

CIRCULAR 4.0

1 Date & Time

23.10.2020, 9.00 – 12.30

2 Organizer

Umweltcluster Bayern (UCB, PP14)

3 Action

On-line transnational working group meeting – all three transnational working groups in one session - 23.10.2020 (GoToMeeting)

A.T2.1: Identification of users training needs

4 Participants

All PPs were present: (TP LJ – LP), TUAS Rosenheim (PP2), BWCON (PP3), AWS (PP4), ITG (PP5), Biz-UP (PP6), VI (PP7), Grand E-now (PP8), AURAE (PP9), IJS (PP10), TOWL (PP11), CONFBG (PP12), CCIAA Venezia Rovigo (PP13), UCB (PP14), and RISINGSUD (PP15)

External Experts & Observers:

5 WP(s) of Reference

WP T1, WP T2

6 Documents in Reference

WP T2 – D.T2.1.2 - Transnational working groups meeting to contribute to the process

7 Key Words

Transnational Working Group(s), TWG(s), WP T1, Circular Economy (CE), Circular Design Model (CDM), Optimal Use Model (OUM), Value Recovery Model (VRM), WP T2, training

D.T2.1.2 - Transnational working groups meeting to contribute to the process - meeting minutes, 23.10.2020, GoToMeeting

process, study visits, Circular Academy Training course (CAT), Operators Training Course (OTC), Circularity Assessment Score (CAS), Digital Maturity Assessment (DMA), Value hill, SMEs, operators, users

8 Agenda

SESSION 1		
PLENARY		
09.00 – 9.15	Registration to the online meeting and welcome	UCB & LP (TPLJ)
09.15 – 09.20	Welcome by the organizing PP & LP	UCB & LP (TPLJ)
09.20 – 09.45	State of the art of WP1 – what has been worked on and how will TWGs be involved in the completion of tasks A.T1.3 and A.T1.4	Biz-Up (Ashna) VENINN (Ivan/Francesca)
09.45 – 10.00	Introduction to the training process (WP T2) – Short summary of D.T2.1.1	IJS (Bojana)
10.00 – 10.30	Introduction to the plenary session in relation to D.T2.1.1 process & overview of the key concepts of the training process	IJS (Jurij Giacomelli)
10.30 – 10.40	Coffee Break (CIRCULARITY ASSESSMENT SCORE TESTING BEFORE PLENARY): https://www.circularbusiness.academy/circularity-assessment-score/	
SESSION 2		
DISCUSSION ON KEY CONCEPTS OF THE TRAINING PROCESS IN PLENARY		
10.40 – 12.00	Round 1 (all TWG) (20 min): General understanding of the process Q&A Round 2 (all TWG) (30 min): Circularity Assessment Scoring (CAS) Digital Maturity Assessment (DMA) Round 3 (all TWG) (30 min): Circular Academy Training Course (CAT) Operators Training Course (OTC)	IJS (Bojana) Jurij Giacomelli
12.00 – 12.05	Coffee Break	
12.05 – 12.20	Summary of session 2: plenary discussion; conclusions & follow up steps on the training process (including involvement of TWG)	UCB (Eva), IJS (Bojana, Jurij)
12.20 – 12.30	Summary session 1 & session 2, concluding remarks for TWG meeting	UCB, LP (TPLJ)

D.T2.1.2 - Transnational working groups meeting to contribute to the process - meeting minutes, 23.10.2020, GoToMeeting

9 Minutes

PLENARY		
09.00 – 9.15	<i>Registration to the online meeting and welcome</i>	
09.15 – 09.20	Welcome by the organizing PP & LP <ul style="list-style-type: none"> - The organizer (UCB, Eva) shares a link to all participants leading to the list of all experts participating in CIRCULAR4.0 and asks all external experts for their consent to extend the list by contact details (email addresses) and then circulate the list within the partners, observers and external experts of the project. In case someone want to opt out or want information in the list to be changed, they were asked to send an email to their associated project partner. 	UCB& TPLJ
09.20 - 09.45	State of the art of WP1 – what has been worked on and how will TWGs be involved in the completion of tasks A.T1.3 and A.T1.4 <ul style="list-style-type: none"> - Welcome from BIZ-UP - What happened during the last weeks: Deliverable T1.3: 1) Selecting sectors 2) Creating system framework for the sector 3) SWOT Analysis for the sector 4) Actor mapping. - Biz-up (Ashna) presents their exemplary results of these four steps for their chosen sector, the electronics sector - VENINN (Ivan) gives an update on activity T1.4 - Data collection on policy alignment (D.T1.4.1) is almost completed - almost all partners contributed. - Selection of industrial sectors report: objective is to select the relevant sectors for each area and on the level of the working group. - In the last TWG meeting the choice on the level of the TWG was decided. Individual partners from different areas chose and collected data on their sectors they wanted to choose. - Examples for sectors selected by areas additionally to those selected on working group level: wood processing, packaging, food and others. - Some partners also suggest broader sectors e.g. manufacturing - Still an open point to discuss do not lock out opportunities by sticking strictly to the sectors chosen. 	BIZ – UP VENINN
09.45 – 10.00	Introduction to the training process (WP T2) – Short summary of D.T2.1.1 <ul style="list-style-type: none"> - IJS (Bojana) introduces the goal and the idea of the training process - IJS created a training process with „demand-driven“-services to the SMEs by offering further in depth assistance towards needed CE & digitalisation skills, expertise, capital, overcoming legal, technological, financial and other barriers and ease SME’s transition to circular business models. - Outputs from deliverables of WP1 as well as outputs from other projects (e.g. tools from BIFOCALPS, Smart Spaces and Connected Factories...) are included in the training package as it is suggested today - The training process is designed for direct users (operators) as well as indirect users (SMEs; policymakers, regional authorities (often observers)). - Question by Sabine Erdler (UCB observer): Who are operators? WP T2 is addressed to all organizations in charge to support/assist SMEs with the implementation of innovation processes. - IJS experts from the environmental department, systems and control department with a partial outsourcing to Giacomelli Media, as well as GRAND-E NOV was involved to put the training process together. - The draft was submitted to project partners and IJS already received some feedback from selected partners: AURAE, Risingsud, Confindustria Bergamo, UCB & TOWL. 	IJS

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	<ul style="list-style-type: none"> - The key building blocks of the CIRCULAR4.0 training process were explained: <ul style="list-style-type: none"> o Operators Training Course (OTC) → FOCAL POINT! o Circular Academy Training Course (CAT) → for SMEs o Circularity assessment scoring/Digital maturity assessment tools for SMEs (CAS/DMA) o Evaluation criteria (KPIs) o Study tours - The process was developed around the key area of CE value systems (product's, production's and order's lifecycle) and how KETs can assist the transition towards CE business models. - The visual overview of the training process was presented. - TPLJ: Are you planning to promote the CAT and the tools (DMA & CAT) to be compulsory for the pilot action? Yes, these tools are an integral part of the training process. Concerning the DMA & Circularity Assessment, there exists a variety of tools and some are very specifically used in specific regions. Therefor in the pilot one can choose from this selection of tools. A selection of DMA tools already exists. IJS is currently still working on the selection of Circularity Assessment tools. - Grand E-Now: The fewer tools we use the easier will be the evaluation of the process in KPIs. IJS agrees in principal but also mentions, that some tools are compulsory to use in some regions. 	
<p>10.00– 10.35</p>	<p>Introduction to the plenary session in relation to D.T.2.1.1 process & overview of the key concepts of the training process</p> <ul style="list-style-type: none"> - Jurij Giacomelli (IJS expert): priority is to make sure everyone gets an understanding of the process as a whole, as it will become a shared competence of all of us - He would also appreciate further inputs and feedback from the partners in writing - The goal of today's meeting is also to find out if this training process responds to the needs of the CIRCULAR4.0 project in your eyes. - Jurij explains the underlying concept of benchlearning. It implies, that the conceptual structure is way more important than the details. It is an open concept where you can include knowledge you already have or experts you already work with. - Methodological framework: Capacity building manual and toolkit – is addressed to operators. Equip operators so that they can steer SMEs through the transformation towards circular economy. - TPLJ: Are these tools addressed rather to the management or towards the staff of business support organizations? Jurij thinks it's for both levels. Trainers, mentors, advisors and industry experts with complementary competences can all be involved at all levels in the delivery of the trainings to the SMEs. - 5 steps of the methodological approach: <ul style="list-style-type: none"> o 1) Identify Best Practices o 2) Try to understand where circular opportunities come from – what business models are already in practice in the macro region? o 3) Analysing where the business stands at the moment – concerning circularity and digitalization – what is our starting point? o 4) Run the course for companies: Circular Academy Training Course – learning among peers (classroom setting as well as individual mentoring). o 5) Scaling this process across sectors – focus on sectors seems important to start from to scale later in regions and towards the 	<p>IJS</p>

D.T2.1.2 - Transnational working groups meeting to contribute to the process - meeting minutes, 23.10.2020, GoToMeeting

	<p>whole Alpine Space sector, by sector, incorporating the learning from the first implementations.</p> <ul style="list-style-type: none"> - Translation of the methodological approach into the training process: 1) assessment of general and specific training needs 2) Apply tools and techniques 3) Learn thanks to the evaluation and exchange knowledge on the CIRCULAR4.0 platform between partners and all involved in the platform. - Circular opportunities for SMEs should not be viewed as a forced way-outs, they arise from complex changes in the business environment and in our societies at large: e.g. increasing scarcity of primary material and energy resources, their pricing volatility and climate-related risk mitigation → the training process tries to reflect this aspect of complexity (not only technical but multilevel transformation). - Training process consists of basic, simple tools that can be the common denominator for all partners participating: they can also be extended by more complex, individual tools according to each region's situation. - Operators will be prepared for the overall training process approach, they should embrace that approach and become autonomous enabled to implement it in the local context as often as they want to. - 1) Training needs assessment: general (spreadsheet in the capacity building document, detailed (CAS & DMA), evaluate the capability of co-operation and the role of the intermediary in the process. - 2) Components of the training process. - 3) Circularity Assessment Tool: how can we assess circularity of a company/a business model? When a company contributes to the circularity of an economy as a whole – the one suggested focuses on business models, as does the project, there are also other CAS tools readily available focusing more on products or processes etc. - 4) DMA: A variety of models are already in use; pragmatically select an appropriate one and combine it with the CAS. 	
10.35–10.45	Coffee Break (CIRCULARITY ASSESSMENT SCORE TESTING BEFORE PLENARY): https://www.circularbusiness.academy/circularity-assessment-score/	
	DISCUSSION ON KEY CONCEPTS OF THE TRAINING PROCESS IN PLENARY	
10.45–12.00	<ul style="list-style-type: none"> - Before the start of the discussion: Jana (Giacomelli Media) gives an overview of how the Operators Training Course (OTC) may look like in the context of an online learning platform that was tested and is supposed to be used for the delivery of the course. - The platform (or any other one chosen) can facilitate the exchange of experience of implementing the training courses. <p>Round 1 (all TWG) (20 min): General understanding of the process Q&A</p> <ul style="list-style-type: none"> - Questions/Discussion Results: - The concept is a train-the-trainer approach, only that we call them operators in order to take a broader approach. Trainers in the narrower sense but also industry consultants and experts, regional business support operators. - It is essential to include the need for collaboration into the course. How can we include the diverse mixture of stakeholders into the course? → at the level of the CAT course. It is always down to the specific stakeholder 	IJS (Bojana) Jurij Giacomelli

D.T2.1.2 - Transnational working groups meeting to contribute to the process - meeting minutes, 23.10.2020, GoToMeeting

	<p>situation of the SME. CAS Assessment and DMA have both included questions towards cooperation.</p> <ul style="list-style-type: none"> - ITG raises concerns about interfering with the free market. This discussion will be continued during the following TC/SC meeting within partners. - Essential question raised by Sabine Erdler (UCB observer) and supported by Andreas Jenne (UCB expert) and Ilaria Schiavi (TOWL expert): How to win an SME to become more circular? Especially in the current situation as companies need to look at the bottom line. How can we convince them that there are quick wins in the CE? - Jurij Giacomelli: The acquisition process of the project is extremely important. Let's assume for a moment: the process is there. It is not the topic of today. We would like to prepare the operators for their local training sessions and how to help companies. Knowledge is welcome and local peculiarities are respected. - Andreas Jenne (UCB expert) raises the concern that we cannot only train one company. We also need to include other partners from the circular economy in the region (along the value chain). Just because diversity is a key to outstanding performances. Especially in circular economy. We need the interaction with other partners. This position is also supported by Thomas Amstoutz (Grand E-Nov): To make CE work in an SME you do not face only the company but a whole ecosystem in which the SME is connected in. Maybe this will be the biggest challenge: to support one company but the transformation towards circularity needs involvement of the whole value chain. - Jurij Giacomelli: The CAT course is designed to tackle the context (industries, value chains, regions). The training process is a framework of many implementations. We presume there is a lot of knowledge already at the operators' level. From there we assume that there will be a number of implementations at regions and which starts with the training needs assessment. This starts with finding companies that are interested to participate. We presume that each operator will design the implementation according to some specific circumstances and needs of the region and the companies identified. As this process matures, we will collect the experiences in our platform and exchange and transfer knowledge to be able to scale the trainings to other sectors. That's how the framework is designed – dynamic. Concerning the way to recruit SMEs: We have to translate opportunities arising from going circular into solutions to challenges companies face at the moment especially in the context of the pandemic. This is quite an important task. - Sabine Erdler (UCB observer): Remark: changing a business model is not only about saving money. <p>Round 2 (all TWG) (30 min): Circularity Assessment Scoring (CAS) Digital Maturity Assessment (DMA)</p> <ul style="list-style-type: none"> - CAS: first examines the business model potential: How circular can the business be when the business model is fully implemented? How much is the company committed to circular transformation? Are objectives measured and resources allocated and are people assigned to specific innovation projects with a certain amount of time? The questionnaire was extended to CIRCULAR4.0 criteria: Questions about traceability of supplies and inputs etc. (see presentation of Jurij Giacomelli). - DMA: can also help to make classrooms of SMEs more homogeneous; Jurij asks for information on possibly prescribed DMAs in certain regions (as is the case for Grand-E Nov in France) or for best practices of DMAs partners would like to use, so they can be taken into the pool of tools, that 	
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D.T2.1.2 - Transnational working groups meeting to contribute to the process - meeting minutes, 23.10.2020, GoToMeeting

	<p>one can choose from, two tools were tested already with automotive companies in Slovenia by IJS.</p> <ul style="list-style-type: none"> - Questions/Discussion Results: - DMA is not a selective criterion. It is rather an input to adjust the CAT course to the needs of the target beneficiaries. CIRCULAR4.0 fundamental aim is to deploy innovative technologies towards SMEs to facilitate transformation towards circularity, no matter on which level of digitalization the companies are. - DMA system is not supposed to be a one-size-fits-all system but an open system. Therefore, different DMAs are available to use. - Also, the expectations towards a DMA are rather humble in the training process. Solely a tool to learn at what level a company is in their digital competences in order to know which CE business models can be exploited dependent on the digital support that can be given during the training and also to be able to allocate specific mentors/trainers/competence on the needed level - Sabine Erdler (UCB observer): suggests a modular approach towards the DMA. General blocks of questions and then industry specific question blocks. She also offers helping with research. - Two concerns by Thomas Amstoutz (Grand E-Nov): 1) Most of the companies we are helping start at a very low level of digital maturity → very long way for them to arrive at a perfect circulation of information in real-time, can take years 2) most companies with a low level of DM do not know about the potential of digital technologies → need for learning and transformation of corporate culture (takes time) → how to take cultural changes into account in the raining process? Are partners working on this already? E.g. AURAE organized (and will continue to organize) inspiring conference with inspiring entrepreneurs, are also a part of a network of companies, called Solucir, with entrepreneurs and other actors on CE with network dinners. That helps for acculturation of new companies and motivate new entrepreneurs. - Level of trust towards e.g. the quality of a recycled material is essential. How can we bring the trust issue into the training process? - Andreas Jenne (UCB expert): Very much at the beginning. We need a commitment from the management level. Then we need the employees and the work floor to commit to it, too. - TOWL is worried about the applicability of the tools to the very small companies in their region → CAT and DMA are not very complex measurements, use tools that are in the immediate environment - Concern about language barriers in CAT and DMA: Can be translated, only the exchange of experience and knowledge on the platform needs to be in English. Everything else can be done in local language (tools, CAT etc). 	
12.00–12.05	Coffee Break	
12.05–12.20	<p>Round 3 (all TWG) (30 min): Circular Academy Training Course (CAT) Operators Training Course (OTC)</p> <ul style="list-style-type: none"> - CAT and OTC are very closely related. We equip operators with the OTC to convey the CAT. <ul style="list-style-type: none"> o CAT is designed as a circular business model transformation support process; it is designed around a pilot project. – Every firm is a story of its own. o Module 0: Overview of existing tools and methods developed in the scope of EU funded - projects (EMBRACE Toolbox: 	IJS (Bojana) Jurij Giacomelli

D.T2.1.2 - Transnational working groups meeting to contribute to the process - meeting minutes, 23.10.2020, GoToMeeting

	<p>Ecocanvas and Circular Business Model Prototyping; SMART-SPACE; GREENCYCLE, BIFOCALPS...)</p> <ul style="list-style-type: none"> ○ Concerned with the bankability and/or investment readiness of the selected pilot (we want companies to grow). ○ Final outcome: SME's Circular Transformation Plan ○ Companies that want to do the CAT need commitment on management level and need to be willing to commit time to the process (on all levels). ○ We focus on business model redesign: when we evaluate the proposed pilot project, our next step is to identify at what step of the value hill the business model is situated – we left out circular support models because we look out for transformation of already existing business models. ○ We suggest the 10-step circular transformation journey by Bocken et al. – quite a similar concept to the one of Fraunhofer Institute (six steps). <p>- Jurij Giacomelli shows some already received feedback from the partners:</p> <ul style="list-style-type: none"> ○ The content will be adapted by the first pilot in Slovenia. Everything else will grow from the benchlearning process. In the initial module an overview of existing tools can be deployed. This makes it again an open concept. ○ OTC: IJS will carry out the first pilot and therefore will “train the trainers”. ○ There is not enough political pressure e.g. in Germany: Jurij suggests that the situation after the pandemic will look very different. <p>- Questions/Discussion - Results:</p> <ul style="list-style-type: none"> - Ilaria Schiavi (TOWL expert): Curious how this will work in practice. Training for circularity is very complex compared to e.g. a training on energy efficiency. Also important: showing companies the quick wins in order to get companies engaged in the process. - AURAE: Who will deliver the OTC training to the trainers/operators? And when will these contents be online? - Jurij Giacomelli: Not every detail has been decided, yet. Talent LMS platform has been tested and we want to use it to deploy the OTC. IJS will provide content to satisfy needs for a first pilot in every region. Materials will be shared by the platform every time OTC has been conveyed. - Bojana Omersel Weeks (IJS): Decision about platform needs to be made on a project level. OTC pilot will start in December/January 2020 in Slovenia. The OTC pilot should be deployed by the project partners locally with assistance. - Gabriele Muzio (TOWL expert): From my experience there is not only a language barrier but also a complexity of language – we will try to translate the tools for our SMEs. We will try to adapt this to our situation. The pilot is very important to us. - Jurij Giacomelli: The framework seems maybe more complex than it is. Do not hesitate to simplify on the level you need to. The pinpoints are important in order to facilitate bench learning but other than that you can adjust the process. As soon as you will put it in context, it will be clearer. 	
<p>12.25– 12.35</p>	<p>Summary session 1 & session 2, concluding remarks for TWG meeting</p> <ul style="list-style-type: none"> - UCB (Eva) summarizes the main points of the discussion: <ul style="list-style-type: none"> ○ How do we address/recruit SMEs? Jurij Giacomelli: We have to translate opportunities arising from going circular into solutions to challenges companies face at the moment especially in context of the pandemic. 	<p>UCB, IJS, LP (TPLJ)</p>

D.T2.1.2 - Transnational working groups meeting to contribute to the process - meeting minutes, 23.10.2020, GoToMeeting

	<ul style="list-style-type: none"> ○ Cooperation instead of competition: the step from competition to cooperation is the hardest part: we should not only be looking for the “best practice” but for partners who are actually willing to share their CE process experience. ○ Trust as a major issue in CE (e.g. about recycling material quality) <ul style="list-style-type: none"> ▪ How to bring this into the training process? ▪ Build a trusting network along the value chain locally and in the Alpine Space. ▪ Actually, train not only one SME but at least one more partner along the value chain/in the local circular system. ▪ Partners have also already started trusting networks around CE locally (e.g. AURAE). ○ Change Management as an aspect of the training course: we need to include how to get people on board. ○ We need the commitment of the SME on management level first but also on the individual level of employees to be able to start a transformation. ○ Language barrier: Benchlearning/ experience exchange on platform in English, everything else can be implemented in the local language. ○ DMA <ul style="list-style-type: none"> ▪ a modular DMA would be a good idea so we can adjust to needs based on different sectors. ▪ DMA is not a selection criterion but an assessment of the starting point. ○ Who will train the trainers? <ul style="list-style-type: none"> ▪ not everything has been decided. ▪ first OTC will be organized locally in Slovenia. ▪ OTC pilots will be filling up the e-learning platform. ○ Questions we take to the internal PP meeting <ul style="list-style-type: none"> ▪ Are we interfering with the market with a public project? ▪ Seems to be an issue for Austrian partners. <p>- TPLJ is impressed by the quality of the inputs coming from all experts and thinks that their input extremely increases the quality of outputs of the project and thanks all experts and TWG coordinators.</p>	
	End of the meeting	

10 Decisions taken / next steps

Main aspects of the discussion:

- How do we address/recruit SMEs? Jurij Giacomelli: We have to translate opportunities arising from going circular into solutions to challenges companies face at the moment especially in context of the pandemic.
- Cooperation instead of competition: the step from competition to cooperation is the hardest part: we should not only be looking for the best “best practice” but for partners who are actually willing to share their CE process experience
- Trust as a major issue in CE (e.g. about recycling material quality)
 - how to bring this into the training process?
 - Build a trusting network along the value chain locally and in the Alpine Space.

D.T2.1.2 - Transnational working groups meeting to contribute to the process - meeting minutes, 23.10.2020, GoToMeeting

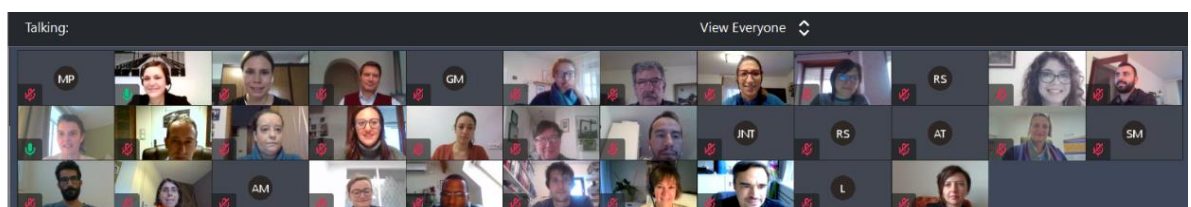
- Actually, train not only one SME but at least one more partner along the value chain/in the local circular system.
 - Partners have also already started to build trusting networks around CE locally (e.g. AURAE).
- Change Management as an aspect of the training course: we need to include how to get people on board.
- We need the commitment of the SME on management level first but also on the individual level of employees to be able to start a transformation.
- Language barrier: Benchmarking part in English, everything else can be implemented in the local language.
- DMA
 - A modular DMA would be a good idea so we can adjust to needs based on different sectors.
 - DMA is not a selection criterion but an assessment of the starting point.
- Who will train the trainers?
 - Not everything has been decided.
 - First OTC will be organized locally in Slovenia.
 - OTC pilots will be filling up the e-learning platform.
- Questions we take to the internal PP meeting:
 - Are we interfering with the market with a public project?
 - Seems to be an issue for Austrian partners.

Next steps:

- IJS asks partners & experts: Please, write your comments (feedback on the training process draft) by answering the questions below.
 - What is particularly valuable in the presented approach?
 - What can be explained better?
 - What parts of the training process can be improved?
 - How can the training process be better aligned with?
 - The overall Project structure (WP, tasks...)?
 - Results of other Interreg Projects.
 - Needs of participating regions or SMEs?
- Decision on e-learning platform needs to be made by the project partner/lead partner.
- Collecting a selection of circularity assessment tools as already done for DMA tools.
- Starting-off the first pilot in Slovenia in December/January 2020.

11 Other Comments (pictures and attendance)

- For more details see related presentations of WP T1 and WP T2.
- All presentations are uploaded on SharePoint.






Who is who?

- List of experts & observers to view via link in chat or scan QR code
- Consent to add contact details and circulate in the group



Interreg Alpine Space 


37:33 / 4:17:28



CIRCULAR 4.0

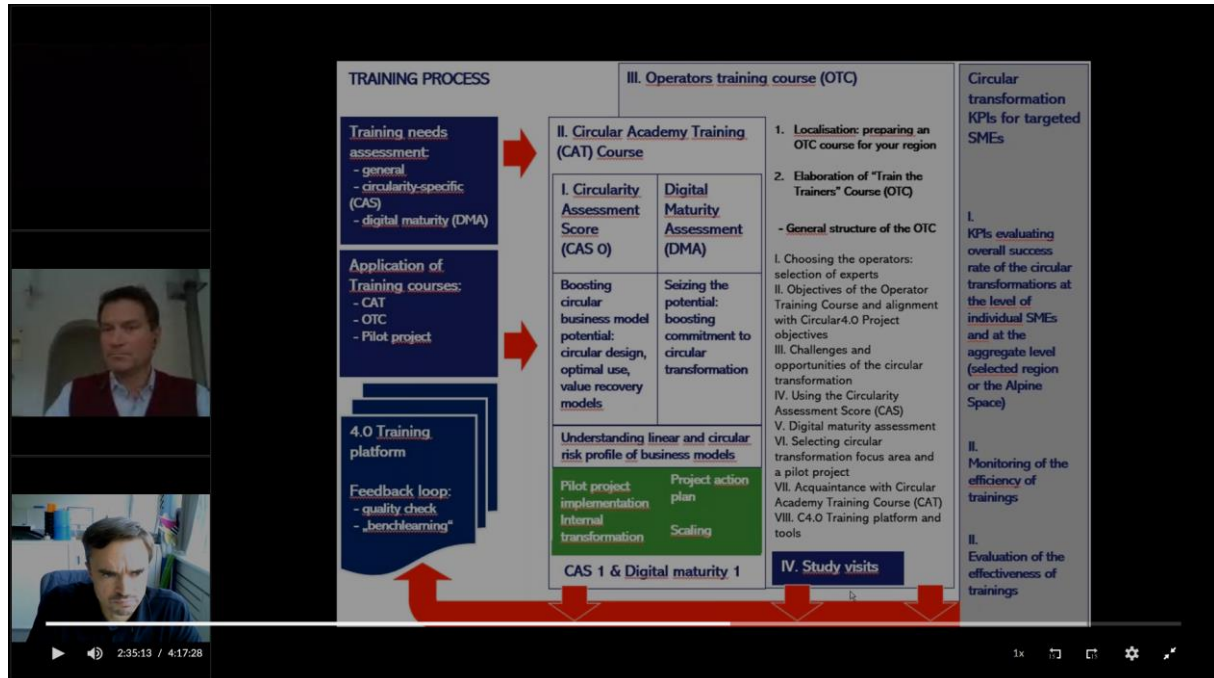
AGENDA

- Welcome
- State of the art of WPI – what has been worked on and how will TWGs be involved
- Introduction to the training process – WP2
- Overview of the key concepts of the training process – Base for discussion
- Coffee Break and testing of the Circularity Assessment Tool
- DISCUSSION ON KEY CONCEPTS OF THE TRAINING PROCESS IN PLENARY
 - General understanding of the process
 - Circularity Assessment Scoring (CAS) & Digital Maturity Assessment (DMA)
 - Circular Academy Training Course (CAT) & Operators Training Course (OTC)
- Next steps
- Questions & Feedback

Interreg Alpine Space 

40:08 / 4:17:28

D.T2.1.2 - Transnational working groups meeting to contribute to the process - meeting minutes, 23.10.2020, GoToMeeting



Attendance:

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D.T2.1.2 - Transnational working groups meeting to contribute to the process - meeting minutes, 23.10.2020, GoToMeeting

External Experts & Observers

Last Name	First Name	Organisation	Associated Project Partner	Category
Giacomelli	Jurij	Giacomelli Media, Circular Business Academy	IJS	External Expert
Fireoved	Jana	Giacomelli Media, Circular Business Academy	IJS	External Expert
Kontić	Branko	IJS	IJS	External Expert
Kontić	Davor	IJS	IJS	External Expert
Miha	Glavan	IJS	IJS	External Expert
Jenne	Andreas	REHAU	UCB	External Expert
Erdler	Sabine	RKW	UCB	Observer & External Expert
Jardinier	Nathalie	RISINGSUD	RISINGSUD	External Expert
Muzio	Gabriele	Api Turin Technical Area	TOWL	External Expert
Sollner	Susanne	Burgbad	TUAS	External Expert
Schiavi	Ilaria	Environment Park S.p.A.	TOWL	External Expert
Akhras	Hassan	CHASE Competence Centre	Biz-up	External Expert
De Barba	Daniele	Centro Consorzi	?	?
Mozzi	Silvia	EEN - Enterprise Europe Network		External Expert
Torresan	Andrea	ARPAV Regional Agency for Environmental Prevention and Protection	VENINN	External Expert
Glavan	Miha	IJS	IJS	External Expert