



## Deliverable 6.4: Report on lessons learned throughout RECIPE4Mobility activities

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Programme

### PROJECT

Regrouping European  
Clusters in a Partnership of Excellence  
for Mobility

RECIPE  MOBILITY

## LESSONS LEARNED

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Abstract (for dissemination)	This report will be on the RECIPE4Mobility lessons-learned, including facts and figures linked to all activities carried out. It will contain an additional part dedicated to the ESCP-4x partnership sustainability foreseen beyond the grant period.
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## Abstract

This report will be on the RECIPE4Mobility lessons-learned, including facts and figures linked to all activities carried out. It will contain an additional part dedicated to the ESCP-4x partnership sustainability foreseen beyond the grant period. Lessons learned is an on-going effort throughout the life of the project. All 5 partners NextMove, RTECH, Zone Cluster, RAI Automotive Industry NL and Mobinov contribute with their inputs to the elaboration of this report.

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## Executive Summary

RECIPE4Mobility (stands for Regrouping European Clusters in a Partnership of Excellence for Mobility) is a 24-months project pursuing the overall objectives of strengthening our clusters' management skills, providing professional services to our ecosystems, especially SMEs, and generating cross-sectorial and cross-border European value chains in the urban mobility sector. This COSME project brings together 5 clusters in France (NextMove), Germany (RTECH), Hungary (Zone Cluster), the Netherlands (RAI Automotive Industry NL) and Portugal (Mobinov).

This report will be on the RECIPE4Mobility lessons learned, including facts and figures linked to all activities carried out. It will contain an additional part dedicated the ESCP-4x partnership sustainability foreseen beyond the grant period. Lessons learned is an on-going effort throughout the life of the project. All 5 partners NextMove, RTECH, Zone Cluster, RAI Automotive Industry NL and Mobinov contribute with their inputs to the elaboration of this report.

Each partner had to talk about the activities that did in the project, more specifically the description of the activity, the impact and the lessons learned. Next Move talked about the Training and Coaching Sessions, Zone Cluster about the Partnership Strategy, RTECH the Clusters-missions, AutomotiveNL about the ClusterXchange `pilot scheme and last but not least Mobinov regarding Communication Project.

# Table of Contents

Document Information ..... 2

Abstract ..... 3

Executive Summary ..... 4

Training and Coaching Sessions (NextMove) ..... 6

Training sessions ..... 8

Partnership Strategy (Zone Cluster) ..... 10

Clusters-Missions (RTECH) ..... 13

ClusterXchange `pilot scheme (AutomotiveNL) ..... 16

Communication and Dissemination (Mobinov) ..... 18

Conclusions ..... 20

## Training and Coaching Sessions (NextMove)

### Description

#### Training sessions

Based on the finding that Automotive & Mobility clusters in Europe are all confronted with a rather relative support of the State in terms of funding, and with an economic crisis which will have lasting effects on our members, the RECIPE4Mobility consortium partners decided to face this challenge by need to increase the quality and diversity of our service offers.

For this reason, the consortium published a Call for Expert, which helped us to identify a cluster management excellence expert, Mr. Alain Tubiana, who proposed a series of 6 modules (divided on 12 training sessions of half-a-day each) to:

- Improve our teams' skills on clusters strategy, business model and services, but also members engagement, and monitoring and assessment
- Transfer best practices in cluster management
- Facilitate the implementation of these practices

With the help of conceptual inputs and case studies on cluster management, the presentation of successful cluster management examples, but also through the exchange and discussions between the consortium partners and group works on specific cluster issues, all the partners managed to learn and consolidate their skills on 6 crucial topics for our daily work:

1. Setting up a cluster dynamic
2. Managing collective intelligence
3. Cluster strategy as a tool for cluster dynamic and efficiency
4. Implementation and monitoring of the cluster strategy
5. Cluster business model
6. Designing a full service offer

#### Coaching sessions

To fulfill the objectives of exchanging experiences and best practices among the consortium partners, as well as overcoming gaps between our organisations, we decided to implement 4 coaching sessions to discuss on the 6 best practices identified from the whole consortium as interesting and of added value.

During these coaching sessions the consortium partners had the occasion to present the best practices of each cluster organisation with a particular stress on the presentation of some case studies, in order to allow a deeper

analysis from all the participants, as well as an evaluation of the success factors. The partners could also discuss on eventual opportunities of cooperation on these practices, both within our Partnership and with other Excellence European Partnerships. All the partners received a template prepared by the consortium coordinator, so that the intervention could have a common structure, to ease the analysis. An important time for Q&A and exchange has also been planned, in order to allow other participants to get useful information on the various aspects characterizing the best practices.

## Impact

### Training sessions

The impact of the training sessions for the consortium partners has been measured through the implementation of a satisfaction survey by the trainer: the answers of each participant gave a clear idea of the new knowledges acquired during the training sessions, as well as the positive points and the potential improvements (that will be detailed in the next session).

Many partners mentioned that these trainings were very useful, in order to acquire new tools and methods that will be used on a daily basis, namely in the construction (or review) of each cluster's strategy: these tools helped (and will continue to help) us to conduct a deep analysis of our organisation, our work and our strategies and to identify the possible areas for improvement, as well as our strengths.

Another important take-away of the concerns the cluster members and their implications in the life of the organisation: one of the goals for the partners is that assure the active participation and actual interest of most members, to contribute to the network as cooperators, not only as consumers and spectators. This will be done by providing added-value services, establishing an effective and regular communication with them, as well as by the implementation of a strong monitoring process (and gathering of data)

In conclusion, one of the most appreciated training sessions was the one held in presence in Paris (during the cluster mission) on the topic of the Cluster Business Model: the consortium partners got the chance to analyse the business models of some of our organisations with the help and feedback of the other clusters, as well as of the trainer. In addition, interesting exchanges took place on the different financing options and type of services provided by all of us. Most of the partners managed to identify various potential elements that could be implemented in their organisation in the short or medium term.

### Coaching sessions

Based on the contributions of all consortium partners for the deliverable presenting the individual strategies and roadmap of our organisations, the exchanges of best practices and the discussions during the coaching sessions were definitely useful for all of us: all the partners confirmed that various services / activities / funding

opportunities presented by other organisations of the consortium attract their attention and were identified as potentially interested to be developed and implemented within their service offer in the near future. Each cluster partner thus confirmed to have acquired concrete contributions for their work and their offer for the members thanks to these sessions.

Two of the most important achievements supported by the exchange of best practices and experiences among the cluster partners, were the merge of the two technology clusters into one large cluster and the creation of a funding booklet for cluster members by E-Mobility Cluster (now Cluster Mobility & Logistics). The idea of merging the two topic-specific clusters grew to a high degree of maturity within this project and partnership, also with insights on the merge performed by NextMove between 2019 and 2020.

In addition, during one of the last coaching sessions, NextMove presented his experience with the audit for the Cluster Management Excellence Gold Label: as the partner Cluster Mobility and Logistics (CML) is currently in the preparation process for his audit, the exchange was very fruitful and supported CML to identify the attention points and get useful suggestions.

## Lessons Learned

### Training sessions

A first important finding that was done by the consortium partners was in link with the preparation of these training sessions: it's crucial for the totality of the consortium to assert commonly the objectives and expectations from the sessions, so that these can be clearly stated with the trainer and contribute to develop relevant trainings, choose the right tools, topics and propose a logical structure. Based on the evaluation survey shared by the trainer, all partners agreed that objectives were clearly stated, and topics were relevant and interesting.

Participation and interactions among the participants have always been strongly encouraged by the trainer with the use of interactive tools like *Klaxoon*, the use of group works to propose small-group discussions, but also through encouraging the use of cameras and asking regular questions to all the participants.

The duration of the trainings has been slightly overestimated due to the digital format of the sessions: 6 onsite trainings of 1 day each well distributed on the year would have been adapted, but due to the travel limitations and the use of a digital version, 12 half-days behind a screen with the limitations of the format were perceived as slightly too much.

The onsite training session in Paris mentioned above has been identified as “the best session” by most of the participants, as the dynamic as well as quantity and quality of the exchanges have been considerably high: a potential improvement on this aspect could therefore concern the balance between the digital sessions and

the onsite sessions composing the trainings. If the situation allows it, a good balance should be found between these two formats to allow on the one side the convenience of the digital and the dynamic of the onsite.

In conclusion, a monitoring process during the whole training phase should be implemented: in our case the coordinator of the consortium had regular contacts with the trainer in order to make a point after each session and eventually forward comments, feedbacks and potential suggestions for improvement that could be taken into account right away by the trainer for the next session and not only at the end of the whole process with the evaluation survey.

### Coaching sessions

As the coaching sessions took place in a digitally, the limits of the digital format, as in all kinds of activities characterizing this period, the limits of the digital format were present but strongly lower: each coaching session had a duration of about one hour/one hour and a half, this allowed to all participants to focus on the two main activities performed during this pretty short period, namely the presentations and the open discussion and Q&A.

The best practices analysed and discussed during these sessions met the interest of all the consortium partners, as these had been chosen commonly by the consortium, however after the presentation and discussion of the 6 selected best practices, the consortium partners decided to focus the last two sessions on more current challenges characterizing the project on this period, rather than perform a second selection of best practices. This choice had the positive effect of guaranteeing the interest of all the partners (as the discussions touched very practical and current manners like the organization of cluster mission, the communication and dissemination on the project, etc.) even if limited contributions have been done on certain aspects.

For this reason, a balance between the presentation of the best practices of the service offers of the various partners and the presentation of more practical aspects in link with the project should be found.

## Partnership Strategy (Zone Cluster)

### Description

The objective of WP3 was to develop a successful partnership strategy with an implementation roadmap. The development of RECIPE4Mobility strategy was linked to clusters' individual strategies, analyses, and regional priorities. It also considered the cluster's SME members, especially their needs and the wishes of end-consumers.

In order to develop a strategy and roadmap, the consortium followed the following steps:

1. Market (B2C market) needs analysis: The goal of end-market research was to ensure that the partnership takes decisions based on data and accurate information. For this reason, our consortium carried out in-depth research on the following four market elements: context, channels, customers, and competitors. As a result of the end-market analysis, the partnership better understood the value chain and target markets, which supported future cooperation.
2. Cluster member SMEs' needs analysis: Along with the end-market analysis, the research of the SMEs' needs was also essential to clearly understand the companies' motivations and objectives towards the cluster organizations and the collaboration.

Following both the market and the cluster member SMEs' need analyses, and using the cluster competency maps, our RECIPE4Mobility consortium identified a market 'niche' at the Market niche workshop that took place on 19<sup>th</sup> January 2021.

To create a successful strategy and implementation plan, our partnership established a working group called the RECIPE4Mobility Partnership Strategy Working Group (PSWG). The PSWG was composed of the representatives of the five consortium member clusters, and was in charge of defining the following areas:

- The main goal of the RECIPE4Mobility strategy
- The implementation pillars (areas for intervention)
- The objectives of each implementation pillars

As a next step, the PSWG created the roadmap for the strategy implementation, using the trinity of objectives, actions, and results. In case of the actions, the consortium defined the exact tasks, the responsible organizations, the timing of the action and the source of the funds.

The PSWG meetings took place on the following days:

- 17<sup>th</sup> February 2021

- 12<sup>th</sup> March 2021
- 15<sup>th</sup> April 2021
- 7<sup>th</sup> July 2021

As the last step, the members of the PSWG reviewed the strategy and roadmap with their individual cluster management team in order to provide feedback to the consortium and align the common partnership strategy with the individual cluster strategies.

## Impact

One of the main goals of developing the Partnership strategy with an implementation roadmap was to ensure that the consortium member cluster continue their cooperation even after the end of the Recipe4Mobility project to support the development of the European mobility ecosystem.

Therefore, the consortium members agreed on a vision to become a valuable, impactful cluster partnership for mobility in Europe by promoting the deployment of forward-looking mobility solutions, hence contributing to a sustainable future in the European mobility ecosystem.

The mission of the common cluster strategy is to be defined as follows: “We support the mobility transition of Europe through fostering innovation partnerships and connecting various stakeholders, supporting SMEs to find new business opportunities in mobility sector, training of clusters and cluster members, supporting policy-making.”

The implementation of the mission is based on the following 7 main strategic pillars:

1. Enhancement of innovation
2. Support of business development
3. Education and training
4. Sustainable financing
5. Regional development
6. Influence on policy-making
7. Trust and commitment of general public

The vision and the mission will be reached while the partnership stands up commonly for the values of openness, innovation, and cooperation.

Due to the commitment and the successful cooperation of the consortium members, the project will continue from 2022 as the Remobilise project, with the aim of further strengthening the mobility ecosystem.

## Lessons Learned

Originally, the important Partnership Strategy Working Groups meetings were planned to take place as in-person meetings, e.g., aligned with the cluster missions. However, due to the travel restrictions linked to the corona virus, travelling was impossible during most of the project. Therefore, the PSWG meetings took place online, using Zoom (for communication) and Miro (as a collaborative whiteboard tool). Generally, the PSWG meetings were effective, nevertheless, participants might have found the meetings too lengthy and a bit impersonal.

As a key recommendation for the Remobilise project or other future projects with an intense period focusing on strategic planning, it would be ideal to organize an in-person strategy planning day. As we could see it in other parts of the project (like in case of the training sessions), in-person events focusing on complex topics, such as cluster strategy, resulted in higher engagement and commitment from participants and a better discussion about the different challenging issues.

## Clusters-Missions (RTECH)

### Description

These knowledge exchange missions aimed to connect clusters and their members. In each mission a group of about 5-10 representatives of clusters, at least 1 SMEs of each cluster, plus potential bigger companies visited the hosting cluster for 3 days, with the goal to learn about local cluster ecosystem and tools, meet relevant representatives and establish practical bonds.

Throughout the RECIPE4Mobility project, three clusters-missions were planned, and each had an individual mission statement. It was planned to start the first clusters-mission by visiting the gold label cluster NextMove. Two other clusters-missions were hosted by AutomotiveNL and Cluster Mobility & Logistics. Due to the Covid-19 pandemic the sequence of cluster missions was rescheduled. The first cluster mission took part online and was hosted by Automotive NL. The second mission was a physical mission taking place in France. The last mission again was organized as an only digital event hosted by Cluster Mobility & Logistics.

#### 1<sup>st</sup> Cluster mission in the Netherlands

Date: 18<sup>th</sup> November 2020

Format: digital

Host: RAI Automotive NL

Involved: all partners + SMEs

#### 2<sup>nd</sup> Cluster mission in France

Date: 20<sup>th</sup> to 22<sup>nd</sup> September 2021

Format: physical site visit

Host: NextMove

Involved: all partners + SMEs

#### 3<sup>rd</sup> Cluster mission in Germany

Date: 24<sup>th</sup> to 26<sup>th</sup> January 2022

Format: digital

Host: Cluster Mobility & Logistics

Involved: all partners + SMEs

## Impact

The main focus of each mission was the knowledge transfer and exchange between the local representatives of the hosting cluster as well as offering the possibility to connect between the participating SMEs. Every hosting cluster, whether digital or physical, managed to integrate both visits of SMEs, big players, and training centres, in order to guarantee a good balance of categories of actors and they all represented key innovative players of the ecosystems of our two regions. The focus of all the visits was the safe and sustainable urban mobility and all the presentations were held in English.

Concerning the networking, it could be seen that it was much easier and low threshold to be offered at the physical mission. All participants were constantly together during the various visits. They could use every free minute to exchange ideas and talk about possible cooperation. In addition, certain programme items such as a networking dinner were planned to offer an additional platform. For the virtual missions, dedicated tools and time slots had to be planned. Nevertheless, sufficient networking opportunities were also offered here, e.g., through the use of an online conference tool with a specific matchmaking function called Remo. At the last cluster mission in Regensburg (Germany), the MS Teams tool was used, and the matchmaking was carried out in advance by providing the participants with the relevant information during registration. Both virtual missions had dedicated time slots for the exchange between the SMEs. The figures show that the digital format did not cause any disadvantages: 16 individual meetings during the Dutch mission and 12 B2B meetings offered during the Regensburg mission.

To ensure the quality of the Missions, anonymous feedback was collected from all the Missions participants immediately after the Mission. It was overall a very good feedback. The consortium reviewed the feedback scores and comments and based on them adjusted the typical Mission's agenda or took actions to improve the impact of these missions.

Participants were encouraged to write articles and blog posts about their learnings, as well as share these with their "home" cluster counterparts and SMEs.

## Lessons Learned

The cluster missions were initially planned as 3-days physical events and should serve as an important basis for the transfer and exchange of knowledge as well as an opportunity to connect between European SMEs. Due to the Covid-19 restrictions, the consortium had to organize many virtual formats instead of physical events. Two of the three cluster missions were conducted digitally. At the beginning, the consortium tried to avoid the restrictions imposed by the pandemic. To this end, the originally planned mission in Paris was postponed to a later date. In retrospect, it can be said that this was a good and important decision. Due to a new wave of infections, the consortium was again faced with the challenge of dealing with the restrictions of the pandemic

with the second planned mission in the Netherlands. Finally, the decision was made to organize and conduct the mission in a digital format in order not to cause further postponements and time pressure towards the end of the project. By using a special online conference tool called “Remo”, the mission was very interactive and structured even though the tool was very complex and needed lots of time for preparation. To keep it as simple as possible for all participants to get in touch with the chosen conferencing tool the Cluster Mobility & Logistics developed a manual on how to use Remo. The manual was provided to all registered participants a few days before the event and supported the participants with the log-in and finding their way in the online conference room. The numbers are showing that the programme was interesting for the 79 registered participants. 16 individual meetings were conducted during the mission, which shows that the networking was successful and satisfactory as well.

The second cluster mission hosted by the French partner NextMove took place in physical format. The programme included 3-days on site visits at different organizations and participants had many opportunities to network and exchange with other clusters or SMEs. During this onsite mission, it became clear that, besides the networking and discussions with other participants and members of the NextMove network, one factor that particularly awakened the interest of the various participants. Notably the presentation of demonstrators and laboratories: during the visits at the Gustave Eiffel University and the Autonomous Lab of Transdev for instance, lots of questions and interesting exchanges were generated by the visits of these structures that were the focus of the programme.

Again, faced with some restrictions caused by Covid-19 the last mission in Germany again was organized in a digital format following the lessons learnt of the first mission. The host Cluster Mobility & Logistics decided to use a simpler tool (MS Teams) for the online conference. The 3-day program included two topics, “Autonomous Driving” and “IoT meets Mobility”, as well as the possibility for B2B meetings at the afternoon. The matchmaking was not done in the conference tool like at the first mission it was done beforehand in one-to-one contact.

All these experiences have shown that it is possible to carry out and complete such a project with added value for all participants, even in these unfamiliar challenging times. However, it should be emphasized that the only on-site cluster mission that took place in France showed how valuable and irreplaceable the physical exchange between SMEs and individuals is.

## ClusterXchange `pilot scheme (AutomotiveNL)

### Description

Work Package 5 (WP5) is all about the ClusterXchange pilot programme which is a new pilot programme to support short-term exchanges to better connect Europe's industrial ecosystems. WP5 is led by RAI Automotive Industry NL and the timeframe of WP5 is from M1 till M24 (throughout the whole project). The general objective of ClusterXchange is to encourage and facilitate transnational, cross-regional, sectoral, and cross-sectoral cooperation between clusters and their members to boost their learning and innovation-oriented activities with the view to increase the competitiveness of European SMEs. 13 European Strategic Cluster Partnerships (ESCP) have access to the pilot of ClusterXchange of which our consortium is one of them. With this project we have access to the ClusterXchange pilot, and we offer to all of our partners the opportunity to join and to broaden their horizon within Europe.

### Impact

The execution of the ClusterXchange pilot was initially planned as several 3-days physical events and should serve as an important basis for the transfer and exchange of knowledge as well as an opportunity to connect between European SMEs. Throughout the RECIPE4Mobility project the goal was to establish at least 50 physical exchanges, of which 25 exchanges should involve SMEs.

However, starting in Q1 2020, Europe was hit by the COVID-19 virus. International travel and physical meetings were greatly reduced due to this virus. COVID-19 therefore has had a huge impact on the envisioned ClusterXchange program. For example, the virus affected the launch of the ClusterXchange pilot. Instead of June 2020 the ClusterXchange IT tool was launched on 23rd September 2020.

Nevertheless, we continued the promotion of the program via our valuable networks and the communication tools and dissemination activities during the first reporting period. During the second semester, we highlighted the opportunities offered by the pilot during the first online clusters-mission in Netherlands and local events in France and Germany. And further throughout the project the program was also promoted via local events in Hungary, the Netherlands and Portugal.

Regarding the exchanges and adaptation to the COVID-19 situation, we followed closely the adjustments proposed by the European Commission, as to organize virtual ClusterXchange experiences. We believe that the impact of such virtual ClusterXchange's is reduced on participants. There are no informal networking moments, no drinks, dinners nor are there moments to relax and reflect collaboratively. Being three days physically together creates a different experience compared to being together virtually for three days where it is possible to switch off your camera and microphone and thus have no 'real' connection with the other participants.

Exchanges are being planned, organized, and managed via the ClusterXchange IT tool. This is a matchmaking tool which finds the perfect match between a hosting organization and a visiting organization. The tool itself is part of the pilot and so we thought that it was not really that user friendly and it takes a lot of effort and time to fill it out. We had discussions with the other 12 European Strategic Cluster Partnerships that are experiencing the same issues.

## Lessons Learned

In the first year of RECIPE4Mobility it was simply not possible to run through an (virtual) exchange. Although all partnerships were given the opportunity to manage several three days virtual exchanges, this is extremely difficult as we need to understand what motivates companies to attend digital events first. In addition, we must learn to understand how external companies should build an exchange program for three days. We instinctively still have the idea that nobody conducts an exchange online at home for three days. If virtual exchanges would still be made possible, we would strongly recommend reducing the amount of days to 1.

At the moment of writing this report in total 27 exchanges were managed by the RECIPE4Mobility partnership of which 5 were organized digitally:

1. Mobinov and Polish Cluster of Composite Technologies → 1 virtual exchange
2. Training sessions → 4 virtual exchanges
3. IAA München → 13 physical exchanges
4. Cluster mission France → 9 physical exchanges

In general, all exchanges were perceived as positive. Some were more difficult to organize than others. This goes for the exchange itself as for the process of creating such an exchange. However, making sure that SMEs are willing to make use of the ClusterXchange program, plus asking them to create profiles and find matches might be too demanding. Therefore, we have learnt that managing all the exchanges via the RECIPE4Mobility partnership itself, and learning to manage the ClusterXchange IT tool, had more added value for the SME's.

All these experiences have shown that it is possible to carry out and complete such exchanges with added value for all participants, even in these unfamiliar challenging times. However, it should be emphasized that the on-site cluster mission in France and the IAA München exchanges that took place physically showed how valuable and irreplaceable the physical exchange between SMEs and other entities is.

## Communication and Dissemination (Mobinov)

### Description

Mobinov is leader of the WP6 – Outreach and awareness-raising activities and the timeframe of this Work Package is from M1 till M24, it starts at the beginning of the action and is continued throughout the project lifecycle. The main objectives of the communication project are to provide the RECIPE4Mobility consortium with an effective and strategic communication plan and communication tools, focusing European SMEs, as well as key targeted stakeholders (SMEs, scaling-up support organisations, regional authorities, other clusters, other networks, etc.), build and spread a well-recognised identity of RECIPE4Mobility as an excellence ESCP-4x for safe and sustainable urban mobility, promote RECIPE4Mobility events, activities and services, involving SMEs and other stakeholders, inform and raise awareness about RECIPE4Mobility activities, notably regarding the pilot and facilitate internal communication and collaboration among clusters partners.

### Impact

The communication of the project is important to disseminate, promote and communicate RECIPE4Mobility activities and results. In the beginning of the project, it starts the COVID-19. For that reason, we had to find solutions to achieve the objectives of the project.

One of the main focus was the communication plan, describing the communication strategy and the respected activities that the consortium will carry out throughout RECIPE4Mobility lifetime. This plan sets clear communication objectives (specifying goals, anticipated impact, reaction, or anticipated changes in the intended audience).

Other focus on this WP was the communication tools that we use to promote RECIPE4Mobility events, activities, and services. The implementation tools for communication contributes to increased project communication in an efficient way. For this reason, we create RECIPE4Mobility website, logo, and social networks (LinkedIn and Twitter). Firstly, the website allowed to communicate and promote RECIPE4Mobility events, activities, lessons-learn, reports, raise awareness specifically about the RECIPE4Mobility ClusterXchange pilot opportunities, targeting key stakeholders such SMEs, scaling-up support organisations, regional authorities, other clusters, other networks, also, build and spread a well-recognised identity of RECIPE4Mobility as an excellence ESCP-4x for safe and sustainable urban mobility (including the RECIPE4Mobility logo), and support the creation of a RECIPE4Mobility European value-chain (a matchmaking and/or a restrictive forum allowing SMEs to interact and collaborate will be created). The social networks allowed a widespread and efficient communication channel and support the website regarding the promotion, communication and dissemination of the project's results and opportunities. We also design for the flyers of the 3 clusters missions that happened which give a continued work and harmony to the project.

The dissemination on the project results also were essential to show what we were doing during the project for example:

- COVID-19 – RECIPE4Mobility collaboration and response to the crisis;
- How can European Automotive & Mobility clusters offer added value-services to their SMEs: best practices;
- Testimonies from SMEs, scaling-up support organizations and regional authorities about clusters' added value;
- Report on lessons learned throughout RECIPE4Mobility activities;
- RECIPE4Mobility Partnership Strategy and Implementation Roadmap.

Last but not least, the goals of WP6 were almost all achieved as planned. More than 1000 SMEs benefited directly or indirectly from supported actions. To make this happen we organised 5 local events in France, Germany, Portugal, Hungary, and Netherlands also, we participate in 3 ECCP events and, the final event of RECIPE4Mobility. The website visits and social networks views were achieved as also the number of articles, news and SMEs testimonies on the website. There was only on KPI, the media reach, that was not achieve due to unexpected expenses to publish on the media.

## Lessons Learned

The communication of the project is very important especially due to COVID-19, we had to find solutions to promote RECIPE4Mobility activities. In various occasions we had to change the physical events to online and many in-person events were replaced by, online events or webinars which offer a low-cost way of sharing ideas among a group of geographically distributed experts.

Another example was the cluster missions, two of them were digitally, what increase the complexity of the event. We use different platforms and types of communication to invite people to stay in front of a screen with interest in all cluster mission which was not easy. In our point of view is important to set well defined goals, choose the audiences, decide the messages and adequate communication tools and channels. We also learned that is mandatory a regular monitor and update the communication strategy and activity plan regularly.

Communication must last even after the work is done.

## Conclusions

This Report concludes 24 months of lessons learned throughout RECIPE4Mobility activities. This document shows us the RECIPE4Mobility lessons learned, including facts and figures linked to all activities carried out. To disseminate our results on lessons learned, we highlighted the main activities that occurred along the project and put forward examples that we hope will be useful to them.

In the end of the project, organisations should take the opportunity to hold a “lessons learned” meeting to identify areas for improvement, as well as success factors and innovations that can increase the outcomes of our next project named Remobilise.

## RECIPE4Mobility Partners



**NextMove (France):** Gold Label automotive and mobility cluster that strengthens innovation and competitiveness of companies from Ile-de-France (Paris region) and Normandy regions. Created in 2006, NextMove has 620 members, from which 360 are cutting-edge SMEs operating in the urban mobility sector.



**Cluster Mobility and Logistics (Germany):** Created in 2011, E-Mobility Cluster Regensburg has the ambitious goal to place Bavaria region among the best locations for technological innovation. Particularly, in the field of electric mobility which is part and parcel of the regional business development program. 30 out of the 40 members are SMEs.



**Zone Cluster (Hungary):** Created in 2018, Zone Cluster is a recent cluster which aims to become a significant European professional base for the future mobility solutions and infrastructures development. It has recently already encountered a major success being part of the EIT Urban Mobility.



**RAI Automotive Industry NL (Netherlands):** Created in 2011, since 2020 part of the RAI Association. RAI Automotive Industry NL is a strong and experienced cluster dedicated to working together with all automotive- and mobility related organizations to address the ongoing challenges facing the Dutch automotive industry. It regroups almost 200 members, 90% of them are SMEs.



**Mobinov (Portugal):** Created in 2016, Mobinov is an automotive cluster aiming to foster the growth of the national automotive sector through mobilizing initiatives and projects that enhance international competitiveness, innovation and increased added value for its members. It has 55 members, including 24 SMEs.



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