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Project title: *Grow and AcceLerate your smArT projecTs in nEw vAlue chains of the European Blue Economy*

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## **D.1.1**

### **Training of Cluster Managers**

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Abstract
<p>This report presents the methodology used to prepare and implement WP1 – Project emergence. From M1 to M6, clusters managers have been trained to use specific tools and methodologies to allow the identification of challenges addressed by End-Users and to organise emergence of ideas and projects by SMEs.</p>

## **DISCLAIMER**

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## **TABLE OF CONTENT**

1. Context.....	7
2. Initial methodology and impact of COVID-19 on it.....	8
3. Training on emergence of challenges.....	11
3.1 Implementation of SOFA project.....	11
3.2 End-User targeting .....	13
4. Training on emergence of ideas .....	14
4.1 Animation of Innovation Clubs.....	14
4.2 Innovation Clubs Methodology .....	15
4.3 Links between SOFA and Mews .....	16
5. Annexes .....	17
5.1 Methodology to contact and get needs from End-Users.....	17
5.2 GALATEA call for tenders (animation of Innovation Clubs).....	17
5.3 Applications received of the call for tenders .....	17
A. Schoolab .....	17
B. Sytizen .....	17
C. Mews Partners .....	17

## **FIGURES AND TABLES**

### **Figures :**

Figure 1 - Concept of GALATEA .....	7
Figure 2 - Slide displayed to all partners during Kick-Off Meeting.....	9
Figure 3 - Screenshot of GALATEA's space on SOFA Project.....	9
Figure 4 - Glimpse of SOFA Workshop's interface .....	10
Figure 5 – Useful information of SOFA displayed on the software .....	11
Figure 6 - Training on SOFA - example .....	12
Figure 7 - Training on SOFA - contributions of partners .....	12
Figure 8 - First two slides of the methodology to contact End-Users .....	13
Figure 9 - Presentation of Mews Methodology displayed in its answer to the call of tenders .....	15

### **LIST OF ACRONYMS**

<b>AV</b>	Aerospace Valley
<b>CWP</b>	Catalan Water Partnership
<b>GALATEA</b>	Grow and AcceLerate your smArt projecTs in nEw value chAins of the European Blue Economy
<b>NEPTUNE</b>	New Cross Sectoral Value Chains Creation across Europe Facilitated By Clusters for SMEs' Innovation in Blue Growth
<b>PMM - TVT</b>	Pôle Mer Méditerranée – Toulon Var Technologies
<b>SME</b>	Small and Medium sized Enterprises
<b>WP</b>	Work Package

## 1. Context

GALATEA “Grow and Accelerate your smArT projectS in nEw value chAins of the European Blue Economy”, is a continuation of the successful INNOSUP-1 project “NEPTUNE, the Blue Growth Accelerator” ended in December 2018.

GALATEA aims to develop new cross-sectoral and cross-border value chains, supporting innovative SMEs to foster the development of Blue Growth key industries in Europe. This development will be driven by the integration of technologies and know-how from aerospace, water and ICT sectors to the following domains: smart ports, smart ships, smart shipyards and maritime surveillance.

To reach this objective GALATEA is implementing a three steps methodology:

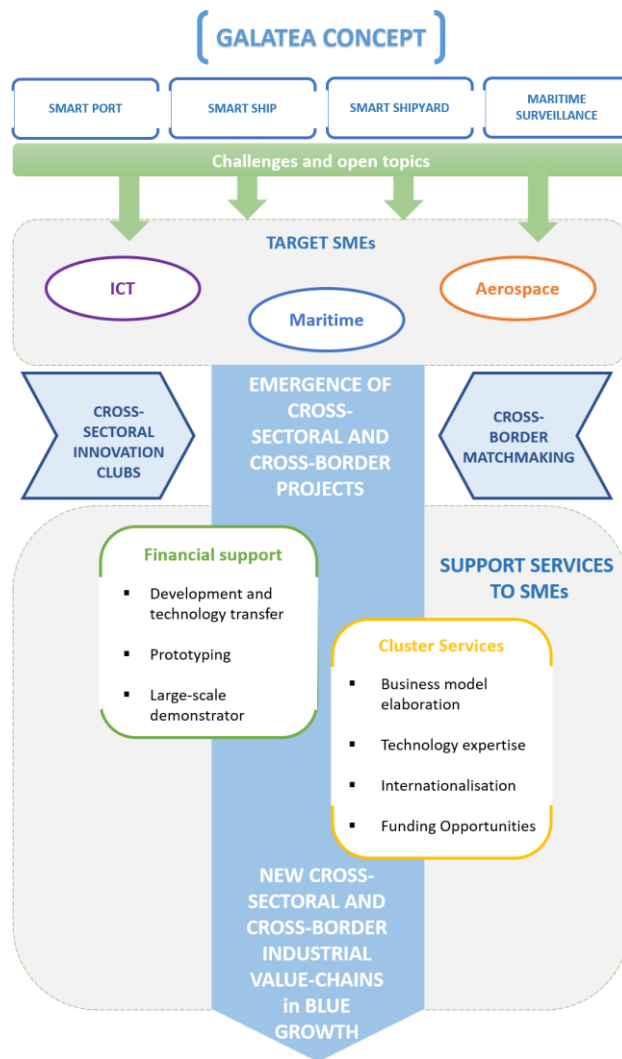


Figure 1 - Concept of GALATEA

- 1) **Emergence of challenges**, based on the identification of End-Users needs and Maritime challenges at stake related to Smart Port, Smart Ship, Smart Shipyard and Maritime Surveillance. (WP1 – Project emergence, T1.2 – Identification of challenges)
- 2) **Emergence of ideas**, facilitated by the implementation of various digital tools giving the opportunity to organize remote networking and matchmaking sessions between European SMEs. (WP1 – Project emergence, T1.3 – Innovation clubs and B2B sessions )

- 3) Innovation support and services**, with two calls for proposals that will be launched, providing to beneficiaries financial support and services for the implementation of their innovation activities. SMEs will be awarded for a maximum grant of 60,000 €. (*WP2 – Innovation support mechanism*)

This deliverable consist in reporting and describing the process agreed by all GALATEA partners to follow one central and joint methodology to ensure that the two steps of WP1 are duly performed in all European regions represented in GALATEA, in a harmonious way.

Given the existing differences between GALATEA partners and their regions (geographical context, sectors addressed, cultural features, equipment available, etc.). One of the key aspects for the definition of this methodology has been to leave room for flexibility, meaning that the objective was not to impose a way to be followed in the letter, but rather guidance and advices to allow every partner to contribute at its level.

## 2. Initial methodology and impact of COVID-19 on it

Since its elaboration, the objective of *T1.1 – Joint approach for the emergence of project* is to allow fluidity and guarantee harmonised actions between partners regarding the implementations of *T1.2 – Identification of challenges* and *T1.3 – Innovation Clubs and B2B sessions* that respectively corresponds to *Step 1 – Emergence of challenges* and *Step 2 – Emergence of ideas* of the project.

In each step, one aspect was to be presented to partners and implemented into methodologies:

For Step 1 (corresponding to Task 1.2):

- **How to get in touch with end-users and get information about their concrete needs?**  
➔ Final goal here is to get data, thus, identifying challenges.

For Step 2 (corresponding to Task 1.3):

- **How to allow SMEs from various part of Europe to meet and exchange ideas?**  
➔ Final goal here is to foster consortia of SMEs that could apply to GALATEA's Open Calls.

It was initially planned to present those elements at the occasion of the 1<sup>st</sup> GALATEA physical Steering Committee at M1 (Kick-off Meeting). There would had been brainstorming workshops between partners around the two questions presented and a methodology elaborated from the conclusions.

However, GALATEA started in the middle of the COVID-19 crisis at a time in which most of the partners were subject to national lockdown. The first Steering Committee could not be organised physically, but through a simple video call platform. At this point it has been decided to cancel the Steering Committee workshops in favour of a more traditional presentation of WP1 tasks and the work to be done for the first six month of project. The brainstorming and training of all partners were to be organised in the following months and remotely.



## T1.1: Joint approach for the emergence of projects

- **Main Goal:** Harmonization of the WP1 work methodology and training to master the software to be used during remote SME related events
- **Timing:** M1-M6 (June – November 2020)

Next week: Training session

14:00 - 16:30 CET

June 12

**Objectives :**

- Presentation and brainstorming around WP1 Methodology
- Presentation of the Tool (SOFA) to be used for Innovation sessions, B2Bs and more

The Training session will be organized directly on the software as a first contact

You can already download it and create you account  
Here is the link : <https://faq.sofa-collaboration.com/>

**F.A.Q**

Vous souhaitez télécharger Sofa ? Rien de plus simple, il vous suffit de cliquer sur la version qui vous intéresse !

Version Windows Télécharger

Version Mac Télécharger

Version Android Télécharger

Version Portable (PC) Télécharger

Un problème avec l'installation ?  
https://www.google.com/search?q=sofa+collaboration

To help you practice your french Télécharger = download

aerospace valley

Figure 2 - Slide displayed to all partners during Kick-Off Meeting

The software SOFA <sup>1</sup>(developed by the SME Tamaplace) has been selected to give the opportunity to the GALATEA consortium to answer the new challenge encountered by the team: how to collaborate when no physical meeting is possible?

This question is frequently asked in the context of European projects, however in previous cases, occasional physical contacts were possible at least during physical steering committees. For these occasions collaborations which were impossible via email or video chat were centralised during physical Steering Committees. This is an option currently not available for GALATEA due to the COVID-19 limitations. SOFA, while not replacing physical exchanges allows a minimum of cooperation for partners in different geographical locations.

The software is composed of two technological bricks: the first one, a video call/chat system similar to the main actors on the domain and the second one, a virtual advanced whiteboard allowing users to simultaneously interact with it and to pin various elements (sticky notes, presentations, texts, images, direct flux from screen, etc.). The combination of those two bricks allows SOFA to be distinguished from other similar software.

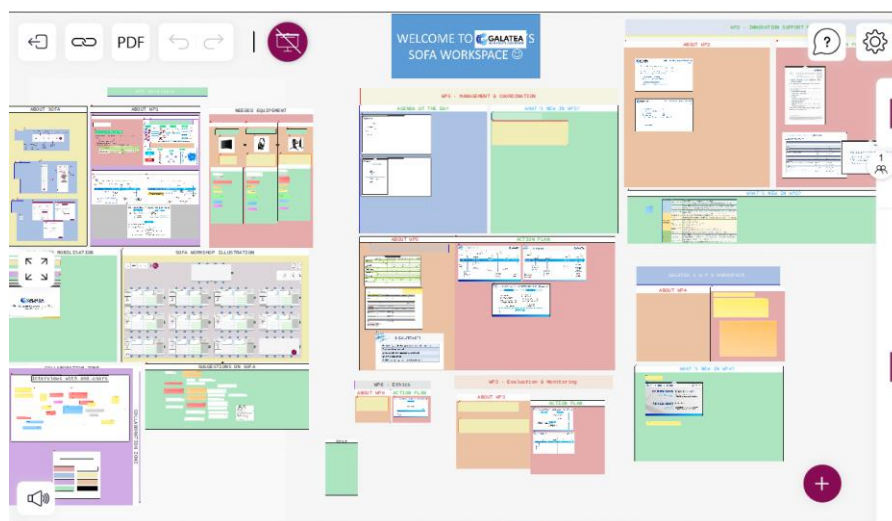


Figure 3 - Screenshot of GALATEA's space on SOFA Project

<sup>1</sup> <https://www.sofa-collaboration.com/>

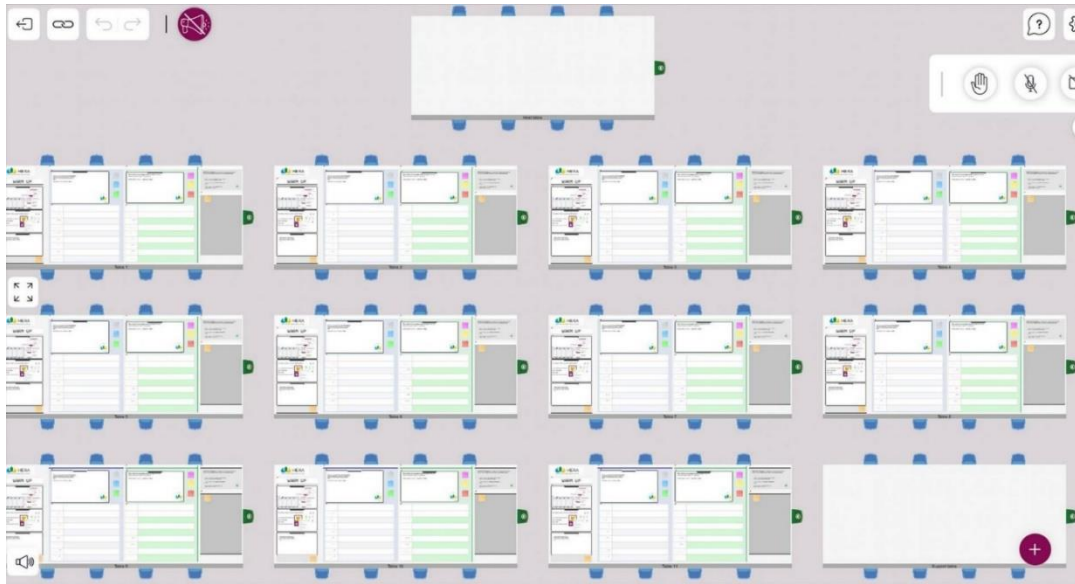


Figure 4 - Glimpse of SOFA Workshop's interface

Two versions of this software are available:

- **SOFA Project:** to be used by a working team as a management tool, for a large period of time, usually from the beginning to the end of the projects. It consists of a virtual white board accessible at all moments that can be used to display information and to conduct meetings (making use of the video-chat option). In GALATEA, this version is used as a day to day panel board and a virtual place to meet.
- **SOFA Workshop:** to be used at the occasion of punctual large-scale collaboration sessions, such as the Innovation Clubs envisaged in the project. Its interest relays on the possibility for participants to “seat” virtually on tables, each table being constituted by a white board offering the above-mentioned SOFA Project options. Seated participants can video chat with the other ones on the same table. Each table is soundproof, meaning that a participant can only hear and speak to its table. In GALATEA, this version is ideal for Innovation Clubs in which SMEs will be invited to discuss around project challenges.

A training session was then planned on the 12<sup>th</sup> of June 2020, one week after the Kick-off Meeting to do a first brainstorming on WP1. This training was organised on SOFA. The tool was due to be initially used for SMEs collaboration at the occasion of Innovation Clubs (Step 2), but given the collaboration perspectives it could offer, it was decided to use it for each consortium meeting and Steering Committee. The objective was to compensate the lack of physical exchanges between partners and to allow everyone to get used to the software, in anticipation of Step 2.

Three objectives were set for this session:

- 1- Let partners manipulate themselves SOFA and get the bases
- 2- Provide technical assistance to all partners if needed (microphone/camera issues, etc.)
- 3- Demonstrate the potential of the software for remote collaboration

For the occasion, the CEO of Tamaplace connected with the team to present the basic options of the software and to help partners with technical issues. The session served to begin the brainstorming work as well (initially planned to be done in one physical session).

### 3. Training on emergence of challenges

#### 3.1 IMPLEMENTATION OF SOFA PROJECT

The training on Step 1 – Emergence of challenges (Task 1.2) began with the emergence of SOFA in GALATEA. In order to allow collaboration between partners and the elaboration of a methodology for this part of the project. It was first necessary to train all partner on the correct use of SOFA.

During the first training for partners, information and advices on how to work on SOFA were provided. There were translated into visual information directly displayed in SOFA and to be seen by every consortium member that connects to the space. The objective was to make use of one of the core aspects of SOFA – Information displayed permanently – to allow every partner to have a quick tutorial on the basics settings and options of SOFA while getting to understand better this aspect with a useful and easy demonstration.

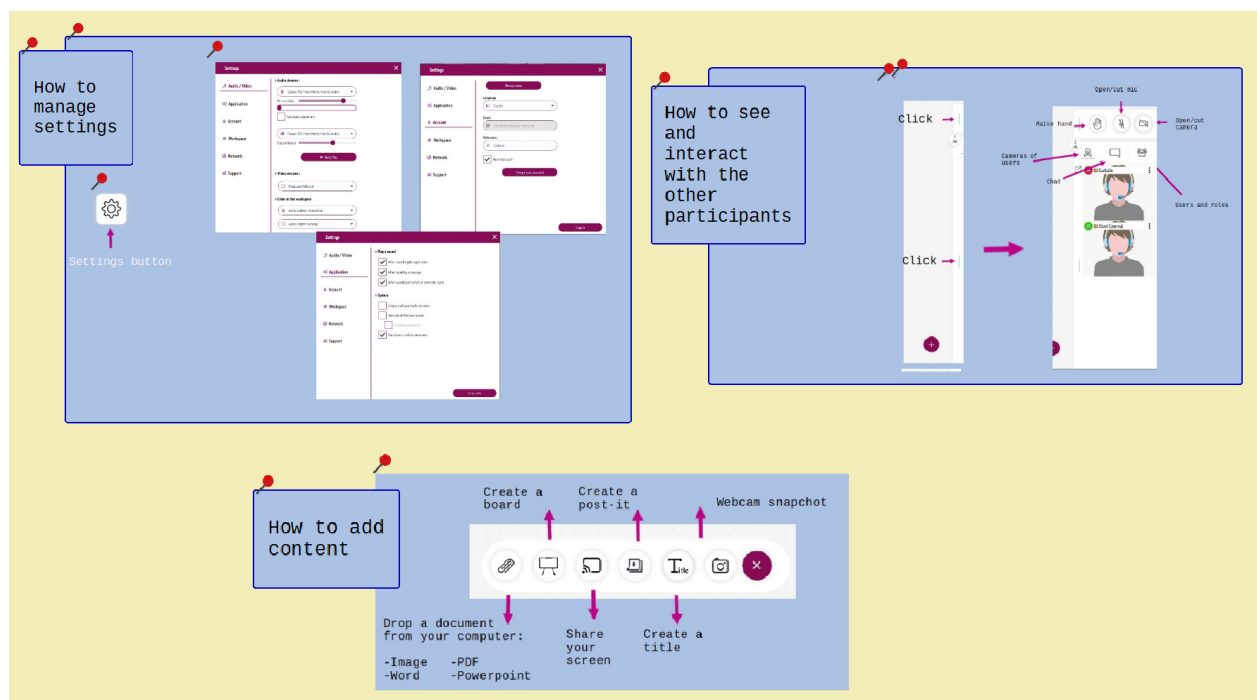


Figure 5 – Useful information of SOFA displayed on the software

As SOFA lets participants to import a large number and types of documents, one of the first training exercise performed with the consortium was to add the elements directly on SOFA following a certain model and rules, the following figures provide an illustration of the exercise:

# GETTING TO KNOW SOFA

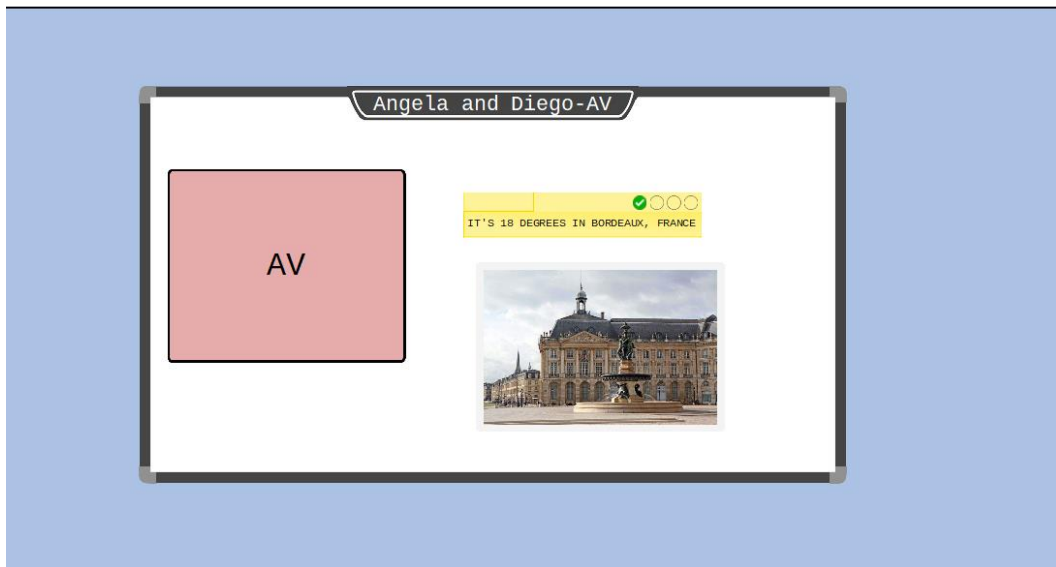


Figure 6 - Training on SOFA - example

A compilation of elements including a white frame, a photography of the city of origin, a title displaying the partner's organization and a sticky note with a message, was proposed by Aerospace Valley.

The objective of this exercise was then for each partner to replicate the element elaborated by AV and to adapt it to its context. Each partner had then to make use of the information provided orally and displayed on SOFA to manage the replication.

The following figure presents the results:

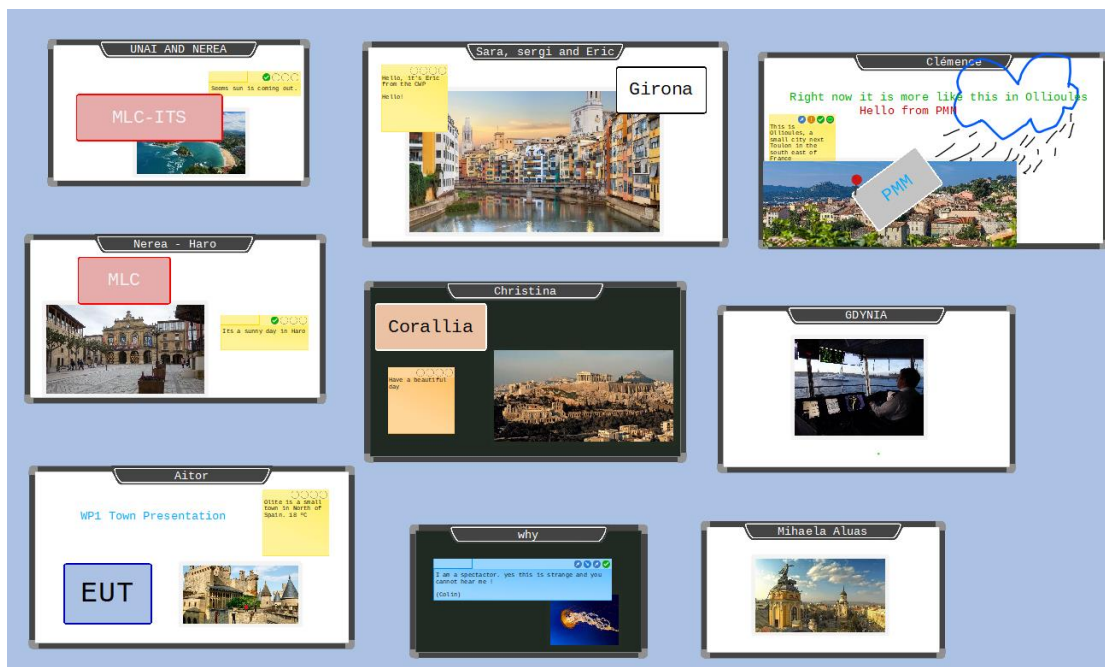


Figure 7 - Training on SOFA - contributions of partners

Following the results, Aerospace Valley, as trainer, has been able to let partners discover SOFA and to see if some had difficulties in order to adapt explanations accordingly.

Since this session on SOFA, each partner has been granted permanent access to the virtual space to work on its actions directly on the white board if necessary and to participate to the monthly consortium meetings.

In order for the project information to be clearly displayed on SOFA, “areas” of the board were allocated to each WP, for its leader to display the corresponding information regarding its tasks.

The areas on the board are modular and their size grow or reduce depending on the importance of the work to be provided in each WP. Each WP leader was offered the option to participate to a dedicated training session (managed by AV) in which advice and explanations on how to manage WP dedicated spaces were provided.

### 3.2 END-USER TARGETING

Once the training on how to use SOFA was performed to all. Remote training on the methodology regarding the core of GALATEA activities could be put in place.

As the task of Step 1 – Emergence of challenges was the most urgent one, the training activities of WP1 have been articulated around it for the first months of the project.

After all partners defined the End-Users of GALATEA supported SMEs’ projects (will be referred as “End-Users” for the rest of the deliverable) to target, Aerospace Valley provided to all partners a methodology on how to efficiently contact and get concrete needs. This methodology is concentrated on PowerPoint slides sent by email to all partners and displayed on SOFA (The full document is annexed to this deliverable).

Context	How it will be done?
<p><b>GALATEA general goal is to support SMEs to develop innovative projects on Blue Growth.</b></p> <p>In order to do so, GALATEA will formulate challenges linked to its four main axis.</p> <p>→ This way, SMEs collaboration is guided by the will of answering real-life problems (in market terms: answering to the demand).</p>	<p>In order to provide relevant challenges to SMEs, we need to gather and define needs from the widest range of blue growth stakeholders (widest in the sense of sectors &amp; countries).</p> <p>We will mainly address end-users, meaning potential clients of the SMEs to be supported by GALATEA, since their needs provide relevant cases.</p> <p>→ This way, the information provided by end-users will guide the project emergence of GALATEA SMEs, which open doors to business opportunities.</p> <p><b>End-Users will be addressed through:</b></p> <p>→ An online survey: Assessing quickly first leads of issues and needs the End-User may have + constituting a first contact between the End-User and GALATEA.</p> <p>→ Interviews: With the closest GALATEA partner and in order to address deeply the issues and needs the End-User has.</p>

Figure 8 - First two slides of the methodology to contact End-Users

The objective of the methodology was to offer guidance to the consortium partners when meeting with End-Users. As specified previously, the guidance is not a process to follow step by step but more like advices and tools at the disposal of everyone. The methodology was to be used depending on the contexts that each partner could encounter.

Its objective was to gather information, data to nourish GALATEA’s reflexion on challenges to be proposed to SMEs in the Open Call. Instead of directly asking for challenges from the End-Users involved, the aim is to gather needs and pain-points they may have. And from the list of data elaborated from the exchanges with different end-users from different European countries, to elaborate challenges based on the more frequent needs and pain-points mentioned.

The methodology consists of three main steps, to be taken in the order the user judges more fitted for the exchange:

- 1- **Getting the End-User to describe its activities.** The objective is here to have an overview of what the End-User is doing, or “what is the job to be done by it”. This step gives context to better understand the End-User and through the discussion, can allow to create stronger links. It can also contribute to anticipating the two next steps.
- 2- **Getting the End-User to describe unnecessary processes** it has to undertake to get the “job to be done”. Here, the aim is to discuss with it on what can be improved in its activities to ensure better productivity. From this discussion a first batch of needs can emerge.
- 3- **Getting the End-user to describe actual issues it encounters.** After understanding how its job is done and how it could be done more efficiently, the objective is here to get what prevents this job to be done. This final step can also be used to make the End-User realise that GALATEA can bring tailored solutions to its issues.

Those three steps of the methodology remain a theory, on the field GALATEA partners encountered End-Users for which Step 1 was unnecessary (because they already knew them). For others Step 2 and 3 were difficult to implements as End-Users could have difficulties to mention issues they have. In some other cases none of the steps were relevant as End-Users had already a list of needs.

The flexibility of the methodology, allowing each partner to adapt the discussions to its context was a key part of this work.

## 4. Training on emergence of ideas

For the emergence of ideas part, constituted by the Innovation Clubs and matchmaking previously mentioned, GALATEA is switching interlocutors from End-Users to SMEs. As the contact and implications of SMEs depends strongly on the elaboration of GALATEA’s challenges (Switch from Step 1 of GALATEA to Step 2), activities involving SMEs were initiated after activities involving End-Users, including training to cluster managers.

The training on emergence of ideas started consequently at M6 and is to be performed following the same logic animating the emergence of challenges, on the time between M6 and the organisation of Innovation Clubs and matchmaking (First batch at M8 and second one at M13).

### 4.1 ANIMATION OF INNOVATION CLUBS

In order to provide Innovation Clubs with a methodological added value, GALATEA made the choice to subcontract their animation to a service provider.

After benchmarking the different methodologies to be used for the animation, the one Design Thinking was considered relevant for the activities to be conducted.

Aerospace Valley (France) holds the dedicated subcontracting budget that has been estimated to €5.000,00. Following French legislation and the procedure usually applied at AV, a call for tenders has been launched. Three answers were received and one selected, the one from the French SME Mews Partners<sup>2</sup>.

<sup>2</sup> <https://www.mews-partners.com/stories/definition-et-mise-en-oeuvre-dune-demarche-dinnovation/>



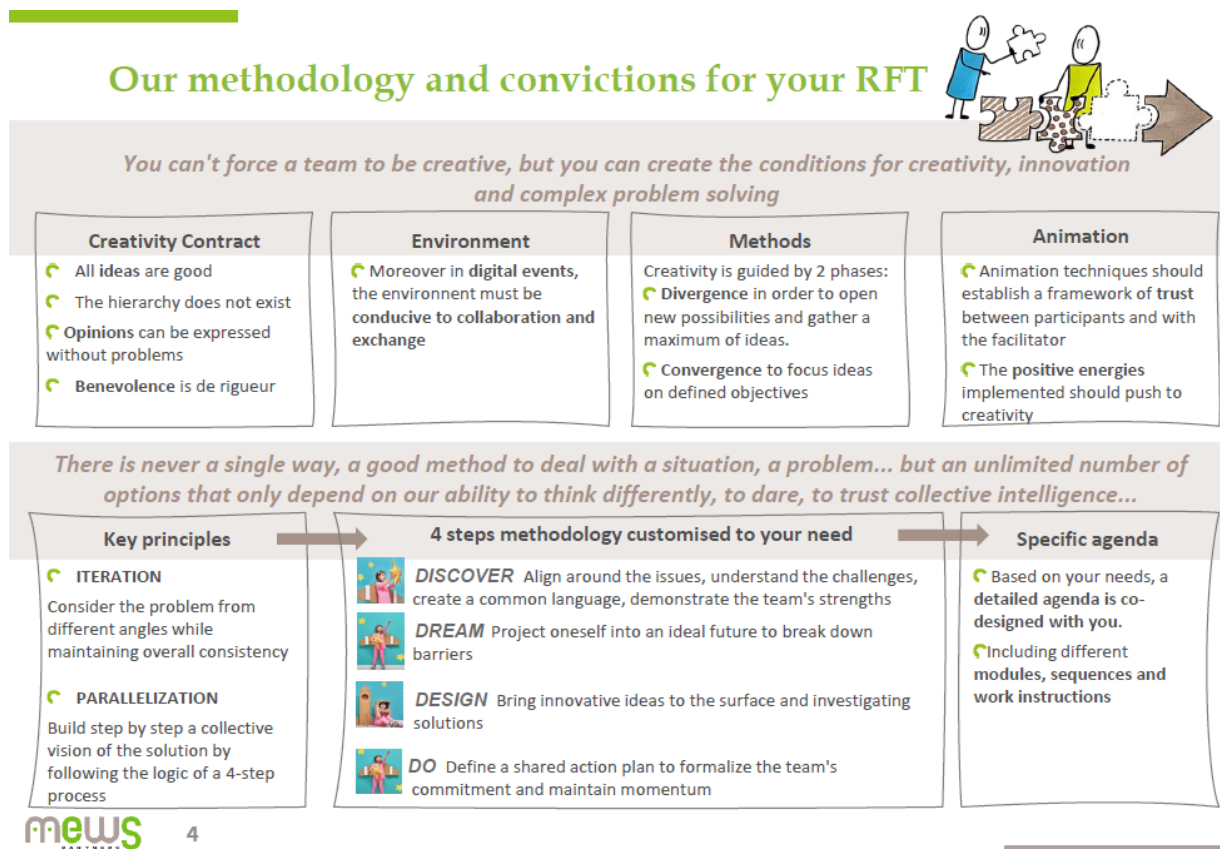


Figure 9 - Presentation of Mews Methodology displayed in its answer to the call of tenders

After having selected the service provider, it has been presented to all partners at the occasion of GALATEA Steering Committee of M6. In order to adapt the provider's methodology to GALATEA and its tools, several work sessions are planned during M7 and M8.

## 4.2 INNOVATION CLUBS METHODOLOGY

The methodology of Mews Partners will be adapted to GALATEA in collaboration with AV and PMM.

Four work sessions have been organised as follow:

**Tuesday 01<sup>st</sup> of December 2020:** 1<sup>st</sup> session of collaboration in which Mews Partners will present a first version of the methodology to be used during innovation clubs. The session will be restricted to AV and PMM.

**Tuesday 15<sup>th</sup> of December 2020:** 1<sup>st</sup> checkpoint in which Mews will present the advancement of the methodology development. AV and PMM are to be implicated to provide feedback on the expectations of all partners.

**Each Tuesday from the 05<sup>th</sup> to the 12<sup>th</sup> of January 2021:** Checkpoints on the advancement of the elaboration of the Innovation Clubs and training to the methodology.

Further details on the elaboration of the methodology is to be added in D1.6 – Organisation of Innovation Clubs 1.

#### 4.3 LINKS BETWEEN SOFA AND MEWS

The methodology developed by Mews will be implemented in a full remote format on SOFA as established before. A main advantage of Mews Partners, is that the service provider as already worked, in the frame of ideation sessions with SOFA.

Strong of this collaboration between the two services providers GALATEA will benefit from trainings including both SOFA and Mews Partners. Trainings will be organised during M7 and M8.



## 5. Annexes

5.1 METHODOLOGY TO CONTACT AND GET NEEDS FROM END-USERS

5.2 GALATEA CALL FOR TENDERS (ANIMATION OF INNOVATION CLUBS)

5.3 APPLICATIONS RECEIVED OF THE CALL FOR TENDERS

A. *Schoolab*

B. *Sytizen*

C. *Mews Partners*