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Deliverable D6.2

Mentoring Needs

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The Consortium

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1. Introduction and objectives

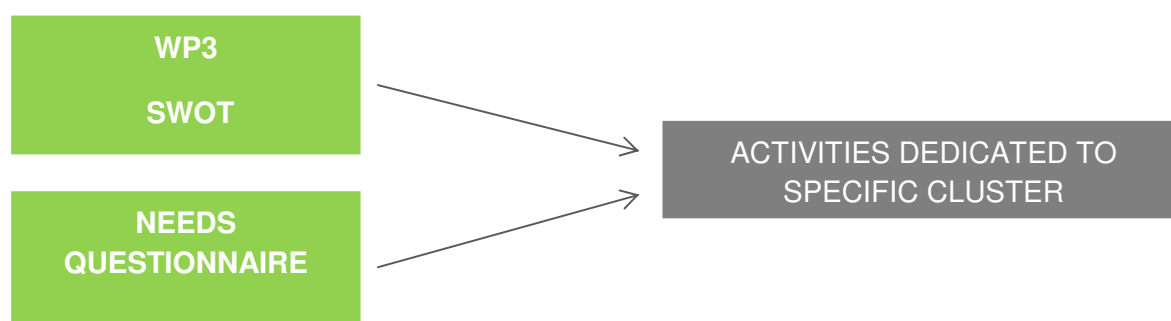
This deliverable is dedicated to Poland case study. The main aim is to define an **activity plan for mentoring**. A detailed analysis of Warsaw region / cluster has been done to build up the plan.

Not only the feedback of the Knowledge Assessment Methodology (KAM) has been taken into account, but additional information has been collected.

Concrete actions are required by Warsaw and an “*ad hoc*” plan has been developed for them. This Polish experience is entering the SAGE project as the first case study. It will be used to validate the methodology and as a guide for the next developments.

The Warsaw E-Mobil Cluster is small and young, but eager to learn and open to cooperation. Warsaw can grow by learning from best practices and experience focusing on a systemic approach and strategic cluster management, involving the triple helix and working across national borders.

In this integrated work, the collaboration of all partners and their different competencies in SAGE areas has been essential to define a list of possible activities. It has been the starting point for the mentoring plan. An in-depth analysis of the SWOT and the collection of Warsaw’s explicit needs and expectations have been performed. Then the catalogue/inventory of all the collected offers (competencies to be transferred) has been correlated to the Warsaw’s requirement and its situation in order to give a priority to each offer.



2. The Poland Area

Warsaw is the Capital of Poland and is the biggest city of the country. Warsaw is the scientific, political, economic, academic, and cultural center of Poland. It's the government point of the region: are located here most governmental and public institutions and most of the national and International corporations from all sectors have their headquarters in Warsaw. The city is the most populated of the regions also the European Union.

Warsaw has 78 universities and colleges with nearly 300,000 students. Given its numerous research centers, academic institutes and business clusters, the city is consequently home to many world-class specialists in all fields of science and professional practice.

In the latest annual report of the European Cities Monitor (ECM), Warsaw occupied first place in the ranking of the lowest labor costs versus quality of service, outpacing Bratislava, Lisbon and Prague. It also took a good third position in the ranking of favorable business conditions provided by the government. On this list Warsaw overtook such cities as Amsterdam, Berlin, and Budapest. Currently, there are approximately 300,000 registered enterprises in Warsaw and the city's unemployment level is as low as 3.8%.

Warsaw University of Technology (WUT) is the leading technical university in Poland with strong research within hybrid and electric vehicles. It's the leading and largest university in the technology area in Poland with more than 180 years of history. There are 20 faculties at WUT. Today, the University employs over 2,500 academic staff (including nearly 570 professors and associate professors) and 900 PhD students who conduct research in major technology and engineering areas and some non-technical disciplines. Currently there are over 32,000 students studying at WUT.

The E-Mobil cluster was founded in 2011 and is oriented towards environmentally friendly transportation. The cluster has strong links to China and to FIAT, the largest manufacturer of cars in Poland.

The Warsaw E-Mobil Cluster was established in July 2011 by Warsaw University of Technology and Warsaw City Hall.

The cluster is a joint initiative by scientific institutions, local government, agencies, associations, funds, and companies which are dedicated to education, research, implementation, and business in the field of electro mobility, mainly located in (but not limited to) the Warsaw area. The cluster is young and small, but it unites major Polish national research resources within green and safe road transportation

The objectives of the Warsaw E-Mobil Cluster are:

- Introducing CNG buses to public transport in Warsaw
- Introducing HEV & EV buses to public transport in Warsaw

- Introducing an EV fleet to public or private transportation
- Developing ultra-light niche EVs for urban transportation
- Developing infrastructure and solutions for a smart grid together with local government and Polish energy companies

2.1 SWOT analysis

The Warsaw SWOT, performed in WP3, is one of the corner-stones that has built the Warsaw mentoring plan. In particular the weaknesses have been thoroughly analyzed:

Economy:

- Lack of large national automotive manufacturers/Polish car brands/There is no Polish OEMs and Tier 1 in the Cluster
- Main energy companies in Warsaw area is under the control of foreign entities
- It is more difficult to get public financial support for Warsaw than in less wealthy regions of the country

Innovation/R&D:

- Lack of R&D demands from automotive industry in Poland
- Lack of large or competitive automotive R&D centers
- Lack of national investment in new technology on SAGE topics
- Lack of experience in providing innovations to the market/ New core competence areas arise both in Europe and out of Europe, but the cluster fails to keep up because it's small and young

Education:

- Lack of systematic training program for technical staff and engineers in the field of E&HEVs
- Lack of incentive mechanism and environment in university to attract young people dedicated to scientific research and innovation.

The full Warsaw SWOT is available in Annex 1.

2.2 Expectations and mentoring needs

A questionnaire has been created to extract expectations and needs. This is a direct way to collect the needs of all the representatives of the region.

When WUT collected the regional needs they involved representatives from industries, companies and local government. WUT also presented to cluster stakeholders what the SAGE project is and how they can be involved in the project and possible learning from other regions.

In the following section the **Needs Questionnaire Form** is presented together with two examples of collected needs together with a possible activity to bridge these gaps.

We would like to collect data on the **needs** and the **expectations** in relation to meentoring process.

What would you like to see in a meentoring process? Which are your needs in this time?

I kindly ask you a report on this aspect and other more if you want (there is an empty box at the bottom of this document for your general comments and spontaneous ideas)

Thank you for your help and time spendend, your ideas and suggestions are more important for us.

Pretend to be the recipient of this mentoring: which are your needs, expectations and suggestions?

| needs | expectations | suggestions | OTHER |
|-------|--------------|-------------|-------|
| | | | |

REFERING TO DIFFERENT ASPECTS (NETWORKING ACTIVITIES, SEMINARS, EXCHANGES AND VISIT AND TRAINING TOOLS)
WE ASK YOU TO FILL THE FOLLOWING BOX WITH YOUR IDEAS ABOUT **ALL THE STEPS AND ACTIVITIES** THAT WE WILL COULD DEVELOP.

WITH YOUR CONTRIBUTIONS/INPUT WE CAN IMPROVE THE MEENTORING PROCESS.

| traditional networking activities | open seminars | promotion of staff exchanges and research visit | manuals and elettronic training tools |
|--------------------------------------|---------------|--|--|
| | | | |

GENERAL COMMENTS:

Example 1:

Problem: Warsaw E-Mobil Cluster was created but members are too passive. The management team has a difficult time understanding the problem and blaim a general lack of trust in Polish society.

Specific Need 1: Help the management team understand that the cluster organization should consider the needs and expectations from members.

Specific Need 2: Help the management team figure out and answer the question: "Why Cluster?"

Specific Need 3: How to find resources to pay for the management team.

Specific Need 4: The preliminary cluster management experience and skills.

Example 2:

Problem: How to obtain the trust of members and attract more members with competences to strengthen to cluster?

Specific Need 1: Define the services that the cluster organization can offer to its members.

Specific Need 2: Make an inventory of the competences in the region.

Specific Need 3: Define a strategy to develop the Cluster according to Polish culture and reality.

Specific Need4: Preliminary marketing skills for the Cluster.

Specific Need 5: Legal form, procedures and documents for the organization.

Gap-closing activity in mentoring plan: *cluster management seminar* to improve ability to:

- Create the structure of the cluster
- Organize the management and the governance
- Make an inventory of the competences in the region
- Define a strategy
- Define the services that the cluster organization can offer to its members
- Find funding possibilities for the cluster organization
- Develop international cooperation
- The legal status and procedures of European successful clusters.

3. What and Who: SAGE container of competencies

A combined process puts together the SWOT analysis and needs analysis with the consortium's competencies. It is the first step to create a beneficial mentoring plan based on concrete requirements.

The SAGE partnership comprises a lot of relevant competencies and within the project best practices, skills and knowledge are shared. This is done within the formal tasks of the project but also because of extensive networking.

The triple helix concept is of vital importance for the SAGE cooperation platform, because it aims to the deepest integration of public and private entities involved when both societal and technical change is pursued. SAGE strongly believes that systemic approach and strategic cooperation are pre-requisites of any innovation strategy. SAGE project is intended to contribute in this sense by producing fruitful exchanges between technical and social domains, and between different countries, inside and outside Europe, heading for new classes of products, services and business models.

3.1 Activity list and priorities

As it can be seen in the previous chapter, the needs are investigated in a **direct way**: this to understand the prominent needs and the declared expectations.

On the other hand, the **indirect way** is used for analyzing the SWOT, to understand Warsaw weak points and the SAGE actors' ability to solve them.

The results of these two actions have been used to collect a list of possible activities for WUT mentoring plan. All partners of WP6 Team based on their own competencies, taking into account the collected needs, proposed a list of possible actions (seminars, courses, specific meeting) that could be offered to Warsaw. All the contributions have been integrated to generate a unique list.

The created list collects the inputs, the comments and the proposals of all partners and in particular those of WP6 Team (one representative for each cluster): The actions are listed according to the following headlines:

- Policy/Management issues
- Workshops/Conferences
- Training
- Field Trips
- Innovation System

The full list is available in Annex 2.

After the creation of the list collecting all offers by main mature clusters (SAGE Partners), Warsaw has chosen from it the highest priority activities for their needs. Using three different levels (low, medium and high) the interest from Warsaw was ranked for each single activity.

The following picture shows an extract of the format to collect the priorities.

| Activity details | Please, sign with the X in the box corresponding your priority | | | Comments |
|---|--|-----------------|--------------|----------|
| | high priority | medium priority | low priority | |
| can offer support to officers in public office (city/region) on how to develop policy instruments and financing mechanisms for automotive cluster activities. | | | | |
| We can share our experience with regional innovation policy and cluster support. This could be done by a study visit here or a seminar in Warsaw or a face-to-face meeting. | | | | |
| Meeting with experts for suppliers (on demand) | | | | |
| 13th International Conference FLORENCEATA 2013: Electric and hybrid Mobility: vision and market scenario for the future? (CRF) | | | | |

The full list of priorities is available in Annex 3.

All needs in the list are important for Warsaw region, but the following 3 items were ranked the highest.

1. Cluster organization and management: Warsaw E-Mobil Cluster was established in July 2011. There are regular stakeholder meetings and some cluster activity, but the cluster could be more active and efficient.
2. Support of local government and national policy makers: It is important and helpful to show Polish policy makers the good experience from other partner regions of SAGE (demonstration, R&I, innovation system, cluster management, SME involvement etc).
3. Long-term cooperation with international partners: WUT and Warsaw stakeholders emphasize the importance of collaboration with other partners on education, R&D and other activities in order to enhance regional capacity.

4. Mentoring Plan

Because of the steps described in the previous chapters and the different interactions within the WP6 Team, a fitting mentoring plan for WUT was created.

The following scheme shows a synthesis of the mentoring plan and the mentor (partner responsible of the topic).

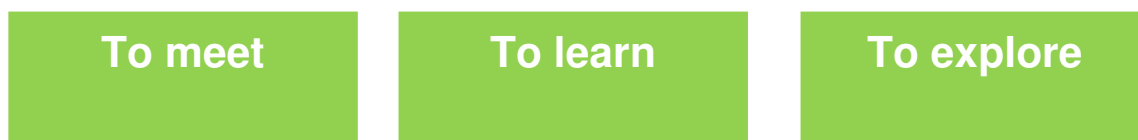
| Topic # | Description |
|----------|--|
| Topic 1: | How to develop policy instruments and financing mechanisms for automotive cluster activities <i>Responsible: VGR</i> |
| Topic 2: | How to put innovation to the market <i>Responsible: Chalmers</i> |
| Topic 3: | Meeting with specific suppliers <i>Responsible: CRF</i> |
| Topic 4: | Coaching to the management team: organize the management and the governance <i>Responsible: Moveo</i> |
| Topic 5: | Cluster organization and dedicated study visits <i>Responsible: Regensburg</i> |
| Topic 6: | Define a strategy and the services that the cluster can offer to its members <i>Responsible: Moveo</i> |

The mentoring plan will continue to be developed during the project.

The first activity addressing several of the topics in the mentoring plan, and with the involvement of all partners, was the Warsaw cluster seminar, organized in May, and reported on in the next chapter.

4.1 Warsaw Meeting

The Cluster Seminar, organized by Warsaw University of Technology together with the SAGE partners on the 15th to 16th of May, was the first mentoring event to support the Warsaw region within safe and green road vehicle technology. It was an opportunity for the Warsaw E-mobil cluster and its' network of regional stakeholders to meet the SAGE consortium, learn from best practice examples within cluster policy and explore future possible cooperation activities and joint projects.



The main needs connected with Warsaw seminar were:

- Cluster organization and management;
- Local government support and policy issues.

As depicted above, Warsaw E-Mobil Cluster is very young and would like to be more efficient and active. From the successful experience of Mov'eo, the Warsaw E-Mobil is able to learn and find ways for improvements. Mov'eo has a 6 years experience in cluster management and can offer a dedicated coaching to the management team. On the 15th of May, a face-to-face meeting between Mov'eo and the Warsaw cluster management team was organized. The reported result was a better understanding of what the E-Mobil Cluster lack, how the organization can be improved and what the success factors for Mov'eo have been. However more work is needed in order to achieve solid change and mentoring regarding these needs is a long term work. The coaching from Moveo will continue during the next phase of SAGE.

At the meeting on the 15th, Mov'eo advised and mentored the Warsaw E-Mobil Cluster on the following aspects:

- Create the structure of the cluster
- Organize the management and the governance
- Make an inventory of the competences
- Define a strategy and the services that the cluster can offer to its members
- Find funding possibilities for the cluster organization
- Develop international cooperation

In order to cover local policy and innovation system, the seminar on the 16th May was organized. The participants were mainly the stakeholders of the E-Mobil Cluster together with some national and local government officers (from Polish Economy Ministry, Warsaw City Hall etc.).



Wednesday 15th May
**WP6 Cluster Organization/
 Management Seminar**

Thursday 16th May
WP6 Cluster Seminar

Introduction

- Welcome by WUT
- Short introduction SAGE (coordinator)
- WP6 offer (WP Leader CRF)
- Opportunity for new introductions

Agenda for the 16th May

- The role of clusters in transport R&I – The Mov'eo experience
- Clustering for electromobility – The Regensburg experience
- Regional policy and support for clusters and innovation – the Region Västra Götaland example
- Shared infrastructure and open arenas for test and demonstration – Lindholmen Science Park
- European funding for transport clusters – Results from SAGE WP4 work
- WP4 Joint Action Plan final workshop
- Follow-up discussion for Warsaw E-Mobil Cluster management team



4.2 Implementation of mentoring plan

Following the success of the cluster seminar, the implementation of the mentoring plan will continue during the second phase of SAGE and according to the priorities expressed by Warsaw. Below are some elaborations on the topics defined in the plan:

How to develop policy instruments and financing mechanisms for automotive cluster activities: Region Västra Götaland can offer support to officers in public office (city/region) on how to develop policy instruments and financing mechanisms for automotive cluster activities.

How to put innovation to the market: Chalmers can organize visits, seminars and workshops. At Chalmers there is an incubator with good experience about how to put innovation to the market. There is also good experience how to match the industry needs with education programs and how to offer systematic training. Exchange of these experiences could be made by study visits, seminars or workshops. Another possibility could be for a person from Warsaw to have 'an actual' mentor at Chalmers. Student exchange is as always a first simple way to conduct R&D exchange since this usually leads to other collaboration activities (staff exchange, postdoc programs etc).

Meeting with specific suppliers on demand: CRF can support the region to organize specific meetings with suppliers to enhance cooperation.

Define a strategy and the services that the cluster can offer to its members: Mov'eo could analyze the results of the inventory with the cluster and give advices to construct the strategic vision based on the thematic competences of the region and the requirements of the stakeholders (second stage needs from Warsaw Cluster).

Cluster organization and dedicated study visits: Delegation visit to Regensburg and the area in order to see how the e-mobility cluster is organized and possibly visit some firms and higher education institutions.

4.3 Follow up and assessment of the methodology

The assessment of results is an important feature of the work package. More long term data and information are important to understand the advantages and the achievements that are possible to reach with mentoring. The results of assessment will be available in the deliverable “Mentoring report”.

5. Conclusions

This deliverable is fundamental to SAGE and to this work package. It sets the methodology for the other regions that will be mentored within SAGE. The partnership has learned greatly from this process which has not been linear. Adjustments to the methodology described in the DoW have been made along the way in order to adjust to regional settings and the progress in other work packages. The next tasks call for new involvements in SAGE and a similar process will be used. The experience from shaping the mentoring plan for WUT will be a guide for these future activities and by adding new case studies the methodology can be further improved.

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Annex 1 - SWOT analysis of Warsaw E-Mobil Cluster

| SWOT | STRENGTHS | WEAKNESSES |
|------------------|--|--|
| ECONOMY | <ul style="list-style-type: none"> FIAT Auto Poland S.A. is within the Cluster Presence of Fabryka Samochodów Osobowych Spółka Akcyjna (FSO S.A.) in the Cluster The Cluster is small, but has strong diversification in different field of e-mobility Warsaw area attracts majority of international companies active in Poland Polish economy maintains growth and Poland has stable currency, There is small unemployment in Warsaw area WUT as the leading research institute in Poland is easy to get EU/National projects compared with other Polish institutes. | <ul style="list-style-type: none"> Lack of large or competitive automotive R&D centres in Poland FSO S.A. is a comparably small manufacturer There is no Polish OEMs and Tier 1 in the Cluster There are not many new start-ups appeared in this technology or business area Main energy companies in Warsaw area is under the control of foreign entities Lack of national funds for projects on SAGE topics No any venture capital and loans invested in the Cluster It's difficult to access EU projects for Polish institutes It is more difficult to get public financial support for Warsaw than in less wealthy regions of the country |
| INNOVATION / R&D | <ul style="list-style-type: none"> Main important R&D national institutes dedicated to automotive industry, motor and its controller, battery etc. are members of the Cluster WUT has high number of EU and national projects on-going on SAGE topics compared with other Polish institutes Main competences of the Cluster in SAGE domains Existing institute within the Cluster which can do test for vehicles and their components and has the right to issue EU homologation Existing institute which can do test for batteries | <ul style="list-style-type: none"> As a new member state of EU, Polish Institutes have much less chance to participate in EU projects compared with other EU countries Lack of R&D demands from automotive industry in Poland Lack of efficient technology transfer organizations Lack of national investment in new technology on SAGE topics Testing needs from Polish market is weak |

| | | |
|----------------------|--|--|
| EDUCATION / HR | <ul style="list-style-type: none"> • Having the largest and Leading technology university in Poland – Warsaw University of Technology • Warsaw has extensive offerings from public and private universities: 78 higher education institutions, 161 specializations, and several dozen courses offered in English • Rich human resource of highly educated people, Warsaw as the capital city attracts people from all the country | <ul style="list-style-type: none"> • Lack of systematic training program for technical staff and engineers in the field of E&HEVs • Lack of incentive mechanism and environment in Polish university to attract young talents dedicated to scientific research and innovation |
| POLICY | <ul style="list-style-type: none"> • Warsaw authorities support the organization and development of the Cluster • Poland as a member of international trade organizations focuses on environmental issues, Warsaw is involved in several environment responsibility projects | <ul style="list-style-type: none"> • Lack of social capital or funds in Poland for cluster organisation or management • Lack of strategic policy to support or develop the Cluster • Lack of supportive policy or legislation related to green and safe road vehicles |
| CLUSTER ORGANISATION | <ul style="list-style-type: none"> • There is clear organization and management team within the Cluster | <ul style="list-style-type: none"> • Lack of professional team for Cluster management. • Lack of collective strategic plan or vision • Lack of knowledge and experience for cluster management • Lack of experience with cluster operation • Lack of trust towards implementation of projects in cluster formula • Lack of funds for participating in cluster activity |

| SWOT | OPPORTUNITIES | THREATS |
|----------------------|---|--|
| ECONOMY | <ul style="list-style-type: none"> • Presence of large non-automotive firms: possibility to involve new actors in the cluster • New market needs may attract large automotive and non-automotive firms to cooperate in new business area and new models within the cluster • Potential market and potential new business opportunities in e-mobility area • Increasing petrol and oil prices and forecast of decreasing prices of electricity in Europe (e.g. shown in prices of EEX Power Futures and Derivatives quoted on The European Energy Exchange AG (EEX)) • The growing potential market | <ul style="list-style-type: none"> • FIAT Auto Poland S.A. is decreasing the production models and volume in Poland • The future of FSO S.A. is unclear • On one hand, low profitability of SMEs if they enter into the business too early regarding e-mobility • On the other hand, customers are waiting for the mature products, available service at a competitive price • Economic crisis might cause EU and national government to decrease the related project funds • High investment needs for the infrastructure of e-mobility |
| INNOVATION / R&D | <ul style="list-style-type: none"> • New technologies and innovation in the automotive industry • New market needs in future e-mobility which large OEMs cannot meet • Possibilities to develop the technology and e-mobility solutions based on European level • Sharing the facilities with SAGE partners and other European partners | <ul style="list-style-type: none"> • New core competence areas arise both in Europe and out of Europe, but the cluster fails to keep up because it's small and young |
| EDUCATION / HR | <ul style="list-style-type: none"> • new subjects of crossing discipline dedicated to vehicle electrification • Large demand for workforce will continue to attract highly educated and efficient workforce in Warsaw | <ul style="list-style-type: none"> • Lack of motivation in Poland to study engineering subjects |
| POLICY | <ul style="list-style-type: none"> • Contribution to climate protection and reduction of local emissions • International cooperation may widen the view and mind of politicians | |
| CLUSTER ORGANISATION | <ul style="list-style-type: none"> • Learn from SAGE partners especially from Mov'eo • Cooperation with international clusters | <ul style="list-style-type: none"> • The Warsaw E-Mobil Cluster might not operate efficiently or might go nowhere |

Annex 2 - Offer activities by the main partners of SAGE

| Area | Cluster | Activity | Activity details |
|-----------------|------------------------|---|---|
| Economy | Region Västra Götaland | How to develop policy instruments and financing mechanisms for automotive cluster activities | Can offer support to officers in public office (city/region) on how to develop policy instruments and financing mechanisms for automotive cluster activities. |
| Economy | Region Västra Götaland | Regional innovation policy and cluster support | We can share our experiences with regional innovation policy and cluster support. This could be done by a study visit here or a seminar in Warsaw or a face-to-face meeting. |
| Innovation/ R&D | Piemonte | Meeting with specific suppliers | Meeting with specific suppliers (on demand) |
| Innovation/ R&D | Piemonte | Electric and hybrid Mobility Conference | 13th International Conference FLORENCE ATA 2013. Electric and hybrid Mobility: which market scenario for the future? (CRF) |
| Innovation/ R&D | Piemonte | Innovation Workshop | Thematic Workshop with the involvement of CRF Innovation Team |
| Innovation/ R&D | Region Västra Götaland | Visit the science centers | has worked strategically for many years to attract young people to science. There are several really good projects (among them the science centers) to visit. |
| Education | Piemonte | Training on the job | Training on the job and STAGE in CRF |
| Education | Region Västra Götaland | How to put innovation to the market - visits, seminars or workshops - | At Chalmers there is an incubator with good experience about how to put innovation to the market. There is also good experience how to match the industry needs with education programs and how to offer systematic training.exchange of these experiences could be made by study visits, seminars or workshops. Another possibility could be for a person from Warsaw to have 'an actual' mentor at Chalmers. Student exchange is as always a first simple way to conduct R&D exchange since this usually lead to other collaboration activities (staff exchange, postdoc programs etc). |
| Education | Region Västra Götaland | How to put innovation to the market - Student exchange - | At Chalmers there is an incubator with good experience about how to put innovation to the market. There is also good experience how to match the industry needs with education programs and how to offer systematic training.exchange of these experiences could be made by study visits, seminars or workshops. Another possibility could be for a person from Warsaw to have 'an actual' mentor at Chalmers. Student exchange is as always a first simple way |

| | | | |
|------------------------|------------------------|---|---|
| | | | to conduct R&D exchange since this usually lead to other collaboration activities (staff exchange, postdoc programs etc). |
| Education | Regensburg | Event - Automotive Multi-Core-Systeme event - Automotive Forum Sicherheit Software Systeme (AFS³) (Bavarian cluster for IT-Security and Safety) | Opening training events / workshops to polish participants: Workshop "Automotive Multi-Core-Systeme" on Friday 19.7.2013, 9:00-16:30, Regensburg University of Applied Sciences. Further events from the „Automotive Forum Sicherheit Software Systeme (AFS ³)“ (Bavarian cluster for IT-Security and Safety) |
| Education | Regensburg | How the e-mobility cluster is organized and visit some firms and higher education institutions | Delegation visit to Regensburg and the area in order to see how the emobility cluster is organized and possibly visit some firms and higher education institutions; |
| Cluster organisational | Region Västra Götaland | Lindholmen Science Park and Innovatum Technology Park | We can share the good experiences we have of our two science parks/project arenas (LSP, Innovatum) within the automotive field. Possible activities could be study visits or expert exchange. Would someone like to do a shorter stage at Lindholmen Science Park or Innovatum Technology Park for example? (Region Västra Götaland) |
| Cluster organisational | Mov'eo | Create the structure of the cluster and share the best practices | Create the structure of the cluster: the cluster is already created but Mov'eo could advice on the structure and share its best practices |
| Cluster organisational | Mov'eo | Coaching to the management team: organize the management and the governance | Organize the management and the governance: Mov'eo has a 6 years' experience in cluster management and could offer a dedicated coaching to the management team. In this approach, Mov'eo could help to change the mentality of the management team (first stage needs from Warsaw Cluster) |
| Cluster organisational | Mov'eo | Inventory of the competences in the region and collect the needs and expectations from the stakeholders | Make an inventory of the competences in the region and collect the needs and expectations from the stakeholders: the work has to be done locally but Mov'eo could advice on the tools utilized at the creation of our cluster (second stage needs from Warsaw Cluster) |
| Cluster organisational | Mov'eo | Define a strategy and the services that the cluster can offer to its members | Define a strategy and the services that the cluster can offer to its members: Mov'eo could analyze the results of the inventory with the cluster and give advices to construct the strategic vision based on the thematic competences of the region and the requirements of the stakeholders (second stage needs from Warsaw Cluster) |
| Cluster organisational | Mov'eo | Find funding possibilities for the cluster organization | Find funding possibilities for the cluster organization: the advice is to benchmark the funding of the other clusters (WP2) and to take into account the future results of the Focus Area "Funding" |

| | | | |
|------------------------|----------|--|---|
| | | | (WP4) (third stage needs from Warsaw Cluster) |
| Cluster organisational | Mov'eo | Develop international cooperation | Develop international cooperation: will be done in WP7 (third stage needs from Warsaw Cluster) |
| Cluster organisational | Mov'eo | The legal status and procedures of European successful clusters | The legal status and procedures of European successful clusters: the advice is to look at the ESCA (European Secretariat for Cluster Analysis) who offer practical information to cluster management organizations. They also lead the European Cluster Excellence Initiative (ECEI) who delivers labels to European clusters (Mov'eo has the Bronze Label) |
| Other activities | Piemonte | Technical Workshop | Technical Workshop in CRF in area SAFE, GREEN, CONNECTIVITY, NEW BUSINESS MODELS AND SYSTEM INTEGRATION INTERFACES |
| Other activities | Piemonte | Training on the Job | Stage in CRF (no/with payment) |
| Other activities | Piemonte | Periodic visits | CRF Periodic Tour |
| Other activities | Piemonte | European Telematics Workshop For Automotive | 3rd European Workshop Telematics For Automotive: A Pan European Emergency Assistance: eCall 5th European Workshop Mobile Air Conditioning and Vehicle Thermal Systems |
| Other activities | Piemonte | Formula SAE Italy & Formula Electric Italy | Formula SAE Italy & Formula Electric Italy IX Edizione |
| Other activities | Piemonte | Small Engine Technologies Conference - | 2nd International Conference Future Opportunities For Small Engine Technologies |
| Other activities | Piemonte | Streaming on demand | CRF Channel |

Annex 3 - Priorities

| Cluster | Activity | high priority | medium priority | low priority |
|------------------------|--|---------------|-----------------|--------------|
| Region Västra Götaland | How to develop policy instruments and financing mechanisms for automotive cluster activities | X | | |
| Region Västra Götaland | Regional innovation policy and cluster support | X | | |
| Piemonte | Meeting with specific suppliers | | X | |
| Piemonte | Electric and hybrid Mobility Conference | | X | |
| Piemonte | Innovation Workshop | | X | |
| Region Västra Götaland | Visit the science centers | | | |
| Piemonte | Training on the job | | X | |
| Region Västra Götaland | How to put innovation to the market - visits, seminars or workshops - | X | | |
| Region Västra Götaland | How to put innovation to the market - Student exchange - | | X | |
| Regensburg | Event - Automotive Multi-Core-Systeme event - Automotive Forum Sicherheit Software Systeme (AFS ³) (Bavarian cluster for IT-Security and Safety) | | | X |
| Regensburg | How the e-mobility cluster is organized and visit some firms and higher education institutions | | X | |
| Region Västra Götaland | Lindholmen Science Park and Innovatum Technology Park | X | | |

| | | | | |
|----------|---|---|---|--|
| Mov'eo | Create the structure of the cluster and share the best practices | x | | |
| Mov'eo | Coaching to the management team: organize the management and the governance | x | | |
| Mov'eo | inventory of the competences in the region and collect the needs and expectations from the stakeholders | X | | |
| Mov'eo | Define a strategy and the services that the cluster can offer to its members | X | | |
| Mov'eo | Find funding possibilities for the cluster organization | X | | |
| Mov'eo | Develop international cooperation | X | | |
| Mov'eo | The legal status and procedures of European successful clusters | X | | |
| Piemonte | Technical Workshop | X | | |
| Piemonte | Training on the Job | | X | |
| Piemonte | Periodic visits | X | | |
| Piemonte | European Workshop Telematics For Automotive | | X | |
| Piemonte | Formula SAE Italy & Formula Electric Italy | | X | |
| Piemonte | Small Engine Technologies - Conference - | | X | |
| Piemonte | Streaming on demand | | X | |