

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

Work Package: WPT3 Fostering CE processes in Alpine Space with digitalisation processes

Activity: A.T3.2 Experimenting transnational actions to foster CE approaches through digitalisation

Deliverable: D.T3.2.1 Local actions to implement CE Design Model approaches with digitalisation processes

Reporting on local pilot actions – Confindustria Bergamo

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## Table of contents

Introduction.....	3
Local pilot actions: Lombardy, Confindustria Bergamo - Overview.....	3
Identification and involvement of the SMEs for the Pilot Action.....	4
Implementation report.....	4
Deviations from the pilot action plan (D.T3.1) .....	7
Communication activities implemented to support the pilot action.....	7
Summary of the achievements - lessons learnt.....	8
Achievements .....	8
Lessons learnt .....	9
Annex .....	10
Annex I: open call to enterprises associated to Confindustria Bergamo to participate in the Circular 4.0 local pilot actions – newsletter .....	10
Annex II: open call to enterprises associated to Confindustria Bergamo to participate in the Circular 4.0 local pilot actions – awareness event.....	11
Annex III: webinar on Circular Economy and the opportunity to participate to the pilot actions within Circular 4.0 .....	11
Annex IV: Smart News article on the Circular 4.0 project in Bergamo.....	12
Annex IV – Overview of companies assisted .....	13

## Introduction

The pilot actions have the purpose to increase attitude by SMEs to eco-innovation, to innovate business models and products for reuse and recycling starting from traditional business and production processes. The working groups will develop feasibility plans for setting-up local service providers addressed to SMEs, establish services to increase attractiveness by investors and propose new financial schemes by Public Actors.

Specifically, the present deliverable displays for the local pilot action in Lombardy the:

- activities delivered,
- results achieved,
- lessons learned to foster CE approaches through digitalization.

## Local pilot actions: Lombardy, Confindustria Bergamo - Overview

### Local context and CE approach

The local context of the local actions encompasses enterprises from the Bergamo province. The targeted companies are SMEs from the manufacturing sector, although some larger enterprises have also been considered.

The assessments have allowed to evaluate the state of the art and the workshops have allowed to understand how to improve in three areas:

- design of new actions and strategies connected to the circular economy
- optimal use through benchmarking companies and optimizing what enterprises already use
- value recovery to implement trivial actions such as the reduction and recovery of waste finalized at recovering the value that was previously lost

### Methodology

The project described here has the general objective of developing, testing and applying a tool for assessing the maturity of companies in terms of Circular Economy, integrating considerations on digitalization. Broadly speaking, the project has followed 4 main phases:

- Selection of companies and project activation
- Application of the Circular Economy and Digital Maturity Assessment tools to the mapping of virtuous companies associated with Confindustria Bergamo and identification of areas for improvement through 1:1 meetings to be organized in the company
- Development of a final benchmarking report among the companies analyzed, presented in a final dissemination event

## Identification and involvement of the SMEs for the Pilot Action

For the initial involvement of companies in the pilot actions, a newsletter has been sent out by Confindustria Bergamo to all associated companies to invite them to participate to the Circular 4.0 project. Moreover, we organised an event where we invited prof. Albachiara Boffelli from the University of Bergamo to talk about the importance of integrating the concept of circular economy into the business model and spread awareness about the opportunity to participate to the Circular 4.0 project. After this initial round of call we engaged some of our associated companies, however, this was not sufficient to reach our planned target. We therefore contacted some companies that had previously done the Digital Maturity Assessment with us to know whether they were interested in taking the Circular Economy Assessment and thus receive guidelines on how to improve based on an integration of the two assessments. Some emails were also sent out by the University of Bergamo to our associated companies who had previously engaged with them on projects related to circular economy.

The combined effort from these actions allowed us to reach the target of 16 enterprises for the Circular Economy Assessment (of which 12 also undertook the Digital Maturity Assessment) and 16 enterprises for the Digital Maturity Assessment (for a total of 32 companies assisted throughout the period).

## Implementation report

Title	Selection and identification of SMEs	Start date	11/2021
		End date	12/2021
Description			
<p>For the initial involvement of companies in the pilot actions, a newsletter has been sent out by Confindustria Bergamo to all associated companies to invite them to participate to the Circular 4.0 project. Moreover, we organised an event where we invited prof. Albachiara Boffelli from the University of Bergamo to talk about the importance of integrating the concept of circular economy into the business model and spread awareness about the opportunity to participate to the Circular 4.0 project. After this initial round of call we engaged some of our associated companies, however, this was not sufficient to reach our planned target. We therefore contacted some companies that had previously done the Digital Maturity Assessment with us to know whether they were interested in taking the Circular Economy Assessment and thus receive guidelines on how to improve based on an integration of the two assessments. Some emails were also sent out by the University of Bergamo to our associated companies who had previously engaged with them on projects related to circular economy.</p> <p>The combined effort from these actions allowed us to reach the target of 16 enterprises for the Circular Economy Assessment (of which 12 also undertook the Digital Maturity Assessment) and 16 enterprises for the Digital Maturity Assessment (for a total of 32 companies assisted throughout the period).</p>			
Results			
1	Identification of SMEs	Date	Jan-Feb 2022

<b>Title</b>	Thematic workshops	<b>Start date</b>	06/2021
		<b>End date</b>	06/2021
<b>Description</b>			
<p>The Local training Actions were organized in two different Front-desk modules:</p> <ol style="list-style-type: none"> <li>1. Front-desk module 1 were addressed to the internal resources of Confindustria Bergamo that are involved in the Circular Acceleration Training 4.0 (CAT4.0) and in the Pilot actions, in particular in the implementation of the Digital Maturity Assessment (DMA). The module were scheduled for the 25th June 2021 and consisted in a meeting of three hour in a classroom of Confindustria Bergamo dedicated to the training activities.</li> <li>2. Front-desk module 2 were addressed to the University of Bergamo that were involved in the Pilot action, and in particular in the implementation of the Circular Assessment Score (CAS) and in the construction of the Circular Business Model Canvas. The module were scheduled for the 29th June 2021 and was implemented through an online Teams meeting of four hours.</li> </ol> <p>The front-desk modules were supported also by an online course (OCT training course) that was available on the platform TalentLMS. The online course was composed by eight modules of one hour each; the materials and information provided by the Talent platform were fundamental for the correct implementation of services dedicated to the SMEs: the training activities (CAT4.0) and the pilot action (implementation of the assessment tools and the circular business model canvas).</p>			
<b>Results</b>			
1	Front-desk module 1	<b>Date</b>	25/6/2021
2	Front-desk module 2	<b>Date</b>	29/6/2021

<b>Title</b>	Digital and circular maturity assessment	<b>Start date</b>	09/2021
		<b>End date</b>	05/2022
<b>Description</b>			
<p>Regarding the digital maturity assessment, Politecnico di Milano and Assoconsult have developed an online self-assessment tool Test Industria 4.0, available free of charge on the website: <a href="http://preparatialfuturo.confindustria.it/digital-innovation-hub/check-aziendale-online/">http://preparatialfuturo.confindustria.it/digital-innovation-hub/check-aziendale-online/</a>. We have assisted the companies in taking this assessment through 1:1 meetings.</p> <p>The Industry 4.0 Test provides a first indication of the digital maturity of a company, with the intention of photographing its positioning with respect to the possibilities offered by the Industry 4.0 logic. The level of maturity is measured against four dimensions of analysis (Execution, Monitoring and Control, Technologies and Organization) in the processes that form the value chain of a company.</p> <p>The tool used for the Circular Economy Assessment is the CAS 2.0, modified by the University of Bergamo. Companies received 1:1 assistance by researchers from the University of Bergamo to make sure they would understand the questions and give the most accurate answers.</p>			
<b>Results</b>			
1	16 Circular Economy Assessments with the University of Bergamo (of which 12 were integrated with the Digital Maturity Assessment that was done in the same period or in a previous period) comprising the questionnaire and preliminary report	<b>Date</b>	Feb-Apr 2022
2	28 Digital Maturity Assessments comprising the questionnaire and a thoroughly elaborated report	<b>Date</b>	Sept-Apr 2022 *
	(32 companies were assisted in total)		
	*some companies have done the DMA in previous years, however those were considered relevant for the integration with the Circular economy assessment		

<b>Title</b>	Identification of innovation needs and roadmap for improvement	<b>Start date</b>	05/2022
		<b>End date</b>	06/2022
<b>Description</b>			
The team of researchers from the University of Bergamo has produced a final report with guidelines for improvements for all the companies that have done the Circular Economy Assessment, and , where available, they have integrated those results with the Digital Maturity score. A final report has also been produced to give an overview of the results of the whole pilot actions, which will be presented in the capitalization workshop on the 7 <sup>th</sup> of June 2022.			
<b>Results</b>			
1	An in-depth report with guidelines for improvement for each of the 16 companies that have undergone the CAS with the University of Bergamo	<b>Date</b>	05/2022
2	One final report summarising the results of the pilot actions	<b>Date</b>	05/2022

## Deviations from the pilot action plan (D.T3.1)

We deviated from the pilot action plan in the following way:

1. We did not only involve SMEs in our identification process, in fact, also larger enterprises participated to the pilot actions. This is because our newsletter is sent out to all companies associated, and, after verifying that it was hard to get strictly only SMEs on board, we opened the call to larger enterprises too in order to reach a larger audience.

## Communication activities implemented to support the pilot action

Beside the open calls reported in section 3, we advertised the opportunity to participate to the Pilot Actions through a 'morning -coffee talk' on Circular Economy available on our YouTube channel <https://www.youtube.com/watch?v=RqWKS1R7BG4> . Further materials in Annex III.

A news article explaining the Circular 4.0 project and containing an interview from one of the researchers from the Bergamo University team was also released. Annex IV.

# Summary of the achievements - lessons learnt

## Achievements

With reference to the KPIs identified in the pilot actions plan, we report numbers achieved at the end of the reporting period (13<sup>th</sup> May 2022):

1. Selection/identification of SMEs:
  - Number of identified SMEs : after the newsletter was sent out to all associated companies, 40 SMEs (including some enterprises were contacted by us individually. 16 of them then decided to undertake the Circular Economy Assessment with the University of Bergamo. 12 of these had also taken the Digital Maturity Assessment before)
  - Identification went as planned, as we clearly stated that we would be referring to our internal database of associated companies, which did not undergo any significant change during the period.
2. Thematic workshops/seminars:
  - Number of workshops: 2
  - Average number of participants: 10
  - Workshops and number of participants went as planned, with no significant deviation from the quantitative target set at the beginning.
3. Circular CE capability/potentiality and Digital Maturity Assessment of SMEs
  - Number of SMEs that were assessed with the Digital Maturity Assessment: 28
  - Number of SMEs that were assessed with the Circular Assessment Score: 16
  - If we consider all companies that have taken either the DMA or the CAS, or both, we reached out to a much greater number of companies than initially planned. Since we reported 15 companies as our initial target, in any case, we went beyond that target.

Identification of innovation needs and investment plan:

- Number of SMEs that participated in the post-assessment workshop: 16
- Average number of improvement actions/innovation identified per company: 1
- This target is in line with the one we set before starting the pilot actions, as we were planning to give specific guidelines for improvement to each of the company that would have taken the Circular Economy Assessment. As many of the companies who participated were already doing well in terms of Circular Economy approaches , we tried to suggest at least one further incremental step that could help them do even better. It was easier, instead, to find more than one improvement opportunity for companies that were at their first stage with circularity approaches.

## Lessons learnt

Through the parallel assessment of digital and circular maturity, companies were able to auto-assess their readiness with respect to the green and digital transitions, which is relevant to drive investments in the short term.

The assessments themselves were very useful in helping companies brainstorm and reflect on their internal organisation, and the 1:1 discussions were often a great opportunity to generate new ideas as the companies could reflect on some aspects they did not previously think about. Overall, the assessments were great ways to support internal decision makers in thinking out of the box.

The benchmarking report allowed SMEs to achieve a deeper understanding on their current digital and circular state related to other companies in the same area. The individual report will also guide each company in evaluating best investment opportunities to gain a competitive advantage by integrating more circular processes/products and become more digitalized.

Overall, we want to highlight that it has been hard to involve companies that have not started digitalisation or circularisation processes yet. Most of the companies who took part to the assessments, especially the Circular Economy Assessment, had already made some more or less significant steps in those directions. Hence our sample of participants can be defined as biased towards a more positive picture of circularity and digitalization in the Bergamo area than it actually is in reality.

## Annex

Annex I: open call to enterprises associated to Confindustria Bergamo to participate in the Circular 4.0 local pilot actions – newsletter  
<https://www.confindustriabergamo.it/comunicazioni/circolari?id=120590>



CONFINDUSTRIA BERGAMO

<p><b>Circolare</b></p> <p><b>n° 2022/115</b></p> <p>11 Febbraio 2022</p>	<p>DIREZIONE INNOVAZIONE TECNOLOGICA E ORGANIZZATIVA</p>
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## Circular 4.0 - Misurazione integrata dei livelli di economia circolare e digitalizzazione aziendale

Grazie ad una collaborazione a livello europeo e con il supporto dell'Università di Bergamo, Confindustria Bergamo ha sviluppato un assessment con lo scopo di misurare il livello di integrazione dei concetti dell'Economia Circolare all'interno dei modelli organizzativi e dei processi aziendali in ottica digitale.

Partecipando a questa iniziativa, attraverso un incontro di due ore, l'azienda ha la possibilità di:

- Acquisire maggiore sensibilizzazione sui concetti della Circular Economy e su come essa sia abilitata dalla trasformazione digitale e dall'industria 4.0;
- Compilare l'assessment con il supporto di ricercatrici universitarie e discuterne immediatamente i risultati per individuare possibili azioni di miglioramento;
- Sviluppare e testare una serie di strumenti in grado di favorire il contributo delle logiche dell'Industria 4.0 per il passaggio delle PMI all'economia circolare, con particolare attenzione ai modelli di design circolare, modelli di utilizzo ottimale, modelli di recupero valore.

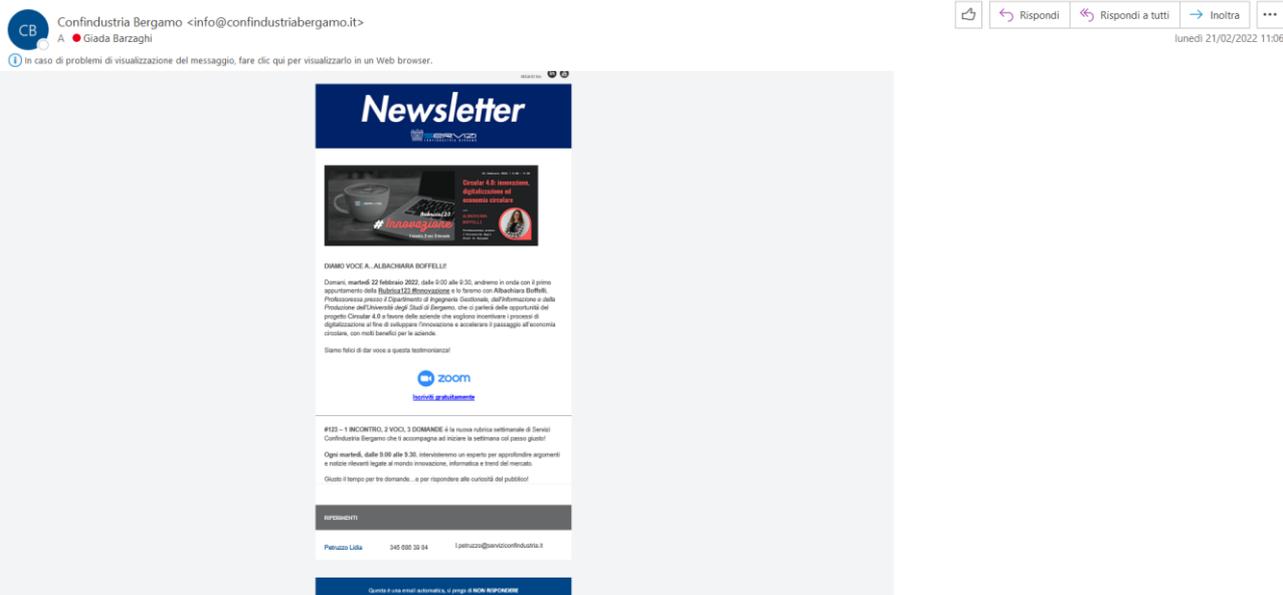
Questa iniziativa contribuisce inoltre a sviluppare un piano d'azione a livello europeo per contribuire alla transizione verso l'economia circolare da parte delle PMI, attraverso una maggiore digitalizzazione.

Per approfondimenti sul progetto vi invitiamo a visitare la pagina <https://circular40.eu/>

Per ulteriori informazioni e per partecipare all'assessment, vi invitiamo a contattare Giada Barzaghi all'indirizzo [g.barzaghi@confindustriabergamo.it](mailto:g.barzaghi@confindustriabergamo.it)

## Annex II: open call to enterprises associated to Confindustria Bergamo to participate in the Circular 4.0 local pilot actions – awareness event

Rubrica123 #Innovazione| Circular 4.0: innovazione, digitalizzazione ed economia circolare con Albachiarra Boffelli | 22 febbraio 2022



## Annex III: webinar on Circular Economy and the opportunity to participate to the pilot actions within Circular 4.0

<https://www.servizionconfindustria.it/it/blog/rubrica-123-del-22-02-2022-circular-4-0>



# Annex IV: Smart News article on the Circular 4.0 project in Bergamo








TWIN-TRANSITIONS:  
progetto europeo,  
ricerca sul territorio

**Albachiara Boffelli**  
ricercatrice presso il Dipartimento di Ingegneria Gestionale, dell'Informazione e della Produzione



La centralità del tema della transizione eco-digitale, sempre più coinvolgente per le aziende al di là dei settori in cui operano e le loro dimensioni, vede anche l'organizzazione confindustriale attivamente impegnata in attività di ricerca, coordinamento e gestione di specifiche competenze. Un esempio significativo è la partecipazione di Confindustria Bergamo nel progetto

europeo Interreg Alpine Space, focalizzato sulle Twin-Transitions, circolare e digitale. All'interno di questo progetto si colloca il percorso di ricerca "CIRCULAR 4.0" che si propone di individuare come facilitare la transizione delle PMI, e non solo, verso l'economia circolare, sfruttando le sinergie con la digitalizzazione e l'innovazione tecnologica. Nel progetto sono stati proposti diversi tools per misurare da un lato il livello di digitalizzazione e dall'altro l'impegno verso l'economia circolare e le potenzialità future delle imprese. Dopo la fase di assessment, alle aziende sarà fornita una roadmap delle possibili azioni di miglioramento, oltre che opportunità di networking con le altre aziende partecipanti al progetto. Lo sviluppo del percorso di ricerca è condotto in collaborazione con un team dell'Università di Bergamo,



Ready to accelerate?

coordinato dalla Professoressa Albachiara Boffelli, ricercatrice presso il Dipartimento di Ingegneria Gestionale, dell'Informazione e della Produzione. "Come ricordano i principi alla base del progetto europeo, l'introduzione di nuove tecnologie, in particolare l'Internet delle cose e gli strumenti dei big data, - sottolinea la Prof.ssa Boffelli - stanno consentendo lo sviluppo e l'introduzione di nuovi modelli di business dell'economia circolare, spesso basati sulla condivisione e sulla locazione, ma anche sul riutilizzo e sulla rigenerazione. Nuovi sistemi e strumenti tecnici consentono di tracciare prodotti o materiali durante la loro vita per mantenerli a lungo il loro valore. Nel frattempo, le capacità di progettazione e produzione stanno evolvendo con progressi significativi nella produzione, nella scienza dei materiali, ad esempio nella stampa 3D e nell'intelligenza artificiale. Il progetto CIRCULAR 4.0 affronta obiettivi specifici per integrare il piano d'azione dell'economia circolare dell'UE con azioni rivolte alle imprese collocate nei territori della fascia alpina e prealpina, come ad esempio la Regione Lombardia e Bergamo. Da qui il motivato interesse di Confindustria Bergamo e l'attivazione della collaborazione con

la nostra università. Coerentemente con quanto indicato dal progetto, ci siamo quindi attivati per effettuare un monitoraggio in merito alla consapevolezza di un gruppo di aziende bergamasche, in particolare PMI, sul tema della transizione eco-digitale. La fase pilot del progetto ha posto in luce risultati interessanti, primo fra tutti il fatto che se è vero che le aziende bergamasche interpellate stanno investendo nella transizione digitale, anche in modo rilevante e lo stanno facendo già da alcuni anni, non sono però altrettanto consapevoli delle vantaggiose sinergie che possono generarsi tra questi investimenti e la transizione ecologica. I due piani si sono mossi in forma autonoma l'uno dall'altro, mentre i punti di contatto e di valorizzazione reciproca possono essere molteplici. Per l'interpretazione e la valutazione di quanto emerge dal nostro monitoraggio facciamo ancora riferimento prima di tutto alle indicazioni che ci provengono dal Progetto Europeo stesso. A questo proposito vi è da considerare che un'impresa per praticare un modello di business circolare, non ha bisogno di massimizzare la propria capacità

di recuperare e rigenerare le risorse impiegate all'interno dei propri processi di creazione di valore. La circolarità come orientamento strategico di un'impresa si manifesta in un insieme più ampio e coerente di competenze, relazioni, pratiche organizzative e gestionali, finalizzate all'effetto desiderato. Il loro livello effettivo dipende molto dalle capacità manageriali e dalle pratiche organizzative per cogliere i vantaggi generabili dalla transizione eco-digitale. Le aziende, soprattutto le PMI, necessitano di essere guidate nel consolidare questa consapevolezza e poi decidere come investire nella transizione. Il nostro lavoro sarà quindi rivolto a passare dalla verifica della situazione, con uno studio analitico dell'indagine, all'indicare percorsi concretamente fattibili per favorire la Twin-Transition. Naturalmente questa importante fase propositiva sarà condotta in stretta collaborazione con Confindustria Bergamo e si concretizzerà sia in dialoghi diretti con le aziende coinvolte nella fase pilot, sia con comunicazioni e informazioni che rivolgeremo a tutte le imprese del territorio, mettendo a disposizione il know how acquisito partecipando al progetto Europeo.

Confindustria Bergamo partecipa al progetto europeo Interreg Alpine Space - Circular 4.0, focalizzato sulle Twin-Transitions, circolare e digitale. La ricerca è sul territorio e condotta in collaborazione con un team dell'Università di Bergamo, coordinato dalla Professoressa Albachiara Boffelli.



Page 12 of 17

Annex IV – Overview of companies assisted



**LOCAL PILOT ACTION – Confindustria Bergamo (CBG)**  
**Overview of companies assisted in Lombardy (IT)**

ID	Sector of reference		Subsector	Company Region	CE assessment (1:1 meeting)	CE maturity assessment tool	Digital Maturity Assessment (1:1 meeting)	DM Assessment tool	Action Plan
	Company type								
CBG01	Enterprise	Manufacturing	Chemicals	Lombardy	15.02.2022	CAS 2.0 edited by UniBG	03.06.2021	Test Industria 4.0 - Assessment of maturity	May 2022
CBG02	SME	Manufacturing	Metals	Lombardy	16.02.2022	CAS 2.0 edited by UniBG	08.06.2021	Test Industria 4.0 - Assessment of maturity	May 2022
CBG03	SME	Manufacturing	Wood	Lombardy	02.03.2022	CAS 2.0 edited by UniBG	04.02.2022	Test Industria 4.0 - Assessment of maturity	May 2022
CBG04	SME	Manufacturing	Construction	Lombardy	03.03.2022	CAS 2.0 edited by UniBG	01.07.2020	Test Industria 4.0 - Assessment of maturity	May 2022

CBG05	SME	Manufacturing	Chemicals	Lombardy	09.03.2022	CAS 2.0 edited by UniBG	03.05.2022	Test Industria 4.0 - Assessment of maturity	May 2022
CBG06	Enterprise	Manufacturing	Textiles	Lombardy	15.03.2022	CAS 2.0 edited by UniBG	06.05.2022	Test Industria 4.0 - Assessment of maturity	May 2022
CBG07	SME	Manufacturing	Wood	Lombardy	15.03.2022	CAS 2.0 edited by UniBG	17.01.2022	Test Industria 4.0 - Assessment of maturity	May 2022
CBG08	SME	Manufacturing	Construction	Lombardy	17.03.2022	CAS 2.0 edited by UniBG	19.03.2018	Test Industria 4.0 - Assessment of maturity	May 2022
CBG09	Enterprise	Manufacturing	Rubber	Lombardy	18.03.2022	CAS 2.0 edited by UniBG	n.a.	n.a.	May 2022
CBG10	SME	Manufacturing	Wood	Lombardy	25.03.2022	CAS 2.0 edited by UniBG	n.a.	n.a.	May 2022
CBG11	SME	Manufacturing	Metals	Lombardy	29.03.2022	CAS 2.0 edited by UniBG	22.03.2020	Test Industria 4.0 - Assessment of maturity	May 2022
CBG12	SME	Manufacturing	Electronics	Lombardy	30.03.2022	CAS 2.0 edited by UniBG	13.01.2020	Test Industria 4.0 -	May 2022

CBG13	SME	Manufacturing	Textiles	Lombardy	30.03.2022	CAS 2.0 edited by UniBG	16.05.2022	Assessment of maturity Test Industria 4.0 - Assessment of maturity	May 2022
CBG14	Enterprise	Manufacturing	Textiles	Lombardy	11.04.2022	CAS 2.0 edited by UniBG	27.03.2018	Test Industria 4.0 - Assessment of maturity	May 2022
CBG15	Enterprise	Manufacturing	Rubber	Lombardy	13.04.2022	CAS 2.0 edited by UniBG	n.a.	n.a.	May 2022
CBG16	Enterprise	Manufacturing	Chemicals	Lombardy	26.04.2022	CAS 2.0 edited by UniBG	n.a.	n.a.	May 2022
CBG17	SME	Manufacturing	Metals	Lombardy	n.a.	n.a.	01.03.2022	Test Industria 4.0 - Assessment of maturity	31.03.2022
CBG18	SME	Manufacturing	Construction	Lombardy	n.a.	n.a.	19.02.2022	Test Industria 4.0 - Assessment of maturity	21.03.2022
CBG19	SME	Manufacturing	Metals	Lombardy	n.a.	n.a.	06.02.2022	Test Industria 4.0 - Assessment of maturity	08.03.2022
CBG20	SME	Manufacturing	Construction	Lombardy	n.a.	n.a.	08.01.2022	Test Industria 4.0	07.02.2022

								- Assessment of maturity	
CBG21	Enterprise	Manufacturing	Cosmetics	Lombardy	n.a.	n.a.	05.01.2022	Test Industria 4.0 - Assessment of maturity	04.02.2022
CBG22	SME	Manufacturing	Mechanical engineering	Lombardy	n.a.	n.a.	28.12.2021	Test Industria 4.0 - Assessment of maturity	27.01.2022
CBG23	SME	Manufacturing	Construction	Lombardy	n.a.	n.a.	26.12.2021	Test Industria 4.0 - Assessment of maturity	25.01.2022
CBG24	SME	Manufacturing	Construction	Lombardy	n.a.	n.a.	22.11.2021	Test Industria 4.0 - Assessment of maturity	22.12.2021
CBG25	Enterprise	Manufacturing	Chemicals	Lombardy	n.a.	n.a.	14.11.2021	Test Industria 4.0 - Assessment of maturity	14.12.2021
CBG26	SME	Manufacturing	Automation	Lombardy	n.a.	n.a.	14.11.2021	Test Industria 4.0 - Assessment of maturity	14.12.2021
CBG27	SME	Manufacturing	Mechanical engineering	Lombardy	n.a.	n.a.	06.11.2021	Test Industria 4.0	06.12.2021

								- Assessment of maturity	
CBG28	SME	Manufacturing	Food	Lombardy	n.a.	n.a.	25.10.2021	Test Industria 4.0	24.11.2021
								- Assessment of maturity	
CBG29	SME	Manufacturing	Mechanical engineering	Lombardy	n.a.	n.a.	27.09.2021	Test Industria 4.0	27.10.2021
								- Assessment of maturity	
CBG30	SME	Manufacturing	Electrical engineering	Lombardy	n.a.	n.a.	12.09.2021	Test Industria 4.0	12.10.2021
								- Assessment of maturity	
CBG31	SME	Manufacturing	Mechanical engineering	Lombardy	n.a.	n.a.	21.08.2021	Test Industria 4.0	20.09.2021
								- Assessment of maturity	
CBG32	SME	Manufacturing	Mechanical engineering	Lombardy	n.a.	n.a.	04.08.2021	Test Industria 4.0	03.09.2021
								- Assessment of maturity	

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