

Deliverable 4.5

Cross-cluster mentoring experts map

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TRACK

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The TRACK Consortium

Nº	Beneficiary name	Beneficiary short name	Country
1	VEGEPOLYS	VEGEPOLYS	France
2	ASOCIATIA CLUSTERUL AGRO-FOOD-IND NAPOCA	ATC	Romania
3	CLUST-ER AGROALIMENTARE	Clust-ER	Italy
4	FUNDACION CORPORACION TECNOLOGIA DE ANDALUCIA	FCTA	Spain
5	STICHTING GREENPORT WESTLAND OOSTLAND	GPWH	Netherlands

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Scope of document

This document aims at framing the work to be done in TRACK Task 4.3 Internationalization Mentoring led by AgroTransilvania Cluster.

The main objective of the Deliverable 4.5 is to provide a glance of the cross-cluster mentoring expertise, according the capabilities and expertise of each TRACK partner.

Based on the spotted teams' competences of the TRACK consortium's partners, it was created a database (presented, synthetically, on the table from page 7), allowing to identify the personal attributes of each potential mentor and, consequently, of each partner.

1. Requirements for mentors

1.1. Specific requirements

The identified of the 9 selected SMEs were identified and presented in detail on D.4.4. Consortium mentoring tools and methodology inventory. It was observed that, for improving their performance on the international markets, the SMES should be able to develop some of their abilities.

The following abilities that have to be developed by the SMEs have been identified

- **General skills and abilities (of all SMEs):** abilities to prepare and to present a BPs, by being more specific and more convincing; Convince the clients on the utility of the products; Abilities to develop the BPs cash flow; knowledge of consolidation of the sales in local and regional areas, as prerequisite to jump to international areas; abilities to penetrate new markets; abilities to identify relevant national and international fairs and events to promote the business; to enhance and implement exportation and projects abroad, through a more structured activity and organization (dedicated office or company area); Involvement of stakeholders; abilities how to promote their products on foreign markets; getting access to funds (for research and development); Abilities to approach new potential clients (communication, promotional materials etc.); knowledge about how to identify long term perspectives and abilities; Knowledge to create local teams in EU countries; Knowledge to adapt the products and communication to the main market targets (growers, consultants, greenhouse builders and equipment manufacturers); knowledge to adapt the technical language to the level of potential farmers).

- **Specific abilities and skills (for specific SMEs):** Abilities to attract new staff; abilities to attract funds; Abilities to invest on staff training; abilities to coordinate client's needs and developers activities, Introduce into the food logistic market; Consolidate a network of partners; Search for large networks close to the field (Associations, networks from public funding, chambers of agriculture); Abilities to connect to relevant stakeholders from EU countries; setting up regional, national and

international projects with partners.; Develop a cost effect marketing / sale strategy to gain customers; Abilities to identify the competitors and the market forces; Keep our advance over our future competitors; To expand the business to less digitally developed countries in the EU, aiming food processors and retailers; Diversifying the range of clients; abilities how to promote their products on foreign markets (by intermediaries, as clients)

The above mentioned identified abilities that have to be developed by the SMEs can be grouped on the following main categories:

- marketing and communication;
- specific ITC competences;
- logistics;
- business models development (including innovation);
- attracting funds;
- cooperation (nationally and internationally);
- penetrating international markets.

Consequently, the involved mentors have to have the possibility to deliver the general abilities, but in a specific way adapted to the unique needs of the SMEs. In fact, by the process of mentoring, the increase of the SMEs' level of the skills and abilities, does not mean that they do not need to improve or develop differently. That is exactly why TRACK cross cluster mentoring experts will be useful for them.

1.2. Job description

Taking the above mentioned results into consideration, we assumed that **Tasks of the mentors** are:

- To ensure the planning and coordination of mentoring activities designing an initial road map
- To participate in the development of the plan and the tools for monitoring the mentoring activity;
- To ensure the monitoring of the activities and make proposals regarding their implementation;
- To prepare the meeting minutes for each meeting and the final road map, as well as other required reports if necessary
- To ensure compliance with the legal provisions regarding the processing of personal data
- To develop the mentoring activity implementation strategy and contribute to the BP implementation
- To organize working meetings with mentored SMEs within the project;
- To monitor the implementation of the activities is responsible for, the risks, the results and related indicators;

1.3. Employment requirements

For fulfilling the tasks, a **minimum requirement for the mentors** are identified:

- Higher education completed with a bachelor's degree;
- Business plan management and development skills;
- Experience in projects;
- Experience in mentoring and / or consulting for business development and / or experience and knowledge in managing and developing some businesses;
- Relevant experience in the identified (Chapter 1.1) main categories of abilities that have to be developed by the SMEs;
- Organizing and planning skills and oral and written communication;
- Counselling, consulting and conciliation skills;
- Knowledge of MS Windows operating system and Microsoft Office package (Word, Excel, Power Point), internet;
- Proficiency in English at advanced level (read, write, speak).

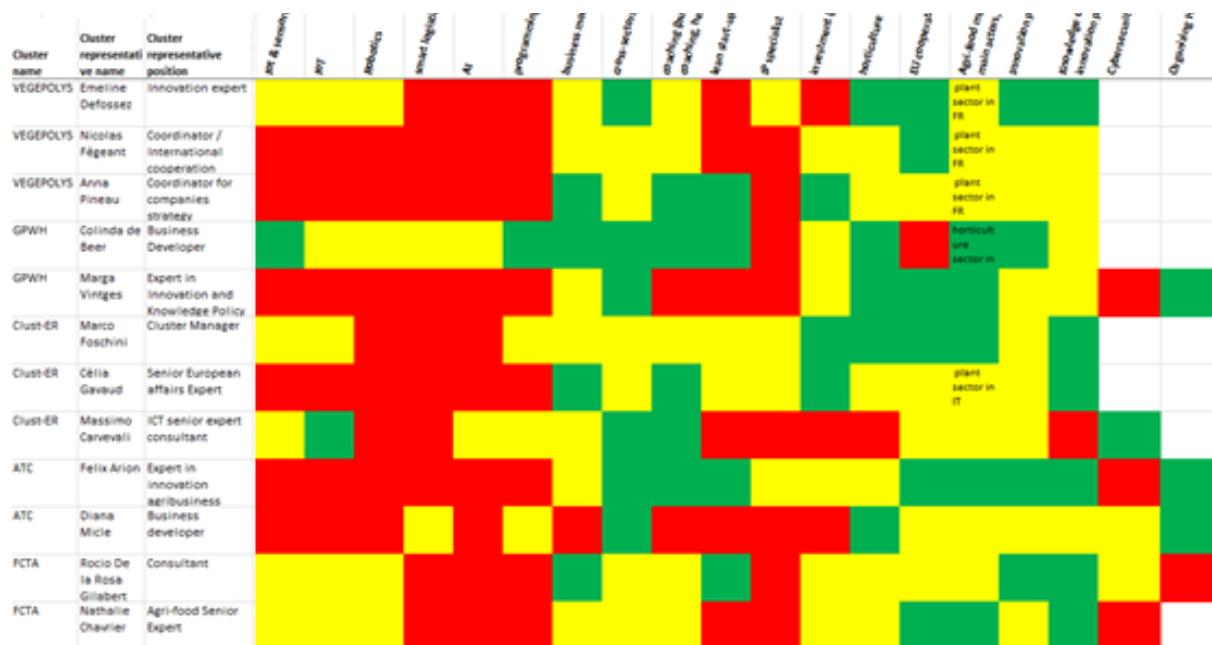
2. Database: Map of competences

A database designed as a map of the competences of potential mentors from the Consortium was done (supported by WP2), so to identify the possibility that each TRACK partner will do the mentoring to each allocated SMEs.

Based on the valued above mentioned and on the needs for SMEs for internationalisation, the TRACK Consortium will use into the process of internationalization the necessary available resources of the partners, based on **the database of the TRACK partner organisations' competence**.

The database of the TRACK partner organisations' competence is presented below as an analytic matrix, constructed as follow:

- each row represents an individual from a partner cluster,
- each successive columns is corresponding a competence required in the process of mentoring,
- the design matrix contains information (expressed in colours – see the Colour legend below the database), for each individual, about the level expertise on each competence.


Colours legend:

	Expert: I can teach it (green)
	Practitioner: I can do it (yellow)
	Novice: What is it? (red)

Competences defining

Iot & sensors – competences related to smart sensors related to the Internet of things is a system of interrelated computing devices, mechanical and digital machines, objects, animals or people that are provided with unique identifiers (UIDs) and the ability to transfer data over a network without requiring human-to-human or human-to-computer interaction (https://en.wikipedia.org/wiki/Internet_of_things).

IOT - competences related to the Internet of things is a system of interrelated computing devices, mechanical and digital machines, objects, animals or people that are provided with unique identifiers (UIDs) and the ability to transfer data over a network without requiring human-to-human or human-to-computer interaction (https://en.wikipedia.org/wiki/Internet_of_things).

Robotics - competences that deals with the design, construction, operation, and use of robots, as well as computer systems for their control, sensory feedback, and information processing. These technologies are used to develop machines that can substitute for humans and replicate human actions (<https://en.wikipedia.org/wiki/Robotics>).

smart logistics - competences related to the combination of traffic management structuring and navigating traffic for optimal use of traffic system and logistics management (organizing, planning,

control and execution of the flow goods) by effective usage of data (<https://bciglobal.com/en/smart-logistics-en-city-distribution>).

AI - competences that deal with Artificial Intelligence (AI), which is the ability of a digital computer or computer-controlled robot to perform tasks commonly associated with intelligent beings (<https://www.britannica.com/technology/artificial-intelligence>).

programming knowledge - competences related to the understanding of how to use a programming language, what its syntax is, keywords, code usage (and understanding object-oriented programming if it is an object orientated language). This knowledge can be gained through reading textbooks and studying the language and concepts. (<https://softwareengineering.stackexchange.com/questions/155679/programming-knowledge-vs-programming-logic>)

business model canvas - competences that deal with strategic management for developing new or documenting existing business models. It is a visual chart with elements describing a company's or product's value proposition, infrastructure, customers, and finances (https://en.wikipedia.org/wiki/Business_Model_Canvas).

cross-sectoral innovation - competences that deal with the process by which creative industries share information, collaborate and work with other sectors to generate new thinking, new products, new services, new business models etc. (http://www.clusterpolisees3.eu/ClusterpoliSEEPortal/resources/cms/documents/Lucia_Seel.pdf)

coaching (business coaching, team coaching, helping to improve) - competences related to any form of development in which an experienced person, called a coach, supports a learner or client in achieving a specific personal or professional goal by providing training and guidance, mainly in terms of business, team, innovation (<https://en.wikipedia.org/wiki/Coaching>)

lean start-up methodology - competences that deal with the methodology for developing businesses and products that aims to shorten product development cycles and rapidly discover if a proposed business model is viable; this is achieved by adopting a combination of business-hypothesis-driven experimentation, iterative product releases, and validated learning (https://en.wikipedia.org/wiki/Lean_startup)

IP specialist - competences that deal with the Intellectual property work, helping the clients who are concerned with protecting their intellectual properties (for protecting their creations or inventions, product names, and other creative works) ([https://www.payscale.com/research/US/Job=Intellectual_Property_\(IP\)_Specialist/Salary](https://www.payscale.com/research/US/Job=Intellectual_Property_(IP)_Specialist/Salary))

investment (fundraising) - competences related to the process of seeking and gathering financial contributions by engaging individuals, businesses, charitable foundations, or governmental agencies (<https://en.wikipedia.org/wiki/Fundraising>)

Horticulture - competences that deal with the science and art of growing fruits, vegetables, flowers, or ornamental plants (<https://slideplayer.com/slide/13419382/>)

EU cooperation - competences related to the process of groups of organisms working or acting together for common, mutual, or some underlying benefit, as opposed to working in competition for selfish benefit at UE level (<https://en.wikiquote.org/wiki/Cooperation>)

Agri-food market knowledge (types of main actors, sectorial organisation,...) - competences that deal with the services involved in moving an agricultural product from the farm to the consumer. These services involve the planning, organizing, directing and handling of agricultural produce in such a way as to satisfy farmers, intermediaries and consumers (https://en.wikipedia.org/wiki/Agricultural_marketing)

Innovation project engineering - competences that deal with the methods for solving technology and business problems for organizations who want to innovate, adapt, and/or enter new markets using expertise in emerging technologies (e.g. data, AI, , block chain), technology business models, innovation culture, and high-performing networks. (<https://scet.berkeley.edu/innovation-engineering-principles-and-methodology/>)

Knowledge of funding opportunities for innovation projects (call for projects) - competences that deal with the process of providing resources to finance innovation projects. While this is usually in the form of money, it can also take the form of effort or time from an organization or company. (<https://en.wikipedia.org/wiki/Funding>)

Cybersecurity - competences related to the protection of internet-connected systems, including hardware, software and data, from cyberattacks. In a computing context, security comprises (<https://searchsecurity.techtarget.com/definition/cybersecurity>)

Organizing Horticulture Ecosystems - competences that deal with the process of organizing the horticultural complex of living organisms, their physical environment, and all their interrelationships in a particular unit of space. (<https://www.britannica.com/science/ecosystem>)

Corroborating the results of the analysis with the mentors required competences (- marketing and communication, specific ITC competences, business models development (including innovation), attracting funds, cooperation (nationally and internationally) and penetrating international markets, it can be observed that the TRACK Consortium has the abilities to provide valuable monitoring services to SMEs. Each TRACK partner will do the mentoring to each allocated SMEs. If they need support from external experts, the consortium will try to externalise specific services.

2.1. Clusters' map of competences

Analysing the map of competences and the required necessary competences (presented into the table below), it can be observed the potential of each partner of the TRACK Consortium to be involved into the international mentoring process.

Road map of competences for VEGEPOLYS

Required Competence	VEGEPOLYS		
	Emeline Defossez	Nicolas Fégeant	Anna Pineau
- marketing and communication			
- specific ICT competences			
- logistics			
- business models development (including innovation)			
- attracting funds			
- cooperation (nationally and internationally)			
- penetrating French market			

Road map of competences for GPWH

Required Competence	GPWH	
	Colinda de Beer	Marga Vintges
- marketing and communication		
- specific ICT competences		
- logistics		
- business models development (including innovation)		
- attracting funds		
- cooperation (nationally and internationally)		
- penetrating The Netherlands market		

Road map of competences for Clust-ER

Required Competence	Clust-ER		
	Marco Foschini	Célia Gavaud	Massimo Carnevali
- marketing and communication			
- specific ICT competences			
- logistics			
- business models development (including innovation)			
- attracting funds			
- cooperation (nationally and internationally)			
- penetrating Italian markets			

Road map of competences for ATC

Required Competence	ATC	
	Felix Arion	Diana Micle
- marketing and communication	Green	Yellow
- specific ICT competences	Red	Yellow
- logistics	Red	Yellow
- business models development (including innovation)	Green	Green
- attracting funds	Yellow	Yellow
- cooperation (nationally and internationally)	Green	Yellow
- penetrating Romanian markets	Yellow	Yellow

Road map for of competences FCTA

Required Competence	FCTA	
	Rocío De la Rosa Gilabert	Nathalie Chavrier
- marketing and communication	Green	Green
- specific ICT competences	Yellow	Yellow
- logistics	Red	Red
- business models development (including innovation)	Green	Yellow
- attracting funds	Green	Green
- cooperation (nationally and internationally)	Yellow	Green
- penetrating Spanish markets	Green	Green

3. Competence deliver

For transferring the knowledge and abilities from mentors to SMEs it is necessary to match the needs of the SMEs with the competences of TRACK members' experts.

In order to realise that match, for each of the SMEs, one person form each TRACK members will be appointed as main contact person. The appointing process as main contact person will be de done based on the following procedure:

- i) The BPs and the specific need of the SMEs will be spread it among the experts on a matrix
- ii) Each expert from the TRACK members will mention (offering explanation for each selection) the SMEs that she/he is willing to mentor, based on hers/his experience. On the matrix, the TRACK members can, also, make an internal study about their expertise and consult to another members in our teams or in our ecosystem.
- iii) The final filled up matrix will be discussed during a virtual meeting of the TRACK members, analysing the selections. At the end of the virtual meeting the main contact person will be appointed

for each SMEs, and, if necessary, the secondary persons which will help the main contact person for specific issues.

After the main contact persons are appointed, her/his name will be communicated to mentored SMEs by the person that informed the SMEs that was selected for mentoring process.

After that, the main contact persons will contact the SMEs by email to establish the first virtual meeting, where the partners will get to know each other and the mentee will understand the steps of the mentoring programs and the expected results. Also, the SMEs are informed that, if necessary, for some specific issues the mentoring process will be supported by other mentors.

From that moment, the mentor will be responsible for running the mentoring methodology presented in D4.4.

4. Conclusions

The following conclusions can be drawn from the analysis of the information

- Internal team of each partner of TRACK Consortium has valuable competences in fields of business, marketing, cooperation and funds, but not so much on logistics. They are relatively limited in competences regarding specific IT knowledges. Having in mind that the SMEs applied mostly for gaining new competences and abilities of penetrating international markets, this threat is limited.
- There is no perfect mentor from partners of TRACK Consortium, but there is always the opportunity to consult with the members of internal team. It is to mention that, as natural part of the cross-cluster mentoring, if there is a limitation of one cluster to correctly answer to a specific need of an SME demand, it could make a solicitation to TRACK colleagues to additionally support it.
- Each partner of TRACK Consortium has valuable knowledge about its internal market, so the internationalisation process could be focused on helping foreign SMEs to penetrate those internal markets.
- In some specific areas, external expertise could be required, so the consortium should be able to explore this fact.
- Overall, considering the TRACK Consortium work as a team, exchanging information, the knowledge transmitted to mentee is expected to be optimised.