

INNO-MOB

Unlocking the potential of Mobility Innovation Ecosystems and Networks

D2.1 Service Gap Analysis data collection

(Version 1.0)

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D2.1 Service Gap Analysis data collection

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4 Abbreviations

- EC European Commission
- HE Horizon Europe EU Research and Innovation Program
- WP Work Package

5 Executive Summary

The hereby report presents a summary of data collection, as a first deliverable of the first step: *Receive mutual insights* of INNO-MOB *Unlocking the potential of Mobility Innovation Ecosystems and Networks* project, aiming at reduction of the innovation divide between strong and moderate innovators in European territories by increasing the inclusiveness of the existing networks and initiatives.

The data was collected in the research of SMEs of the mobility sector and the support ecosystem stakeholders to define the gaps in the services provided by the existing networks or initiatives. The methodology applied adapted Conceptual Model of Service Quality Parasuraman et al., (1988) service with a view to identify the causes of dissatisfaction with network services among actual and potential/missing members which will lead to identification of elements and features for customised services of the network. Two tools were used:

- A survey for SMEs in the mobility sector to get insights on their needs and experience with support services, which returned 348 survey answers from SMEs of 14 EU and associated countries;
- An in-depth interview (IDI) made by partners with 97 stakeholders of the support ecosystem.

As for the survey respondents, the main activity of the companies are transport of goods service (104 of respondents) and transport of people service (27%). The following are SMEs within mobility infrastructure service (14%) and Tier 2 manufacturers (10%). The companies taking part in the survey are mainly mature SMEs: 165 of 348 are operating on the market more than 10 years. Only 50 are operating less than 3 years.

The interviewed stakeholders represent different types of entities, including SMEs, R&D centres, technology transfer units, local/regional authorities, business support organisations. Networking services are present in the services portfolio of most of the stakeholders interviewed. The least popular is the IPR support.

The next step will be to perform the analysis of the data collected in order:

- To identify the specific needs of key innovation stakeholders, including Tier 2 SMEs, as well as the participating countries and/or regions;
- To perform a gap analysis: missing elements and features for customization of the provided services by the INNO-MOB and engaged networks/ initiative.

The final deliverable for the first step *Receive mutual insights* will be D2.2 *Gaps Vignette: Mobility Innovation Service Gaps Analysis* report containing the results from the analysis.

6 Introduction

6.1 About INNO-MOB

The mobility sector requires new and creative solutions to reach its full potential. With this in mind, the EU-funded INNO-MOB project will develop an inclusive European ecosystem for supporting innovative businesses in the mobility sector. It will focus on exploiting opportunities in the sustainable mobility market and establishing interconnected innovation networks. The project will deliver a Mobility Innovation Network platform, along with joint awareness-raising and communication campaigns. The goal is to accelerate and bring innovative ideas to the market.

INNO-MOB will base its operating principles on four main blocks of activities: i) exploring the needs of the key innovation stakeholders ii) design, development and implementation of new schemes and collaborations iii) Connect & learn iv) sustain.



Figure 1 INNO-MOB work structure

The partnership of INNO-MOB brings together the skills and contributions of 7 partners from 7 countries representing strong innovators (CUS, ACCENT, BOOSTER), emerging/modest/moderate innovators (PPNT, RAPIV, ICMF, OKTHESS). INNO-MOB focus to interconnect innovation ecosystems in the mobility sector and support the enlargement of existing networks and initiatives, for that reason, a number of external stakeholders will participate in this process to benefit the networks they are representing.

No.	Partner	Short name	Country
Coordinator	Thessaloniki Innovation Ecosystem Non-Profit Organisation	OK!Thess	Greece
PP2	ACCENT INKUBATOR GMBH	ACCENT	Austria
PP3	BOOSTER LABS S.A.S	BOOSTER	France
PP4	INOVACIONI CENTAR MASINSKOG FAKULTETA DOO	ICMF	Serbia
PP5	FUNDACJA UNIWERSYTETU IM ADAMA MICKIEWICZA W POZNANIU	PPNT	Poland
PP6	REGIONALNA AGENCIJA ZA PREDPRIEMACHESTVO I INOVACII-VARNA	RAPIV	Bulgaria
PP7	Coventry University Services Ltd	CUS	UK

Table 1 INNO-MOB partnership overview

6.2 WP2 Expedite a holistic intelligence process

Innovation stakeholders are not always aware of the existing networks, the nature of their activities, ways to get involved, and support they offer. On the other hand, the networks fail to deliver the services which would bring value to these actors.

The Work Package 2 *Expedite a holistic intelligence* process is the first step in the above described process with the aim to receive insights from both: SMEs of the mobility sector and the support ecosystem stakeholders in order to define the gaps in the services provided by the existing networks or initiatives.

The WP started with the data collection by surveying SMEs and interviewing innovation actors who are actual and potential members of the networks of countries represented in INNO-MOB and beyond.

WP2 Leader (PPNT) prepared the methodology and research tools, consulted and tested them with partners. Two tools were prepared:

- A survey for SMEs in the mobility sector to get insights on their needs and experience with support services;
- An in-depth interview (IDI) guidelines to research stakeholders of the support ecosystem

The survey was implemented with the use of EUSurvey (<https://ec.europa.eu/eusurvey>). All partners were engaged in the acquisitions of respondents especially from the countries they represent.

All partners used the guideline and common answer form to interview the stakeholders in their countries.

As a result 348 survey answers were collected from SMEs and 97 IDI responses from ecosystem stakeholders in total.

The hereby report presents a summary of data collection.

The next step will be to perform the analysis of the data collected in order:

- To identify the specific needs of key innovation stakeholders, including Tier 2 SMEs, as well as the participating countries and/or regions;
- To perform a gap analysis: missing elements and features for customization of the provided services by the INNO-MOB and engaged networks/ initiative.

The final WP deliverable will be D2.2 *Gaps Vignette: Mobility Innovation Service Gaps Analysis* report containing the results from the analysis.

This way WP2 will deliver the specific needs of the innovation stakeholders as well as conduct a comparative analysis between the needs (demand) and the offer. Based on that, gaps in support services provision by initiatives/networks will be identified which will enable the development of a robust INNO-MOB collaboration model.

7 Service Gap Analysis data collection (D2.1)

7.1 Purpose & scope

The hereby report presents a summary of data collected through the survey and the interviews. The objective of the research was:

- To investigate the gaps in the services provided by the networks/initiatives
- To identify the specific needs of key innovation stakeholders, including Tier 2 SMEs, as well as the participating countries and/or regions.

The data will be the subject of perform a gap analysis: missing elements and features for customization of the provided services by the network/initiative.

7.2 Methodology used

WP2 Leader (PPNT) prepared the methodology and research tools taking as a point of departure Conceptual Model of Service Quality (as a customer satisfaction-oriented approach. Parasuraman et al., (1988) service with a view to identify the causes of dissatisfaction with network services among actual and potential/missing members which will lead to identification of elements and features for customised services of the network. The approach has been adapted to analyse the quality aspects of many services delivered by many suppliers – ecosystem actors. The respondents were asked as for the experience with a cafeteria of services, their satisfaction or dissatisfaction with each, they have used and generalised factors of satisfaction or dissatisfaction. In order to make the survey palatable for the respondents the partnership agreed on limited number of support service categories.

Another important part of the methodology is a model of the support needs the company might have and a typology of support services the ecosystem might offer, in order to develop the research tools with a cafeteria of potential option. The INNO-MOB model adapted the approach of S3 Platform: Saublens, (2013) as for the typology of support services and unpublished work on the identification of SMEs' needs by Interreg Europe project ESSPO: *Efficient support services portfolios for SMEs*. The model is based on the management literature on the factors of competitiveness and success of companies and experience of intermediaries codified in literature on support services for SMEs.

7.2.1 Mobility sector SME survey

EUSurvey (<https://ec.europa.eu/eusurvey>), an online survey system of the European Commission's open for use to all EU citizens, as registered users. The system was chosen for the flexibility and manifold functionalities of the tool, especially language version management. The provides many user collaborations in the questionnaire form creation, editing, translation, invitation and results analysis. For the length of the questionnaire the EUSurvey's *Dependent questions* function was used to display more in-depth questions within a field of activity of SME that respondent regards as relevant. The system provides machine translation and interface for the user 23 of the official EU languages and additional allows management of translation to any language ISO 639-1. This function was used to provide the questionnaire in the languages of the countries represented in the project.

A crucial factor for the choice of the system was the security of the forms provided by the EC infrastructure and the privacy safeguarding functionality, which is creating an anonymous form. This means that the respondents' details are not available to the research team.

D2.1 Service Gap Analysis data collection

The questionnaire provided possibility to provide the contact details voluntarily, for those that are interested in receiving information about future INNO-MOB activities, especially the opportunity for the innovation collaboration matchmaking and networking.

Because of the foreseen personal data collection PPNT prepared a privacy policy, including the INNO-MOB survey in the internal GDPR safeguarding procedures. The privacy policy was announced to the respondents within the survey forms. For the same reason the dataset collected is not shared with the partners.

The questionnaire used is a part of the report as an Annex III.

7.2.2 Interview with representatives of mobility innovation networks and initiatives

The interview scenario was prepared for the stakeholders of the support ecosystems: mobility innovation networks and initiatives. The objective tool was to collect qualitative (and to some extend also quantitative) information about the range of services offered by the stakeholders, their knowledge of the needs of the SME client, factors for the design and delivery of the service and communication about the service. In order to enable gap analysis the research questions about these factors were formulated in a way that mirrors the scope of the services and quality factors with the SME survey.

The interview scenario and the answer template are included in the report as Annex I and II.

7.3 Service Gaps and Needs data collection process

The online survey of was carried out in May and June 2023. Each partner prepared the database of companies with e-mail addresses. The survey was launched via EUSurvey tool automatically as well as separate e-mails were sent by partners. The no. of responses was monitored by WP2 leader on daily basis. At the beginning of the process the responsiveness of companies was much lower than expected. That's why partners started contacting companies via individual phone calls, assisting in filling in the questionnaire. This activity resulted in increased no. of responses. At the end 348 responses was gathered.

8 Service Gaps and Needs data collection results: survey statistics

Partners gathered 348 responses from mobility sector companies from the following countries:

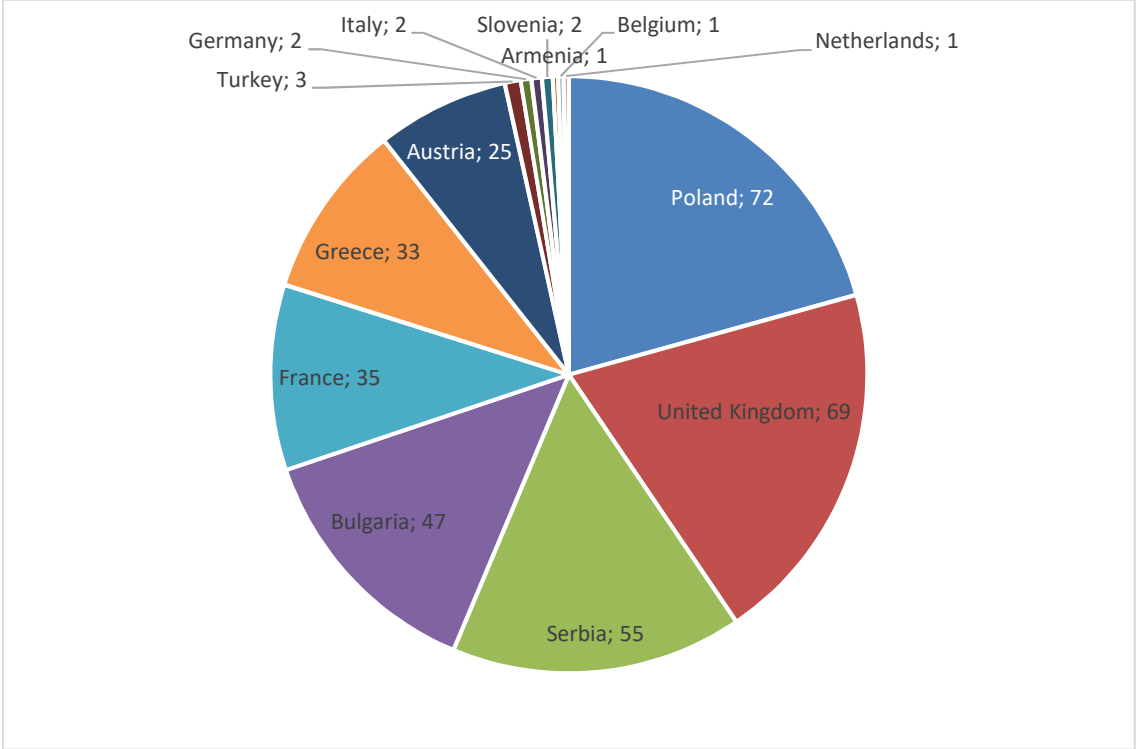


Figure 2 Respondents per main country of company activity

The main activity of the companies are transport of goods service (30% of responses) and transport of people service (27%). Following are companies within mobility infrastructure service (14%) and Tier 2 manufacturer (10%). The detailed information on the sector of activity of the respondents is presented below.

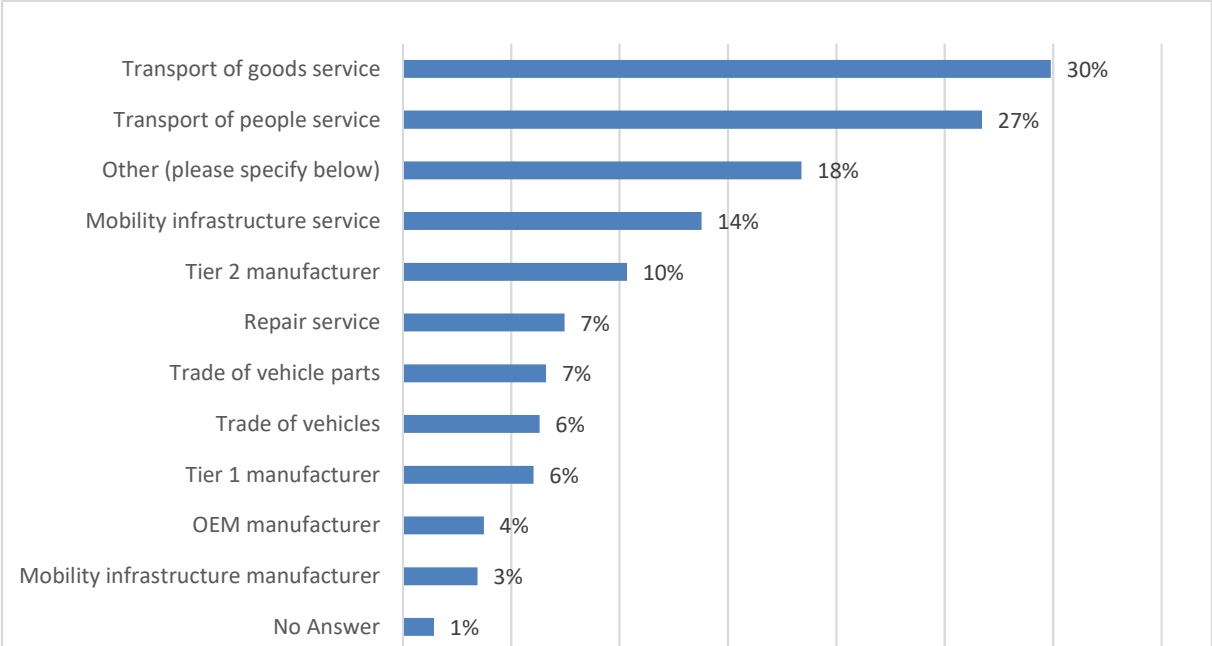


Figure 3 Respondents per sector of activity

D2.1 Service Gap Analysis data collection

Most of the companies taking part in the survey in terms of amount of employees are micro (43%), and small (31%).

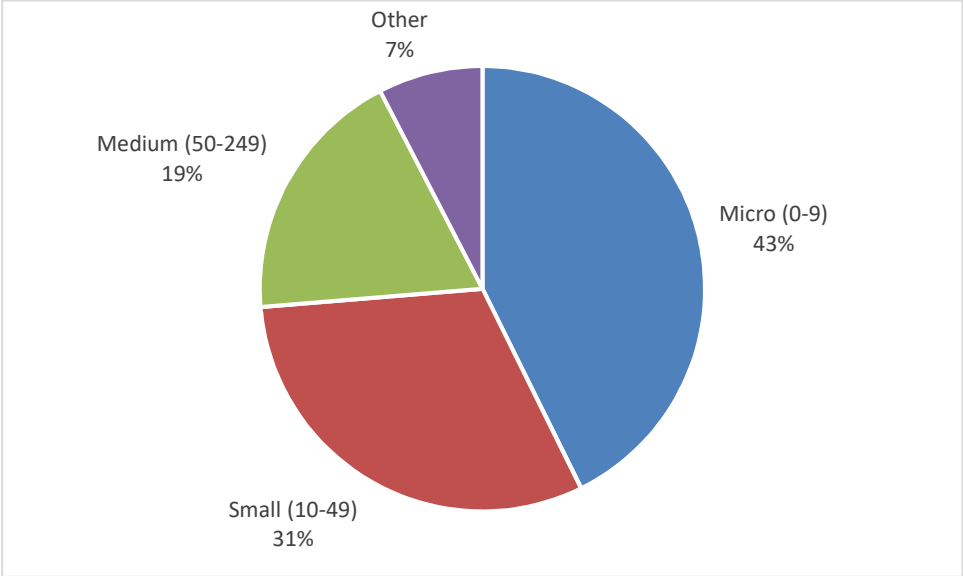


Figure 4 Respondents' company size (employees)

In terms of turnover also micro companies (52%) and small (24%) dominate. The overview is presented in table below.

	No. of companies	% of companies
Micro (below €2 million)	180	51.72%
Small (below €10 million)	83	23.85%
Medium (below €50 million)	47	13.51%
Other	32	9.2%
No Answer	6	1.72%

Table 2 Respondents' company size (turnover)

The companies taking part in the survey are mainly mature SMEs: 165 of 348 are operating on the market more than 10 years. Only 50 are operating less than 3 years.

D2.1 Service Gap Analysis data collection

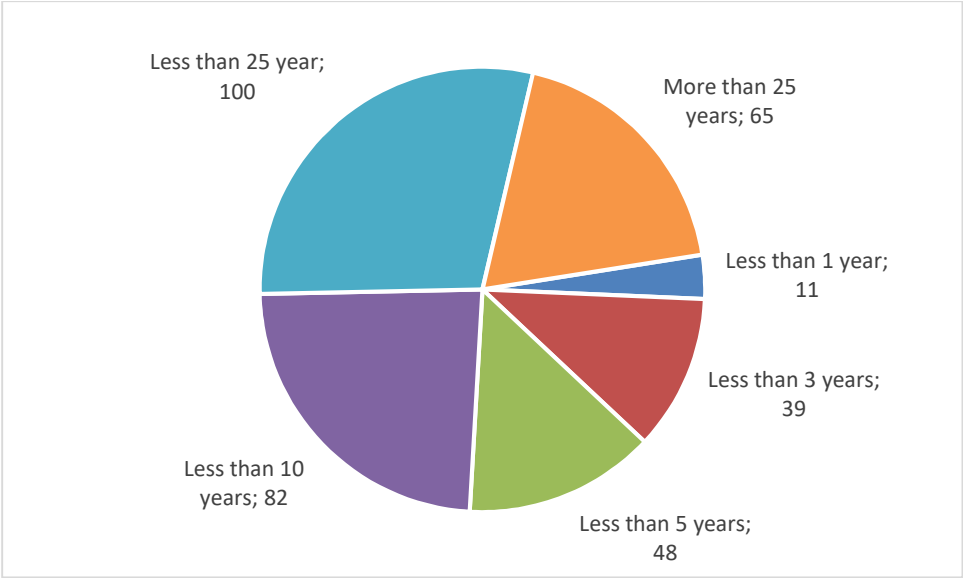


Figure 5 Respondents' company age

9 Service Gaps and Needs data collection results: IDI

The Individual In-Depth Interviews (IDI) among innovation actors, who are actual and potential members of the network, were carried out by INNO-MOB partners in May and June 2023. Partners used the IDI scenario prepared by WP2 Leader and presented results in the answer template. The data collected will serve for gap analysis in the next steps.

Partners collected information from 97 entities operating in 12 countries from EU and outside as presented in the graph below.

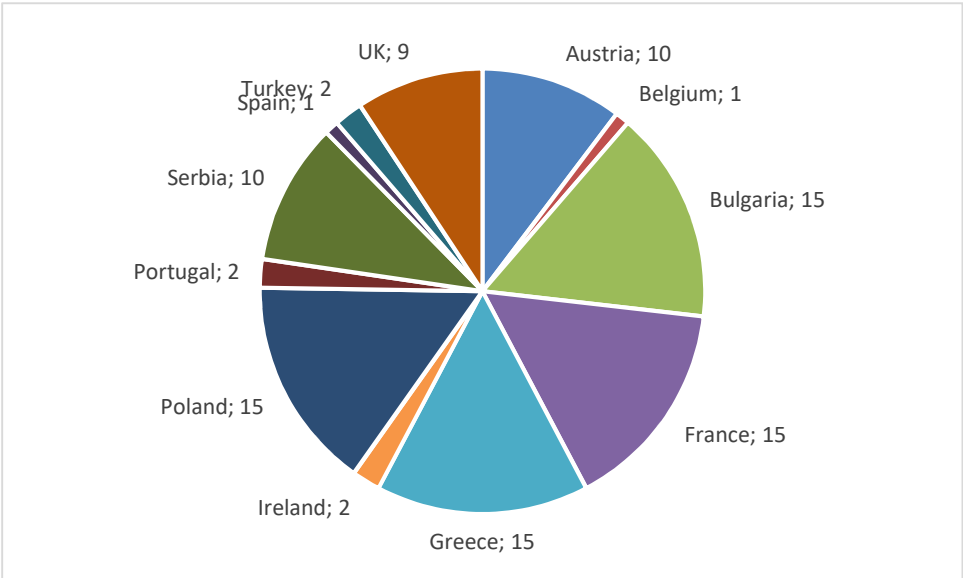


Figure 6 IDIs respondents' origin

The interviewed stakeholders represent different types of entities, including SMEs, R&D centres, technology transfer units, local/regional authorities, business support organisations.

D2.1 Service Gap Analysis data collection

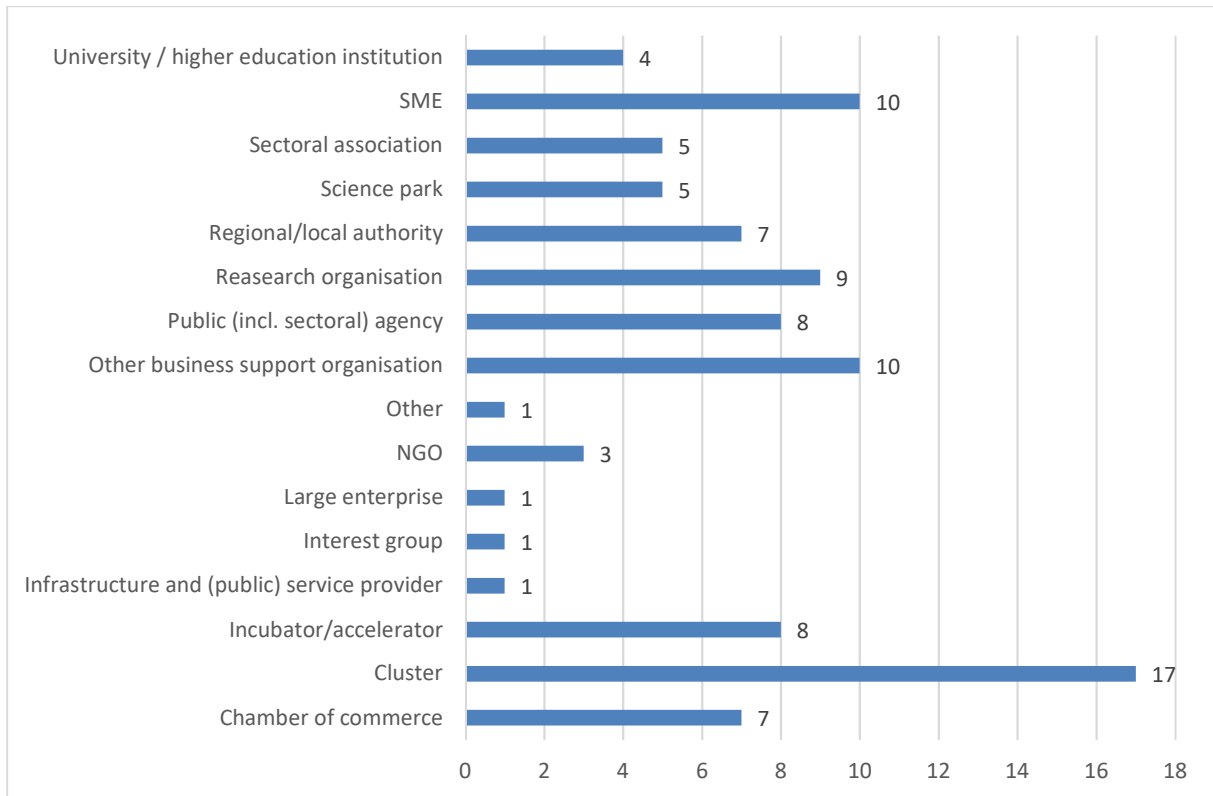


Figure 7 IDIs respondents' types of organisation

The interviewed entities are also much differentiated in terms of no. of employees. Large, medium, small and micro entities are almost equally represented in the analysed group.

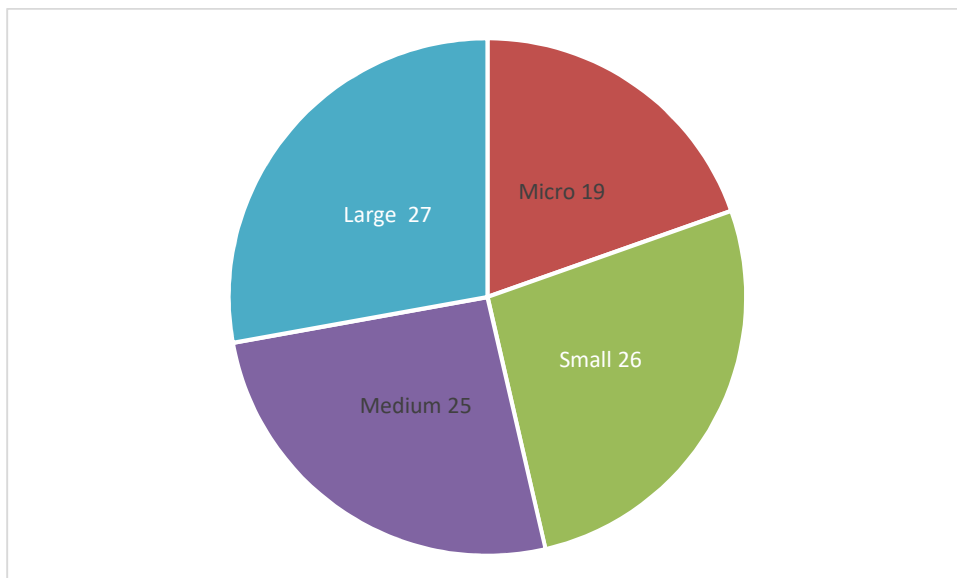


Figure 8 IDI respondents' no. of employees

Networking services are present in the services portfolio of most of the stakeholders interviewed. The least popular is the IPR support.

D2.1 Service Gap Analysis data collection

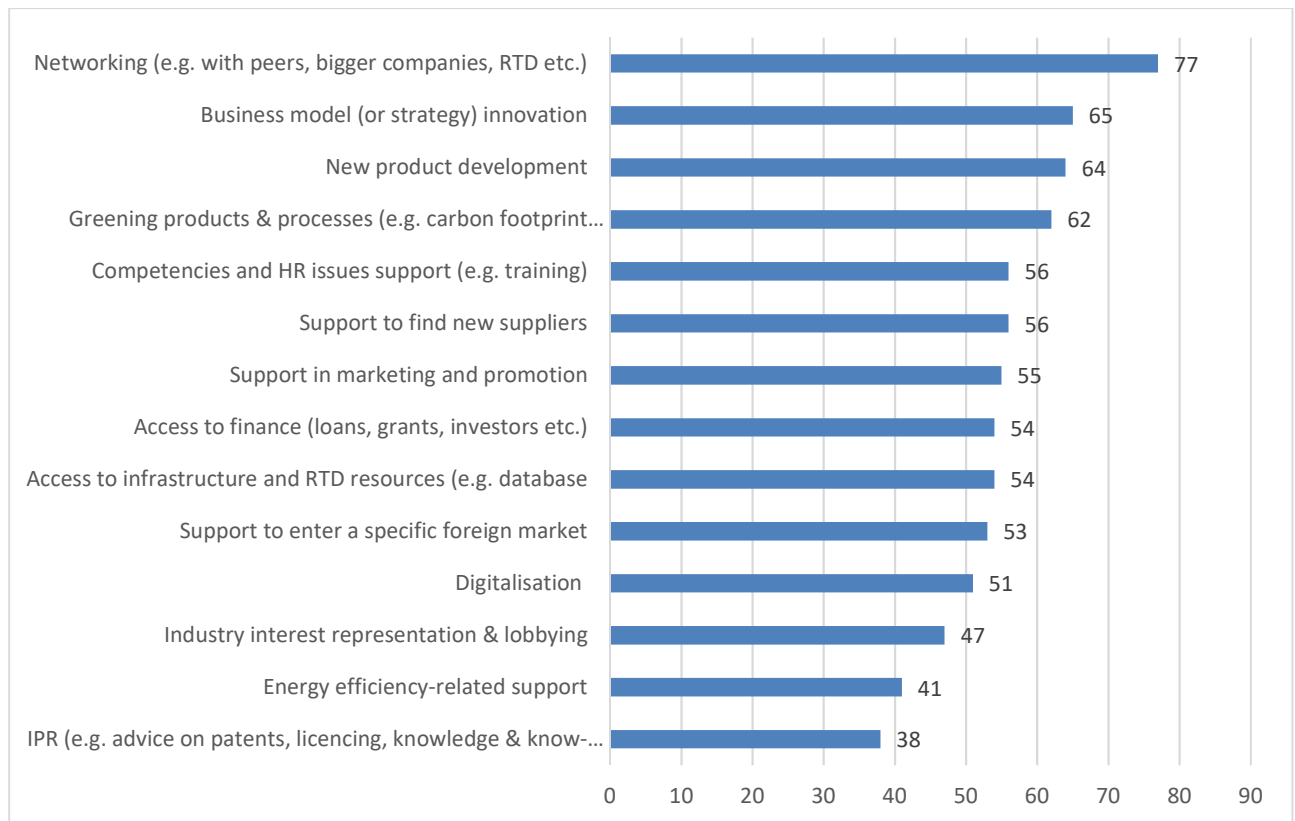


Figure 9 IDI respondents' services offered

10 References

Parasuraman, Valarie A. Zeithaml, Leonard L. Berry. (1985) A Conceptual Model of Service Quality and Its Implications for Future Research, A Journal of Marketing

Parasuraman, A., Zeithaml, V. A., & Berry, L. L. (1988). SERVQUAL: A multiple-item scale for measuring consumer perceptions of service quality, Journal of Retailing, Vol. 64, Number 1, p.12-40.

Saublens C. (2013) *Regional policy for smart growth of SMEs*, Luxembourg: Publications Office of the European Union

Saublens C. at al., (2017), *Survey regarding challenges faced by regional enterprises to innovate and remain competitive*, Unpublished questionnaire prepared within Interreg Europe project ESSPO

11 Annex I – INNO-MOB stakeholders in-depth interview scenario



Interview

with representatives of mobility innovation networks and initiatives

The objective of the interview is to better understand the needs of mobility SMEs' as well as the support ecosystem these SMEs can access locally and internationally. Personal data will be protected by technical and procedural means and will not be shared under any circumstances or stored beyond the project's lifetime. Data collected through project interviews will be stored and transmitted in forms without or institutional identifiers (e.g., aggregated data) through public reports.

The insights collected by the interviews made in 7 European countries will be used to identify missing elements and features of available support and design or redesign the services in view of better connectivity and competitiveness of mobility SMEs across Europe.

I. BACKGROUND

1. What is the name and legal status of your organisation?
2. What are the basic activities of your organisation?
Tip for partners: our aim is to know the general profile of the organisation and how it is relevant to INNO-MOB thematic scope.
3. How would you describe the size of the organisation?
 - a. Micro (1-9 employees)
 - b. Small (10-49 employees)
 - c. Medium (50-249)
 - d. Large (250 or more)

II. MANDATES & BUSINESS MODEL

4. How is your organisation operation financed? (permanent public funding of the institution, project based, market/commercial based, mixed, other)
5. What kind of services do you provide?
 - a) Support to enter a specific foreign market
 - b) Support in marketing and promotion
 - c) Support to find new suppliers
 - d) Networking (e.g. with peers, bigger companies, RTD etc.)
 - e) Access to infrastructure and RTD resources (e.g. database)
 - f) Digitalisation
 - g) Energy efficiency related support
 - h) Greening products & processes (e.g. carbon footprint calculation, LCA, ESG compliance)

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- i) Business model (or strategy) innovation
- j) New product development
- k) IPR (e.g. advice on patents, licencing, knowledge & know-how protection)
- l) Competencies and HR issues support (e.g. training)
- m) Industry interest representation & lobbying
- n) Access to finance (loans, grants, investors etc.)
- o) Other, please specify

III. TARGET GROUP

- 6. Describe your target group (customers). *Tip for partners: we need to understand how the stakeholder defines the target group (e.g. they may support any kind of SMEs and not to focus on mobility sector). Then, if their target group is larger ask how important is mobility sector for the organisation. If they focus on mobility sector or a sub-sector we just take the answer in.*
- 7. What is their needs?
- 8. How do you learn about SMEs needs? *Tip for partners: For example do they have a mechanism for asking SMEs what they need? Like surveys, open calls?*
- 9. How do you adjust your services to match the needs of your target group customers?
- 10. How the target group learns about your services?

V. CUSTOMER FOCUS & QUALITY ASSURANCE

- 11. How do you track and follow up on perceived value and satisfaction from your services?
- 12. What do you consider as the most important values of your services: Please assess from 1 to 5, where 5 is most important and 1 is not important. Comment, if needed.
 - a. The usefulness of the service outcome for each clients?
 - b. Timely delivery process
 - c. The convenience of the time availability for clients
 - d. The staff focused on hearing the client and their issue
 - e. Confidentiality of the customer information
 - f. The professional knowledge/skills of staff
 - g. The quality of the service outcome (e.g. report)
 - h. The flexibility of procedures to respond to client limitations/problems
 - i. The professional behaviour of staff (e.g. specific timing for each step of the service)
- 13. Is customer satisfaction measured? If so, how?
- 14. If measured, what are the customers' most frequent positive reviews?
- 15. If measured, what are the customers' most frequent negative reviews?

VI. ECOSYSTEM COLLABORATION

- 16. Do you collaborate with other important stakeholders in the support ecosystem?
- 17. What value do you see in such collaboration?
- 18. What problems do you see in such collaboration?

12 Annex II – INNO-MOB stakeholders in-depth interview answer template



Template for answers in the interview with representatives of mobility innovation networks and initiatives

I. BACKGROUND

19. Organisation name:

...
Organisation legal status

...
20. Basic activities of the organisation

Answer:	Citation:
----------------	------------------

21. Size of the organisation (mark relevant one)
- a. Micro (1-9 employees)
 - b. Small (10-49 employees)
 - c. Medium (50-249)
 - d. Large (250 or more)

II. MANDATES & BUSINESS MODEL

22. How is your organisation operation financed? (permanent public funding of the institution, project based, market/commercial based, mixed, other)

Answer:	Citation:
----------------	------------------

23. What kind of services do you provide? (mark relevant ones)
- p) Support to enter a specific foreign market
 - q) Support in marketing and promotion
 - r) Support to find new suppliers
 - s) Networking (e.g. with peers, bigger companies, RTD etc.)
 - t) Access to infrastructure and RTD resources (e.g. database)
 - u) Digitalisation

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- v) Energy efficiency related support
- w) Greening products & processes (e.g. carbon footprint calculation, LCA, ESG compliance)
- x) Business model (or strategy) innovation
- y) New product development
- z) IPR (e.g. advice on patents, licencing, knowledge & know-how protection)
- aa) Competencies and HR issues support (e.g. training)
- bb) Industry interest representation & lobbying
- cc) Access to finance (loans, grants, investors etc.)
- dd) Other, please specify

Comments, if any:

III. TARGET GROUP

24. Describe your target group (customers). *Tip for partners: we need to understand how the stakeholder defines the target group (e.g. they may support any kind of SMEs and not to focus on mobility sector). Then, if their target group is larger ask how important is mobility sector for organisation. If they focus on mobility sector or a sub-sector we just take the answer in.*

Answer:	Citation:
---------	-----------

25. What is their needs?

Answer:	Citation:
---------	-----------

26. How do you learn about SMEs needs? *For example do they have a mechanism for asking SMEs what they need? Like surveys, open calls?*

Answer:	Citation:
---------	-----------

27. How do you adjust your services to match the needs of your target group customers?

Answer:	Citation:
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28. How the target group learns about your services?

Answer:	Citation:
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V. CUSTOMER FOCUS & QUALITY ASSURANCE

29. How do you track and follow up on perceived value and satisfaction from your services?

Answer:	Citation:
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30. What do you consider as the most important values of your services:

Quality aspect	Importance in scale 1-5
a. The usefulness of the service outcome for each clients?	
b. Timely delivery process	
c. The convenience of the time availability for clients	
d. The staff focused on hearing the client and their issue	
e. Confidentiality of the customer information	
f. The professional knowledge/skills of staff	
g. The quality of the service outcome (e.g. report)	
h. The flexibility of procedures to respond to client limitations/problems	
i. The professional behaviour of staff (e.g. specific timing for each step of the service)	

Comments, if any:

31. Is customer satisfaction measured? If so, how?

Answer:	Citation:
---------	-----------

32. If measured, what are the customers' most frequent positive reviews?

Answer:	Citation:
---------	-----------

33. If measured, what are the customers' most frequent negative reviews?

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Answer:	Citation:
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VI. ECOSYSTEM COLLABORATION

34. Do you collaborate with other important stakeholders in the support ecosystem?

Answer:	Citation:
---------	-----------

35. What value do you see in such collaboration?

Answer:	Citation:
---------	-----------

36. What problems do you see in such collaboration?

Answer:	Citation:
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13 Annex III – INNO-MOB mobility sector SME questionnaire

Survey regarding challenges faced by mobility SMEs to innovate and remain competitive

Fields marked with * are mandatory.

Inno Mob Supporting Mobility Innovation



This survey aims to:

- better understand the challenges currently faced by your enterprise,
- collect information regarding the kind of support services you would be interested to acquire if made available,
- check if the available support services match your expectations.

The results of your contribution will help us assess and redesign local and international offer of support services to mobility enterprises.

Thanks, in advance, for your contribution.

Privacy policy

No information that can be associated with you and your company will be made public.

We take care of your data. More information in the INNO-MOB privacy policy at the bottom of this questionnaire.

ENTERPRISE PROFILE

* The main country of your company

- AL - Albania
- AM - Armenia
- AT - Austria
- BE - Belgium
- BA - Bosnia and Herzegovina
- BG - Bulgaria
- HR - Croatia
- CY - Cyprus
- CZ - Czechia
- DK - Denmark
- EE - Estonia
- FO - Faroe Islands
- FI - Finland

- FR - France
- GE - Georgia
- DE - Germany
- EL - Greece
- HU - Hungary
- IS - Iceland
- IE - Ireland
- IL - Israel
- IT - Italy
- XK - Kosovo
- LV - Latvia
- LT - Lithuania
- LU - Luxembourg
- MT - Malta
- MD - Moldova
- ME - Montenegro
- NL - Netherlands
- MK - North Macedonia
- NO - Norway
- PL - Poland
- PT - Portugal
- RO - Romania
- RS - Serbia
- SK - Slovak Republic
- SI - Slovenia
- ES - Spain
- SE - Sweden
- TN - Tunisia
- TR - Turkey
- UA - Ukraine
- UK - United Kingdom

Name of company

Optional

Leave this information ONLY if you would like to be contacted with the INNO-MOB project offer.

200 character(s) maximum

Sector of activity:

- Transport of goods service
- Transport of people service
- OEM manufacturer
- Tier 1 manufacturer
- Tier 2 manufacturer
- Mobility infrastructure service

- Mobility infrastructure manufacturer
- Repair service
- Trade of vehicle parts
- Trade of vehicles
- Other (*please specify below*)

Please specify your sector of activity:

Company size (employees):

- Micro (0-9)
- Small (10-49)
- Medium (50-249)
- Other

Company size (turnover):

- Micro (below €2 million)
- Small (below €10 million)
- Medium (below €50 million)
- Other

Age of your company

- Less than 1 year
- Less than 3 years
- Less than 5 years
- Less than 10 years
- Less than 25 year
- More than 25 years

Contact name:

Optional

Leave this data ONLY if you would like to be contacted with INNO-MOB project offer

200 character(s) maximum

Email

Optional

Please leave us your e-mail ONLY if you would like to be contacted with INNO-MOB project offer

ENTERPRISE STRATEGY: ACHIEVEMENTS AND PLANS

Have you over the last three years developed one or more of the following activities?

	No	Yes	Thought about it, but did not go ahead	Plan to do it in the next 12 months
Introduce a new product/service into the market	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Invest in new production equipment	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Recruit new highly qualified staff	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Introduce a new marketing strategy	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Increase the export turnover	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Apply for public grants	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Access external funding sources	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Find new suppliers	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Find new key clients	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Other <i>(please specify below)</i>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

If you have selected "other" in the question above please specify the strategic activity

250 character(s) maximum

OVERALL CONCERNS

Are any of the below issues regarding sustainability a major challenge for your organisation?

	We see significant challenges	We see some challenges	We do not see any challenges	We see them as an opportunity	I don't know/I don't have an opinion
National competition	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
International competition	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Changes in value chain	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Change in technology	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Value proposition for your clients	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Revenue	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Energy cost & availability	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Other costs: labour, raw materials, components supply etc.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Intellectual resources	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Marketing, sales and delivery	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Availability of a strategic partner	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Credibility of suppliers	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Administrative burden	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Staff qualifications/skills /competencies	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Cyber security	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Fiscal burden	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Legislations on production permits	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Changes in the legal framework (new legislation, rules, standards, e.g. ESG, EU Taxonomy)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Other <i>(please specify below, if relevant)</i>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

If you have selected "other" in the question above please specify the challenge

300 character(s) maximum

SPECIFIC CHALLENGES

Staff competencies. Are you facing training problems in the field of:

	No	Yes
Vocational training or life-long training of the current staff?	<input type="radio"/>	<input type="radio"/>
Transmitting knowledge from experienced staff to new ones?	<input type="radio"/>	<input type="radio"/>
Making new staff get used to the enterprises know-how and values?	<input type="radio"/>	<input type="radio"/>

Innovation. Are you facing problems/barriers to:

	No	Yes
Innovate the production process (incl. adapt to environment standards)?	<input type="radio"/>	<input type="radio"/>
Innovate/redesign the product/service range?	<input type="radio"/>	<input type="radio"/>
Give another life/recycle your product/waste?	<input type="radio"/>	<input type="radio"/>
Protect your new ideas through patents, trade secrets, trade-marks?	<input type="radio"/>	<input type="radio"/>
Digitalise of production process/ services delivery?	<input type="radio"/>	<input type="radio"/>

Innovation partners. Are you facing difficulties to find external partners to:

	No	Yes
Undertake joint research, development & innovation activities?	<input type="radio"/>	<input type="radio"/>
Find solutions to technological challenges?	<input type="radio"/>	<input type="radio"/>
Find solutions to non-technological challenges?	<input type="radio"/>	<input type="radio"/>

Sales and marketing. Are you facing challenges to:

	No	Yes
Plan or implement marketing campaigns?	<input type="radio"/>	<input type="radio"/>
Find the first client for your new product/service?	<input type="radio"/>	<input type="radio"/>
Acquire new clients on the national markets?	<input type="radio"/>	<input type="radio"/>
Acquire new clients on the international market?	<input type="radio"/>	<input type="radio"/>

External funding sources. Are you facing difficulties to finance:

	No	Yes
Investment in modernisation/new production facilities/ equipment	<input type="radio"/>	<input type="radio"/>
Investment in digitalisation	<input type="radio"/>	<input type="radio"/>
Your R&D+I strategy/plan (incl. new product development)?	<input type="radio"/>	<input type="radio"/>

External funding sources. Are you facing difficulties to:

	No	Yes
Obtain private funding (incl. bank)?	<input type="radio"/>	<input type="radio"/>
Successfully fill in files to access a public grant?	<input type="radio"/>	<input type="radio"/>

SUPPORT SERVICES

Collaboration

Do you need assistance in finding/contacting these partners?

Please, rate the need from 0= *We do not have such a need* to 5= *Our need is of outmost importance*.

	A	B
1	Local suppliers?	<i>Only values between 0 and 5 are allowed</i> <input type="text"/>
2	International suppliers?	<i>Only values between 0 and 5 are allowed</i> <input type="text"/>
3	International subcontractors?	<i>Only values between 0 and 5 are allowed</i> <input type="text"/>
4	Partners to create production joint ventures?	<i>Only values between 0 and 5 are allowed</i> <input type="text"/>
5	Research partners?	<i>Only values between 0 and 5 are allowed</i> <input type="text"/>

Support services

Tell us about your interest and experience in the following support services.

Please select 1 option from columns 1 to 3 and 1 option from columns 4 to 6.

	1. I have NOT used such a service	2. I have used and was satisfied	3. I have used , but was NOT satisfied	4. I am interested in using such a service in next 12 months	5. I am NOT interested in using such a service in next 12 months	6. I would need more information to decide, if I am interested in using such a service in next 12 months
Support to enter a specific foreign market	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Support in marketing and promotion	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Support to find new suppliers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Networking (e.g. with peers, bigger companies, RTD etc.)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Access to infrastructure and RTD resources (e.g. database)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Digitalisation support	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Energy efficiency related support	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Greening products & processes (e.g. carbon footprint calculation, LCA, ESG compliance)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Buisness model (or strategy) innovation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
New product development	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
IPR (e.g. advice on patents, licencing, knowledge & know-how protection)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Competencies and HR issues support (e.g. training)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Industry interest representation & lobbying	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Access to finance (loans, grants, investors etc.)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Other <i>Please specify below, if relevant</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
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If you have selected "other" in the question above please name the service

300 character(s) maximum

If available, would you be interested in taking part in events in the form of:

	I am not interested	I used it and I am not satisfied	I used it and I am satisfied	I would use it, if available	I don't know
Networking with peers (e.g. Entrepreneurs' clubs)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Info days on public funding (grants) opportunities	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Meet with ... (mayor, university dean, big company etc.)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Investment fora	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Subcontracting fairs	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
International fairs abroad	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Seminars/briefings/demonstration regarding new production processes /technologies	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Other <i>Please specify below, if relevant</i>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

If you selected "other" please specify the kind of events

300 character(s) maximum

Regarding any services you were DISSATISFIED, **which were the most important reasons?**

Please rate them from 5 to 0 (5- most important, 1-least important, 0 – not the case)

	5	4	3	2	1	0
The outcome of the service was not useful	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The outcome of the service was not good enough	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The service took a too long time	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The service provider used outdated equipment	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The staff did not have enough of professional knowledge/skills	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
There was a mess on the premises of the service providers	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
It was difficult to find the specific people/room	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The time availability (e.g. hours) was not convenient	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The staff did not keep promises	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The staff was not interested in my specific issue	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The staff was not flexible with my limitations/problems	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The service provider focused more on their needs than on mine	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The service provider did not keep the documentation for my case in order	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I felt unsure when transacting with the staff	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Other (specify below if relevant)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Please specify for "other reason" chosen above

300 character(s) maximum

Regarding any services you were SATISFIED, **which were the most important reasons?**

Please rate them from 5 to 0 (5- most important, 1-least important, 0 – not the case)

	5	4	3	2	1	0
The outcome of the service was useful	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The outcome of the service was of high quality	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

The service took appropriate time	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The service provider used modern equipment	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The staff was highly professional/skilled	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The premises of the service providers were neat and customer friendly	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
It was easy to find the specific person/room to take care of my case	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The time availability (e.g. hours) was convenient	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The staff kept promises	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The staff was interested to know more about my specific issue	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The staff was flexible with my limitations/problems	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The service provider was focused on my case in order to provide the best solution.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Other <i>(please specify below, if relevant)</i>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Please specify for "other reason" chosen above

300 character(s) maximum

**Privacy policy related to
the Survey regarding challenges faced by mobility SMEs to innovate and remain competitive
April, 2023**

1. Inno Mob is a project funded by the European Union's Horizon Europe programme (GA101096746) that focuses on the opportunities that initiatives & networks offer to innovative and dynamic businesses through an inclusive mobility innovation European ecosystem business support framework.
2. The survey regarding challenges faced by mobility SMEs to innovate and remain competitive is addressed to mobility SMEs in Europe and aims to identify the needs of the innovation's stakeholders in the mobility sector and conduct a comparative analysis between the needs (demand) and the offer.
3. Within the survey personal data is collected and this document provides information to those who provide their personal data about the data collection and associated rights.
4. The data controller is: Adam Mickiewicz University Foundation (Poznań Science and Technology Park), with its registered office in Poznań, Poland (postcode: 61-612), at Rubież 46 Street, organization ID type: national court registry (KRS), ID number: 0000052045, VAT no.: 7810002075;
5. The data controller has appointed an internal data protection officer, you contact if you have any questions or concerns about the personal data policies or practices. If you would like to exercise your privacy rights, please direct your query to the appropriate Data Protection officer: iod@ppnt.poznan.pl;
6. Personal data may be collected when: *You provide this data by yourself*;
7. Data is processed following these principles:

- lawfulness, fairness, and transparency principle;
- purpose limitation principle;
- data minimisation principle;
- accuracy principle;
- storage limitation principle;
- integrity and confidentiality principle;
- accountability principle.

8. What personal data we process?:

- *Participant name, surname, contact email, organization name, organization country*
- Purpose: Survey regarding challenges faced by mobility SMEs to innovate and remain competitive

Data processing period: By end of July 2023

Basis of processing: Consent in the Survey, GDPR 6 art. 1a clause

- *Participant contact e-mail*

Purpose: Invitation to register at pan-European mobility innovation platform

Data processing period: By end of December 2024

Basis of processing: Consent in the Survey, GDPR 6 art. 1a clause

9. Security of your information. Your data will be collected through EUSurvey services. Then transferred to the Data controller data system. To help protect the privacy of data and personally identifiable information, we maintain physical, technical and administrative safeguards. We update and test our security technology on an ongoing basis. We restrict access to your personal data to those employees who need to know that information for the INNO MOB activities as mentioned in p. 8. In addition, we train our employees about the importance of confidentiality and maintaining the privacy and security of your information. We commit to taking appropriate disciplinary measures to enforce our employees' privacy responsibilities.

10. Your rights:

- Right to be informed;
- Right to access to data;
- Right to rectification;
- Right to erasure;
- Right to data portability;
- Right to object;
- Right to object to automated individual decision-making, including profiling;
- Right to withdraw the consent.

11. Consent to the processing of personal data may be withdrawn at any time and its withdrawal does not affect the lawfulness of the processing that was performed on the basis of consent before its withdrawal.

12. We (data controllers) will not share personal data with other organisations or bodies.

13. This privacy notice is created on 2023-04-25. Please be informed, that we may update if required by law.

