the contribute and the potentialities of CCIs to promote innovation and competitiveness for SMEs D 3.7.1. b) Knowledge and tools for entrepreneurial initiatives; D. 3.4.2.

The comprehensive elaboration of the methods and instruments that can be transferred is presented in the **D4.1.2. Cross-fertilization Toolkit** (accompanied with an on-line version); however only a list of methods and instruments that can be transferred is presented in the table below:

Table 3: List of methods and instruments that can be transferred

Task	Deliverables	Outputs	Documents
3.1.1.	Fine-tuning study to launch the pilot action (toolset)	tools	toolkit factsheets
3.2.1	Training methodology	tools/methods and approaches to the training implementation of training, practical steps of organizing the workshop,	methodology, training materials, action plan, guidelines

3.2.2	Set of training course materials	training methods: design thinking, co-creation, cross-innovation, cross-fertilization, gamification action plans	action plan, guidelines
3.4.1.	Gamification responsive website addressed to cluster managers	Gamification tool	gamification responsive website instructions
3.5.1.	Methodology to support SMEs involved in the 18 creative camps	methodology to support SMEs involved in creative camps will be developed taking in consideration the results of the 18 creative camps organized	Design Toolkit for SMEs
3.6.1.	feasibilities studies for the implementation of financial instruments	10 feasibilities studies for the implementation of financial instruments will be elaborated	Document collecting the 10 feasibilities studies for the implementation of financial instruments for supporting cross-industry clusters and cross-innovation actions addressed to SMEs and CCIs sectors.
3.6.2.	10 models of calls for proposal to support the implementation of the financial instruments	10 models of calls for proposal to support the implementation of the financial instruments will be developed	Document collecting the 10 models of calls for proposal.
3.7.1.	Final evaluation report	The final evaluation report will summarize the results of the Pilot activities on Cluster, SMEs and Policy makers carried out by each partner and the feedback coming by the advisory board	

2.3 Guidelines for implementation of transferability

For an effective transfer process it is essential that a careful analysis is done initially taking into consideration, on the one hand, the target user's particularities (needs, absorption capabilities individual features) and, on the other hand, the specific methods and tools to be transferred. A grid of users and tools will be presented in D4.1.2. The Cross-fertilization Toolkit should be used for assistance in this matter. Tools will also be available online on the following web page: www.support2finance.eu. Tools are mapped on this page and will/are accessible by the end users. Every user will be able to access the tools that would be most suitable for its target group.

For the direct transfer of methods and instruments, in direct contact with target users, the methodological approach developed by the PP Politecnico di Milano - TRAIN THE TRAINERS

might be used:

This should be an iterative process based on a practice approach. The participants will first understand the theories and methods, but at the same time, they will apply them immediately, testing the tools on their personal context.

This active and practical methodology on design thinking is the base of the whole project, with the general aim of learning how to co-design each step; below the detailed structure of the approach:

Learning: this phase is about the knowledge transfer and theoretical explanation. The participants of the transfer activity will understand the main pillars, methods and tools in order to apply them for their use.

Ideation - application: having understood and assimilated the pillars, it's important to make them tangible. Each participant must be able to apply the knowledge, turning it into real process.

Testing / Presentation: the process must be tested and tried, in order to make it strong and effective.

Evaluation, Re-design: after the transfer, partners can refine all the material produced. This part is related to the participant's ability to apply and turn the advices and the pillars understood into a real workshop or for its particular use.

When appropriate various method and tools designed during the project can be used for the transfer such as Design Toolkit for SMEs ¹ with three tools: Look Inside, Look Outside, Look Beyond and Brief generation canvas.

These tools are intuitive tools that SMEs can use independently.

2.4 Plan for transferability implementation

The transferring plan defines methodologies and instruments to transfer the outputs from the piloting and enlarge the number of potentials users and beneficiaries. Knowledge transferring activities will be addressed to target users and will be supported with the implementation of events open to all target users (quadruple helix approach). The partnership will organize dedicated events (10) and seminars (12) for all these target users in view of enlarging the networks interested in cross-fertilization activities with creative industries. These transferring activities will involve managers of other clusters that will be invited to join a training course to increase their knowledge and competence on the CO-CREATE subject. This activity will be supported also by D.4.1.2. Cross-fertilization Toolkit.

Transferability methodology will be used for the effective implementation of the following actions in the WP4:

Task 4.2. Organization of dedicated open day events and specific seminars for target users:

¹ Politecnico di Milano, TRAIN THE TRAINERS 2nd Edition Methodology from the local training activities course to the Creative Camps and the Final International Event, WP3

The main objective is the transferring of knowledge and expertise gained during the piloting phase to the main stakeholders to increase their awareness and attitude on cross-fertilization actions between Industry and CCIs.

Responsible partner: Chamber of Commerce, Industry, Crafts and Agriculture of Venice Rovigo Delta – Lagunare will organize the following dedicated open day events (10) and specific seminars (12) for policy makers, SMES and business association and academia and R&D center, between February and July 2018:

Open day event / specific seminar	Description	Location
CROSS-FERTILIZATION OPEN DAY 10 in total	1-day-event open to all target users to promote CO-CREATE results, outcome from Creative Camps, success cases, etc	1 VENETO; 1 LOMBARDIA; 1 SLOVENIA, 1 CROATIA; 1 MACEDONIA; 1 SOUTH AEGEAN; 1 FRANCE; 1 SPAIN; 1 PORTUGAL
WORKSHOPS 12 in total	½ day event addressed to: a) POLICY MAKERS b) INTERMEDIARY ORGANIZATIONS c) ACADEMIA AND RESEARCH ORGANISATIONS	4 addressed to policy makers(VR; SECARTYS; READ; RAZA) 6 addressed to SMEs and Association(CCIAA DL; SECARTYS; KIM; TVT, MADAN PARQUE; CC KILKIS) 2 addressed to Academia and R&D organization (POLIMI and IJS).
COMMUNICATION CAMPAIGNS	d) CITIZENS Special issue of the newsletter to promote CO-CREATE results	Newsletter to be circulated by all PPs

Task 4.3. Training course on transferring expertise to cluster managers and representatives of entrepreneurial organizations:

4.3. Task Leader POLIMI will, according to their elaborate, implement training activities addressed to representatives of other traditional clusters and networks through the training contents elaborated during the project through gamification techniques. The training process will take place in 10 workshops, one for each area to transfer the cross fertilization expertise to cluster managers of different sectors.

They will adopt the training model stemming from task 3.4. and from the methodology of transferability 4.1. Guidelines for the training act for the training activities will be defined based on piloting results, gamified techniques and a transferability plan.

Task leader 4.3. will provide templates to run and report activities, as well as to support

partners on training activities, together with later collection and documents for reporting of task 4.3.

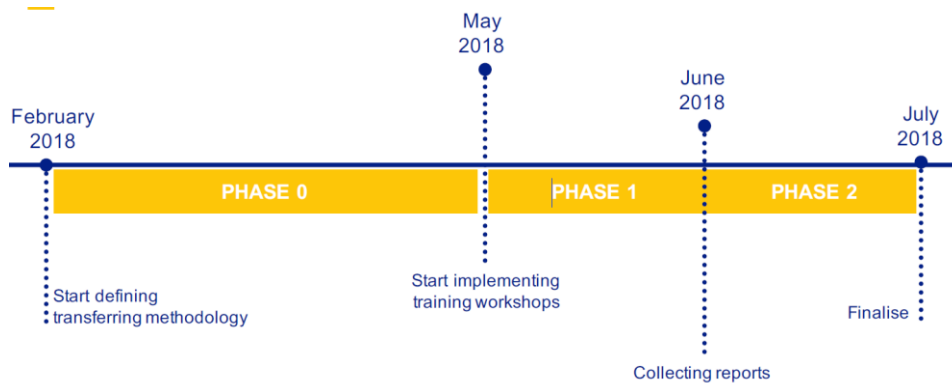


Figure1: *the Task 4.3 plan of activities*

3 Expected outcomes

The main direct outcome of the Transferability Methodology will be deliverable 4.1.1 that will be distributed to project partners and further explained during the project meetings so that they are able to effectively transfer the methodologies and instruments to the target groups. The main indirect outcome of the Transferability Methodology will be the transferred knowledge and skills related to methodologies and instruments to the target users.

Implementation of tasks 4.2. and 4.3 will also be directly linked to the guidelines presented in the Transferability Methodology. Transferring Methodology accompanied with the D.4.1.2. Cross-Fertilization Toolkit will enable effective transfer of methodologies and instruments accompanied with guidelines for its use. All the activities will be strongly connected with the synergies and implementation of communication activities.

4 Memorandum of understanding (Cluster Collaboration Agreement):

The stakeholders should use the tools according to the following Memorandum of understanding respectively Cluster Collaboration Agreement D.2.4.1:

("Users of this Transferring Methodology will use presented tools (methodologies and instruments) developed in the frame of Co-Create project with good business practice and for the benefit of the final users and society at large. The tools can be freely used according to the particular user's needs. Users will always state the source of obtained tools.")

Memorandum of Understanding

LOGO

between

LOGO

Co-Create project and **XXXXXX**

A Memorandum of Understanding (MoU) is hereby concluded between:

Co-Crete project, represented by **Chamber of Commerce, Industry, Craft and Agriculture of Venice Rovigo Delta – Lagunare** as **Lead Partner of the Co-Create project**

and

XXXXXX represented by XXXXXX

Each a “Party” and together “The Parties”

Provided that

- 1) **Co-Create project** is a project within the framework of the **Interreg Med Programme for the European Territorial Cooperation, funded by the EC, Grant Agreement XXXXXX**, and its aim is to support cross-fertilization processes between creative industries and traditional clusters contributing to test co-design and creative methods applied to entrepreneurs and cluster managers with the support of IPR instruments.
- 2) The **Co-Create project** is coordinated by the **Chamber of Commerce, Industry, Craft and Agriculture of Venice Rovigo Delta – Lagunare**, represented by **XXXXXX**.
- 3) The **Co-Create project** is setting up of a transnational innovation network, composed of representatives ranging from clusters of traditional sectors and creatives sector to public institutions, to promote cross-fertilization processes between them.

The Parties recognise the complementarities amongst objectives and activities of their respective activities.

Having assessed the potential benefits of a coordinated collaboration approach, The Parties have agreed to co-operate under the conditions established in the following articles.

In consideration of the mutual rights and obligations hereto, the Parties hereby agree:

Article 1. Subject Matter

The purpose of this MoU is to facilitate the collaboration between The Parties in order to improve the overall results and expected impacts of such actions.

Activities which will be undertaken in common by The Parties are listed in Annex 1 to this MoU.

The Parties may from time to time wish to add other activities to the MoU. In such case the new activities to be added will be agreed in writing by the respective Contact Persons and be defined by an amendment of this MoU, simply adding a new Annex 1.

Article 2. Communication

The Parties will appoint at least one Principal Point of Contact (Contact Person) to act as the technical channels of communication as is necessary for the promotion of effective cooperation between them. The Contact People will maintain regular contact to discuss any matter related to the cooperation described in this MoU or to be integrated in it.

Article 3. Contributions

Each Party shall bear its own costs resulting from their participation in these collaboration activities.

Each Party will maintain the full responsibility for its own activities, including the fulfilment of its obligations under its contract with the European Commission and provides no warranty, express or implied, in respect of its contribution to any activity agreed by The Parties under this MoU, including but not limited to those of fitness for a particular purpose and the infringement of third-party proprietary rights.

Any proprietary rights, relating to the results of activities undertaken jointly by The Parties under this MoU, shall be jointly held, and Each Party herewith grants the other a free, irrevocable and perpetual license to use such rights.

Article 4. Confidentiality

The Parties agree not to disclose privacy protected information of any of the concerned projects to any third party, unless expressly agreed by the concerned Parties in written. This article is agreed by the Parties to be legally binding.

Article 5. Legal Nature

The Parties expressly affirm that this Cooperation Agreement is not a legally binding contract, save for Article 4, but it is intended to confirm the basic settings agreed upon and the goodwill of the Parties to materialise a fruitful collaboration.

Article 6. Duration

This MoU enters into force from the date of its signature. It will terminate when Party gives notice of termination to the other, in which case a minimum notice of two months will be given in written.

Signatures

For Co-Create project

SIGNED BY: XXXXXX

AFFILIATION: XXXXXX

TITLE: Co-Create Lead Partner

Signature

Date:

For XXXXXX

SIGNED BY: XXXXXX

AFFILIATION: XXXXXX

TITLE: **XXXXXX**

Signature

Date:

Memorandum of Understanding

LOGO

between

LOGO

Co-Create project and **XXXXXX**

Collaboration agreements:

- To promote and raise awareness on the innovative potential of cross-fertilization and cross-sectorial activities.
- To be informed and kept updated on common project's progress and invited to related events, workshops, etc
- To promote tools (methodologies and instruments) developed in the frame of Co-Create project with good business practice and for the benefit of the final users and society at large.
- To discuss and identify potential funding programmes and initiatives for the support of cross-fertilization and cross-sector collaborations.
- The promotion and presentation of the Parties activities results related to the cross-fertilisation and cross-innovation carried out by the Parties in the respective websites, events and publications
- To organise events, such as workshops (general/specifics topics), networking sessions, webinars, training courses, etc.
- To implement "clustering" activities, generation of internal workshops and symposia sessions for stimulate cross-fertilisation activities between the traditional industries and the creative sector.
- Participation (with joint presentations and/or demonstrations) at specialised events and conferences organised by other institutions
- The publication of articles on the work and results of the concerned activities in journals and in sector specific online publications
- Pursuing the formulation of suggestions/recommendations/advice to relevant standardization bodies and special interest workgroups

-

Contact People

Co-Create project contact people for the execution of this MoU will be:

- **FirstName LastName – Affiliation – Address – Phone – email**

- FirstName LastName – Affiliation – Address – Phone – email

XXXXXX contact people for the execution of this MoU will be:

- FirstName LastName – Affiliation – Address – Phone – email
- FirstName LastName – Affiliation – Address – Phone – email