

BE-READI ALPS
Business Economic Renewal to Enhance
Strategic Development and Innovation in
Alpine Space
ASP758 – Priority 1 Innovative Alpine Space



PROJECT HANDBOOK / BE-READI ALPS

Business Economic Renewal to Enhance Strategic Development and Innovation in Alpine Space

Program Priority: SO1.1 - Improve the framework conditions for innovation in the Alpine Space

Work Package: M - Management

Activity: A.M.1 – Consortium animation and internal communication

Deliverable: D.M.1.1 –Project Handbook



REFERENCE DOCUMENTS

BE-READI ALPS Application Final

European Guidelines / Interreg Alpine Space Program Guidelines (www.alpine-space.eu)

Acronyms List

ABs	Advisory Board
ACPs	Alpine Space Contact Points
AF	Application Form
ASP	Alpine Space Programme
BE-READI ALPS	Business Economic Renewal to Enhance Strategic Development and Innovation in Alpine Space
CP	Alpine Space Cooperation Programme
EC	European Commission
eMS	electronic Monitoring System
Eoi	Expression of Interest
ERDF	European Regional Development Fund
EU	European Union
FLC	First Level Control
FM	Financial Manager
JS	Joint Secretariat
LP	Lead Partner
MA	Managing Authority
Obs	Observer
PA	Partnership Agreement
PAB	Project Advisory Board
PC	Programme Committee
PCM	Project Communication Manager
PM	Project Manager
PMT	Project Management Team
PP	Project Partner
PR	Progress Report
PSG	Project Steering Group
SC	Subsidy Contract
TL	Task Leader
WP	Work Package
WPL	Work Package Leader

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1. INTRODUCTION TO THE HANDBOOK

Welcome on your BE-READI ALPS Handbook,

This Handbook will follow you throughout the whole project duration.

The **Project Handbook** sets up the project organization including the responsibility matrix, the planned tasks, quality and reporting procedures and the financial management. Please note that the communication strategy, procedures and instruments, including the project coordinated image, is not part of this document since it is included in the **Dissemination Plan** (D.C.1.1).

By default, all information present in the Application Form (AF) (Annex A) as well as all regulating relations defined in the Partnership Agreement (PA) (Annex B) and Subsidy Contract (SC) (Annex C) are mandatory.

Veneto Innovazione is responsible, as Lead Partner (LP), to release the project handbook as deliverable of the Activity M.1.

The project handbook anyway is an open document and your views and your insights on the project are useful and welcome.

Enjoy the reading!

Veneto Innovazione team

2. PROJECT SHORT SUMMARY

The following is the Application Form version.

Traditional and mature SMEs represent the economic backbone of the Alps although their structure and mindset dangerously expose them to rapid market changes and financial crises that usually lead to a loss of competitiveness and decreasing growing rates.

The Alps are also home of dynamical start-ups with high innovation potentiality but lack of experience and established channels. The AS innovation ecosystem eventually hosts many public and private actors engaged in the business aid with valuable support services that however are often fragmented, redundant, territorial restricted and sealed off to specific fields.

BE-READI ALPS aims to impact to this unexploited scenario designing and piloting a living lab for the Alpine ecosystem where mature SMEs might have a “second life”, extending their value chain at AS level by establishing apt partnership with innovation, digital and financial providers. Moreover, the project, that covers 11 Alpine regions, will show that is possible to upscale the AS innovation ecosystem through the work of actors with complementary specialisations, in order to offer a harmonised, innovative and transnational service model (BE-READI Points Toolkit). BE-READI ALPS will work to apply to 500 SMEs a similar approach used to support start-ups: from a comprehensive assessment to the investors pitch preparation, till the matching with partners, like digital start-ups, contributing to the launch of second-life projects (at least 50 projects).

The partners will become qualified Points with shared procedures and a sound quality management (Accreditation process for BE-READI points). The 14 Observers representing the Alpine ecosystem will animate Open Tables discussions aiming at launching a shared strategic and operative Roadmap to overcome the current barriers that prevent the AS innovation ecosystem upscale (Strategic Roadmap for AS Competitiveness). Budget: € 1.963.003,75

3. PROJECT IDENTIFICATION DATA

Programme priority	Priority 1 - Innovative Alpine Space	
Programme priority specific objective	SO1.1 - Improve the framework conditions for innovation in the Alpine Space	
Project acronym	BE-READI ALPS	
Project title	Business Economic Renewal to Enhance strAtegic Development and Innovation in Alpine Space	
Project number	758	
Name of the lead partner organisation/original language	Veneto Innovazione spa	
Name of the lead partner organisation/English	Veneto Innovazione	
Project duration 33 months 0 days	Start date	2019-10-01
	Closure date	2022-06-30

4. PROJECT STRUCTURE

The project is organized as follows:

- Project Lead Partner (Project Manager (PM) and Financial Manager (FM))
- Project Communication Manager (PCM)
- Project Management Team (PMT)
- Project Steering Group (PSG)
- Advisory Board (AB)
- Work Package Leader (WPL)
- Task Leader (TL)
- Project Partner (PP)

4.1. Lead Partner-LP

Project partner who takes the overall responsibility of the implementation of the entire project.

Veneto Innovazione Spa is the Lead Partner and will manage BE-READI ALPS. The LP will represent the project toward to JS and other public organizations.

The LP nominates a Project Manager (PM) and a Financial manager (FM).

PM

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4.2. Project Communication Manager – PCM

Project partner who takes the responsibility for the communication of the project.

PCM

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4.3. Project Management Team – PMT

The PMT includes the project manager and the finance manager (4.1), the communication manager (4.2) respectively WPLM and WPLC and the other three WP leaders of T1, T2 and T3.

The PMT has the role:

- To coordinate the start, implementation and closure of the project according to the time schedule as indicated in the ultimate version of the application form (AF).
- To ensure the quantitative and qualitative delivery of the planned project activities, outputs and results as stated in the approved AF.
- To constantly monitor the exhaustion of the project budget foreseen for each project participant and ensure that budget shifts are carried out within the limits and according to the rules of the Programme.
- To submit the progress reports within the reporting deadlines established by the Programme.

- To ensure that the project is implemented in compliance with the relevant rules.
- To inform the PPs about all essential issues related to the project implementation without any delay.

The PMT usually meets before the PSG meetings or via Conference call or skype/TELCO once a month.

4.4. 2.5 Project Steering Group – PSG

The Project Steering Group (PSG) is formed by a representative from each of the partners involved with appropriate decision-making power. The power of this representative concerns any issue related to the development of the project and content of its work program. The PSG is chaired by the LP.

The PSG supervises the progress of the project, along the lines defined in the AF and the PSG member is responsible for each of the partners for the overall work of this partner in the project. He/she, or a delegate, shall take part in all project meetings, will be responsible for the ongoing work, the respect of deadlines and deliverables and will be able to intervene in all parts of the project development.

All the PSG members must be appointed **by notice in writing to** the BE-READI ALPS LP with all the necessary contact details.

The list of PSG members is an annex to this document (ANNEX1).

4.5. PSG Meetings

4.5.1. PSG foreseen meetings

All PP shall be present at the PSG-meetings. Therefore, the meeting dates shall be fixed well in advance for the whole project period. The meeting dates will be agreed on in the project kick off meeting and lay down in the respective minutes.

Meeting	Start	End	Location	Responsible PP
PSG1	29/10/2019	31/10/2019	Verona	VI
PSG2	4/03/2020	6/03/2020	TELCO for COVID Emergency	VI
PSG3	30 June 2020		TELCO for COVID Emergency	VI

PSG4	6 October 2020	TELCO for c	VI
PSG5	<i>January 2020</i>	TELCO for COVID Emergency	VI
PSG6	<i>April 2021 (in combination with the Digithon)</i>	TELCO for COVID Emergency or Innsbruck	SAT
PSG7	<i>July 2020 (in combination with the Digithon)</i>	Avignon	FTGP
PSG8	<i>September 2021</i>	Venice	UCV
PSG9	<i>January 2022</i>	Stuttgart	bwcon

The BE-READI ALPS meetings are prepared, chaired and minuted by the hosting Partner and/or BE-READI ALPS LP. The minutes shall record inter alia all decisions taken. A draft of the minutes shall be sent to the members of the PSG within 20 calendar days after the closing date of the meeting. The minutes shall be considered as accepted if no objections against the minutes have been raised within 7 calendar days. After this period, the minutes shall be compiled and kept as original minutes by the BE-READI ALPS LP to serve as evidence of the discussions taken.

4.6. Work Package Leaders (WPLs)

BE-READI ALPS' activities are carried out by all partners but are coordinated by one work package Leader. The role of the WPL is to take care that the specific tasks are executed in the best way by each project participant.

Number	Work Package Title	PP Number	Partner
WP M	Project Management	LP	Veneto Innovazione Spa
WP T1	BE-READI Points	PP4	Camera di Commercio di Bolzano/Handels- Industrie-

			Handwerks- und Landwirtschaftskammer Bozen
WP T2	Companies are READI	PP7	risingSUD
WP T3	Alpine Space is READI	PP10	Austria Wirtschaftsservice Gesellschaft mbH
WP C	Communication	PP5	Italienische Handelskammer München

Each Work Package leader shall be responsible for:

- preparing a work plan for its tasks to be forwarded for approval to all Parties and the BE-READI ALPS LP;
- the delivery of the planned reports and – if necessary – intermediary reports on the progress of ongoing Work Package activities to the BE-READI ALPS Project Manager;
- presenting the Work Package team conclusions, decisions, results and deliverables at BE-READI ALPS meetings;
- analysing and documenting any default of a partner, in relation to the Work Package’s activities, and preparing a proposal for recovery actions to be sent to the BE-READI ALPS LP.

4.7. Task Leaders (TLs)

WPLs co-ordinate the activities of the whole work package, while Task Leaders take care of the specific tasks and provide guidelines and instructions to the whole partnership on the best way to implement each task. The vertical structural of the project management allows partners to report to the TLs, that sum up the information received and works with the WPLs to finalize each task and produce valuable and efficient outputs.

Number	Task Title	PP Number	Partner
WP T1.1	BE-READI ALPS starter kit	PP9	Innovation Region Styria GmbH
WP T1.2	Bridge the partnership and channels	PP3	Unioncamere Lombardia
WP T1.3	Train the trainers	PP8	French Tech Grande Provence
WP T1.4	We can improve	PP2	Unioncamere del Veneto

WP T2.1	Match Ideas	PP12	Območna obrtno-podjetniška zbornica Maribor
WP T2.2	Plan your strategy	PP6	Bwcon
WP T2.3	Launch your second life	PP11	Standortagentur Tirol GmbH
WP T3.1	AS Open Tables	PP12	Območna obrtno-podjetniška zbornica Maribor
WP T3.2	Alpine Champions	PP10	Austria Wirtschaftsservice Gesellschaft mbH
WP T3.3	Welcome to new Points	LP	Veneto Innovazione Spa

The TLs support the WPLs and are responsible for the organisation of the work in their task and for the preparation of its deliverables. The Task leaders shall regularly report to the respective WPLs on the implementation of the individual tasks. Any deviation from the work plan has to be reported to the respective WPL immediately in order to decide if any recovery action is necessary at task level.

In case of disagreement between a TL and partners participating in the implementation of the task, the WPL and – where necessary – the BE-READI ALPS LP should be informed and involved in the discussion, in order to reach a decision.

4.8. Project Partners (PPs)

The project partners are responsible for accomplishing the tasks. The PPs report to the TLs, WPLs and LP regularly.

The list of contacts is included in ANNEX 2. Each partner will inform quickly the coordinator of the project of any modification in the list. The updated list is available as well on the BE-READI ALPS [intranet](#).

4.9. Observers (OBS) - Advisory Board

BE-READI ALPS strives to animate a policy debate at Alpine level, that starting from the outcomes of the pilot activities could lead decision makers to share and propose innovative approaches and actions to jointly overcome barriers preventing SMEs competitiveness.

The activity of policy transfer is pursued through the support of the Advisory Board (AB), a project body which includes as members the BE-READI ALPS Observers, with the aim to:

1. provide advice and feedback in order to fine-tune the approaches and the models that BE-READI ALPS will experiment and formalize during the project implementation;
2. animate a policy debate at local and macroregional level, fostering the transfer of the project outcomes into policy initiatives.

Veneto Innovazione spa, Lead Partner (LP) of the project is responsible of the interface with the Advisory Board. It will be supported by a Facilitator and by aws as responsible of the WPT3 activities.

The Advisory Board will be informed of the project ongoing activities by the LP through regular e-mail and it will meet four times in conjunction with the organization of the Policy Tables.

The **Policy Table** is conceived as a discussion platform for stakeholders, policy shapers, analysts, and local policy makers to discover and debate how to sustain the innovative development of mature SMEs. In this frame, beyond the AB members, local key-stakeholders and the EUSALP Action Groups 1 and 2 will be invited.

The Policy Table meetings foreseen are the following:

Policy Table Meeting	FOCUS	Period	Location	Responsible PP
1	"Access to Finance: how to boost the competitiveness of innovative SMEs"	March 5 th 2020	Bolzano/Bozen CANCELLED	CCIAA Bolzano/Bozen
2	"How digitalisation can boost mature SMEs in launching their second life project"	7 October 2020	REMOTE FORMAT for COVID Emergency	RCCSB Maribor
3	Funding Programs and Recovery plans helping SMEs to overcome COVID crisis	April 2021 2021	REMOTE FORMAT for COVID Emergency	risingSUD
4	"Joint actions at macroregional level: how to boost competitiveness in the Alpine Space"	September 2021	Venice	UCV

The following is the list of Observers officially included in BE-READI ALPS:

Organisation	Country	PP of reference
Veneto Region - Economic Development Department	IT	VI
Uncem - Unione nazionale Comuni, comunità ed Enti montani	IT	UCV
Autonomous Province of Bolzano-South Tyrol – Division Innovation, Research, University	IT	CCIAA BOLZANO
TUM International GmbH	DE	ITALCAM
State Ministry of Baden-Wuerttemberg for Economic Affairs, Labour and Housing Baden-Württemberg	DE	bwcon
SUD INVESTISSEMENT	FR	risingSUD
Austrian Economic Chamber of Styria - Department Economic Services	AT	IRS
Ministry of Digital and Economic Affairs – AUSTRIA	AT	aws
Austrian Federal Economic Chamber (FEC)	AT	aws
Federation of Austrian Industries	AT	aws
Platform Industry 4.0 Austria	AT	aws
Regional Government of Tyrol, Department for Economic and Scientific Affairs	AT	SAT
Ministry of Economic Development and Technology - Directorate for internationalisation, entrepreneurship and Technology	SI	RCCSB MARIBOR
University of Maribor	SI	RCCSB MARIBOR

5. PROJECT GOVERNANCE

The governance structure is organised on 2 levels of responsibilities:

1. a coordination level, which is performed by the **LP** and the **PMT**;

2. a steering/decision making level, performed by the **PSG**, which is the main responsible body for the project decision making process;

The PSG shall jointly, in accordance with the BE-READI ALPS PA and the AF, take necessary decisions relating to the project and the Partnership and shall in this regard particularly deal with the following:

- acceptance of deliverables as specified in the AF and adoption of any new activities;
- endorsement and acceptance of new Parties and Observers to the project;
- proposals to all Partners for the amendment of the terms of this BE-READI ALPS Decision making process document;
- information and communication policy of BE-READI ALPS including the adoption of any official information material, press releases;
- any other decision that can become necessary in the project implementation.

Obligations of the Lead and Project Partners are fully described in the PA. The PSG is primarily concerned with process and progress of the project.

5.1. Decision Making process

The PSG is responsible for the global management, ensuring that the project meets its objectives and that the deliverables are produced on time and to budget. It is chaired by Veneto Innovazione and receives reports on progress from the Work Package Leaders.

The project activity plan is discussed and decided during the PSG meetings. The PSG chairperson is responsible for assessing the coherence of each single activity according to the AF.

The periodic meetings of the PSG, are addressed to the definition of the overall strategic direction of the project, assessment and updating of work plans and analysis and evaluation of activities results.

The PSG chairperson refers to the Project Manager, together they control the fulfilment of the project objectives proposing corrective actions to the PSG, in case of necessity.

The PSG has the authority to reassign a Work Package/Task Leader and associated project funding should it judge the management of a particular work package to be unsatisfactory.

It is expected that the PSG will work within a consensus model, however, where voting is necessary, each PSG member will have one vote. In case of ending in a draw, the decision of the LP will prevail.

To ensure the highest level of participation to the decision-making process some simple rules have been agreed among all partners.

- **All the PSG members must take part in all the relevant meetings.** If the representative is unable to attend an official meeting, a substitute from the respective partner may attend in his or her place. In this case, the representative shall inform in writing the BE-READI ALPS LP at least 7 calendar days before the meeting.

- Not participating to a meeting, with dates, invitation and agenda sent in due time, will imply the approval of decisions or orientations set during the meeting.
- Any partner that will be absent to the PSG could send by email an opinion/vote on a specific point of the agenda.
- Decisions or orientations set during a meeting and included in the minutes are not supposed to be modified after the meeting.

In addition:

- Decision-making by written procedures, such as via paper or email, is possible. If decision-making by written procedure is necessary, the BE-READI ALPS LP will email the matter under discussion to all members of the PSG and set a deadline. The BE-READI ALPS LP has the task of registering all communication on this topic until the deadline. The results of a written decision-making process will be communicated immediately by the Project Manager.
- According to the Dissemination Plan, each partner is obliged to actively contribute to dissemination, communicating the project and its activities to the different target groups. The attendance to events (not foreseen in the AF), have to be authorised by the BE-READI ALPS LP. Published press releases, articles and printed communication material should be sent to the PCM and PM.
- Each partner to whom subcontracting money has been allocated is responsible for running the procurement procedures under consideration of the relevant national and European Union public procurement laws. A partner that enters into a subcontract in the project remains solely responsible for carrying out its tasks of the project and for such subcontractor's compliance with the provisions of the PA.
- No Party has a vote in decisions relating to its own failure to meet project goals and deadlines or other violations of the terms of the BE-READI ALPS PA.

5.2. Further Partners commitments:

All partners commit themselves in answering to the tasks within the deadlines set in the AF and the consensus reached at the meetings.

All project related communications have to be sent in cc to the LP Management Team.

Unless duly justified and after a reminder sent by the person in charge of the tasks, the absence of answer within the deadline shall be consider as an approval of the collective proposition made.

Validation process can be made by email with the initiative of the BE-READI Alps Project Manager, and/or Work Package Leader.

Email requiring quick answers, or with deadlines for answering, should include “acknowledge receipt”.

In order to provide a professional and reliable service, all Partners must respond to all project requests quickly and comprehensively.

The following principles must be implemented:

- a reasonable time limit will be enforced for acknowledging receipt of messages. For all project correspondence this shall be within two working days.
- all Partners are required to keep the WP Leaders and/or task Leaders informed of the progress of their tasks.
- necessary tools must be in place to immediately inform Partners of staff absence or office closures which will affect the two-day response time limit and Partners must always provide alternative contact details or an expected date of return.

6. INTERNAL COMMUNICATION

The Internal communication within the project is done mainly through e-mails, TELCO performed through gotomeeting infrastructure and the project intranet.

A project and updated mailing list file is available in [intranet](#).

To facilitate the internal communication, it is suggested to use the following rules to manage the project e-mail system

- The subject of the e-mail should include the name of the project (BE-READI ALPS) and the Information on the content (possibly also with the related WP identification letter)

Example: *BE-READI ALPS/M/deadlines for reporting*

In addition, please always add a full signature with phone number at the bottom of emails

To ensure a smooth running of the project activities and planned tasks, project partners have at their disposal an online, secure document sharing-archive/repository, where all working documentation will be placed (including quality and management reports, minutes of the meetings, partnership and coordination reports, official deliverables/IO) available for free-sharing among project team-members.

The selected sharing-archive is Microsoft SharePoint / Microsoft Teams, where specific project storage folders mirroring the project structure is available

Link to the shared platform: https://tzsibk.sharepoint.com/sites/BE_READI_ALPS

7. PROJECT REPORTING

A timely reporting is an obligation for all PPs, according to the Subsidy Contract and the Partnership agreement.

In line with the Subsidy Contract, BE-READI ALPS has five Periodic Reports (in addition to PR0) with specific deadlines set by the MA for the LP and agreed by the LP with the PPs.

PR Number	PR duration	Deadline for LP	Deadline for PP certification (expenditures)	Deadline for Progress report (activities)
PR 0	January 1 st 2019 – September 30 th 2019	March 15 th	LUMP SUM – no certificates	SUPP. INFO
PR 1	October 1 st 2019 – June 30 th 2020	September 15 th 2020	September 1 st 2020	August 1 st 2020
PR 2	July 1 st 2020 – December 31 st 2020	March 15 th 2021	March 1 st 2021	February 1 st 2021
PR 3	January 1 st 2021 – June 30 th 2021	September 15 th 2021	September 1 st 2021	August 1 st 2021
PR 4	July 1 st 2021 – December 31 st 2021	March 15 th 2022	March 1 st 2022	February 1 st 2022
PR 5	January 1 st 2022 – June 30 th 2022	September 15 th 2022	September 1 st 2022	August 1 st 2022

eMS (electronic monitoring system) is the platform through which PP have to report activities and expenditures. eMS can be accessed at the following link <https://ems.alpine-space.eu>

A dedicated TELCO has been held by the LP to presents the main issues concerning the project financial monitoring and reporting. Another TELCO has been dedicated to help PPs to get familiar with eMS features and to give PPs some tips concerning the TARGET GROUPs reporting.

Here below the recorded session and material presented.

https://tzsibk.sharepoint.com/:f:/r/sites/BE_READI_ALPS/Freigegebene%20Dokumente/Project%20Management/Operative%20and%20admin%20TELCOs?csf=1&web=1&e=NJUOSi

To find additional material:

[-Alpine Space Project Implementation Manual](#)

[-Project Generation and Application Manual](#)

[-Reporting guide](#)

[-FLC guide](#)

8. ANNEX 1 -PP list and PSG members

PP number	Organisation name	Short name	Country	Legal representative	PSG MEMBER	Project Management Team
1	Veneto Innovazione spa	VI	ITALY	Guido Beghetto	Ivan Boesso	PM: Maria Sole D'Orazio FM: Dario Perini
2	Unioncamere del Veneto	UCV	ITALY	Mr Mario Pozza	Roberta Lazzari	
3	Unioncamere Lombardia	UCL	ITALY	Mr Maurizio Colombo	Ludovico Monforte	
4	HANDELS-INDUSTRIE- HANDWERKS- UND LANDWIRTSCHAFTSK AMMER BOZEN	CCIAA BOLZA NO	ITALY	Mr Michl Ebner	Luca Filippi	T1 WPL
5	Italienische Handelskammer Munchen	ITALCAM	GERMANY	Ms Annamaria Andretta	Martina Agosti	PCM: Giuseppe Currò
6	Bwcon	Bwcon GmbH	GERMANY	Mr Jürgen Jähnert	Valentina Grillea	
7	risingSUD	risingSUD	FRANCE	Mr Jean-François Royer	Nicolas Chehanne	T2 WPL
8	French Tech Grande Provence	FTGP	FRANCE	Mr Paul-Roger Gontard	Marie Albert	

9	Innovation Region Styria GmbH	IRS	AUSTRIA	Ms Claudia Krobath	Claudia Krobath	
10	Austria Wirtschaftsservice Gesellschaft mbH	aws	AUSTRIA	Mr Bernhard Sagmeister	Christina Koch	T3 WPL
11	Standortagentur Tirol GmbH	SAT	AUSTRIA	Dr. Marcus Hofer	Christina Lercher	
12	Območna obrtno-podjetniška zbornica Maribor	RCCSB MARIBOR	SLOVENIA	Mr ALEŠ PULKO	Leonida Polajnar	
13	Università della Svizzera italiana	USI	SWITZERLAND		Umberto Bondi	
14	Associazione Match	MS	SWITZERLAND	Ms Giorgia Pati	Calogero Amato	

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Joint secretariat			Anne-Séverine Lay Anne-Severine.Lay@lfu.bayern.de

9. ANNEX 2 -BE-READI ALPS mailing list (update November 2020)

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BE-READI ALPS
Business Economic Renewal to Enhance
Strategic Development and Innovation in
Alpine Space
ASP758 – Priority 1 Innovative Alpine Space



10. ANNEX 3 -BE-READI ALPS WORKPLAN and DELIVERABLES

Activity/ Deliverable	Title	Description	Resp.	Start	Deadline
D.M.1.1	BE-READI ALPS Project Handbook	The PH is regularly updated. It provides guidance on workplan, responsibility, risk analysis and green approach. It gives methodology for data collection, quality deliverables, report time and cost, task organization, and conflict resolution.	VI	2019.10	2022.06
D.M.1.2	D.M.1.2 BE-READI ALPS	It is the internal communication system. It enhances collaborative working by sharing data, administrative and technical documents and reports. It provides news, to-do lists, quality and controlling procedures, working documents, and calendar.	VI	2019.10	2022.06
O.T1.1	BE-READI Points Toolkit	The BE-READI Points Toolkit allows every Point to support companies with a comprehensive, modern and transnational approach, overcoming the fragmentation of the current AS innovation ecosystem	CCIAA BOLZANO	2019.10	2022.03
D.T1.1.1	BE READI starter kit	Digital and methodological tool (or set of tools) to be used to measure the companies' strengths and readiness from the financial, digital, innovation perspective and a catalogue of services descriptions to foster the companies' value-chain reshape	IRS	2019.10	2020.12
D.T1.2.1	BE-READI partners and channels	Database published on the project website. At least 60 organisations committed (agreement signed) and accredited to be part of the BE-READI community. Protocols and cooperation models (even with private investors) settled	UCL	2019.10	2021.06
D.T1.3.1	BE READI Points Training Program	Training program for the BE READI Point staff delivered through 4 face to face seminars (Venice, Bolzano, Munich, Avignon) Possible topics: design thinking, business planning, pitching to investors, agile project management	FTGT+ CCIAA BOLZANO FTFG ITALCAM VENETO INNOVAZIONE	2019.10	2022.03
D.T1.3.2	Microlearning for companies	20 webinars produced by PPs accordingly to their core business/experience and delivered in short, specific bursts through BE-READI channels in line with the activities foreseen in T3.2. Multilingual approach will be used when possible.	FTGT+ALL	2019.10	2022.03

D.T1.4.1 the pilot (services tracking and companies satisfaction results).	BE-READI quality system	The report will include both the tools developed (tracking system, KPIs, satisfaction survey) as well as the data collected during	UCV	2020.01	2022.03
D.T2.1.1	Ideas Factory report	Report of the 11 events and the format used. The events will be held in Veneto, Lombardia, Bolzano Province, Tyrol, Styria, Vienna, Maribor, Bavaria, Baden Württemberg, Région Sud Provence-Alpes-Côte d'Azur, Canton Ticino.	MARIBOR +ALL	2019.10	2020.07
D.T2.1.2	Digithon report	Report of the 3 transnational Digithon events held in Innsbruck, Munich and Ljubljana	MARIBOR +SAT, ITALCAM, MARIBOR	2019.10	2021.01
D.T2.1.3	BE-READI investors day	Report of the event (held in Marseille); it will include the pitching session and the cooperation agreement proposed to the BE-READI investors. The Investor day is also connected to one of the BE-READI Observers event (T3.1)	MARIBOR + RISING SUD	2019.10	2021.05
D.T2.2.1	Companies readiness analysis	The data collected from the audit phase (at least 100 companies assessed) will be the starting point to understand the challenges and gaps that companies in the AS are facing and their attitude in relaunching their competitiveness	bwcon	2020.03	2022.03
D.T2.3.1	Kick off your second life	50,00 - Letters of intent committing the companies in the re-launch of their business through transnational cooperation agreements	SAT	2020.09	2022.03
D.T2.3.2	Relaunch mature business in the Alpine Space: the BE-READI ALPS way	A publication describing the BE-READI journey with companies (at least 50 pilot cases) supported to reshape their value chains: interviews, insights by experts, process description will act as demonstrators for other companies and intermediaries.	RISING SUD	2020.09	2022.03
O.T3.1	Strategic Roadmap for AS Competitiveness	A political Declaration, including the results of the Open Tables discussions, animated by the BE-READI Advisory Board, and translated in a set of Actions	aws	2019.10	2022.04

		points to be further implemented at macroregional level.			
O.T3.2	Accredited BE-READI Points	25 Business Support Organisations accredited with the BE-READI Points methodology aiming to professionalise and connect intermediary organisation in the Alpine Space.	MARIBOR	2020.07	2022.04
D.T3.1.1	BE-READI Alps White Paper	A final White Paper will collect the inputs and the main discussions results and it will include concrete proposals on topics such as financial engineering measures, private-public partnerships and funded transnational cooperation initiatives.	aws	2019.10	2022.01
D.T3.2.1	BE-READI digital Magazine	Digital magazine issues (5) spread online and including multimedia contents (e.g. webinars in T1.3 and interviews in WPC), aimed to inform entrepreneurs on specific and concrete topics (e.g. crowdfunding, how to pitch, digital technology solutions...)	VENETO INNOVAZIONE	2019.10	2022.04
D.T3.2.2	BE-READI ALPS Award	A competition for the BE-READI companies (criteria to be agreed with PPs and AB) will be launched in the second project phase. The aim is to demonstrate with success cases and testimonials the importance of connecting to the AS ecosystem to grow	VENETO INNOVAZIONE	2021.07	2022.04
D.T3.3.1	BE-READI Accreditation System	Guidelines describing in detail the BE-READI Points working model to enhance the cooperation among the Points and their local network and the code of Conduct the Point's staff should commit to respect, to better serve their companies	MARIBOR	2020.07	2021.06
D.C.1.1	Dissemination Plan	Dissemination Plan including information on the coordinate image usage and the planning of the marketing campaign addressed to companies foreseen in T3.2	ITALCAM	2019.10	2020.01
D.C.1.2	BE-READI ALPS corporate image	In line with the Alpine Space image and the Program requirements, a coordinated project image will be produced with a professional support. The Package will include the logo, the project templates, the project poster and roll-up, the project leaflet	ITALCAM	2019.10	2020.01
D.C.1.3	BE-READI ALPS website	Setting up of the project website (hosted by the BE-READI ALPS website Program) . The website will be the reference point for many activities foreseen	ITALCAM	2019.10	2020.01

		(e.g. T1.2). Dedicated sections for companies and for stakeholders will be created to better disseminate the project outcomes			
D.C.2.2	BE-READI Points Leaflet	The leaflet describes the service package for companies. Versions foreseen in English, Italian, French, German and Slovenian. The layout will be released by ITALCAM and PPs shall translate and print (only if necessary, to comply with green approach)	ITALCAM + IRS	2020.01	2020.12
D.C.2.3	Press Releases	Press releases (at least 20) issued by all partners in conjunction with the main project milestones and events (e.g. kick off meeting, launch of the BE-READI services, Ideas Factories, Digithons, Investors Day, Award launch...)	ITALCAM + ALL	2019.10	2022.06
D.C.2.4	Media Info Kit	A collection of contents ready to be used by PPs to facilitate their promotional activity toward media (project presentation and fact sheets and local contacts to further follow up)	ITALCAM	2019.10	2020.01
D.C.3.1	Video Interviews	30 Short interviews filmed to collect entrepreneurs, experts and providers insights valuable to be shared in the BE-READI ALPS community. The interviews will be published in the project YouTube channel and used also for the digital Magazine	ITALCAM + ALL	2019.10	2022.06
D.C.4.1	BE-READI Breakfast	12 Short events organised to introduce to regional stakeholders (business associations, R&D repres. decision makers) the BE-READI ALPS project and involve them into the project activities, asking their feedback and support to better fine-tune the pilot	ALL except VI and MS	2020.01	2020.06
Deliverable D.C.4.2	Final Conference	The final conference will be organised in Vienna. An interactive approach will be pursued to assure the audience participation. The Strategic Roadmap for AS Competitiveness will be launched and BE-READI Champions awarded	aws	2021.09	2022.04