



**GREENSMARTMED**

**Interreg  
Euro-MED**



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# **GREENSMARTMED: Green and Resilient European Excellence Network for Smart MED SMEs**

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## ***D1.2.1: GREENSMARTMED Toolkit***

*AFIL – Lombardy Intelligent Factory Association*

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## EXECUTIVE SUMMARY

**The GREENSMARTMED toolkit is a set of instruments designed to implement the GREENSMARTMED methodology across Mediterranean regions, including Italy, France, Spain, Greece, and Bulgaria.** Developed through an analysis of previous Interreg Euro-MED projects and initiatives, such as the GREENOMED and FinMED projects and GREEN GROWTH community, it ensures continuity and innovation for fostering the green transition and enhancing the sustainability principles in the target territories. This document explains the methodology, details the toolkit's practical applications, and outlines validation steps to ensure effectiveness. By fostering collaboration, sustainability, and innovation, the toolkit supports stakeholders in achieving project goals aligned with the Interreg Euro-MED programme, and regional/transregional development across the Mediterranean.

**Starting with the GREENSMARTMED methodology, its goal is to create a European community capable of driving green and resilient manufacturing by supporting SMEs in turning sustainability challenges into opportunities.** Key steps include regional ecosystem mapping, identifying R&I priorities aligned with RIS3, establishing and consolidating the regional core groups, assessing SMEs capabilities, identifying financial instruments, and designing transregional projects' proposals. This circular approach ensures sustainable collaboration, empowering stakeholders to innovate and adapt in a low-carbon, resource-efficient manufacturing ecosystem.

To ensure an effective implementation of this methodology, **a specific toolkit to streamline every methodology step has been designed. These tools serve as a minimum standard and can be adjusted based on regional needs during the testing phase. The aim is to ensure flexibility, accessibility, and replicability of the methodology's objectives and activities in other scenarios.**

The toolkit differs between general tools and content tools. General tools, such as participant lists, registration forms, templates, and concept notes, promote uniformity and efficiency in planning, organization, and communication of each methodology step in a transversal way. Content tools, including the RIS3 Table, regional core group guidelines, workshops, SMEs assessments, and EU funding templates, address specific phases of the methodology. They facilitate analysis, collaboration, and alignment with regional and EU objectives, fostering innovation and green transitions in the manufacturing sector. Furthermore, at this stage, the tools are adaptable and not exhaustive, following the testing phase which will be performed in the next months.

Finally, **these tools follow general requirements for their use, their storage and their validation.** The toolkit remains adaptable to the project's needs, in fact partners can propose modifications, in line with the Interreg Euro-MED guidelines, via consortium meetings or direct communication. Validated at the second consortium meeting, feedback was included, ensuring alignment with the project's goals.

Moreover, the tools are securely stored on Basecamp and Google Drive, enabling backup, scalability, and improved collaboration. This dual-platform approach streamlines organization, fosters accountability, and facilitates the access to the tools for implementing the project's methodology.

## ***LIST OF ABBREVIATIONS***

RIS3	Research and Innovation Smart Specialization Strategies
EU	European Union
DG REGIO	Directorate-General for Regional and Urban Policy of the European Commission
UNIBG	University of Bergamo
R&I	Research and Innovation
CERTH	Centre for Research and Technology Hellas
KTH	Kungliga Tekniska Högskolan
SME	Small-Medium Enterprise
ESG	Environmental, Social and Governance
INTERREG	EU Interregional programme
I3	Interregional Innovation Investments programme
LP	Lead Partner

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## CHAPTER 1: INTRODUCTION

**The GREENSMARTMED toolkit is a collection of instruments which help the project partners and the stakeholders implementing the GREENSMARTMED methodology in the target regions (Italy, France, Spain, Greece and Bulgaria).** Specifically, the instruments developed are the following:

- Participant List
- Registration Form
- Power Point template
- Project Presentation Template
- Concept Note
- RIS3 Table
- Guidelines Working Groups
- Collaborative Workshop
- KTH Innovation Readiness Level
- SMEs Questionnaire
- EU calls template

**The development of these instruments was informed by an in-depth analysis of tools previously created within the GREENOMED and FinMED projects, and the GREEN GROWTH community.** This analysis aimed to build upon the best practices established by these earlier initiatives, extracting valuable insights and adapting existing tools to meet the specific needs of the GREENSMARTMED project. As stated in the Grant Agreement, the tools from these earlier projects have been collected, reviewed, and refined to ensure their applicability in the testing and transfer phases of the GREENSMARTMED initiative. By leveraging the pre-existing resources, GREENSMARTMED not only ensures methodological continuity but also aligns with the broader objectives of the Interreg Euro-MED programme, furthering its mission of fostering innovation and sustainability in the Mediterranean region.

Referring specifically to the current deliverable, **this document will serve to explain what the tools included in the GREENSMARTMED toolkit are and how to use them.** Indeed, as explained in the Grant Agreement,

**The deliverable will be divided in three chapters:**

1. **The definition of the GREENSMARTMED methodology:** This chapter provides an in-depth explanation of the methodology, detailing the various steps and processes to be undertaken. Each step is described in specific paragraphs, offering a clear roadmap for implementation.
2. **The elaboration of the GREENSMARTMED toolkit:** In this section, each instrument included in the toolkit is described in detail, providing users with practical insights into their purpose, functionality, and application. The

descriptions are designed to ensure that stakeholders can effectively utilize these tools within the context of their specific activities.

3. **The validation steps of the GREENSMARTMED methodology and toolkit:** The final chapter outlines the procedures for validating both the methodology and the toolkit. This section emphasizes the importance of ensuring that the tools and processes are not only theoretically sound but also practically effective in achieving the project's objectives.

By systematically addressing these components, this document aims to provide a comprehensive resource for all parties involved in the GREENSMARTMED project. It not only facilitates the seamless adoption of the methodology and tools but also underscores the project's commitment to fostering collaboration, innovation, and sustainable development across the different Mediterranean regions.

## CHAPTER 2: GREENSMARTMED Methodology

As described in the introduction section, the toolkit is strictly linked to the **GREENSMARTMED methodology**. Therefore, it is fundamental to describe all the steps of this methodology, in order to define both the final aim of the project and how to reach the goal.

### 2.1 The origin of GREENSMARTMED methodology

**The GREENSMARTMED methodology represents an integration and upgrade of different methodologies, and related toolkit, of GREENOMED and FinMED projects, already financed and implemented in the frame of the Interreg Euro-MED programme, leveraging the GREEN GROWTH community as well.**

This new methodology aims at enhancing transregional cooperation among the 4helix stakeholders in the 5 Regions involved (in Italy, Spain, France, Greece and Bulgaria) to create a European community able to uptake innovations for a green and resilient manufacturing, helping SMEs to turn sustainability challenges into opportunities and establish sustainable business development opportunities. Based on the Research and Innovation Smart Specialization Strategies (RIS3), the DG REGIO instrument to analyze and strengthen the productive sectors of the EU regions, the **target sectors of GREENSMARTMED project** are:

- **Machinery;**
- **Textile;**
- **Plastics;**
- **Agri-food;**
- **Mobility&Batteries.**

Based on these premises, University of Bergamo (UNIBG), lead partner of GREENSMARTMED project and activity leader for the definition of the methodology, successfully achieved the goal during Period 1, defining the various steps to be performed to successfully achieve the project's final objective.

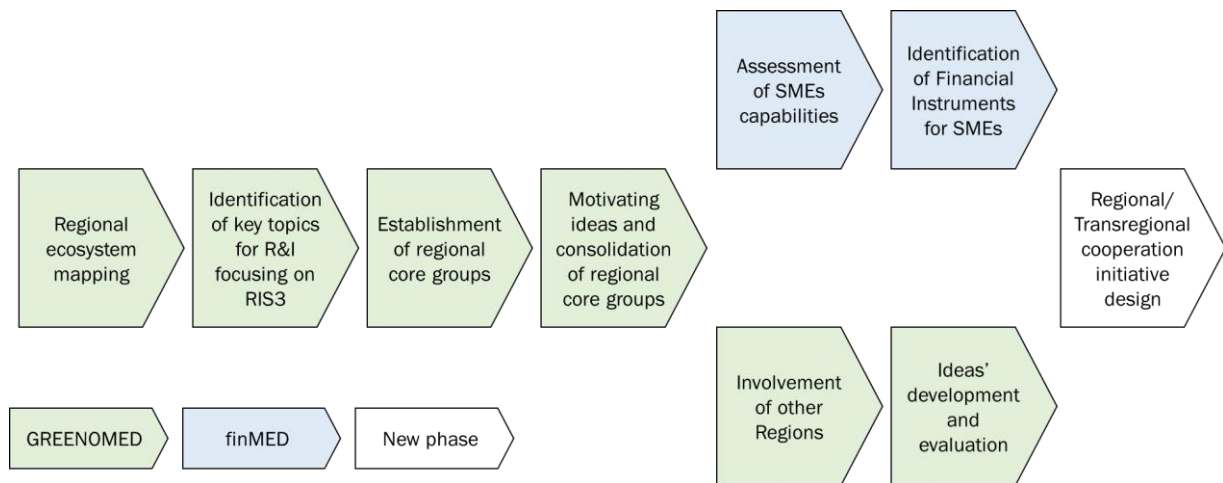


Figure 1: GREENSMARTMED methodology steps

The steps from GREENOMED project are shown in green colour, while the steps from FinMED project are shown in blue colour. The step in white colour is the final aim the project wants to achieve, as an overall outcome of the collaboration between the project partners and the stakeholders involved in the target regions.

At this point, it is therefore necessary to analyze deeply each step, to clarify the reason why it is important to perform each phase, and understand how they are strictly connected.

### 2.1.1. Regional Ecosystem Mapping

The first step of the methodology is the identification of the players and topics which are particularly sensitive to the target territories. To do so, UNIBG elaborated a **regional ecosystem mapping**, which aims to define the key actors in each target territory, explaining their needs and interests in the project topics, with the idea of being potentially involved.

### Regional ecosystem mapping

In each region:

- Identification of the main stakeholders (Manufacturing companies, Policy makers, Intermediaries and Business Support Organisations, Higher Education Institutions / Research Centers)
- Identification of the prevailing industries

Figure 2: Mapping objectives

As already mentioned in the Guidelines for the creation of the regional core groups (Annex 1), the mapping allows to define the criteria for participant identification. In fact, identifying the stakeholders at the regional level allows for the preliminary definition of both the themes to be addressed and the stakeholders to be involved, particularly in the creation of the core groups.

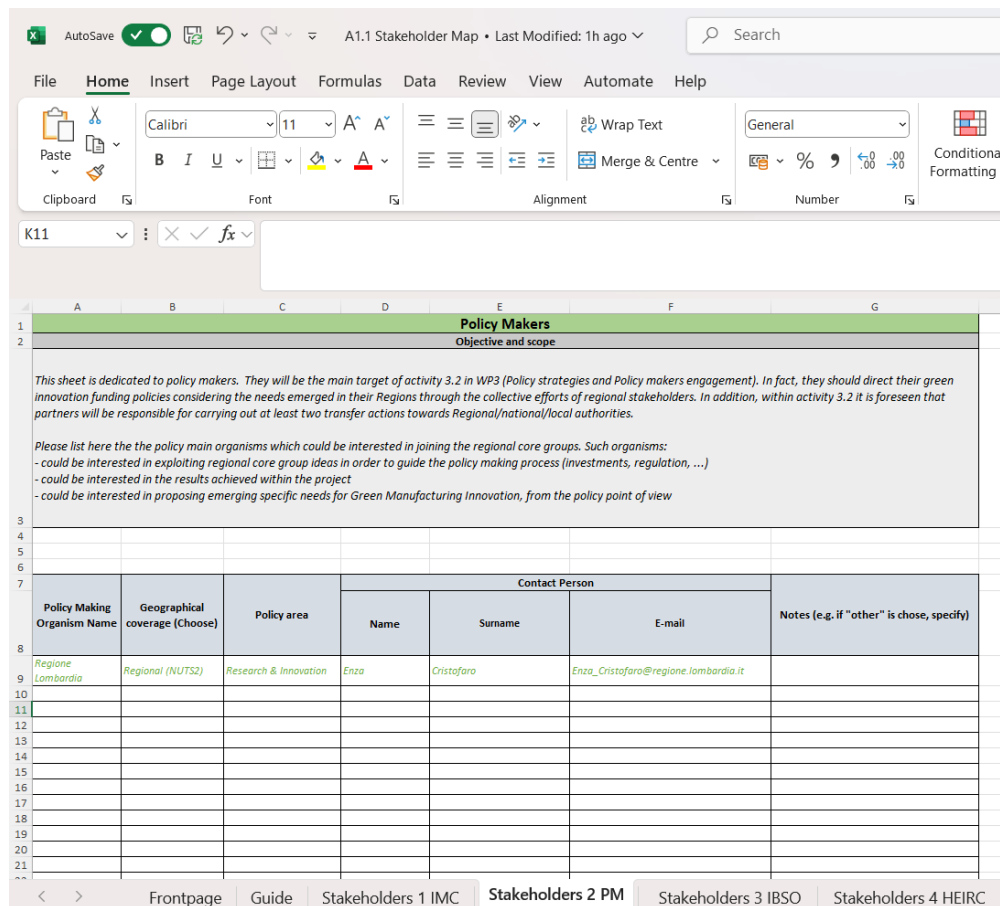


Figure 3: Stakeholders' Map Template

As shown in the picture above, the document distinguishes the **key actors** as follows:

- **Industrial Manufacturing Companies;**
- **Policy Makers;**
- **Intermediaries and Business Support Organizations;**
- **Higher Education Institutions and Research Centers.**

Identifying the key actors, topics and regional priorities, which must be pursued during the activities of the working groups, the mapping, together with its correct fulfilment and implementation by the project partners, represents a preliminary and crucial step for the overall methodology, and is integrated by the identification of the RIS3 priorities in each target territory, as explained in the next subparagraph.

### 2.1.2. Identification of key topics for R&I focusing on RIS3

The second step of the methodology concerns **the identification of key topics for R&I focusing on RIS3.**

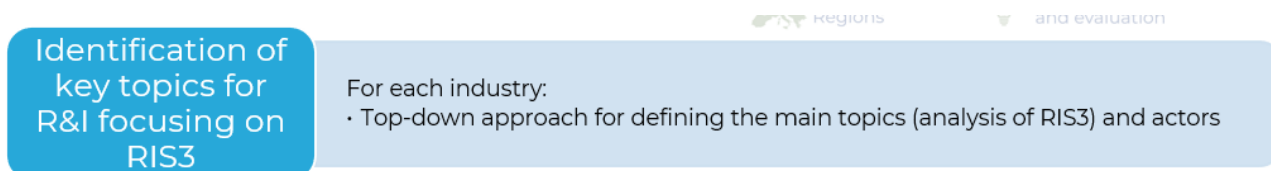


Figure 4: Identification of key topics approach

Each region has its own defined objectives and priorities at the regional and/or national level in the RIS3, as shown in the [S3 Observatory](#), a public website developed by DG Regio where all the different strategies, and monitoring data, are collected.

These strategies have been introduced at the European level starting from the 2014-2020 cohesion policy, as an ex-ante conditionality to access European funding. It is therefore essential that **each project partner involved, for the establishment of the regional working groups, is familiar with their reference strategies**, in order to establish a direct link between the needs and interests of the stakeholders involved in the mapping phase and the objectives and priorities of the regional or national authorities.

To help the project partners in the identification of key priorities in their respective RIS3, the toolkit includes a RIS3 table (Annex 2), which will be explained in the next chapter.

Having identified the key stakeholders and the topics to tackle, it is now possible to set up the regional working groups, the establishment of which will be explained in the next subparagraph.

### 2.1.3. Establishment of regional core groups

The third step of the methodology foresees the **establishment of regional core groups**, which will focus on the key topics previously identified through the mapping and the analysis of the respective RIS3.

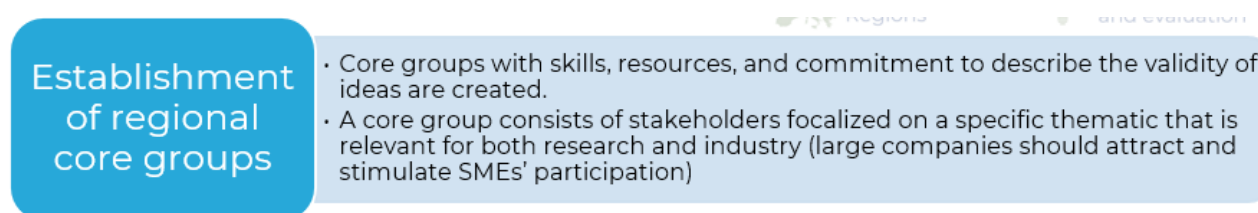


Figure 5: Regional core groups criteria

The core group should reflect the skills and resources present in the target territories, including at least three categories:

- **Industrial stakeholders**, such as producers, service providers, IT companies, etc., which are involved in the production, supply, and distribution of goods, as well as those providing raw materials, components, equipment, and services that support manufacturing processes;

- **Higher Education Institutions and Research Centers**, which will provide technological support to industrial stakeholders, under the coordination of the Business Support Organizations;
- **Business Support Organizations**, which will implement the methodology developed and enable the systematic identification and exploitation of synergies with other Mediterranean regions. They will be the recipients of the training activities related to the methodology and its related toolkit, and will be responsible for transferring results to other business support organizations and policymakers.

The combination of all the three categories will represent the full manufacturing value-chain, following a holistic approach. The guidelines for the creation of the regional core groups (Annex 1) explain how to actively these players in the working groups activities.

For each target territory, the project partners will be in charge of organizing and orientating the core groups, in order **to define common needs and objectives and provide innovative ideas for at least 2 target productive sectors per country**. The next subparagraph will further explain how to consolidate the working groups and the innovative ideas which will come out from the groups' activities.

#### 2.1.4. Motivating ideas and consolidation of regional core groups

The fourth step of the methodology consists of **motivating ideas and consolidation of the regional core groups**. The idea is that the regional core groups have not only to be constituted, but they also have to be effective. In fact, starting from the common needs, the working groups have to identify their common interests, and translate them into operational solutions to be implemented in their target territory of reference.

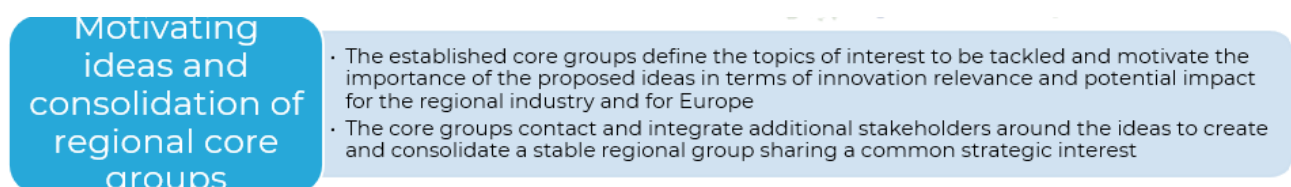


Figure 6: Regional core groups consolidation strategy

The participants involved will interact and engage with the stakeholders for a proper discussion, around hot topics of the manufacturing sector, particularly the green transition and how to turn the sustainability challenge into an opportunity.

As mentioned and fully described in the guidelines for the creation of the regional core groups (Annex 1), the working groups must have 3 minimum objectives:

- **Training**, meaning the involvement of the stakeholders in upskilling and re-skilling activities;
- **Innovation**, meaning the sharing of best practices for enhancing the transition of the manufacturing sector to a greener, more sustainable and more resilient way;
- **Project Management**, meaning the presentation of projects experiences and funding opportunities.



These must be seen as the minimum requirements to reach. In fact, the working groups activities must have a dynamic view, as the aim is to be able to continue their activities even after the project's conclusion. Therefore, **every regional core group must continuously update their ideas and their strategies, in order to be seen as a key actor and a strong focal point in the target regions**, collecting all the needs, perspectives and opportunities in the medium-long term.

The following step is to link the regional core groups with regions not initially involved in the project and other target territories at the European level, in order to expand the positive effects of the methodology implemented and strengthen the EU regional cooperation.

### 2.1.5. Involvement of other regions

The fifth step of GREENSMARTMED methodology concerns the **involvement of other regions** in the definition and implementation of the ideas which came out from the regional core groups established in the target territories.

#### Involvement of other regions

- After defining the motivating ideas and consolidating the core groups, the core groups propose the ideas to other regions to increase the number of stakeholders interested in green manufacturing

Figure 7: Involvement reason

This methodology step would include both:

- **Target regions where other regional core groups are operating under the supervision of other project partners:** the link between the different regional core groups created by the project partners in the 5 target territories is crucial, because it will be possible to compare the target sectors, the topics of interest and the ideas which came out from the groups' activities. This phase is crucial to identify what are the different priorities for each target territory and what are the possible innovative solutions. Furthermore, if the target regions present similar topics of interest or ideas, the project partners can work together to develop a transregional idea, which can be translated into a transregional project in the final design phase.
- **Nearest regions not initially involved in the GREENSMARTMED design phase:** GREENSMARTMED project targeted 5 EU regions which correspond to where the project partners are located. However, as the project focuses on a general topic which is considered a key point by several regions, other stakeholders should be included and involved in the definition of the innovative ideas, which can be modified after further discussion with these players. Furthermore, these stakeholders can potentially be included in the working groups too, in order to expand the positive effects and attract consequently other contacts; this point would strengthen the position of the regional core groups, looking forward to the project's conclusion.

After having shared the idea with different regions, the core groups can proceed with the final development and assessment of their innovative ideas, which will be translated, after this phase, in a project idea to be designed and deployed at the regional and/or transregional level.

### 2.1.6. Ideas' development and evaluation

The sixth step of GREENSMARTMED methodology is the **ideas' development and evaluation**, concerning the monitoring and assessment phase of the innovative ideas elaborated by the regional core groups.

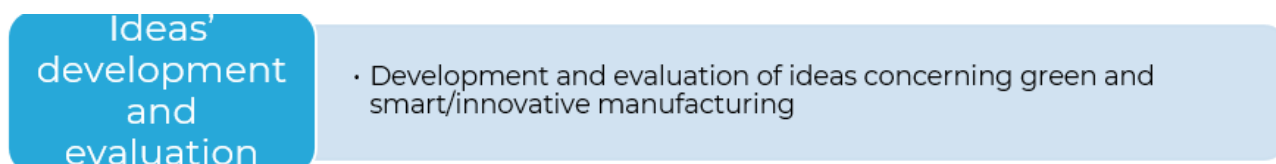


Figure 8: Ideas' evaluation focus

The assessment phase should be conducted by the project partners in charge of the respective working groups, and must be presented to specific meetings conducted in this sense.

The evaluation process is the preliminary step before the design of the project idea. However, only the content and technical part of the innovative idea has to be assessed, excluding the economic and financial sustainability of the idea. This last part will be specifically addressed into the next methodology steps, as it refers particularly to the assessment of SMEs and the identification of the most suitable financial instruments for the development of the project idea.

### 2.1.7. Assessment of SMEs capabilities

The seventh step of the GREENSMARTMED methodology refers to the **assessment of SMEs capabilities**, particularly their R&I skills and capacities. In fact, it is crucial to assess the SME maturity level, to understand if these entities can develop and implement the innovative ideas which came out from the regional core groups.

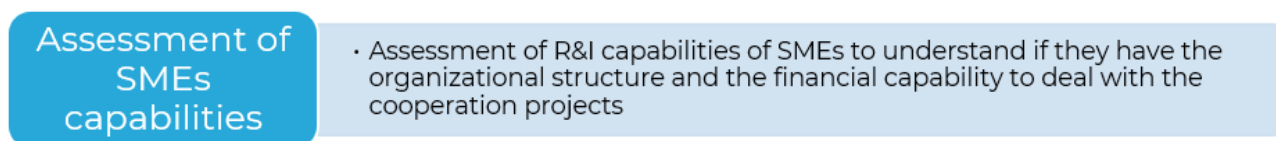


Figure 9: SMEs assessment focus

**The SMEs** have a specific assessment phase because they **represent the most vulnerable target group in the manufacturing sector**, concerning the transition to a greener and more resilient value-chain production. Indeed, the economic and financial costs, together with the organizational and internal structure, are a key challenge for these entities to struggle with. Therefore, it is essential to evaluate their maturity level, in order to define the best financial solution for their needs, as they will be directly involved in the deployment of the innovative ideas during the project design and implementation phases.

For a proper assessment, the project provides two specific tools, the explanation of which will be deepened in the next chapter:

- The **KTH Innovation Readiness Level Model**, elaborated by KTH Innovation to assess specific innovative ideas.
- The **SMEs questionnaire**, elaborated by AFIL together with the project partners in charge of the definition of the toolkit to assess the maturity level of the SMEs.

The combination of these tools is crucial to identify the vulnerable areas of an SME and propose possible solutions to improve the vulnerable sectors.

The assessment of the SMEs capabilities is directly linked with the identification of financial instruments for the development of the innovative ideas, which will be explored in the next subparagraph.

### 2.1.8. Identification of financial instruments

The eighth step of GREENSMARTMED methodology includes the **identification of financial instruments**, which can be potentially adopted to economically sustain the innovative idea, as a result of the core groups' activities.

#### Identification of Financial Instruments

- The core groups analyze the different financial instruments that could be adopted by the specific SMEs interested in the development of ideas concerning green and smart/innovative manufacturing to provide the basis for taking part to transregional initiatives

*Figure 10: Identification of financial instruments' aim*

After some internal discussion between the consortium partners, it was decided that the **EU calls** would have been the chosen instruments to finance the ideas and solutions from the working groups. The reason is that this funding solution is preferable to foster transregional cooperation among the stakeholders. Furthermore, it is possible to have different programmes answering to several needs and challenges, making it possible to address different topics under different calls for proposals based on the target territory needs. Therefore, several innovative ideas can be potentially targeted and developed under this financial instrument.

On the other hand, other financial instruments, such as regional and/or national funds, can be promoted and utilized, stated that they answer to the needs and interests which came out during the project. However, the project partners who decide to use this kind of financial instrument must make sure that the transregional focus is enhanced.

To collect and share the EU calls with the partners and the stakeholders, GREENSMARTMED toolkit includes an EU calls template, which can be used to store the most relevant calls for proposals and to summarize their essential information. This tool will be further explained in the next chapter.

### 2.1.9. Regional/transregional cooperation initiative design

The ninth and final step of GREENSMARTMED methodology is the **regional/transregional cooperation initiative design**, which refers to the process of

planning, structuring, and developing initiatives aimed at fostering collaboration among EU different regions.

Starting from the innovative ideas developed during the regional core groups meetings and activities, these projects should address common challenges in the selected sectors. The project should provide the possibility of replicating the project design model in different territories and sectors, helping the establishment of a low-carbon, resource-efficient manufacturing ecosystem.

As well, the project does not aim only to define a unique project initiative. Instead, the goal of the project is to make accessible and replicable its own methodology, fostering the sustainability of the manufacturing sector through the involvement and collaboration of various stakeholders operating in the value-chain. In other words, the **GREENSMARTMED methodology must not be thought as linear, but as circular**: the activity of the regional core groups does not end with the project design phase or the project's conclusion but must continue even after the end of GREENSMARTMED project. The project design should strengthen the regional core groups focus and finance their initiatives, to make their action sustainable over time.

Having now defined all the steps of GREENSMARTMED methodology, it is possible to describe all the tools elaborated to substantially implement all the various steps in the target territories.

## CHAPTER 3: GREENSMARTMED Toolkit

Stated the various steps of the GREENSMARTMED methodology, this chapter examines **the tools elaborated by the project partners and included in the toolkit. These tools, which were developed taking as a starting point and reference those elaborated in the GREENOMED and FinMED projects, will help to concretely define what the project aims to achieve through each step of its new methodology.** Furthermore, **they have not been thought as exhaustive**, as each territory shows different characteristics, so **they set only minimum standards for reaching this goal.** If during the testing plan phase some arrangements are needed or new templates are required, the toolkit will be reviewed.

It is essential to remind that, given the final objective of the methodology, **the project's scheme aims to be replicated also in other scenarios and sectors.** Consequently, the tools have been thought as accessible and easy to use, with a unique language for each target territory (English language).

To better explain how useful each tool is, to what step refers and to which needs answers, below it is represented a table which summarizes this information.

Table 1: Tools and needs

Macrocategory of the tool	Name of the tool	Description of the tool	Needs tackled
General tool	Participant List	Detailed record of all attendees involved in an event or a meeting. It includes name, surname, entity and signature of the participant.	Post-event communication; Feedback collection; Action tracking
	Registration Form	Online form designed to collect essential information from individuals who participate in an event or meeting.	Planning for capacity, resources, and logistics; Gathering participants' essential information.
	Power Point template	Slide pack format that provides a common visual layout for all the project partners.	Ensuring branding and visual standards; Enhancing audience engagement.
	Project Presentation Template	Standard PowerPoint presentation showing the	Helping stakeholders and external entities understand and

		project objective and activity plan.	align with project goals and timelines.
	Concept Note	Short document outlining GREENSMARTMED project context, challenges, objectives, description, target groups, effective results and each partner's role.	Sharing clear and concise project presentation; Fostering project results dissemination.
Content tool	RIS3 Table	Table summarizing S3 priorities, description of the priorities and possible solutions provided by the public authority in charge of the document's implementation.	Aligning with the long-term objectives of the public authorities; Effective and clear communication to the stakeholders of the priorities.
	Guidelines Working Groups	Document which sets the steps for the creation of regional core groups, for bringing together key stakeholders from industrial companies, policy makers, research institutions, and business support organizations in the manufacturing sector to address common challenges and identify innovative solutions.	Fostering regional and transregional cooperation among different stakeholders; Set minimum standard for the effective functioning of the core groups; Identifying shared challenges and driving innovative solutions.
	Collaborative Workshop Guidelines	Description of the organization of a workshop during the regional core groups meetings, highlighting the necessary steps for its successful implementation.	Aligning with the broader objectives of the regional core groups; Creation of an environment which fosters brainstorming and

			knowledge-sharing.
	KTH Innovation Readiness Level	Framework developed by KTH Royal Institute of Technology to assess the development of ideas and projects, evaluating the maturity and readiness of their innovation across multiple dimensions.	Measurable milestones to track the maturity and readiness of innovations over time; Assess the quality of the solution proposed and potential capacity for future collaborations.
	SMEs Questionnaire	Assessment to evaluate how SMEs integrate sustainability, responsible management, innovation, and financial stability into its operations.	Identification of areas of improvements; Assessing the general level of the SMEs in the target territories.
	EU calls template	Database for European project calls which aims to provide references to relevant funding opportunities across various EU programs.	Identification of potential financial investments for the target territory.

### 3.1 General Tools

The "**General Tools**" category includes **instruments designed to streamline planning, organization, and communication for the successful implementation of GREENSMARTMED project activities**. These tools ensure coordination among the project partners, and efficiency, consistency, and clarity across tasks, whether for events, projects, or strategic initiatives. On the other hand, they serve as a roadmap for project design, execution, and evaluation, minimizing confusion inside the consortium and with the external stakeholders.

All the general tools have been elaborated based on AFIL's previous experience with European projects, and previous tools coming from other projects have been readapted.

In the next subparagraphs, the general tools will be deeply analysed, following the order of the table above.

### 3.1.1 Participant List

The first tool presented is the **Participant List** (Annex 3), **which serves to record all the attendees to a specific event or meeting in person.** The document is meant to be flexible and easy-to-use, as it is needed both to analyze the impact of the actions implemented and to justify the costs incurred for the organization of the event to the respective national controllers.

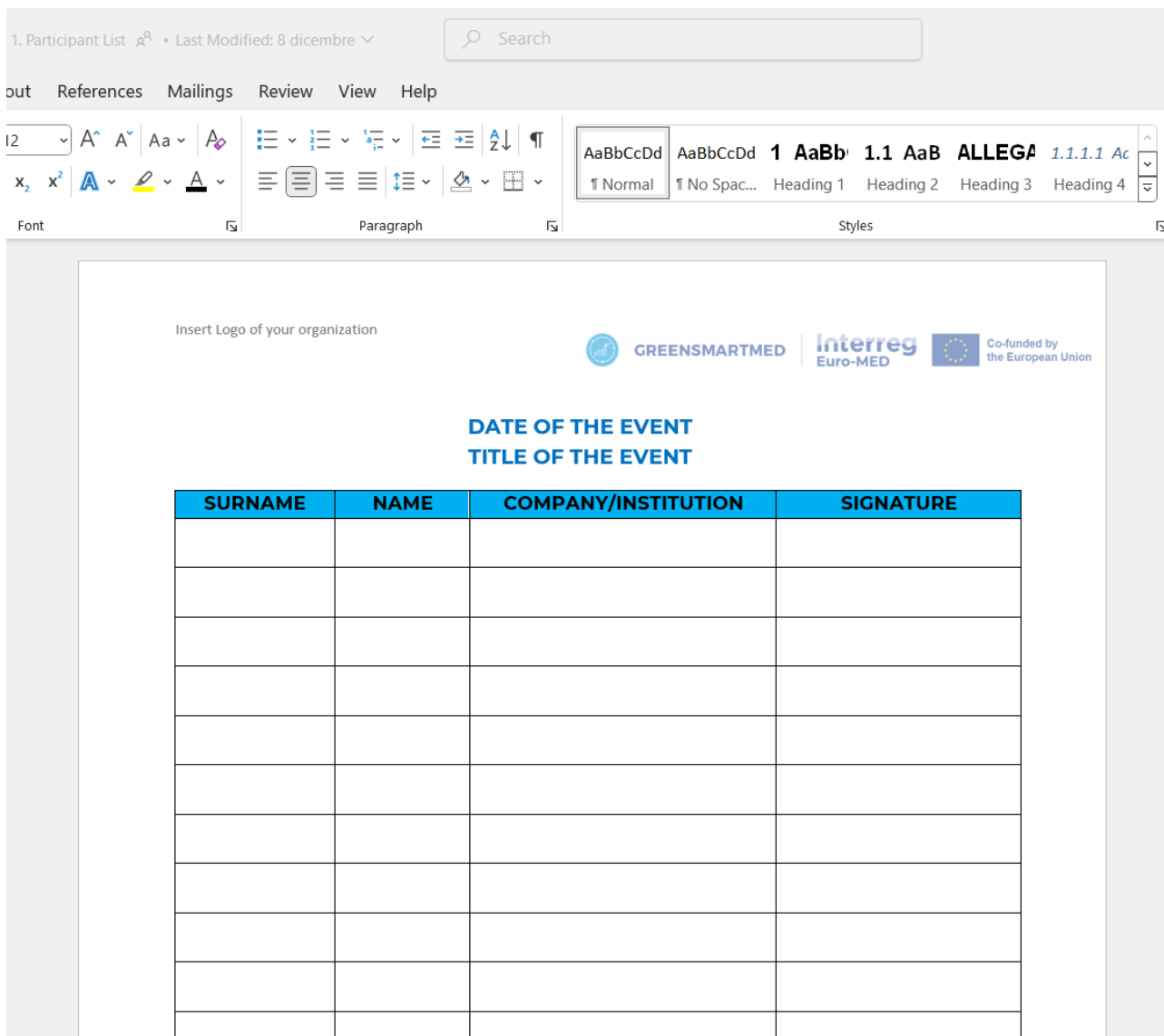


Figure 11: Participant list table

As showed in the picture above, and in Annex 3 attached to this document, the Participant List includes the following information:

- Surname;
- Name;
- Company or Institution of reference;
- Signature.

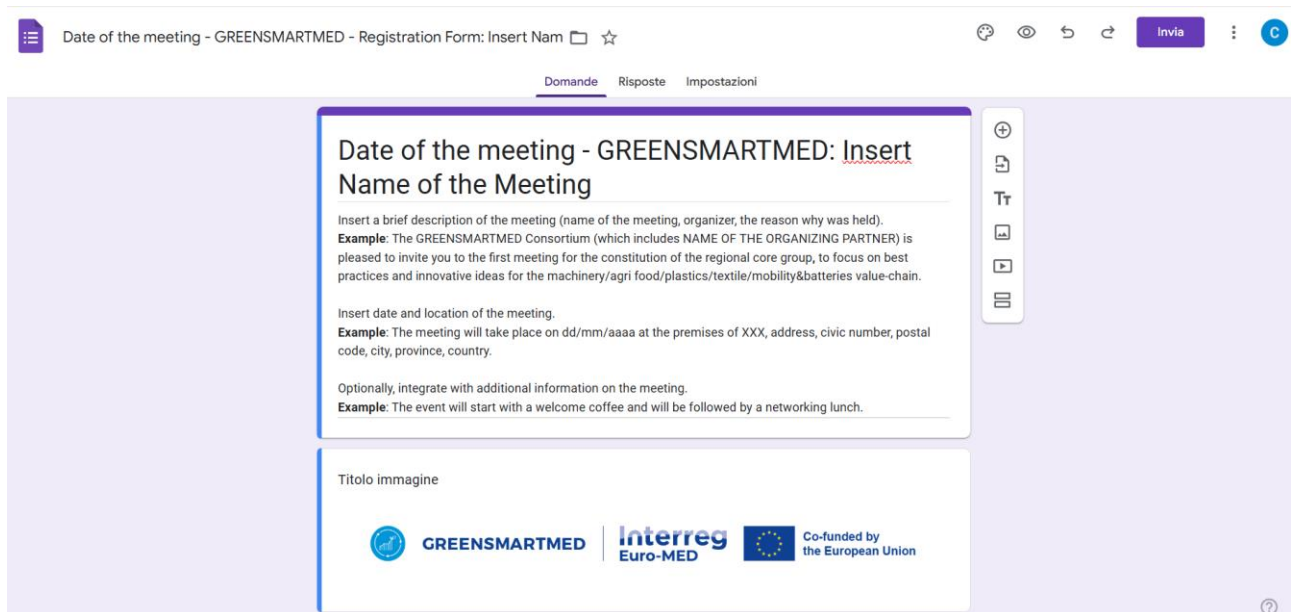


**These four elements must be present in each participant list, to guarantee a proper tracking.** Optionally, the project partners could insert an additional fifth column, asking for the participants' consent to GDPR regulation. The consent is mandatory to collect their personal data, and to share pictures of the event where the attendees are showing. This fifth column is optional because the registration form, which will be further described in the next subparagraph, already includes a specific reference to data collection and storage authorization.

Finally, the partner organizer of the event or meeting should personalize the template, adding its own logo and further information on the event, such as date, location and title. At the end of the event, the organizer partner should scan the participant list filled out and upload it both on Basecamp platform and GREENSMARTMED Google Drive, to make it accessible to the overall consortium.

### 3.1.2 Registration Form

The second tool included is **the Registration Form, an online questionnaire created with Google Form**, available to the overall consortium, **which aims to collect minimum information of the attendees to a specific event or meeting.** The form is needed to properly organize the event, taking care of the logistics and possible services which can be offered during the meeting, for example the catering service. The registration form can be used for both in person and virtual events, adapting the questions depending on the event.



The screenshot shows a Google Form interface. At the top, the title is "Date of the meeting - GREENSMARTMED: Insert Name of the Meeting". Below the title, there are three sections of text with examples. The first section asks for a brief description of the meeting, organizer, and reason. The second section asks for the date and location. The third section asks for optional additional information. At the bottom, there is a section for an image with the title "Titolo immagine" and logos for GREENSMARTMED, Interreg Euro-MED, and the European Union.

Figure 12: Registration Form Template

Specifically, the registration form should ask for the following information:

- First and last name;
- Gender;
- Email address;
- Organization name;

- Privacy Policy authorizations.

**These five elements must be present in each registration form.** Optionally, the project partners could personalize the form several questions referring to the services provided, for example the catering service (such as, a question referring to the intolerances or allergies can be added).

In addition to this, the organizer should specify the date, the location and the description of the event. Furthermore, the project partner should use the information collected to elaborate the Participant List, in order to better set the logistics steps. In fact, an answer sheet should be created, to be linked directly with the form. It is possible to select this option directly on Google Form.

### 3.1.3 PowerPoint slides template

The third tool elaborated is the **PowerPoint slides template, a 4-slides package which provides a common and unique visual layout** for the preparation of PowerPoint presentations to be utilized during GREENSMARTMED project activities.

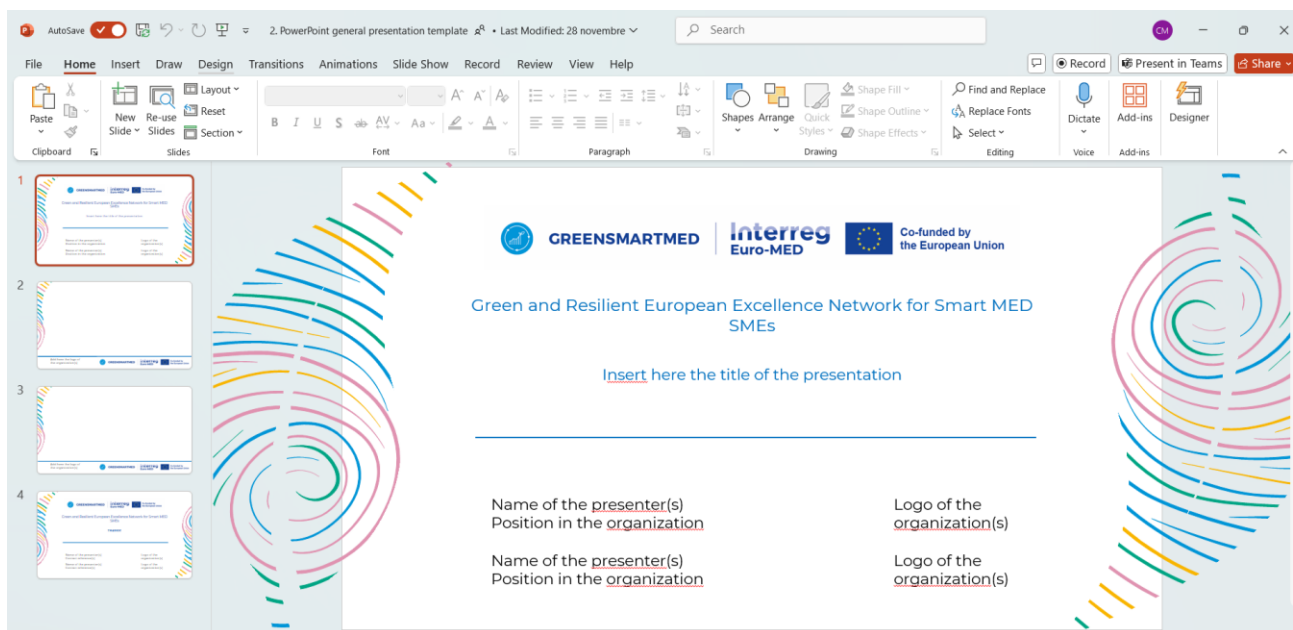


Figure 13: PowerPoint slides template

The presentations should be used both during internal and external meetings, and their use during communication activities is constantly monitored by the Quality Evaluation Committee, as the use of common templates is set in GREENSMARTMED Quality Plan. Furthermore, the template ensures the use of a common brand, easily recognizable by the external audience. Therefore, all the information related to the project, such as the logo and the project title, cannot be modified. In the meanwhile, the partner which uses the template should add their contact information and the logo of the organisation.

On the other hand, the slides refer specifically to the programme brand, in order to foster and increase the promotion and dissemination of Interreg Euro-MED in the target territories.

At the end of the event where the template has been used, the partner organizer should upload the PowerPoint presentation both on Basecamp platform and GREENSMARTMED Google Drive, to make it accessible to the overall consortium.

Based on the PowerPoint slides template, AFIL and the project partners in charge of the toolkit elaborated the project presentation template, which will be explored in the next subparagraph.

### 3.1.4 Project Presentation Template

The fourth tool is the **Project Presentation Template, a standard PowerPoint template which summarizes GREENSMARTMED project activities and objectives.**

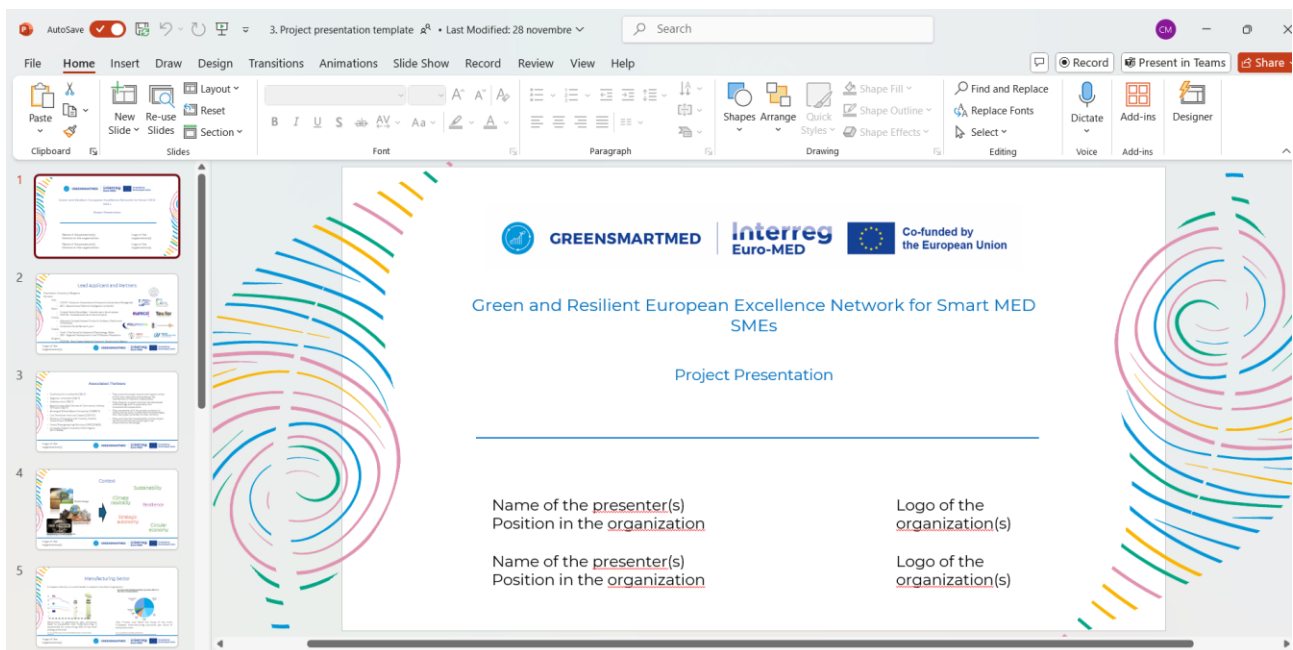


Figure 14: Project presentation template

The project presentation shows the following sections:

- Presentation of Lead Applicant and Partners;
- Presentation of Associated Partners;
- Manufacturing sector context and challenges;
- Project objectives;
- Target groups;
- Work-plan;
- Validated GREENSMARTMED methodology.

These sections cannot be deleted by the project presentation template. As well, it is possible to integrate it based on the event in which the presentation is shown. For

example, the project partners can add a section to explain deeply their role in the project. In other words, the project presentation template has not been thought as exhaustive, but selects the minimum information, such as the objectives and the activities, that must be shared with the external audience.

Furthermore, the project presentation must be completed with the contact information of the presenter, including the logo of the organization of reference.

Finally, if a project partner, in the context of a specific event, proposes a project presentation which is different from the standard one, should inform the project consortium and share the reviewed presentation both on Basecamp and Google Drive.

### 3.1.5 Concept Note Template

The fifth and final general tool is the **Concept Note Template** (Annex 4), which is a **Word Document summarizing GREENSMARTMED project background and activities**.

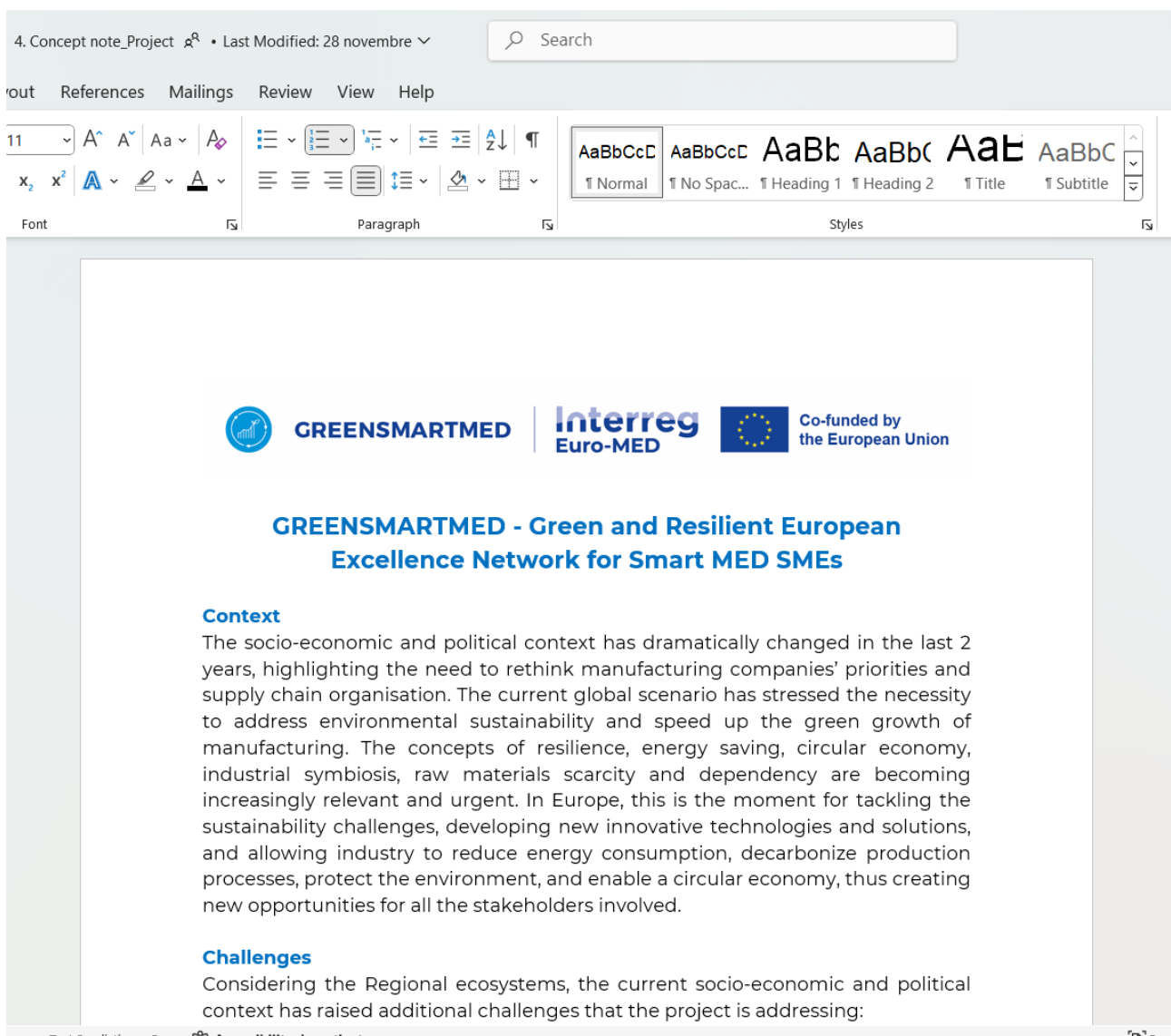


Figure 15: GREENSMARTMED Concept note

The concept note is composed by the following sections:

- Context,
- Challenges,
- Objectives,
- Brief project's description,
- Target groups,
- Effective results, and
- Each partner's role, to be deepened respectively.

The document aims to provide an overall and short description of all the key points of GREENSMARTMED project, in order to foster the dissemination of the project's results. Furthermore, it can be shared together with the project presentation, to give a clearer picture of the project to the external stakeholders. On the other hand, it explains the alignment of the project with the target territory scenario, the objective of the regional policy makers, the current challenges and the proposed solutions. Furthermore, it demonstrates the alignment with the programme's priorities and goals.

This is the last general tool included in GREENSMARTMED toolkit. As described above, the instruments come from other projects' experiences, readapting their content and scope on GREENSMARTMED objectives. Furthermore, they are transversal to GREENSMARTMED methodology steps, as they can be potentially used in each phase. This is the main difference with the Content Tools, the description of which is detailed in the next subparagraph.

### 3.2 Content Tools

The “**Content Tools**” category refers to **instruments which were designed or readapted for a specific methodology phase**. These tools derive as much as possible from previous Interreg Euro-MED projects, GREENOMED and FinMED; however, some external tools, such as the KTH Innovation Readiness Model, was taken into account to perform in the best way the activities foreseen. The aim of these tools is to clear the various activities to be performed to reach GREENSMARTMED overall objectives, in line with Interreg Euro-MED priorities.

All the content tools were included in the toolkit based on continuous dialogues between the consortium partners, and on the needs coming from the external stakeholders. Furthermore, as for the general tools, the content tools are already available both on Basecamp and Google Drive, making them accessible to the consortium and the programme authorities.

In the next subparagraphs, the content tools will be deeply analysed, following the order of the table above.

### 3.2.1 RIS3 Table

The sixth tool included in the GREENSMARTMED toolkit is the **RIS3 Table** (Annex 2), which **aims to provide some key-points in the analysis of the RIS3**, which will be conducted by the project partners, based on their target territory of reference.

The table allows to know both the priorities and needs of each territory on the manufacturing sector set by the National or Regional authorities; on the other hand, it is possible to stress the common points among the different RIS3 in the countries involved.

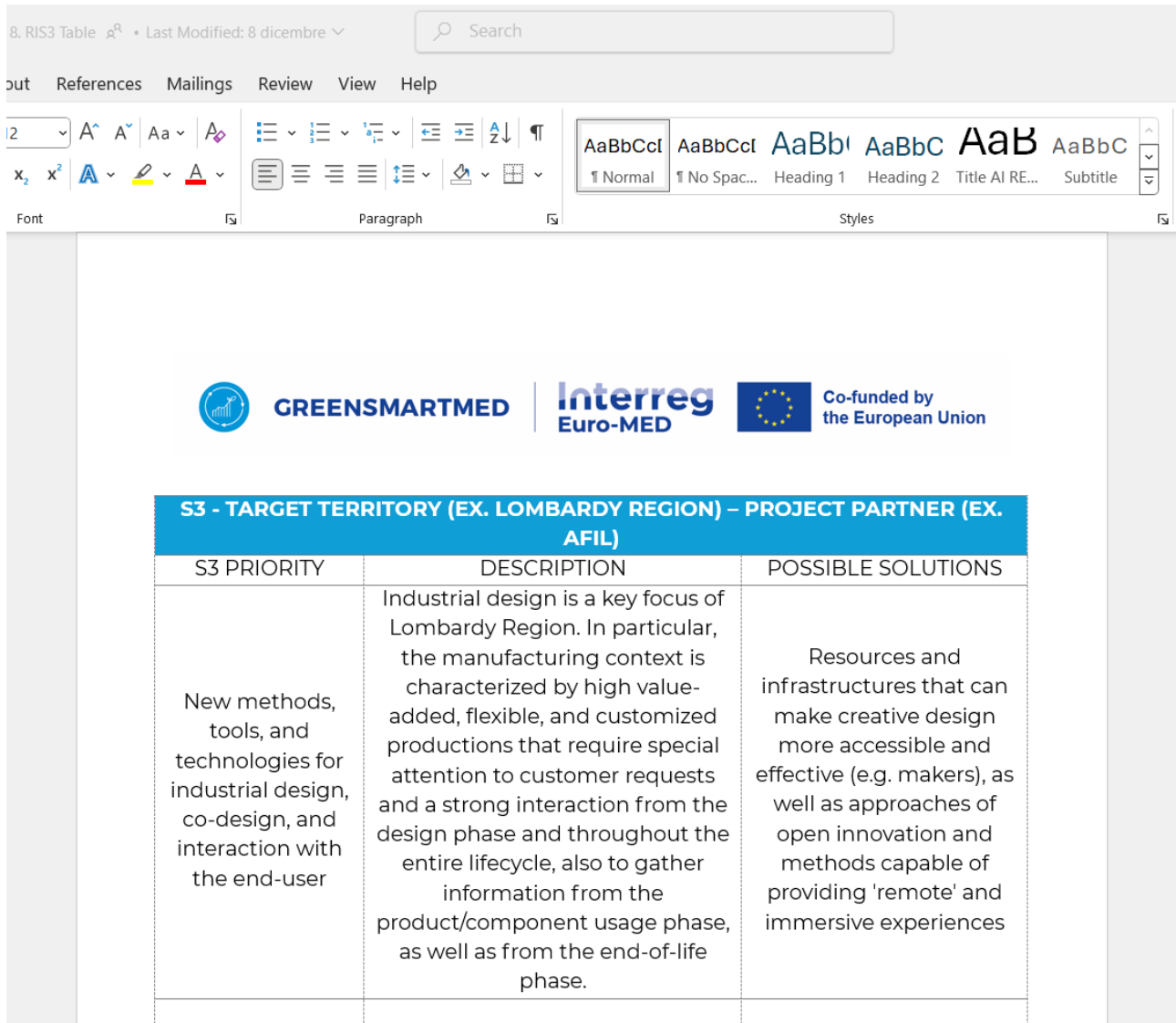


Figure 16: RIS3 Table example

As shown in the picture above, the RIS3 Table differentiates between:

- S3 priority, where the overall goal has been determined.
- Description of the priority, set by the public authority comparing the needs and the opportunities identified.
- Possible solutions, which are directly provided by the public authority in the respective strategies.

The instrument is therefore necessary to align GREENSMARTMED action, particularly the innovative solutions which come out from the working groups, according to the objectives set in the RIS3. On the other hand, these strategies have been elaborated following a participatory approach, as the key stakeholders and the intermediary organizations were contacted to define the key areas of intervention. Consequently, the regional core groups, and their innovative solutions, must follow the key points underlined in the strategies. In this sense, the table helps to understand clearly what are the overall objectives set for each target territory, and pursue them accordingly. Furthermore, this way aims to involve the public authorities in the definition and development of the innovative ideas, starting a meaningful dialogue between the key stakeholders and the public entities.

The RIS3 Table is a key document for the regional core groups, the establishment of which is explained in the next tool.

### 3.2.2 Guidelines for the creation of the regional core groups

The seventh tool refers to the **guidelines for the creation of the regional core groups** (Annex 1), **which set the steps for their successful implementation**. The document is fundamental because the regional core groups represent the key factor for the success of the project. In fact, the groups will play a critical role in strengthening regional competitiveness, fostering innovation, and promoting transregional cooperation. They will provide a platform for knowledge exchange, upskilling, and the development of new projects that align with the EU priorities.

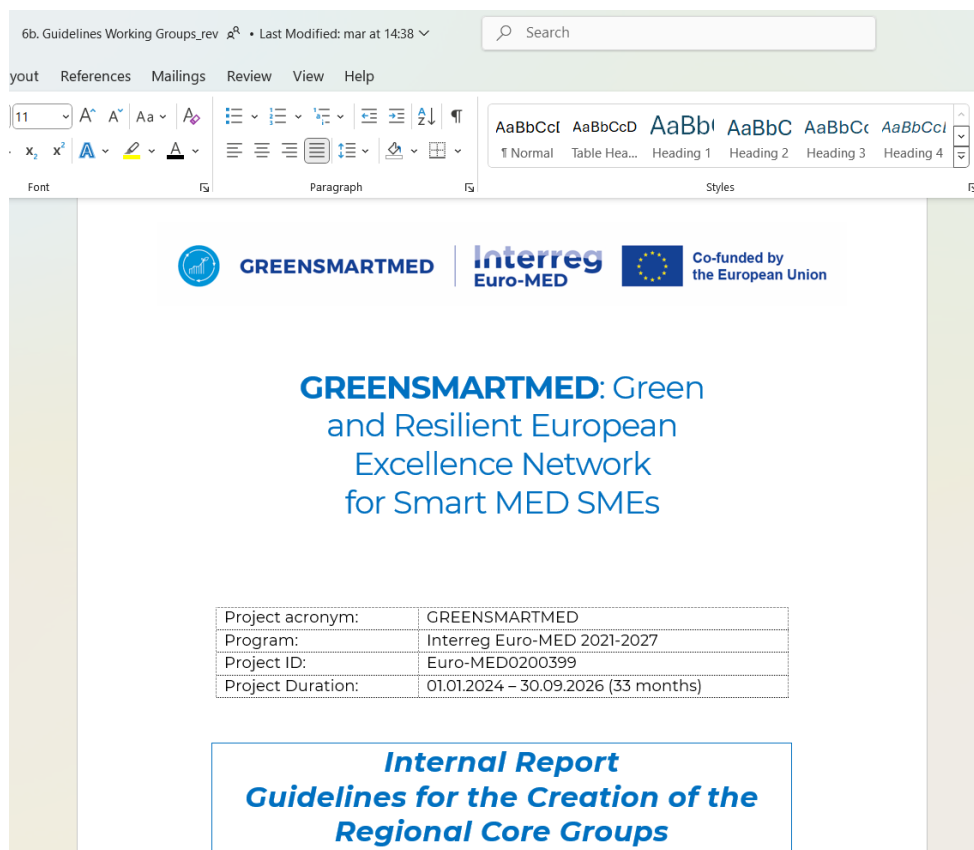


Figure 17: Guidelines' first page

**The document includes 4 steps of the methodology**, as it relates to consequential phases which cannot be split up:

- Establishment of regional core groups;
- Motivating ideas and consolidation of regional core groups;
- Involvement of other regions;
- Ideas' development and evaluation.

In fact, the document describes fully how to perform these different phases, underlining both the roles, the structure and the timeline of each step, in line with the Testing Plan elaborated by CERTH in the framework of Activity 1.3.

On the other hand, as the procedure of establishment of a working group can vary for each country and as the focus of the activities would not be the same, the document provides minimum standards:

- RIS3 analysis;
- Stakeholder categories to be included in the working groups;
- The specific objectives of the working groups;
- Consolidation of the working groups.

**These parameters allow to define a common strategy for the consortium**, to include every innovative idea under the same direction. This would make easier the diffusion of these results in other target territories, strengthening the transregional collaboration at the European level. On the other hand, following the structure of the document, the guidelines start from the identification of common challenges and needs, to elaborate shared innovative solutions.


Furthermore, the working groups would not end with the definition of these ideas, but have to be recognized as a solid actor in the target area. Consequently, this will bring to the consolidation of these working groups and to their potential replicability in other territories with similar characteristics.

To integrate the guidelines, the toolkit includes a document referring to the definition of a collaborative workshop, which will be explained in the next subparagraph.


























### 3.2.3 Guidelines for the collaborative workshop
























The eighth tool refers to the **guidelines to organize a collaborative workshop** (Annex 5), **an exercise which help defining the expectations and the objectives of the regional core groups**. The idea is to promote the collaboration among the stakeholders, particularly during the first meetings, and to create a good environment where the interactions can be exchanged freely and constructively.






7. Collaborative workshop guidelines  • Last Modified: 18 dicembre

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Font Paragraph Styles

 GREENSMARTMED |  Interreg Euro-MED |  Co-funded by the European Union

## GREENSMARTMED: Green and Resilient European Excellence Network for Smart MED SMEs

Project acronym:	GREENSMARTMED
Program:	Interreg Euro-MED 2021-2027
Project ID:	Euro-MED0200399
Project Duration:	01.01.2024 – 30.09.2026 (33 months)

### Collaborative Workshop

*Creative exercise to enhance and strengthen the transregional cooperation among the target stakeholders*

Figure 18: Collaborative workshop first page

The guidelines provide three sections:

- Introduction, where the scope of the document is defined.
- Workshop setting, meaning the practical steps to be pursued in the implementation of the workshop.
- Assessment of the results, which describes how to conclude the workshop and how to use the results of the exercise.

The structure of the document reflects the necessity of describing clearly and in an easy way the steps to be conducted, being aware that every target territory is different and has different needs. Therefore, *mutatis mutandis*, the document provides minimum standards for the successful implementation of the workshop, which means the definition of specific topics to tackle:

- Needs and challenges the stakeholders are facing.
- Success factors of the core groups across different dimensions.

- Awareness and promotion strategy to effectively engage and communicate the results and the activities of the working groups.

Finally, the workshop structure is meant to be flexible and reusable in different stages of the methodology, after having rearranged the topics and the questions in the best way. Furthermore, the workshop can be used in both regional and transregional meetings, in order to collect additional information and insights around GREENSMARTMED target sectors (machinery, textiles, plastics, agri-food, and mobility and batteries) and stakeholders.

### 3.2.4 KTH Innovation Readiness Level Model

The ninth tool included is the **KTH Innovation Readiness Level Model, a structured framework developed by KTH Royal Institute of Technology to assess and guide the development of innovative projects or ideas.** The model is designed to help assessing their ideas toward market readiness, addressing key challenges in innovation development by evaluating various dimensions.

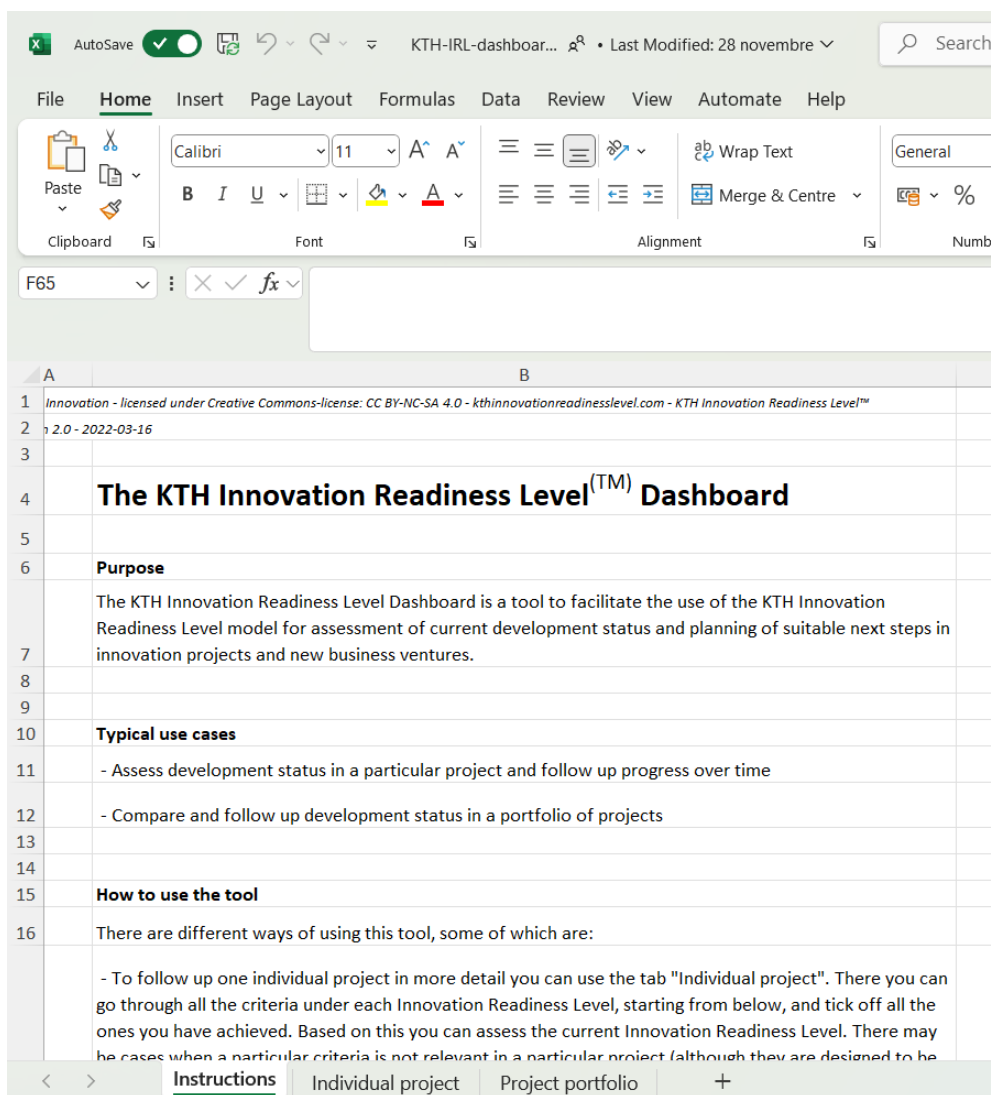


Figure 19: KTH Innovation Readiness Level dashboard

**The objective of the KTH Innovation Readiness Level Model is to provide a practical tool to evaluate the maturity of their projects across various critical aspects.** Furthermore, the model is particularly tailored for early-stage innovations, offering clear benchmarks and pathways to move from conceptualization to commercialization.

The KTH Innovation Readiness Model addresses these challenges by focusing on seven key dimensions, crucial components of the establishment process of each innovative project or idea:

- Customer Readiness Level,
- Technology Readiness Level,
- Business Readiness Level,
- Intellectual Property Right Readiness Level,
- Team Readiness Level, and
- Funding Readiness Level.

The tool involves a self-assessment process, using a scale ranging from 1 (lowest level) to 9 (highest level) to evaluate their position within each dimension. This self-assessment is complemented by feedback, workshops, and tailored resources proposed by the consortium in the framework of the regional core groups. As the idea progresses, it is possible to re-assess the levels to track improvement and realign their strategies. On the other hand, although the criteria are designed to be relevant in the vast majority of all innovation projects, there may be cases when a particular criteria is not relevant in a particular project; in this situation, it is possible to skip the unnecessary criteria, after having discussed this with the project partner and having informed the consortium in this sense.

Finally, the KTH Innovation Readiness Level Model represents a fundamental tool to check the quality of the solution proposed and potential capacity to attract future regional and/or transregional collaborations around a project design. In line with this tool, the toolkit provides an assessment instrument of the SMEs' ESG performance, which will be explored in the next subparagraph.

### 3.2.5 SMEs assessment questionnaire

The tenth tool concerns the **SMEs assessment questionnaire, a self-assessment tool to evaluate areas for ESG improvement**, enabling target company to enhance long-term value, identify potential financial investments, improve business resilience, reduce risks, and contribute positively to society and the environment. In the design phase of GREENSMARTMED project, it was initially decided to use the FinMED assessment platform for this stage. However, the platform could not be utilized as it lacked the necessary updates to efficiently support this step of the methodology.

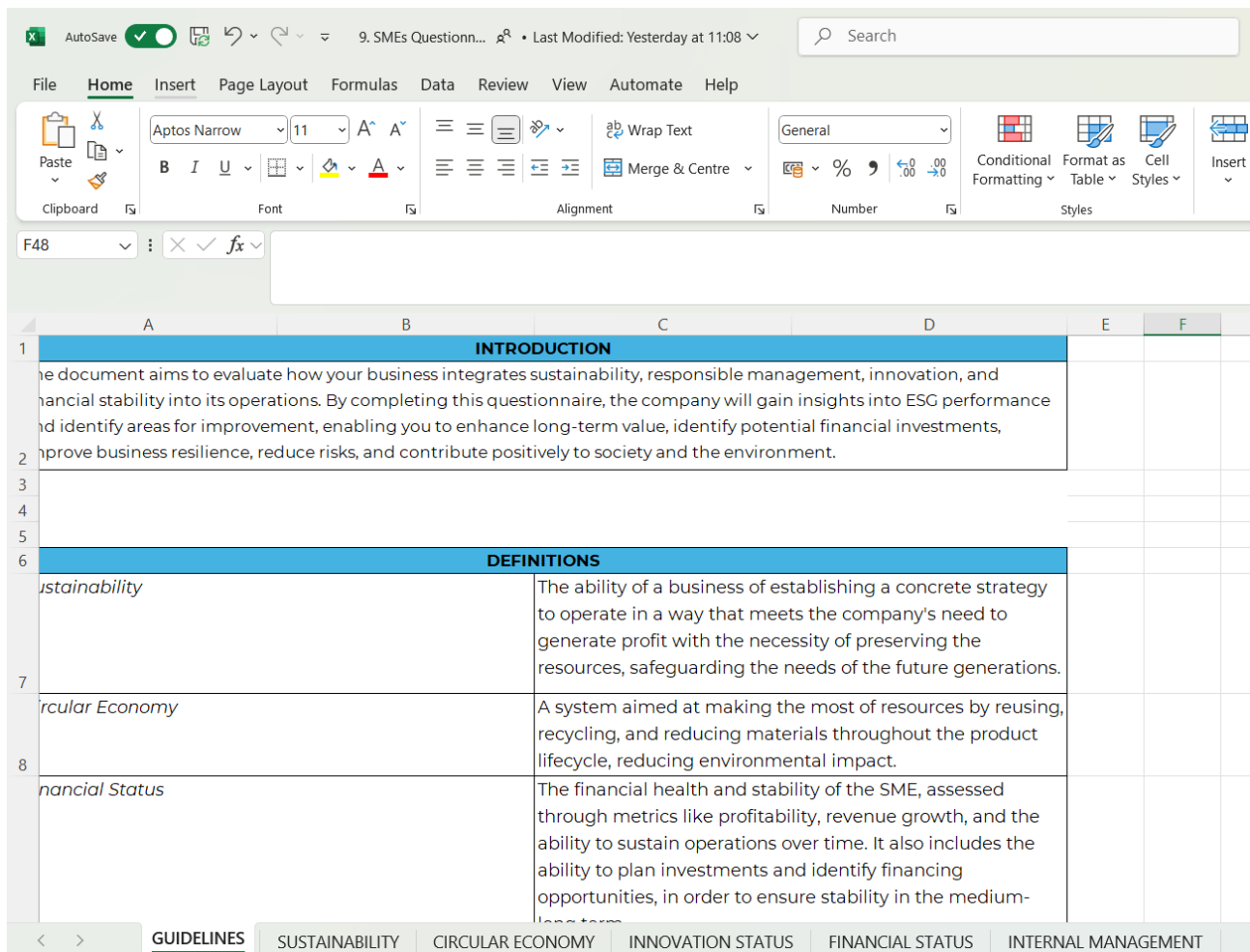


Figure 20: SMEs questionnaire dashboard

The document is composed of:

- Guidelines, with an introduction and references section;
- 13 Sustainability questions;
- 17 Circular Economy questions;
- 6 Innovation Status questions;
- 9 Financial Status questions;
- 9 Internal Management questions.

The aim of this tool is to provide a general overview of the effective SME performance on ESG topics, given the overall objective of GREENSMARTMED project to enhance the regional and/or transregional collaboration to foster the green transition of the manufacturing sector. Logically, the self-compilation of the questionnaire must be done together in addition to the KTH self-assessment tool, in order to define a clearer overview of the SME capacities of bringing up the innovative idea.

As anticipated in the previous paragraph, the project concentrates the KTH and SMEs questionnaire tools for the SMEs assessment methodology phase because of the high target group to reach by the project (100 SMEs in 5 target territories). Furthermore, the questionnaire aims to complete the KTH tool, not being an alternative to it. In fact, the

scope of the two instruments is totally different, as the KTH tool assess the innovation level of a potential idea coming from the regional core groups, while the SMEs questionnaire evaluates the maturity level of the company in a broader sense. Therefore, they are both essential to reach GREENSMARTMED overall goals, and to have clear data on the maturity and innovation levels reached in each target territory.

Finally, as for the KTH tool, the SMEs questionnaire is complemented by feedback, workshops, and tailored resources proposed by the consortium in the framework of the regional core groups.

Once the KTH and the SMEs questionnaire tools have been completed, it is possible to access to the last step of the methodology, which concerns the identification of financial instruments. On this regard, the next subparagraph will explain how the financial instruments will be checked.

### 3.2.6 EU Calls Template

The eleventh and final content tool is the **EU Calls Template, an excel sheet including all the most interesting EU calls, divided by programme of reference, for the manufacturing sector.**

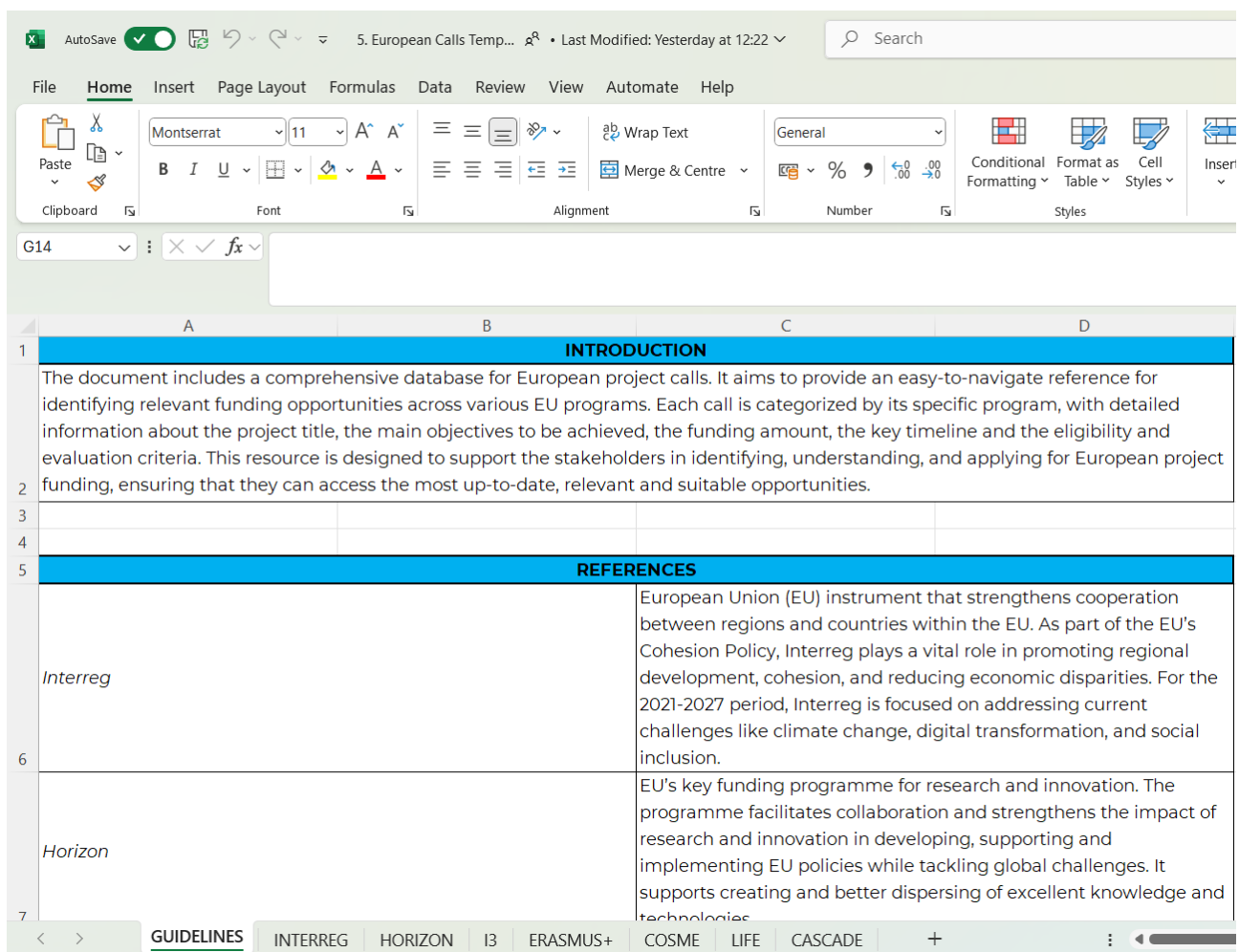


Figure 21: EU Calls dashboard

The EU Calls Template includes a specific sheet for each EU programme, creating in this way an easy-to-use reference for interesting funding opportunities. The identified programmes are the following:

- Interreg programme, including the different sub-programmes (for example, Europe or Euro-MED).
- Horizon programme, including both Horizon Europe and Horizon 2020 sub-programmes.
- I3 programme.
- Erasmus+ programme.
- COSME programme.
- LIFE programme.
- Cascade funding, meaning sub-calls coming from EU projects financed by an EU programme.

The list is not meant to be exhaustive, it is based on the consortium's experience with previous EU projects. During the Testing Plan phase, it will be evaluated if these calls are sufficient to gather as many funding opportunities as possible, looking to GREENSMARTMED overall objectives. In fact, the project partners will use this tool from Period 3 to Period 6, in order to find the most suitable financial opportunity for a complete project proposal, reflecting the innovative solution which will come out from the regional core groups. Therefore, the calls for proposals to be taken into consideration should align with the target sectors considered in each territory, aiming to find some similarities in other target countries or in areas not initially included in GREENSMARTMED scope of action.

As well, the project partners can propose to the consortium other EU programmes that could emerge in the following months, to keep updated the tool. Furthermore, the project partners can readapt this tool for their activities, including, for example, national or regional calls or funds which have the aim of strengthening the regional cooperation at least.

With this last tool, the description of the GREENSMARTMED Toolkit came to an end. Therefore, the next chapter will explore who is in charge of using these tools, and the storage and validation procedures will be defined as well.

## CHAPTER 4: Validation and Use of the GREENSMARTMED Toolkit

Having fully described both the GREENSMARTMED methodology and toolkit, it is now possible to define the rules for using these tools, including the correct procedures for collecting and validating the following tools.

Defining these settings is crucial to standardize the use and validation of these tools for the overall consortium. Furthermore, standard procedures will help in the communication and dissemination of the project results, as a correct storage and validation method will make easier the access to the tools for each project partner.

### 4.1 General rules for the use of the tools

**The GREENSMARTMED toolkit follows general rules for its proper use and implementation.** As abovementioned in the previous chapters, the toolkit differs between content tools and general tools, which pursue different goals and aims.

The content tools referred to specific methodology's steps. Consequently, these tools must be used referring specifically to the various GREENSMARTMED methodology phases they have been elaborated for. On the other hand, the tools have not been thought as fixed nor exhaustive, as the testing of these tools in the target territory would specify if some modifications will be required.

Differently, the general tools are transversal tools which can be used during several GREENSMARTMED methodology steps. Indeed, these instruments are designed for different usages by the project partners for the implementation of the project' activities.

Both the general and the content tools will help the project partners in the implementation of GREENSMARTMED methodology in the target territories. **Consequently, during the project's implementation, only the project partners are authorized to use these tools**, reflecting their role in the project. **This will also mean that only the project partners can propose some modifications of the tools to AFIL, the LP and all the partners in charge of the definition and development of the toolkit**, as stated in Activity 1.2. After the project's conclusion and the successful testing of these tools in the target territories, the tool templates will be shared with stakeholders and all interested actors through GREENSMARTMED website, to ensure the transferability of the GREENSMARTMED results.

The modifications can be proposed by the project partners at any stage of the project's implementation. To ask for a review, the project partners should send an email to AFIL, the LP and the partners involved in Activity 1.2 highlighting when the tool has been used, what are the problems emerged and what are the possible solutions and/or integrations. As well, AFIL will ask for the partner's contribution during the consortium meetings which will be held in 2025, to review the tools based on the partners' considerations and thoughts, if needed. All the modifications required must be in line with the Interreg Euro-MED programme's requirements, as stated in the programme manual.

Once the tools have been used, the project partners should upload their own version in the project's repository (Basecamp and Google Drive), in specific folders referred to the events the tools have been used for.

## 4.2 Tools' validation procedure

As stated in the Grant Agreement of the project, **the toolkit needs a validation procedure**. Specifically, the document specifies that “a meeting to validate internally the toolkit derived will be scheduled with all the partners of all the Regions”. In agreement with the LP, the toolkit has been presented to the second consortium meeting of GREENSMARTMED project, held in Lyon on 10<sup>th</sup> and 11<sup>th</sup> December 2024.

During the consortium meeting, all the tools have been showed and explained to the overall consortium, asking for preliminary feedback on the content of the tools and their use. Furthermore, a specific link between the methodology and the toolkit has been provided, to clearly define the aim and the scope of all the tools.

On the other hand, the tools have been preliminary sent to the LP, to get a feedback on them before the necessary meeting.

After the meeting, AFIL sent an email to all the project partners asking for a final review of the tools. The deadline for this review expired on 10<sup>th</sup> January 2025, due to the Christmas holidays in the meanwhile. On this date, the tools have been updated both on Basecamp and on Google Drive, following the suggestions and the integrations given by the overall consortium.

Finally, as stated in the Grant Agreement, “This toolkit will be implemented and validated in the pilot activities of WP2”. Indeed, as the tools are not fixed nor exhaustive, these will be used during the testing activities, analysing into practice their usefulness in the implementation of GREENSMARTMED methodology. If specific modifications are required, the project partners should follow the review procedure as described in the previous subparagraph.

## 4.3 Tools' repository and storage

Having been internally validated by the project partners, **the tools' templates are already available both on Basecamp and Google Drive**, in order to be accessible to all the project consortium.



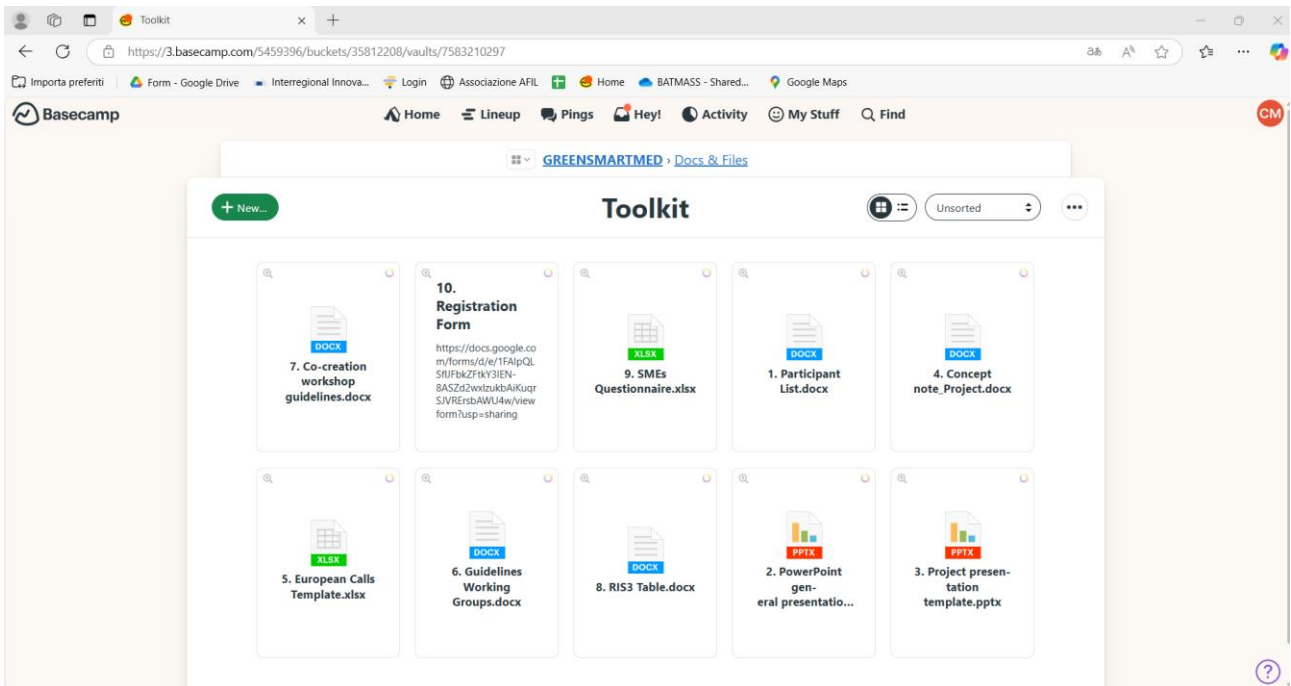


Figure 22: Toolkit folder on Basecamp

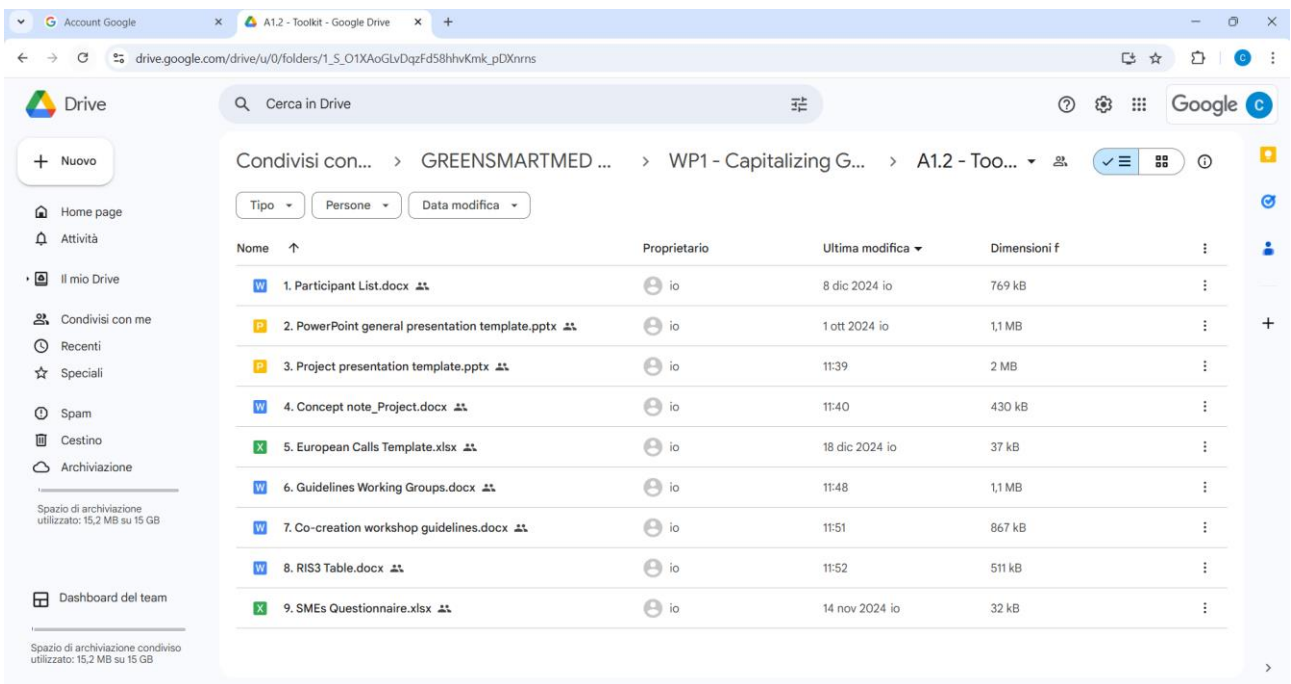


Figure 23: Toolkit folder on Google Drive

The consortium decided to use both Basecamp and Google Drive for two main reasons:

- Ensuring the back-up of the project data, indeed making the files accessible on different platforms reduce the risk of data loss or access issue.
- Strengthening the scalability of the project, in fact combining both platforms allows the consortium to handle growing tasks and files efficiently, ensuring smooth project scaling.

Consequently, the advantages of using Basecamp and Google Drive are for an enhanced collaboration, an improved organization, and a streamlined communication. This dual-platform approach ensures all project files and documents remain accessible, making it easier to track progress and evaluate task performance. Additionally, it provides clear insights into whether partners' efforts align with the project's activities and objectives, fostering accountability and ensuring the achievement of foreseen results. Finally, the dual approach makes easier the accessibility for these tools even after the project's conclusions, guaranteeing the possibility of replicating the positive effects of GREENSMARTMED methodology, in other territories too.



## ANNEXES

### ANNEX 1



GREENSMARTMED

Interreg  
Euro-MED



Co-funded by  
the European Union

# GREENSMARTMED: Green and Resilient European Excellence Network for Smart MED SMEs

Project acronym:	GREENSMARTMED
Program:	Interreg Euro-MED 2021-2027
Project ID:	Euro-MED0200399
Project Duration:	01.01.2024 – 30.09.2026 (33 months)

## **Internal Report** **Guidelines for the Creation of the** **Regional Core Groups**

*AFIL, Activity 1.2: Development of the integrated methodology toolkit*

Contractual delivery date:	02/12/2024
Actual delivery date:	

### PROJECT PARTNERS

University of Bergamo (Italy) • Eurecat Foundation (Spain) • Centre for Research and Technology Hellas (Greece) • Regional Development Fund of Western Macedonia (Greece) • Stara Zagora Regional Economic Development Agency (Bulgaria) • University Consortium for Industrial and Management Economics (Italy) • Polymeris (France) • Lombardy Intelligent Factory Association (Italy) • Confederation of the Textile Industry (Spain) • University Claude Vernard Lyon 1 (France)

## **ADDITIONAL DOCUMENT INFORMATION**

<b>Activity:</b>	Act.1.2: Development of the integrated methodology toolkit
<b>Tasks:</b>	Definition of the guidelines for the establishment of the Regional Core Groups, the definition of which will begin in Period 3 (Jan-Jun 2025).
<b>Contributing partners:</b>	UNIBG, EURECAT, CERTH, RDF, SZREDA, CUEIM, POLYMERIS, AFIL, TEXFOR, UCBL
<b>Authors:</b>	Carlo Mondani

## **VERSIONING AND HISTORING OF CHANGES**

<b>Version</b>	<b>Date</b>	<b>Comment</b>	<b>Organization</b>
0.1	02/12/2024	First Draft Version	AFIL
0.2	20/12/2024	Second Draft Version	AFIL
0.3			
0.4			
0.5			

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## EXECUTIVE SUMMARY

**The GREENSMARTMED project aims to drive the green transition of the manufacturing sector across five target countries—Italy, France, Spain, Bulgaria, and Greece—by establishing regional working groups.** These groups will bring together key stakeholders from industrial companies, policy makers, research institutions, and business support organizations to address common challenges, identify innovative solutions, and contribute to the sustainable development of the manufacturing sector. The working groups will focus on key manufacturing sectors, including machinery, textiles, plastics, agri-food, and mobility and batteries, in alignment with the RIS3.

**The project's methodology is designed to foster long-term engagement, ensuring that the working groups will not cease with the conclusion of the project.** By creating a holistic, strategic vision for the sector's growth, the working groups will continue to operate beyond the project timeline, contributing to the ongoing green transformation of the manufacturing sector. The involvement of public authorities at regional, national, and European levels will further support the groups' activities and ensure that the innovative solutions identified can be integrated into broader policy frameworks and funding mechanisms.

Finally, **the working groups will play a critical role in strengthening regional competitiveness, fostering innovation, and promoting transregional cooperation.** They will provide a platform for knowledge exchange, upskilling, and the development of new projects that align with the green manufacturing goals of the European Union. The sustainability of these groups will ensure their continued impact, allowing for the replication of the GREENSMARTMED methodology in other regions and securing the long-term success of the green transition across Europe's manufacturing sector.

## ***LIST OF ABBREVIATIONS***

LP	Lead Partner
RIS3	Research and Innovation Smart Specialization Strategy
R&I	Research and Innovation
S3	Smart Specialization Strategy
BSO	Business Support Organization
EU	European Union

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## CHAPTER 1: INTRODUCTION

The current document sets the **guidelines for the creation of regional working groups**, covering the target countries involved in the project (Italy, France, Spain, Bulgaria, and Greece).

The goal of the working groups is to define common issues and objectives in each region involved. Particularly, the working groups should enhance the regional and transregional transition to a greener, more sustainable and resilient manufacturing sector. Furthermore, innovative initiatives or solutions, including pre-existing ones, can potentially be identified, leading to the development and future implementation of a common project. Moreover, the working group should be skilled at identifying the best financial instrument to ensure the economic sustainability of the idea, based on the maturity level of the involved businesses, and its capacity to attract transregional cooperation in the implementation phase.

On the other hand, this new and innovative approach will not only define a project which refers to the target territories, but also implement a methodology that can be replicated beyond the target territories, including other territories not initially involved during GREENSMARTMED project design phase. This will allow to attract and include more stakeholders facing similar issues and opportunities in the European context, enhancing a greener, more sustainable, and resilient manufacturing sector, in line with RIS3 priorities and objectives.

### 2.2. The Stakeholders' Map

The methodology of GREENSMARTMED project has several steps to be pursued. The first one is the definition of a **Stakeholders Map**, to identify the key actors in the countries involved concerning their needs and interests in the project topics, with the consequential idea of being potentially involved. The Stakeholders Map, coordinated by the LP (University of Bergamo) and carried out by the project partners, has been already performed and validated during the Period 1 (January-June 2024), as being part of Activity 1.1: Integration and upgrading of GREENOMED, FINMED and GREEN GROWTH methodologies.

Figure 1: Example of Sheet of the Stakeholders Map

The screenshot shows an Excel spreadsheet with the following structure:

- Row 1:** Header for "Policy Makers" (green background).
- Row 2:** Sub-header "Objective and scope" (grey background).
- Row 3:** Text describing the sheet's purpose: "This sheet is dedicated to policy makers. They will be the main target of activity 3.2 in WP3 (Policy strategies and Policy makers engagement). In fact, they should direct their green innovation funding policies considering the needs emerged in their Regions through the collective efforts of regional stakeholders. In addition, within activity 3.2 it is foreseen that partners will be responsible for carrying out at least two transfer actions towards Regional/national/local authorities."
- Row 4:** Text: "Please list here the the policy main organisms which could be interested in joining the regional core groups. Such organisms:"
- Row 5:** List of criteria:
  - could be interested in exploiting regional core group ideas in order to guide the policy making process (investments, regulation, ...)
  - could be interested in the results achieved within the project
  - could be interested in proposing emerging specific needs for Green Manufacturing Innovation, from the policy point of view
- Row 7:** Table header for "Contact Person" with columns: "Policy Making Organism Name", "Geographical coverage (Choose)", "Policy area", "Name", "Surname", "E-mail", and "Notes (e.g. if "other" is chose, specify)".
- Row 8:** Data row:
 

Policy Making Organism Name	Geographical coverage (Choose)	Policy area	Name	Surname	E-mail	Notes (e.g. if "other" is chose, specify)
Regione Lombardia	Regional (NUTS2)	Research & Innovation	Enzo	Cristofaro	Enzo_Cristofaro@regione.lombardia.it	
- Row 9-21:** Empty rows for additional data entry.
- Bottom:** Navigation tabs: Frontpage, Guide, Stakeholders 1 IMC, **Stakeholders 2 PM**, Stakeholders 3 IBSO, Stakeholders 4 HEIRC.

This tool also allows to define the criteria for participant identification. In fact, identifying the stakeholders at the regional level allows for the preliminary definition of both the themes to be addressed and the stakeholders to be involved in the creation of the core groups. Moreover, the mapping highlights the stakeholders' interest in being proactively involved in the identification of their perceived issues and opportunities related to the manufacturing sector. This information is crucial to highlight the main topics to address during the working groups discussion, as common points can potentially come out from the interaction between the participants.

On the other hand, the mapping enables the preliminary identification of all the stakeholders' categories which must be involved in the working group sessions. As shown in the picture above, the document distinguishes between:

- Industrial Manufacturing Companies;
- Policy Makers;
- Intermediaries and Business Support Organizations;
- Higher Education Institutions and Research Centers.

Finally, the document allows to identify the key actors, topics and regional priorities, which must be pursued during the activities of the working group. Therefore, the Stakeholders Map, together with its correct fulfilment and implementation by the

project partners, represents a preliminary and crucial step before defining the regional core groups, the process of which will be analyzed in the next chapter.

## CHAPTER 2: WORKING GROUPS DEFINITION

As shown in the previous chapter, the creation of regional working groups is a consequence of an efficient mapping of the target territories. However, **mapping the current scenario alone is not enough**: it is necessary to identify the actors who are proactive, dedicating part of their time to support a project activity without profit. This step is not superfluous, as it must be remembered that these actors are not paid by the project, and do not receive any substantial benefit in the short-term. Therefore, it is very important to understand how the project partners can convince the participants, based on their respective contexts of reference. The solution is to demonstrate the positive effects provided by this activity, which must be organized following common criteria and goals.

The working groups must be established based on the **target manufacturing sectors** by GREENSMARTMED project:

- Machinery
- Textile
- Plastics
- Agri-food
- Mobility and Batteries

Certainly, each country involved in the project has different standards and levels of development for these sectors. Therefore, the creation of the working groups is not the same for every region involved, as this process depends by the social, economic and historic characteristics of the selected target region. Furthermore, the focus of the group might not be the same, as needs and requirements vary from territory to territory (for example, the targeted manufacturing sectors have not the same quality standards in Italy, France, Spain, Greece and Bulgaria). Stated that the procedure of establishment of a working group can vary for each country and that the focus of the activities would not be the same, it is necessary **to establish standard parameters**, which should be pursued for each working group established in the different regions:

- RIS3 analysis;
- Stakeholder categories to be included in the working groups;
- The specific objectives of the working groups;
- Consolidation of the working groups.

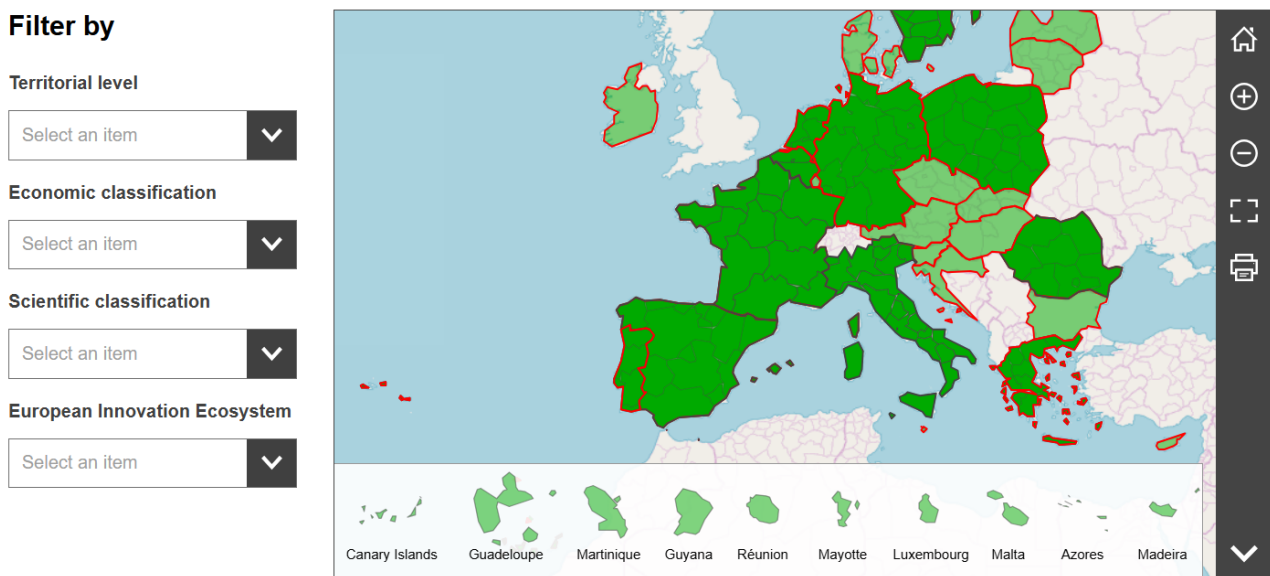
These standard parameters allow to define **a common strategy**, to include every possible result under the same direction. As well, these parameters will facilitate the integration and re-establishment of transregional core groups, which will be foreseen during the deployment of the transregional meetings in the target countries.

## 2.1 RIS3 analysis

After having identified the stakeholders, the subsequent step is the **identification of objectives and priorities from the RIS3 in the EU target territories**, from which common needs and opportunities for the development of innovative ideas in the green manufacturing sector can be derived.

In fact, the identification of the stakeholders present in the target territories outlines the strengths and vulnerabilities of the local manufacturing context. On the other hand, it is important to emphasize that each region has its own defined objectives and priorities at the regional and/or national level in the RIS3, as shown in the [S3 Observatory](#), a public website developed by DG Regio where all the different strategies, and monitoring data, are collected.

Figure 2: Interactive Map on S3 Observatory Platform



These strategies have been integrated at European level starting from the 2014-2020 cohesion policy, as an ex-ante conditionality to access European funding, and have been confirmed in the subsequent 7-year period. As specified by the European Commission in Communication 376/2017, "*smart specialization strategies are aimed at prioritizing public investments in research and innovation through a bottom-up approach for the economic transformation of regions, based on regional competitive advantages and fostering market opportunities within new interregional and European value chains. They assist regions in anticipating, planning, and supporting their process of economic modernization.*"

Consequently, each Member State had to adopt its own Smart Specialization Strategy, which aims to "*identify resources, skills, innovative potential, priorities in terms of industrial transformation, resilience of the economic-productive system, and emerging technological areas, on which to focus investments*" (S3 Lombardy Region, 27/11/2023).

Therefore, the identification of territorial priorities must start from the analysis of these strategies for each target territory:

- [Italy](#)
- [France](#)
- [Spain](#)
- [Greece](#)
- [Bulgaria](#)

For the successful testing and implementation of GREENSMARTMED methodology, **a complete and precise analysis of the RIS3 implemented in the target territories is crucial**. Indeed, this study would allow to know both the priorities and needs of each territory on the manufacturing sector set by the National or Regional authorities; on the other hand, it is possible to stress the common points among the different RIS3 in the countries involved. It is therefore essential that **each project partner involved for the establishment of the regional working groups is familiar with their reference strategies**. This will allow to establish a direct link between the needs and interests of the stakeholders involved in the mapping phase and the objectives and priorities of the regional or national authorities. To this aim, the project partners are strongly invited to use the RIS3 Table, which must be used, during the first meetings of the regional working groups, to set the starting point for the internal discussion and identify the possible solutions in line with the underlined priorities.

Table 1: RIS3 Table

S3 - TARGET TERRITORY (EX. LOMBARDY REGION) – PROJECT PARTNER (EX. AFIL)		
S3 PRIORITY	DESCRIPTION	POSSIBLE SOLUTIONS
<p>New methods, tools, and technologies for industrial design, co-design, and interaction with the end-user</p>	<p>Industrial design is a key focus of Lombardy Region. In particular, the manufacturing context is characterized by high value-added, flexible, and customized productions that require special attention to customer requests and a strong interaction from the design phase and throughout the entire lifecycle, also to gather information from the product/component usage phase, as well as from the end-of-life phase.</p>	<p>Resources and infrastructures that can make creative design more accessible and effective (e.g. makers), as well as approaches of open innovation and methods capable of providing 'remote' and immersive experiences</p>

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## 2.2 How to include stakeholders in the Working Group

As stressed in the introduction section, the core groups cannot focus only on the companies' perspectives and their needs. As already mentioned during the mapping phase, businesses are not the only stakeholders involved in the green transition process. In fact, according to the principle of involving the 4-helix stakeholders, in line with the general criteria of RIS3, **research institutions, BSOs, and support entities must be included in the definition of the working group as well.**

Therefore, the categories of stakeholders must be distinguished, based on their purpose and role in the transition process to a greener manufacturing sector:

- **Industrial stakeholders**, including producers, service providers, IT companies, etc., which are involved in the production, supply, and distribution of goods, as well as those providing raw materials, components, equipment, and services that support manufacturing processes;
- **Higher Education Institutions and Research Centers**, which will provide technological support to industrial stakeholders, under the coordination of the Business Support Organizations;
- **Business Support Organizations**, which will implement the methodology developed and enable the systematic identification and exploitation of synergies with other Mediterranean regions. They will be the recipients of the training activities related to the methodology and its related toolkit, and will be responsible for transferring results to other business support organizations and policymakers.

These stakeholders represent the full manufacturing value-chain, and their inclusion is essential, following an holistic approach. Consequently, excluding one of these categories would jeopardize the success of the working groups' activities and put at risk the development of synergic and innovative ideas for a green and sustainable transition in the manufacturing sector. On the other hand, it is recommended that project partners contact the target policymakers at this stage, to anticipate the objectives of the working groups, which are in line with the national and regional RIS3, and highlight the definition of innovative solutions that could be included in the project design phase.

The Stakeholders Map represents a starting point for the identification of individual stakeholders. However, **the mapping must be supported by ongoing research of future participants**, through the contacts already reached during the mapping phase,



because they can have further suggestions on which entity could be interested to the initiative. Furthermore, the project partners, thanks to their experience with European projects, can help each other with integrating the working groups member list.

Moreover, the analysis must not stop with the definition of the working groups. Indeed, those stakeholders not initially included may be involved later on in the working group sessions, thus expanding the relevance and impact of the effects in the target territories, in order to replicate this model in other regions.

Once the working group is established, **it is important to set how the working group should be held**. This aspect is very important, as a good combination of in-person and remote meetings must be provided. Indeed, the provision of only one typology of meeting could be feasible for a good participation of the stakeholders (in the case of in-person meetings), or would not be sufficient for the organization of the activities in the proper way (in the case of online meetings). The typology of meeting depends on the scope of it and from the output the organizer wants to reach. To this end, it is highly recommended that the meetings are provisionally scheduled, with preferably one meeting per month, during the preparation phase, according to the Testing Plan timeline as well.

## 2.3 The specific objectives of the Working Group

As abovementioned, the core groups must have specific objectives, which are common for each target country. Based on AFIL's experience in Lombardy Region, the project partners must indicate to the stakeholders the following goals to be pursued:

- **Training:** during the meetings, the participants should be involved in upskilling and re-skilling activities, as the green manufacturing involves not only technical aspects, but covers a social, economic and political dimension. Therefore, specific thematic events, workshops, matchmaking sessions should be organized, to help prioritizing the main themes already underlined in the respective RIS3. It is also recommended that the participants are involved in external meetings attended by the project partners on the project's relevant topics, to strengthen their knowledge, to expand their network of contacts and to make them more aware of the project's benefits. For example, it is suggested to promote specific events organized in the frame of the programme, as the Innovative Sustainable Economy Community of Practice (ISE CoP) held in June 2024 in Marseille, and by the project itself, as the Transnational Cooperation Event held in December 2024 in Lyon.
- **Innovation:** during the meetings, the participants must be invited to discuss about the current challenges of the transition of the manufacturing sector to a greener, more sustainable and more resilient way. To facilitate the discussion, the project partners can invite during the meetings innovators and/or innovative technology providers, to share best practices with the working groups members. To this aim, the project partners must prepare and share the agenda of the meetings, leaving open the possibility to the participants to present an innovative idea or solution, in line with the topic of the meeting and, more generally, to the project's goals.

- **Project Management:** during the meetings, successful project experiences, focusing on the same topics targeted by GREENSMARTMED and showing an innovative solution already financed and/or introduced in the market, can be presented. As well, the organizers can underline the financing opportunities currently available, especially Regional, National and EU calls open for submissions.

These criteria must not follow a chronological nor hierarchical structure. Indeed, these factors can be touched following different timelines for each region, depending on the level of maturity of the working group itself. Furthermore, the activities require a dynamic approach by the organizers, as different activities require an ongoing analysis, with constant review, of the scenario at the regional, national and European level.

## 2.4 Consolidation of the Working Group

**The three criteria mentioned in the previous paragraph represent the primary condition for the successful organization of the working groups, and are valid for each manufacturing sector targeted by the project.** As well, the working groups should not end with GREENSMARTMED conclusion. In fact, these working groups can represent an added value for each target country for the development of the manufacturing sector in the medium-long term. Therefore, **the activities of the working groups must not be limited to these minimum requirements or to the submission of projects, but they should provide a holistic vision for the strategic growth of the manufacturing sector.** On the other hand, being involved in such an ongoing process, the participants would be more attracted to participate to this initiative, as it can provide positive effects even after GREENSMARTMED conclusion, such as the consolidation of the network and the opportunity of being recognized as a landmark in their regional context.

Consequently, there are 3 following steps which can support the consolidation of the working groups:

- **Monitoring and Evaluation of the working group activities:** the organizers must track of the working groups activities, taking notes of the outputs and the KPIs achieved. The project partners should meet regularly (preferably, twice per month) to report the constitution of the working groups and the relative performance. The monitoring webinars among project partners should preferably last until the project's conclusion.
- **Involvement of the public authorities at regional, national or European level:** as mentioned in the previous paragraphs, the public authorities can support the working groups' initiative, as the topics of interest are already represented in the RIS3 for enhancing and strengthening the manufacturing sector, with the aim of boosting the transition to a more sustainable and greener value-chain. Moreover, the participation of the public authorities opens the possibility of underlining the priorities, needs and opportunities of the target sectors, beginning a useful

dialogue with the policy makers which could potentially support the strategic vision of the GREENSMARTMED project. Additionally, the involvement of the public authorities could facilitate the integration of additional stakeholders to the working groups.

- **Definition and update of the action plan:** the organizers should set an action plan of the working groups linked to GREENSMARTMED goals, to assess their achievement in an easier way. However, the action plan should provide also medium-long term objectives, which refer to the specific context of reference. The aim is to go beyond the project's conclusion, in order to achieve a strategic vision of the working groups and guarantee its functioning even after GREENSMARTMED end. On the other hand, the final goal of GREENSMARTMED methodology is to design new regional or transregional project initiatives, following the innovative solutions came out from the working groups. Therefore, the working groups would naturally continue their tasks and activities, so a specific structure would carry on and replicate GREENSMARTMED methodology also for future projects initiatives.

In conclusion, the three criteria outlined are essential for the successful organization of the working groups and are applicable across all targeted manufacturing sectors. **These groups should not be confined to the duration of the GREENSMARTMED project but must provide long-term value by fostering sustainable growth in the manufacturing sector.** By offering a holistic vision and focusing on strategic development, the working groups can continue to thrive post-project, creating opportunities for participants to remain engaged and benefit from an expanding network and recognition as leaders in their regions. This approach ensures that the working groups contribute to the lasting evolution of the sector.

## CHAPTER 3: CONCLUSIONS

The establishment of regional working groups within the framework of the GREENSMARTMED project represents a critical initiative for fostering a greener, more sustainable, and resilient manufacturing sector across the target countries. **These working groups, driven by collaboration among key stakeholders are designed to address common challenges, identify innovative solutions, and drive forward the green transition in the manufacturing sector.** By aligning with the priorities outlined in the regional Smart Specialization Strategies (RIS3), the groups will contribute to strengthening regional competitiveness and enhancing the manufacturing value chain.

Importantly, **the work of these groups should not be limited to the duration of the GREENSMARTMED project. The methodology developed during the project provides a solid foundation for the continued evolution of these groups, enabling them to sustain their activities and maintain a lasting impact.** The working groups must provide a holistic vision that transcends the immediate goals of the project, focusing on the medium to long-term growth and transformation of the manufacturing sector. This vision will not only ensure the ongoing development of innovative ideas and projects but also facilitate the continued engagement of stakeholders, strengthening the regional networks and contributing to broader European objectives.

By integrating public authorities, reinforcing strategic partnerships, and focusing on sustainable funding mechanisms, the working groups can create a dynamic, ongoing process that adapts to emerging challenges and opportunities. **The goal is to establish a framework that supports the long-term growth of the manufacturing sector, attracting new stakeholders and enabling the replication of the GREENSMARTMED methodology in other regions, both within and outside the initial target territories.** This approach ensures that the working groups will continue to thrive post-project, providing an enduring platform for innovation, collaboration, and the development of green manufacturing solutions that have a lasting positive impact on the European manufacturing landscape.



## ANNEX 2



GREENSMARTMED

Interreg  
Euro-MED



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# GREENSMARTMED: Green and Resilient European Excellence Network for Smart MED SMEs

Project acronym:	GREENSMARTMED
Program:	Interreg Euro-MED 2021-2027
Project ID:	Euro-MED0200399
Project Duration:	01.01.2024 – 30.09.2026 (33 months)

## RIS3 Tool

*Identification of key topics for R&I  
focusing on RIS3*

### PROJECT PARTNERS

University of Bergamo (Italy) • Eurecat Foundation (Spain) • Centre for Research and Technology Hellas (Greece) • Regional Development Fund of Western Macedonia (Greece) • Stara Zagora Regional Economic Development Agency (Bulgaria) • University Consortium for Industrial and Management Economics (Italy) • Polymeris (France) • Lombardy Intelligent Factory Association (Italy) • Confederation of the Textile Industry (Spain) • University Claude Bernard Lyon 1 (France)



**GREENSMARTMED**

**Interreg  
Euro-MED**



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the European Union

**S3 - TARGET TERRITORY (EX. LOMBARDY REGION) – PROJECT PARTNER (EX. AFIL)**

S3 PRIORITY	DESCRIPTION	POSSIBLE SOLUTIONS
<p>New methods, tools, and technologies for industrial design, co-design, and interaction with the end-user</p>	<p>Industrial design is a key focus of Lombardy Region. In particular, the manufacturing context is characterized by high value-added, flexible, and customized productions that require special attention to customer requests and a strong interaction from the design phase and throughout the entire lifecycle, also to gather information from the product/component usage phase, as well as from the end-of-life phase.</p>	<p>Resources and infrastructures that can make creative design more accessible and effective (e.g. makers), as well as approaches of open innovation and methods capable of providing 'remote' and immersive experiences</p>

# ANNEX 3

## DATE OF THE EVENT TITLE OF THE EVENT

SURNAME	NAME	COMPANY/INSTITUTION	SIGNATURE




## ANNEX 4



**GREENSMARTMED**

**Interreg  
Euro-MED**



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# Project Concept Summary

## Context

The socio-economic and political context has dramatically changed in the last 2 years, highlighting the need to rethink manufacturing companies' priorities and supply chain organisation. The current global scenario has stressed the necessity to address environmental sustainability and speed up the green growth of manufacturing. The concepts of resilience, energy saving, circular economy, industrial symbiosis, raw materials scarcity and dependency are becoming increasingly relevant and urgent. In Europe, this is the moment for tackling the sustainability challenges, developing new innovative technologies and solutions, and allowing industry to reduce energy consumption, decarbonize production processes, protect the environment, and enable a circular economy, thus creating new opportunities for all the stakeholders involved.

## Challenges

Considering the Regional ecosystems, the current socio-economic and political context has raised additional challenges that the project is addressing:

1. SMEs are the majority of companies in the involved Regions and have a crucial role in their economies, regional development, and competitiveness. Compared to large companies, SMEs are generally more flexible but often lack the organizational structure and financial capability to invest in research and innovation activities. Indeed, shortage of financial resources and problem of accessing finance are among the SMEs' most relevant barriers to green innovation.
2. To effectively bring innovation to the manufacturing sector, companies should not carry out research and innovation activities individually. Instead, an ecosystem approach that allows sharing best practices and knowledge transfer between SMEs, large companies, research organizations, BSOs (including clusters), and public authorities is essential.
3. Since the regional smart specialisation strategies address regional priorities in research and innovation, fostering activities in these directions is paramount. Often, SMEs are not fully aware of these priorities and the related instruments, leading to problems defining R&I directions.

4. Different European Regions often have complementary RIS3 and specialties that, if adequately addressed and leveraged, would allow the implementation of transregional solutions. Based on RIS3 of the involved Regions, the project will specifically address the machinery, textiles, plastics, agri-food and mobility&batteries sectors, where major sustainability challenges relate to sustainable materials and chemicals, energy&resources optimization, and emission reduction.
5. Previous projects and funds have allowed the establishment of collaborative initiatives in Europe. Nevertheless, there is still the need to increase the participation of SMEs in such initiatives. Indeed, as highlighted in the Interreg EuroMED programme, the limited participation of thematic SMEs as project partners reveals the need to ensure that enabling conditions for this participation are in place when this type of partner is specifically called to participate in projects.

## Project Objectives and Description

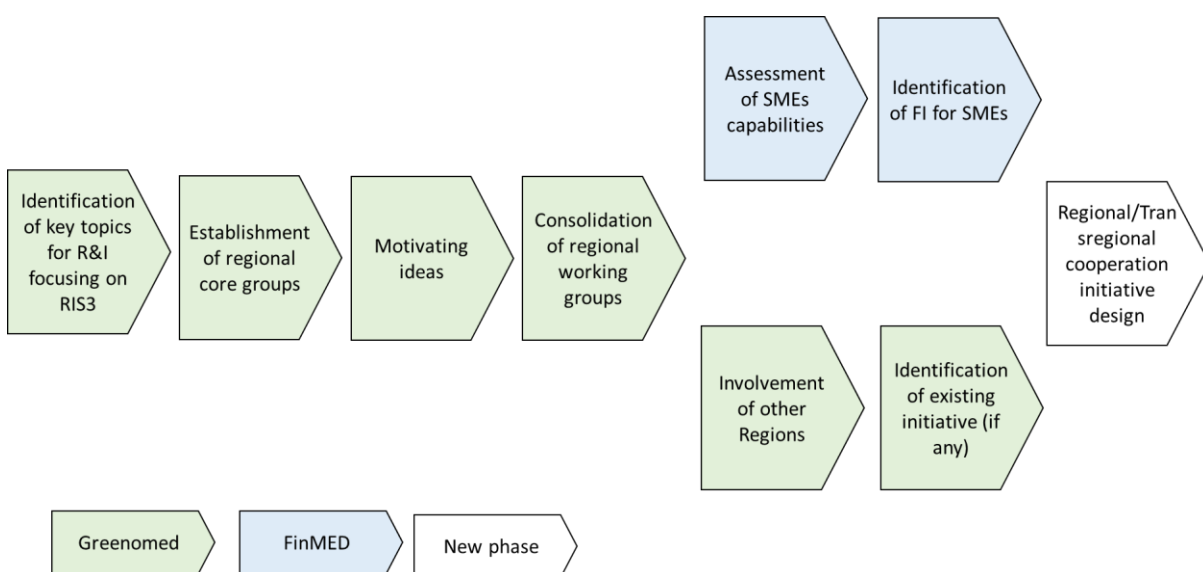
Based on the context and the current challenges, the objective of GREENSMARTMED is to integrate and upgrade the methodologies developed in the Interreg EuroMED GREENOMED and FinMED projects and GREEN GROWTH, leveraging the Community, to develop, test, and make transferable the new integrated methodology and related toolkit. The GREENSMARTMED methodology and toolkit aim at enhancing transregional cooperation among the stakeholders in the 5 Regions involved (Italy, Spain, France, Greece and Bulgaria) to create a European community able to uptake innovations for a green and resilient manufacturing, contributing to RIS3 implementation, and helping SMEs to turn sustainability challenges into opportunities and establish sustainable business development opportunities.

The integrated methodology leverages the phases defined in the GREENOMED project to identify the key topics and consolidate the Regional working groups. These topics and working groups focus on RIS3 (**challenge 3**) and have a supply chain approach meaning that large companies, usually with more significant resources and the ability to lead the innovation directions of the industry (**challenge 2**), facilitate attracting and stimulating SMEs' participation. At the same time, research institutions guarantee a methodological approach to the innovation process and up-to-date state of the art of technologies, while clusters and BSOs allow a closer relationship with public authorities and an effective knowledge transfer to the Regional ecosystem. In these Regional ecosystems, a fundamental role will also be taken by civil society since, as end users of the manufacturing sector, they will be the target of raising awareness initiatives related to importance of buying and consuming products services coming from sustainable productions and materials.

After this consolidation, the following phase, as in FinMED methodology, will be the assessment of the research and innovation capabilities of SMEs in order to understand if they have the organisational structure and the financial capability to deal with the

cooperation projects (**challenge 1**) and if it is not the case, to identify which financial instruments best fits the single SME context to provide the basis for taking part to transregional initiatives (**challenge 5**). These initiatives can range from new pilot plants definition to EU-funded projects to self-funded projects at the supply chain level (e.g., through supply finance instruments).

Then, by leveraging GREEN GROWTH community, the methodology, considering Regions similarities and complementarities (**challenge 4**) and moving from regional to transregional perspective, will foresee the implementation of transnational cooperation initiatives, i.e. transregional working groups aiming to enhance international cooperation that will eventually result on EU-funded projects proposal or self-funded projects at supply chain level (e.g. supply finance instruments).



## Target groups

Based on RIS3, the target sectors are machinery, textile, plastics, agri-food, and mobility&batteries, with a focus on solutions, technology transfer, and business practices addressing sustainable materials/chemicals, energy&resources optimization, and emission reduction.

In the framework of quadruple helix collaboration in innovation, the target groups involved in the projects are the following:

- **SMEs and large enterprises:** the research and innovation needs will come from these actors, and they will be those who will carry out the R&I activities
- **Higher education and research institutions:** they will help define the R&I priorities by sharing the state-of-the-art of technologies and methodology of

green manufacturing and will collaborate with the companies to carry out R&I activities

- **Clusters and BSOs:** they will contribute to transferring knowledge and initiatives to the Regional manufacturing community. They will contribute to creating a regional green community and will help establish transregional collaborations. They will also help SMEs to select and access appropriate funding to improve their organisational structure and financial capability. They will also provide insights to regional and local public authorities working with them in the definition and implementation of policies:
- **Local Communities/public:** they are the end users of the manufacturing products and services and they will be involved in assessing the impact of innovation at the civil society level.
- **Public authorities:** they are the policymakers at regional and local levels and they will receive the inputs from the green community to define and implement policies. They will also receive practical guidance on the needed capacities, increasing the understanding of the main components of the green transition, the financial barriers to eco-innovations, particularly for SMEs, and the interplay of private and public funding.

## Expected Results

Main outputs of the project:

- **Common methodology** as result of the merging between GREENOMED, FinMED and GREEN GROWTH projects. The methodology will foster the quadruple helix collaboration and focusing on the smart specialisation of the Regions involved. The methodology described above will be tested in all the Regions involved: the first phase will allow the definition of some key topics for each Region in the field of green manufacturing. It will be the base to collaborate with similar working groups in other Regions, creating a transregional community focused on a specific topic.
- **Transfer plan** for the diffusion of the methodology, which should be exported in other Regions outside the consortium. The transfer plan will allow the partners to increase their institutional capacity due to their participation in cooperation activities across borders. It has been estimated that 70% of the organisations cooperating in the programme will be able to demonstrate increased capacity in the relevant project thematic at the moment of project completion.

## XXX role in the Project

Insert the role of your organization in the project implementation.



## ANNEX 5



GREENSMARTMED

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# GREENSMARTMED: Green and Resilient European Excellence Network for Smart MED SMEs

Project acronym:	GREENSMARTMED
Program:	Interreg Euro-MED 2021-2027
Project ID:	Euro-MED0200399
Project Duration:	01.01.2024 – 30.09.2026 (33 months)

Collaborative Workshop  
*Creative exercise to enhance and  
strengthen the transregional  
cooperation among the target  
stakeholders*

### PROJECT PARTNERS

University of Bergamo (Italy) • Eurecat Foundation (Spain) • Centre for Research and Technology Hellas (Greece) • Regional Development Fund of Western Macedonia (Greece) • Stara Zagora Regional Economic Development Agency (Bulgaria) • University Consortium for Industrial and Management Economics (Italy) • Polymeris (France) • Lombardy Intelligent Factory Association (Italy) • Confederation of the Textile Industry (Spain) • University Claude Bernard Lyon 1 (France)

# Co-creation steps

## INTRODUCTION

The document refers to the organization of a workshop during the working groups meetings. The workshop would help defining the objectives of the working groups, in line with the respective RIS3 for each target territory. In this sense, the document highlights the steps to be held for its successful implementation. Some preliminary steps are needed:

- Focus on Clear Goals: make sure that everyone understands the purpose of the session.
- Open Communication: Make the participants feel free to share their ideas, all contributions are valuable.
- Embrace Feedback and Adapt: The discussion can introduce new needs, challenges and opportunities, therefore the initial goals can be re-adapted.

Based on its structure, the workshop would be preferably presented during the in-person meetings, but it can be reproduced also during the remote meetings.

## WORKSHOP SETTING

As first step, the workshop requires the presence of a moderator, who will introduce himself/herself to the group and ensure that all participants have the necessary materials for the workshop, such as a big white paper (at least A3 size), post-it notes, pens, and stickers.

Once you've ensured that everyone is equipped, you can proceed by starting a "Tour-de-table" where each participant will briefly introduce themselves. Ask them to state their name, position, and organization, making sure to limit each introduction to one minute to keep the pace flowing.

After the introductions, you'll introduce the topic that the participants, divided in 3 groups, will focus on. There are three main areas to explore:

1. **NEEDS:** The goal is to gather information on the needs and challenges that stakeholders are facing, which could potentially be addressed with the support of the regional core groups. This will help identify the key issues that need to be solved.
2. **SUCCESS FACTORS OF THE CORE GROUPS:** Information gathered here will assist in shaping the sector across various dimensions. Understanding what the key-factors for the development of the sector are will be crucial in defining the core groups priorities and objectives.
3. **AWARENESS AND PROMOTION STRATEGY:** The feedback from this session will help to design the tools and actions required to effectively engage and communicate with different stakeholders, including the public community. It

will help in identifying the best way to reach out and promote the core groups outputs and expand their effects in other regions for a future replication.

Once you've set the stage, ask the participants to start filling in their post-it notes. They should focus on one idea per post-it and address each of the three pillars linked to the target sector. Encourage them to write as many ideas as possible, even if they might seem outlandish or unrealistic. It's important to create an environment where creativity is fostered, and out-of-the-box thinking is encouraged.

You can guide the participants with a few questions to stimulate their ideas:

### **NEEDS:**

- In your opinion, what does the ecosystem need?
- What problems do you face in your daily activities?
- Are there any gaps or unmet needs that current solutions don't address?

### **SUCCESS FACTORS OF THE CORE GROUPS:**

- What outcomes would you expect from the regional core groups?
- What would make being part of the core groups more efficient or enjoyable?
- How could the core groups' activities and results impact your day-to-day tasks or workflow?

### **AWARENESS AND PROMOTION STRATEGY:**

- Which actions are appealing to you?
- How do you prefer to be reached out?
- Which communication channels do you use the most?

## **ASSESSMENT OF THE RESULTS**

As final step, the process will focus on assessing the ideas. The participants will be asked to rate the ideas (written on post-its). Each participant will receive dot stickers, and they can place up to two stickers per post-it, indicating their agreement or preference for the ideas they find most valuable. To rate the ideas expressed through the post-its, the participants can put two stickers if they strongly agree with the idea, one sticker if they agree; if they do not put stickers, it means that they do not agree or they believe that the idea is not relevant enough.

If they have a new idea that hasn't been addressed yet, they can add it to the post-its as well.

Finally, as the session is coming to an end, the moderator needs to summarize the key points and findings from the co-creation panel. This summary should include:

- A commentary on the post-its that received the most votes, providing insight into the ideas that resonated most with the group.
- A mention of any outlier ideas that were less conventional but still noteworthy.
- If there was any significant debate or discussion, highlight the key topic or issue that sparked interest.
- Address any other points that arose during the session that might be useful for all attendees to consider.

By the end of the session, you will have a clear picture of the stakeholders' needs, success factors, and strategies for awareness and promotion that can guide the ongoing activities of the regional core groups.