

D.4.3.2. Business modules joint report

InnovaMare project

Blue technology - Developing innovative
technologies for sustainability of Adriatic Sea

WP4 - Creation and establishment of innovation
ecosystem model for underwater robotics and
sensors

Project References

Call for proposal 2019 Strategic – InnovaMare

Project number: 10248782

Work package: WP4 Creation and establishment of innovation ecosystem model for underwater robotics and sensors

Activity title: A3 Developing an education and capacity building program for DIH

Deliverable title: D4.3.2. Business modules joint report

Expected date: M17

Deliverable description: Report will contain all the conclusion and recommendation given during the business modules held from April – October 2021.

Partner responsible: LP, PP1, PP2, PP5, PP7, PP8, PP9, PP11

Partner responsible for the deliverable: Croatian Chamber of Economy

Dissemination level: CO - Confidential

Status: Final

Version: V1

Date: 30th November 2021

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Conclusion



Description of the train the trainers and business modules

In the framework of InnovaMare strategic project - Blue technology - Developing innovative technologies for sustainability of Adriatic Sea, coordinated by the Croatian Chamber of Economy, and co-financed by the European Union, ERDF (European Regional Development Fund), through Interreg VA Italy-Croatia Programme (2014-2020), project partners have organized train the trainers and business modules that were held from April until October 2021.

Main goals of workshops and trainings are:

- to explain each stakeholder its roles and position in each part of innovation ecosystem,
- gather inputs based on know-how regarding collaboration activities,
- to bring new ways of cooperation on the principle of triple helix model in the innovation ecosystem that will lead to the development of new products

The topics that were presented to the participants were in the form of presentations, success stories and exercise that included individual and group work. Partners and interested stakeholders were educated on topics Intellectual Property Rights, New business models, Technology transfer, Innovation management, Innovation ecosystem, Spin offs, Innovation and environmental sustainability and Digital transformation.

There were eight train the trainers and educations modules held. Topics that were for train the trainers and module business were Intellectual Property Rights, New business models, Technology transfer, Innovation management and business modules were Innovation and environmental sustainability and Digital transformation.

In this report, we will get the overview of train the trainers and business modules held together and two business modules.

Developing an education and capacity building program for DIH, as participants of training the trainers and business modules workshops in relevant topics and develop skills to continue to train stakeholders when DIH is established.

Train the trainers and Business modules - Innovation strategy and innovation management April 6th -8th 2021, online

The first training Innovation strategy and innovation management – Create and running research spin-off companies was held by Nicola Redi.

The lecture started with the definition of the innovation that was described as - a new idea is a thought about something new or unique, making that idea real is an invention, and innovation is an invention that has a socioeconomic effect. Later on, we have discussed about why the innovation is so important. Lectures that were prepared for the first day were focused on deep-tech innovation and tech Transfer were the main points were explained and discussed:

- The technology Transfer process is made of four phases and a feedback to continuously bring market insights to the earliest phases of the process.
- Corporations are the final customers and payers of the technology Transfer process.
- Spin off equity investment are a relevant source of value and more than 80% of exits VC are through industrial M&A.
- PoC is the most critical phase of the technology Transfer process and investments might be effective only if supported by strong industrial competences.

Second theme was tech Transfer models in Europe. We have learned through best practice examples that:

- The most successful European technology Transfer models share a long term/evergreen/very early stage investment model, coupled with active support and, in some cases, direct spin-off management.
- KU Leuven is the reference TT model in continental Europe
- IP Group works very closely with partner universities, investing as early as in pre-seed with a long term perspective, offering all required managerial and consulting services to its portfolio companies and IP Group (including Imperial Innovations, acquired in 2016) is expanding globally and had a significant impact in financial and societal terms.
- Best examples that were described include also: Ascenion with a scalable approach, Fraunhofer Ventures that is improving a winning model, and Karolinska Innovation that is small but highly integrated, with a clear focus on Life Science.

The topic running proof of concept was based on a fact that pre-seed phase is critical and is performed within RTO's facilities before spin-off is incorporated. IP licensing and access to RTO facilities are fundamental after incorporation.

Through a lecture we have learned that:

- A novel PoC investment program is designed, which combines technology development, education and test facilities, and is performed before spin-offs are incorporated.
- A pilot environment for technology and use case validation is fundamental for Proof of Concepts: Lean Experience Factory 4.0 represents an opportunity for all Southern Europe.
- A specific educational program are creating opportunity for:
 - being supported in developing a market oriented product,
 - being part of a network similar to specific expertise,
 - integration and testing of new technologies in industrial environment,
 - creating product concepts that fit the market,
 - setting up an IP strategy to protect and create value,
 - being educated and mentored on latest entrepreneurial methodologies.

Through the last topic on the first day we had an overview of the determinants of a sound spin-off business plan. Through the best practice examples we have come to the next conclusions:

- Business planning is all about capturing value out of the best customer experiences and technology is just an enabling and/or competitive asset, but the whole value chain has to be haped in a startup company.
- Understanding all personas in your market is mandatory for successful experiences.
- Customer experience should be considered for every stakeholder of product lifecycle.

Second day of the training with Nicola Redi started with the topic Startup financing tools. We have learned that:

- There are different phases in startups' lifecycle.
- Revenues, costs and investments are different for each phase.
- Risk capital has a complete different way of working then equity but also has a different way of working than debt.
- Every stage of investment has a specific name and a specific kind of investor (not just venture capital).
- There are significant differences between funds and informal investors and who informal investors are.

We have continued gaining knowledge on how a venture capital funds works. We were given information that:

- There are significant differences between funds and informal investors.
- VC are the innovation catalysts between financial and corporate worlds.

- Closed end fund is a very common financial tool for technology Transfer, seed and venture capital and have learned the basic principles of a fund.

The third lesson of the second day was about the global early-stage investment landscape where we have learned that there are:

- Investment distribution per phase (% , €B)
- Investment distribution by size of round (% , €B)
- Pre-seed & seed
- Startup phase (A Round)
- Later stage (B Round and following)
- Median time in years after startup set-up for each round
- Corporate Venture Capital

In order to fully capture the value of deep-tech startup companies, established corporations are activating new innovation tools beyond the traditional R&D and M&A.

The last topic covered by Nicola Redi was measuring the value of a spin-off company.

The lecture started with the point that a good financial investment relies on sound industrial performances and returns. Later on we were explained why understanding the fair market value of a good (or company's shares) is guessing its Transaction value, accepted by both buyer and seller. After that we have continued to learn about:

- What is the value of an investment?
- Fair value of a (startup) company is all about shared expectations on future returns
- Fair value of a company is based on expected returns to its shareholders
- Multipliers depend on several present company structure and future expectations
- Which multiplier would work for your company?
- Discounted cash flow might lead to wild valuations.

The conclusion was that using the most common methodologies is often inappropriate for startup companies. Many variables influence the ability of a startup company to create value for its shareholders. Venture capital method determines the price (pre-money valuation) investors are willing to pay for each round based on expected exit value and target IRR (which is risk-correlated). Still, there is no innovation without research: deep tech, basically the outcome of scientific research, is today's principal tool for innovation. Meanwhile, in the last 15 years the corporate world has changed its innovation model, from a closed to an open one, and deep tech startup companies are nowadays the main driver of innovation from science to market.

Technology Transfer is the process Translating research findings into businesses, moving from labs into global markets through novel products and services. Proof of concept (PoC) is the first step of

technology Transfer and yet the most critical: it determines up to 80% of future product's lifecycle costs and a thorough knowledge of the specific industry and the end market is mandatory already during this phase. Financing PoC projects is a mandatory condition for an effective technology Transfer process; however, the combination of money and technology alone does not enable the successful growth of a deep tech business. Five dimensions are in effect required to act together to launch a research spin-off:

- I) technology and top researchers,
- II) smart money,
- III) experienced managers,
- IV) top class infrastructures to Translate technologies into real products and
- V) the presence of perspective customers since the very beginning.

Venture capital is wrongly perceived as the appropriate financial tool for the early stages of a deep tech startup. Data show that venture capital funds invest primarily after a company has passed the technological development phase and shows consistent market metrics. Furthermore, it takes nearly two and half years after incorporation for an entrepreneur to get its company funded, both in Europe and in the US. Other means of financing are therefore to be considered when launching a new deep tech business, making sure that both informal investors and investment funds are aligned beside their intrinsic differences. Disinvestment is always a mandatory requirement of investors: European and US market data indicate that industrial acquisitions are the exit scenario in nearly 9 cases on 10; going public through an IPO has little chance to happen. Valuations are also far from those usually communicated in the media. So-called "unicorns" are rare and often artificially inflated: more "grounded on hearth" expectations should be raised to entrepreneurs. Corporate are rational investors and do not follow fashionable startupper: while there are clear signs of a potential new speculative bubble around venture capital, mostly in late stage rounds, acquisition pricing has been vice versa lowering in the last four years.

The second day of the train the trainers and business modules have been lectured by Alberto Di Minin. After the short introduction, the lesson started off with the definition of Open innovation by H.W. Chesbrough: "Open Innovation is a paradigm that assumes that firms can and should use external ideas as well as internal ideas, and internal and external paths to market, as the firms look to advance their technology. Open Innovation combines internal and external ideas into architectures and systems whose requirements are defined by a business model".

We were given the information about inbound and outbound in open innovation process:

- The outside-in process: enriching the company's own knowledge base through the integration of suppliers, customers, and external knowledge sourcing.

- The inside-out process refers to earning profits by bringing ideas to market, selling IP, and multiplying technology by Transferring ideas to the outside environment.
- The coupled process refers to co-creation with (mainly) complementary partners through alliances, cooperation, and joint ventures during which give and take are crucial for success.

Third day of the training and the second lecture of Alberto Di Minin started with the introduction of Nonaka and Konno concept of “Ba”: Building a foundation for knowledge creation.

Ba, the space where individuals relate to each other and knowledge is created, provides a platform for increasing individual and/or collective knowledge.

Ba can be physical (e.g. office, dispersed business space), virtual (e.g. e-mail, videoconference, digital platforms), mental (e.g. shared experiences, ideas, models) or any combination of them.

Through the discussion and acquaintance with a terms absorptive capacity, we have concluded what is the value of external information, the ability of a firm to recognize the value of new external information, assimilate it and exploit it for commercial ends.

In addition, we have learned that absorptive capacity is a by-product of:

- Own R&D
- Own current manufacturing operations
- Borrow new knowledge from others
- Purchase new knowledge

Firms will tend to absorb new knowledge when doing so is inexpensive and will tend not to do so when it is expensive. Managers should embrace intrapreneurship, that encouraging managers to take up initiatives that deviate from business-as usual.

While discussing about the organizational culture and configuration, we have learned that in balancing the internal and external in open Innovation means:

- No pure outsourcing of R&D investments
- Selection and nurturing of relevant and synergic internal capabilities to benefit from a joint development with external partners
- Companies failing to give attention to the development of internal knowhow might lack the relevant absorptive capacity to engage into fruitful open innovation strategies.

We were introduced to a term of ambidexterity and what does it mean in business world.

An ambidextrous company is able to both:

- adapt: move quickly towards new opportunities, to adjust to volatile markets, to avoid complacency.

- align: have a clear sense of how value is being created in the short term and how activities should be streamlined and coordinated to deliver value.

Organizational culture of such companies encourages:

- development of a common language within the company
- shared values and a clear way to measure success between partners.

Through the best practice examples, we have learned more about what are corporate incubators and corporate accelerators, knowledge brokers, dynamic capabilities and how do firms adapt to discontinuous change by bridging the dynamic capabilities and ambidexterity perspectives.

The lecture has ended with a short discussion and some extra literature on the subject of the training.



Participants list for the Train the trainers and Business modules online Innovation management, April 6th -8th 2021.:

Riepilogo riunione	
Numero totale di partecipanti	25
Titolo riunione	INNOVAMARE Train the Trainers - Alberto Di Minin session 1
Ora inizio riunione	7/4/2021, 13:47:07
Ora di fine riunione	7/4/2021, 18:01:09
Nome e cognome	Ora partecipazione
GARLATTI COSTA GRAZIA	7/4/2021, 13:47:07
BORTOLUZZI GUIDO	7/4/2021, 13:47:54
Gianni Biasini	7/4/2021, 13:54:12
Alberto Di Minin	7/4/2021, 13:55:29
Željka Rajković	7/4/2021, 13:55:40
Petra Karanikić	7/4/2021, 13:59:20
roberta.lazzari	7/4/2021, 14:00:03
roberta.lazzari	7/4/2021, 16:33:50
Francesca De Pascalis CNR (Ospite)	7/4/2021, 14:00:32
\Umberto Velluso (Ospite)\\"	7/4/2021, 14:01:15
Simone Marini	7/4/2021, 14:01:50
Fausto Ferreira	7/4/2021, 14:02:18
\Caterina (Ospite)\\"	7/4/2021, 14:04:01
Fabio Brunetti	7/4/2021, 14:06:40
Fabio Brunetti	7/4/2021, 16:32:42
Norma Rosso (Ospite)	7/4/2021, 14:06:57
Arianna Pittarello UCV (Ospite)	7/4/2021, 14:07:12
Kristijan Bošnjak	7/4/2021, 14:07:31
\\\\\\"Umberto Velluso (Ospite)\\\\\\"	7/4/2021, 14:12:48
Valeria Patruno	7/4/2021, 14:16:52
Christian Springer	7/4/2021, 14:30:34
Michol Ghezze (Ospite)	7/4/2021, 14:45:48
\Damir Slamić (SKC) (Gost)\\"	7/4/2021, 14:55:43
Martina Rossi	7/4/2021, 14:58:06
Umberto Velluso (Ospite)	7/4/2021, 15:28:14
Carlo Kraskovic	7/4/2021, 15:30:26
\Arianna Pittarello UCV (Ospite)\\"	7/4/2021, 15:56:48

Riepilogo riunione	
Numero totale di partecipanti	26
Titolo riunione	INNOVAMARE Train the Trainers - Alberto Di Minin - session 2
Ora inizio riunione	8/4/2021, 08:47:58
Ora di fine riunione	8/4/2021, 13:05:07
Nome e cognome	Ora partecipazione
BORTOLUZZI GUIDO	8/4/2021, 08:47:58
GARLATTI COSTA GRAZIA	8/4/2021, 08:49:39
GARLATTI COSTA GRAZIA	8/4/2021, 13:04:42
\\\\\\\"dinka (Guest)\\\\\\\""	8/4/2021, 08:53:50
Željka Rajković	8/4/2021, 08:57:18
Željka Rajković	8/4/2021, 11:35:29
Željka Rajković	8/4/2021, 12:38:30
Fausto Ferreira	8/4/2021, 08:58:22
Gianni Biasini	8/4/2021, 08:58:25
Simone Marini	8/4/2021, 08:58:59
Umberto Velluso (Ospite)	8/4/2021, 09:00:29
Fabio Brunetti	8/4/2021, 09:00:54
Christian Springer	8/4/2021, 09:01:07
\\\\\\\"Arianna Pittarello UCV (Ospite)\\\\\\\""	8/4/2021, 09:02:03
Carlo Kraskovic	8/4/2021, 09:02:13
Petra Ostojić	8/4/2021, 09:02:26
Francesca De Pascalis CNR	8/4/2021, 09:02:28
Kristijan Bošnjak	8/4/2021, 09:03:16
\\\\\\\"Caterina (Ospite)\\\\\\\""	8/4/2021, 09:03:53
Alberto Di Minin	8/4/2021, 09:04:59
Željana Mikovčić	8/4/2021, 09:07:42
Raphaela Gutty	8/4/2021, 09:08:17
Raphaela Gutty	8/4/2021, 10:38:01
Alessandro Giordano	8/4/2021, 09:10:21
Valeria Patruno	8/4/2021, 09:10:24
Norma Rosso (Ospite)	8/4/2021, 09:15:16
roberta.lazzari	8/4/2021, 09:33:37
Petra Karanikić	8/4/2021, 10:04:00
Francesca De Pascalis CNR (Ospite)	8/4/2021, 10:30:35
Martina Rossi	8/4/2021, 10:36:18

meetingAttendanceReport(INNOVAMARE Train the Trainers - Nicola Redi session 1)

Meeting Summary			
Total Number of Participants	32		
Meeting Title	INNOVAMARE Train the Trainers - Nicola Redi session 1		
Meeting Start Time	06/04/2021	13:46:35	
Meeting End Time	06/04/2021	18:04:23	
Full Name	Join Time	Leave Time	Duration
GARLATTI COSTA GRAZIA	06/04/2021	13:46:35	06/04/2021 18:01:29
Željana Mikovčić	06/04/2021	13:46:42	06/04/2021 16:12:16
BORTOLUZZI GUIDO	06/04/2021	13:46:47	06/04/2021 18:01:33
Jasna Pletkosić	06/04/2021	13:50:27	06/04/2021 17:17:24
Željka Rajković	06/04/2021	13:51:12	06/04/2021 14:18:03
Francesca De Pascalis CNR (Ospite)	06/04/2021	13:52:30	06/04/2021 18:04:23
LARIAT (UNIDU) (Guest)	06/04/2021	13:52:52	06/04/2021 17:46:47
Caterina (Ospite)	06/04/2021	13:55:41	06/04/2021 18:01:19
Umberto Velluso (Ospite)	06/04/2021	13:55:57	06/04/2021 18:03:27
Gianni Biasini	06/04/2021	13:56:33	06/04/2021 16:15:09
Petra Ostojić	06/04/2021	13:56:39	06/04/2021 17:30:25
Fausto Ferreira	06/04/2021	13:56:57	06/04/2021 15:32:45
Fausto Ferreira	06/04/2021	15:32:46	06/04/2021 15:33:41
Fausto Ferreira	06/04/2021	17:05:21	06/04/2021 17:05:21
Fausto Ferreira	06/04/2021	17:06:06	06/04/2021 18:01:23
Mateo Ivanac	06/04/2021	13:57:02	06/04/2021 15:03:25
Mateo Ivanac	06/04/2021	15:07:19	06/04/2021 18:01:41
Carlo Kraskovic	06/04/2021	13:59:14	06/04/2021 15:47:33
Ivana (Guest)	06/04/2021	14:00:27	06/04/2021 17:07:50
Ivana (Guest)	06/04/2021	17:37:15	06/04/2021 18:01:22
Nicola Redi	06/04/2021	14:00:27	06/04/2021 18:01:24
Valeria Patruno (Ospite)	06/04/2021	14:00:28	06/04/2021 17:12:48
Petra Karanikić	06/04/2021	14:00:40	06/04/2021 18:01:26
Damir Slamić (SKC) (Gost)	06/04/2021	14:02:02	06/04/2021 16:26:36
Domagoj Šarić	06/04/2021	14:02:58	06/04/2021 18:01:25
Irene Gasperi (Ospite)	06/04/2021	14:03:48	06/04/2021 18:01:22
Kristijan Bošnjak	06/04/2021	14:05:28	06/04/2021 15:59:14
Fabio Brunetti	06/04/2021	14:05:56	06/04/2021 18:01:23
Christian Springer	06/04/2021	14:09:21	06/04/2021 18:01:38
Michol Ghezso (Ospite)	06/04/2021	14:17:50	06/04/2021 15:01:42
Ivana Palunko (Guest)	06/04/2021	14:19:29	06/04/2021 17:13:19
Ivana Palunko (Guest)	06/04/2021	17:35:43	06/04/2021 17:39:53
roberta.lazzari	06/04/2021	14:24:03	06/04/2021 17:24:09
Francesca Tondi (ARTI) (Ospite)	06/04/2021	14:37:24	06/04/2021 18:01:27
Michol Ghezso CNR-ISMAR (Ospite)	06/04/2021	15:39:20	06/04/2021 17:00:46
Arianna Pittarello (Ospite)	06/04/2021	16:00:31	06/04/2021 17:14:57
Gianni Biasini	06/04/2021	16:14:35	06/04/2021 18:01:22
Arianna Pittarello (Ospite)	06/04/2021	17:24:18	06/04/2021 18:01:28

Riepilogo riunione	
Numero totale di partecipanti	27
Titolo riunione	INNOVAMARE Train the Trainers - Nicola Redi session 2
Ora inizio riunione	7/4/2021, 08:49:08
Ora di fine riunione	7/4/2021, 16:03:57
Nome e cognome	Ora partecipazione
GARLATTI COSTA GRAZIA	7/4/2021, 08:49:08
GARLATTI COSTA GRAZIA	7/4/2021, 13:49:34
GARLATTI COSTA GRAZIA	7/4/2021, 16:03:47
BORTOLUZZI GUIDO	7/4/2021, 08:50:20
BORTOLUZZI GUIDO	7/4/2021, 13:49:52
Željka Rajković	7/4/2021, 08:52:07
\dinka (Guest)\"""	7/4/2021, 08:53:17
Gianni Biasini	7/4/2021, 08:54:30
Željana Mikovčić	7/4/2021, 08:56:46
Caterina (Ospite)	7/4/2021, 08:57:09
Umberto Velluso (Ospite)	7/4/2021, 08:59:05
Christian Springer	7/4/2021, 08:59:05
Nicola Redi	7/4/2021, 08:59:06
Domagoj Šarić	7/4/2021, 08:59:14
Ivana Palunko (Guest)	7/4/2021, 09:00:05
Carlo Kraskovic	7/4/2021, 09:00:27
\Francesca De Pascalis CNR (Ospite)	7/4/2021, 09:01:26
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\\\\\\\\"\\\\\\\\\\\\\\\\"Francesca De Pascalis	7/4/2021, 10:36:11
Mateo Ivanac	7/4/2021, 09:02:23
Petra Ostojić	7/4/2021, 09:02:55
Fausto Ferreira	7/4/2021, 09:03:12
roberta.lazzari	7/4/2021, 09:03:33
Fabio Brunetti	7/4/2021, 09:03:56
Petra Karanikić	7/4/2021, 09:04:00
Kristijan Bošnjak	7/4/2021, 09:09:28
Irene Gasperi (Ospite)	7/4/2021, 09:20:10
Arianna Pittarello UCV (Ospite)	7/4/2021, 09:23:08
DONÀ GIACOMO [EC6200422]	7/4/2021, 09:25:25
Valeria Patruno	7/4/2021, 09:26:55
Valeria Patruno	7/4/2021, 10:12:33
Damir Slamić (SKC) (Gost)	7/4/2021, 11:08:28

Agenda for the Train the trainers and Business modules online Innovation management, April 6th -8th 2021.:

TRAIN THE TRAINERS

2nd EDUCATIONAL MODEL – ONLINE TRAINING

6-7-8 APRIL 2021

Innovation strategy and innovation management

Please find the training agenda below.

We wish us all cheerful and inspiring discussions and are looking forward to seeing you soon.

Sincerely,

UniTS team

AGENDA

Day 1 – Tuesday 6 April – 14.00-18.00	
Lecturer Nicola Redi- First session	
Create and running research spin-off companies	
Link to join the session	
https://teams.microsoft.com//meetup-join/19%3ameeting_MWQzNWViOTAtMDFkOS00YmMwLWExMDctODJjNzhIZWVmNml4%40thread.v2/0?context=%7b%22Tid%22%3a%22a54b3635-128c-460f-b967-6ded8df82e75%22%2c%22Oid%22%3a%22d8ca844e-dd48-48b7-a8dd-412de02c8a34%22%7d	
14.00-14.50	<i>Deep-tech innovation and tech transfer</i>
15.00-15.50	<i>Tech transfer models in Europe</i>
16.00-16.50	<i>Running proof of concept</i>
17.00-17.50	<i>The determinants of a sound spin-off business plan</i>

Day 2 – Wednesday 7 April – 9.00-13.00

Lecturer Nicola Redi- Second session

Create and running research spin-off companies

Link to join the session

https://teams.microsoft.com/l/meetup-join/19%3ameeting_OTAxYjJkOTktYjc1ZS00MmYxLWlwZmltZTgyYjEwZDE0NjAx%40thread.v2/0?context=%7b%22Tid%22%3a%22a54b3635-128c-460f-b967-6ded8df82e75%22%2c%22Oid%22%3a%2203c8b704-2c46-41ab-b708-89ee06a7dfa8%22%7d

9.00-9.50	<i>Startup financing tools</i>
10.00-10.50	<i>How a venture capital fund works</i>
11.00-11.50	<i>Global early-stage investment landscape</i>
12.00-12.50	<i>Measuring the value of a spin-off company</i>

Day 2 – Wednesday 7 April – 14.00-18.00

Lecturer Alberto Di Minin- First session

Open Innovation Strategies: From implementation to execution

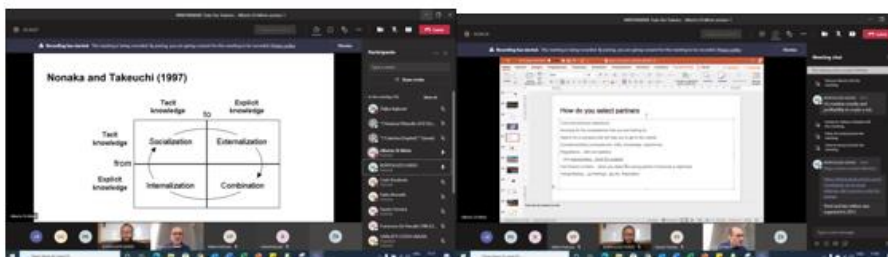
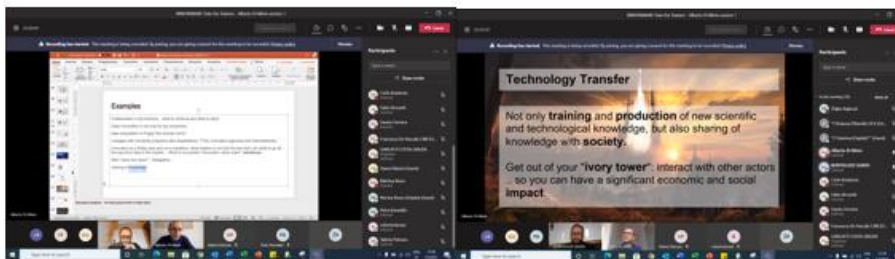
Link to join the session

https://teams.microsoft.com/l/meetup-join/19%3ameeting_NWM2YzNhNTQtMzg1NC00NWJhLWFIZmltNmU0NzdIMzAyNiEy%40thread.v2/0?content=%7b%22Tid%22%3a%22a54b3635-128c-460f-b967-6ded8df82e75%22%2c%22Oid%22%3a%2203c8b704-2c46-41ab-b708-89ee06a7dfa8%22%7d

14.00-15.30	<i>Introduction to Open Innovation</i>
15.30-17.00	<i>Willingness and proactiveness to change</i>
17.00-18.00	<i>Organizational Culture</i>

<p>Day 3 – Thursday 8 April – 9.00-13.00</p> <p>Lecturer Alberto Di Minin- Second session</p>	
<p>Open Innovation Strategies: From implementation to execution</p>	
<p>Link to join the session</p> <p>https://teams.microsoft.com/l/meetup-join/19%3ameeting_NzExOTk2NWEtZDA3ZC00MTUwLTgyZmMtZmNkMmQ3MTMyYTg3%40thread.v2/0?context=%7b%22Tid%22%3a%22a54b3635-128c-460f-b967-6ded8df82e75%22%2c%22Oid%22%3a%2203c8b704-2c46-41ab-b708-89ee06a7dfa8%22%7d</p>	
9.00-11.00	<i>Value Appropriation</i>
11.00-13.00	<i>The Execution Breaks to Open Innovation</i>

Photographs from the Business modules online Innovation management, April 6th -8th 2021:



Train the trainers and Business modules - Intellectual property rights, 7 – 9 June 2021, online

The objective of the three-day educational module was to provide the participants with valuable insight into the world of protection of intellectual property rights by means of an overview. Furthermore, the objective was to promote awareness of intellectual property as a mechanism of protection for the most important group of business assets in today's economy, by means of practical advice.

The participants gained understanding of the structure and the main fields of protection of the Intellectual Property Rights (IPRs) in accordance with the Paris and Berne Conventions and their application through the national laws and in the industrial practice. The emphasis were given to the practical aspects of protection in a format of an overview.

In particular, the educational module gave informative and engaging overview in the areas of Copyrights and related rights and Industrial Property, Trademarks, Industrial Design, other IP Related Rights, Patents, Business Secrets/ Confidentiality, Licensing, Counterfeiting and Piracy and Dispute Resolution. Furthermore, it dedicated some time to discussion of issues such as the creation of IP strategies, enforcement of IP rights, exploiting IP rights and IP dispute resolution. Participants of the educational module gained a better understanding of how to properly identify the intangible assets protectable by intellectual property, develop appropriate protection strategies into the business strategy of their company, and which tools are available for the protection of the IP rights.

The interactive educational module on the topic of protection of intellectual property rights consisted of three main groups of topics, each divided into several blocks. In particular, the first group of blocks consisted of the introductions and presentations (Blocks 1-4 - Introduction, Copyright and Industrial Property, Trademark, Industrial Design).

The second group of blocks consisted of presentations, discussions, and an exercise (Blocks 5-6 - „Related rights”, Patents).

The third group of blocks consisted of presentations, discussions, and another exercise (Blocks 7-10 - Business Secrets & Confidentiality, Licensing, Counterfeiting and Piracy, Dispute Resolution). The emphasis of the module teaching was put on the combination of classic lecture format, with limited use of case studies and interaction with the participants, including Q&A chat sessions.

While it was preferable to had more interaction and discussion with the participants, the time allocated for the module was not sufficient for the full coverage of the topic and the discussions. Therefore, it was decided that classic lecture format would best reflect the necessary balance for the participants to benefit from this module contents. Of course, the trainer was prepared to deviate from the presentations format should the participants actively raise questions and

participate in the discussions and will in that case be prepared to switch to a more interactive teaching method.

Although this interactive educational module naturally has strong legal background based on relevant legislative foundations, the lecturer emphasized the practical issues and modern industry practices in this dynamic and fast-developing area.

Main points:

In business context:

- knowledge is the driving force behind the modern economy;
- creative and innovation capacity is the main lever of competition;
- the protection of the IP rights is the basis for the Transformation of knowledge (inventiveness, creativity and know-how) into the social assets;
- modern companies that base their business on the use of IPRs have often a higher value of the IPR portfolio than their real estate and/or other assets;

IP is very important for business development:

IP = tool to increase competitiveness and strengthen the position of products and services on the market:

- growth in the market value of the company;
- impact on the placement of products and services on the market (trademark, industrial design);
- development/acquisition of new technology (patent, licensing);
- commercialization of innovative products (patent);
- increase in financial resources - bookkeeping + tax value; new funding opportunities;
- image among consumers, competitors, shareholders and society in general.

IPRs in modern business - when?

- launching a business activity/going to the market;
- creating a new product or a service solution;
- the development of market identity;
- recruitment of new employees (research, development, marketing, accounting, finance...);
- disclosure of confidential information (joint venture, banks, subcontractors, consultants, employees...)
- developing a new marketing campaign;
- software, computer system development, websites;

- design development, creation of an author's work;
- protection of trade secrets (internal bylaws, marking, control/supervision...);
- new business cooperation;
- developing an export strategy;
- accounting and finance (display of value);
- status changes (privatization, acquisition, merger, demerger, entrepreneurial contracts...)
- exit from operations /cessation of operations (closure of the production line, bankruptcy, liquidation)...
- ... always

IPR Strategy Development

- no ad hoc IPR protection can be successful – strategy needed
- proper IA identification and management only through the IP strategy
- IPR portfolio building and management
- resources structuring and prioritization
- products, markets, rights priorities
- developing and protecting intangible assets through adding value

Participants list for the Train the trainers and Business modules online IPR, June 7th -9th 2021.:

Sažetak sastanka					
Ukupan broj sudionika		26			
Naslov sastanka	General				
Vrijeme početka sastanka	07. 06. 2021. 09:23:39				
Vrijeme završetka sastanka	07. 06. 2021. 12:03:58				
Ime i prezime	Vrijeme pridruživanja	Vrijeme napuštanja	Trajanje	E-pošta	Uloga
Željka Rajković	07. 06. 2021. 09:23:39	07. 06. 2021. 12:03:58	2 h 40 min	zrajkovic@hgk.hr	Organizator
Lana Trifunić	07. 06. 2021. 09:47:01	07. 06. 2021. 12:03:41	2 h 16 min	admin@Notitiadoo876.onmicro	Izlagač
Mladen Vukmir	07. 06. 2021. 09:47:49	07. 06. 2021. 09:55:27	7 min 38 s	Mladen.Vukmir@vukmir.net	Izlagač
Mladen Vukmir	07. 06. 2021. 10:00:22	07. 06. 2021. 12:03:31	2 h 3 min	Mladen.Vukmir@vukmir.net	Izlagač
Jasna Pletikosić	07. 06. 2021. 09:50:07	07. 06. 2021. 12:03:33	2 h 13 min	jpletikosic@hgk.hr	Izlagač
Mateo Ivanac	07. 06. 2021. 09:54:26	07. 06. 2021. 12:03:58	2 h 9 min	MIVANAC_HGK.HR#EXT#@crpm	Izlagač
Gianni Biasini	07. 06. 2021. 09:59:27	07. 06. 2021. 12:03:28	2 h 4 min		Izlagač
Manuela (Guest)	07. 06. 2021. 09:59:29	07. 06. 2021. 12:03:58	2 h 4 min		Izlagač
Ivana Palunko	07. 06. 2021. 09:59:29	07. 06. 2021. 12:03:29	2 h 3 min	ipalunko@unidu.hr	Izlagač
Simonetta Lorenzon	07. 06. 2021. 09:59:31	07. 06. 2021. 11:03:45	1 h 4 min	slorenzon@inogs.it	Izlagač
Simonetta Lorenzon	07. 06. 2021. 11:04:58	07. 06. 2021. 12:03:32	58 min 34 s	slorenzon@inogs.it	Izlagač
BORTOLUZZI GUIDO	07. 06. 2021. 09:59:44	07. 06. 2021. 12:03:49	2 h 4 min	12822@ds.units.it	Izlagač
Elena (Guest)	07. 06. 2021. 09:59:46	07. 06. 2021. 12:03:34	2 h 3 min		Izlagač
GARLATTI COSTA GRAZIA	07. 06. 2021. 09:59:46	07. 06. 2021. 12:03:33	2 h 3 min	35687@ds.units.it	Izlagač
Christian Springer	07. 06. 2021. 09:59:58	07. 06. 2021. 11:02:33	1 h 2 min	cspringer@hgk.hr	Izlagač
Christian Springer	07. 06. 2021. 11:17:56	07. 06. 2021. 12:03:50	45 min 54 s	cspringer@hgk.hr	Izlagač
Fausto Ferreira	07. 06. 2021. 10:00:21	07. 06. 2021. 12:03:34	2 h 3 min	fferreira@fer.hr	Izlagač
Sara Toffoletto T2i (Guest)	07. 06. 2021. 10:00:26	07. 06. 2021. 12:03:58	2 h 3 min		Izlagač
Carlo Kraskovic	07. 06. 2021. 10:00:45	07. 06. 2021. 10:56:40	55 min 55 s	carlo.kraskovic@marefvg.it	Izlagač
Valeria Patrino (ARTI) (Guest)	07. 06. 2021. 10:00:47	07. 06. 2021. 12:03:37	2 h 2 min		Izlagač
Petra Ostojić	07. 06. 2021. 10:01:59	07. 06. 2021. 12:03:36	2 h 1 min	postojic@hgk.hr	Izlagač
Simone Marini	07. 06. 2021. 10:02:04	07. 06. 2021. 12:03:30	2 h 1 min	simone.marini@cnr.it	Izlagač
Sandra Oštrić Prlina	07. 06. 2021. 10:02:56	07. 06. 2021. 12:03:44	2 h	sostric@hgk.hr	Izlagač
Kristijan Bošnjak	07. 06. 2021. 10:05:52	07. 06. 2021. 12:03:58	1 h 58 min	kbosnjak@hgk.hr	Izlagač
Nicola Sartori - Ca' Foscari (Guest)	07. 06. 2021. 10:06:29	07. 06. 2021. 11:52:28	1 h 45 min		Izlagač
Alessandro Giordano	07. 06. 2021. 10:11:12	07. 06. 2021. 12:03:58	1 h 52 min	ag@commtechcesena.onmicro	Izlagač
""""""""""Roberta Lazzari (Guest)	07. 06. 2021. 10:39:10	07. 06. 2021. 12:03:27	1 h 24 min		Izlagač
Frane Šesnić	07. 06. 2021. 10:51:25	07. 06. 2021. 12:03:32	1 h 12 min	frane.sesnic_zicer.hr#EXT#@fer	Izlagač
Henrieta Belegišanin	07. 06. 2021. 11:03:32	07. 06. 2021. 12:03:34	1 h	Henrieta.Belegisanin@blue-wo	Izlagač



Sažetak sastanka					
Ukupan broj sudionika		28			
Naslov sastanka	General				
Vrijeme početka sastanka	08. 06. 2021. 09:52:22				
Vrijeme završetka sastanka	08. 06. 2021. 13:03:31				
Ime i prezime	Vrijeme pridruživanja	Vrijeme napuštanj	Trajanje	E-pošta	Uloga
Željka Rajković	08. 06. 2021. 09:52:22	08. 06. 2021. 13:03:	3 h 11 min	zrajkovic@hgk.hr	Organizator
Lana Trifunić	08. 06. 2021. 09:52:32	08. 06. 2021. 13:03:	3 h 10 min	admin@Notitiadoo876.onl	Izlagač
Mladen Vukmir	08. 06. 2021. 09:55:49	08. 06. 2021. 13:03:	3 h 7 min	Mladen.Vukmir@vukmir.n	Izlagač
Gianni Biasini	08. 06. 2021. 09:56:59	08. 06. 2021. 13:02:	3 h 5 min		Izlagač
Grazia Garlatti Costa	08. 06. 2021. 09:56:59	08. 06. 2021. 13:03:	3 h 6 min		Izlagač
Simonetta Lorenzon	08. 06. 2021. 09:57:00	08. 06. 2021. 10:25:	28 min 21 s	slorenzon@inogs.it	Izlagač
BORTOLUZZI GUIDO	08. 06. 2021. 09:57:02	08. 06. 2021. 13:03:	3 h 6 min	12822@ds.units.it	Izlagač
Mirjana (Guest)	08. 06. 2021. 09:57:27	08. 06. 2021. 11:34:	1 h 36 min		Izlagač
Slaven (Guest)	08. 06. 2021. 09:59:26	08. 06. 2021. 13:03:	3 h 4 min		Izlagač
Carlo Kraskovic	08. 06. 2021. 10:00:20	08. 06. 2021. 11:27:	1 h 27 min	carlo.kraskovic@marefvg.i	Izlagač
Francesca De Pascalis CNR ISMA	08. 06. 2021. 10:00:27	08. 06. 2021. 11:52:	1 h 52 min		Izlagač
Christian Springer	08. 06. 2021. 10:01:03	08. 06. 2021. 11:29:	1 h 28 min	cspringer@hgk.hr	Izlagač
Christian Springer	08. 06. 2021. 11:46:35	08. 06. 2021. 13:03:	1 h 16 min	cspringer@hgk.hr	Izlagač
Ivana Palunko	08. 06. 2021. 10:02:59	08. 06. 2021. 13:03:	3 h	ipalunko@unidu.hr	Izlagač
Fausto Ferreira	08. 06. 2021. 10:03:04	08. 06. 2021. 13:03:	3 h	fferreira@fer.hr	Izlagač
Sandra Oštrić Prlina	08. 06. 2021. 10:03:58	08. 06. 2021. 13:03:	2 h 59 min	sostric@hgk.hr	Izlagač
Umberto Velluso Unipd (Guest)	08. 06. 2021. 10:04:34	08. 06. 2021. 13:03:	2 h 58 min		Izlagač
Jasna Pletikosić	08. 06. 2021. 10:05:33	08. 06. 2021. 13:03:	2 h 57 min	jpletikosic@hgk.hr	Izlagač
Petra Ostojić	08. 06. 2021. 10:05:56	08. 06. 2021. 13:03:	2 h 57 min	postojic@hgk.hr	Izlagač
Nicola Sartori - Ca' Foscari (Gues	08. 06. 2021. 10:08:34	08. 06. 2021. 10:55:	47 min 24 s		Izlagač
Fabio Brunetti	08. 06. 2021. 10:11:01	08. 06. 2021. 12:21:	2 h 10 min	fbrunetti@inogs.it	Izlagač
Valeria Patruno (ARTI) (Guest)	08. 06. 2021. 10:15:26	08. 06. 2021. 13:03:	2 h 48 min		Izlagač
Di Maria Eleonora	08. 06. 2021. 10:17:40	08. 06. 2021. 11:17:	1 h	eleonora.dimaria@unipd.i	Izlagač
Frane Šesnić	08. 06. 2021. 10:56:08	08. 06. 2021. 12:32:	1 h 36 min	frane.sesnic@zicer.hr	Izlagač
GARLATTI COSTA GRAZIA	08. 06. 2021. 10:56:30	08. 06. 2021. 13:03:	2 h 6 min	35687@ds.units.it	Izlagač
Roberta Lazzari (Ospite)\\\\\\\\\\\\\\\\\\\\"	08. 06. 2021. 11:35:42	08. 06. 2021. 11:36:	1 min 8 s		Izlagač
Petra Karanikić	08. 06. 2021. 11:42:23	08. 06. 2021. 13:03:	1 h 21 min	pkaranikic@uniri.hr	Izlagač
Francesca De Pascalis CNR-ISMA	08. 06. 2021. 12:08:40	08. 06. 2021. 13:03:	54 min 51 s		Izlagač
Mateo Ivanac	08. 06. 2021. 12:22:36	08. 06. 2021. 13:03:	40 min 55 s	mivanac@hgk.hr	Izlagač

Sažetak sastanka					
Ukupan broj sudionika	19				
Naslov sastanka	General				
Vrijeme početka sastanka	09. 06. 2021. 09:48:42				
Vrijeme završetka sastanka	09. 06. 2021. 13:01:29				
Ime i prezime	Vrijeme p	Vrijeme napuštanja	Trajanje	E-pošta	Uloga
Željka Rajković	09. 06. 2021.	09. 06. 2021. 13:01:29	3 h 12 min	zrajkovic@hgk.hr	Organizator
Mladen Vukmir	09. 06. 2021.	09. 06. 2021. 13:01:11	3 h 2 min	Mladen.Vukmir@vukmir.ne	Izlagač
Grazia Garlatti Costa	09. 06. 2021.	09. 06. 2021. 12:38:48	2 h 37 min		Izlagač
Umberto Velluso (Unipd) (Guest)	09. 06. 2021.	09. 06. 2021. 12:51:10	2 h 50 min		Izlagač
Gianni Biasini	09. 06. 2021.	09. 06. 2021. 13:01:10	3 h		Izlagač
Simonetta Lorenzon	09. 06. 2021.	09. 06. 2021. 10:32:05	30 min 53 s	slorenzon@inogs.it	Izlagač
Simonetta Lorenzon	09. 06. 2021.	09. 06. 2021. 13:01:14	1 h 14 min	slorenzon@inogs.it	Izlagač
Carlo Kraskovic	09. 06. 2021.	09. 06. 2021. 13:01:15	3 h	carlo.kraskovic@marefvg.it	Izlagač
BORTOLUZZI GUIDO	09. 06. 2021.	09. 06. 2021. 10:09:12	7 min 46 s	12822@ds.units.it	Izlagač
BORTOLUZZI GUIDO	09. 06. 2021.	09. 06. 2021. 13:01:11	2 h 48 min	12822@ds.units.it	Izlagač
Fausto Ferreira	09. 06. 2021.	09. 06. 2021. 13:01:11	2 h 58 min	fferreira@fer.hr	Izlagač
Petra Ostojić	09. 06. 2021.	09. 06. 2021. 13:01:16	2 h 57 min	postojic@hgk.hr	Izlagač
Sandra Oštrić Prlina	09. 06. 2021.	09. 06. 2021. 13:01:25	2 h 56 min	sostric@hgk.hr	Izlagač
Alessandro Giordano	09. 06. 2021.	09. 06. 2021. 13:01:29	2 h 55 min	ag@commtechcesena.onmi	Izlagač
Jasna Pletikosić	09. 06. 2021.	09. 06. 2021. 13:01:29	2 h 52 min	jpletikosic@hgk.hr	Izlagač
Lana Trifunić	09. 06. 2021.	09. 06. 2021. 13:01:17	2 h 49 min	admin@Notitiadoo876.onm	Izlagač
Valeria Patruno (ARTI) (Guest)	09. 06. 2021.	09. 06. 2021. 12:54:50	2 h 42 min		Izlagač
Christian Springer	09. 06. 2021.	09. 06. 2021. 13:01:19	2 h 47 min	cspringer@hgk.hr	Izlagač
Kristijan Bošnjak	09. 06. 2021.	09. 06. 2021. 13:01:29	2 h 31 min	kbosnjak@hgk.hr	Izlagač
Petra Karanikić	09. 06. 2021.	09. 06. 2021. 13:01:11	27 min 18 s	pkaranikic@uniri.hr	Izlagač
GARLATTI COSTA GRAZIA	09. 06. 2021.	09. 06. 2021. 12:59:37	20 min 42 s	35687@ds.units.it	Izlagač

Agenda for the Train the trainers and Business modules online IPR, June 7th-9th 2021.:

DAY 1

7 June 2021, 10:00 – 12:00 h

Online via [Microsoft Teams](#)

TIME	TOPIC	SPEAKER
10.00 - 10.55	Introduction <ul style="list-style-type: none"> • Intellectual Property, intangible assets, law and business • Patent law, confidentiality protection and innovation • Elements of the Intangible Assets' portfolio management • IP strategy building • IP Law • IP in General • Business Context • Business Importance • Liquid & Vessel / Assets & Rights • IPRs in modern business - when? • IPRs in modern business – illustration • IPR Strategy Development • Traditional division of IPRs • Resources • Modern IP Management Systems I, II 	Mladen Vukmir, VUKMIR & SURADNICI d.o.o.
10.55 - 11.05	Break	
11.05 - 11.50	Copyright and Industrial Property <ul style="list-style-type: none"> • Copyright and the Related Rights • Copyright • Industrial Property Rights Trademark <ul style="list-style-type: none"> • Trademark • Trademark Protection • Trade Mark Examples I, II • Trademark in a company's business • Trademark Protection • Portfolio/Marks Valuation • Sophisticated business patterns • Trademarks and the Society Industrial Design <ul style="list-style-type: none"> • Industrial Design Protection • Industrial Design Examples I, II 	Mladen Vukmir, VUKMIR & SURADNICI d.o.o.
11.50 - 12.00	Q&A & Feedback	

DAY 2

8 June 2021, 10:00 – 13:00 h

Online via [Microsoft Teams](#)

TIME	TOPIC	SPEAKER
10.00 - 11.30	<p>„Related rights“</p> <ul style="list-style-type: none"> • Company Name • Labour Law • Unfair Competition • Data and Privacy • Database Right • Domain Names • Geographical Indications <p>• Exercise 1</p>	Mladen Vukmir, VUKMIR & SURADNICI d.o.o.
11:30 - 11.45	Break	
11.45 – 13:00	<p>Patents</p> <ul style="list-style-type: none"> • Answers are simultaneous • Obtaining Patent Rights • Patent Protection • Patent Protection Systems • Patent Protection Advantages • Patent Protectability • National Patent Protection in HR • Patentability Criteria • Patent Application Process • Patent Description Contents • Patent Examination • Patent Grant Request • Patent Grant • Patent Document 	Mladen Vukmir, VUKMIR & SURADNICI d.o.o.

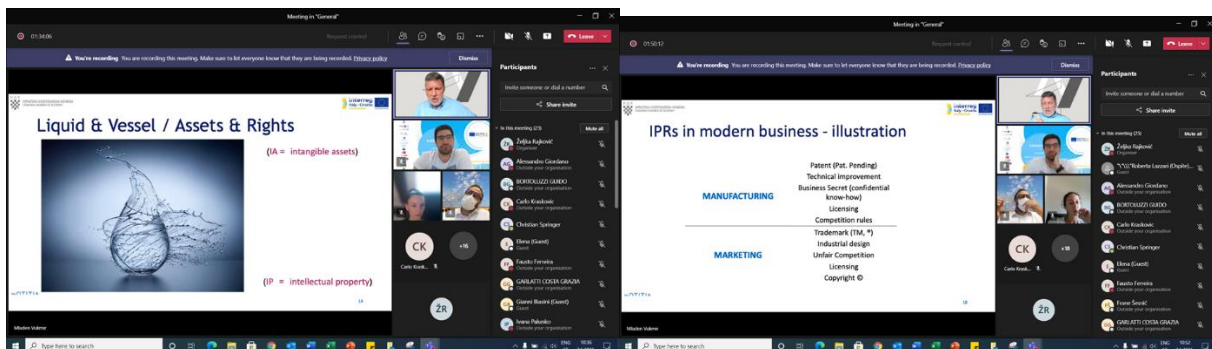
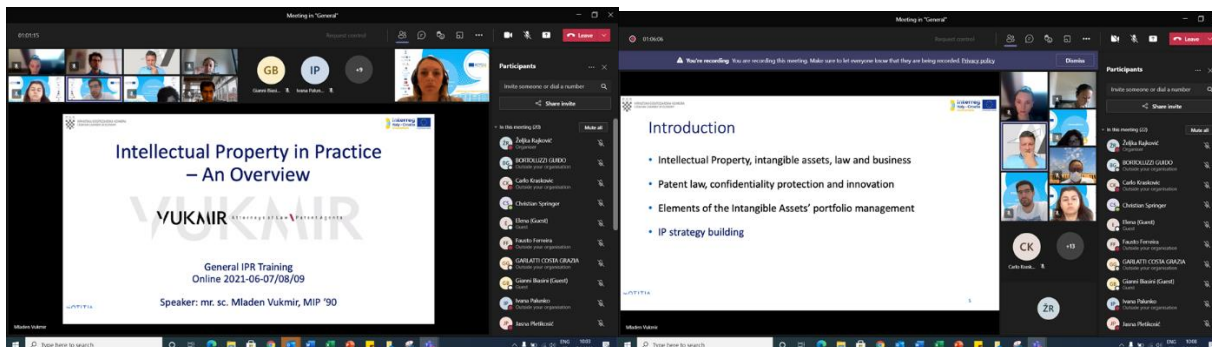
DAY 3

9 June 2021, 10:00 – 13:00 h

Online via [Microsoft Teams](#)

TIME	TOPIC	SPEAKER
10.00 - 11.30	<p>Business Secrets & Confidentiality</p> <ul style="list-style-type: none"> • Business Secrets Protection • Business Secret Protection in the EU • Business Secret - Practical Aspects • Business Secret – Civil Law Protection • Business Secret Protection – Criminal Law • Business Secret Protection – Conclusion <p>• Exercise 2</p> <p>Licensing</p> <ul style="list-style-type: none"> • IPR Licensing • Types of Licenses • Advantages of Licensing • Disadvantages of Licensing 	Mladen Vukmir, VUKMIR & SURADNICI d.o.o.
11:30 - 11.45	Break	
11.45 – 13:00	<p>Counterfeiting and Piracy</p> <ul style="list-style-type: none"> • ACC and IPR Enforcement • Fakes (Counterfeits) • Raids (Sequestration) • Product Types • Safety Issues • Counterfeits • Infringing Goods Destruction <p>Dispute Resolution</p> <ul style="list-style-type: none"> • Dispute Resolution Methods • IPR System – Institutional Framework • IPR Protection – Policing <p>Discussion</p>	Mladen Vukmir, VUKMIR & SURADNICI d.o.o.

Photographs from the Train the trainers and Business modules online IPR, June 7th -9th 2021.:



Train the trainers and Business modules New business models, June 28th -30th 2021, online

During the workshop, we have discovered different aspects of business models: profit, excellence, growth, marketing, pricing, financing, delivery, sustainability.

The workshop was organized in a way that our guest speakers told us real life stories of their business models.

Workshop goals:

- Introducing description, definition and examples of business models
- Encourage participants to rethink their current models and introduce some new ideas
- Present different business models based on real life examples
- Exchange ideas and networking

The workshop started with the introduction to business models by an external expert Vlatko Roland from the company Prehnit. Mr. Roland started the workshop with the answers explained by business models: what is your business product or service? How does it solve problems of those who will use it? What benefit it will create for a customer? How do you intend to market your products and services? How will your business stay competitive? What kind of costs it will face? How it expects to turn a revenue?

With these questions, participants shared their experiences and started the discussion regarding the best business model that would fit the vision and mission of DIH Mairos.

On the first day, guest speaker was Jean-Pierre Maričić from BIOS that presented the work of Business incubators as a business model. We learned about BIOS that was founded by the City of Osijek with aim to support development of SMEs and for creating an environment with adequate conditions for start-ups growth and development in the most critical stages of their existence. We have learned about the main goals, target groups and development stages of the successful business incubator.

After learning more about incubators, we were given the opportunity to learn good and bad sides of the crowdfunding that was presented by Srđan Kovačević from Orqa. The lecturer has pointed out that when considering raising finance for your business, project or venture through crowdfunding, there are a number of factors that should be considered. Advantages of crowdfunding are that it can be a fast way to raise finance with no upfront fees, you are getting opportunity pitching a project or business through the online platform can be a valuable form of

marketing and result in media attention, sharing your idea, you can often get feedback and expert guidance on how to improve it. It is a good way to test the public's reaction to your product/idea - if people are keen to invest it is a good sign that the idea could work well in the market, investors can track progress - this may help to promote brand through their networks. Ideas that may not appeal to conventional investors can often get financed more easily, investors can often become your most loyal customers through the financing process and it's an alternative finance option if you have struggled to get bank loans or traditional funding.

But also, there are disadvantages of crowdfunding such as fact that is not necessarily an easier process to go through compared to the more traditional ways of raising finance - not all projects that apply to crowdfunding platforms get onto them. When you are on your chosen platform, you need to do a lot of work in building up interest before the project launches - significant resources (money and/or time) may be required. If you do not reach your funding target, any finance that has been pledged will usually be returned to your investors and you will receive nothing, failed projects risk damage to the reputation of your business and people who have pledged money to you. If you haven't protected your business idea with a patent or copyright, someone may see it on a crowdfunding site and steal your concept and getting the rewards or returns wrong can mean giving away too much of the business to investors.

On the second day of the workshop, Valent Turković introduced us to the company 3D tvornica where we have learned about 3D printing challenges. First thing we should be aware of is that 3D printing isn't standardized. While 3D printing allows engineers to produce single items inexpensively, it sometimes comes at a cost to quality. Aside from high-end machines that costs millions of dollars to purchase, many 3D printers produce good that are inferior to those made through traditional manufacturing. One of the reasons for this is a lack of universal standards. The most popular material use for 3D printers is plastic filament. While this plastic is high quality and relatively inexpensive, its byproduct ends up in landfills. This practice contradicts our environmental movement to reduce our reliance on plastic. In order for widespread 3D printing to work in the industry, the byproduct must be reused.

While it's fairly easy and inexpensive to print with plastic, metal printers required by big companies can easily costs tens of thousands of dollars. Even when manufacturers have access to this equipment, the process moves very slowly. Unlike traditional manufacturing, there are high costs associated with producing large volumes of certain products using 3D printing. As 3D printing infiltrates the industry, there aren't enough employees who have the background to design, perform and operate the machines.

In order for additive manufacturing to become a common method, manufacturing companies must invest time and money in employee training for both incoming and seasoned engineers. This can come at a challenge, though, since seasoned manufacturers are often reluctant to learn new technology. Additive manufacturing complicates intellectual property. Since additive manufacturing designs can be printed by anyone at any time, it changes the way we see value — shifting the value from the object itself to its design. The consequences of not addressing IP concerns can be particularly harmful. If anyone can print a pirated or unprotected design independent of the intended quality or design measures, this creates security concerns for the public and liability issues for the designer.

Later on, Marko Lukičić from the Acquaint has introduced us with the use of Artificial intelligence as an Enabler of New Business Models in Tourism. By using AI, over 90% of their actions are automated. These automation opportunities are key enabler for new business model. Their areas of expertise are AI solutions for the hotel industry. The hotel industry AI system, Amenity Recommender, is focused on creating a better guest experience, one that is tailored to meet the specific preferences of individual guests while implementing upsell opportunities. Acquaint designs AI specifically for each client. What makes it reliable is its precise decision making and absolute objectivity which nullify potential errors commonly present with human usage. This makes it unquestionably reliable in every aspect. Their AI is not based on any pre-existing modules and is completely built by them, from scratch, ensuring a solid foundation and complete design control. It uses automatized processes based on mathematical functions and machine learning. With AI that learns and advances as it is being used, business will see long-term improvements in various areas, from enhanced customer experience to more focused upsell campaigns that lead to increased profitability.

Last lecture of the second day was held by Stefan Pertl from 3Binfra about managing infrastructure assets. Infralife is a Standard Asset Management Software specifically developed for railway infrastructure operators. It ensures an optimized management of cost-intensive infrastructure. Infralife integrates infrastructure-expertise & latest information technology. The software is based on a strictly modular concept and is developed and optimized in close collaboration with railway infrastructure companies.

The last of the workshop, we have started with the topic Radar-based tide and wave measurement held by Tomislav Grubeša instead of Nikša Orlić from the company Geolux. The company manufactures radar sensors and instruments for use in industrial, hydrology, traffic and security

applications. We were presented with their main activities and products but also with the Radar Technology benefits:

- Ultra-precise surface flow velocity measurement due to radar technology
- Stable water level readings from radar level meter, not affected by changes in air temperature and density
- Simple installation above the water surface, no need for special support constructions
- Simple maintenance since the sensors are not in contact with water, mud, etc.
- Enables ad-hoc installation for short-period monitoring
- Reliable and affordable

Later on, we were introduced to the Data centres and connectivity hubs through the presentation of Goran Đoreski from Interxion: A Digital Realty Company. They provide the ideal environment for connecting to the cloud and building hybrid solutions. They provide their customers the hyperscale public clouds, local cloud providers, network density, and interconnection services. They provide services to different industry sectors that have differing business needs, which influence what their customers want from a data centre partner.

The last topic of the last day of the workshop was on how to finance the idea or start an entrepreneurial project presented to the participants by Vesna Jurković from 3D Financije. This company is actively operating in Croatia since 2018. Through a team of hundreds of clients from various industries to date, their team of experts has developed expertise and provided assistance that will help your company reach an even higher level. They apply the same credit risk policies in the analysis of business models and the structuring of new investment cycles that are planned to be financed with the funds of financial institutions. They are specialized in financing, business valuation, obtaining capital, healthcare sector consulting and education in the area of corporate finances. Through this presentation, we were given the opportunity to hear some success stories in the area of idea financing.

Participants list for the Train the trainers and Business modules New business models, June 28th -30th 2021, online

Meeting Summary		
Total Number of Participants		20
Meeting Title		New Business Models - Workshop
Meeting Start Time		28/06/2021, 10:47:50
Meeting End Time		28/06/2021, 13:44:16
Full Name	Institution	Join Time
Vlatko Roland	Prehnit d.o.o.	28/06/2021, 10:47:50
Gianni Biasini	Communication Technology	28/06/2021, 10:56:55
Lazo		28/06/2021, 10:57:28
Željka Rajković	Croatian Chamber of Economy	28/06/2021, 10:58:13
Carlo Kraskovic	Maritime Technology Cluster FVG	28/06/2021, 10:58:52
GARLATTI COSTA GRAZIA	Croatian Chamber of Economy	28/06/2021, 10:58:53
Umberto Velluso (Unipd) (Guest)	University of Padova (Italy)	28/06/2021, 10:59:40
Poduzetnicki inkubator BIOS	Poduzetnicki inkubator BIOS	28/06/2021, 10:59:42
Raphaela Guty	Maritime Technology Cluster FVG	28/06/2021, 11:00:47
BORTOLUZZI GUIDO	University of Trieste	28/06/2021, 11:00:48
Petra Karanikić	University of Rijeka Department of Bio	28/06/2021, 11:01:08
Irene Gasperi (Ospite)\\" (Guest)	Regional Union of the Chambers of Cor	28/06/2021, 11:01:13
Francesca De Pascalis CNR -ISMAR (Guest)	CNR -ISMAR	28/06/2021, 11:04:52
Gianni Biasini	Communication Technology	28/06/2021, 11:05:19
Fausto Ferreira	Faculty of engineering and computing	28/06/2021, 11:05:40
Fausto Ferreira	Faculty of engineering and computing	28/06/2021, 12:05:39
Roberta Lazzari (Ospite)\\" (Guest)	Regional Union of the Chambers of Cor	28/06/2021, 11:08:08
\Damir Slamić (Škž) (Guest)\\"	Šibensko-kninska county	28/06/2021, 11:09:42
Jasna Pletikosić	Croatian Chamber of Economy	28/06/2021, 11:23:16
Gianni Biasini	Communication Technology	28/06/2021, 11:28:38
Srdjan Kovacevic (Guest)	Orqa	28/06/2021, 12:44:58

Meeting Summary		
Total Number of Participants		21
Meeting Title		New Business Models - Workshop
Meeting Start Time		29/06/2021, 09:40:06
Meeting End Time		29/06/2021, 16:19:41
Participants		
Full Name	Institution	Join Time
Željana Mikovčić	University of Rijeka Department of Biot	29/06/2021, 09:40:06
Kristijan Bošnjak	Croatian Chamber of Economy	29/06/2021, 09:46:25
Gianni Biasini	Communication Technology	29/06/2021, 09:53:14
Ivana Palunko (UNIDU) (Guest)	University of Dubrovnik	29/06/2021, 09:53:24
Vlatko Roland	Prehnit d.o.o.	29/06/2021, 09:55:41
GARLATTI COSTA GRAZIA ml	University of Trieste	29/06/2021, 09:57:44 29/06/2021, 09:57:46
Valent Turković (Guest)	Crisis Innovation Lab d.o.o.	29/06/2021, 09:58:34
Umberto Velluso (Unipd) (Guest)	University of Padova (Italy)	29/06/2021, 09:59:39
Fausto Ferreira	Faculty of engineering and computing	29/06/2021, 10:04:15
Umberto Pangallo	Maritime Technology Cluster FVG	29/06/2021, 10:05:49
Francesca De Pascalis CNR (Guest)	CNR-ISMAR	29/06/2021, 10:12:59
Fabio Brunetti	National Institute of Oceanography and	29/06/2021, 10:14:19
Alessandro Giordano (Ospite) (Guest)	Communication Technology	29/06/2021, 10:18:30
BORTOLUZZI GUIDO	University of Trieste	29/06/2021, 10:28:25
Željka Rajković	Croatian Chamber of Economy	29/06/2021, 10:45:46
Irene Gasperi (Ospite)\\" (Guest)	Regional Union of the Chambers of Con	29/06/2021, 10:57:39
Valeria Patruno (ARTI) (Guest)	Regional Agency for Technology and Inr	29/06/2021, 11:00:31
Christoph Kircher	3B infra Solutions GmbH	29/06/2021, 11:10:56
Damir Slamić (ŠKŽ) (Guest)	Šibensko-kninska county	29/06/2021, 11:11:58
Irene Gasperi (Ospite)\\" (Guest)	Regional Union of the Chambers of Con	29/06/2021, 11:52:51

Meeting Summary		
Total Number of Participants		21
Meeting Title		New Business Models - Workshop
Meeting Start Time		30/06/2021, 09:49:59
Meeting End Time		30/06/2021, 14:12:24
Full Name	Institution	Join Time
Tomislav Grubeša	Geolux d.o.o.	30/06/2021, 09:49:59
GARLATTI COSTA GRAZIA	University of Trieste	30/06/2021, 09:56:29
GARLATTI COSTA GRAZIA	University of Trieste	30/06/2021, 12:06:41
BORTOLUZZI GUIDO	University of Trieste	30/06/2021, 09:57:52
BORTOLUZZI GUIDO	University of Trieste	30/06/2021, 12:06:59
Vlatko Roland	Prehnit d.o.o.	30/06/2021, 09:58:56
Petra Karanikić	University of Rijeka Department of Biot	30/06/2021, 10:00:10
Fausto Ferreira	Faculty of engineering and computing	30/06/2021, 10:00:12
Umberto Velluso (Unipd) (Guest)	University of Padova (Italy)	30/06/2021, 10:01:47
Carlo Kraskovic	Maritime Technology Cluster FVG	30/06/2021, 10:01:52
Roberta Lazzari (Guest)	Regional Union of the Chambers of Con	30/06/2021, 10:02:42
Gianni Biasini	Communication Technology	30/06/2021, 10:03:12
Umberto Pangallo	Maritime Technology Cluster FVG	30/06/2021, 10:04:04
Kristijan Bošnjak	Croatian Chamber of Economy	30/06/2021, 10:05:18
Kristijan Bošnjak	Croatian Chamber of Economy	30/06/2021, 11:21:27
Alessandro Giordano (Ospite) (Guest)	Communication Technology	30/06/2021, 10:05:59
Fabio Brunetti	National Institute of Oceanography and	30/06/2021, 10:08:43
Raphaela Gutty	Maritime Technology Cluster FVG	30/06/2021, 10:09:26
Damir Slamić (ŠKŽ) (Guest)	Šibensko-kninska county	30/06/2021, 10:17:36
Valeria Patrino (ARTI) (Guest)	Regional Agency for Technology and Inr	30/06/2021, 10:40:56
Goran Đoreski	Interxion	30/06/2021, 10:42:30
Goran Đoreski	Interxion	30/06/2021, 10:48:24
Sandra Vujčić	Markoja d.o.o.	30/06/2021, 10:45:56
Ivana Palunko (UNIDU) (Guest)	University of Dubrovnik	30/06/2021, 11:08:13
Boris Borzic	Fond NEK	30/06/2021, 11:43:19

28 June 2021, 11:00 – 13:30 h

Online via [Microsoft Teams](#)



TIME	TOPIC	SPEAKER
11.00 – 12.30	Introduction to business models	Vlatko Roland, Prehnit
	Business incubators	Jean-Pierre Maričić, BIOS
12.30 - 12.40	Break	
12.40 - 13.10	Crowdfunding and more	Srđan Kovačević, Orga
13.10 - 13.30	Q&A & Feedback	



29 June 2021, 10:00 – 12:30 h

Online via [Microsoft Teams](#)

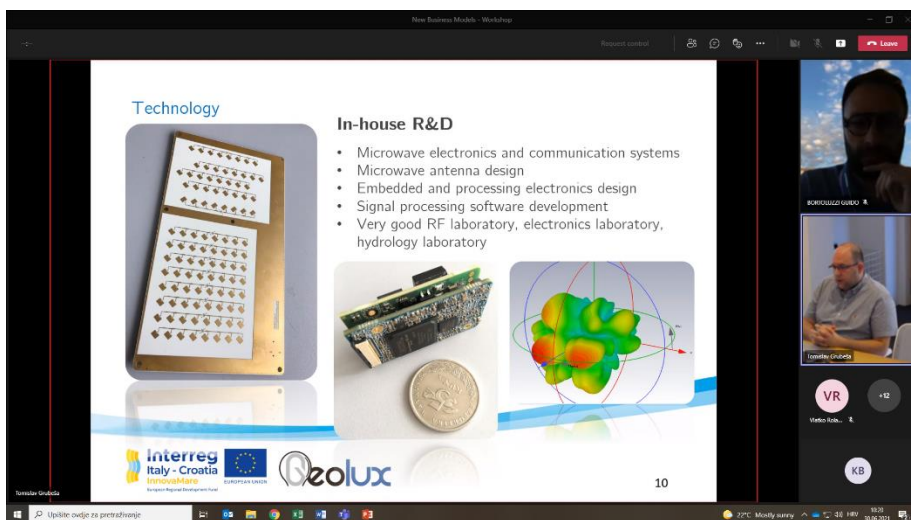
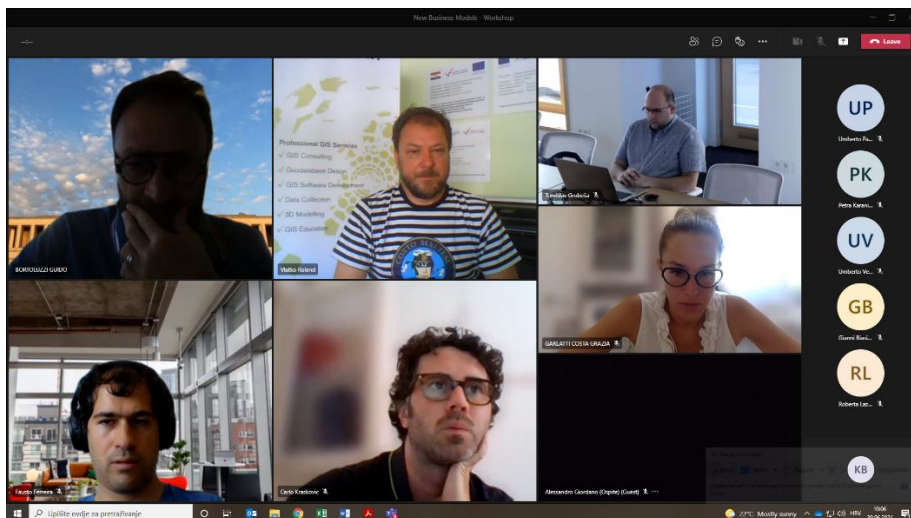
TIME	TOPIC	SPEAKER
10.00 – 11.30	Managing infrastructure assets	Stefan Pertl, 3Binfra
	Artificial intelligence	Marko <u>Lukičić</u> , Acquaint
11.30 - 11.40	Break	
11.40 - 12.10	3D printing challenges	Valent <u>Turković</u> , 3D <u>tvornica</u>
12.10 - 12.30	Q&A & Feedback	

30 June 2021, 10:00 – 12:30 h

Online via [Microsoft Teams](#)

TIME	TOPIC	SPEAKER
10.00 – 11.30	Radar-based tide and wave measurement	<u>Nikša Orlić – Geolux</u>
	Data <u>centres</u> and connectivity hubs	Goran Đoreski, <u>Interxion: A Digital Realty Company</u>
11.30 - 11.40	Break	
11.40 - 12.10	Financing your ideas	Vesna Jurković, <u>3D Financije</u>
12.10 - 12.30	Q&A & Feedback	

Photographs from Train the trainers and Business modules New business models, June 28th - 30th 2021, online



Train the trainers and Business modules – Technology Transfer, September 7th, 9th and 10th 2021, online

This module provided an introduction to technology Transfer and the various channels used and explored technology Transfer in practice with the aim of giving participants a basic grounding in the area. The topics were considered in the context of the Innovamare project with reflection on uptake and impact from technology Transfer.

The objectives of the module were to:

- build an understanding of the various activities that are covered by “technology transfer”
- gain an appreciation of how these work in practice and can work together
- reflect on desired outcomes from technology transfer and the conditions needed to achieve these
- consider technology transfer within the local innovation ecosystem and how this may be supported
- encourage discussion on the topic of technology transfer within the local context

The module ran over three half days with each session building from the previous. The start of the module explored participants interests for the module and at the start of each subsequent day there was time to reflect on the previous day. There were an action learning sessions and wrap up at the end of the module so that participants consider what aspects of the module they might like to take with them into practice or for further reflection or study.

The module involved short topic-specific lecture format combined with discussion within breakout groups and plenary discussion. The format each day mixed these together with the objective for the sessions to be lively and interactive.

The content covered technology transfer fundamentals, practical application and offered some international best practice examples of how technology transfer has been facilitated.

The discussion sessions enabled participants to consider the topics in their own and in the local context and relate these to the Innovamare project.

There was ample time for questions and the opportunity to explore any areas not covered directly but which are of interest to participants.

At the first day, we were presented the objectives for the module and the lecturer introduced us to Technology transfer (TT), TT channels, key considerations in TT and TT and the Innovation ecosystem.

We have learned that TT is flow of knowledge, technology, intellectual property between research base and business that enables innovation, makes businesses and other organisations more competitive but also products and/or processes and/or services and/or policy with the ultimate goal of economic development. Later on we were introduced to a different terms and similar definitions for technology transfer (TT), knowledge transfer (KT), knowledge & technology transfer (KTT), knowledge exchange (KE) and valorisation.

In the context of InnovaMare project, we were discussing what the desired outcomes are, consensual conclusion was jobs, spillover, eco-system development, local company growth, and scaling, local/national investment/relocation and revenue return to university/institute, agencies and project funds.

It was discussed during the breakout groups and among the participants that is important to create a commercial environment. That involves company characteristics, innovation potential, capacity and capability, risk appetite, partner and location choice, markets, reason for engaging, research, problem solving, talent and availability of co-funding programmes.

On the second day, we started with the recap of the first day and then continued with TT practicalities, IP & licensing, spin-offs, business-research collaborations and routes to commercialisation in context. To achieve successful technology transfer outcomes we took into consider current innovation ecosystem and list:

- strengths
- weaknesses
- opportunities

With that in mind, we discussed IP fundamentals and the main conclusion was that IP is an asset to be protected, defended because owning IP prevents other people from using it (infringing) and in most cases IPR needs to be registered and in some cases “prosecuted”. There are also some IP issues to think about like patent process and management, ownership and confidentiality.

Patent process takes time and it is important at the very beginning of it to deal with IP ownership issues such as ‘inventorship’ which identifies the creator(s) of an invention, ‘ownership’ that identifies the rightful owner or owners of an invention and the fact that the owner has the right to restrict third party activities in relation to that invention.

We should also decide who owns it and that differs from the institutions:

- in a company employer owns it based on signed contract of employment

- in a university/research institute - employer owns
- students may be treated differently
- inventor/creator will assign to the university/institute
- university/institute pays the costs of commercialisation
- inventor/creator shares in revenue
- university/institute IP will have commercialisation policy

One of the aims of the project is to have business and researchers working together. To achieve that aim, it is crucial to respect some preconditions:

- research engagement: research collaboration
- joint research project of mutual interest
- outcomes not pre-determined
- typically co-funded (company & government/agency/programme) or fully funded by the company
- 1:1 or consortia
- research engagement: contract research
- research project specified by the company
- typically fully funded by the company
- may be via government/agency co-funding programme

EU State aid considerations affect research-business contracts. State aid is the use of state funding or state funded resources to support businesses or other organisations (“undertakings”). “Aid” is not necessarily a cash Transaction. State aid is unlawful if it involves a transfer that is selective and confers an advantage on an undertaking that threatens to distort competition. Indirect State Aid may occur where contract or collaborative research or access to research facilities is on favourable terms. So the research organisation (university etc.) will aim to structure the arrangement so that it does not constitute State aid e.g. through the price of the project or as an “effective collaboration”.

To have an effective collaboration at least one of the following conditions must be met:

- the undertaking bears the full cost of the project
- the results of the collaboration, which do not give rise to IPR, can be widely disseminated and any IPR resulting from the activities of the RPO is fully allocated to the pro (“public research organisation”)

- any IPR resulting from the project and access rights are allocated between the collaborators to reflect adequately their work packages, contributions and respective interests
- the pro receives compensation equivalent to the market price for the IPR, which results from its activities, to which the undertaking is allocated access rights.
- the value of any contribution (financial and non-financial) of the undertaking to the costs of the pro's activities that resulted in the IPR, may be deducted from that compensation

The third day of the module was dedicated to topics such as value-add from TT, impact for the project, promotion of technology transfer, network development and reflection and learnings.

In order to achieve successful TT process, it is important to pay attention on TT value-add initiatives ensures Transparency and ease, frameworks and resources, easy agreements, accessibility, portals and promotion.

Frameworks and resources are referring to policies, practical resources and practical actions. This includes:

- policies – at all levels
- commercialisation & IP policy/policies
- from the university/research institute
- at programme level
- regional or national
- making the intent clear
- actions follow policy
- ensure consistency & alignment

Easy agreements are achievable through licensing principles, deal sheets, online, “shrink-wrap” licences, Docusign, easy access IP and EC Covid pledge.

Accessibility is very important nowadays and have been enabled thanks to the different portals that are centralised web resources and organized as entry points or “one stop shop” enabling search, connect, resource base of useful information, whom to contact and FAQ.

Developing potential is important in context of future activities. It is important to allow people access to external training that works to learn about IP, licensing, commercialisation, negotiation, spin-offs, collaboration, consultancy ASTP and praxisauril courses. For TT and researchers and policy/funding agency to develop spin-offs and to participate in different programmes; for potential researcher founders & TT local training & development in-house, mentoring and

exchanges. All the project should be able to have proof of concept, develop incubators and accelerators and shared initiatives to build critical mass.

In this way, we are enabling the network development, but more importantly different types of networks and each has a part to ensure its members licensing promotion, technology opportunities, participation on the trade shows, conferences, partnering events or specifically curated events.









































Types of networks could be dedicated to spin-offs involving investor days (pitching), investor panels (soft), mentor networks, topic specific sessions or community building. They could also business development types of network or the networks including seminars, events, and webinars working groups or advisory boards.

One of the most important conclusion of this module was conclusion and the answer to the question why networks work. If you have quality content that will allow members developed and meet different people with clear purpose then these networks will generate relationships, new ideas and end up in business development worth promoting.

Participants list for the Train the trainers and Business modules Technology transfer, September 7th, 9th and 10th 2021, online

Full Name	User Action	Timestamp
Željka Rajković	Joined	07/09/2021, 10:
Fausto Ferreira	Joined	07/09/2021, 10:
GARLATTI COSTA GRAZIA	Joined	07/09/2021, 10:
Ivana Mihaljević	Joined	07/09/2021, 10:
Hrvoje Mirošević	Joined	07/09/2021, 10:
Razvojna agencija Zagreb ZG	Joined	07/09/2021, 10:
Campbell, Alison	Joined	07/09/2021, 10:
Fabio Brunetti	Joined	07/09/2021, 10:
Umberto Pangallo	Joined	07/09/2021, 10:
Petra Karanikić	Joined	07/09/2021, 10:
Ana Milošević	Joined	07/09/2021, 10:
Sandra Oštrić Prlina	Joined	07/09/2021, 10:
Jasna Pletikosić	Joined	07/09/2021, 10:
Petra Ostojić	Joined	07/09/2021, 10:
Mateo Ivanac	Joined	07/09/2021, 10:
Mateo Ivanac	Left	07/09/2021, 10:
Bortoluzzi Guido	Joined	07/09/2021, 10:
Carlo Kraskovic	Joined	07/09/2021, 10:
Saša Aksentijević	Joined	07/09/2021, 10:
Francesca De Pascalis mamm	Joined	07/09/2021, 10:
Irene Gasperi (Ospite) (Gues	Joined	07/09/2021, 10:
Lana Trifunić (Guest)	Joined	07/09/2021, 10:
Edvard Tijan (Guest)	Joined	07/09/2021, 10:
Marko - GEOmar d.o.o. (Gost	Joined	07/09/2021, 10:
Damir Slamić (ŠKŽ) (Guest)	Joined	07/09/2021, 10:
Marina Mlakar (Guest)	Joined	07/09/2021, 10:
Damir Buntić (Gost) (Guest)	Joined	07/09/2021, 10:
Valeria Patruno (Guest)	Joined	07/09/2021, 10:
Anđela Bačinić (Guest)	Joined	07/09/2021, 10:
Petra (Gost) (Guest)	Joined	07/09/2021, 10:
Tamara Pinjuh (Gost) (Guest)	Joined	07/09/2021, 10:
Umberto Velluso (Guest)	Joined	07/09/2021, 10:
Umberto Velluso (Guest)	Left	07/09/2021, 10:
Raphaela Gutty	Joined	07/09/2021, 10:
Josip Rukavina (Guest)	Joined	07/09/2021, 10:
Caterina (Guest)	Joined	07/09/2021, 10:

In this meeting (23)

















 Campbell, Alison Organiser		 Fabio Brunetti Outside your organisation	
 Ana Milošević Outside your organisation		 Fausto Ferreira Outside your organisation	
 Anđela Bačinić (Guest) Guest		 GARLATTI COSTA GRAZIA Outside your organisation	
 Anđela Bačinić (Guest) Guest		 Gianni Biasini (Guest) Guest	
 BORTOLUZZI GUIDO Outside your organisation		 Irene Gasperi (Ospite) (Guest) Guest	
 Carlo Kraskovic Outside your organisation		 Jasna Pletikosić Outside your organisation	
 Caterina (Guest) Guest		 Lana Trifunić (Guest) Guest	
 Damir Buntić (Gost) (Guest) Guest		 Marco Galanti - t2i (Ospite)(G... Guest	
 Dinka Lale (UNIDU) (Guest) Guest		 Marina Mlakar (Guest) Guest	
 Edvard Tijan Outside your organisation		 Massimo Caccia - CNR-INM (...) Guest	

Participants ... X

Invite someone or dial a number 🔍

🔗 Share invite

▼ In this meeting (16)

 Campbell, Alison Organiser	🔇
 Ana Milošević Outside your organisation	🔇
 Andela Bačinić (Guest) Guest	🔇
 Carlo Kraskovic Outside your organisation	🔇
 Caterina (Guest) Guest	🔇
 Damir Buntić (Gost) (Guest) Guest	🔇
 Dinka Lale (UNIDU) (Guest) Guest	🔇
 Edvard Tijan (Guest) Guest	🔇
 Fausto Ferreira Outside your organisation	🔇
 Francesca De Pascalis mamm... Guest	🔇
 Irene Gasperi (Ospite) (Guest) Guest	🔇
 Jasna Pletikosić Outside your organisation	🔇
 Marco Galanti - t2i (Ospite)(G... Guest	🔇
 Marina Mlakar (Guest) Guest	🔇
 Umberto Pangallo Outside your organisation	🔇
 Valeria Patruno (Guest) Guest	🔇

Agenda for the Train the trainers and Business modules Technology transfer, September 7th, 9th and 10th 2021, online



INTERACTIVE EDUCATIONAL MODULE ON THE TOPIC OF TECHNOLOGY TRANSFER

Agenda
7, 9, 10 September 2021
Online



DAY 1

7 September 2021, 10:00 – 12:00 h (Zagreb time)
Online via [Microsoft Teams](#)

Introduction to Technology Transfer		
TIME	TOPIC	SPEAKER
10.00 - 10.30	Setting the scene Breakout groups & plenary discussion	Alison Campbell & group work
10.30 - 10.55	Technology transfer channels	Alison Campbell
10.55 - 11.05	BREAK	
11.05 - 11.25	Key considerations	Alison Campbell
11.25 - 11.50	The InnovaMare project: technology transfer & the innovation ecosystem Breakout groups & plenary discussion	Alison Campbell & group work
11.50 - 12.00	Wrap up & final questions	Alison Campbell



DAY 2

9 September 2021, 10:00 – 13:00 h (Zagreb time)

Online via [Microsoft Teams](#)

TT Practicalities		
TIME	TOPIC	SPEAKER
10.00 – 10.10	Recap Day 1, Day 2 Agenda <i>Key questions for today</i>	Alison Campbell
10.10 – 10.40	Ideas to market: IP Assets and licensing	Alison Campbell
10.40 – 11.10	Spin-offs: when and how	Alison Campbell
11.10 - 11.20	BREAK	
11.20 - 11.45	Business & researchers working together	Alison Campbell
11.45 - 12.15	Public-private research collaboration & contracting <i>Breakout groups & plenary discussion</i>	Alison Campbell & group work
12.15 - 12.25	BREAK	
12.25 - 12.50	Routes to commercialisation - the InnovaMare project <i>Breakout groups & plenary discussion</i>	Alison Campbell & group work
12.50 - 13.00	Wrap up & final questions	Alison Campbell

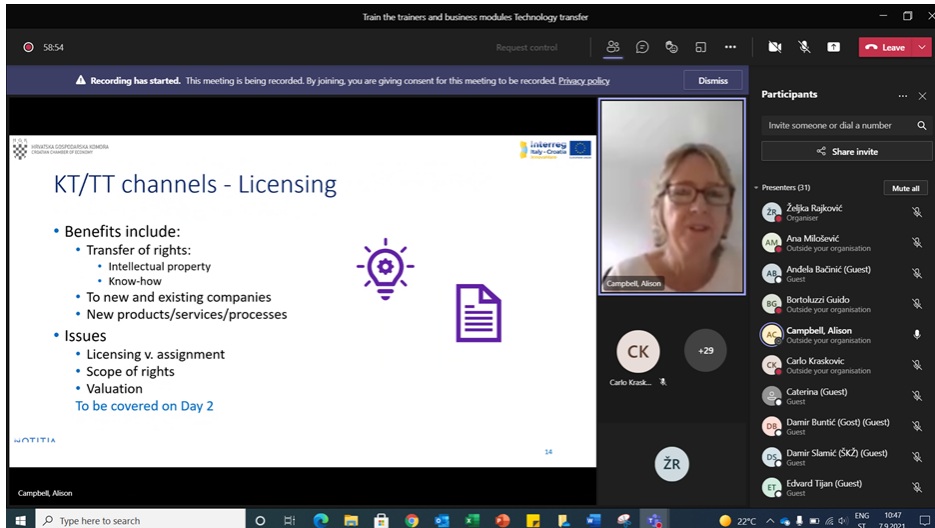
DAY 3

10 September 2021, 10:00 – 13:00 h (Zagreb time)

Online via [Microsoft Teams](#)

TT Adding Value		
TIME	TOPIC	SPEAKER
10.00 - 10.10	Recap Day 2, Day 3 Agenda <i>Key questions for today</i>	Alison Campbell
10.10 - 10.35	TT value-add for InnovaMare <i>Breakout groups & plenary discussion</i>	Alison Campbell & group work
10.35 - 11.00	Making it easier: frameworks	Alison Campbell
11.00 - 11.10	BREAK	
11.10 - 11.35	Developing potential	Alison Campbell
11.35 - 11.50	Promoting technology transfer in the InnovaMare project <i>Plenary discussion</i>	Alison Campbell
11.50 - 12.00	BREAK	
12.00 - 12.25	Network development	Alison Campbell
12.25 - 12.50	Action learnings <i>Breakout groups & plenary discussion</i>	Alison Campbell & group work
12.50 - 13.00	Wrap up & final questions	Alison Campbell

Photographs from the Train the trainers and Business modules Technology transfer, September 7th, 9th and 10th 2021, online



Train the trainers and business modules Technology transfer

58:54

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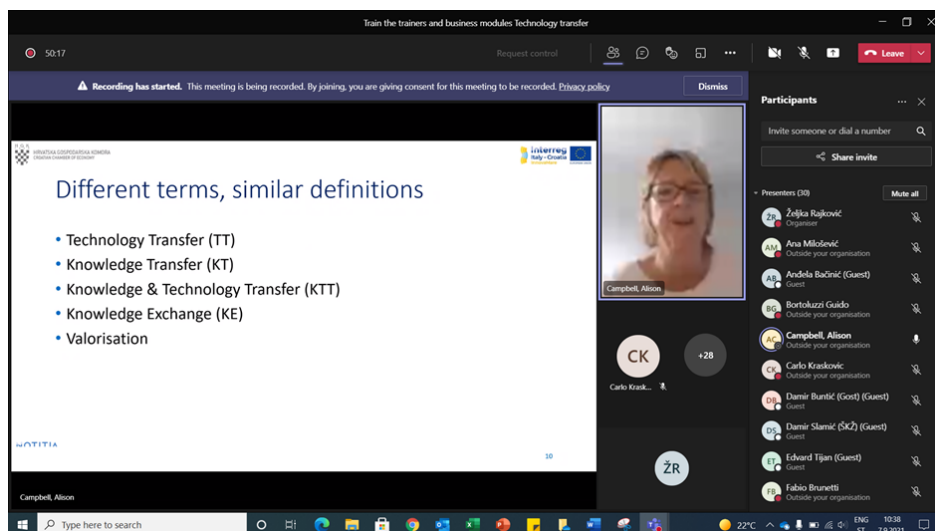
KT/TT channels - Licensing

- Benefits include:
 - Transfer of rights:
 - Intellectual property
 - Know-how
 - To new and existing companies
 - New products/services/processes
- Issues
 - Licensing v. assignment
 - Scope of rights
 - Valuation

To be covered on Day 2

Participants: 31

Presenters (31): Željka Rajković, Ana Milošević, Anđela Bačinić, Borkouzzi Guido, Campbell, Alison, Carlo Krasković, Caterina, Damir Burić, Damir Štanić, Edward Tijan



Train the trainers and business modules Technology transfer

50:17

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Different terms, similar definitions

- Technology Transfer (TT)
- Knowledge Transfer (KT)
- Knowledge & Technology Transfer (KTT)
- Knowledge Exchange (KE)
- Valorisation

Participants: 30

Presenters (30): Željka Rajković, Ana Milošević, Anđela Bačinić, Borkouzzi Guido, Campbell, Alison, Carlo Krasković, Damir Burić, Damir Štanić, Edward Tijan, Fabio Brunetti

Business modules Innovation and environmental sustainability, July 9th - 13th 2021, online

The University of Padua - Department of Economics and Management "Marco Fanno" organized a series of three online meetings on the theme of innovation and environmental sustainability focused on:

- 1) new digital technologies and environmental sustainability.
- 2) circular business models;
- 3) sustainable innovative processes.

During the three days researchers, entrepreneurs and managers were involved and together they shared knowledge and experience on the three topics listed above.

First presentation about Technologies and digital and sustainable transformation was held by Marco Bettiol from University of Padua. Globalization and the diffusion of new digital technologies (artificial intelligence (AI), big data analytics, mobile technologies, IoT) into the marketplace has urged companies to initiate and transform their various activities in a digital guise. In fact, digital technologies are increasingly proving to be important allies in simplifying and making activities within business organizations more efficient. In promoting technological progress, we must think about sustainability. New technologies must be implemented with the perspective of social, economic and environmental sustainability which is also in line with the sustainable development goals and Agenda 2030. The lecturer:

- briefly explained the industrial revolutions with an emphasis on the current Industry 4.0., its definition
- technology used in industry 4.0
- showed the participants examples of other countries and their understanding of Industry 4.0 such as Germany, USA, China and Italy.
- The other covered topic was about SMEs in traditional industries, challenges, and opportunity they are facing
- The participants have also gained new knowledge about environmental sustainability and circular economy – reasons for investment in Industry 4.0 as well as impacts of investing in it.
- The importance of industry 4.0 and sustainability has been demonstrated in numerous examples. One of the example is the fashion industry - wearable technology.

Second presenter Mr. Fabio Brunetti (OGS) presented the available data and potential areas of application. He presented the work of the organization and the services they offer that can help in the fields of Oceanography, Geophysics and Marine Geology.

Fixed observation systems were presented, such as: Coastal buoy, Deep Mooring, Offshore Buoy. Gliders were also presented. It's about underwater gliders - autonomous vehicles that profile vertically by controlling buoyancy and move horizontally on wings.

Workshop participants were also introduced to Profiling Autonomous Float - robotic instruments that drift with the ocean currents and move up and down between the surface and a mid-water level. Each instrument (float) spends almost all its life below the surface.

Mr Brunetti presented the Drifter - the buoys drift with the ocean current and record the sea surface temperature and location of the buoy as they travel. It is very important to monitor the temperature of the sea. This can be achieved by satellite.

Marina Lipizer, from OGS explained:

- what kind of data is needed when thinking about the sea: ocean data, different monitoring systems, different spatial and temporal resolutions as well as data for different purposes.
- Why are different marine data needed
- The importance of data in order to develop and support national, Adriatic, Mediterranean, EU and global strategies & policies.
- What kind of data is needed to make a product, for which sector
- We learned about OGS –NODC (National Oceanographic Data Centre), their data Quality control process, data policy and using data in real time - for example in oil spill dispersion in case of accidents
- Importance of using multidisciplinary data when considering Maritime Spatial Planning
- We learned about the existence of European Union initiatives on marine data

Topic of the second day was Business models in the era of circular economy.

Valentina De Marchi, from the University of Padua, taught the participants about Circular Economy and Circular Business Models.

The participants:

- Learned the differences between linear economy, recycling economy and circular economy.
- saw, through numerous examples, the opportunities of circular economy
- learned what defines circular economy and three stages of the circular economy
- learned about business models for the circular economy and their examples

- learned about the tools for building sustainable business models and thinking about revenue streams.

The implementation of sustainable business models at the basis of a circular economy requires the construction of solid networks involving everyone, from the entrepreneurial fabric to civil society. However, there are two simple questions that can open up major transformations: 1) the raw materials I use where do they come from? 2) where will the product made go and what will be its impact?

As a second presenter there was Andrea Cavagna, from the innovative start-up Sfridoo srl. The participants had the opportunity to found more a circular economy company founded in 2017. The company aims to raise awareness and supporting businesses in the transition to a circular economy. It operates in the environmental sector, offering targeted services to corporations for the optimization of production residues and leftovers. It uses innovative tools that leverage the power of the cloud and the latest technologies for the waste management sector.

The participants:

- heard from firsthand how the company was founded, what the circular economy means to them and what it is that they do to help other companies be circular
- the lecturer explained circular economy through a case study related to coffee roasting and how it is possible to turn waste into something useful and usable. This has also been demonstrated through several other examples from various industries as well as how much value it has.

The third day of educational modul was about **Sustainable innovation processes**.

Ms Eleonora Di Maria from the University of Padua gave a lecture about Innovation management and product development. We learned:

- Sustainable innovation is a process that must be internalized by the company; it requires investment, active participation and time and goes beyond the boundaries of the company to involve the entire production chain.
- what is environmental innovation: "the production or application of a good, service, production process, organizational structure or business model that is new to the company or user and that results, through its life cycle, in a reduction of environmental risk, pollution and negative impacts of resource use compared to relevant alternatives."
- Eco-innovation is systemic, cooperative, requires reputation.
- Drivers of environmental innovation are technological evolution, regulation and market opportunities.

- The importance of incorporating sustainability into business processes.
- On what to focus when we think about design principles for sustainability (materials, product use and the products end of life)
- As a good example, the lecturer showed as a case of IKEA - innovations that reduce impacts in production and distribution.
- We also discussed the possible problems related to environmental innovation: internal to the company as well as external to the company.
- We discussed how to reorganize the R&D process to support sustainability.
- The most important thing is cooperation with other stakeholders (external parties, suppliers, etc.)

As a final presenter we had Ms. Barbara Cimmino, from the Pianoforte Group, regarding the topic **A testimony of innovative company - Yamamay brand of Pianoforte Group.**

We learned about their history and values.

- We learned that the drive to innovate has always been inherent in the Group through its constant commitment to seek innovative solutions to satisfy its customers and to reduce the environmental impact of its products throughout their life cycle: from the design and planning phase to the choice of raw materials up to production and the end of the life cycle, always ensuring their quality and safety.
- We were explained the new product regarding to sustainable innovation - Yamamay's linea Edit (the first 100% recycled and recyclable swimwear collection, made from plastic recovered from the oceans). The project is part of the sustainability path that Yamamay, a leading Italian brand in the retail of underwear, swimwear, clothing and accessories, has been following for some time, aimed at developing concrete projects to reduce the impact of products and packaging on the environment.
- We learned about the publication of the Sustainability Charter, a document that defines the Group's guidelines and principles with respect to areas of sustainability that impact people, the environment, the community, customers and suppliers. The Charter applies to all Pianoforte Holding in all countries where it operates in harmony with the Code of Ethics, the Organisational Model 231 and all other policies, guidelines, procedures, directives and provisions related to the areas covered by the Charter, defined at Group, brand and local level. The Sustainability Charter was approved by the Board of Directors on 25 February 2020.



- We discussed about SDGs goals, eco-designed innovative textile, circularity for beachwear products, upcycling ocean-bound plastic waste which we used for new, sustainable products.
- We learned about their commitment to the sustainability as well their support against the pandemic.

Agenda for the Business modules Innovation and environmental sustainability, July 9th - 13th 2021, online

Day 1
Friday 09 July – 09.00-13.00

Digital technologies for sustainability

TIME	TOPIC	SPEAKER
09.00-10.30	Technologies and digital and sustainable transformation Globalization and the diffusion of new digital technologies (artificial intelligence (AI), big data analytics, mobile technologies, IoT) into the marketplace has urged companies to initiate and transform their various activities in a digital guise. In fact, digital technologies are increasingly proving to be important allies in simplifying and making activities within business organizations more efficient. In promoting technological progress, however, one word must be kept in mind: sustainability. New technologies must be implemented with the perspective of social, economic and environmental sustainability. According to the United Nations, the criteria of economic, social and environmental sustainability (consolidated in Agenda 2030 for sustainable development) must become a lighthouse in the choices that will determine the development of technologies as tools for building a sustainable future. Sustainability and Digital therefore an inseparable pair for the companies of the future.	Marco Bettiol University of Padua
10.30-10.45	Break	
10.45-12.15	Available data and potential areas of application (OGS - National Institute of Oceanography and Applied Geophysics) OGS plays an important and leading role in the Italian and international research system. Through its competences in the field of Earth, Sea and Polar Sciences it contributes to the increase and diffusion of knowledge and to the practical solution of environmental, economic and social problems. By encouraging the transfer of research results (e.g. through open data) from the scientific world to the productive one, OGS contributes to the technological and socio-economic development of the country.	Fabio Brunetti OGS
12.15-13.00	Q&A – Discussion	



Day 2
Monday 12 July – 09.00-13.00

Business models in the era of circular economy

TIME	TOPIC	SPEAKER
09.00-10.30	<p>Circular Business Models</p> <p>Recently, Circular Economy has become increasingly popular as a new paradigm for economic activities.</p> <p>Economy and Circular are two words that may seem opposite, but are in fact absolutely complementary, as both the economic and environmental aspects "can and must" be together.</p> <p>Circular Economy is not only recycling the product that is made, but it is much more. It is a path (transition) and not a point of arrival. It is a cultural approach that allows us to constantly review what we do with the intention of understanding its economic value but also its social and environmental value (the product is reviewed in a different way).</p> <p>The implementation of sustainable business models at the basis of a circular economy requires the construction of solid networks involving everyone, from the entrepreneurial fabric to civil society.</p> <p>However, there are two simple questions that can open up major transformations:</p> <p>1) the raw materials I use where do they come from?</p> <p>2) where will the product made go and what will be its impact?</p> <p>The hope, therefore, is to arrive at a model of economy in which growth is not associated with the use of ever-increasing resources, but rather through innovative technologies and business models based on longevity, renewability, reuse, repair, updating and the sharing of knowledge and skills.</p>	Valentina De Marchi University of Padua
10.30-10.45	Break	
10.45-12.15	<p>A testimony of circular company</p> <p><i>Sfridoo srl - innovative start-up</i></p> <p>Was founded in 2017 as a circular economy company with the aim of raising awareness and supporting businesses in the transition to a circular economy. It operates in the environmental sector, offering targeted services to corporations for the optimization of production residues and leftovers. It uses innovative tools that leverage the power of the cloud and the latest technologies for the waste management sector.</p>	Andrea Cavagna Sfridoo Srl
12.15-13.00	Q&A – Discussion	

Day 3
Tuesday 13 July – 09.00-13.00

Sustainable innovation processes

TIME	TOPIC	SPEAKER
09.00-10.30	<p>Innovation management and product development</p> <p>Being bearers of sustainable innovation often requires companies to transform their business models and therefore to reshape their production processes and products in terms of economic, social and environmental sustainability.</p> <p>Sustainable innovation is itself a process that must be internalized by the company; it requires investment, active participation and time and goes beyond the boundaries of the company to involve the entire production chain.</p> <p>Innovation, sustainability and business must therefore coexist and be interconnected.</p>	<p>Eleonora Di Maria University of Padua</p>
10.30-10.45	Break	
10.45-12.15	<p>A testimony of innovative company</p> <p><i>Yamamay brand of Pianoforte Group</i></p> <p>The Pianoforte Group was born in 2011 from the merger between Inticom and Kuvera, the companies that own the respective brands Yamamay and Carpisa. The Group, jointly led by the two founding families, Cimmino and Carlino, has the objective of supporting international development, providing global strategic guidance to the brands and exploiting the economies of scale and scope necessary for the future development of the brands.</p> <p>The drive to innovate has always been inherent in the Group through its constant commitment to seek innovative solutions to satisfy its customers and to reduce the environmental impact of its products throughout their life cycle: from the design and planning phase to the choice of raw materials up to production and the end of the life cycle, always ensuring their quality and safety. A very recent example of the Group's commitment to sustainable innovation is the launch of Yamamay's linea Edit (the first 100% recycled and recyclable swimwear collection, made from plastic recovered from the oceans). The project is part of the sustainability path that Yamamay, a leading Italian brand in the retail of underwear, swimwear, clothing and accessories, has been following for some time, aimed at developing concrete projects to reduce the impact of products and packaging on the environment.</p>	<p>Barbara Cimmino Pianoforte Group</p>
12.15-13.00	Q&A - Discussion	



Photographs from the Business modules Innovation and environmental sustainability, July 9th - 13th 2021, online

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Industry 4.0 technologies

1	Advanced Manufacturing Solutions	• Robot collaborativi interconnessi e rapidamente programmabili
2	Additive Manufacturing	• Stampanti in 3D connesse a software di sviluppo digitali
3	Augmented Reality	• Realtà aumentata a supporto dei processi produttivi
4	Simulation	• Simulazione tra macchine interconnesse per ottimizzare i processi
5	Horizontal/Vertical Integration	• Integrazione informazioni lungo la catena del valore dal fornitore al consumatore
6	Industrial Internet	• Comunicazione multidirezionale tra processi produttivi e prodotti
7	Cloud	• Gestione di elevate quantità di dati su sistemi aperti
8	Cyber-security	• Sicurezza durante le operazioni in rete e su sistemi aperti
9	Big Data and Analytics	• Analisi di un'ampia base dati per ottimizzare prodotti e processi produttivi

Interreg Italy - Croatia

UNIVERSITÀ DEL SAPO IN PADOVA DEPARTMENT OF SCIENCE ECONOMICHE E AZIENDALI TORARCO FABRIZIO

30

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Dati disponibili e potenziali aree di applicazione: acquisizione dei dati

Innovamare Project
Fabio Brunetti

Istituto Nazionale di Oceanografia e di Geofisica Sperimentale - OGS
9 July 2021

Interreg Italy - Croatia

UNIVERSITÀ DEL SAPO IN PADOVA DEPARTMENT OF SCIENCE ECONOMICHE E AZIENDALI TORARCO FABRIZIO

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Business modules – Digital Transformation, October 12th - 14th 2021, online

The workshop lasted for 3 days.

First day of the Digital transformation Mr. gave us basic information - a theoretical overview of what digital transformation really is." A continuous process of adjustment, or inception, of doing business, management, governance, reporting, and compliance with regulation utilizing competences, resources, and technology of the (post-) 4th Industrial Revolution world."

In order to better understand the topic, we:

- commented development of previous industrial revolutions
- discussed the 4th industrial revolution and megatrends such as carbon free resources, automation and robotics, non-locallity, environment and ubiquitous computing
- learned about digital transformation processes as well as digital transformation goals (quality, sustainability, pro-sociality, efficiency)
- learned about different aspects of digital transformation: operation of data; flattening of processes; late reification)

The second topic on the first day was about Current status and trends in the EU and globally regarding the digital transformation. We learned:

- difference between b2c and b2b processes
- heard numerous examples of citizens' services concerning health, realestate, motorcehicles, taxes and revenues, ect. one of the example was the application e-citizens, well known to all citizens for using the services of the state administration-
- we were presented with applications that are mowed and offered by banking institutions, by traveling agencies, booking and concerning the services that improve our private lives such as Facebook, Airbnb.
- we also mentioned transportation services like Uber and bolt as well as multi-media and knowledge applications – HBO, Netflix, Cursera. Business applications for accounting services and management are also not forgotten
- about development process of digital transformation.

As the third topic of the day we through the examples we have learned what a digital transformation is in practice. We learned:

- what is Digital Transformation Charter and how does it look
- what is Digital blueprint of an analog world – digital avatar and its elements.

- about avatarization” a process of authoritative, definitive, unique, one-to-one representation of an independently existing physical entity (person, asset, machine, car, document, act, building etc.) by a digital entity”
- about single source of truth and registries
- different terms used – such as state and score. State” a digital representation of a fungible / variable fact about an entity. typically is described by a small domain, e.g. {male, female} for biological sex assigned at birth, {single, partnership in fact, civil partnership, marriage, separated, divorced, widowed} for civil status.”
- we also learned about information models, cybersecurity, cloud and its edge.

An example of digital transformation in the maritime sector was presented to us:

- maritime economy
- what are digital twins. ”The Digital Twin is a virtual representation of a physical asset, capable of mirroring its static and dynamic characteristics. It contains and maps various models of a physical asset, of which some are executable, called simulation models. But not all models are executable, therefore the Digital Twin is more than just a simulation of a physical asset. Within this context, an asset can be an entity that already exists in the real world or can be a representation of a future entity that will be constructed” and when is good time to use it and what needs to be paid attention to.

A second day of education was dedicated to technology and methodology. We learned about:

- Lean Six Sigma System, WORMPIT, Six Sigma Methods – DMADV, Six Sigma Methods – DMAIC
- Lean/Agile Project Planning
- Green shipping - Regulation of GHG Emissions.
- Green Shipping Drivers -more shipping and more efficient shipping, low individual power vs High individual power

The second topic of the day was regarding new digital technologies – Autonomy, Asset Management. We discussed

- about drivers when discussing the autonomous/remotely operated shipping
- barriers, such as regulatory framework or technical /methodological aspects
- through an example, it is shown to us how should look at internet typical architecture of management, asset status as well as flow from asset to fleet monitoring.

Third topic was Maritime as an integrated transport system where we learned about

- different types and performance of long sea shipping vessels
- example of optimizing an integrated transport system – a “Transport Factory and what kind of tools when discussing Digital transformation exist for optimizing Transport factories.

Third day of the education was interactive.

We had exercises about:

- mapping stakeholders to the maritime economy value chains
- SWOT Digital Transformation for maritime value chains organisations
- pre-mortem analysis of Digital Transformation projects and processes from the stakeholder institutions perspective.

The above exercises helped us to see how to improve some parts of the project activities.



Participants list for the Business modules online Digital Transformation, October 12th - 14th 2021, online:

Meeting Summary			
Total Number of Participant	46		
Meeting Title	Digital Transformation workshop		
Meeting Start Time	12/10/2021, 08:55:14		
Meeting End Time	12/10/2021, 14:47:16		
Meeting Id	16ba8f37-300e-447a-99aa-e2f77e77		
Full Name	Join Time	Leave Time	Dura
Marija Bosnić	12/10/2021, 08:12/10/2021, 09:15m 4		
Danko Junaković (Guest)	12/10/2021, 08:12/10/2021, 09:16m 3		
Francesca De Pascalis CNR	12/10/2021, 08:12/10/2021, 09:14m 51		
Francesca De Pascalis CNR	12/10/2021, 08:12/10/2021, 09:2m 3		
Francesca De Pascalis CNR	12/10/2021, 08:12/10/2021, 09:3m 1		
Gianni Biasini	12/10/2021, 08:12/10/2021, 14:5h 46		
Ivana Paulin (Guest)	12/10/2021, 08:12/10/2021, 13:4h 44		
Vlatko Roland	12/10/2021, 08:12/10/2021, 14:5h 50		
NeveN (Guest)	12/10/2021, 08:12/10/2021, 14:5h 50		
Željka Rajković	12/10/2021, 08:12/10/2021, 10:1h 12		
Željka Rajković	12/10/2021, 11:12/10/2021, 12:1h		
Mirjana Tatalović	12/10/2021, 08:12/10/2021, 10:1h		
Alessandro Giordano	12/10/2021, 08:12/10/2021, 12:3h 22		
Alessandro Giordano	12/10/2021, 11:12/10/2021, 14:1h 16		
Fausto Ferreira	12/10/2021, 08:12/10/2021, 14:5h 41		
Nuša Cukrov (Guest)	12/10/2021, 08:12/10/2021, 13:4h 46		
Fabio Brunetti	12/10/2021, 08:12/10/2021, 12:3h 20		
Fabio Brunetti	12/10/2021, 11:12/10/2021, 14:1h 13		
BORTOLUZZI GUIDO	12/10/2021, 08:12/10/2021, 09:57m +		
Matko Barisic (Guest)	12/10/2021, 08:12/10/2021, 10:1h 13		
Petra Karanikić	12/10/2021, 08:12/10/2021, 09:58m :		
Petra Karanikić	12/10/2021, 11:12/10/2021, 14:3h 55		
Damir Slamić (ŠKŽ) (Guest)	12/10/2021, 08:12/10/2021, 12:3h 24		
Ivana Mihaljević	12/10/2021, 08:12/10/2021, 12:3h 19		
Ivana Mihaljević	12/10/2021, 11:12/10/2021, 14:35m :		
Dinka Lale (UNIDU) (Guest)	12/10/2021, 08:12/10/2021, 14:5h 39		
Sandra Oštrić Prlina	12/10/2021, 08:12/10/2021, 14:5h 39		
Danko Junaković (Guest)	12/10/2021, 08:12/10/2021, 14:5h 41		
Inda (Guest)	12/10/2021, 08:12/10/2021, 10:1h 54		
Jasna Pletikosić	12/10/2021, 08:12/10/2021, 12:3h 26		
Jasna Pletikosić	12/10/2021, 11:12/10/2021, 14:1h 15		
Željana Mikovčić	12/10/2021, 08:12/10/2021, 09:13m 1		
Željana Mikovčić	12/10/2021, 08:12/10/2021, 14:5h 17		
Ksenija Mikšaj	12/10/2021, 08:12/10/2021, 09:18m :		
Caterina (Guest)	12/10/2021, 08:12/10/2021, 14:5h 29		
Marina Mlakar (Guest)	12/10/2021, 08:12/10/2021, 14:5h 32		
Umberto Pangallo	12/10/2021, 08:12/10/2021, 12:3h 7n		
Umberto Pangallo	12/10/2021, 11:12/10/2021, 14:1h 15		
Marco Galanti - t2i (Ospite)	12/10/2021, 08:12/10/2021, 12:3h 6n		
Ana Močević	12/10/2021, 08:12/10/2021, 14:5h 23		
Kristijan Bošnjak	12/10/2021, 08:12/10/2021, 12:3h 3n		
Kristijan Bošnjak	12/10/2021, 11:12/10/2021, 14:32m :		
Francesca De Pascalis CNR (12/10/2021, 08:12/10/2021, 14:5h 22		
Petra Ostojić	12/10/2021, 08:12/10/2021, 12:3h 2n		
Petra Ostojić	12/10/2021, 11:12/10/2021, 14:53m +		
GARLATTI COSTA GRAZIA	12/10/2021, 08:12/10/2021, 12:3h 9n		
GARLATTI COSTA GRAZIA	12/10/2021, 11:12/10/2021, 13:40m !		
GARLATTI COSTA GRAZIA	12/10/2021, 11:12/10/2021, 14:20m +		
Piero Anić	12/10/2021, 08:12/10/2021, 10:137m		
Piero Anić	12/10/2021, 11:12/10/2021, 14:3h 51		
Ana Milošević	12/10/2021, 08:12/10/2021, 12:2h 33		
Dragutin Gložinić	12/10/2021, 08:12/10/2021, 10:25m :		
Ksenija Silov	12/10/2021, 11:12/10/2021, 12:2h 11		
Ksenija Silov	12/10/2021, 11:12/10/2021, 12:4m 2:		
Ksenija Silov	12/10/2021, 11:12/10/2021, 14:1h 15		
kieri.phelan	12/10/2021, 11:12/10/2021, 12:1h 59		
kieri.phelan	12/10/2021, 11:12/10/2021, 14:1h 10		
Gianni Biasini	12/10/2021, 11:12/10/2021, 12:1h 35		
Anet Režek Jambrek	12/10/2021, 11:12/10/2021, 14:2h 52		
Valeria Patruno (Guest)	12/10/2021, 11:12/10/2021, 14:2h 18		
Inda (Guest)	12/10/2021, 11:12/10/2021, 13:49m :		
Alessandro Giordano	12/10/2021, 11:12/10/2021, 13:1m 1:		
unidu(msukno) (Guest)	12/10/2021, 11:12/10/2021, 14:1h 13		
Damir Slamić (ŠKŽ) (Guest)	12/10/2021, 11:12/10/2021, 14:1h 12		

1	Meeting Summary		
2	Total Number of Participants	34	
3	Meeting Title	Digital Transformation wor	
4	Meeting Start Time	13/10/2021, 08:37:27	
5	Meeting End Time	13/10/2021, 16:27:21	
6	Meeting Id	00f212c2-3f5e-4ac4-be64-0	
7			
8	Full Name	Join Time	Leave Time Du
9	Vlatko Roland	13/10/2021,	13/10/2021, 7h
10	Gianni Biasini	13/10/2021,	13/10/2021, 5h
11	Danko Junaković (Guest)	13/10/2021,	13/10/2021, 5h
12	Nuša Cukrov (Guest)	13/10/2021,	13/10/2021, 3n
13	GARLATTI COSTA GRAZIA	13/10/2021,	13/10/2021, 3h
14	GARLATTI COSTA GRAZIA	13/10/2021,	13/10/2021, 52
15	NeveN (Guest)	13/10/2021,	13/10/2021, 3h
16	kieri.phelan	13/10/2021,	13/10/2021, 3h
17	kieri.phelan	13/10/2021,	13/10/2021, 48
18	Fausto Ferreira	13/10/2021,	13/10/2021, 5h
19	Piero Anić	13/10/2021,	13/10/2021, 56
20	Piero Anić	13/10/2021,	13/10/2021, 29
21	Jasna Pletikosić	13/10/2021,	13/10/2021, 3h
22	Jasna Pletikosić	13/10/2021,	13/10/2021, 19
23	Nuša Cukrov (Guest)	13/10/2021,	13/10/2021, 3h
24	Dinka Lale (UNIDU) (Guest)	13/10/2021,	13/10/2021, 3h
25	Alessandro Giordano	13/10/2021,	13/10/2021, 3h
26	Alessandro Giordano	13/10/2021,	13/10/2021, 49
27	Fabio Brunetti	13/10/2021,	13/10/2021, 3h
28	Marco Galanti - t2i (Ospite)(Guest)	13/10/2021,	13/10/2021, 1h
29	Ksenija Silov	13/10/2021,	13/10/2021, 1n
30	Ivana Mihaljević	13/10/2021,	13/10/2021, 46
31	BORTOLUZZI GUIDO	13/10/2021,	13/10/2021, 1h
32	BORTOLUZZI GUIDO	13/10/2021,	13/10/2021, 1h
33	Sandra Oštrić Prlina	13/10/2021,	13/10/2021, 5h
34	Mirjana Tatalović	13/10/2021,	13/10/2021, 1h
35	Mirjana Tatalović	13/10/2021,	13/10/2021, 57
36	Francesca De Pascalis CNR (Guest)	13/10/2021,	13/10/2021, 3h
37	Ksenija Mikšaj	13/10/2021,	13/10/2021, 20
38	Ana Močević	13/10/2021,	13/10/2021, 5h
39	Caterina (Guest)	13/10/2021,	13/10/2021, 4h
40	Damir Slamić (ŠKŽ) (Guest)	13/10/2021,	13/10/2021, 3h
41	Ivanis, Vedran (Nokia - HR/Zagreb)	13/10/2021,	13/10/2021, 21
42	Umberto Pangallo	13/10/2021,	13/10/2021, 3h
43	Umberto Pangallo	13/10/2021,	13/10/2021, 37
44	Valeria Patruno (Guest)	13/10/2021,	13/10/2021, 15
45	Valeria Patruno (Guest)	13/10/2021,	13/10/2021, 1h
46	Marina Mlakar (Guest)	13/10/2021,	13/10/2021, 4h
47	Francesca De Pascalis CNR (Guest)	13/10/2021,	13/10/2021, 55
48	Željka Rajković	13/10/2021,	13/10/2021, 2n
49	Damir Slamić (ŠKŽ) (Guest)	13/10/2021,	13/10/2021, 51
50	unidu(msukno) (Guest)	13/10/2021,	13/10/2021, 44
51	Caterina (Guest)	13/10/2021,	13/10/2021, 28
52			

1	Meeting Summary		
2	Total Number of Participants	27	
3	Meeting Title	Digital Transformation wo	
4	Meeting Start Time	14/10/2021, 08:42:07	
5	Meeting End Time	14/10/2021, 16:13:16	
6	Meeting Id	9b2b9afc-94c9-4dcc-b637-	
7			
8	Full Name	Join Time	Leave Time
9	Vlatko Roland	14/10/2021, C	14/10/2021,
10	Anet Režek Jambrak	14/10/2021, C	14/10/2021,
11	Damir Slamić (ŠKŽ) (Gue	14/10/2021, C	14/10/2021,
12	GARLATTI COSTA GRAZIA	14/10/2021, C	14/10/2021,
13	GARLATTI COSTA GRAZIA	14/10/2021, C	14/10/2021,
14	Sandra Oštrić Prlina	14/10/2021, C	14/10/2021,
15	Gianni Biasini	14/10/2021, C	14/10/2021,
16	NeveN (Guest)	14/10/2021, C	14/10/2021,
17	Fausto Ferreira	14/10/2021, C	14/10/2021,
18	Fausto Ferreira	14/10/2021, C	14/10/2021,
19	Alessandro Giordano	14/10/2021, C	14/10/2021,
20	kieri.phelan	14/10/2021, C	14/10/2021,
21	kieri.phelan	14/10/2021, C	14/10/2021,
22	kieri.phelan	14/10/2021, C	14/10/2021,
23	kieri.phelan	14/10/2021, C	14/10/2021,
24	kieri.phelan	14/10/2021, C	14/10/2021,
25	BORTOLUZZI GUIDO	14/10/2021, C	14/10/2021,
26	BORTOLUZZI GUIDO	14/10/2021, C	14/10/2021,
27	Caterina (Guest)	14/10/2021, C	14/10/2021,
28	Željana Mikovčić	14/10/2021, C	14/10/2021,
29	Francesca De Pascalis CN	14/10/2021, C	14/10/2021,
30	Jasna Pletikosić	14/10/2021, C	14/10/2021,
31	Gianni Biasini	14/10/2021, C	14/10/2021,
32	Valeria Patruno (Guest)	14/10/2021, C	14/10/2021,
33	Valeria Patruno (Guest)	14/10/2021, C	14/10/2021,
34	Ana Milošević	14/10/2021, C	14/10/2021,
35	Francesca De Pascalis CN	14/10/2021, C	14/10/2021,
36	BORTOLUZZI GUIDO	14/10/2021, C	14/10/2021,
37	Gianni Biasini	14/10/2021, C	14/10/2021,
38	Ksenija Mikšaj	14/10/2021, C	14/10/2021,
39	Bortoluzzi Guido	14/10/2021, C	14/10/2021,
40	Umberto Pangallo	14/10/2021, C	14/10/2021,
41	Umberto Pangallo	14/10/2021, C	14/10/2021,
42	Damir Slamić (ŠKŽ) (Gue	14/10/2021, C	14/10/2021,
43	Caterina (Guest)	14/10/2021, C	14/10/2021,

Agenda for the Business modules online Digital Transformation, October 12th - 14th 2021, online:



Digital Transformation workshop

Agenda:

Day 1: Digital Transformation, principles and context

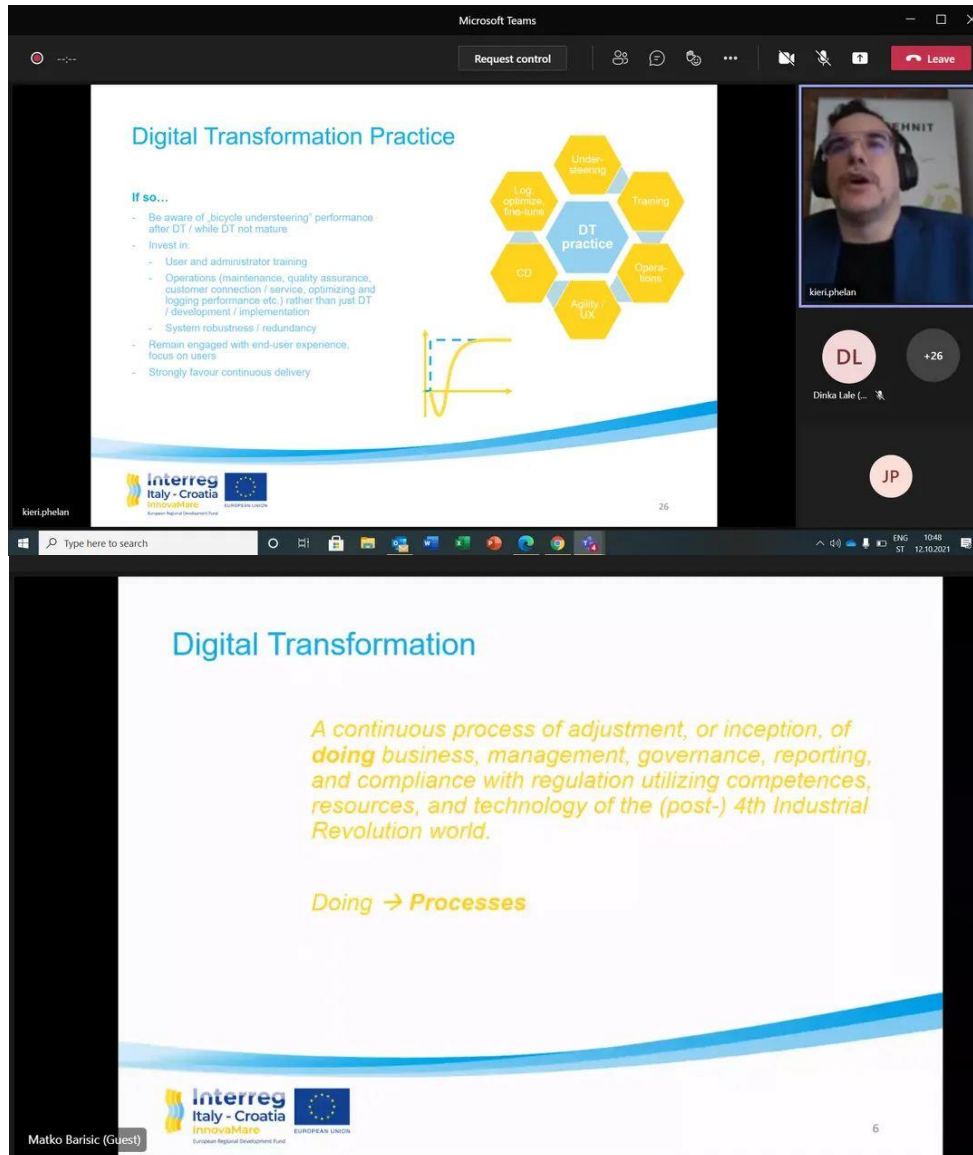
- 09:00 – 09:45 What is Digital Transformation?
- 09:50 – 10:35 Digital Transformation - Current status and trends in EU and global
- 10:35 – 10:50 *Coffee break*
- 10:50 – 11:35 Digital Transformation in practice
- 11:40 – 12:25 Discussion (questions and answers)
- 12:25 – 13:25 *Lunch*
- 13:25 – 14:10 Examples of Digital Transformation in maritime
- 14:15 – 15:00 Discussion (questions and answers)

Day 2: Technology background

- 09:00 – 09:45 Lean Six Sigma system
- 09:50 – 10:35 Green shipping
- 10:35 – 10:50 *Coffee break*
- 10:50 – 11:35 New digital technologies – autonomy, asset management..
- 11:40 – 12:25 Discussion (questions and answers)
- 12:25 – 13:25 *Lunch*
- 13:25 – 14:10 Maritime as integrated transport system
- 14:15 – 15:00 Discussion (questions and answers)



Photographs from the Business modules online Digital Transformation, October 12th - 14th 2021, online:



The screenshot shows a Microsoft Teams meeting interface. The main content area displays two slides from a presentation.

Slide 1: Digital Transformation Practice

If so...

- Be aware of "bicycle understeering" performance after DT / while DT not mature
- Invest in:
 - User and administrator training
 - Operations (maintenance, quality assurance, customer connection / service, optimizing and logging performance etc.) rather than just DT / development / implementation
 - System robustness / redundancy
- Remain engaged with end-user experience, focus on users
- Strongly favour continuous delivery

The slide also features a diagram with a central blue hexagon labeled "DT practice" surrounded by six yellow hexagons: "Understeering", "Training", "Operations", "Agility / UX", "CD", and "Log, optimize, Fine-tune". A small line graph is also visible.

Slide 2: Digital Transformation

*A continuous process of adjustment, or inception, of **doing business, management, governance, reporting, and compliance with regulation utilizing competences, resources, and technology of the (post-) 4th Industrial Revolution world.***

Doing → Processes

Both slides include the Interreg Italy - Croatia InnovaMare logo and the European Union logo at the bottom.

Conclusion

Human capacity building program was consisted of training the trainers where scientific research institutions in consortium will have workshops in relevant topics and they will develop skills so they can continue to train other stakeholders when DIH is established. In addition, business education modules were developed and stakeholders from business sector gathered and were educated in themes that are relevant in cooperation between them as well as with scientific-research institution. Educations were held as web training and on sight. Main goals of workshops and trainings was to explain each stakeholder its roles and position in each part of innovation ecosystem, gather inputs based on know-how regarding collaboration activities, development of product and services in triple helix concept as well as to bring new ways of collaboration in innovation ecosystem for development collaboration in innovation ecosystem for development of new products and services.

In order to determine the acquired knowledge gathered from train the trainers and business models modules, project partners and chosen companies shall go on a study trips to Norway and to Finland.

