

**An innovation river for EU
(InnoRIVer 4 EU)**

#@APP-FORM-

HECOFUND@#

List of participants

Participant No.	Participant organisation name	NUTS	Country
1 (Coordinator)	Ministry of Enterprises and Made in Italy	ITC	Italy
2	Ey Advisory SPA (EY)	ITC	Italy
3	DEEP Ecosystems 500 UG (h.) (DEEP)	Bayern, Oberbayern	Germany
4	AM MALTACCELERATE LIMITED (AMML)	Malta, Malta	AMML
5	Voka - Chamber of Commerce and Industry Antwerp-Waasland (VOKA CCI AW)	Vlaams Gewest, Prov. Antwerpen, Prov Oosr-Vlaanderen	Belgium
6	Investment and Development Agency of Latvia (LIAA)	Latvija	Latvia
7	Sweden Foodtech (SFOOD)		Sweden
8	Fark Labs Inovasyon Anonim Şirketi (FARK LABS)	Istanbul	Türkiye
9	RootCamp GmbH (RC)	Niedersachsen, Hannover	Germany
10	National Innovation Office (NKFIH)	Central Hungary	Hungary
11	Associação Comercial e Industrial do Funchal - Câmara de Comércio e Indústria da Madeira (ACIF-CCIM)	Região Autónoma da Madeira	Portugal
12	Forum Oceano – Cluster da Economia do Mar (FORUM OCEANO)	Continente, Area Metropolitana de Lisboa	Portugal
13	Agencia de Investigación e Innovación de Castilla-La Mancha (INNOCAM)	Centro ES, Catilla-La Mancha	Spain
14	Entopan (ETP)	Sud, Calabria	Italy
15	CONSEJERIA INDUSTRIA, COMERCIO Y EMPLEO (CYL)	Centro ES, Castilla y Leon	Spain
16	Regione Calabria (RegCal)	Sud, Calabria	Italy
17	Search On Media Group (Searchon)	Nord Est, Emilia-Romagna	Italy
18	Eastern Black Sea Development Agency (DOKA)	Ortahisar	Türkiye
19	Fund for Innovation and Technology Development of North Macedonia (FITD)	North Macedonia	Macedonia
20	Ankara Development Agency (ADA)	Ankara	Türkiye
21	Steirische Wirtschaftsförderungsgesellschaft m.b.H. (SFG)	Southern Austria	Austria
22	SAVONIA-AMMATTIKORKEAKOULU OY (SAVONIA)	FI1D2	Finland
23	Comune di Campobasso (MUNCB)	ITF22	Italy
24	Comune di Pesaro (MUNPS)	ITI31	Italy
25	Comune di Matera (MUNMT)	ITF52	Italy
26	Comune di Bologna (COBO)	ITH55	Italy
27	BI-REX- BIG DATA INNOVATION & RESEARCH EXCELLENCE (BIREX)	ITH55	Italy

28	Città di Torino (MUNTO)	ITC11	Italy
29	AGENTIA DE DEZVOLTARE REGIONALA NORD-VEST (ADR)	Romania	Romania
30	Karlovarská agentura rozvoje podnikání (KARP)	Karlovy Vary Region	Czech Republic
31	RRA SEVERNE PRIMORSKE REGIJSKA RAZVOJNA AGENCIJA DOO NOVA GORICA (RRA sP Nova Gorica)	Slovenia	Slovenia
32	Berchtesgadener Land Wirtschaftsservice GmbH (BLW)	Bavaria	Germany
33	Agência para a Competitividade e Inovação, I.P. (IAPMEI)	Continente	Portugal
34	Comune di Prato (MUNPRT)	ITI15	Italy
35	Comune dell’Aquila (MUNAQ)	ITF11	Italy
36	Comune di Bari (MUNBA)	ITF42	Italy
37	Comune di Genova (MUNGNV)	ITC33	Italy
38	Comune di Taranto (MUNTR)	ITF43	Italy
39	Comune di Cagliari (MUNCAG)	ITG28	Italy
40	Comune di Napoli (MUNNA)	ITF33	Italy
41	CONSORZIO MEDITECH - MEDITERRANEAN COMPETENCE CENTRE 4 INNOVATION (CCMEDITECH)	Campagna	Italy
42	COMPETENCE INDUSTRY MANUFACTURING 40 SCARL (CIM4.0)	Piemonte	Italy
43	SMACT Società Consortile per Azioni (SMACT)	Veneto	Italy
44	Regione Puglia (REGPUG)	Puglia	Italy
45	Roma Capitale (MUNROMA)	Lazio	Italy
46	Cyber 4.0 (CYBER40)	Lazio	Italy
47	South Savo (SOUTHSAV)	Manner Suomi	Finland
48	Regional Council Hame (RCHAME)	Manner Suomi	Finland
49	Start 4.0 (START40)	Liguria	Italy

1 Excellence #@REL-EVA-RE@#

1.1 Objectives and ambition #@PRJ-OBJ-PO@#

The main goal of the InnoRIVER project is to foster digital and technological innovation across different actors in the EU (from public administrations to companies and SMEs/start-ups) by promoting activities that support knowledge and best practices sharing as well as networking between the so-called innovation seekers (actors with low level of innovation) and the innovation pirates (actors with high level of innovation). Thus, the project's main objective is completely in line with the goals of the New European Innovation Agenda (NEIA), which aims to position Europe at the forefront of the new wave of deep tech innovation and start-ups. More specifically, the project will consistently contribute to Flagship 3 of the NEIA “Accelerating and strengthening innovation in European Innovation Ecosystems across the EU and addressing the innovation divide” that aims to accelerate innovation and unlock excellence across the EU through the development of various tools. Indeed, the implementation of the Buddy Program (T1.3) and the San Francisco workshop (T1.4) will directly aim to create synergies among relevant actors to enhance innovation of European companies (with specific reference to SMEs, start-ups and public administrations).

Links with EU and national/regional policies and strategies

Moreover, the project activities are in line with the Commission priorities for 2019-2024 which represent the political guidelines of the EU. In particular, the project addresses directly the following priorities:

- **A European Green Deal:** the project, by enhancing innovation among European public administrations and companies, will contribute to boost the transformation toward a modern, resource-efficient and competitive economy, since innovation is strictly linked to the identification of new solutions for improving energy efficiency and reducing the environmental impact of the European industrial ecosystem.
- **A Europe fit for the digital age:** the project, by boosting the digital transformation of European actors (with particular attention to public administrations and SMEs/start-ups), will strengthen their innovation potential

and their capacity to address the challenges of the new digital era.

- **An economy that works for people:** the project, through the support provided to call the stakeholders involved, will contribute to improve working conditions and reduce inequalities. Indeed, the digital transformation can have a strong impact in phenomena related to the changing of the labour market and of working environments. In fact, innovation can provide new tools and systems to businesses, companies and public administrations to adapt to the evolving needs of labour.
- **A stronger Europe in the world:** the project, by promoting cooperation among different European entities in the field of innovation, will contribute to strengthen the European position worldwide on deep-tech innovation.

In addition, the project will strongly contribute to the objectives set out in the Smart Specialization Strategies of the regions involved in the project consortium. More specifically, the main objectives of the Smart Specialization Strategies are to promote the innovation-driven socio-economic development of territories, through the implementation of R&D&I investments to enhance the green and digital transformation. In this context, project activities contribute substantially to the objectives of the regional Smart Specialization Strategies, since it aims to implement activities (creating synergies, networking, organization of public events and workshops, etc.) that enhance the innovation potential of local actors (public administrations and companies) with particular attention to the catch-up of regions with low innovation capacity (such as Turkey, Romania and Hungary).

Engagement between regions at different levels of development and/or innovation performance

EU Innovation Scoreboard	National or Regional Administration and Authorities	Other
Innovation Leader	RC Häme (Finland), Savonia (Finland)	VOKA(Belgium), SFOOD(Sweden), DEEP(Germany), RC(Germany)
Strong Innovators	SFG (Austria), BLW (Germany)	SRC(Italy); Searchon(Italy); SOUTHSAV(Finland); BIREX (Italy);
Moderate Innovators	MIMIT(Italy), NFKIH(Hungary), KARP(Czech Republic), REGCAL(Italy), JCYL(Spain), RRAsP(Slovenia) IAPMEI (Portugal) REGPUG(Italy); MUNCB(Italy); MUNPS(Italy); MUNMT(Italy); COBO(Italy); MUNTO(Italy); MUNPRT(Italy); MUNAQ(Italy); MUNBA(Italy); MUNGNV(Italy); MUNTR(Italy); MUNCAG(Italy); MUNNA(Italy); MUNROMA(Italy)	EY (Italy), AMML(Malta), FORUMOCEANO(Portugal), ETP(Italy); Start 4.0 (Italy); Cyber 4.0(Italy); CCMEDITECH(Italy); SMACT(Italy); CIM4.0(Italy); Steirische Wirtschaftsförderungs-gesellschaft m.b.H
Emerging Innovators	LIAA(Latvia), DOKA(Turkie), INNOCAM(Spain), ADA(Turkie), FITD(Macedonia);	FARK, ADR(Romania), ACIF(Portugal)

The analysis conducted divided the countries participating in the consortium into four different kinds of Innovators. Through this analysis it is possible to create heterogeneous groups of countries that can collaborate with each other by sharing their experience in areas where they are stronger. The goal is to create a structured approach to connect these regions and promote innovation in various sectors.

How expressed in the Work Package 4 about the Community Creation, to enable a capillary involvement in the consortium activities (such as open call workshops), significant actors in the consortium members' areas of interest and leaders in the technologies and sectors are mapped. The innovation community of Stakeholders includes organizations like incubators, accelerators, company builders, innovation agencies, public and private VCs and their networks, national and regional promotional banks, universities, research centers, startups, innovative SMEs, corporations, EIT, EIT KICs, and EEN, EIC, Horizon Europe NCPs.

The organization of events and webinars through speaker selection, engagement of local and national stakeholders, coordination of vertical activities will encourage the coordination of hybrid events and workshops between Consortium members and their national and regional stakeholders.

This program represents a multifaceted approach to promoting innovation and collaboration among regions with varying levels of innovation. It includes mentorship (like the Buddy Program), knowledge exchange, policy development, and engagement with a range of stakeholders, all aimed at building a stronger innovation ecosystem across different sectors and regions.

Common vision and ambition of the project, including information and qualitative and quantitative data from

socio-economic, environmental and industrial/technological studies, recent research results, policies and strategies, as well as data on identifiable business/investment plans, as appropriate.

The **European Innovation Scoreboard 2023** that, in international comparison, the EU has an innovation performance gap with other countries such as Korea, Canada, USA, etc. and that international factors like the energy crisis and the high inflation can slow down the EU process toward a more innovative European ecosystem. Thus, in this context the project will contribute directly to strengthen the position of European public and private actors compared to their competitors worldwide. Indeed, the promotion of networking activities, the sharing best practices, and the organization of workshop in which innovation leaders (such as companies operating in the Silicon Valley) will share knowledge and their successful experiences can support the European innovation ecosystem in the innovation catch-up at a global scale. Moreover, the report stresses that, compared to the last year, innovation performance is growing at a slower pace and that, between 2022 and 2023, the annual innovation performance of the EU has improved at a reduced rate of 0.6 percentage points. Thus, the project can contribute to the relaunch of the innovation performance of the EU thanks to the involvement of relevant stakeholders from numerous Member States. In addition, the **Business Innovation Observatory trend report 1: “Un-locking the potential of business and societal innovation1**“ published by the European Commission, stresses that, to enhance innovation, actors at various levels of the companies need to be educated and trained. In this context, the project, through the implementation of workshops and knowledge sharing events, can significantly contribute to raise awareness and build-up skills about successfully achieve high level of innovation for the stakeholders involved.

Moreover, the **Business Innovation Observatory trend report 2: “Regulatory barriers and cross-border commercialisation of innovation2**” published by the European Commission, stresses that, companies, especially young SMEs, face major difficulties when attempting to scale their innovative solutions, particularly when crossing borders and plugging into international value chains, both within and outside the EU. In this context, the project can contribute to support European SMEs and start-ups in improving the commercialisation practices and the scale-up of their innovative solutions at a global level. In particular, SMEs and start-ups involved in the project will have the opportunity to learn new knowledge and best practices coming from other successful experiences, both from European and International innovation leaders.

Finally, the project addresses specifically the main challenges and trends about the European innovation process that are recognized also by the most relevant studies in this field. Thus, the implementation of the project activities can contribute to leverage the innovation potential of European stakeholders by addressing the main obstacles to their innovation process.

General, specific and operational objectives of the project, based on a clear intervention logic. In establishing the objectives, link them to the broader EU policy objectives and other national, regional and/or local priorities, strategies and plans. What is the expected timeframe to achieve the specific objectives?

Following the New European Innovation Agenda that aims at increasing the inclusion and interconnection of less represented regions and actors into a more strongly integrated European ecosystem the InnoRIVER foresees following ambitious objectives dividing them in 3 categories: general, specific and operational

Topic destination objective	
Strengthen innovation ecosystems across the EU through fostering more efficient, inclusive, gender diverse, and connected innovation ecosystems, by accelerating the development and deployment of innovation, including deep tech innovation and encouraging co-planning, co-implementation, and co-investments around European strategic priority areas;	
Project Obj.1	
To support the strengthening of the European innovation ecosystem and to lead the acceleration and development of innovations the following actions will be carried out: Task 2.1 design of homogeneous open call challenges among different countries and regions in accordance with European priority areas Task 2.3 matchmaking activities to support the creation of consortia with members from at least 3 member states, supporting the creation of heterogeneity between the different types of actors (Startups, SMEs, Research Centers, Corporate and University) Task 2.4 acceleration and support activities for the development of innovation for the winning consortia of the open call	
Key Performance Indicators	Measures to achieve the objectives

KPI1.1: number of funded pilots through WP2	10
KPI1.2: number of actors funded through WP2	30
KPI1.3: number of matches between actors	40

Topic destination objective	
Ensure the inclusion of all key innovation players from across the quadruple helix, [A model of cooperation between industry, academia, civil society and public authorities, with a strong emphasis on citizens and their needs], and all EU territories, including rural areas	
Project Obj2	
To support the inclusion of key innovation players from across the quadruple helix, the following activities will be conducted: Task 3.1 in Consortium Branded events, the dedicated activities will have the main objective of facilitating knowledge sharing and networking activities with the international innovation supply chain, leveraging the direct management of the events to optimize the result Task 3.2 International events in various parts of Europe will be used to connect with as many actors as possible and create connections in the world of innovation and to support local innovation communities Task 4.2, mapping of local ecosystems will be conducted to enable knowledge and the subsequent contact and engagement that will take place in task 4.3 with the aim of creating an effective community. Furthermore, the widely varied structure covers nations and regions that come from different geographical areas (e.g. Scandinavia, Mediterranean, Atlantic, Balkans, Baltic) and which have different characteristics (e.g. rural areas, inland areas, metropolitan cities, islands, cities of medium size) which allow us to create intrinsic diversity and broad coverage in every area.	
Key Performance Indicators	Measures to achieve the objectives
KPI2.1: number of events that the consortium will host - Consortium branded	4
KPI2.2: number of events where the consortium will participate/sponsors	3
KPI2.3: number of actors mapped	250
KPI2.4: number of actors engaged	100

Topic destination objective	
Mobilize policies, funding instruments (EU, national, regional) and fostering synergies between them	
Project Obj.3	
In order to enable coordination support and create synergies between Mobilize policies, funding instruments (EU, national, regional), the following activities will be conducted: Task 1.5 policy making sessions will be conducted to guide collaborative activities between nations and regions Task 5.3 a unique innovation and exploitation plan and individual plan will be created for each partner with the aim of creating synergies in the short and medium-long term between the activities conducted by the regions and national agencies.	
Key Performance Indicators	Measures to achieve the objectives
KPI3.1: number of actors involved in policy making sessions	Min. 24
KPI3.2: number of regions and nations involved in policy making sessions	12
KPI3.3: number of synergies and areas of collaboration identified by the consortium partners and connected national administrations	3

Topic destination objective	
Improve public and private buyers' capacity to procure innovative solutions and enhance coordination on innovation procurement initiatives within Member States and Associated Countries	
Project Obj.4	
It includes the analysis of best practices in task 1.1, the participation in task 1.2, the mentoring theme of the buddy program in task 1.3, and the discussion of policy making in task 1.5. The discussion workshop on task 3.1 and task 3.2 will consider the topic of public and private buyers' capacity to procure innovative solutions and enhance coordination on innovation procurement initiatives. When it comes to vital importance, a discussion on the subject	

of public procurement is created and is one of the main points of failure of a multiple innovation process.

Key Performance Indicators	Measures to achieve the objectives
KPI4.1: Best practices in task 1.1	1
KPI4.2: Discussion or buddy activities in task 1.2 or 1.3	1
KPI4.3: Workshops in event in WP3	1
KPI4.4: Policy Guideline in task 1.5	1

Topic destination objective	
Improve the connection of individual innovators with other ecosystem actors and innovation support providers	
Project Obj.5	
With the aim of improving the connection of individual innovators with other ecosystem actors and innovation support providers, the consortium will conduct networking activities at the events conducted in tasks 3.1 and 3.2, at the presentation meetings and in the 1-to-1 meetings foreseen in task 4.3. Furthermore, for the actors selected with in task 2.2 and who will access the matchmaking phase of task 2.3 where individual actors are supported in collaborating with each other	
Key Performance Indicators	Measures to achieve the objectives
KPI5.1: numbers of matchmaking activities	2
KPI5.2: numbers of match done through the matchmaking	10
KPI5.3: numbers of events for ecosystem engagement	2

Topic destination objective	
Ensure openness and cross-fertilisation of the innovation ecosystem within and beyond the EU's borders	
Project Obj. 6	
In order to ensure cross fertilization: <ul style="list-style-type: none"> beyond EU borders, through task 1.4, which will allow the actors of the consortium and the actors of the ecosystems that will be selected, to visit the innovative Extra EU ecosystem of the silicon valley within Europe and also outside the EU it is ensured by the form of the consortium itself which includes coverage of X regions and X nations furthermore, the events contained in tasks 3.1 and 3.2 were chosen because they are considered leading events in the field of innovation and related technologies with excellent coverage of participants at European and extra-EU level Furthermore, the mapping of best practices within task 1.1 will also include not only European but also non-EU best cases	
Key Performance Indicators	Measures to achieve the objectives
KPI6.1: number of countries and regions in the EU covered by event participants	12
KPI6.2: number of countries and regions in Extra EU covered by the participants in the events	5
KPI6.3: number of countries and regions in the EU covered by the stakeholder mapping	12
KPI6.4: number of countries involved in the task 1.4	5

Topic destination objective	
Promote the creation of links: <ul style="list-style-type: none"> Between all key innovation stakeholders, including the private sector, in particular between SMEs, start-ups and other innovators, including social innovators with investors, industry and public and/or private buyers for faster access to funds and markets and the public sector including authorities in charge of national, regional or local innovation policies and programmes and bodies responsible for smart specialisation strategies; also between SMEs, start-ups and foundations, civil society organisations, citizens, and individual inventors; with universities and research and technology organisations (RTOs).... Among 'innovation leaders' and 'strong innovators' with 'moderate' and 'emerging innovators' across the EU and Associated Countries to increase innovation cohesion 	

- With networks such as National Contact Points, Partnerships for Regional Innovation (PRIs) the European Institute of Innovation and Technology (EIT), Knowledge and Innovation Communities (KICs), and European Innovation Council (EIC) communities, the Enterprise Europe Network (EEN), clusters and Euroclusters, European university alliances, Missions, pan-European platforms such as Startup Europe, public and private regional or local innovation actors, in particular incubators and innovation hubs (e.g. European Research Area hubs and Digital Innovation Hubs), that could be interconnected to favour partnering among innovators.

Project Obj. 7

For enabling the collaboration activities across EU countries and associated countries, the consortium will conduct on the task 1.2 workshop activities for enabling the knowledge sharing between the countries, on the task 1.3 the buddy program will activate a collaboration path based on the specificity of knowledge in certain areas (Innovation and Technologies) of the nations and regions inherent to the consortium both as main and as associate partners. In addition, the next essential element that comes before the consortium is the collaboration with the aggregators present in the territory (Es. EIT, KICs, EIC, EEN) thanks to the activities conducted from the consortium partner that are already in contact or are inside aggregators.

Key Performance Indicators	Measures to achieve the objectives
KPI7.1: number of actors engaged	100
KPI7.2: number of aggregators engaged	3

Collaboration opportunities identified at this stage with other Union programmes

EU funding programme	Programme description	Collaboration opportunities between InnoRIVER4EU and funding programmes
European Innovation Council (EIC) Accelerator	The program aims to provide support for startups and SMEs that are developing high-risk, high-impact projects and technologies.	The project presents collaboration opportunities with the program with specific reference to the following WPs: WP1: with reference to the implementation of the Buddy Program (T1.3) and the workshop in San Francisco (T1.4) both opened to start-ups and SMEs. WP2: it aims to promote Open Calls for finance innovation and technological development projects.
Digital Europe Programme	The program aims to develop and deploy cutting-edge technologies such as supercomputing, artificial intelligence, and cybersecurity and network of European Digital Innovation Hubs	The project presents collaboration opportunities with the program with specific reference to the following WP: WP1: it aims to foster synergies creation and networking activities (T1.2) among stakeholders interested in increasing their innovation potential.
European Institute of Innovation and Technology (EIT)	The program aims to support innovation and entrepreneurship across the EU by providing funding for innovative research projects, training and mentoring for entrepreneurs.	The project presents collaboration opportunities with the program with specific reference to the following WPs: WP1: with reference to the implementation of the Buddy Program (T1.3) and the workshop in San Francisco (T1.4) which aims to provide training and mentoring sharing to innovation seekers. WP2: it aims to promote Open Calls for finance innovation and technological development projects through pilot execution, mentoring activities and outcomes monitoring (T2.4).
European Structural and Investment Funds (ESIFs)	The program supports regional development, social inclusion, and economic growth, including the development of innovative technologies.	The project presents collaboration opportunities with the program with specific reference to the following WP: WP1: it aims to foster synergies creation and networking activities (T1.2) among stakeholders taking into account the catch-up of regions with low level of innovation performance.
Interreg Europe	The program supports cross-border cooperation and the	The project presents collaboration opportunities with the program with specific reference to the following WP:

	exchange of best practices between different regions across the EU promoting innovative projects and initiatives.	WP1: it aims to foster synergies creation and networking activities (T1.2) by promoting cooperation, knowledge and best practices sharing among local stakeholders.
Digital Innovation Hubs	The program provides funding for networks of digital innovation hubs across the EU, which support the development and deployment of emerging technologies.	The project presents collaboration opportunities with the program with specific reference to the following WP: WP1: it aims to foster synergies creation and networking activities between Member States, their innovation hub and other innovation actors (T1.2).
Interregional Innovation Investment	The program supports interregional innovation investment on the road towards commercialisation and scale-up phases and bring projects to investment level.	The project presents collaboration opportunities with the program with specific reference to the following WPs: WP1: it aims to implement the Buddy Program (T1.3) and a workshop in San Francisco (T1.4) to improve the stakeholder's ability to scale up their innovations and commercialise them at a global scale. WP2: it aims to promote Open Calls for finance innovation and technological development projects to support participants in the enhancement of their innovation potential through networking activities and knowledge sharing.
Startup Europe	The program aims to connect high-tech start-ups and scale-ups, investors, accelerators, business networks, universities and media to stimulate the growth of the European start-up scene.	The project presents collaboration opportunities with the program with specific reference to the following WPs: WP1: it aims to foster synergies creation and networking activities among stakeholders (particularly SMEs and start-ups) to boost their innovation potential (T1.2). WP2: it aims to promote Open Calls for finance innovation and technological development projects to support participants (particularly SMEs and start-ups) in their digital transformation and innovation processes.

Currently at the Italian level, EY is engaged in the CTE (emerging technologies houses) projects that are developed locally by different municipalities (for example Pesaro and Campobasso). Such projects, which are financed by the national funding programme “**Programma di supporto alle tecnologie emergenti 5G**”, aims to develop and promote the use of digital technologies for citizens by creating a smart city to improve the citizens’ quality of life. In this context the InnoRIVER project, thanks to the involvement of public administrations and companies in well-defined networking activities, can improve the results obtained with the CTE projects by extending the outcomes to different EU Member States.

Exit-strategy and measures for phasing-out from the Framework Programme funding.

In task 5.3 and the related innovation, exploitation and sustainability plan, the possible exit strategies and measures for phasing-out will be defined, the possible exit strategies will include: a. possible exploitation of the project results b. additional sources of financing (Co-funding, other national and European funds) c. enlargement of the regions and nations involved

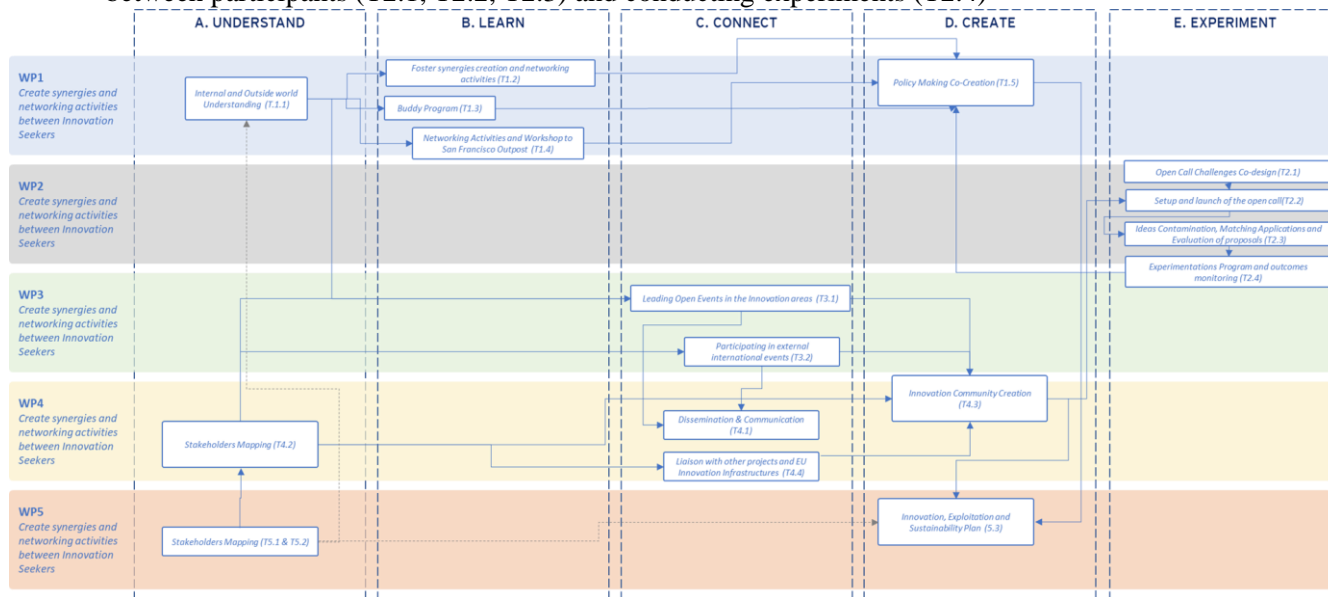
#§PRJ-OBJ-PO§#

1.2 Methodology #@CON-MET-CM@# #@COM-PL-CP@#

The **InnoRIVER 4 EU** methodology is based on 5 macro pillars:

- **A. Understand** - this first pillar involves activities as analysing and understanding the innovation ecosystem context (T1.1) and identifying the stakeholders (T4.2)
- **B. Learn**, - once the context and the stakeholders have been understood, the learning path must be started based on knowledge sharing with internal actors (T1.2), with collaboration and discussion with them (T1.3) and with external actors (T1. 4) leader in the fields of innovation and emerging technologies
- **C. Connect** - the third pillar involves connecting with national and regional ecosystem (T4.1) identifying key partnerships (T4.4) and networking opportunities to help you achieve your goals (T3.1 and T3.2), ensuring that your project aligns with the current market and industry status.

- **D. Create** - has the objective of creating new knowledge through different methods, such as the creation of policies (T1.5), the creation of local communities that will be interconnected with each other (T4.3) and the creation of an innovation, exploitation and sustainability (T5.3) that allows you to create a future for the project activities
- **E. Experiment** - in this last phase, we leverage what was understood in the A. Understand phase, the knowledge learned in the B. Learn phase, the connections made in the C. Connect phase, the elements created during the D. Create phase with the purpose of defining the experimentation areas and creating connections between participants (T2.1, T2.2, T2.3) and conducting experiments (T2.4)



A. Understand

The phase “**A.1 Internal and Outside world Understanding**” (T1.1) will focus on a process of understanding the external world best practices and the internal (Consortium regions and national administrations) Skill, Best Practice Scanning and to-be target and strategy (T.1.1). The process will involve:

- **A.1 Internal Understanding** – conducting an analysis related to the long-term Strategy Plan in Technology area and sectors to mapping of the to-be targets and strategies in the innovation and technology development of Consortium Members region and countries in order to identify common area of development and internal capabilities
- **A.2 - Outside World Understanding** - Analysis of the best practices in the innovation field in the PA and private sector in order to gather elements from success and failure experiences and create a handbook for Innovators.

The defined analysis model is based on different **methodological steps**:

- **Desk analysis** on existing literature (Reports and Market Research, Academic Papers, public and private databases) to analyse the state of the art and define a perimeter of analysis.
- **Online/Metaverse Co-design workshop** among the consortium members and with the possible guest speakers to validate the analyses carried out. The methodology will include sessions conducted through the design thinking methodology and with online co-creation tools (Ex. Miro, Mural, Online Voting) to expand and consolidate the evidence emerging from the benchmark.

The phase “**A.2 Stakeholders Mapping**” (T4.2) is focuses on mapping ecosystem of Actors in the Consortium members area. The perimeter of analysis will be related to:

- The **areas involved** in the analysis are Italy, Germany, Malta, Belgium, Latvia, Sweden, Hungary, Portugal, Romania, Spain, Czech Republic, Türkiye, North Macedonia, Croatia, Finland, Austria, Germany.
- **Target Actors** (i.e., Startups, Innovative SMEs, incubators, accelerators, company-builders, innovation agencies, business clubs, research center, universities, private VCs.)

The analysis will **involve** the following **phases**:

- **Desk analysis:** The desk analysis has the goal to map the actual ecosystem and select the most interesting actors within in. The mapping activities will be done through reports, both Public (For example: Startup & PMI Innovative Registro delle imprese, EU Startup Radar, Seedtable, Startup Heatmap, AngelList and other national and regional database owned by the national and regional government and chamber of commerce, for example

the Italian registry of startups and Innovative SMEs or WIDERA Horizon Europe project - POLICY ANSWERS which has conducted mapping of Western Balkans RDI stakeholders) and Private or owned by consortium member Database (For Example Pitchbook, Dealroom, EY Startup Radar, Tracxn). The output desk analysis will be a report containing the map of the innovation stakeholders and cards with information on the actors analysed (for example: name, type of actors, address, contact information, key people, description).

- **Prioritization and the Key Actors interview:** this activity aims at selecting the most interesting actors for the tasks activities according to the criteria of adherence to the technologies and sector. After completion of the selection, the actors will be engaged through webinar and 1-to-1 meeting to connect and engage in community creation activities.

B. Learn

The second macrophase “B. Learn” will contain different phase that will lead the consortium activities to enabling a process of sharing between consortium members and will be focused on three main phases: “B.1 Foster synergies creation and networking activities” (T1.2), “B.2 Buddy Program” (T1.3), “B.3 Leading Open Events in the Innovation areas” (T3.1).

The phase “**B.1 Foster synergies creation and networking activities” (T1.2)** It has the main objects to:

- involve consortium members in capacity buildings for share best practices, resources, canvases, skills and knowledge in the fields of innovation, policy making, innovative public and private procurement models, technologies transfer, management of innovation places and processes between the different national and regional authorities and by their main stakeholders
- conduct network activities for connect and create synergies between member states and accession countries, create interconnection between open innovation infrastructures (es. innovation hub) and other innovation actors
- coordination structures and tools to facilitate innovation development and access to and sharing of best practices, resources, talents, markets, expertise, services and knowledge, including open and collaborative knowledge bases and common knowledge assets (methods, data, processes);
- Scouting and identification of join opportunities of collaboration and funding

This will be achieved through: **Webinars (Online through Microsoft teams meeting/metaverse room) for regional and national administration.** Webinars will cover different topics, for example the capacity building for the creation of an international ecosystem and how to participate in an effective modality, international market orientation. Webinars will be available in the repository after the live events. Each session will be dedicated to a specific consortium member, each will have a maximum duration of 3 hours and the following schema:

- **Introduction session** (30 minutes) - in this session the Task Leader will Introduce the workshop series and explain the objective to share and learn from each other's experiences and knowledge. Moreover, the Task Leader will conduct a brief presentation of each administration, their activities, and objectives within the project.
- **25 Workshop Sessions** (Maximum 2 hours for each administration) - Each administration will have a dedicated workshop session to talk about their activities, infrastructure, success cases, failure cases, and lessons learned. Each Session will have the same structures and the following agenda:
 - **Introduction** (5 minutes) - the task leader will introduce the workshop speaker and give alle the information related
 - **Sharing session** (75 minutes) - the Member of the consortium selected will have a presentation that will cover at least these main points: A. Strategies, Activities and Project in the Innovation and Technology Area B. Asset and Infrastructure, C. Success Case, D. Failure Case and Lesson Learned
 - **Q&A and discussion of possible common interest** (30 Minutes) - Allow time for participants to ask questions and share comments and feedback on the presented material.
 - **Conclusion** (10 Minutes) - The task leader will sum up the session main evidence and makes Closing remarks
- **Closing session** (60 minutes) - in this session the Task Leader will conduct a workshop session to navigate the main evidence of all the 25workshop sessions. That will be summarized in the D 1.3

The phase “**B.2 Buddy Program**” (T1.3) main goal is to fostering **knowledge sharing** through the creation a **mentoring** path between regional and national administration (in the consortium) those looking for support in developing specific topics and skills (Area involved are for examples. Innovation, Technology, process, procurement, other administrative procedures and Methodology) and those who have experience in that area. The task Leader will conduct the following activities:

- **Innovation Seekers** - Application Opening as **Innovation Seeker, members** with an **interest in developing competences and experiences** in a specific **vertical sector** (Ex. Deep Technologies, Digital Transformation, Cybersecurity), **Innovation and Technologies process and methodologies** (Ex. Public Procurement, Open Call, Co-creation, Hackathon, etc ...). Each member of the consortium who is interested in becoming an Innovation Seeker will **fill out the form** indicating the area of interest and specifying the essential points
- **Innovation Pirates** - Opening the application as **Innovation Pirates, members** with **experience in specific innovation and technologies area** (vertical sectors, process and methodologies). Each member of the consortium who is interested in becoming an Innovation Pirates and wants to support other government administrations will fill out the membership form indicating the area of expertise and specifying how many Innovation Seekers they can support
- **Matching Pirates with Seekers** - After receiving the application requests for Innovation Seeker and Innovation Pirates, the task Leader will make an initial assignment of Innovation Pirates with Innovation Seeker and will conduct a matchmaking session (approximately 2 hours), in which the matches will be announced, the calendar of activities, provided innovation pirates and innovation seekers with a form to provide availability and methods of collaboration. Furthermore, digital rooms will be created (approximately 90 minutes) in which the two parts of the path can meet and plan the activities. The matchmaking session ends with final remarks by the task leader who will summarize the next steps.
- **Execute the process, monitoring and analysis of process results** - The organization of the individual collaboration activities (Es. 1-to-1 meeting, institutional visits, connections between local key actors, sharing of documentation) planned for the duration of the project are left to the two parties but with quarterly monitoring by the Task Leader.

The phase “B.3 Networking Activities and Workshop to Innovit, The Italian Innovation & Culture Hub in Silicon Valley Outpost” (T1.4) is based on the basic assumption that the **exchange of knowledge** and the conduct of networking activities between **innovative nations/regions with less innovative ones**, at a European level, is a **key path** for the development of processes related to **innovation and technologies emerging** that brings benefits to all the actors involved. INNOVIT is overseen by the Italian Consulate General in San Francisco and home of the Italian Innovation Center, Italian Cultural Institute, Italian Trade Commission FDI and Promotion desks.

At INNOVIT, consortium participants and actors (eventually) from the national and regional innovation ecosystem (selected by each national and regional administration) will attend various activities during their **“Knowledge Sharing and Networking acceleration programs”**, including applied **workshops, 1-to-1 mentoring sessions, networking sessions**. Workshops feature elements like keynote panels, fireside chats, and Q&A sessions. These activities aim to enable a new level of **knowledge sharing and networking activities at Global level**, instead the **T1.2, T1.3 are more dedicated at EU Level**. The participants will be in contact with insights and news from San Francisco and Silicon Valley experts on topics such as company growth, investor relations, market entry, and more. Up to 70 sessions are planned for the two-week acceleration period for startups and SMEs. Mentoring sessions come in multiple formats, such as mentor feedback rotation, where mentors are pre-assigned to startups and rotate every 30 minutes (three mentors, 1.5 hours in total). Another format is the "mentors mix and match," where interaction between mentors and participants is free flowing. Additionally, participants can book 1-to-1 sessions with mentors they meet throughout the program, either during or after the program timeframe. Networking activities encompass sessions where participants can interact with the INNOVIT community from Silicon Valley or those visiting from Europe. They can also attend events and conferences in San Francisco to engage with peers, potential partners, and investors. The networking occurs at various levels and times:

- Networking among participants: to create a cohesive cohort in each program, with the goal of building a solid INNOVIT Silicon Valley Alumni Community where different cohorts can benefit from each other.
- Networking between participants and speakers/mentors: Participants can engage in 1-to-1 sessions with mentors during structured activities and on their own time. They may also request sustained mentorship even after departing from San Francisco.
- Networking with the San Francisco and Silicon Valley community: This occurs during events like aperitifs, dinners and conferences.

By structuring the programs in this way, INNOVIT ensures that participants benefit from both collective wisdom and individualized attention. If this action model is effective at a European level, it can also **be effective at a non-EU level**, enabling **systematic exchange** with other innovative nations, such as Silicon Valley. For these reasons this phase has the main objective to support the creation of an Extra EU knowledge sharing and networking activities for the public administrations (National and Regional Entities in the consortium) and their related private entities in the national or regional area (i.e., companies, SMEs, start-ups, etc.), which are selected through a competitive tender at

national and regional level. Through the participation in a workshop carried out in San Francisco (in the heart of the Silicon Valley) in which they will have the opportunity to share knowledge and best practices as well as to learn from other successful experiences. A specific focus will be given to tailored immersion and acceleration programs for tech companies and SMEs accelerating their digital transformation and international expansion. To this end, the project consortium will promote cascade calls for the selection of the European entities that will participate in the workshop. More specifically, the phase “B.3 Networking Activities and Workshop to San Francisco Outpost” will involve the following activities:

- Definition of the main characteristics of the European entities to be involved in the workshop organized in San Francisco.
- Promotion of calls for selection of the private entities that will participate in the workshop. The selected entities will get an amount to cover the expenses related to attending the workshop activities.
- Definition of the main requirements of the spaces in which the workshop will be organized. In particular, the working area will involve co-working spaces, meeting rooms, networking areas and facilities for conferences and events.
- Organization of a workshop in San Francisco in which participant will have the opportunity to share knowledge and learn from other USA public administrations and companies that are leaders in the area of innovation.

C. Connect

The **Third macrophase “C. Connect”** has the main goal to connect the consortium to the world of innovation! It will be focused on four main phases: “C.1 Leading Open Events in the Innovation areas” (T3.1), “C.2 Participating in external international event” (T3.2), “C.3 Dissemination & Communication” (T4.1). “C.4 Liaison with other projects and EU Innovation Infrastructures” (T4.4).

The Phase “C.1 Leading Open Events in the Innovation areas” (T3.1) is focused to help to connect with innovation stakeholders and to sharing the consortium members learning achievements, the consortium will use already in place international innovation events to create dedicated sessions as:

- **Conference session** with different model of intervention as for example Ted Talks, Panel & Key Notes (the final model will be defined during the project implementation)
- **Speed Dating & Match Making Event** – The main goal of this task is to conduct a session of Speed Dating and a Match Making activities in order to connect consortium members and innovation stakeholder
- **Startup and SMEs Pitch Event/Demo Day/Award** for the most innovative startups in order to showcase and connect them to international innovation stakeholders present at the event. In order to select possible applicants for the open call (1° edition) and have a showcase for consortium that participate in the Open Call (2° and 3° edition) during the selected events will conduct a pitch day event.

The events that are involved are:

- Deep Tech Atelier. Conference and a practical workshop dedicated to deep tech start-up creation and further development. The Baltics’ largest deep tech industry event brings together entrepreneurs, scientists and technology developers, industry experts, investors, government, and public organizations. 1000 + participants, 175 speakers from 54 countries.
- DEEP Ecosystems Conference (Europe) in an established format for peer learning and partnering among ecosystem leaders in Europe. The DEEP Ecosystems Conference runs 1-2 times per year since 2020 and gathers 100-200 ecosystem and innovation managers for strategy workshops around horizontal challenges in the implementation and further development of their ecosystems
- Sweden food tech Big Meet
- We Make Future - WMF (Italy) - We Make Future event, as per its last edition one of the largest International Trade Fair and Festival on Tech and Digital Innovation in the world, as a unique moment for networking, business opportunities, matchmaking and investment attraction for startups. Over 60.000 attendees and 100.000 scheduled meetings.
- Promotion of connectivity and collaboration between Blue Economy actors through meaningful events that can contribute to a synergy and subsequent joint actions:
 - World Ocean Summit of the Economist Magazine at Lisbon, in which organize a startup and SMEs pitches and matchmaking activities
 - Web Summit at Lisbon, in which organize a startup and SMEs pitches and matchmaking activities
 - Blue Invest in Porto, Funchal and Horta, in which organize a startup and SMEs pitches and matchmaking activities

One of the LIAA activities in the framework of the project will be to organize annual event "**Deep Tech Atelier**" in

Latvia as an innovation and technology hub that specializes in deep tech development and support. Conference and a practical workshop dedicated to deep tech start-up creation and further development. The Baltics' largest deep tech industry event brings together entrepreneurs, scientists and technology developers, industry experts, investors, government, and public organizations. Activities include:

1. **Tech Workshops and Training.** Deep Tech Atelier will host workshops and training sessions during events. These sessions may cover various deep tech topics, such as artificial intelligence, blockchain, biotechnology, and more. The aim is to educate participants and provide them with hands-on experience in cutting-edge technologies.
2. **Hackathons and Innovation Challenges.** Hackathons or innovation challenges organized with and aim where participants work together to solve real-world problems using deep tech solutions. These events encourage creativity and teamwork while addressing practical issues.
3. **Networking Opportunities.** To offer valuable networking opportunities. By organizing networking sessions, meetups, or panel discussions where participants can connect with experts, entrepreneurs, investors, and fellow innovators in the deep tech ecosystem.
4. **Showcasing Startups and Innovations.** Provides a platform for startups and innovators to showcase their projects and innovations. This could include demo sessions, pitch competitions, or innovation expos, allowing participants to gain exposure and potential investment opportunities. Also, after a couple of years showcasing successful deep tech startups created in the framework of the project.
5. **Collaborative Projects.** During the event, the aim is to initiate collaborative projects or partnerships between startups, research institutions, and established companies. These collaborations aim to accelerate the development and adoption of deep tech solutions and apply for open call in the project.
6. **Entrepreneurship Support.** To offer support and guidance to aspiring entrepreneurs and startups, including mentoring sessions, access to resources, and information on funding opportunities in the deep tech sector.
7. **Knowledge Sharing.** Deep Tech Atelier will encourage knowledge sharing through presentations, panel discussions, and keynote speeches by experts in the field. These sessions help participants stay updated on the latest trends and advancements in deep tech.
8. **Investor Matchmaking.** Events will attract investors interested in deep tech ventures. There will be facilitated matchmaking sessions between startups and potential investors, promoting investment in innovative projects.
9. **Ecosystem Building.** Overall, Deep Tech Atelier's aim to strengthen the deep tech ecosystem in Latvia and beyond. To work towards creating an environment where innovation can thrive, startups can scale, and deep tech solutions can have a significant impact on various industries.

Other activity in the framework of the project will be to participate in annual event TechChill Latvia: LIAA will set up an exhibition booth or pavilion at TechChill, showcasing innovative deep tech startups, technologies, and initiatives from Latvia. This provides visibility to Latvian startups and promotes the country as a hub for innovation. LIAA will use TechChill as a platform to forge international partnerships and collaborations with other organizations, investors, and accelerators in the global startup ecosystem.

A recurring event for the consortium is the DEEP Ecosystems Conference that brings together all consortium members in an established format for peer learning and partnering among ecosystem leaders in Europe. The DEEP Ecosystems Conference runs 1-2 times per year since 2020 and gathers 100-200 ecosystem and innovation managers for strategy workshops around horizontal challenges in the implementation and further development of their ecosystems. The program is structured around presentations from select participants on their ecosystems, inspiring keynotes and in-depth workshops to explore the success factors and trends of ecosystem building. The successful format will be adopted to accommodate the particular needs of the present consortium and the implementation of its co-funding mechanism. During one edition per year (3 events in total) the whole consortium will be invited to join the DEEP Ecosystems Conference to share its implementation progress with each other as well as outside experts. Each year a group of consortium partners from different countries will have the chance to share the progress in their home countries on the main stage and invite new collaborators from outside participants coming from the innovation, corporate, investment and policy worlds. Finally, for each event the consortium will be organizing two in-depth workshops which will be prepared by the DEEP Ecosystems research team with data and insights and facilitated by one or several of the consortium's members. The topic of the in-depth workshop shall be focused on a current challenge of ecosystem development relevant to the implementation of the consortium's co-funding scheme and could for example cover questions of technology transfer, entrepreneurship education, cultural shifts, gender equality and diversity, or the activation of financial markets for innovative solutions. Each in-depth workshop will result in a working paper co-published by the consortium partners and summarizing the research and discussion results. In all the DEEP Ecosystems participation offers a chance to present milestones of the project implementation to fellow

ecosystem leaders on an international stage and gather valuable strategic inputs from feedback to collaboration opportunities. We strongly believe this will enhance both the lateral ties among consortium members as well as the quality of the project's delivery overall.

The phase “C.2 Participating in external international event” (T3.2) involves participation in international events already established and considered among the best from an internationally perspective.

This is aimed to **transfer the innovation created by the consortium** and generated by the open calls for experimentation and enabling the network and to **enabling the national and regions to have a place to engage network activities** related to innovation with global stakeholders. The activities related are: a. Mapping and selection of the events (ex. Vivatech, Web Summit, Tech BBQ...), b. Definition of the potential activities related to the participation, c. Engagement of the organizers; d. Organization of the attendees; e. Event participation; f. Reporting main evidence and g. Definition of the output format of the evidence.

The phase “C.3 Dissemination & Communication” (T4.1)

The main objective of the macrophase is to enable the **dissemination of the project results** (e.g. reports on as-is analysis of the ecosystem, mapping of innovation stakeholders, Pilot Results, Innovation and Sustainability Plan) and to communicate key initiatives for the project (e.g. consortium events and activities, invitation to join as an innovation stakeholder in the community). (See paragraph 2.2)

The phase “C.4 Liaison with other projects and EU Innovation Infrastructures” (T4.4)

is focused on establishing connections with **other pertinent projects, infrastructures and initiatives** in the same or related field of the project. This effort aims to increase general awareness and influence within the pertinent contexts, discover synergies, identify opportunities for collaboration, networking and exchange best practices. The objective of this activity is to integrate the project into a larger European innovation community, direct development toward the accomplishment of goals, and assure the project's sustainability. More specifically, the phase “C.4 Liaison with other projects and EU Innovation Infrastructures” will involve the following activities:

- **Desk analysis and co-creation workshop:** starting and nurturing relationships with relevant European innovation infrastructures, such as DIH, EIT, EIT KICs, and EEN, to explore the opportunities for collaboration, exchange of information and best practices, joint initiatives and mapping other EU projects. For selecting the projects related to our topics each partner will focus on analyzing own nation and regional project moreover will be used the *EU Innovation Radar Platform*. The first results defined by the desk research will be discussed by the members of the consortium in a workshop to finalize the list and prioritize based on interest and possible connections already active
- **Matchmaking and Engagement plan:** creating a plan for addressing the thematic and activities match and for build relationships that leverage the findings of the project and identifying opportunities for collaboration and funding with other relevant projects and initiatives
- **Execution:** organizing open call invitations, networking events, webinars, workshops, and other mechanisms to bring partners and stakeholders together.
- **Reporting:** documenting the consortium's liaison and networking activities throughout the project's lifecycle. Reports will include opportunities identified and explored for possible collaborations.

D.Create

The forth **macrophase “D. Create”** is directed to using the connection created in “C. Connect” and using the knowledge from “A. Understand” and “B. Share” for defining guidelines in “D.1 Policy Making Co-Creation” (T1.5), create a wide innovation community in “D.2 Innovation Community Creation” (T4.3) and make the consortium activities sustainable for the medium-long terms “D.3 Innovation, Exploitation and Sustainability Plan” (T5.2).

The phase “D.1 Policy Making Co-Creation” (T1.5) - The phase is focused on define guideline for innovation and technologies strategy, the creation of synergies and networking activities among EU and Extra EU countries in the field of innovation sectors.

To realize this, the consortium will conduct different co-creation and interview sessions with **regional and local policy makers, national policy makers**, private sector, research and innovation actors. The goal of this task is to **develop a list of suggestions** for improving the actual innovation and deep technologies ecosystem and for supporting the birth of possible policy proposals that can be carried forward by individual government stakeholders (national, regional and local level). The topics on which the policy making session will be focused are for example the use, support for the development and regulation of deep technologies and emerging technologies (e.g. Quantum Key Distribution - QKD, Cybersecurity, DLT and Blockchain, AR, VR, MR, . The final themes will be defined after tasks T1.2, T1.3, T1.4 and T2.1. The methodology **underlying** the process is based on the **following steps:**

Phase 1 - Workshop Setup - the consortium working group organizes the following activities for the creation of the

workshop to support the policy making activity:

- **Desk Analysis** - Starting from the output of the Macrophase “A. Understanding” the task participant will develop a first set of guidelines in order to have a baseline for discussion and guide the workshop and lead the generation set of evidence
- **Methodologies Definition** – The task leader will guide a process of definition of the detailed methods and methodologies of the co-creation workshops starting from the state of the art.
- **Define Workshop Participants** - Select the actors that emerged during Macrophase “C. Connect” Analysis to define a first set of possible stakeholders to be involved in the co-creation process
- **Invite Workshop Participants** – the selected participants will be invited to the workshop, and they will receive the preliminary documents

Phase 2 - Conducting co-creation workshops - the task leader with the support of the consortium task participant will lead a 3-hour workshop hybrid, with this following agenda:

- **Introduction (15 Minutes)** - the task leader introduces the agenda of the workshop, the related activities and the methods of collaboration.
- **Policy Making Creation (135 minutes)** - the session will be led by an expert facilitator, who will open the session with an ice break and an introduction to those present (approximately 10 minutes). Subsequently we will get to the heart of the activity, the facilitator presents an overview of the policy drafts that emerged from the desk analysis (grouped by policy groups with similar objectives and activities) and explains the rationales and the activities of the consortium that contributed to its creation (about 20 minutes). Subsequently, we enter a phase of group work (about 55 minutes) in Microsoft Teams Rooms, in which the Policy Heros (workshop participants) are divided into groups of at least 4 participants and review the individual policy proposals emerged from the desk analysis and, with the support of a Mura/Miro board, they note down comments and areas for improvement. In the final phase of the workshop (about 50 minutes), the individual groups will present their discussion points (which will be tabulated on the Mural/Miro Board) and will be discussed by the working group.
- **Closing Remarks (30 Minutes)** - the task leader will conduct the final session in which to summarize the main evidence collected during the policy making session through the design thinking methodology, will provide information on the next steps and on the subsequent public consultation process at European level in which the policy lines will be available making

Phase 3 - Public consultation of the guidelines - The working group conducts an activity to rationalize the ideas for improvement that emerged during the workshop with which the first version of the Innovation and Technology Policy is produced which will be available for public consultation for approximately 60 days with the aim of receiving as wide a range as possible feedback from the innovation community. Once the public consultation phase is concluded, there is a further phase of rationalization of the improvement ideas that emerged with which the final version of the Innovation and Technology Policy is produced.

The guideline created will be used for supporting the long-term plans of consortium members administration (national, regional e local level) in charge of national, regional or local public innovation policies and programmes, with the involvement of the private sector and research and innovation actors, to implement activities for the development and dissemination of innovation.

The phase “D.2 Innovation Community Creation”

(T4.3) in this focus the activities implemented will aim to create an Innovators Community (SMEs, Startups, University, Research Center, University, Research Infrastructures, Corporate) for supporting the open call launch (T.2.2), for disseminate Open Events in Innovation Areas (T3.1) and helping innovation stakeholders to match each other in a non-competition environment in which the main element is the cross disciplinarity and synergies. The match will be horizontal (between stakeholder in the same cluster but from different countries, for example a Hungarian University and a Spanish University), vertical (between different clusters of stakeholders in the same regions, for example an Italian SMEs and an Italian incubator) and oblique (match between different clusters of actors that origin from different countries, for example a startup from Latvia and an Incubator from Germany).

The phase “D.3 Innovation, Exploitation and Sustainability Plan”

(T.5.2) has the goal to understand how to make the consortium activities going forward after the 3 years program and make possible scaling the scope and the activities related. The following activities will be done through the following activities:

- The task leader will conduct an analysis of the project results through a request to each task leader to define the final list of exploitable assets and the definition of possible exploitation modality and market outlook. After the first mapping the task leader will draft a first version of innovation, Exploitation and Sustainability Plan. The innovation, exploitation and sustainability model will be designed according to 4 directions: 1.

Make exploitable assets profitable 2. Other Possible National and Regional Fundings 3. Other EU Possible Funding 4. Expanding the regional and national government involved 5. New Models and Activities that can be done. The first draft will be discussed in a workshop session that will include all the consortium members and will be followed this agenda

- a. **Introduction** (15 Minutes) - the task leader introduces the agenda of the workshop, the related activities and the methods of collaboration.
 - b. **Innovation, Exploitation and Sustainability** (135 minutes) - the session will be led by an expert facilitator presents an overview of the drafts of the innovation, Exploitation and Sustainability Plan that emerged from the desk analysis and explains the rationales and the activities of the consortium that contributed to its creation (about 20 minutes). Subsequently, we enter a phase of group work (about 55 minutes) in Microsoft Teams Rooms, in which the Policy Heros (workshop participants) are divided into groups of at least 4 participants and review the individual policy proposals emerged from the desk analysis and, with the support of a Mura/Miro board, they note down comments and areas for improvement. In the final phase of the workshop (about 50 minutes), the individual groups will present their discussion points (which will be tabulated on the Mural/Miro Board) and will be discussed by the working group.
 - c. **Closing Remarks** (30 Minutes) - the task leader will conduct the final session in which to summarize the main evidence collected during the workshop session
- After the workshop the task leader will draft an updated version of the innovation, Exploitation and Sustainability Plan in order to make possible to each individual consortium member their own individual exploitation strategy plan. Once all the individual plan is gathered, the task leader will update the consortium as a whole exploitation strategy.

E. Experiment

The fifth macrophase “E. Experiment” is focused on launching the open call for selecting consortium that will lead experimentation according to the challenge specification. The phase related are: “E.1 Open Call Challenges Co-design” (T2.1), “E.2 Setup and launch of the open call” (T2.2), “E.3 Individual Proposal submission and evaluation” (T2.3). “E.4 Ideas Contamination & Matching Applications”, “E.5 Consortium Proposal submission and final evaluation of proposals” (T2.3) and “E.6 Experimentations Program and outcomes monitoring” (T2.4)

The **Open call** will have the following **features**:

- **Target:** Consortium formed by at least 3 stakeholders from 3 countries
- **Stakeholders:** companies, research centers, universities, SMEs and Startups
- **Budget available:** the maximum budget available for the consortium is €600.000 and the specific budget that will be created by the sum of the individual budget of each country/region available according to the challenge defined. The budget related to Region/Countries and challenge that will be assigned according to the individual proposal and the consortium will have as total budget the sum of the individual budget of the consortium member.

The phase “E.1 Open Call Challenges Co-design” (T2.1) is focused on the co-design of the open call challenges for each regional and national administration. The process will include two levels of workshops, the first one dedicated to a 1-to-1 sessions, one for each national or regional administration, and the second one for all the consortium national or regional administrations. The all process will include these steps:

- **Workshops preparation (preliminary 1-to-1 and Final Sessions)** – all the activities related to setup the workshop will follow these activities:
 - **Set the ground-** the task leader asks national and international administrations, based on their macro ideas, to fill out a form to indicate preferences relating to themes, trends and market opportunities
 - **Methodologies Definition** – The task leader will define a detailed methods and methodologies for the co-creation workshops starting from the state-of-the-art and the actual methodologies
 - **Desk Analysis** - Starting from the output of the previous activity defined by the consortium members, the task leader and the task contributor Macrophase “A. Understanding” the task participant will develop a first set of guidelines to have a baseline for discussion and guide the workshop and lead the generation set of evidence
 - **Define Workshop Participants** - Select the actors that emerged during Macrophase “C. Connect” Analysis to define a first set of possible stakeholders to be involved in the co-creation process
 - **Invite Workshop Participants** – the selected participants will be invited to the workshop, and they will receive the preliminary documents

- **Conducting workshops** - After the setup phase of the workshops, there will be the execution phase of the workshops:
 - **Preliminary 1-to-1** - The preliminary 1-to-1 session has the aim of creating its own challenges for each national and regional administration and assigning the related budget. In the consortium there are regions and nations belonging to the same territorial area, in this case preventive coordination will be carried out at this level. The preliminary session will have the following structure:
 - **Introduction** (10 Minutes) - the facilitators introduce the agenda of the workshop, the related activities and the methods of collaboration.
 - **Final Codesign** (40 minutes) - the session will be led by a facilitator presenting an overview of the drafts of the innovation challenges that emerged from the forms in the “set ground phase” (about 10 minutes). Subsequently, we enter in a phase of co-creation (about 30 minutes) in which the experts from the national and regional administration with the facilitator review of the challenge proposals through a Mural/Miro board, they note down comments and areas for improvement.
 - **Closing Remarks** (15 Minutes) - the facilitator will conduct the final session in which to summarize the main evidence collected during the workshop session
 - **Final Session** - After the 1-to-1 workshop sessions dedicated to homogeneous groups, a plenary session is conducted between all the national and regional administrations in which the different challenges are harmonized so that they are preparatory to the creation of consortia of at least members from 3 different nations/regions that they are within the consortium. The session is structured according to the following agenda: **Methodologies Definition** – The task leader will define guide a process of definition of the detailed methods and methodologies for of the co-creation workshops starting from the state of the art. The workshop agenda will be based on these activities:
 - **Introduction** (15 Minutes) - the task leader and facilitators introduce the agenda of the workshop, the related activities and the methods of collaboration.
 - **Final Codesign** (135 minutes) - the session will be led by an expert facilitator presenting an overview of the drafts of the innovation challenges that emerged during the 1-to-1 sessions (about 30 minutes). Subsequently, we enter a phase of group work (about 45 minutes) in Microsoft Teams Rooms, in which the experts from the national and regional administration will be divided in groups according to Macro thematic area. Each group will create a review of the individual challenge proposals emerged from the 1-to-1 workshop, with the support of a Mura/Miro board, they note down comments and areas for improvement. In the final phase of the workshop (about 50 minutes), the individual groups will present their discussion output and a proposal of challenges for each macroarea
 - **Closing Remarks** (30 Minutes) - the facilitator will conduct the final session in which to summarize the main evidence collected during the workshop session
- **Result workshop analysis and finalizing the challenges** - at the conclusion of the co-design session, a report will be created in which the harmonized challenges will be finalized and grouped by macrocluster of areas

The challenges defined will be in the following **3 macro areas**:

- Deep technologies covering all those technologies that can be positioned on the frontier of scientific research and with a special interest in application sectors such as Achieving circularity and Increasing global food security
- Mastering the digital transformation (including cybersecurity) with possible applications to topics such as smart cities, mobility, Cultural Heritage, Tourism, Public Administration Services, Community Creation and Engagement, Quantum Key Distribution - QKD, Cybersecurity, DLT and Blockchain, AR, VR , MR, XR, AI, IOT, Metaverse
- Achieving circularity and increasing global food security with possible applications to topics such as Agrifood, Foodtech, biotechnologies, food safety, Traceability, precision farming, digital experience, DLT & Blockchain, AR, VR, MR, AI, IOT, Robotics, Datas

The phase “**E.2 Setup and launch of the open call**” (T2.2) is focused on the multilevel **open call setup and lunch** and will follow these activities:

- **Platform and Process Setup**: EY Cognistreamer platform will be set up in order to foster collaborative innovation by bringing together internal and external stakeholders in strategically chosen domains. The

platform's versatility is a key feature, offering users the ability to craft tailored programs using a range of predefined building blocks and templates. Setting up Cognistreamer begins with the creation of a fully customized environment. Users can personalize every aspect, from naming the platform to designing its interface, incorporating their own logos and color schemes. Within this environment, users can input program descriptions and establish various challenges, each with its unique set of parameters and objectives. Challenge descriptions should encompass the challenge's purpose, goals, and expected outcomes, as well as any specific guidelines or criteria for submissions. To facilitate contribution to the initiative, Cognistreamer provides the capability to design custom questionnaires or forms. Users have the flexibility to define each field or menu according to their specific needs. This empowers program administrators to gather relevant information and insights from participants, ensuring the challenges are met effectively. Creating user accounts is a pivotal step in the platform setup. Both mentors, participants and jurors can be registered through the platform. Invitations can be extended via email or through unique invitation links, making it straightforward for individuals to join and engage in the innovation process. Once the platform is configured, it undergoes a rigorous testing phase to ensure all components function as intended. These tests encompass various scenarios, evaluating the platform's usability, security, and scalability. Positive test results signify that the platform is prepared for publication, ready to serve as a dynamic hub for innovation and collaboration. It's important to note that ongoing maintenance and updates will be necessary to keep the platform running smoothly and adapt it to changing needs and challenges in the future.

- **Online Launch Event:** Launch event serves as the exciting starting point for our forthcoming engagement. During this event, we will focus on three fundamental pillars:
 - **Challenge Presentation:** We will commence the event with a comprehensive presentation of the challenges. Each challenge will be revealed in detail, exposing its scope, objectives, and expected impact. These challenges span a wide range of industrial sectors and are designed to positively influence both local and global contexts.
 - **Participation Guidelines:** Clarity is of paramount importance. Our team will provide detailed guidelines, eligibility criteria, and participation requirements. This information will equip potential participants with the necessary knowledge to effectively navigate the Horizon Tender process.
 - **Roundtable Discussion with Industry Experts:** An essential component of our event will consist of thematic roundtable discussions, each dedicated to a specific challenge. During these sessions, you will have the opportunity to interact and learn from recognized industry experts. They will share insights and provide valuable advice on how best to address the proposed challenges.
 - **Question and Answer Session (Q&A):** Following the presentations and roundtable discussions, a question-and-answer session will commence. This will be the opportunity to pose direct questions to the speakers and gain further insights into the challenges and the participation process. After the launch event the Open Call is opened, and each individual member has to submit his individual proposal during the phase “E.3 Individual Proposal submission and evaluation” (T2.3).
- **National and regional Engagement:** Each national/regional cluster will independently conduct an event in the local language to continue the engagement activity in the area, also leveraging events already planned. Each session is designed to address the questions and concerns of candidates, offering clarification on application requirements, assistance with document submission, and an understanding of selection criteria. Sessions are conducted by qualified experts, ensuring in-depth responses and up-to-date information. Booking a session is straightforward and helps candidates gain clarity, confidence, and a competitive application. We are here to guide you toward success in your application.

After the launch event the Open Call is opened, and each individual member have to submit his individual proposal during the phase “**E.3 Individual Proposal submission and evaluation**” (T2.3)

The individual proposals received from the applicants will be evaluated by vertical commission by each consortium member (regional or national level) that have sponsored the open call. The evaluation will be conducted by the following criteria: fitting with the challenge, TRL target, innovativeness of the solution, possible impact of the solution. After the first screening will be open a phase of “**E.4 Ideas Contamination & Matching Applications**”,

phase of “**E.4 Ideas Contamination & Matching Applications**”

in this phase the individual proposals that were selected during “**E.3 Individual Proposal submission and evaluation**” (T2.3) will participate to matchmaking events in order to create an international consortium and for supporting network activities between actors. The admitted individual proposals will gather in a process that will follow these steps: 1. Matchmaking Setup, 2. Matchmaking Workshop, 3. Match consolidation and consortium proposal submit. The first phase is dedicated to the setup of the matchmaking process, in which the final agenda will

be defined, will be invited and given information to the participants, set up the digital platform for the collaboration. The second step is dedicated to organizing and launching an informative and matchmaking Workshop. The workshop aims to start a matchmaking process between the individual proposals emerging from the local calls with the aim of forming consortia of at least 3 members from 3 different nations. The workshop will have the following agenda:

Name	Description	Time
Opening	Opening of the session by Task leader who talks about the agenda of the day and the expectations regarding the route	10:00 – 10:15 (15 Minutes)
Topic & Challenges	The challenges are presented individually, going into detail on use cases, platforms and data to support co-creation	10:15 – 10:45 (30 Minutes)
Q&A	Question and Answer session on topics, challenges, Rules and Timeline	10:45 – 11:15 (30 Minutes)
Break	15 minutes break to allow you to recharge your batteries and face the matchmaking session in a profitable way!	11:30 – 11:45 (15 Minutes)
Matchmaking	Matchmaking session to consolidate the 3-Members Consortium. Parallel sessions moderated by the Consortium will be created with Microsoft Teams Rooms with a vertical focus by challenges. In each vertical session, thanks to the support of the moderator and digital blackboards and post-it notes, the meeting of working groups with similar objectives will be facilitated to match	11:45 – 12:45 (60 Minutes)
Closing	Closing session in which the morning's activities are reviewed and an appointment is made at the hackathon	12:45 – 13:00 (15 Minutes)

phase “E.5 Match consolidation, consortium proposal submission and evaluation”

In the last phase “E.5 Match consolidation, consortium proposal submission and evaluation” the task leader will send all the contact information between participants in the same challenges in order to facilitate the connection. After 1 week the task leader will do a check about the matchmaking results in order to understand possible unmatched partners and support them on solving the situation. Before the task deadline the newly formed consortia will have to submit a new unified proposal. The final evaluation will be conducted by a different jury, each one dedicated to a specific topic area and composed of experts appointed by each national or regional administration that have expressed interest in that topic area. The evaluation will be conducted according to the following criteria: fitting with the challenges, TRL target, innovativeness of the solution, possible impact of the solution, integration of the partner, solution scalability.

phase “E.6 Experimentations Program and outcomes monitoring”

The phase “E.6 Experimentations Program and outcomes monitoring” (T2.4) is focused on granting the FSTP budget for the open call to the consortium winner and monitoring their results. The activities related will be follow these steps:

- **Contracting** - The contracting and payment process will be led by each individual regional or national administration for their own participants. The recognition and payment model will be carried out with quarterly reports based on the expenses incurred by the winners. The types of expenses are those relating to personnel, expenses for purchases of hardware and software, travel, consumables and external expenses for consultancy and services.
- **Mentoring** - The execution of the pilots will be supported by mentorship activities conducted by the consortium, leveraging technical and scientific capabilities.
- **Monitoring and Reporting** - The pilot activities and results will be monitored and reported in order to understand the status of the pilot and underline possible improvements area for the process
- **Kick off and Demo Day** - The program will be opened by a Kick-off Event and closed with a demo day, which aims to show the results obtained during the 12 months of activity. The kick-off and demo day will have the following program:

Name	Description	Time
Opening	The consortium opens the session with an institutional greeting, providing the day's agenda	10:00 – 10:15 (15 minutes)
Pitches	Participants will make their pitch in front of the consortium members, ecosystem actors from all the countries and region involved	10:15 – 12:45 (150 minutes)
Conclusion	Consortium will conduct the closing remarks	12:45 – 13:00 (15 minutes)

National, regional or local innovation programme, initiatives or activities whose results will feed into the project, and how that link will be established

To ensure the success of the project to connect Europe and improve innovation, it is crucial to collaborate with national, regional, and local innovation programs and activities. InnoRIVER will aim to establish links with these programs and leverage their results to support the project's objectives. Collaborating with innovation programs at different levels will facilitate knowledge exchange, enhance networking, and promote innovation synergies.

Countries	Actors	Innovation Programs
Italy	SRC(Italy) ENT(Italy), REGCAL(Italy) MIMIT(Italy) EY(Italy) BIREX (Italy) REGPUG(Italy); MUNCB(Italy); MUNPS(Italy); MUNMT(Italy); COBO(Italy); MUNTO(Italy); MUNPRT(Italy); MUNAQ(Italy); MUNBA(Italy); MUNGNV(Italy); MUNTR(Italy); MUNCAG(Italy); MUNNA(Italy); MUNROMA(Italy)	"House of Emerging Technologies" call for proposals 2020-2022 (MIMIT), "5G technologies" call for proposal 2019 (MIMIT), COHES3ION (REGCAL), We Make Future 23 (SRC), WMF International Roadshow (SRC), and more
Germany	DEEP(Germany), RC(Germany) BLW (Germany)	Ecosystem Health Check(DEEP), DEEP Ecosystems community(DEEP), BLIVE (RC), Startup Acceleration Program(RC),
Malta	AMML(Malta)	Malta ClimAccelerator, EIT Digital Open Innovation Factory R&D program, X2.0 Driving Deep Tech Growth
Belgium	FITD(Macedonia) VOKA(Belgium)	Voka Accelero (VOKA), VCDO (VOKA),
Latvia	LIAA(Latvia)	LIAA provides significant support for innovation through programmes such as Support for Digitisation of Processes in Business, Innovation Motivation Programme, Business Incubators, Start-up Support Programmes, Support for Attracting Highly Qualified Employees, Support for Commercialisation of Research Results and others. These processes are enhanced via LIAA's membership in TAFTIE, the European Network of Innovation Agencies.
Sweden	SFOOD (Sweden)	
Hungary	NFKIH(Hungary)	
Portugal	ACIF(Portugal) FORUMOCEANO(Portugal), IAPMEI	MEDBAN(Forumoceano), ASPBAN(Forumoceano), Digital Commerce Accelerators - Better Commerce in Madeira (ACIF), Smart Islands Hub (SIH) (ACIF),
Romania	ADR(Romania)	
Spain	INNOCAM(Spain) JCYL(Spain)	CLaMber Project (Castilla-La Mancha Bio-Economy Region), Interred SUDOE IMPROVEMENT (INNOCAM),
Czech Republic	KARP(Czech Republic)	Interreg CHAIN REACTIONS, Interreg Smart Factory Hub
Türkiye	ADA(Türkiye) DOKA(Türkiye) FARK,	Growing and Prospering the Entrepreneurship Ecosystem in Ankara (ADA), Think Bigger (TÜBİTAK) 2020 – 2023 (FARK)
North Macedonia	FITD(Macedonia)	Support for R&I Policy Making in the Western Balkans - POLICY ANSWERS, Skills Development and Innovation Support Project
Finland	RC Häme, Savonia	Hub of circular cities boosting platform to foster investments for the valorisation of urban biowaste and wastewater –

		HOOP - Grant agreement: 101000836 (Savonia), Turning food waste into sustainable soil improvers for better soil health and improved food systems - - Waste4Soil - Grant agreement: 101112708 (Savonia), FRUSH startup event at Forssa (RC Hame), Linna Business Tournament at Hämeenlinna (RC Hame)
Austria	SFG	DIH South, Styrian Food Hub, SMEOrigin (Interreg Europe)
Slovenia	RRAsP(Slovenia)	

Expertise and methods from different disciplines, actors and territories will be brought together and integrated in pursuit of your objectives

The consortium is composed of **32 participants** that complement each other in terms of capacities and expertise to successfully reach the project objectives. The project involves partners from **18 different countries** in order to entail nationalities at different levels of development (in terms of innovation process) as well as to spread the positive impacts generated by the project across Europe. In particular, it is possible to identify three different categories of participants according to their specific roles in the implementation of the project activities:

- National/regional administrations and authorities** (*MIMIT Italian Ministry of Enterprise – Italy, Investment and Development Agency of Latvia – LIAA – Latvia, National innovation Office – NKFIH – Hungary, Agenția de Dezvoltare Regională (ADR) Nord-Vest – Romania, Agencia de Investigación e Innovación de Castilla-La Mancha – Spain, Karlovarská agentura rozvoje podnikání (KARP) - Czech Republic, Region of Castilla y León - Spain, Regione Calabria – Italy, DOKU – Turkey, Nova Gorica – Slovenia, Fund for Innovation and Technology Development of North Macedonia – Macedonia, Ankara Development Agency – Turkey, Bar – Germany, IAPMEI – Portugal, graz Steirische Wirtschaftsförderungsgesellschaft – Austria, Comune de l’Aquila (CTE Sicura), Comune di Napoli (CTE Napoli), Comune di Matera (CTE Matera), Comune di Campobasso (MolisCTE), Comune di Pesaro (CTE Square), Comune di Bologna (CTE Bologna), Comune di Cagliari (CTE Cagliari), Comune di Prato (CTE Prato), Comune di Genova (CTE di Genova), Comune di Roma (CTE Roma), Comune di Taranto (Calliope))): such entities, thanks to their presence at national and local level, will be able to bring crucial added value to the project activities in terms of **enhancing networking and connections** with key stakeholders **operating within their territories**. Moreover, they will promote **the experimentation and piloting activities** by making available to the project consortium **their locations and facilities (es. testbed)**. Furthermore, these entities will play a crucial role in the enhancement of knowledge sharing within the project consortium by making available to the project relevant infrastructures, instrumentation, and internal specialized human resources. Finally, they will be the key actors in the improvement of policy making practices in the area of innovation. Indeed, thanks to their internal resources and key knowledge acquired through the project, they will be able to improve policy making tackling the major needs of stakeholders and implementing updated and innovative practices in the field of innovation (with a positive impact in the definition of their own Smart Specialization Strategies). Thus, the achievement of project outcomes will be a key element for such entities to enhance their capacities and abilities to tackle current challenges in the field of innovation, with particular attention to the improvement of the policy-making process.*
- Private entities** (*EY – Italy, DEEP Ecosystems 500 UG – Germany, Malta Accelerate – Malta, Sweden Foodtech – Sweden, Fark Labs Innovation – Türkiye, Root Camp GmbH – Germany, Forum Oceano – Portugal, Entopan – Italy, Serchon – Italy, Competence center Meditech – Italy, Competence Center BI-REX - Italy*): such entities will play a crucial role in the project consortium by bringing **innovative methodologies and expertise** to achieve the main goals of Open Innovation. Moreover, private entities will be key actors in the design of the innovation, exploitation and sustainability plans for the impact generated by the project and in the organization and management of the project events. Moreover, due to their **technical knowledge and experience** in the context of innovation in the business sector, they will be relevant actors in the conduction of the design thinking activities organized during the project. Finally, they will be involved in the definition of the open calls due to their technical knowledge and understanding of the major needs and challenges of the private sector in the field of innovation. Thus, the project will offer a relevant opportunity to stakeholders operating in the private sector by providing them with new practices and competences coming from leading

European and international actors in the field of innovation.

- **Chamber of Commerce and association of enterprises** (*Voka – Chamber of Commerce and Industry Antwerp-Waasland – Belgium, ACIF -CCIM - Associação Comercial e Industrial do Funchal – Portugal*): such entities, due to their **networking capacity and the ability to involve key stakeholders** at national and local level, will play a crucial role within the project consortium in spreading of project results in the context of dissemination activities. Moreover, thanks to the **availability of a large amount of data** from their associated stakeholders, it will be possible to use such data to better understand the needs and challenges faced by the business sector. Finally, due to their technical competences and qualified internal resources, they will play a relevant role in the organization of mentoring and training activities conducted during the project.

Gender dimension

Fostering gender diversity within connected innovation ecosystems is not only a matter of social equity but also a strategic imperative for driving creativity, innovation, and economic growth. A more inclusive ecosystem benefits not only the individuals involved but also society as a whole by generating a richer and more robust innovation landscape. One of the crucial goals of our project is to ensure that gender dimension is taken into consideration at all stages of the project. The gender dimension includes the engagement of all the genders without exceptions as well as engagement and involvement of the citizens and civil society organisations in co-designing and co-creating as execution of the projects activities by sharing research and innovation agendas and content, promoting science education, making scientific knowledge publicly accessible, facilitating participation by citizens and civil society organisations in its activities and promoting gender equality and strengthening the gender dimension. Our project will deepen the relationship between science, innovation, technology and society, maximising benefits of their interactions through gender equality, diversity and inclusion strategies that will be foreseen in all the stages of the project. We aim at funding research and development projects by promoting the integration of sex and gender into our programmes at international level.

Open science practices

Open Science Practices are an important part of the project implementation. The consortium complies with the OSP by following guidelines (Annotated Grant Agreement - Article 17), moreover we will adopt the best practices on OSP to improve the impact of our research outputs and deliver on project objectives. The Consortium OSP is based on:

Early and open sharing of research: For public publications and open datasets, early and open sharing will be achieved via the registration at OSF, sharing read-only versions of publications, and upload of datasets on the Zenodo repository (Es. Data On Italian Innovation Ecosystem or EU Innovation Ecosystem).

Reproducibility of research outputs: The consortium will take all the necessary steps to make our research results transparent, by providing digital access to data or other results needed for validating our findings. Concrete methodologies will be applied in all project stages and in the Data Management Plan (DMP) will explain in detail how these outputs can be re-used and reproduced. To avoid unnecessary duplications, we will make continuous checks on existing results and data. and results.

Open access: All project deliverables marked as PU will be published on the project's web portal, while any open research output (e.g., datasets, publications, etc.) will be deposited in a trusted online repository (e.g., Zenodo, Open Research Europe) under a Creative Commons licence (CC BY).

Open peer review: Any research publications will be published to Open Research Europe, an open peer review venue, which complies with the open access terms, enabling us to share our results rapidly and to facilitate open, constructive

Research data management and management of other research outputs

According to the Horizon Europe Data Management Plan template, our project incorporates data management across its life cycle and beyond to make its data **Findable, Accessible, Interoperable and Reusable (FAIR)**. From the early stages of the project, a full Data Management Plan (DMP) will ensure the responsible management of the data and research outputs in line with the FAIR principles, also respecting the General Data Protection Regulation (GDPR - EU 2016/679). It will address areas such as (i) data summary; (ii) FAIR data management and allocation of resources (iii) data security; and (iv) ethical aspects. All personal and sensitive data collected/generated will be controlled and processed based on informed consent, in full compliance with the GDPR and other relevant applicable EU and national regulations, protecting the data subjects' rights. We will also rely on the RDA FAIR Data Maturity Model

to assess the implementation level of the FAIR data principles in our project.

Types of data/research outputs:

The expected output consists in different kind of data such as:

- management numerical and text files (e.g. excel);
- digital text papers as a result of the research;
- Reports coming from observations and data validation;
- Video and Image material;
- Physical meetings and all the related produced material;

Findability of data / research outputs: The data considered open for re-use will be deposited in a trusted repository (e.g., Zenodo)

Accessibility of data/research outputs: The data collected/generated will be openly available with as few restrictions as possible, with due diligence to protect sensitive data from inappropriate access.

Interoperability of data/research outputs: We will use metadata vocabularies, standards, and methods to increase the interoperability of the data collected/generated

Re-usability of data/research outputs: The project will publish its openly available data under the Creative Commons licensing scheme to ensure that any interested third-party can re-use it.

Curation and storage/preservation costs: The data will be stored in trusted repositories and managed by a team of people designed by the consortium according to the ownership of this activity. This approach will keep always reachable the data and ensures a continuous check, monitoring, and trusted updates.

##\$CON-MET-CM\$## ##\$COM-PL-CP\$## ##\$REL-EVA-RE\$##

2. Impact #@IMP-ACT-IA@#

2.1 Project’s pathways towards impact

Towards Outcomes specified in this topic

Outcomes as by the topic	
Open, efficient, inclusive and interconnected innovation ecosystems across the EU in line with the New European Innovation Agenda, building on their diversities and complementarities, enhancing the joint definition of visions and strategies involving actors from across the quadruple helix, based notably on their respective national/regional smart specialisation strategies, and strengthening their efficiency and potential to innovate	
Project outcome	
The joint definition of a single vision and strategy, involving all the actors of the quadruple helix, will take place through task T1.4 which will create a participatory process, based on geographical diversity (more than 12 nations/regions involved) and different roles (national/regional governments/agencies, startups, SMEs, research centers and universities). Furthermore, the activities of task 5.3 that push for innovation and exploitation can bring benefits to the strategies and vision of individual entities.	
Sector impacted	Society/Innovation
Significance	the S3 have had positive results in recent years in all areas where they have been applied in a non-integrated manner, allowing a harmonized vision between the parts and allowing for a better result
Scale	> 35 government entities converge in coherant policy and strategy

Outcomes as by the topic	
Enhanced synergies, complementarities and cooperation among European innovation ecosystems around strategic areas, technologies and challenges of common European interest, build on Smart Specialisation Strategies and, where applicable, on the participation in the pilot Partnerships for Regional Innovation (PRIs)), the creation of common knowledge assets within regional innovation valleys, and support to their cross-border connectedness.	
Project outcome	
<ul style="list-style-type: none"> • More then 26 workshop for enabling the knowledge sharing and the creation of a common knowledge between more then 14 EU countries or access countries about the S3 (Smart Specialisation Strategies), other national/regional strategy about technologies and innovation 	

	<ul style="list-style-type: none"> Activation of a mentor-mentee program for the consortium member national and regional government for creating complementarities and cooperation activities for fostering new synergies
Sector impacted	Social /Innovation
Significance	The PRI involve 4 member states and 63 region and 7 cities
Scale	More connection between eu countries for at least 15 countries

Outcomes as by the topic	
Increased innovation capabilities, including in deep tech in Member States and Associated Countries, allowing innovators to bring their ideas to the market and enable innovations to be scaled up at EU level, and facilitating the link with the private sector and other research and innovator actors;	
Project outcome	
<ul style="list-style-type: none"> Funding (more then 6 mln€) of at least 10 consortia (public and private applicants) made up of at least 30 actors (in total) chosen from research centres, universities, startups and SMEs Development of at least 10 prototypes with a TRL >6 Conducting mentoring and coaching activities for at least 10 consortia 	
Sector impacted	Technology/Economy
Significance	the EU market value more 223 bln an employ more then 2 mln
Scale	Invest at least 6 mln in technologies development

Outcomes as by the topic	
Better links between innovation 'leaders' and 'strong' innovator regions with 'moderate' and 'emerging' innovator regions across the EU and Associated Countries;	
Project outcome	
Thanks to the activities carried out in tasks T1.2, T1.3, T1.4, T1.5, T2.1, T3.1, T3.2, T4.3, T5.3 there will be collaboration between at least 14 nations (and related regions) as main partner and with additional associates, a better connection will be created between all the countries that cover the different levels of the EU Innovation Scoreboard	
Sector impacted	Innovation / Economy
Scale	Increase of 1% the collaboration between different level countries in orizon and Interreg

Outcomes as by the topic	
More innovation co-investments, mobilising other funding leverages, including European, national or regional public funds and/or other private funds, to complement Horizon Europe support;	
Project outcome	
The consortium will co-fund, through public (national and regional level) and private fund, the 50% of the total budget and more then 50% of the total budget will be invested on FSTP for supporting piloting	
Sector impacted	Economy
Significance	European Fund for Strategic Investments (EFSD), Joint Technology Initiatives (JTIs) InvestEU
Scale	Increase of 0,1% the complement support to Horizon

Outcomes as by the topic	
Increased participation of all innovation ecosystems actors across EU territories in technology and industrial value chains (existing and emerging ones) relevant to the EU twin green and digital transition to achieve broader sustainability and the EU's open strategic autonomy.	
Project outcome	
Thanks to the activities conducted in tasks t4.2 and t4.3 and in the events of tasks 3.1 and 3.2, it will be possible to consolidate a community for the innovation ecosystem (Government, Corporate, Startups, SMEs, Research Centers and Universities) at least in the countries and region in the consortium (the impact on further EU and non-EU countries/regions is not excluded)	

Towards Wider impacts, in the longer term, specified in the respective destinations in the work programme.

Wider impact as by the destination	
Interconnected, inclusive, and more efficient innovation ecosystems across the EU that draw on the existing strengths of European, national, regional, and local ecosystems and engage new, less well-represented stakeholders and less advanced innovation territories, including rural areas, to set, undertake, and achieve collective ambitions tackling challenges for the benefit of society, including green, digital, and social transitions, and advancing the European Research Area and the New European Innovation Agenda;	
Project outcome	
<ul style="list-style-type: none"> the project allows us to have a more interconnected, inclusive and efficient innovation ecosystem in the medium and long term by leveraging local communities (T4.3), knowledge learned and networking activities conducted in the EU (T1.2, T1. 3) and Extra-EU (T1.4) 	
Sector impacted	Innovation/Economy
Significance	The EU has launched 41 public-private partnerships, and over 4,000 organizations have joined these initiatives in total.
Scale	Expand the partnership activities with at least 1 partnership and involving more than 400 organisations

Wider impact as by the destination	
Enhance cross-border network connectivity and inter-regional collaboration of regional innovation valleys by reinforcing their capacity to create, restore, and renew European value chains towards the sustainable green and digital transition and the EU's open strategic autonomy in EU countries and/or regions;	
Project outcome	
The consortium manages to connect more than 14 European nations/regions and candidate nations/regions which allows for network connection activities that enable the exchange of knowledge and which is a bridge towards collaboration between nations and regions	

Wider impact as by the destination	
Strengthen and expand cooperation between innovation ecosystems worldwide;	
Project outcome	
Through events conducted in T3.1, participation in events around the world in task T3.2 and workshops in Silicon Valley in task T1.4 are used to strengthen and expand into a global ecosystem	
Sector impacted	Innovation
Significance	The United States is the EU's most significant non-European partner for patents. The EU is the number one foreign collaborator for US inventors, representing 13% of patenting collaborations in the US. In 2020, the EU-27's main technological collaborations with non-EU countries were with the United States (38%), China (10%), and Canada (5%). These collaborations are focused mainly on the fields of ICT, health, biotech, and environmental technologies.
Scale	At least 5 significant connections from the task T1.4

Wider impact as by the destination	
Foster more inclusive and gender equal innovation ecosystems;	
Project outcome	
<ul style="list-style-type: none"> In the grant evaluation model for FSTP, "Inclusiveness and gender diversity" is considered as a criterion with a weight of approximately 10%. 	
Sector impacted	Social
Significance	Only 11% of startups in Eu are Woman led startups and the woman in the startups are only 24%
Scale	At least 1 consortium with a startups/SMEs with gender and inclusive KPI

Wider impact as by the destination	
Reducing territorial inequalities in access to innovation support.	
Project outcome	
<ul style="list-style-type: none"> In the grant evaluation model for FSTP, "Inclusiveness and gender diversity" is considered as a criterion 	

with a weight of approximately 10%.	
<ul style="list-style-type: none"> In the matchmaking phase, the comparison between innovation leaders and territorial inequalities will be supported 	
Sector impacted	Social
Significance	Most part of the consortium members is related to Moderate or Emerging Innovators
Scale	At least 2 consortium with a member from a countries/region with inequality situation

Potential barriers

Potential barriers	Mitigation measures
Lack of commitment and trust from key innovation players, including the private sector, national and regional innovation authorities, research institutions, and civil society organizations.	In WP1 we will create synergies and support networking activities between different entities by conducting stakeholder consultations and engagement activities to ensure active participation and collaboration from all key innovation players. Develop clear and compelling messages on the benefits of the project and communicate them to all relevant stakeholders.
Difficulty in achieving true cross-border network connectivity and inter-regional collaboration due to political, cultural, and linguistic barriers.	We will develop a common language and framework for cross-border collaboration, including the harmonization of legal and regulatory frameworks to facilitate cooperation. We will facilitate communication and exchange of information among different innovation ecosystems using digital platforms and networking events.
Limited funding available for the project and difficulty in mobilizing additional funding from other relevant sources.	We have identified the potential funding sources, including private sector investors and organizations. We have already developed a robust business plan and revenue model to attract investment and funding.
Difficulty in achieving inclusivity and diversity in innovation ecosystems and ensuring the involvement of all actors, particularly those in less advanced innovation territories and rural areas.	Develop initiatives and programmes that target underrepresented groups and support their participation in innovation ecosystems. Foster partnerships with community organizations, educational institutions and non-profits to promote diversity and inclusion.
Limited capacity of public and private buyers to procure innovative solutions and coordinate innovation procurement initiatives within Member States and Associated Countries.	We have built programmes to foster collaboration among public and private buyers to share information and best practices on innovative procurement.
Low level of awareness and participation among individual innovators, particularly in less advanced innovation territories and rural areas.	With our consortium of around 30 actors, we will develop outreach and communication campaigns to raise awareness of the project and its benefits among individual innovators. We will develop mentorship and coaching programs to support individual innovators in developing their ideas and bringing them to market.
Limited potential for growth and competitiveness foreseen in the targeted sector or technological area.	We will engage with industry experts and stakeholders to identify emerging trends and opportunities for growth during all duration of the project
Difficulty in achieving gender equality objectives and ensuring the participation of women-led start-ups and SMEs.	We will promote communication with a gender equality opportunity.
Lack of alignment with other relevant EU, national, and regional innovation-related policies, programmes, and plans, including smart specialization strategies.	We will conduct thorough reviews of relevant policies and programmes to identify areas of alignment and complementarity. Our consortium of around 30 actors fosters collaboration and coordination among relevant institutions to ensure alignment and coherence of

	policy.
Limited availability of deep tech innovation and challenges in ensuring its deployment and up-take towards tackling societal challenges.	We will foster collaboration between research institutions and industry to facilitate the transfer of deep tech innovations into the market.

How the proposed project is expected to trigger relevant transformational changes in the broader research and innovation ecosystem (qualitative impacts) at national and/or sectorial level.

The project supports changes in the research and innovation ecosystem in several ways:

- T1.2, T1.3 and T1.4 allow national administrations to learn new knowledge through knowledge sharing, networking and mentoring activities. The knowledge learned will be used by the administrations in their daily work in the aforementioned areas as they are all administrations that in their area of action deal with topics related to innovation, research, emerging technologies and deep technologies
- T1.5 allows national and regional administrations to discuss policies, strategic directions and actions to support innovation and the development of emerging technologies so as to create for them a new vision and new skills in carrying out research-related activities and innovation
- T3.1 and 3.2 allow innovation ecosystems to meet so as to give rise to new synergies, new areas of collaboration that can generate new research advances
- T4.2, T4.3 allow you to understand and engage the local ecosystems of the nations/regions within the consortium and start collaborative activities with them - T4.4 allows you to meet and connect with the actors of the European innovation ecosystem

-

Project [InnoRIVER 4 EU - An innovation river for EU]		Monitoring and evaluation framework, draft 1, [17/10/2023]		
Overall vision: The main goal of the InnoRIVER project is to foster digital and technological innovation across different actors in the EU (from public administrations to companies and SMEs/start-ups) by promoting activities that support knowledge and best practices sharing as well as networking between the so-called innovation seekers (actors with low level of innovation) and the innovation pirates (actors with high level of innovation).				
Objectives		What is a measure of success? Baseline and target	Which is the data source and methodology used	Who is responsible for monitoring and providing the data / information When will it be collected?
General objectives* (linked to impact indicators)	GO1 – Project Obj.3	KPI3.1: number of actors involved in policy making sessions , Min. 24 KPI3.2: number of regions and nations involved in policy making sessions , 12 KPI3.3: number of synergies and areas of collaboration identified by the consortium partners and connected national administrations , 3	Project Data	Task Leader
	GO2– Project Obj.4	KPI4.1: Best practices in task 1.1 , 1 KPI4.2: Discussion or buddy activities in task 1.2 or 1.3 , 1 KPI4.3: Workshops in event in WP3 , 1 KPI4.4: Policy Guideline in task 1.5 , 1	Project Data	Task Leader
Specific objectives* (linked to outcome/result indicators)	SO1 – Project Obj.5	KPI5.1: numbers of matchmaking activities , 2 KPI5.2: numbers of match done through the matchmaking , 10 KPI5.3: numbers of events for ecosystem engagement , 2	Project Data	Task Leader
	SO2– Project Obj.6	KPI6.1: number of countries and regions in the EU covered by event participants , 12 KPI6.2: number of countries and regions in Extra EU covered by the participants in the	Project Data	Task Leader

		<p>events , 5</p> <p>KPI6.3: number of countries and regions in the EU covered by the stakeholder mapping , 12</p> <p>KPI6.4: number of countries involved in the task 1.4 , 5</p>		
	SO3– Project Obj.7	<p>KPI7.1: number of actors engaged , 100</p> <p>KPI7.2: number of aggregators engaged , 3</p>	Project Data	Task Leader
<p>Operational objectives* (linked to output indicators)</p>	OO1 - Project Obj.1	<p>KPI1.1: number of funded pilots through WP2 , 10</p> <p>KPI1.2: number of actors funded through WP2 , 30</p> <p>KPI1.3: number of matches between actors , 40</p>	Project Data	Task Leader
	OO2 - Project Obj.2	<p>KPI2.1: number of events that the consortium will host - Consortium branded , 4</p> <p>KPI2.2: number of events where the consortium will participate/sponsors , 3</p> <p>KPI2.3: number of actors mapped , 250</p> <p>KPI2.4: number of actors engaged , 100</p>	Project Data	Task Leader

2.2 Measures to maximise impact - Dissemination, exploitation and communication #IMP-ACT-IA@#

2.2.1. Dissemination and Communication Strategy

The project Dissemination and Communication strategy focuses on the following tailored actions to provide stakeholders with timely information on the ongoing and upcoming activities and increase engagement. The highest priority is given to the alignment with the intended outcomes of our project and supporting the community creation. Each work package will reference the overall Dissemination and Communication strategy but also include individual measures that complement the overarching plan in more detail.

Activity	Communication Actions
Best practices analysis	<p>Actions: Graphs and visualizations, rankings, infographics on best practices</p> <p>Target Groups: general public, regional innovation stakeholders in EU, but also abroad</p> <p>Main Message: Growth opportunities for widening countries</p> <p>Channels / Tools: social media, press releases</p> <p>Justification: Showing the unique strengths of various ecosystems inspires local players to think beyond the already existing structures and get motivated to learn and change something.</p>
Ecosystem analysis	<p>Actions: Compilation of detailed report, website, interactive map</p> <p>Target Groups: International innovation actors, investors, EU government, policymakers, regional innovation stakeholders</p> <p>Main Message: There is a unique opportunity in the EU Ecosystem</p> <p>Channels / Tools: press releases (>5,000 press contacts), newsletter (>100,000) subscribers of all consortium partners, social media, webinar</p> <p>Justification: A solid assessment of the status quo and the potential is the core basis for action. To involve international actors, substantial opportunities must be clearly demonstrated.</p>
Engagement of stakeholders	<p>Actions: Roundtables, workshops</p> <p>Target Groups: experts, international investors, international innovation structures, international innovation players, start-ups, SMEs, University, research center</p> <p>Main Message: supporting the diffusion of the open call and supporting the knowledge sharing</p> <p>Channels / Tools: 1:1 outreach, participation in international conferences</p> <p>Justification: Only by communicating clear expectations from international stakeholders, we can support local stakeholders to create an effective strategy to attract investment</p>
Spreading - innovation in Event	<p>Actions: Co-organization of an international events for innovation stakeholders</p> <p>Target Groups: investors, corporates, SMEs, startups, government, innovation support actors</p> <p>Main Message: Spread innovation through Europe</p> <p>Channels / Tools: press releases (>5,000 press contacts), newsletter (>100,000) subscribers of all consortium partners, social media campaign with paid ads on LinkedIn,</p> <p>Justification: To speed innovation knowledge and show the project results.</p>
Policy Making Sessions	<p>Actions: Policy development sessions, policy paper</p> <p>Target Groups: Government, regional innovation stakeholders in Southern Italy and in other widening countries, policy makers in international networks</p> <p>Main Message: Use Policy making output for regional and national activities and turn the experiences from this project into a scalable model for other regions/countries</p> <p>Channels / Tools: at least 3 in-person workshops, existing networks like GEN, Startup Regions, DEEP Ecosystems, social media, press release, newsletters</p> <p>Justification: By developing a hands-on guidelines how to improve the EU ecosystem creation Also, it strengthens the commitment of EU policymakers, corporates and innovation actors to maintain their commitment to the original case that turns into a best-practice.</p>

Specific Measure	Metric and KPI
Project Website	Min. 10.000 unique website visits across Europe
Best practices analysis	Min. 1,000 unique readers
Innovation	Min 1,000 participants to the Innovation Community

Community	
Social Media	Min. 2,000 followers reached
Newsletter	Min. 50,000 newsletter recipients reached across existing newsletters of consortium partners
Articles and blog posts	Min. 10 blog posts
Policy Sessions	Min. 60 participants across 3 sessions
Policy Paper	Min. 10 recommendations agreed upon

Partner	Networks
MIMIT	The network of the Ministry of Industry and Made in Italy includes Italian business associations like Confindustria, academic and research institutions, national and international government institutions, communication agencies, media, and journalists who promote the ministry's initiatives.
EY	EY has a broad range of clients, including Startup of the Year, Italian and worldwide Unicorns, Startups, and SMEs. EY has also been involved with programs like Premio Marzotto Startups, Consorzio Elis - Open Italy Program, and has established alumni networks like EY Alumi and EY Ripples Network along with launching EY Startup Radar initiative.
DEEP	The Ministry of Industry and Made in Italy has collaborated with numerous clients such as EBN, ANDE, Swisscontact, GIZ, International VC investment firms, Balderton Capital, and over 20 startup units. Initiatives like DEEP Startup Ecosystem Accelerator, European Startup Initiative and events such as DEEP Startup Ecosystem Conferences that gather over 100 ecosystem building professionals have been organized.
AMML	The Ministry has collaborated with several organizations, including AMML Chamber of Commerce, Island Innovation, and DEEP Ecosystems, and partnered with academic institutions and incubators/science parks across the EU, UK, Balkans and Turkey. They have collaborated with several international organizations such as EBRD and OECD, and formed partnerships with Global Climate and Digital Innovation Community.
VOOKA CCI AW	Voka-CCI AW serves around 3000 member companies. They participate in peer learning networks like SME management and other networks such as BRYO, Tech@venture missions to New York, Singapore, and groups related to sustainability.
LIAA	LIAA Technology Business Center serves clients like LatBan, Changer Club, Buldit Latvia, Overkill Ventures, and also has an Investor network. They have partnerships with various accelerators, such as Commercialization reactor and VC, along with many other startup communities. LIAA will be using its promotional newsletter channels to disseminate the project activities, opportunities and is also a member of TAFTIE.
SFOOD	Sweden Foodtech has an international network of startups, investors, and chefs across all continents, excluding Antarctica. They organize annual events like the Big Meet conference and the Smaka food festival, attracting 350-400K people. Additionally, they have a startup community in Sweden, the Foodtech Village, and a co-working and innovation hub named Good Food House, which is based in Stockholm but has a presence in Helsinki and Oslo.
FARK LABS	Fark Labs is leading the European Institute of Technology (EIT) Urban Mobility (UM) RIS Hub in Türkiye. They aim to enhance the local innovation ecosystem utilizing their extensive network of industry experts, academic institutions, government entities, and innovative startups. Additionally, they have a separately founded organization, Arya Women Investment Platform, that supports women entrepreneurs with investment, training, mentoring, consultancy programs, aiming to make women's entrepreneurship more resilient and innovative in deep tech.
RC	RootCamp has built a vast network of national and international partners such as Smart AgriHub, Investors Network, SpinLab Accelerator, and more. RootCamp maintains strong connections with startups worldwide in AgTech and Bioeconomy innovation areas. They have a solid connection to relevant international innovation fairs like Agritechnica and EuroTier.
NKFIH	NKFIH, the main RDI funding agency in Hungary, has a vast network of stakeholders in the national RDI ecosystem and coordinates the Horizon Europe NCPs throughout Europe and associated countries. They are also part of the European Network of Innovation Agencies (TAFTIE).

ACIF - CCIM	ACIF-CCIM belongs to multiple associations, confederations, consortia, committees, and councils at the regional, national, and European level, which enhances their capacity to disseminate project results. As a business association, ACIF-CCIM binds around 800 regional companies. They maintain good relationships with several regional stakeholders who collaborate to streamline activities and disseminate relevant information.
ADR	ADR is an active participant in regional, national, and European networks, including several regional clusters like Transylvanian Furniture Cluster, Holzbox Cluster, and more. Additionally, they are affiliated with organizations such as ROREG, ERRIN, EURADA, Enterprise Europe Network, and the European Clusters Collaboration Network. ADR's active involvement in a diverse network enhances their ability to disseminate project results and further their objectives.
SFG	SFG is involved in the following regional, national and European networks: Styrian Food Hub, Regional Innovation Coaches, DIH South, EDIHs in Austria, 5 Clusters and 2 Networks in Styria, 22 Competence Centers, Enterprise Europe Network and 5 Sector Groups, AI Alliance, SAL Lab, European Food Alliance
FORUM OCEANO	Forum Oceano has over 100 members from diverse sectors in the maritime economy, while participating in multiple regional, national, and European network programs, like the transatlantic network of European and North American Maritime Clusters. They are a member of the European Network of Maritime Clusters, and are also involved in several projects supported by the European Commission like ASPBAN, Digital Innovation Hub, Hub Azul Portugal, and SmartDec. These projects aim to develop technology transfer and cooperation between companies, research centers, and universities, for the sustainable development of the blue economy.
INNOCAM	The Research and Innovation Agency has well-established connections at national, regional, and local levels, and engages with national ministries and policymakers to contribute actively to the ecosystem. They have built constructive partnerships in the hydrogen sector, such as with Hydrogen Europe, and participate in the S3 Platform of the European Hydrogen Valleys Partnership. Additionally, they have formed strategic partnerships with several regional associations, including the Spanish R&D&I Policy Network, ERRIN, and ENN, with opportunities to share project results and foster collaboration.
ETP	Entopan has worked for over two decades towards promoting an interdisciplinary approach to innovative development. They are currently implementing the Harmonic Innovation Hub, an ecosystem of skills for the circular and harmonious innovation aimed at servicing the Euro-Mediterranean area. The project involves various corporate tools and vehicles like the Open Innovation Accelerator & Hub, Research Center, Corporate Academy, and Digital Platform, among others. Several partners like the Magna Grecia University, Blue Spark Lab, Santo Versace Group, and others are collaborating with Entopan to shape and promote innovation in the region.
KARP	KARP serves as an organization to promote the competitiveness of the Karlovy Vary Region, established in 2010 and funded by the Karlovy Vary Region. Collaborating with regional and national entities, including universities, schools, and institutions, KARP maintains a strong network of around 350 private companies and 100 public entities. They are also part of the Enterprise Europe Network and a regional DIH-HIVE, covering western Czech Republic.
CYL	JCYL HUB ecosystem networks, WOLARIA startup accelerator, INNOVATIVE IDEAS SHUTTLE programme, Entrepreneur Support Office, Cybersecurity cluster, EDIH Digis3, INCIBE (Spanish National Cybersecurity Institute), SCAYLE quantum JCYL
RegCAL	Calabria Region is a member of CPMR Intermediterranean Commission, consisting of around 40 Member Regions from eight different EU Member States and other countries, which is open to different sub-national levels in all Mediterranean countries. The network in Calabria comprises business associations, academic and research institutions, including Chambers of Commerce, trade business associations, innovation poles, and universities such as the University of Magna Graecia of Catanzaro, University of Calabria, and Mediterranean University.
SearchOn	Search on Media is a digital consulting and event agency that organizes We Make Future, the largest international trade fair and festival on tech and digital innovation in Italy. The latest edition of We Make Future saw great success, with over 60,000 attendees, 89 countries represented, 10 pavilions, 100 educational stages, 1,000 speakers, and 100 dedicated events, panels, and roundtables on digital innovation, entrepreneurship, venture capital, impact investing, and more.
DOKA	DOKA's Board of Directors comprises important actors at the local level, including governors,

	mayors, and chamber of commerce presidents who provide access to almost all segments of social and economic life actors. The agency has supported over 1,200 projects on social and economic development with beneficiaries ranging from public bodies to SMEs, and they collaborate with a strong network of 26 regional development agencies at the national level. Additionally, DOKA has a robust presence in Black Sea Basin and collaborates with bodies like SUMAE, Trabzon Innovation Center, and other organizations to diffuse project activities' and outcomes' spill-over effects.
RRA sP Nova Gorica	The national portal for business entities, e-VEM, was established in 2005, and it currently includes several operating contact points that enable businesses to register on a single site. RDA OF NORTHERN PRIMORSKA Ltd Nova Gorica is part of the VEM - SPIRIT Slovenia network, offering professional consulting assistance for registration and operational business stages.
FITD	FITD works as a public institution within the national innovation ecosystem and collaborates with a wide network of quadruple helix actors, including ministries, sectorial line ministries, the Chamber of Commerce of North Macedonia, professional associations, grant beneficiary start-ups and SMEs, public universities, accelerators, fab-labs, CSOs, donor community, NCP network, EEN national representatives, EIT RIS Hub, and innovation actors funded by other EU projects.
ADA	Ankara Development Agency (ADA) offers financial support to a range of state and non-state institutions adapted to help develop the region sustainably. Their Board of Directors and Development Board consists of representatives from private and public sectors, NGOs, and universities, providing ADA a broad network to enhance cooperation. TÜBİTAK BİLGEM and METU have also shown interest in collaborating and supporting ADA.
IAPMEI	IAPMEI is responsible for SME policy and aims to enhance competitiveness and business growth while supporting public policies for innovation, entrepreneurship and business investment. They also coordinate the Enterprise Europe Network, H2020 activities, and monitor Competitiveness Clusters for progress evaluation. Additionally, IAPMEI's workforce comprises mainly university-educated women.
SFG	SFG's Regional Innovation Coaching (RIC) strengthens economic power and value creation in the regions outside the central Graz area. Three innovation coaches in Auerbach, Lebring and Zeltweg support SMEs in particular in the start-up phase of their innovation and investment projects. The project COMET is a jointly defined research programme at the highest level. Companies and universities or R&D institutions form synergies that position Styria prominently in the international innovation landscape.
RC Häme	RC Häme recognizes vital actors for growth and combine and steer their resources efficiently. These actors in the region, all around Finland and globally include eg. central businesses, municipalities, development organizations, educational institutions, research institutions and financiers. systematically construct networks and platforms that are essential for competitiveness, we produce cooperation services for tasks agreed on by a three-hubbed region. ERRIN - European Regions Research and Innovation Network, Mission for Adaptation to Climate Change – Community of Practice, Circular Economy Community of Practice REGIO Peer-to-Peer, RIS3 network in Finland – network of public servant responsible for RIS3 covering all regional councils in Finland. Innovation cities network in Finland – a network covering 16 cities with university units aiming to enhance and support innovation ecosystems across Finland. Design Factory Global Network - (DFGN) is a network of 37 innovation hubs in 25 countries based in universities and research organisations on five continents worldwide. DFGN is on a mission to create change in the world of learning and research through passion-based culture and effective problem-solving.
SAVONIA	<ol style="list-style-type: none"> 1. Member of European Cluster Collaboration Platform https://clustercollaboration.eu/Savonia hosted ECCP's EU Regions side event "How ecosystems and clusters integrate green and digital transition" in 2022. 2. DigiCenterNS DIH is coordinated by Savonia University of Applied Sciences and University of Eastern Finland. It supports Pohjois-Savo Region companies in their digital transformation journeys by providing services that improve digital skills, foster technology testing, and increase networking of companies. 3. Savonia is coordinating several industrial clusters in Pohjois-Savo region, such as: <ul style="list-style-type: none"> - SuperEcosystem https://superecosystem.fi - Agri-food Cluster North Savo https://agrifoodclusters.fi/

	<ul style="list-style-type: none"> - Bio and Circular Cluster North Savo https://biocc.fi/ - Kuopio Water Cluster https://kuopiowatercluster.com/ - Energy Cluster North Savo https://energyclusternorthsavo.fi/en/home/ - KesTech Cluster Savo <ol style="list-style-type: none"> 4. EU4DUAL 5. ISPIM International Society of Professional Innovation Management 6. FiBAN Finnish Business Angels Network 7. ICN International Cleantech Network
Regione PUGLIA	The Puglia region is part of the Anticorruption network, which shares information and methodologies for preventing fraud. They are also part of the Health Innovation Network, advising policies to promote and protect health in the region.

2.2.1.2. Monitoring Dissemination and Communications

This plan will be further developed by all partners under the leadership of WP2 Leader to account for the realities of the project implementation and to ensure alignment of the timing of execution. The WP Leader will ensure the adherence to the KPIs and push for the maximum reach possible. All partners must monitor the implementation of their assigned Dissemination and Communication tasks and adhere to the guidelines and tools (e.g., web tracking tools, participant registries, newsletter click rates, etc.). The monitoring will on the one side record the impact realized but on the other hand allow for adjustments of means of communication where necessary.

2.2.2. Exploitation

In the final “Innovation, Exploitation and Sustainability plan” to be finished until milestone 14 there will be an updated list of exploitable results and a clear plan by each partner how to protect and further exploit the created assets. At milestone 14 a final “Innovation, Exploitation and Sustainability plan” will be delivered explaining the activities to expand the impact of the project beyond the scope of the grant period. This is particularly likely to succeed due to the unique positioning of the consortium partners in international innovation networks, government circles and business environments. The partners can and will complement each other in the exploitation and in providing access to these various networks. For example, a partner like EY can open the door to corporate clients, while Sweden FoodTech can bring grass-root activists and startups to the table, RootCamp is close to universities and corporates in Germany, DEEP connects European ecosystem builders, AMMLccelerate enhances its services to startups and entrepreneurs worldwide by utilizing the Assets created during the project, VOKA transfers the assets got from the project to startups, SME and scale-up both in the Flanders than internationally, RootCamp enhances and expands its services to innovation stakeholders across Europe, Forum Oceano can contribute by using the database provided by Hub Azul Dealroom: a digital platform that connects startups and entrepreneurs with investors, Entopan gives the opportunity to share knowledge and learn from other USA public administrations and companies that are leaders in the area of innovation, JCYL strengthens its innovation services for entrepreneurs and test them on a series of cybersecurity innovation pilots for a safer and more connected industry, DOKA can conduct specific themes such as aquaculture focused innovation camps, and so on.

ID	Main Exploitable Results	Indicative Protection Measures
1	Report on International Best Practices	Creative Commons License
2	Innovation Ecosystem Report	Creative Commons license, Trademark
3	Documents and Content of Webinar, Buddy Program and Silicon Valley Visit	Copyright
4	Open Call Challenges Report	Copyright
5	Pilot Program Results	Copyright
6	Guideline on Innovation Ecosystem for Policy Maker	Creative Commons license, Trademark
7	Events Formula	Copyright

Partner	Preliminary Individual Exploitation Planning (EP)
MIMIT	<p>Assets: Compilation of Best Practices & Innovation Ecosystems, Webinar Content & Documents, Silicon Valley Visit, Open Call Challenges Report, Pilot Program Results, Innovation Ecosystem Guidelines for Policy Makers, Events Planning</p> <p>EP: MIMIT will leverage gained knowledge and network from WP1 and WP3 to initiate</p>

	<p>new ventures, collaborate with foreign and domestic administration, engage with public-private stakeholders. WP2 results and pilots will facilitate MIMIT's institutional mission of technology and business advancement.</p>
EY	<p>Assets: Best Practices & Innovation Ecosystem Report, Webinar Documentation, Buddy Program & Silicon Valley Visit Documentation</p> <p>EP: EY plans to utilize the project's Assets to serve clients in the public and corporate sectors by providing support for acceleration processes, community creation, innovative policy making, and incubator and accelerator services. This will be offered in Italy and other EU countries, leveraging EY's portfolio of services.</p>
DEEP	<p>Assets: Capacity Building & Acceleration Program for Innovation Stakeholder Ecosystems</p> <p>EP: DEEP will leverage the Capacity Building and Acceleration Program for Innovation Stakeholder Ecosystems to deliver services to ecosystem builders and establish tailored support programs to foster innovation.</p>
AMML	<p>Assets: International Open Call Plan, Climate and Digital Startups Acceleration Program, Proposal Evaluation, MVP Experimentation & Testing, Outcome Monitoring & Dissemination</p> <p>EP: AMMLccelerate aims to enhance its services to startups and entrepreneurs worldwide by utilizing the Assets created during the project. It intends to share knowledge and good practices with public and private stakeholders through direct international and consortium networks. The primary objectives are to improve their operational growth, deliver better services to startups and entrepreneurs, and create a foundation for European stakeholders to implement the acquired knowledge, new models and good practice from the project.</p>
VOKA CCI AW	<p>Assets: Incubator & Accelerator Programs, Funding Acquisition & Pitching Training, Tech-Business Setup Training, Peer-to-Peer Coaching & Management Professionalization Training.</p> <p>EP: Voka-CCI AW plans to utilize the assets developed during the project to expand its services to its customers, including startups, scale-ups, and SMEs in Flanders. The goal is to transfer these assets internationally as best practices while expanding its reach in the Flanders ecosystem.</p>
LIAA	<p>Assets: Documents and Content of Education Sessions for Startups, Cascade-Funding Calls Documentation, Mentoring & Coaching Methodologies</p> <p>EP: LIAA will use existing educational materials to provide startups and innovation actors with knowledge and resources through webinars and events, enhancing the entrepreneurial ecosystem and promoting growth. LIAA plans to streamline future funding calls by improving upon existing documentation, such as Guides for Applicants and evaluation grids. To support SMEs, LIAA will utilize proven mentoring and coaching methodologies.</p>
SFOOD	<p>Assets: Thought leadership, extensive reach, educational and capacity-building expertise, ecosystem analysis and engagement, conference organization, startup and scaleup mentoring, strategic advisory.</p> <p>EP: Sweden Foodtech will leverage these assets within its global networks to enhance project visibility and foster innovative strategic thinking. We will harness our thought leadership and educational proficiency to disseminate best practices and facilitate local ecosystem development.</p>
FARK LABS	<p>Assets: Comprehensive reports on International Best Practices and the Innovation Ecosystem, as well as valuable content from webinars, the Buddy Program, and the Silicon Valley visit.</p> <p>EP: Farks Labs Innovation will apply these assets to provide services to corporate groups and collaborate with Türkiye to enhance innovation initiatives.</p>
RC	<p>Assets: International best practices report, educational content for startups and innovation actors, AgTech and Bioeconomy Startups database, pilot project management, trend scouting.</p> <p>EP: RootCamp will leverage its AgTech and Bioeconomy Startups database, pilot project management, trend scouting, and the international best practices report to enrich its services for European innovation stakeholders. We will offer fee-based access to educational content</p>

	through our eLearning Academy and organize webinars or hybrid events for knowledge exchange among consortium members and project stakeholders.
NKFIH	Assets: NKFIH will bring in experience in designing and managing international joint calls. EP: NKFIH will incorporate the lessons learnt from the international joint call in its own internal work how to manage international joint call in an effective way.
ACIF -CCIM	Assets: Madeira Regional Program 2021 – 2027 (Madeira 2030), Regional Smart Specialization Strategy (EREI RAM 2021-2027), Recovery and Resilience Plan. EP: ACIF-CCIM aims to seize collaborative research opportunities through future projects with complementary partners. We will enhance partnership opportunities, extending the impact of this project. Our plan includes disseminating project outcomes and recommendations, raising awareness among companies, Madeira authorities, and the population, particularly regarding digital and technological innovation opportunities.
ADR	Assets: LevelUP Health & Life Sciences startup Acceleration Programme (powered by EIT Health), previous cascade-funding calls documentation, mentoring and coaching methodologies from previous acceleration programs, extensive database of companies. EP: ADR will leverage the methodology, documentation, training materials, and staff expertise from previous Acceleration Programmes. ADR will utilize prior open call design methodologies for the Pilot Project Open Call and incorporate existing evaluation and monitoring procedures into the pilot projects. Our expertise in providing coaching, mentoring, and innovation support services for SMEs will be put to effective use. ADR will responsibly use the SME database in compliance with GDPR to engage companies and RTOs for the Pilot calls and employ our promotion channels to disseminate project activities and opportunities.
FORUM OCEANO	Asset: Expertise in international innovation events and leadership in innovation-focused gatherings. EP: Forum Oceano will organize 5 startup and SME pitches and 5 matchmaking activities at prestigious international events, collaborating with Hub Azul Dealroom for its extensive database connecting Blue Economy stakeholders, fostering digital connectivity, and promoting collaboration.
INNOCAM	Assets: Innovation ecosystem guidelines for policymaking, insights from open calls and pilot programs, educational session materials. EP: The Research and Innovation Agency of Castilla La Mancha will apply these assets to strengthen the region's innovation ecosystem, with a focus on areas like hydrogen, agriculture, and renewable energy. Lessons from open calls and pilot programs will shape future initiatives supporting SMEs and startups. Additionally, educational content will be used in training sessions for students and professionals, conducted in collaboration with the University of Castilla La Mancha.
ETP	Assets: Open Innovation Hub & Accelerator, Innovation Research Center, Advanced School of Innovation: la Corporate Academy, Digital Platform for acceleration and open innovation, Capacity Building and Acceleration Program for Innovation Stakeholder Ecosystems. EP: Entopan will organize two key innovation events. The first, EU South Innovation - Edition in Calabria (2025), aims to foster innovation and Southern Italy's role in sustainable development through synergies and strategies. The second, South Innovation - Special Edition in Silicon Valley (2026) at INNOVIT, San Francisco, led by Entopan, will feature workshops, demo days, networking, and meetings. This event will facilitate knowledge exchange and learning from leading U.S. public administrations and innovative companies.
KARP	Assets: Regional and national smart specialization strategy, Incubator and accelerator program for startups, Assessment methodology for digital maturity, Smart region establishment methodology, Methodology for working with talented children, Innovation activity mapping results from 512 Czech companies, Regional hydrogen strategy. EP: KARP will utilize existing methodologies and strategies to elevate innovation in regional companies, underpinned by data-driven decision-making. We will deploy our expertise to create capacity-building programs for local stakeholders, boosting their innovation and entrepreneurial abilities. Furthermore, we'll facilitate robust knowledge transfer among regional participants, fostering collaborative growth.

CYL	<p>Assets: Report on International Best Practices and Ecosystem Analysis, Spanish Innovation Ecosystem Report, Capacity Building and Acceleration Program for Innovation Stakeholder Ecosystems, Guideline on Innovation Ecosystem for Policy Maker</p> <p>EP: JCYL will use the assets created during the project to strengthen its innovation services for entrepreneurs and test them on a series of cybersecurity innovation pilots for a safer and more connected industry.</p>
RegCal	<p>Assets: Calabria Regional Plan 21-27 (ERDF) with a focus on OS1 (Research and Innovation) and OS2 (Digitalization).</p> <p>EP: Our strategy centers on enhancing local capacity through customized training programs to bolster innovation skills. Leveraging our networks, we promote idea and technology exchange, driving regional innovation. We allocate financial resources and provide mentorship to startups and SMEs, empowering them within the framework of our envisioned Regional Innovation Valleys.</p>
Searchon	<p>Assets: We Make Future event (International Trade Fair and Festival on Tech and Digital Innovation), ibrida.io (customizable event platform), Hubitat (network of local coworking and competence centers in remote areas), We Make Future Roadshow (network of worldwide innovation events), Large database of international startups from various Call for Startups events.</p> <p>EP: We Make Future, a culmination of year-long efforts, serves as a unique platform for networking, business opportunities, matchmaking, and attracting investments for innovative companies. It's the result of various roadshows and educational activities aimed at diverse audiences, from students to entrepreneurs. WMF connects a vast global community, where local Open Innovation stakeholders (SMEs, startups, accelerators, VCs, Corporates, etc.) engage with international players across all segments of the European Innovation Scoreboards.</p>
DOKA	<p>Assets: TR90 Regional Development Plan (2024-2028), Eastern Black Sea Acceleration Programme, DOKAROOF (Pre-incubation center), Financial and Technical Support Programs, Result-Oriented Programs (Tourism, Blue Economy, SMEs, and Cooperatives).</p> <p>EP: DOKA will use capacity-building programs and events to enhance its capabilities, including DOKAROOF and acceleration programs. In the Blue Economy Result-Oriented Program, DOKA will focus on aquaculture innovation and knowledge exchange to promote sustainability. As part of the Türkiye Eastern Black Sea Entrepreneurship Ecosystem, DOKA will share insights and documents. Combining project-created proposals and DOKA's financial support programs, we aim to enhance the innovation infrastructure in TR90. DOKA, under the Ministry of Industry and Technology, will share the Guideline on Innovation Ecosystem for Policy Makers with relevant stakeholders for policy improvement.</p>
FITD	<p>Assets: Designed grant awarding guidelines for startups and SMEs, implemented challenges for innovative projects, The Catalyst mentoring program, ecosystem collaboration report, POLICY ANNWERS national ecosystem mapping, Regional Innovation Academy educational materials.</p> <p>EP: FITD will utilize project assets in various ways: (1) Enhancing FITD employee capabilities in calls design and implementation, aligned with Smart Specialization Strategy; (2) Elevating the quality of call designs, especially challenge creation; (3) Improving services for startups and SMEs, with an emphasis on mentoring; (4) Enhancing information sharing among innovation stakeholders; (5) Expanding the international collaboration network for regional activities and fundraising; (6) Increasing open access resources for startups and SMEs, boosting investment readiness and access to finance.</p>
ADA	<p>Assets: Regional Development Plan (2024-2028), Ankara Regional Innovation Strategy (2019), TechAnkara Project Bazaar, TechAnkara Entrepreneurship Center, Financial Support Programs, Technical Support Programs, Training Programs.</p> <p>EP: Our strategic plan includes the following key points:</p> <ul style="list-style-type: none"> • <i>Capacity Building:</i> We will leverage our expertise to offer training and capacity-building programs to enhance local stakeholders' innovation and entrepreneurial skills. • <i>Knowledge Transfer:</i> Utilizing our extensive networks, we'll facilitate the exchange

	<p>of innovative ideas, technologies, and best practices among regional players, fostering a culture of innovation.</p> <ul style="list-style-type: none"> • <i>Startup and SME Support</i>: We will allocate financial resources and provide mentorship to startups and SMEs, empowering them to develop and scale their innovations within the framework of Regional Innovation Valleys. • <i>Data-Driven Decision-Making</i>: Our data and research capabilities will guide project activities by analyzing regional strengths and weaknesses to maximize impact. • <i>Collaborative Initiatives</i>: We will actively engage partners to form collaborative initiatives, ensuring that regional assets are collectively used to drive innovation and competitiveness. Institutions like TÜBİTAK BİLGEM and METU express their interest in supporting and contributing to the consortium. • <i>Monitoring and Evaluation</i>: We will establish robust monitoring and evaluation mechanisms to measure the effectiveness of our exploitation planning, allowing us to adjust as needed to efficiently achieve project objectives.
IAPMEI	<p>Assets: IAPMEI's extensive regional coverage in Portugal, a broad network of stakeholders in various sectors, and its role as the national coordinator of EEN-PORTUGAL.</p> <p>EP: IAPMEI will actively contribute to the project by disseminating project outcomes and recommendations among stakeholders, companies, and policy makers. The organization will utilize its own resources, including its website, newsletters, and events, to support the project's objectives.</p>
SFG	<p>Assets: Styrian Economic Development Act 2001), 15 funding programmes and calls as well as 4 financial programmes for Styrian SMEs. 5 clusters and networks, 22 competence center in the field of research with a spin-off program, start-up center & ESA Bic Center, Impuls Centers all over Styria, Styrian Food Hub</p> <p>EP: The SFG will use assets capacity building programmes and events to building own capacity to serve better on their programs such as Ideen!Reich and Food Calls and to support TT between research and food SMEs.</p>
RC Häme	<p>Assets: RC Hame's Häme Portfolio and SmartHäme Trello for regional project overviews and information sharing.</p> <p>EP: RC Hame will further enhance its regional development practices by streamlining processes, action research activities, and services to better support innovation initiatives. This will involve documenting and developing practices in collaboration with regional stakeholders, improving regional development processes to promote innovation activities in the Häme region.</p>
SAVONIA	<p>Assets: The Pohjois-Savo region has a well-developed entrepreneurial ecosystem, including incubators, accelerators, funding opportunities, and support organizations. These resources help foster the development of startups and SMEs</p> <p>EP: identifying new collaborations that would continue to build the Pohjois-Savo's innovative capacity and leveraging the knowledge and expertise gained as the project outcomes are disseminated.</p>
Regione Puglia	<p>Assets:</p> <p>EP: The exploitation plan would have a roadmap for leveraging the knowledge and expertise gained to promote growth in areas such as job creation, innovation, market opportunities, and business competitiveness. It would establish suitable communication and dissemination strategies to share project results with the relevant stakeholders across the region and beyond.</p>

Policy measure

Policy measures and policy-making will be highly impacted by the project thanks to the implementation of specific activities (i.e., workshops, public events, co-creation sessions, etc) in which policy makers will have the possibility to share their experiences, acquire new knowledge and competences and take advantage of project results (T1.2, T.1.3). More specifically, public administrations/organizations of the project consortium, by actively participating in the project activities, will understand the main challenges and barriers to innovation in their national/local contexts and will acquire crucial knowledge on the current available methodologies and solutions to overcome them (for example during the T.1.4 workshop in San Francisco they will confront with innovation leaders that will share their

successful experiences). Thus, the project, by allowing a better understanding of the innovation process in terms of challenges and solutions, will have a positive impact also on the policies that public administrations/organizations will put in place in their specific political contexts. In addition, the project will involve other key stakeholders in public events carried out for the dissemination of project activities. Such events will be promoted in order to spread the project results to other relevant stakeholders (both private and public) interested in implementing innovative measures to achieve and enhance their innovation process. In this way it will be possible to reach a large number of public stakeholders (outside the project consortium) that will have the possibility to use project results and improve policy measures in the field of innovation in their specific contexts. The greatest impact on Policy Measures will occur in task 1.5 dedicated to the creation of policies following all the knowledge acquired during WP1, WP2, WP3, WP4 and WP5

Management of intellectual property (IP)

For the project's success, all project partners must agree on explicit rules concerning IP ownership, access rights to any Background and Foreground IP, IPRs protection and confidential information before the project starts. Such issues will be addressed within the Consortium Agreement (CA) between all project partners. Joint ownership rules will also be defined in the CA. Foreground protection will be pursued through patents by foreground owners under the consensus of all consortium members. It is understood that each partner is and remains the sole owner of its intellectual and industrial property rights over its background. All partners have IPR and patent exploitation rights to implement the consortium project. We anticipate an agreement whereby consortium members will grant other members access rights, on background, required to achieve the project objectives in a manner that will be agreed upon before signing the contract. Members will include in the CA background that will be excluded from access rights or granted on particular conditions.

#§COM-DIS-VIS-CDV§#

2.3 Summary

KEY ELEMENT OF THE IMPACT SECTION

SPECIFIC NEEDS	EXPECTED RESULTS	D & E & C MEASURES
<p>Create structured moments of collaboration, knowledge sharing and networking between national and regional administrations in Europe</p> <p>Support SMEs, Startups, Corporates, Universities and research centers to collaborate with local and national administrations in the development of technological solutions in areas such as deep technologies</p> <p>Create a model that allows the different innovation models (e.g. innovation hub, innovation agency, investment agency, ministry or innovation office) present at local, regional, national and European levels to be interconnected and linked</p>	<ul style="list-style-type: none"> ▪ activation of a collaboration process between the administrations present in the consortium and others present in their areas of impact which is not limited to the 3-year duration of the project but which can continue further ▪ creation of knowledge, consolidated through knowledge sharing and networking activities, which can support administrations in the activities of their institutional mandate in the field of innovation, deep technologies and emerging technologies <p>Creation of connections between consortium administrations, with other EU administrations, with research infrastructures and other stakeholders at local, regional, national and European levels</p>	<p>Dissemination: Fairs & Seminars & Conferences, Peer reviewed articles, Training & Workshops.</p> <p>KPIs:</p> <ul style="list-style-type: none"> o ≥ 4 workshops to disseminate project results. o ≥ 10 academic conferences and/or journal articles. <p>• Exploitation: Initial Market Analysis, Business models, IP Management Plan, Marketing Plan.</p> <p>KERs: Report on International Best Practices , Innovation Ecosystem Report, Documents and Content of Webinar, Buddy Program and Silicon Valley Visit, Open Call Challenges Report , Pilot Program Results, Guideline on Innovation Ecosystem for Policy Maker, Events Formula</p> <p>• Communication:</p> <p><i>Internal communication:</i> Mailing lists, Document, sharing platform, Face-to-face meetings, Teleconference meetings.</p> <p><i>External communication:</i> Website, e-Newsletters, Press Release / project communication, Social, media, Videos & infographics, Other initiatives.</p> <p>KPIs: ≥ 5 initiatives for collaboration; 10,000 Social media views & interactions; 2,000 Website views; 50 Workshops.</p>
TARGET GROUPS	OUTCOMES	IMPACTS
<p>the stakeholders who will use the results of the project and who benefit from the results of the project are:</p> <ul style="list-style-type: none"> ▪ Local, regional, national administrations that are in the consortium or directly connected to them ▪ European infrastructures and hubs dedicated to innovation, research, deep and emerging technologies <p>Extended public and private ecosystem of innovation in the regions and nations affected</p>	<p>Enhanced synergies between European e non innovators their complementarities and cooperation regarding thematic areas, technologies and challenges</p> <p>High number of innovation ecosystems actors across EU territories in technology and industrial value chains supported by the project</p>	<p>Knowledge sharing and the creation of a common knowledge between more than 14 EU countries or access countries about the S3 (Smart Specialisation Strategies), other national/regional strategy about technologies and innovation</p> <p>Creating a collaboration between at least 14 nations (and related regions) as main partner and with additional associates, a better connection will be created between all the countries that cover the different levels of the EU Innovation Scoreboard</p> <p>Value creation of developed services.</p> <p>•Support EU policy.</p>

by the project including universities, startups, SMEs, research centers, research infrastructures, public and private innovation hubs and centres,		
--	--	--

#§IMP-ACT-IA§#

3. Quality and efficiency of the implementation #@QUA-LIT-QL@##@WRK-PLA-WP@#

3.1 Work plan and resources

InnoRIVER4EU will have a duration of 3 years and it consists of 5 work pages presented in the Figure below. The project is structured in two main areas: Management: WP5-Coordination and management, WP- Dissemination, Communication & Community planning; Boosting the innovators capacity: WP1 – Create synergies and networking activities between innovation Seekers, WP2 – Promote Open call for finance innovation and technological development, WP3 – Spreading innovation in international events scale open to the world.

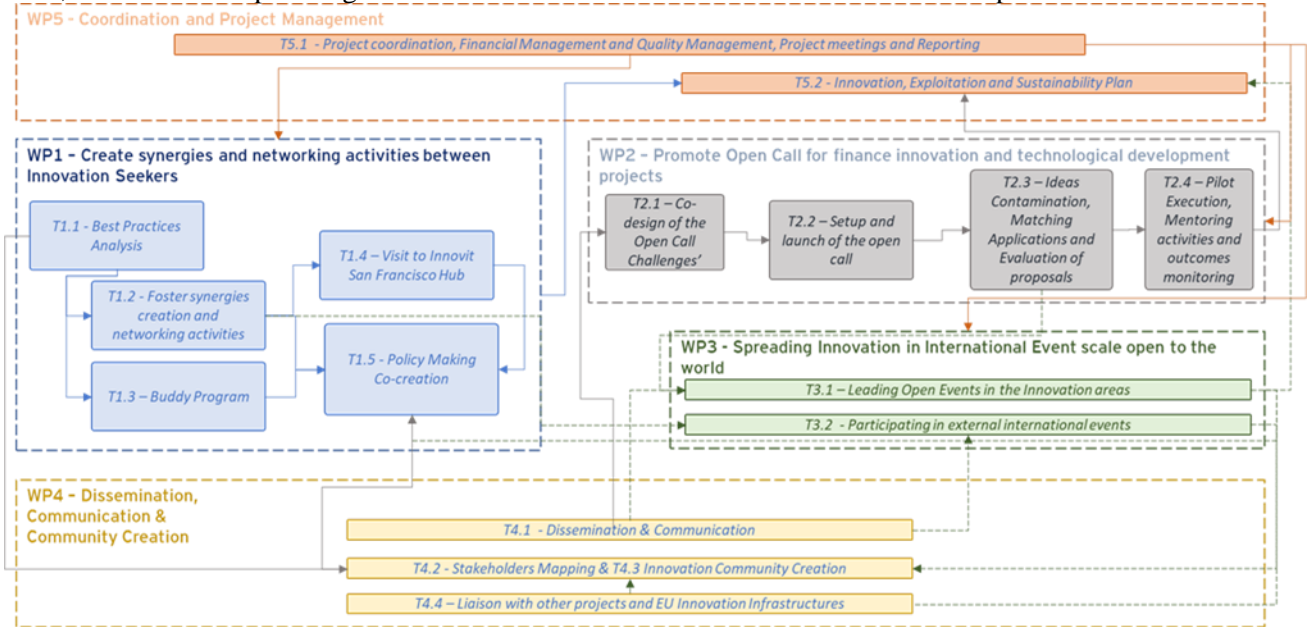


Figure 1: InnoRIVER 4 EU WPs and Task distribution

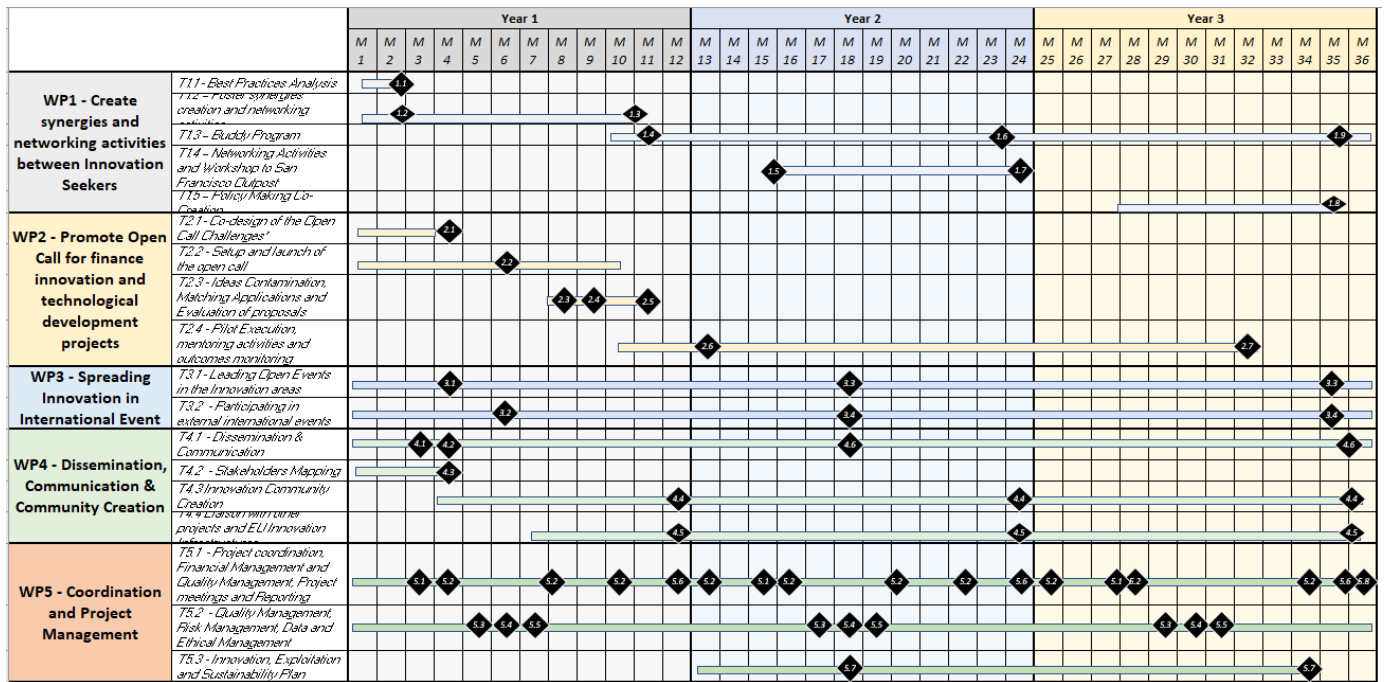


Figure: 2 InnoRIVER 4 EU GANTT

3.2 Capacity of participants and consortium as a whole #@CON-SOR-CS@##@PRJ-MGT-PM@#

Partner	Capacity
MIMIT	The Ministero delle Imprese e del Made in Italy (MIMIT) plays a crucial role in promoting and safeguarding Italian businesses' quality, innovation, and excellence. It coordinates the "House of emerging technologies" initiative, facilitating collaboration between academia and businesses to advance research, experimentation, and support for

	startups.
EY	EY is a global leader in assurance, tax, transaction, and advisory services, and employs more than 300,000 people worldwide in over 150 countries. EY's Advisory services are designed to help clients tackle complex business issues by combining deep technical capabilities with relevant industry insights
DEEP	DEEP has The Startup Heatmap tracks the development of startup ecosystems over time. The Startup Heatmap tracks the development of startup ecosystems over time. We map ecosystems along 5 dimensions: International connectivity, strength of the entrepreneurial community, their perception and trust among founders, performance as well as long-term impact on job and business creation.
AMML	AMMLccelerate offers tailored support to startups, including advice on internationalization, business planning, IP, technology piloting, and equity negotiations. With over 20 years of experience, their team of experts has guided startups in various industries across the UK, Europe, and accession countries, combining scientific and practical expertise to help entrepreneurs succeed.
VOKA	Voka provides extensive training programs, seminars, and workshops to promote digitalization in SMEs, along with coaching, matchmaking, and networking opportunities for startups, SMEs, and corporations to connect with universities and research institutions. They also organize matchmaking sessions to facilitate collaborations between startups, SMEs, and corporates.
LIAA	LIAA plays a pivotal role in promoting innovation and supporting Latvian companies through informative events, training workshops, and networking sessions. It focuses on fostering innovation, digitalization, and entrepreneurship, contributing to the national innovation ecosystem. Additionally, LIAA is involved in export promotion, foreign investment facilitation, tourism development, and innovation policy implementation. In recent years, the agency has expanded its role from funding distribution to strategic collaboration, including the coordination of RIS3 ecosystems and strategy development, strengthening Latvia's innovation approach.
SFOOD	Sweden Foodtech is a pioneering company in the foodtech sector, offering strategic guidance and organizing major events like the Sweden Foodtech Big Meet conference and the world-renowned Smaka food festival. They've been instrumental in promoting a sustainable food system, connecting entrepreneurs, and leading thought development in the field.
FARK LABS	Fark Labs Innovation is a dynamic hub dedicated to empowering entrepreneurs from idea inception to successful business creation, fostering innovation, networking, and mentorship. They create a collaborative environment that connects entrepreneurs with industry experts, focusing on meaningful mentorship and ongoing impact assessment to ensure tangible results and transformational experiences.
RC	RootCamp is an innovation hub based in Hannover, Germany, with a strong focus on AgriFood Tech, biotechnology, and circular economy innovations. They have an impressive track record of fostering innovation by connecting startups, research centers, and corporates, supporting over 26 startups in their acceleration program to bring disruptive solutions to the AgriFoodTech sector and integrate them into the industrial environments of partner companies.
NKFIH	NKFIH has an extensive network of researchers and experts across various scientific fields, providing valuable know-how and support to research projects. As a national funding agency for research, development, and innovation, NKFIH has financial capacity to contribute to research projects and provide the financial support needed to ensure successful research outcomes.

ACIF -CCIM	ACIF-CCIM is a longstanding Chamber of Commerce and Business Association with around 800 SME member companies. They are dedicated to fostering business growth, offering various services, and co-financing projects, particularly in the tourism sector, with funding from sources such as EEA Grants, Horizon 2020, and more. Their experience extends to organizing events, disseminating innovation, and supporting SMEs and startups.
ADR*	ADR plays a central role in coordinating the Regional Smart Specialisation Strategy and managing the Regional Programme 2021-2027. They bring expertise in geographic information systems, data visualization, and digital transformation services, supporting startups and SMEs. ADR will update innovation ecosystem strategies, collaborate in funding scheme design, evaluation, and monitoring for pilot projects, and provide training in business development, entrepreneurship, and technology transfer. They are committed to engaging regional stakeholders and promoting project activities.
FORUM OCEANO	Forum Oceano has expertise in Management and participation in consortia of community projects with various start-up acceleration components. commits to organize 5 startup+sme pitches and 5 matchmaking activities for the consortium in the following international events, with the estimated budget for each one.
INNOCAM	The Regional Government of Castilla-La Mancha and the Research and Innovation Agency have a strong track record in executing successful R&D and innovation projects, particularly in collaboration with international partners. They actively support the Network of R&D Centers and launch open calls to assist SMEs and startups, such as "Activa Start-ups" and "Adelante Digitalización," which will be leveraged to ensure the effective implementation and exploitation of this project's results.
ETP	For over two decades, Entopan has provided specialized assistance and consulting services to innovative enterprises seeking efficiency, sustainability, and competitiveness in national and international markets. They lead Harmonic Innovation Hub, a multidisciplinary ecosystem promoting convergence between tech and social innovation, fostering new skills, young talents, startups, and SMEs, while organizing events like "South Innovation" to strengthen Southern Italy's role as a Sustainable Development Mediterranean Platform.
KARP	KARP focuses on regional development, supporting innovation, cooperation, education, and business environment improvement. They also maintain the regional smart specialization strategy and offer expertise in business sector needs, labor market trends, business development, and digitization through DIH activities.
CYL	JCYL commits to take part in the mapping of ecosystem stakeholders, exchanging best practices to boost ecosystems innovation and supporting the project asset creation. The project tools will be used to support SMEs in cybersecurity to access funding and strengthen the excellence of our strategic sectors with innovative solutions that promote safer and more connected value chains. This support will be provided in the form of FSTP and matchmaking activities within the project.
RegCal	The Calabria Regional Authority plays a central role in supporting economic development, particularly for SMEs and large industries. Their strategic initiatives promote investment in new technologies, align education and research with industry needs, and drive innovation in line with the regional S3 Strategy across seven key sectors.
Search on WMF	We Make Future of Search On is an annual event organized by the Search On team, aimed at bringing together professionals, researchers, and developers working on open-source projects that enhance the search functionality and user experience of the Wikimedia Foundation websites. The event will focus on showcasing the latest innovations and practices in search technologies and promoting collaboration among developers to improve the relevance and accuracy of search results for users. The event will feature keynote speeches, workshops, and interactive sessions, led by renowned search experts within the open-source community.

DOKA	DOKA is an experienced partner with a substantial track record, having implemented 13 EU-funded projects, organized over 750 training programs, conducted numerous awareness-raising and networking activities, monitored and evaluated more than 500 projects, and provided financial and technical support to over 1,000 public and private bodies. As a Regional Development Agency (RDA), DOKA's responsibilities include fostering cooperation between the public and private sectors, utilizing allocated funds for regional development, conducting research, promoting business and investment opportunities at national and international levels, coordinating administrative processes, and supporting small and medium-sized enterprises and new entrepreneurs. DOKA will further focus on three Regional Operational Programs (RoPs) centered on Blue Economy, Sustainable Tourism, and Competitive SMEs and Cooperatives, with an emphasis on innovation, competitiveness, internationalization, green and digital transformation, and S3 strategy development within these areas.
RRA sP Nova Gorica	RRA sP Nova Gorica can be a good partner for a Horizon project due to its focus on supporting innovation and promoting economic development in the northwestern region of Slovenia. The agency has expertise in various fields such as tourism, agriculture, handicrafts, industry, environment, and energy, making it a valuable partner in an array of projects. RRA sP Nova Gorica has years of experience in promoting entrepreneurial activities, research, and development initiatives, in addition to its expertise in adopting and integrating advanced technologies. This makes the agency capable of understanding the various aspects of any Horizon project and contributing to it effectively.
FITD	FITD, a national public agency dedicated to fostering innovation in SMEs, is deeply entrenched in the RDI and education sectors, actively participating in various public coordinative bodies overseeing R&I, education, and private sector development. With an annual budget averaging 16 million EUR, FITD disburses grants to SMEs for innovative projects, accumulating a portfolio of 1000+ projects and over 100 million EUR in public-private co-investment. Additionally, FITD has supported the establishment of three accelerators and three fab labs at the national level. As a work package leader in the POLICY ANSWERS project, funded by Horizon Europe WIDERA, FITD is at the forefront of piloting Western Balkans regional calls. Moreover, FITD collaborates with donors on co-funded programs for innovation and entrepreneurial education, including UNDP, UNICEF, USAID, and SDC-funded initiatives.
ADA	ADA, as one of Türkiye's 26 Development Agencies (DAs), is instrumental in driving economic growth, innovation, and sustainable development in the Ankara region. Established as a regional government authority, ADA actively supports local potential, fosters sustainable development through regional plans, and participates in various national and international programs to promote innovation and development. ADA's commitment to bridging the innovation gap, empowering businesses and startups, and connecting Ankara to the network of Regional Innovation Valleys aligns with EU priorities for regional advancement.
IAPMEI	IAPMEI, the Agency for Competitiveness and Innovation, is a key player in driving SME policies and promoting competitiveness, business growth, and innovation under the Ministry of Economy and Digital Transition. With a strong track record in managing European and national programs, IAPMEI coordinates various initiatives, including the Enterprise Europe Network, H2020 activities, and Scale-Up projects, while also supporting entrepreneurship and Competitiveness Clusters in Portugal.
SFG	The Styrian Business Promotion Agency (SFG) plays a crucial role in bolstering the Styrian economy by providing a wide range of services, including funding, innovation, and R&D support, along with assistance in areas like the Green Deal and Digital Europe. SFG collaborates with clusters, Competence Centres, and Impulse Centres, while actively participating in numerous national and international projects, particularly in INTERREG and Horizon initiatives.

RC Häme	The Häme Portfolio is a digital tool that provides an overview of development projects in the Häme region. It is a valuable resource for businesses, organizations, and individuals who want to learn more about the region's development priorities and opportunities. We also use SmartHäme Trello to provide overviews of projects, regional stakeholders, events and funding opportunities.
SAVONIA	Savonia University of Applied Sciences has a culture of innovation, with a comprehensive approach to RDI that fosters entrepreneurial spirit and strengthens its partnerships with the industry. Savonia boasts a multidisciplinary faculty with diverse knowledge and skillsets that can contribute to various Horizon projects in fields such as ICT, energy, environment, and food systems. Savonia also has established collaborations with domestic and international organizations and companies, building opportunities to enhance research and development activities.
Regione Puglia	The Regione Puglia has a strong commitment to promoting sustainable growth and development and has already invested significantly in research and innovation initiatives. The Regione Puglia offers a broad range of facilities, including research centers, incubators, innovation hubs, and laboratories that provide an exciting platform for multidisciplinary collaborations. These facilities enable researchers to access cutting-edge equipment, which is essential in implementing innovative Horizon projects.

Tables for section 3.1

Table 3.1a: List of work packages

WP No	Work Package Title	Lead Participant No	Lead Participant	Person-Months	Start Month	End month
1	Create synergies and networking activities between Innovation Seekers	1	MIMIT	297,7	1	36
2	Promote Open Call for finance innovation and technological development projects	6	LIAA	237,09	1	36
3	Spreading Innovation in International Event scale open to the world	7	SFOOD	231,4	1	36
4	Dissemination, Communication & Community Creation	3	DEEP	196,47	1	36
5	Coordination and Project Management and exploitation plan	1	MIMIT	70,93	1	36

Table 3.1b: Work package description

For each work package:

Work package number	1
Work package title	Create synergies and networking activities between Innovation Seekers

Objectives

- Analyze the best practices from worldwide innovation champions
- Foster synergies creation and networking activities through workshops and events
- Enabling a knowledge sharing from Extra-EU Stakeholders through visiting international outpost in San Francisco
- Activate a process of co-design of policies between different national and regional government with the involvement of the private

Description of work

The main objective of WP1 is to **create synergies and support networking activities** between different entities (companies, public administrations, etc.) to stimulate and promote their **innovation and technological transformation processes**. In particular, after an in-depth analysis of the main innovation best practices and failures, consortium members and their national and regional stakeholders will be involved in a series of **networking activities** (i.e., organization of webinars and physical/digital/hybrid events, buddy program, international visit to innovative countries) to exchange knowledge and experiences. Moreover, the project consortium will organize a **buddy program** for participants, in which the so-called innovation pirates (members with higher innovation level) will support the innovation seeker actors (members with lower innovation level) in maximizing their innovation potential. In addition, the project consortium will organize a one-week workshop in the Silicon Valley targeting both public administrations and companies (selected through open calls), in which participants will have the opportunity to learn from other successful experiences from USA innovation leaders. Finally, WP1 will support the organization of policy making co-creation sessions aiming at **creating policies** that enhance the growth of innovation ecosystems and to support the **long-term plans** of authorities in charge of national, regional, or local public innovation policies and programs.

T1.1 – Best Practices Analysis (Lead: EY Participant: DEEP, AMML, SFOOD, FARK, RC, ETP, REGCAL) (M1-M2) – this task is focused on the conduction of an analysis of the innovation best practices and failure from stakeholder in public and private sectors in order to undelight the key success/failure factors, process and methodologies involved. The best practices analysis will be carried out through the **following activities**:

- **Conducting Desk analysis** based on the literature review of documented best practices from other European countries in all the categories (innovator, leaders, moderate and modest)
- **Organization and execution of Virtual co-creation workshop** with other consortium members to reflect and validate the analysis
- **Definition of the selection methodology** and conducting selection activities of **best practices** with relevance to the target regions.
- **Reporting** all the evidence of the analysis in the D.1.1 “*Handbook on Best Practices*”

Partner	Activity
EY	Leading Activities
DEEP, AMML, SFOOD, FARK, RC, ETP, REGCAL	Supporting the mapping – example of activities: analyze the commonalities and differences between the best practices within and across categories, plan and organize the Workshop, screening of the potential best practices.

T1.2 – Foster synergies creation and networking activities (Lead: RC Participant: MIMIT, EY, DEEP, AMML, VOKA, LIAA, SFOOD, FARK, NKFIH, ACIF, ADR, FORUMOCEANO, INNOCAM, ETP, KARP, JCYL, REGCAL, SRC, DOKA, RRA sP, FITD, ADA, , BLW, IAPMEI, SFG, RCHAME, SVN, REGPUG, MUNCB,MUNPS, MUNMT,MUNBO,CCBIREX,MUNTO, M UNPRT, MUNROMA, MUNAQ,MUNBA, MUNGEN, MUNTR, MUNCAG, MUNNA, ARTES40, START40, MEDITECH, CIM40, MADE, SMACT, CYBER40) (M1-M10) - This task is focused on the organization of hybrid events and workshop between Consortium members and their national and regional stakeholder. The path will have for each partner will lead a single workshop of maximum of 3 hours that will underline: national and regional S3 Strategy, national/regional innovation/ecosystem/deeptech/digital model, success experiences and lesson learned. The task will include activities such as: Webinars/event planning, definition of the programs, webinars/events contents creation, execution of the formats, coordination of vertical activities, organization and management of the physical/digital/hybrid events

Partner	Activity
RC	Leading Activities
MIMIT, EY, DEEP, AMML, VOKA, LIAA, SFOOD, FARK, NKFIH, ACIF, ADR, FORUMOCEANO, INNOCAM, ETP, KARP, JCYL, REGCAL, SRC, DOKA, RRA sP, FITD, ADA, , BLW, IAPMEI, SFG, RCHAME, SVN, REGPUG,	Conducting Workshop Activities – example of activities: <ul style="list-style-type: none"> • Organize the agenda, objectives,

MUNCB, MUNPS, MUNMT, MUNBO, CCBIREX, MUNTO, MUNPRT, MUNROMA, MUNAQ, MUNBA, MUNGEN, MUNTR, MUNCAG, MUNNA, ARTES40, START40, MEDITECH, CIM40, MADE, SMACT, CYBER40

and outcomes,

- Facilitate the online workshop using appropriate digital tools and platforms,
- Document the findings and conclusions of the workshop

T1.3 – Buddy Program (Lead: AMML Participant: MIMIT, VOKA, LIAA, NKFIH, ACIF, ADR, INNOCAM, KARP, JCYL, REGCAL, SRC, DOKA, ADA, RRA sP, FITD, ANK, , BLW, IAPMEI, SFG, RCHAME, SVN, REGPUG) (M10-M36) – The buddy program comes from the concept of the “buddy” entity in the corporates organization when a new joiner needs to be supported by a more experienced colleague. In the same way, the focus is to create the best match among the consortium partners to cross the different innovation levels of the Countries represented by the national or regional entities part of the consortium. The first activities are focused on election of the **Innovation Seeker (members with a lower innovation level to be upgraded)** and **Innovation Pirates (members with a higher innovation level to be spread with downgraded members)**. So it’s needed the **mapping of innovation skills and gaps** of any consortium member in order to **define the level of synergies** among them. This definition is fundamental in order to **create the best match** and to assign the **right buddy to the right seeker**, this is why this activity is composed by **several micro-activities** such as: **1. Self-assessment forms; 2. 1-to-1 meetings; 3. Presentations sessions; 4. Declaration of preference.** After these micro-activities, it is **possible to define the right contamination and spreading innovation process** among them that can consist in **tech sessions, physical events, showcases, team contaminations, mentoring and any kind of activity related to coaching.** At the end of the micro-activities process, the results will be collected, analyzed and will return the level of contamination transferred during the process.

Partner	Activity
AMML	Leading Activities
MIMIT, VOKA, LIAA, NKFIH, ACIF, ADR, INNOCAM, KARP, JCYL, REGCAL, SRC, DOKA, ADA, RRA sP, FITD, ANK, BLW, IAPMEI, SFG, RCHAME, SVN, REGPUG,	Be a buddy and request for support - example of activities: Develop a set of criteria for matching the partners based on innovation levels, skills, interests, and other relevant factors - Identify activities or tasks that the partners can undertake together to build skills or knowledge - Schedule regular check-ins with the paired partners to ensure the program is running smoothly.

T1.4 – Networking Activities and Workshop to Innovit, San Francisco Outpost (Lead: ENTOPAN Participant: MIMIT, VOKA, LIAA, NKFIH, ADR, INNOCAM, ENT, KARP, JCYL, SRC, DOKA, FARK) (M15-M24)

This task is focused on the organization of a two-week workshops and physical events on the Italian Government Outpost in San Francisco in order to connect and learn from the Americas Innovation Ecosystem. The workshop will be directed to Italian public administrations and companies (selected through open calls) to boost and enhance their innovation potential, with reference mainly to the digital and technological transformations. The project will take into consideration the specific innovation needs of participating companies thus tailoring the program for each entity and maximize their innovation potential. In particular, the workshop will be organized into three phases:

- an initial preparatory remote phase in which participants will be trained through online activities that include networking, orientation, needs analysis, mentorship, and tutoring;
- a hands-on phase that involves institutional appointments, workshops, mentoring sessions, and networking opportunities with startups, big tech companies, venture capitalists, and experts;
- follow-up phase aimed at solidifying the knowledge and relationships cultivated during their San Francisco experience.

Thus, participating companies will have the opportunity to engage with influential mentors and representatives from big tech companies that can guide strategic decisions and the development of entrepreneurial projects. Moreover, by learning innovative content and methodologies, companies can boost their international competitiveness and scaling-up activities with a specific reference to the internationalization and innovation

processes. In addition, during the physical events and workshop carried out in San Francisco, companies will have the opportunity to participate in structured networking events, meeting international investors and potential strategic and commercial partners.

Partner	Activity
ENTOPAN	Leading Activities
MIMIT, LIAA, NKFIH, ADR, INNOCAM, ENT, KARP, JCYL, REGCAL, DOKA, FARK	Participate at the trip – example of activities: institutional appointments, workshops, mentoring sessions
VOKA	Supporting the planning

T1.5 –Policy Making Co-creation (Lead: MIMIT Participant: VOKA, LIAA, NKFIH, ADR, INNOCAM, KARP, JCYL, SRC, DOKA, RRA sP, FITD, ANK, BLW, IAPMEI, SFG, RCHAME, SVN, REGPUG, MUNCB, MUNPS, MUNMT, MUNBO, CCBIREX, MUNTO, MUNPRT, MUNROMA, MUNAQ, MUNBA, MUNGEN, MUNTR, MUNCAG, MUNNA, ARTES40, START40, MEDITECH, CIM40, MADE, SMOACT, CYBER40) (M15-M24)

The Policy making activities has the main goal of conducting co-creation activities among innovation ecosystem stakeholders with the aim of creating policies in the field of deep technologies, food and circularity that favor the growth of innovation ecosystems and their players in EU, Extra EU player. The activities related are: a. workshop setup (Desk Analysis, Methodologies Definition, define and invite Workshop Participants), b. Conducting co-creation workshops and c. Public consultation of the guidelines

The output of the Co-creation Session will be based on create a **report (D.1.8)** related to: 1. Methodology of Assessment, 2. Guideline for Government stakeholder and 3. Key Insight for other modest or moderate innovator regions. The **methodology** for create a report will include the following main activities:

- Extract from the Best Practices Analysis the guidelines and select from the prioritization the actors definition of the detailed methods and methodologies of the co-creation workshops and conducting co-creation workshops
- Online Public consultation with via online platform thanks to which you can receive ideas for improvement To support the dissemination of the public consultation, the actors of the consortium will conduct communication activities via their social networks and will conduct internal communications within their national and regional administrations to collect feedback

Partner	Activity
MIMIT	Leading the policy making activities
VOKA, LIAA, NKFIH, ADR, INNOCAM, KARP, JCYL, SRC, DOKA, ADA, RRA sP, FITD, ANK, , BLW, IAPMEI, SFG, RCHAME, SVN, REGPUG, MUNCB, MUNPS, MUNMT, MUNBO, CCBIREX, MUNTO, MUNPRT, MUNROMA, MUNAQ, MUNBA, MUNGEN, MUNTR, MUNCAG, MUNNA, ARTES40, START40, MEDITECH, CIM40, MADE, SMOACT, CYBER40	Giving contribution to the discussion, for example by Develop a set of policy goals and strategies to guide the policy development activities

Work package number	2
Work package title	Promote Open Call for finance innovation and technological development projects

Objectives

- Conduct co-creation activities to define the detailed topics to be considered within the selected macro-thematic areas
- launch an international open call that is accessible to all players in the quadruple helix such as startups, SMEs, research centers and universities
- Conduct matchmaking activities that help startups, SMEs, research centers and universities to create

consortia of 3 members coming from at least 3 different geographical areas

Description of work

T2.1 – Co-design of the Open Call Challenges’ (Lead: EY Participant: MIMIT, DEEP, AMML, VOKA, LIAA, SFOOD, FARK, RC, NKFIH, ACIF, ADR, INNOCAM, ENT, KARP, JCYL, REGCAL, SRC, DOKA, ADA, RRA sP, FITD, ANK, BLW, IAPMEI, MUNCB,MUNPS, MUNMT,MUNBO,CCBIREX,MUNTO, MUNPRT, MUNROMA, MUNAQ,MUNBA, MUNGEN, MUNTR, MUNCAG, MUNNA, ARTES40, START40, MEDITECH, CIM40, MADE, SMACT, CYBER40) (M1-M3) –

The activities inherent to T2.1 are all those linked to the definition of challenges in support of the open call launched by regional and national administrations to select companies, research centers, universities, SMEs and Startups that conduct pilots. The task leader will conduct the following activities related to the task: the preparation of the 1-to-1 preliminary workshop and the Final sessions workshop, definition of the detailed methodology, conduction of desk analysis, definition and invitation of participants, conduction of 1-to-1 preliminary workshops 1 and the Workshop Final sessions, creation of workshop reports and finalization of the challenges.

Partner	Activity
EY	Leading Activities
DEEP, AMML, VOKA, SFOOD, FARK, RC, ACIF, ENT, SRC	Supporting the co-design – example of activities: Ensure that the open call challenges are accessible and easy to understand for the target stakeholders
MIMIT, LIAA, NKFIH, ADR, INNOCAM, KARP, JCYL, REGCAL, DOKA, ADA, RRA sP, FITD, ANK, BLW, IAPMEI, SFG, RCHAME, SVN, MUNCB,MUNPS, MUNMT,MUNBO,CCBIREX,MUNTO, MUNPRT, MUNROMA, MUNAQ,MUNBA, MUNGEN, MUNTR, MUNCAG, MUNNA, ARTES40, START40, MEDITECH, CIM40, MADE, SMACT, CYBER40	Co-design own challenge – example of activities: Clarify the objectives of the open call challenges (including the desired outcomes, sectors, and innovation areas to be addressed).

T2.2 – Setup and launch of the open call (Lead: EY Participant: MIMIT, EY, LIAA, NKFIH, ADR, INNOCAM, KARP, JCYL, SRC, DOKA, RRA sP, FITD, BWL, IAPMEI, SFG, RCHAME, SVN, REGPUG, FARK) (M1-M10) –

Task 2.2 is dedicated to the setup and launch of the open call, this occurs through 3 macro activities: a. setup and management of the platform for open calls (definition of the graphic identity, definition of the flow of use/individual application/evaluation of individual proposals/matchmaking/application as a consortium/evaluation of the consortium proposal), b. launch of an opening webinar of the open call (definition of the program, creation of contents, communication and selection of the guests, management of the invitations, conduct of the webinar, analysis of the results and follow-up to the participants with emails with materials, link for the tendering of the platform), c. national and regional webinars for the engagement of local stakeholders (definition of the standard program, customization of the standard program to the local situation, definition of the calendar, creation of contents, communication and selection of guests, management of invitations, conduction of local events, analysis of results and follow-up to participants with emails with materials, links for the application for the platform). d. collection and monitoring of individual applications and the applications of the 3 consortium members

Partner	Activity
EY	Leading Activities
MIMIT, EY, LIAA, NKFIH, ADR, INNOCAM, KARP, JCYL, REGCAL, DOKA, ADA, RRA sP, FITD, BWL, IAPMEI, SFG, RCHAME, SVN, REGPUG, FARK	Conducting the local engagement activities and management of local area tender – example of activities: Identify the key components of the open call challenge framework, Monitor the submission and evaluation of proposals

T2.3 – Ideas Contamination, Matching Applications and Evaluation of proposals (Lead: JCYL Participant: MIMIT, EY, DEEP, AMML, LIAA, SFOOD, FARK, RC, NKFIH, ADR, INNOCAM, ENT, KARP, REGCAL, SRC, DOKA, ADA, RRA sP, FITD, BLW, IAPMEI, SFG, RCHAME, SVN, REGPUG) (M8-M11) –

Task 2.3 is focused on: a. evaluation of individual proposals (creation of vertical commissions by topic and geographical area, management of voting sessions, management of administrative activities for admission to the matchmaking phase, communication with applicants), b. contamination and matchmaking activities of proposals (conduction of matchmaking events, connection activities between proposals, follow-up with participants), c. evaluation of the consortia's proposals (creation of vertical commissions by topic, management of the voting sessions, management of administrative activities to finalize the grant assignment procedure, communication with applicants)

Partner	Activity
JCYL	Leading Activities
MIMIT, EY, DEEP, AMML, LIAA, SFOOD, FARK, RC, NKFIH, ADR, INNOCAM, ENT, KARP, JCYL, REGCAL, SRC, DOKA, ADA, RRA sP, FITD, ANK, BLW, IAPMEI, SFG, RCHAME, SVN, REGPUG	Supporting Matchmaking, Evaluation of Individual Proposal and Consortium Proposal

T2.4 – Pilot Execution, mentoring activities and outcomes monitoring (Lead: LIAA Participant: MIMIT, VOKA, NKFIH, ACIF, ADR, INNOCAM, KARP, JCYL, SRC, DOKA, ADA, RRA sP, FITD, BLW, IAPMEI, RCHAME, SVN, REGPUG, FARK) (M10-M32) – This task is dedicated to the conduct of the pilots of the selected consortia, the mentoring activities to support it, the related dedicated monitoring and reporting activities. Specifically, the following activities will be conducted:

- Organization and management of Kick off events for lunch the pilot program and demo day for the closing and showcase the results of the piloting activities
- Management of administrative activities and provision of FSTP Granting, monthly monitoring and reporting of the selected consortia activities
- Selection and assignment of coaches and mentors
- Conducting 12 Months of coaching and scientific-technical mentoring for the selected consortia. Each group of consortia (grouped by topic and geographical area) is assigned a coach (who will guide them with a model based on the agile methodology in tackling the 12 months of activity) and can request support from mentors specific to the topic and technology
- Conducting 12 months of analysis and Reporting of the results and underline possible improvements area for the process

Partner	Activity
LIAA	Leading Activities
MIMIT, VOKA, NKFIH, ACIF, ADR, INNOCAM, KARP, JCYL, SRC, DOKA, ADA, RRA sP, FITD, BAR, IAPMEI, RCHAME, SVN, REGPUG, FARK	Mentoring and coaching activities to the consortium for their challenges, supporting the organization of kick off and Demo Day, develop a report, gather feedback to improve the process

Work package number	3
Work package title	Spreading Innovation in International Event scale open to the world

Objectives

The task aims to expand the knowledge sharing and networking process outside the consortium actors and their network through:

- create formats for networking and knowledge sharing in events conducted by the consortium
- participate in other events not included in the consortium to conduct further knowledge sharing and networking activities

Description of work

T3.1 – Leading Open Events in the Innovation areas (Lead: SFOOD Participant: DEEP, VOKA, LIAA, ACIF, FORUMOCEANO, ENT, REGCAL, MUNCB,MUNPS, MUNMT,MUNBO,CCBIREX,MUNTO, MUNPRT, MUNROMA, MUNAQ,MUNBA, MUNGEN, MUNTR, MUNCAG, MUNNA, ARTES40, START40, MEDITECH, CIM40, MADE, SMOACT, CYBER40) (M1-M36) – this task main goal is to support the organization of specific activities for the consortium member dedicated on fostering knowledge sharing with stakeholders and conducting networking activities in already existing international leading events (physical and digital) on the themes of innovations and topic related to the consortium vertical sectors. The task will include activities at least this following innovation events lead by our consortium member as: Tech Chill, Deep tech Atelier, DEEP Ecoystems Conference, Sweden food tech Big Meet and Stockholm, We Make Future - WMF (Italy) - We Make Future, South Innovation, **World Ocean Summit of the Economist Magazine at Lisbon, Web Summit at Lisbon, Blue Invest in Porto, Funchal and Horta.** For each event, the task 3.1 will focus on organize inside the international events mentioned above, led by our consortium members, innovation activities such as round table with speakers, speed dating and startup pitch in order to involve stakeholders with the consortium activities. The main **activities** of the **task** are:

- Definition of the specific program and the format dedicated for each of the events mentioned above
- Use events for disseminating activities and results of the project for reaching a EU and a global scale of coverage
- Organize and conduct preparation activities for the specific format and program defined (Es. Selection and engagement of the speaker, invite and engaging participants)
- Execution and management of the physical program and format (es. conducting session, online/in-presence audience management)

Partner	Activity
SFOOD	Leading Activities
DEEP, VOKA, LIAA, ACIF, FORUMOCEANO, ENT, REGCAL, MUNCB,MUNPS, MUNMT,MUNBO,CCBIREX,MUNTO, MUNPRT, MUNROMA, MUNAQ,MUNBA, MUNGEN, MUNTR, MUNCAG, MUNNA, ARTES40, START40, MEDITECH, CIM40, MADE, SMOACT, CYBER40	Organizing Event – example of activities: Determine the format and structure of the events Invite the speakers and participants to attend the events and participate in the innovation activities

T3.2 – Participating in external international events (Lead: SFOOD Participant: MIMIT, EY, DEEP, AMML, VOKA, LIAA, SFOOD, FARK, RC, NKFIH, ACIF, ADR, FORUMOCEANO, INNOCAM, ENT, KARP, JCYL, REGCAL, SRC, DOKA, RRAsP, FITD, ADA, BLW, IAPMEI, SFG, RCHAME, SVN, REGPUG, MUNCB,MUNPS, MUNMT,MUNBO,CCBIREX,MUNTO, MUNPRT, MUNROMA, MUNAQ,MUNBA, MUNGEN, MUNTR, MUNCAG, MUNNA, ARTES40, START40, MEDITECH, CIM40, MADE, SMOACT, CYBER40) (M1-M36) – The task has the objective of ensuring the presence of the consortium in further international events already established and considered among the best internationally with the aim of bringing the innovation created by the consortium and generated by the open calls for experimentation and enabling them to enable the national and regions to have a place to engage network activities related to innovation with global stakeholders. The activities related are selection of the events (ex. Vivatech, etc ...), definition of the potential activities related to the participation, engagement of the organizers, event participation and reporting **main evidence**.

Partner	Activity
SFOOD	Leading task organization
MIMIT, EY, DEEP, AMML, VOKA, LIAA, FARK, RC, NKFIH, ACIF, ADR, FORUMOCEANO, INNOCAM, ENT, KARP, JCYL, REGCAL, SRC, DOKA, RRAsP, FITD, ADA, BLW, IAPMEI, SFG, RCHAME, SVN, REGPUG, MUNCB,MUNPS, MUNMT,MUNBO,CCBIREX,MUNTO, MUNPRT, MUNROMA, MUNAQ,MUNBA, MUNGEN, MUNTR, MUNCAG, MUNNA, ARTES40, START40, MEDITECH, CIM40, MADE, SMOACT, CYBER40	Participate at the events

Work package number	4
Work package title	Dissemination, Communication & Community Creation

Objectives

WP 4 aims to engage the innovation communities at EU Level and to widespread recognition of the project's activities and objectives in the European innovation community. By spreading visibility during and after the project important actors will be attracted to participate in the achievement of all strategic objectives and the adoption of the developed methodology to expand investment ecosystems in a region will be replicated in other areas and increase the project's impact.

Description of work

T4.1 – Dissemination & Communication (Lead: DEEP Participant: MIMIT, LIAA, NKFIH, ADR, INNOCAM, KARP, JCYL, SRC, DOKA, ADA, RRA sP, FITD, BLW, IAPMEI, SFG, RCHAME, SVN, REGPUG, MUNCB, MUNPS, MUNMT, MUNBO, CCBIREX, MUNTO, MUNPRT, MUNROMA, MUNAQ, MUNBA, MUNGEN, MUNTR, MUNCAG, MUNNA, ARTES40, START40, MEDITECH, CIM40, MADE, SMOACT, CYBER40) (M1-M36) –

The main objective of the **communication is to connect with innovation stakeholders** in the European Union and associated countries. DEEP will oversee the completion of the dissemination, communication & exploitation plan and provide all partners with a brand toolkit and communication guidelines including a logo, visual identity, templates for presentations, etc.) In the plan there will be clearly defined communication and dissemination activities to be executed by all partners. Every partner will contribute to the achievement of the task. The main guideline for communications and dissemination will be based on the “Golden Circle” methodology asking and agreeing first on “Why?” and therefore the deeper vision of the project before defining following questions on “Who?” (target audiences), “How?” (logical framework of communication) and “What?” (concrete activities).

The task will include activities such as: website creation, social media pages creation (Facebook, LinkedIn and Instagram), social media and website content creation, creation of communication materials for events, networking coordination.

The main targets of this task are:

- the communication of the activities of the project activities in order to connect with the national and regional innovation stakeholders related the national and regional area of the consortium members
- Setup the communication strategy
- Creation of the main communication channel as website and social media (Facebook, LinkedIn and Instagram)
- Creation of the content for social media, website and for events, networking coordination

The project will have its **own website under a branded URL** that collects all information on the project, its consortium members, participants of activities, as well as content supporting the objective of the expansion of investment activities directly addressing stakeholder groups:

- Educational content for local and international innovation stakeholders, including text, videos and a the possibility to book support sessions via the helpdesk
- Educational content for startups and scale-ups in the search of investment, including text and videos
- Summary of policy sessions and download of the policy paper for government representatives

To support the visibility of the project continuous digital media campaigns (social media, newsletter, PR) are maintained. To organize these efforts a software environment for the management of the editing and review of messages is setup. All partners will gain access to the platform while DEEP manages the sendout of messages. For this purpose, will be established social media profiles on LinkedIn, Instagram and Twitter. A joint newsletter mailing list will also be established. The consortium members agree furthermore to replicate messages of the project in their own social media channels, newsletters and PR efforts. To organize project related communications an editorial plan will be setup and organized along the milestones of the project. Particularly the report will serve as a basis for continuous outreach. Its contents will be transferred into additional social media infographics and sharepics that can be shared on a weekly basis throughout the program duration. This way the project will realize at least 10,000 unique website visitors, 2,000 social media followers, 50,000 à **100,000** newsletter recipients

through the combination of all partners' mailing lists and 1,000 downloads of the Ecosystem report. Press outreach will be organized around newsworthy events. To achieve maximum visibility, the interest of journalists in news based on the seven elements of newsworthiness will be taken into account (impact, timeliness, proximity, human interest, conflict, the bizarre, celebrity). This means that PR measures will not strictly follow the project timeline but make use of opportunities, e.g. a news cycle referencing topics that were analysed in the policy papers created by the projects or celebrity investor confirming a speaker slot at the event. DEEP will coordinate the press outreach and maintain a list of press contacts filled by all partners based on their existing press relations. This way at least 3-5 press releases will be made and >5000 press mentions will be achieved.

To complement the digital marketing efforts, the project team will add physical outreach measures to attract innovation stakeholder in leading and participation in international startup and innovation conferences. To ensure the success of physical outreach all partners will contribute with their existing networks and contacts. Also, the emergence of an international community of innovation stakeholders is aimed to help the achievement of effective networks to support the expansion of the regional innovation ecosystem in Southern Italy.

Partner	Activity
DEEP	Leading Activities
MIMIT, LIAA, NKFIH, ADR, INNOCAM, KARP, JCYL, SRC, DOKA, ADA, RRA sP, FITD, BLW, IAPMEI, SFG, RCHAME, SVN, REGPUG, MUNCB, MUNPS, MUNMT, MUNBO, CCBIREX, MUNTO, MUNPRT, MUNROMA, MUNAQ, MUNBA, MUNGEN, MUNTR, MUNCAG, MUNNA, ARTES40, START40, MEDITECH, CIM40, MADE, SMOACT, CYBER40	Supporting the communication activities – example of activities: Execute the communication and dissemination plan, following the defined timeline and targets, Monitor the communication and dissemination activities

T4.2 – Stakeholders Mapping (Lead: DEEP Participant: MIMIT, EY, AMML, VOKA, LIAA, FARK, RC, ACIF, FORUMOCEANO, ENT, JCYL, REGCAL, SRC, DOKA, RRA sP, MUNCB, MUNPS, MUNMT, MUNBO, CCBIREX, MUNTO, MUNPRT, MUNROMA, MUNAQ, MUNBA, MUNGEN, MUNTR, MUNCAG, MUNNA, ARTES40, START40, MEDITECH, CIM40, MADE, SMOACT, CYBER40) (M1-M4) –

Mapping key players in the consortium members area of interest and leader in the technologies and sectors for enabling a capillary involvement in the consortium activities such as open call workshop Analysis will be based on create a report (D.1.2) related to:

- Map of Ecosystem actors & Key Insight - representation of the evidence emerged, through a navigable graphic representation that shows all the analysed actors, statistical data on the evidence and key insights
- Actors Cards – focus on actors related to catch up some information as for examples name, type of actors, address, contact information, key people, description.
- The methodology for create a report will include the following main activities:
- Desk Analysis of internal and external main data
- Prioritization of most interesting key Actors and interview
- Reporting of the insight, main findings of the analysis and the information collected during the interviews for obtain a clear view on the actual ecosystem

Partner	Activity
DEEP	Leading Activities
MIMIT, EY, AMML, VOKA, LIAA, FARK, RC, ACIF, FORUMOCEANO, ENT, JCYL, REGCAL, SRC, DOKA, RRA sP, MUNCB, MUNPS, MUNMT, MUNBO, CCBIREX, MUNTO, MUNPRT, MUNROMA, MUNAQ, MUNBA, MUNGEN, MUNTR, MUNCAG, MUNNA, ARTES40, START40, MEDITECH, CIM40, MADE, SMOACT, CYBER40	Supporting the activities regarding desk analysis, reporting, map of ecosystem actors

T4.3 – Innovation Community Creation (Lead: VOKA Participant: MIMIT, DEEP, LIAA, SFOOD,

NKFIH, ACIF, ADR, INNOCAM, ENT, KARP, JCYL, REGCAL, SRC, DOKA, ADA, RRA sP, FITD, BLW, IAPMEI, SFG, RCHAME, SVN, REGPUG, FARK, MUNCB, MUNPS, MUNMT, MUNBO, CCBIREX, MUNTO, MUNPRT, MUNROMA, MUNAQ, MUNBA, MUNGEN, MUNTR, MUNCAG, MUNNA, ARTES40, START40, MEDITECH, CIM40, MADE, SMOCT, CYBER40) (M4-M36) –

The main objective of this task is to create synergies among relevant stakeholders to enhance their innovation potential, through the realization of an Innovation Community. More specifically, this task involves the following activities:

Stakeholders mapping: identification of the main stakeholders (both from the public and private sectors) that are interested in accelerating and maximizing their innovation potential as well as their technological transformation process.

Engagement activities: definition of a stakeholders' engagement strategy and implementation of specific activities to involve efficiently stakeholders in the project activities. More precisely, such activities consist in the organization of:

- A webinar: in which all stakeholders will participate to share knowledge and best practices in the field of innovation.
- 1-to-1 meetings: in which each single stakeholder will be assessed in its innovation process and provided with customized solutions to maximize its innovation potential.

Partner	Activity
VOKA	Leading Activities
MIMIT, DEEP, LIAA, SFOOD, NKFIH, ACIF, ADR, INNOCAM, ENT, KARP, JCYL, REGCAL, SRC, DOKA, ADA, RRA sP, FITD, BLW, IAPMEI, SFG, RCHAME, SVN, REGPUG, FARK, MUNCB, MUNPS, MUNMT, MUNBO, CCBIREX, MUNTO, MUNPRT, MUNROMA, MUNAQ, MUNBA, MUNGEN, MUNTR, MUNCAG, MUNNA, ARTES40, START40, MEDITECH, CIM40, MADE, SMOCT, CYBER40	Conducting Local Activities for engaging local communities and connecting – identifying the main stakeholders, organizing webinars and 1-to-1

T4.4 – Liaison with other projects and EU Innovation Infrastructures (Lead: MIMIT Participant: EY, DEEP, LIAA, NKFIH, ADR, INNOCAM, KARP, JCYL, SRC, DOKA, ADA, RRA sP, FITD, BAR, IAPMEI, SFG, RCHAME, SVN, REGPUG, FARK) (M7-M36)

This task has as target the following results:

- to start dialogues with European infrastructures such as EIT, EIT KICs, EEN
- to start dialogues with other EU Projects
- Scouting and identification of joint opportunities of collaboration and funding

The task includes activities as:

- Identification of relevant stakeholders: The task manager should identify key stakeholders, including other projects related to open innovation and deep technologies, EU innovation infrastructure, research and technology organizations, government agencies, scientific associations, and industry groups.
- Mapping of stakeholders roles and relationships: Once identified, the task manager should then investigate the roles and relationships of each stakeholder within the open innovation and deep technologies ecosystem. This knowledge can be useful to build extended collaborations and to raise awareness of the project's activities.
- Planning communication strategies: The task manager should plan and develop an effective communication strategy that outlines the project's objectives and activities, highlights its scope and expected results, and stresses the project's relevance to key stakeholders.
- Engagement with other projects: The task manager should identify other Horizon projects related to open innovation and deep technologies and liaise with their representatives to determine where and how collaboration could be beneficial for each other and identify possible cross-consortia events or activities.

Partner	Activity
MIMIT	Leading Activities in analysis of the project and infrastructures and in the engagement

EY, DEEP, LIAA, NKFIH, ADR, INNOCAM, KARP, JCYL, SRC, DOKA, ADA, RRA sP, FITD, BLW, IAPMEI, SFG, RCHAME, SVN, REGPUG, FARK	Supporting activities analysis of the project and infrastructures and in the engagement
--	---

Work package number	5
Work package title	Coordination, Project Management and exploitation plan

<p>Objectives</p> <ul style="list-style-type: none"> • Conduct activities relate to coordinate and governance the consortium activities, Financial Management and Quality Management, Project meetings and Reporting • Create the Innovation, Exploitation and Sustainability Plan

<p>Description of work</p> <p>T5.1 – Project Management, Project Coordination & Financial Management (Lead: MIMIT Participant: EY, DEEP, AMML, VOKA, LIAA, SFOOD, FARK, RC, NKFIH, ACIF, ADR, FORUMOCEANO, INNOCAM, ENT, JCYL, REGCAL, SRC, DOKA, FITD, ADA, SFG, RCHAME, SVN, REGPUG) (M1-M36) – The task will include activities such as: definition of the deliverables template, deliverables submissions, data gathering for financial management, project coordination, projects meeting organizations</p> <p>The Project Coordinator (PC) will prepare at the eve of the project a Management Plan, supporting the detailed scheduling and monitoring of project activities. The plan will include: (i) Organization of an efficient continuous project progress monitoring methodology and supervision of the project tasks, milestones, budget, etc. (i) Evaluation of the expected impact of problems or issues that might affect the project implementation in terms of delays, quality of work, inferred repercussions on other activities, and other similar factors.</p> <p>PC will also be responsible for Financial Management activities. The plan will include: (i) providing financial reports and interpreting financial information for managerial staff while recommending further courses of action, maintaining the financial health of the partnership. (ii) Conduct reviews and evaluations for cost-reduction opportunities, managing the preparation of the company’s budget, ensuring appropriate monitoring of company finances is maintained, forecasting cash flow. To guarantee fruitful collaboration, there will be regular project meetings to assess progress and take decisions of a strategic nature. Six (6) project meetings are foreseen to ensure both detailed project planning and assessment of work progress and to maximize project’s impact: (i) 1st (on the first month) Meeting (Kick - off): Detailed project planning (especially for the first months of the project) and work allocation. (ii) 2nd – 4th (on the 5th, 9th, 14th, 19th) Meeting: Progress review and work-planning for the next period. (iii) 6th (on the 23rd month) Meeting: Final meeting to ensure smooth project completion. Meeting minutes will be elaborated by the PC after each meeting.</p> <p>The activity of reporting will include: (i) periodic internal progress and final reports (within the consortium partners), (ii) periodic external progress and final reports (to the EC). With respect to internal reporting: Every 4 months a short progress report will be prepared by each project partner / WP Leader to summarize the work progress achieved and the costs incurred in the respective period. Based on each individual progress report, a respective ‘Internal Semester Report’ will be elaborated. The external reporting to the EC (M12 and M24) will include (i) the periodic activity reports, (ii) the periodic management reports, and (iii) the final reports.</p> <table border="1"> <thead> <tr> <th>Partner</th> <th>Activity</th> </tr> </thead> <tbody> <tr> <td>MIMIT</td> <td>Project governance and Project Management</td> </tr> <tr> <td>EY, DEEP, AMML, VOKA, LIAA, SFOOD, FARK, RC, NKFIH, ACIF, ADR, FORUMOCEANO, INNOCAM, ENT, JCYL, REGCAL, SRC, DOKA, , FITD, ADA, SFG, RCHAME, SVN, REGPUG</td> <td>Documents preparation</td> </tr> </tbody> </table> <p>T5.2 – Quality Management, Risk Management, Data and Ethical Management (Lead: RC Participant: ACIF, DOKA, FITD, ADA, SFG, RCHAME, SVN,, REPUG, ADA) (M1-M36) – The task will include activities such as: creation and update of quality plan and Data & Ethical Management Plan</p>	Partner	Activity	MIMIT	Project governance and Project Management	EY, DEEP, AMML, VOKA, LIAA, SFOOD, FARK, RC, NKFIH, ACIF, ADR, FORUMOCEANO, INNOCAM, ENT, JCYL, REGCAL, SRC, DOKA, , FITD, ADA, SFG, RCHAME, SVN, REGPUG	Documents preparation
Partner	Activity					
MIMIT	Project governance and Project Management					
EY, DEEP, AMML, VOKA, LIAA, SFOOD, FARK, RC, NKFIH, ACIF, ADR, FORUMOCEANO, INNOCAM, ENT, JCYL, REGCAL, SRC, DOKA, , FITD, ADA, SFG, RCHAME, SVN, REGPUG	Documents preparation					

The task leader will prepare the **Quality Plan**, which plan will focus on the implementation of a quality assurance procedure, including deliverables peer review when appropriate.

Task 5.2 also includes activities of data management and data reporting. **Data & Ethical Management Plan** (DMP) play a key role in helping researchers to properly manage research outputs other than data and publications. DPM will be formulated from the early stages of the project (M2 to be updated on M12 and M24) and includes: (i) describing the life cycle of the data to be collected, processed and/or generated by Project Consortium, including the information on data types and an estimate of the data set's size. (ii) Getting know what kind of metadata and standards will be applied, ensuring that all aspects of data handling, treatment, reporting, and access are clear to partners. (iii) Monitoring and protecting the sensible information about standards and metadata that will be used, to making the project safe in a long term

The task leader will prepare the **Risk and Contingency Plan**, which will focus on the Identification and analysis of risks, plus suggestions for fall-back solutions (contingency planning).

Partner	Activity
REGCAL	Leading activities
ACIF, DOKA, FITD, ADA, SFG, RCHAME, SVN, REGPUG	Supporting the creation of the Plan and Finalize the Individual Plan and supporting the activities

T5.3 – Innovation, Exploitation and Sustainability Plan (Lead: EY Participant: MIMIT, EY, DEEP, AMML, VOKA, LIAA, SFOOD, FARK, RC, NKFIH, ACIF, ADR, FORUMOCEANO, INNOCAM, ENT, KARP, JCYL, REGCAL, SRC, DOKA, ADA, RRA sP, FITD, ANK, BAR, IAPMEI) (M13-M34) – This task will focus on analyzing the results of the project activities and consortium members' experience in order to create a plan that will explore the following areas:

- how to make the Project Model sustainable in a medium-long term and related possible funding sources and revenues streams
- how to involve other EU Countries and Extra EU Countries interested in same vertical areas
- how to expand in other vertical areas
- How will exploit the project results

As mentioned, the main goal of the task is understanding the impact of the project beyond the scope of the grant period. EY will be responsible for coordinating the activities of this task, including the definition of the project's Innovation and IPR Management plan along with a framework for the management of all background and foreground IP. More specifically, EY will guide partners in the process of (i) clarifying **access needs and rights**, as well as **ownership and exploitation claims**; (ii) identifying possible conflicts in IP within the consortium and beyond, (iii) making decisions on the **exploitation of each exploitable result** of the project as well as implementing those decisions in an appropriate way depending on the chosen exploitation route and ownership status, including when necessary, any potential IP agreements (e.g. for joint ownership, non-disclosure, etc.). The preliminary "**Innovation, Exploitation and Sustainability Plan**" will be drafted building on the initial work and updating the preliminary assumptions based on the final results acquired. This report will outline: (i) the "**Innovation and IPR Management plan**" of the project results; (ii) The **background and foreground IP**; (iii) **The exploitable assets**, along with the respective stakeholder groups that stand to benefit from their use; and (iv) specific plans and actions per partner towards the post-project exploitation of the project results.

The task will include activities such as: analyse project results, SWOT analysis, definition of strategy guidelines involve other countries and expand in other vertical area, scouting of funding sources and revenues streams (Es. National/Regional Cofunding, EU Calls)

Partner	Activity
EY	Leading Activities
MIMIT, EY, DEEP, AMML, VOKA, LIAA, SFOOD, FARK, RC, NKFIH, ACIF, ADR, FORUMOCEANO, INNOCAM, ENT, KARP, JCYL, REGCAL, SRC, DOKA, ADA, RRA sP,	Supporting the creation of the Plan and Finalize the Individual Plan – example of activities: Develop a plan to ensure the project model's sustainability beyond the project lifetime, considering aspects such

FITD, ANK, BAR, IAPMEI	as technical, financial, management, and partnership capacity
-------------------------------	---

Table 3.1c: List of Deliverables

Number	Deliverable name	Short description	WP No	Short name of lead participant	Type	Dissemination level	Delivery date (in months)
D1.1	Handbook on Best Practices	Manual that provides a detailed description of the best practices on the activities or processes. This includes standardized procedures and working methods that have been identified as the best options based on research	1	EY	R	PU	3
D1.2	Webinar and Workshop Program	The program of the webinars and workshops according to the consortium main topic	1	RC	R	SEN	3
D1.3	Report on Webinar and Workshop Program	A report with the analysis of the results of attending the webinars and workshops that cover specific topics of interest and the related documentation produced during the task 1.2	1	RC	R	SEN	11
D1.4	Buddy Program Activities Plan	Document that provides an evaluation of the mentoring initiative in which an experienced region (in a certain topic) is paired with a new or less experienced one to provide guidance, support, and assistance.	1	AMML	R	SEN	11
D1.5	Program of Activities in San Francisco Outpost visit	Organization of a workshop in San Francisco in which participant will have the opportunity to share knowledge and learn from other USA public administrations and companies that are leaders in the area of innovation.	1	ETP	R	PU	15

D1.6	Intermediate Buddy Program Report	Document that provides an evaluation of the mentoring initiative in which an experienced region (in a certain topic) is paired with a new or less experienced one to provide guidance, support, and assistance.	1	AMML	R	SEN	23
D1.7	Report on the activities on San Francisco outpost	Document that provides the connections born during the San Francisco Workshop	1	ETP	R	PU	24
D1.8	Guideline on Innovation Ecosystem for Policy Maker	Document that provides recommendations, strategies, and insights regarding the creation and development of an innovation ecosystem tailored for policymakers.	1	MIMT	R	PU	35
D1.9	Final Buddy Program Report	Document that provides the final evaluation of the mentoring initiative in which an experienced region (in a certain topic) is paired with a new or less experienced one to provide guidance, support, and assistance.	1	AMML	R	SEN	35
D2.1	Open Call Challenge Report	Document that summarizes the results of an open call challenge. This includes an overview of the open call program etc.	2	EY	R	PU	4
D2.2	Open Call Documentations	All the materials related to the Open Call (proposal submissions, evaluation criteria sheets, and any other relevant documentation associated with the open call)	2	EY	R	PU	6
D2.3	Report on the Evaluation of Individual Ideas	Document that summarizes the results of the evaluation process for individual proposals submitted in response to the open call.	2	CYL	R	PU	8
D2.4	Program of Matchmaking	Report on collaboration among potential	2	EY	R	PU	9

	Activities	applicants or other stakeholders throughout the open call process by organizing matchmaking activities.					
D2.5	Report on the Final Evaluation of Consortium Proposal	Document that contains the final evaluation and ranking of the submitted consortium proposals in response to the open call.	2	CYL	R	PU	11
D2.6	Pilot and Mentoring Activities Plan	Document that includes the pilot plan produced by the consortium selected and the mentoring activities plan	2	LIAA	R	PU	13
D2.7	Report on Pilot Outcome and Mentoring Activities	Document that summarizes: <ul style="list-style-type: none"> the results of the pilots conducted as part of the open call. The report includes an overview of the pilot projects, their objective, and the results obtained. the outcome of the mentoring activities provided to the open call participants, including the program's guidelines, objectives, recommendations for potential improvements 	2	LIAA	R	PU	32
D3.1	Events Program and Organization Plan	Plan for conducting ad hoc events to the outside and participating in leading international events. It will include details on when and where the events will take place, who the target audience is,	3	SFOOD	DEC	PU	4
D3.2	Events Participation Plan	Plan regarding international events the consortium will participate in, and why.	3	SFOOD	DEC	PU	6
D3.3	Events Organized Reports	Reports will contain the outcome of the events conducted by the	3	SFOOD	R	SEN	18, 35

		consortium. It will include information on the number of participants, feedback received, relevant data					
D3.4	Events Participated Reports	Reports will provide information on the events attended or participated in, what activities and presentations were delivered, the feedback received from the audience or participants, any partnerships established,	3	SFOOD	R	SEN	18, 35
D4.1	Dissemination, Communication s Plan	Document reflects project's activities and progress that will be communicated to the stakeholders. It will outline communication channels, message framing, and a schedule for when activities will take place.	4	DEEP	DEC	SEN	3
D4.2	Project website and communications materials	Focus on creating marketing materials to support all of the project's communication efforts including print and digital materials, such as brochures, posters, videos	4	DEEP	DEC	PU	4
D4.3	Report on Stakeholder Mapping	Document on details about the stakeholders for the project, including their contact information, interests and involvement in the sector.	4	DEEP	R	PU	3
D4.4	Report on Community Creation	Document about the consortium's efforts to establish and cultivate an international European innovation community around the project and project outcomes.	4	VOKA CCI AW	R	PU	12, 24, 36
D4.5	Report on Liaison Activities with other projects	Document on the consortium's activities and progress in liaising with other projects and	4	MIMIT	R	PU	12, 24, 36

	and EU Innovation Infrastructures	EU innovation infrastructures. It will include the nature of the partnerships established contributing to the European innovation system.					
D4.6	Report on Dissemination, Communication s activities	reports on the activities and results obtained from the activities planned in the communication and dissemination plan	4	DEEP	R	PU	18, 36
D5.1	Management and Quality Plan	Plan on project's management structure, roles and responsibilities, and overall approach to quality management. The plan will outline the procedures to be followed by the consortium to ensure successful project delivery.	5	EY	R	SEN	3,15, 28
D5.2	Financial Management Report	Report on financial aspects of the project, such as budgeting and accounting, monitoring and forecasting.	5	MIMIT	R	SEN	4, 7, 10, 13, 16, 19, 22, 25, 28, 31, 34
D5.3	Quality Management Plan	Plan for ensuring quality throughout the project's lifecycle. It will identify quality standards and metrics.	5	RegCal	R	SEN	5, 17, 29
D5.4	Risk Management Plan	This plan will identify the major risks associated with the project and define a plan to manage and mitigate those risks.	5	INNOCAM	R	SEN	6,18, 30
D5.5	Data & Ethical Management Plan	Plan on protocols for data management, privacy, ethics and intellectual property, including data collection, storage and anonymization. The data management section (DMP) will contain the action for making data/research outputs findable, accessible, interoperable and	5	EY	DMP	SEN	7, 19

		reusable (FAIR) as a deliverable by month 6 and revised towards the end of a project's lifetime.					
D5.6	Periodic Internal Report	Internal project progress report for project management and the involved partners.	5	MIMIT	OTHER	SEN	12, 24, 36
D5.7	Innovation, Exploitation and Sustainability plan	Plan on the technical progress towards innovation, the market to be targeted, identification of relevant stakeholders and the approach to technology transfer and a longer-term sustainability plan.	5	NKFIH	R	SEN	18, 36
D5.8	Final Report	This final report will contain project's achievements, respecting the milestones and deliverables defined along with a measure of the impact of the project.	5	MIMIT	OTHER	SEN	36

Table 3.1d: List of milestones

MS No	Milestone name	Related WP(s)	Due date (in month)	Means of verification
1	Contexts understanding	WP1	3, 3	Delivery of D1.1 and D4.3
2	Release of the Dissemination, Communications Plan	WP4	3	Delivery of D4.1
3	Project website Online	WP4	4	Delivery of D4.2
4	Starting the activities of Webinar and Workshop, buddy program and planning the San Francisco Outpost	WP1	3, 11, 24	Delivery of D1.2, D1.4, D1.6
5	Ending the activities of Webinar and Workshop, buddy program and planning the San Francisco Outpost	WP1	11, 15, 35	Delivery of D1.3, D1.5, D1.7
6	Open Call Launching	WP2	6	Delivery of D2.1 and D2.2
7	Conclusion of the matchmaking phase	WP2	9	Delivery of D2.4
8	Start the Pilot Program	WP2	11	Delivery of D2.5
9	Conclusion of Pilot Program	WP2	13, 32	Delivery of D2.6 and D2.7
10	Starting Events Activities	WP3	4, 18, 35	Delivery of D3.1 and D3.3
11	Concluding Events Activities	WP3	6, 18, 35	Delivery of D3.2 and D3.4
12	Starting the communications activities	WP4	3, 4, 3	Delivery of D4.1, D4.2 and D4.3
13	First Version of Report on Community Creation	WP4	12	Delivery of D4.4
14	Conclusion of External stakeholder engagement activities	WP4	24	Delivery of D4.4, D4.5
15	First Version of 1. Management and Quality Plan, 2. Financial Management, 3. Report,	WP5	12	First Delivery of D5.1, D5.2, D5.3, D5.4, D5.5,

	4.Quality Management Plan, 5.Risk Management Plan, 6.Data & Ethical, 7.Management Plan, 8.Periodic Internal Report, 9.Innovation, Exploitation and Sustainability plan			D5.6 and D5.7
16	Final Version of 1. Management and Quality Plan, 2. Financial Management, 3. Report, 4.Quality Management Plan, 5.Risk Management Plan, 6.Data & Ethical, 7.Management Plan, 8.Periodic Internal Report, 9.Innovation, Exploitation and Sustainability plan	WP5	36	Final Delivery of D5.1, D5.2, D5.3, D5.4, D5.5, D5.6, D5.7,
17	Final Report	WP5	36	Delivery of D5.8

Table 3.1e: Critical risks for implementation #@RSK-MGT-RM@#

Description of risk (indicate level of (i) likelihood, and (ii) severity: Low/Medium/High)	Work package(s) involved	Proposed risk-mitigation measures
Lack of involvement on open call and local community Likelihood: Medium Severity: Medium	WP 2, WP3, WP4	It's necessary for consortium partners to involve local stakeholders for the open call and community creation activities being carried out. For instance, the MIMIT relay on the 13 local innovation hub, EY on the international Network, Moreover, the task 4.3 is focus on involving actors in the Community
Lack of involvement on an international scale Likelihood: Medium Severity: Medium	WP 2, WP3, WP4	It's necessary for the project to involve international innovation stakeholders for the activities being carried out. Deep Ecosystem, Sweden Foodtech, RCCamp,, the chamber of commerce and the national/regionl government and EY thanks to their network will plays a key role in the innovation stakeholders
Original plan within the description of the Action doesn't correspond to actual costs/efforts Likelihood: Low Severity: Low	WP 5	Planning has been conducted at fine granularity, with WPs, tasks being defined in detail. Constant monitoring and the use of a management platform will help to immediately identify possible divergence and address it at early stages, to avoid the generation of large-scale risks.
Project outcomes not aligned to the needs of its stakeholders and consequent low adoption rates Likelihood: Low Severity: High	WP 4	In order to eliminate this high-impact risk we employ a multi-stakeholder approach from the inception of the project with carefully planned actions that will allow for feedback to flow into the project throughout its duration. We will organize many events to involve stakeholders.

#§RSK-MGT-RM§#

Table 3.1f: Summary of staff effort

	WP1	WP2	WP3	WP4	WP5	Total PM per Participant
1/MIMIT	14,40	12,00	7,20	4,80	9,60	48,00
2/EY	5,50	6,28	1,57	-	2,36	15,70
3/ DEEP	0,88	0,88	7,05	7,93	0,88	17,62
4/ AMML	8,97	7,69	2,56	5,13	1,28	25,64

5/ VOKA CCI AW	1,40	0,93	3,26	3,26	0,47	9,32
6/ LIAA	19,34	25,79	9,67	6,45	3,22	64,47
7/ SFOOD	0,44	0,44	4,41	3,08	0,44	8,81
8/ FARK LABS	15,17	13,00	4,33	8,67	2,17	43,33
9/ RC	6,53	5,59	1,86	3,73	0,93	18,64
10/ NKFIH	16,80	14,00	8,40	5,60	11,20	56,00
11/ ACIF-CCIM	1,91	-	19,13	15,30	1,91	38,26
12/ FORUM OCEANO	1,91	-	19,13	15,30	1,91	38,26
13/ INNOCAM	11,20	11,20	7,47	5,60	1,87	37,33
14/ ETP	33,04	-	26,43	3,30	3,30	66,09
15/ CYL	7,00	7,00	3,50	4,67	1,17	23,33
16/ RegCal	4,16	3,47	2,08	1,39	2,77	13,87
17/ Searchon	-	3,27	16,35	11,45	1,64	32,71
18/ DOKA	26,84	22,37	17,90	17,90	4,47	89,48
19/ FITD	28,64	23,86	19,09	19,09	4,77	95,45
20/ ADA	9,00	7,50	6,00	6,00	1,50	30,00
21/ SFG	6,72	5,60	4,48	4,48	1,12	22,40
22/ SAVONIA	5,63	4,69	3,75	3,75	0,94	18,75
23/ MUNCB	6,50	5,42	4,33	4,33	1,08	21,67
24/ MUNPS	4,68	3,90	3,12	3,12	0,78	15,61
25/ MUNMT	0,72	0,84	0,36	0,36	0,12	2,40
26/ COBO	5,85	4,88	3,90	3,90	0,98	19,51
27/ BIREX	1,30	1,08	0,87	0,87	0,22	4,33
28/ MUNTO	5,85	4,88	3,90	3,90	0,98	19,51
29/ SK	30,25	25,21	20,17	20,17	5,04	100,84
45/ REGPUG	6,72	5,60	4,48	4,48	1,12	22,40

48/ SOUTHSAV	9,00	7,50	6,00	6,00	1,50	30,00
32/ RRA sP	0	0	0	0	0	0
33/ BLW	0	0	0	0	0	0
34/ IAPMEI	0	0	0	0	0	0
35/ MUNPRT	0	0	0	0	0	0
36/ MUNAQ	0	0	0	0	0	0
37/ MUNBA	0	0	0	0	0	0
38/ MUNGNV	0	0	0	0	0	0
39/ MUNTR	0	0	0	0	0	0
40/ MUNCAG	0	0	0	0	0	0
41/ MUNNA	0	0	0	0	0	0
42/ CCMEDITECH	0	0	0	0	0	0
43/ CIM4.0	0	0	0	0	0	0
44/ SMACT	0	0	0	0	0	0
46/ MUNROMA	0	0	0	0	0	0
47/ CYBER40	0	0	0	0	0	0
49/ RCHAME	0	0	0	0	0	0
50/ START40	0	0	0	0	0	0
Total PMs	297,77	237,09	231,40	196,47	70,93	1.033,67

Table 3.1g: 'Subcontracting costs' items

	MIMIT	LIAA	NkfiH	INNOCA M	CYL	Description of tasks and justification
Subcontracting	528.800,00 €	610.000,00 €	528.800,00 €	528.800,00 €	330.500,00 €	Funding Financial Support to Third Parties for WP2 open call

	DOKA	FITD	ADA	SFG	SAVONIA	Description of tasks and justification
Subcontracting	661.000,00€	330.500,00 €	330.500,00 €	396.600,00 €	330.500,00 €	Funding Financial Support to Third Parties for WP2 open call

	Comune di Matera	Regione Puglia	Regional Council of South Savo	Description of tasks and justification
Subcontracting	70.000,00 €	528.000,00 €	330.500,00 €	Funding Financial Support to Third Parties for WP2 open call

	Regione Calabria	Description of tasks and justification
Subcontracting	608.800,00 €	Funding Financial Support to Third Parties for WP2 open call and subcontracting activities to Region in-House Compay Fincalabra for operative support on the open innovation activities

Table 3.1h: 'Purchase costs' items (travel and subsistence, equipment and other goods, works and services)

	1/MIMIT	6/LIAA	10/ ACIF-CCIM	13/ INNOCAM	5/ VOKA CCI AW	Justification
Travel and subsistence Cost (€)	34720	36000	34720	34720	21700	Travel expense for going to event at t1.3, t1.4, t3.1, t3.2, WP2, T4.3
Other goods, works and services Cost (€)	14880	37800	14880	14880	9300	Cost for expenses related to activities organization for 1.3, t2.3, 2.4 and acquiring access for 3.2
Total	49600	73800	49600	31000	49600	
	15/ CYL	16/ RegCal	18/ DOKA	19/ FITD	20/ ADA	Justification
Travel and subsistence Cost (€)	21700	34720	43400	21700	21700	Travel expense for going to event at t1.3, t1.4, t3.1, t3.2, WP2, T4.3
Other goods, works and services Cost (€)	9300	14880	18600	9300	9300	Cost for expenses related to activities organization for 1.3, t2.3, 2.4 and acquiring access for 3.2
Total	31000	49600	62000	31000	31000	
	21/ SFG	22/ Savonia	23/ MUNCB	24/ MUNPS	25/ MUNMT	Justification
Travel and subsistence Cost (€)	8400	21700	5250	4200	2800	Travel expense for going to event at t1.3, t1.4, t3.1, t3.2, WP2, T4.3
Other goods, works and services Cost (€)	3600	9300	2250	1800	1200	Cost for expenses related to activities organization for 1.3, t2.3, 2.4 and acquiring access for 3.2
Total	12000	31000	7500	6000	4000	

	26/ COBO	27/ BIREX	28/ MUNTO	29/ SK	45/ REGPUG	48/SOUTHS AV	Justification
Travel and subsistence Cost (€)	5250	5250	5250	34720	21700	21700	Travel expense for going to event at t1.3, t1.4, t3.1, t3.2, WP2, T4.3

Other goods, works and services Cost (€)	2250	2250	2250	14880	9300	9300	Cost for expenses related to activities organization for 1.3, t2.3, 2.4 and acquiring access for 3.2
Total	7500	7500	7500	49600	49600	31000	

	2/EY	3/ DEEP	4/ AMML	5/ VOKA CCI AW	7/ SFOOD	17/ Searchon	Justification
Travel and subsistence Cost (€)	25455	41880	42425	42425	41880	23997,064	Travel expense for going to event at t1.3, t1.4, t3.1, t3.2, WP2, T4.3
Other goods, works and services Cost (€)	9000	30000	15000	15000	30000	37882,936	Cost for expenses related to activities organization for 1.3, t2.3, 2.4 and acquiring access for 3.2
Total	34455	71880	57425	57425	71880	61880	
	8/ FARK LABS	9/ RC	11/ ACIF-CCIM	12/ FORUM OCEANO	14/ ETP		Justification
Travel and subsistence Cost (€)	26622	42425	42425	69102	62820		Travel expense for going to event at t1.3, t1.4, t3.1, t3.2, WP2, T4.3
Other goods, works and services Cost (€)	3978	15000	15000	49500	45000		Cost for expenses related to activities organization for 1.3, t2.3, 2.4 and acquiring access for 3.2
Total	30600	57425	57425	118602	107820		

##\$QUA-LIT-QL\$# ##\$WRK-PLA-WP\$#