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contact us  
[info@biobridges-project.eu](mailto:info@biobridges-project.eu)

# BIOBRIDGES PLATFORM

## design: WHAT, WHO and HOW

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Author(s)

**Susanna Albertini**

**Louis Ferrini**

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**Project Overview** BIOBRIDGES is a 24 months action aiming at boosting the marketability of bio-based products - BBPs by establishing close cooperation and partnership between bio-based Industries - BBI, brand owners and consumers' representatives. The ultimate goal is to stimulate and support the active engagement of and interaction among all stakeholders (including local communities and local authorities) and improve market acceptance of BBPs.

**BIOBRIDGES will design and implement replicable methodologies, procedures and good practices supporting multistakeholders' interaction, leading to new cross-sector partnerships. Main activities will be:**

- Identify the cooperation challenges among consumers, brand owners and BBI
- Create a sustainable multi-stakeholder community involving consumer representatives, BBI and brand owners from different bio-based economy clusters and stimulate dialogue and cooperation
- Following a co-creation approach, increase consumers' and brand owners' awareness, confidence and trust on the benefits of BBPs compared to the fossil-based counterparts,
- Support the establishment of at least 2 new cross-cutting interconnections in bio-based economy clusters and define replicable procedures and good practices leading to the establishment of new cross-sector partnerships and business opportunities
- Stimulate the multi-stakeholder discussion toward pre-and co-normative research, new standardisation/labelling and emerging co-creation models (B2B and B2C).

At the end of the project, at least 2 new cross-sector interconnections in bio-based economy cluster will be established, while the foundations for the creation of new ones based on the arguments, best practices and recommendations deriving from the project will be formed.

The BIOBRIDGES consortium merges a variety of complementary expertise, aiming to build a consistent multi-actor approach integrating 9 partners already involve in other projects like BLOWAYS, BIOVoices and BIOSTEP.

<b>Consortium</b>	Estonia	Civitta Eesti As	Italy	FVA Sas Di Louis Ferrini & C
	Greece	Q-PLAN INTERNATIONAL ADVISORS PC	Germany	Ecologic Institut gemeinnützige GmbH
	Italy	Agenzia Per La Promozione Della Ricerca Europea	Croatia	Particula group d.o.o
	Slovakia	Pedal Consulting Sro	Spain	Asociacion Espanola De Bioempresas

**Budget** 995.485 EUR **Contact** [info@biobridges-project.eu](mailto:info@biobridges-project.eu)

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## CONTRIBUTORS

NAME	ORGANISATION
Robert MISKUF	PEDAL Consulting
Janely Pae	CIVITTA
Iakovos Delioglani	Q-PLAN
Michela Cohen	FVA
Pietro Rigonat	LOBA

## PEER REVIEWERS

NAME	ORGANISATION
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# 1. Executive Summary

The Biobridges project ([www.biobridges-project.eu](http://www.biobridges-project.eu)) is funded by the Bio Based Industries Joint Undertaking under the European Union's Horizon 2020 research and innovation programme (Grant Agreement No 792236). The project aims to foster cross-sector partnerships between Bio-Based Industries, Brand owners and Consumer representatives, for the improvement of the marketability of sustainable bio-based products.

The project facilitated multistakeholders' collaboration, raised their awareness on other's stakeholders' needs and expectations, addressed shared challenges, maximised opportunities and supported strategic partnerships, adopting a co-creation and Mobilisation and Mutual Learning (MML) approach.

Biobridges' target stakeholders were Bio-based Industries, Brand owners/retailers and Consumers, but it involved also other relevant actors such as policy makers and the research community, to ensure that all perspectives were taken into consideration and the relevant challenges addressed, counting on the contribution of all the relevant players.

To reach the above mentioned objectives, the project designed, organized and implemented 23 co-creation events at different geographical level (reported in D5.3):

- **The Biobridges National and regional MML co-creation events** targeted to an early engagement of the national communities. Stakeholder groups have been invited to collaborate on a bottom-up approach from the design of the entry strategy to assess the bio-based markets.
- **The European MML co-creation events** organized in the framework of EU fairs, conferences, etc. to reach an unique perspectives on circular economy and value chains.

## APPROACH

The methodology described in this deliverable was presented in its initial form in June 2019 (D4.1) and was used to support the Biobridges partners in the organisation and implementation of the foreseen workshops, providing them with guidance on the how to design, implement and evaluate successfully the co-creation and Mobilisation and Mutual Learning workshops. Compared to the initial plan, the Biobridges activities in 2020 have been affected by the COVID-19 limitations with regards to the organisation of live events. Despite the challenges, the project reacted exploring new formats, testing their effectiveness, fine tuning the solutions and structuring the lessons learnt into Actionable Knowledge for the stakeholders in this document.

This deliverable presents the **final Biobridges methodological framework to facilitate the collaboration, dialogue e and co-creation among stakeholders**, with a particular focus on Bio-based industries/Brands/Consumers.

The contents of this document are also enriched with examples or good practices stemming from the experience of the Biobridges partners in parallel projects like LIFT<sup>1</sup>, BIOVOICES<sup>2</sup>, the European Bioeconomy Network<sup>3</sup>, TETRA<sup>4</sup>, etc.

<sup>1</sup> <https://www.lift-bbi.eu/>

<sup>2</sup> <https://www.biovoices.eu/>

<sup>3</sup> <https://eubionet.eu/>

<sup>4</sup> [TETRA - Next Generation Internet \(ngi.eu\)](http://TETRA-NextGenerationInternet.ngi.eu)



This **document is structured to facilitate the adoption and exploitation of the Biobridges methodology** by any third party that is willing to organize co-creation activities, but is especially suitable for EU funded projects, with the need of organizing events by the partners independently in their countries.

DRAFT

## 2. Introduction

The overall aim of D4.2 “BIOBRIDGES PLATFORM design: WHAT, WHO and HOW” is to describe the Biobridges methodology followed to organize workshops that are relevant, attractive and motivating for the target stakeholders (Bio-based Industries, Brand owners/retailers and Consumers) to contribute and finally deliver impactful outcomes.

In a EU funded project, where different partners are involved in the design and planning of several workshops addressing different themes, it is important to have a plan that operationalizes the co-creation and Mobilisation and Mutual Learning (MML) process, defining the contents and subjects (WHAT), the stakeholders to be involved (WHO) and the plan for the activities (HOW).

This document describes the harmonic integration of these three dimensions in the BIOBRIDGES platform for co-creation.

Building on the work carried out in the first phases of the project, namely the identification of a) [the cooperation challenges among consumers, brand owners and bio-based industries](#), as well as b) [the challenges and good practices in terms of multi-stakeholder and cross-sectoral collaboration faced by the regional and national clusters](#), the **WHAT** dimension sets the *context* of the co-creation activities by:

- Framing the challenges at different levels and for the diverse application fields (e.g. food packaging, cosmetics, textiles, etc.)
- Identifying subject and topics relevant for all stakeholders (Bio-Based Industry, Brands and Consumers)
- Define the specific subject/topics/contents to focus on during each co-creation event, based on the national and regional context showcasing opportunities

The **WHO** dimension describes the strategies for ensuring main stakeholders’ (Bio-Based Industry, Brands and Consumers) *participation and engagement* in BIOBRIDGES co-creation events. This dimension also facilitates the involvement of additional stakeholders, to ensure that their perspectives are taken into consideration (i.e. policy makers, local communities, researchers, CSOs...). Therefore, the WHO dimension describes the methodological framework to:

- Exploit the database of Bio-based industries, Consumers’ representatives, Brands and Retailers developed from the early stages of the project and has been enriched throughout the project implementation (activity under WP3) and composes potential working groups to be engaged in thematic co-creation workshops focusing on subjects that are relevant for them.
- Define strategies to involve in the workshops’ organisation the local key players and multipliers contributing to:
  - Fine tuning the topics to be addressed, based on the local needs, culture and specificities
  - Engaging the local stakeholders, thanks to their trusted relations
  - Promoting the workshop
- Define the procedures to select and involve the participants (Consumers and their representatives, Brands and Bio Based Industry)
- Design strategies to motivate the participants to be engaged in co-creation events
- Stimulate the potential participants’ interest to co-create and Mutual Learn in an

- innovative setting provided by BIOBRIDGES at International, National and Local Level
- Define the type of participants on those events based on the topics to be addressed by each workshop

The **HOW** dimension describes the Action Plan used to shape the Biobridges co-creation events to address the requirements and demands (and barriers or obstacles) identified by the target groups (Bio-based industry, Brand/Retailers and Consumers) and validated during the Focus Group workshop (12/06/2019, Brussels, BE). This task describes the *strategy* for the co-creation events by implementing the following actions:

- Set-up the infrastructure and processes to enable and support co-creation (e.g. creativity techniques, facilitation techniques, collaborative games, etc.)
- Create the conditions to generate Actionable, Acceptable and Responsible outcomes
- Define the expected outcomes of the co-creation activities (follow-up, memorandum of understanding among stakeholders, new value chains creation, position papers, etc.) and the measures to ensure impact of the workshops.

### 3. The WHAT Dimension

One of the first steps for the co-creation and Mobilisation and Mutual Learning workshop event design is the definition of the scope of the workshop and topics to be addressed.

This activity is central, because the topics selected for the co-creation workshops should be:

- relevant and motivating for the participants
- address “problems” or challenges that are shared by the participants
- structured and complementary in order to contribute to the overall progress and uptake of the bio-based market

Within this context, the **WHAT** dimension defines the topics to be addressed during co-creation activities with the stakeholders, starting from the challenges, opportunities and barriers relevant for them.

In order to define these contents, it is advisable to organize some preparatory activities with the stakeholders, like surveys, interviews or focus groups.

#### 3.1. Providing an integrated vision of the challenges in bio-based value chains and market

The methodology used by Biobridges project to frame the collaboration challenges among bio-based value chain stakeholders, builds on the activities performed by the BIOVOICES project<sup>5</sup> (Albertini, Overbeek et al., 2018)<sup>6</sup>

BIOVOICES objective is to stimulate the Quadruple Helix stakeholders Mobilisation and Mutual Learning collaboration, framed around 12 challenges (grouped in 5 Clusters) to be addressed to promote the bioeconomy in Europe.



Figure 1 - BIOVOICES 12 challenges to be addressed to promote bioeconomy uptake in Europe

The methodological approach developed in BIOVOICES enabled to frame, based on literature review and interviews with all the relevant stakeholders, the most relevant and urgent challenges that have been addressed during the workshops the project organized (70 workshops at Regional, National and European level). Using this model, the project facilitated the organisation of events covering all the challenges identified, increasing therefore the

<sup>5</sup> H2020-KBBE-774331, 1/1/2018 – 31/04/2021 <https://www.biovoices.eu/>

<sup>6</sup> Albertini, S., Overbeek, G., Hoes, A.-C., 2018. Persisting challenges to the European bioeconomy. A Cluster approach developed by the BIOVOICES project (Project Deliverable No. D3.3), Work Package 3. FVA New Media Research. (<https://www.biovoices.eu/download.php?f=35&l=en&key=3693dd48b0a5d4d038ae13697f153d8f>)

impact of the project's activities in creating a supportive ecosystem boosting the bioeconomy uptake.

**The Biobridges focus** was more on the value chain and market of Bio-based products, and therefore a subset of the BIOVOICES challenges have been covered. Nevertheless, the integration of the two project's activities (the two projects are running in parallel) enabled the cross-fertilisation and enriches the outcomes and impact, as well as the definition of a solid transferable methodology.

## 3.2. Methodology to frame Biobridges challenges

*“Always start from a problem.”*

This is one of the most frequent recommendation provided by the experts and stakeholders interviewed during the initial phase of the Biobridges project. The stakeholders are more likely involved in co-creation activities if they perceive the topic addressed as relevant and urgent to be addressed, possibly a very specific problem having a negative impact on their work.

Starting from this assumption, in order to frame the challenges to be addressed during the co-creation activities supported by the Biobridges project, the partners conducted an **extensive analysis of the most relevant challenges inside the value chain and outside it** (the “*supporting environment*”, i.e. researchers and policy makers). This analysis was performed through a literature review, complemented by more than 60 semi-structured qualitative interviews with representatives from industry, brands, and consumers associations around Europe, involving also actors of the so called “*supporting environment*”.



Figure 2 - Biobridges key stakeholders inside and outside the value chain

The challenges have been framed based on:

- The stakeholders mostly affected by the challenge/problem (“*problem owners*”)
- The stakeholders to be involved in addressing the challenge (“*potential collaborators*”)
- the different levels and impacts of the challenges (economic, environmental, societal)
- the application fields where the challenges are more pressing (e.g. quality and stability of feedstock in cosmetics)

The deep and extensive analysis of the challenges, recommendations and collaboration barriers conducted in WP2 and validated with the experts during the Biobridges focus group in Brussels, 12 June 2019, enabled the partners to structure the “**Biobridges' value chain collaboration challenges model**” (figure below).

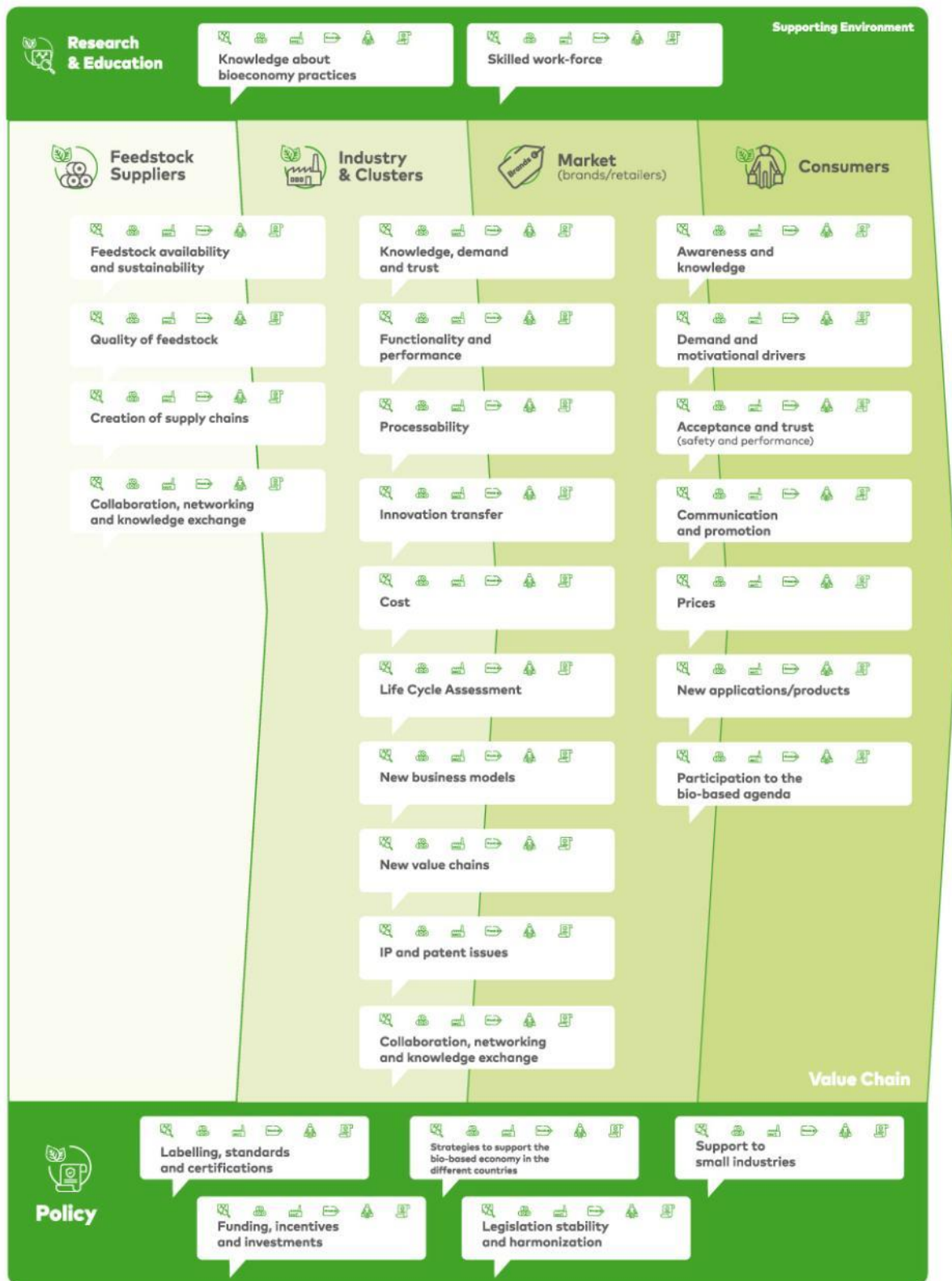


Figure 3 - Biobridges model for clustering challenges and stakeholders' involved (2019)

The model enables the identification, structure and visualisation of:

- The challenges inside or outside the value chain (related to the supportive



- environment)
- The stakeholders mostly affected/involved (where the challenges are positioned)
- The additional stakeholders to be involved (the small symbols inside the challenge bubbles to be checked during the workshops)

### 3.3. Conceptual design of the co-creation workshops

As mentioned before, the Biobridges Value chain collaboration challenges model enables the mapping of “problems” that are *“urgent to be addressed”* for the target stakeholders (Bio-Based Industry, Brands and Consumers).

As a starting point when defining the contents to be addressed, the following elements should be considered:

- **Be relevant and motivating for the participants**
  - Clear definition of contents to be addressed during the discussions
  - Pitches with interesting good practices to stimulate the discussion and the collaboration among participants
- **Attract representatives of all the relevant stakeholders:**
  - As a minimum, the representatives of brands, industry and consumers should be present
  - When relevant, quadruple helix stakeholders should be represented
- **Provide useful knowledge for the stakeholders:**
  - Contents rooted in the regional context
  - Create the conditions to generate Actionable, Acceptable and Responsible outcomes

Therefore, in the preparation for a co-creation workshop, it is important to have clear goal and topical area, which then needs to be further specified to be able to develop potential solutions. Moreover, the topic needs to be broad and complex enough stimulate brands-industry-consumers dialogue in order to deliver impactful outputs.


### 3.4. Definition of main subjects and topics

Based on country-specific conditions, reality and problems, the event organizers could use the following dimensions to define the main focus (subjects and topics) of their co-creation workshops:




Figure 4 - Elements to define the main focus

The main element or the combination of some elements facilitates the definition of the concept for the workshop.

 <p>APPLICATION FIELDS</p>	<p>To better contextualise the challenges that are relevant for the 3 main target stakeholders of Biobridges (Bio-based industry, Brand/Retailers and Consumers), the concept of application field is central.</p> <p><i>Remark: The application field is something identifiable and tangible also for the Consumers, while the value chain is too technical and abstract to be used in working tables involving the consumers.</i></p> <p>The following classification of application fields has been developed in the context of BIOVOICES, based on BIOWAYS<sup>7</sup> and BIOSTEP<sup>8</sup> projects'. It was integrated and fine-tuned during the Biobridges Focus Group with experts:</p> <ol style="list-style-type: none"> <li>1. Food packaging, disposable products for catering and events</li> <li>2. Personal care and cosmetics, health and biomedical, Nutraceuticals</li> <li>3. Sports, accessories and toys</li> <li>4. Textile products and clothing</li> <li>5. Cleaning and hygiene</li> <li>6. Transport and automotive</li> <li>7. Consumables, supplies and packaging (for home, office and commercial activities)</li> <li>8. Building, construction and restoration, paintings, decorations and furniture</li> </ol> <p>NOTE: The application fields related to B2B (like Intermediate Biochemicals and Biomaterials) can also be considered, but it is more difficult to drive a discussion involving these application fields with consumers.</p> <p>TIPS:</p> <ul style="list-style-type: none"> <li>➤ The “<i>maturity</i>” of an application field can be relevant if the main stakeholder (the problem owner) are the consumers and the workshop is addressing challenges like awareness, communication, resistances, etc.</li> <li>➤ The comparison during the workshop of two or more application fields having different characteristics, like food packaging (e.g. feedstock not relevant, price fundamental, functionalities fundamental) and cosmetics (e.g. feedstock fundamental, price not relevant, functionalities fundamental) can trigger and offer insights for the discussion, as well as success stories to be collected and transferred.</li> </ul>
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<sup>7</sup> H2020-BBI-JU-720762, 1/10/2016 – 30/09/2018, <http://www.bioways.eu/>

<sup>8</sup> H2020-ISIB-652682, 01/03/2015 – 28/02/2018, <http://www.bio-step.eu/>

	<p>The application field was used as main driver for the organisation of the two Bridge2Brands workshops with Procter and Gamble (personal care sector – 23-24 June 2020, online) and Fiat Chrysler Automobiles (automobiles sector – 27-28 October 2020, online), and the workshop “Agricultural and forestry biomass as innovation boost for small scale farms” (Fertilizers/ Soil improvers - 29 May 2019, Portugal).</p>
 <p>MAIN FEEDSTOCK</p>	<p>The selection of subjects and topics can be driven by the feedstock type.</p> <p>For example, the Biobridges co-creation workshop in Trieste, IT (23/05/2019) focused “Forestry biomass”, while the “Wool value chain” was the subject of 2 online workshops, one at national level (Italy, 21/04/2020) and one at European level (14/10/2020).</p>
 <p>MAIN STAKEHOLDERS</p>	<p>The involvement of specific stakeholders (e.g. if the workshop is organized in the context of another event) can drive the selections of specific subjects and topics that are most pressing for them.</p> <p>This was the case of the international co-creation event organized by Biobridges in the context of the “European Biomass Conference and Exhibition - EUBCE” (09/07/2020), focusing on “Overcoming collaboration challenges between the feedstock owners, bio-based industries”.</p> <p>In that case it was important to engage with some of these stakeholders (but also clusters, associations, local actors) in advance, to make sure that the subjects and topics are framed correctly to attract and motivate the potential participants.</p>
 <p>LEVEL (regional, national and European)</p>	<p>Selecting the right topics that correspond to the most urgent challenges at regional and national level of the partner’s countries is essential for both engaging participants and achieving actionable and sustainable outcomes.</p> <p>The level of the workshop (regional, national or International) put the context of the discussions ‘guiding’ the type of stakeholders to be involved, the expected outcome, the application fields, the feedstock, etc.</p> <p>Note: in case the workshop is organised in the context of another event, typically the level of the main event drives the level of the Biobridges workshop (International conference &gt; International workshop).</p>
 <p>EXPECTED OUTCOMES</p>	<p>The expected outcomes are strictly related with the main “challenge” to be addressed.</p> <p>It is apparently a bit artificial to start from the expected outcomes, but many times this approach can help in defining the conditions to the foreseen outcomes. This was evident from the Biobridges co-creation events aiming to facilitate multistakeholders’ collaboration, raise awareness on other stakeholders’ needs and expectations, address shared challenges, maximise opportunities, support strategic partnerships and facilitate the creation of new value chains.</p>

	<p>The creation of new business opportunities and new value chains can be stimulated by facilitating the cross-contamination among stakeholders belonging from different, and not yet collaborating, domains. This is the approach adopted, for instance, by the <b>Bridge2Value</b> format, described in chapter 7.</p> <p>Anyway, asking yourself “<i>what I would like to achieve through this workshop</i>” is always a good idea to evaluate critically the entire concept, analyzing the participants, challenges to be addressed, questions to be raised, supportive material (like games, tools facilitating the interaction and co-creation) and format.</p>
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The definition of the main elements will guide the combination of the other elements. A practical example is:

**Main topic:** Bioeconomy as an opportunity to boost local development based on territorial resources  
**Context:** Bio-based opportunities in textile industry, Biella, Piedmont, IT – 9 April 2019  
**Main Stakeholders:** Textile Industries, Textile Brands, Consumer’s associations + Research, Policy  
**Collaboration:** Industrial textile associations, Bio-based clusters, Regional chamber of commerce, primary research centres in textile, Textile Industries  
**Application field:** Textile products and clothing  
**Main Feedstock:** Wool, Hemp, Flax, Castor Oil, agro-food waste.  
**Level:** National  
**Expected Outcomes:** Inspiration, Creation of new business opportunities, Identification of resistances and barriers, new cross value chains collaborations

Once defined the combination of these elements, the partner will be able to propose a catchy title, trying to already showcase to the potential participants (but also possible partners in co-organizing) what will be their motivation to participate (e.g. Opportunities, challenges and barriers for bio-based solutions in food packaging)

*Remark:* it should be noted that the afore mentioned challenges may need to be revised and/or enriched depending on the specific context (e.g. the application field, main feedstock, level and key stakeholders involved). Usually it can be useful to involve the participants in fine tuning the questions to be addressed during the workshop.

### Other considerations

Often the definition of the main focus is suggested by the context in which the event is organized (e.g.: an international conference attracting relevant stakeholders) or collaboration with another project or initiative (e.g. a project focusing in improving acceptability of Bio-based packaging for food).

## 3.5. Operationalize the Biobridges challenges model

Once the main topics and subjects are defined, the challenges identified by the “Biobridges

Value chain collaboration challenges model” will be used to stimulate the discussion and generate meaningful outcomes, contextualized to the specific geographical level and socio-demographic context of the workshop.

For this purpose, **the following elements should be considered**

- **Generate a common understanding of the problem:** Here, it is crucial to gather knowledge on the local/regional conditions and challenges, which pertain in a specific community or regarding a specific subject. It is recommended to use so-called “problem owners” as the starting point to start generating the design of a co-creation event. This can be done either through desk research or through accessing existing network or associations. In addition, the organizers can send a questionnaire or conduct interviews with potential stakeholders to pre-assess their interests and issues. Problem owners could be e.g. a start-up, which has developed an innovative bio-based product and would like to establish a collaboration with potential buyers, or a Brand willing to identify more sustainable solutions in the market (see Bridge2Brands format in chapter 6)
- **Identify the challenge to be discussed:** From this, one or more challenges can be chosen, based on the preferences and interests of the participants. The Biobridges Value chain collaboration challenges model can help break-down and organize the discussion, based on stakeholders’ interests.

### 3.6. Showcase opportunities through success stories

To stimulate the discussion, as well as create new ideas, it is important to showcase concrete success stories to industries and brands, (i.e. concrete business developments opportunities, through short, easily readable, visual attractive “mini business plans” to prove the benefits BBPs may take to brands and BBI).

It is paramount that these examples and success stories, are:

- *Inspirational* (stimulating cross fertilisation of ideas)
- *Motivational* (to showcase concrete business models and opportunities)
- *Relevant* (rooted in application fields or domains that are familiar to them)
- *Transferable* (containing concrete knowledge easily transferable to their activities)
- *Connective* (being the starting point for further collaborations)
- *Actionable* (providing useful contents to be adopted and used in their practice)

The success stories should present, together with the good practices, the barriers, uncertainties and bottlenecks, to:

- Showcase **alternative solutions** to address shared problems
- Facilitate the **knowledge exchange and collaboration** among “problem owners” and “solutions providers”
- Promote the **learning by failure practice**<sup>9</sup> (to break down the resistance to share failures, the format suggested is “what worked? What didn’t work? What could have been done differently?)

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<sup>9</sup> Harward Business <https://hbr.org/2011/04/strategies-for-learning-from-failure>



### 3.7. Facilitating the creation of a supportive environment contribution to address the challenges

The analysis conducted in WP2 (D2.2) enabled also the Biobridges consortium to identify how the stakeholders of the so called “supporting environment” can contribute to address the current pressing challenges. In particular, Biovoices facilitated the stakeholders discussion about the pros and cons of bio-based products and processes and how these could be tackled by policy, e.g. in the context of regional bioeconomy strategies as well as related policy instruments. The co-creation events at regional and national level provided an excellent opportunity for this and allowed us reach the diverse stakeholder spectrum that we aim to attract in the context of the co-creation events. Therefore, we identified the following relevant aspects/questions to be covered during the co-creation events and integrated them into the reporting template:

1. How can policy-makers address the existing ‘not in my backyard’ problem among citizens and consumers, particularly at regional level? (see Task 5.3 description for explanation)
2. How can policy-makers and cluster managers ensure the successful involvement of various actors, particularly consumers, in debates on the future development of the bioeconomy? (underlying assumption: increased public acceptance can be achieved through effective public engagement and multi-stakeholder collaboration)
3. Which measures can public bodies take in order to facilitate matchmaking among bioeconomy actors, including the public? (underlying assumption: increased public acceptance can be achieved through effective public engagement and multi-stakeholder collaboration)
4. Are there good practices when it comes to cooperation and conflict resolution among relevant actors? (e.g. to address any social, economic and environmental trade-off related to bioeconomy development). Are there specific challenges/barriers for such cooperation that can be identified?
5. Which aspects of the existing regulatory and policy framework can be further developed to support public engagement and ensure public acceptance?

All partners integrated the questions into the agendas of the co-creation events and the outcomes from all events are aggregated into a set of policy recommendations for improved public acceptance of bio-based products and processes at the local and regional level.

### 3.8. Monitoring strategies to ensure coverage of the most relevant subjects, topics and challenges

Biobridges is a relatively small project in the context of which 23 co-creation events have been organized. Nevertheless, to guarantee a good balance among contents and ensure the coverage of a variety of subjects and topics, a series of strategies has been setup by the consortium. These strategies include:

- A structured methodology and model for the identification of challenges that are



- relevant for the target stakeholders
- a shared (online) overview of incoming events, real-time updated by the partners
  - punctual and detailed reporting of the events, following a well defined template
  - periodic evaluation of the:
    - subjects and topics addressed
    - challenges addressed
    - stakeholders involved
    - level of workshops (regional, national, international)
    - application fields
    - main feedstocks
    - outcomes
  - periodic sharing of lesson learnt (what worked and what didn't work)

DRAFT

## 4. The WHO Dimension

The WHO dimension establishes strategies to ensure that the main stakeholders (bio-based industry, brands, and consumers) participate and get engaged in co-creation events. The involvement of additional stakeholders, to ensure that their perspectives are taken into consideration (e.g. policy makers, local communities, researchers, etc.) should also be devised.



Figure 5 - Biobridges stakeholders inside and outside the value chain

### 4.1. Composition of potential working groups

Biobridges co-creation workshops in principle were industry-brands-consumers events in which approximately 20 to 60 people participate. As each participant should contribute to the workshop and because the workshops are on a voluntary basis, it needs to be stressed again that it is crucial that the topics discussed are relevant for all groups.

As a first step, a database of the relevant target contacts can be created, as was created the Biobridges Database, containing consumers' representatives (e.g. associations, CSOs, etc.), brands, and industry representatives was created. The database was continuously updated with contacts from various stakeholder groups - brands (bio-based and non-bio-based brand owners, retailers), industry (bio-based industries, industrial associations, chambers of commerce), consumers (general public, consumers' associations). Furthermore, to include all the relevant parties, the database was further supplemented with representatives of policy bodies, research and education institutes, bioeconomy intermediaries (e.g., projects), European Institutions, media and other contacts relevant to the project.

Based on the database, the potential working groups can be composed to engage the participants in the co-creation workshops focusing on subjects that are relevant for them, as well as include participants/speakers whose insights attract and inspire the participants, stimulate the discussion and bring additional value to the event and its outcome.

The list of potential participants should be composed based on the context of each event and ideally included a diversity of stakeholders to collect all perspectives on the challenges and opportunities in bio-based economy, namely representatives from:

- **Brands**, such as bio-based brand owners, non-bio-based brand owners, retailers
- **Industry**, such as bio-based industries, industrial associations, chambers of commerce
- **Consumers**, such as the general public, consumers' associations

Additionally, based on the topic/sector, relevant **experts, researchers, activists, NGOs, local**

**community leaders, policymakers**, were involved to include additional perspectives and increase the value of the outcome.

Based on the main interest of the stakeholders, potential working groups can be created as demonstrated on the following figure;





			
Consumer's demand	Harmonized, stable and supportive legislation	New Business Models	Value chain changes
Consumers (general public)	Policy makers	Non-bio based brand owners	Feedstock suppliers
Consumers' associations	Public authorities	Bio-based brand owners	Manufacturers
Brands	Chambers of commerce	Start-ups	Industries/producers for by-product application
Retailers	Industrial associations	Retailers	Recycling and waste management experts
Expert on the topic (e.g. health, environment)	Industry	Investors&funding institutions	Packaging
Community leaders	Bioeconomy related cluster representatives	Industrial associations	Brand owners
Public figures	Brand owners	Marketing outlets	Technology experts&researchers
Media	Retailers	Technology experts&researchers	Chambers of commerce

Figure 6 – Potential working groups, based on the stakeholders' interests

Particular attention should be paid on the inclusion of brands/retailers/industries/etc. that have the potential or interest to partially or entirely switch to bio-based, which not only advances the bioeconomy, but also leads the way demonstrating to other similar enterprises that it is practicable **Since these targets have been identified as highly relevant for Biobridges, a new format, called “Bridge2Brands” was designed and validated with 2 brands (P&G and FCA) during the second year of the project (see chapter 6).**

The involvement of speakers presenting success stories dealing with challenges addressed during the meeting, can inspire the participants, motivate them, stimulate the discussion and offer tangible solutions, success stories and ideas to start from.

It should be noted that the expectations and interests of the participants can also be identified

beforehand, and therefore ideas can be gathered and relevant stakeholders can be invited. To do so, a short questionnaire can be sent to them, asking to highlight the problems in their area of interest, e.g., an industry representative producing protein compounds from algae, would be interested in collaborating with brand owners and/or another production company, who would potentially be interested in the waste oils and other by-products. This will also create the condition for the creation of new collaborations among the participants, ideally leading to the cross-fertilisation of ideas, toward the generation of new business opportunities.

Moreover, as identified in the WHAT section, there is a lack of collaboration between industry, brand owners, and retailers, mainly due to the **difficulties in communication and the network formation**. Poor communication and awareness of each other's activities is also a main hindering factor for the establishment of bioeconomy value-chains. Therefore, for example, the potential participant list aiming to support the value-chain creation, should include the principal stakeholders of a bioeconomy sector, such as, feedstock suppliers, production/harvesting companies, researchers, brand owners, distributors/retailers, but also stakeholders with the knowledge of waste management to include the circular economy aspect and utilise production leftovers to divert the ecosystem into more sustainable one. Secondly, many challenges identified highlighted the necessity to involve policymakers to create a supportive legislation environment and researchers to provide innovative solutions to problems along the value chain.

A structured format to address the above mentioned questions, facilitate the creation of cross sectoral collaboration and to support the creation of a Value chain, have been structured in the Bridge2Value format, described in chapter 7.

## 4.2. Strategies to select, motivate and engage the participants

Once the challenge to be addressed during the co-creation event and the stakeholder group(s) have been identified, a detailed **selection of the potential participants** can be done, considering these consecutive key aspects:

### 4.2.1. Compose the participant's groups

Based on the challenges to be addressed during the event and the expected outcomes

1. **Map the potential participants**, who could contribute to tackle the challenges identified and conduct to impactful outcomes. Typically it is important to have both the “problem owners”, who are most affected by the current or resulting situation or who would most benefit from the outcome and the solution providers (researchers, bio-based industries, feedstock providers, etc.),
2. **Define the strengths and expertise of the potential participants** in order to maximise the collaboration and therefore the expected outcomes.

In case of a bigger co-creation event (i.e. involving high number of participants), several working groups is advisable to form, each one focusing on a topic. The working groups within the co-creation event can be defined beforehand based on the CV/profession of each participant, aiming to have a balance of different stakeholders in each group. Moreover, each working group can be ideally led by an expert on the topic to be addressed

to stimulate the discussion.

Knowing/mapping participant's interests, expertise, and expectations, and defining the event structure and complementing the final content accordingly, ensures their active involvement in discussions and contribution.

#### 4.2.2. Engage the participants before the event

As a **second step**, engage the participants before the event, sending a small questionnaire to the initial participant list that will assess the following aspects:

- Interests of the participants
- Expectations of the participants regarding the event
- Identify, who else in their opinion would be beneficial to them/to the topic, and therefore should be invited to the event

Engaging participants before the event (questionnaire) demonstrates that their opinion and expectations are important and considered, which ensures they will show up to the event.

During COVID-19 months, Biobridges developed several online tools to support the co-creation. The access of these tools after the co-creation event proven itself to be effective in collecting additional contributions, beyond the discussion, also from stakeholder that couldn't participate (figure 7).

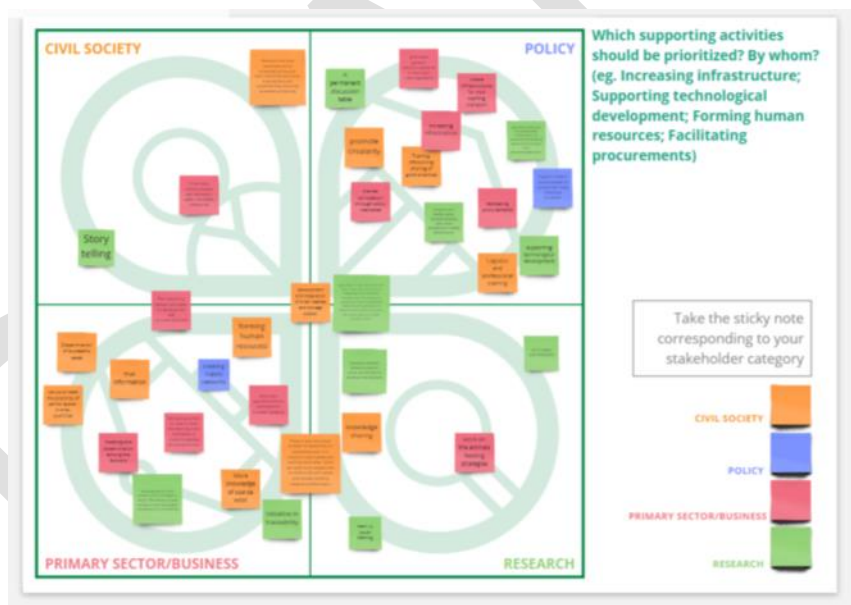


Figure 7 – Example of interactive board that was left accessible for further contribution

#### 4.2.3. Provide networking opportunities

One of the main motivations to participate in these types of events is the potential networking. If possible, the participants can be asked to fill in a profile template, which could be distributed before the event, so that they would have already a good overview, who to approach during the event or get in touch with afterwards.

The online format explored during the COVID-19 months were much more effective in



supporting the networking among participants. A networking board was designed where the participants could add a sticky note with their name, organisation, main activity and networking objectives (figure 8).



Figure 8 – Example of networking board used in Biobridges online workshops

### 4.3. Stimulate the potential participants' interest and motivation to participate

As already mentioned, in order to stimulate the potential participant's interest, an attractive workshop topic with a clear objective and expected outcomes should be designed.

It is important to highlight the value the event will bring to the participants, also demonstrating the opportunities for exciting discussion around the relevancy of the content and opportunities for participants to network with others.

In addition, well-define the problem to be discussed and stress out their role and value for the event/project. Also, include perks in the programme to persuade people further to join the event, such as a nice venue, inspiring speakers.

### 4.4. Multipliers and supporters

The involvement of multipliers and supporters is highly recommended in the preparation and implementation of the events because they can:

- Contribute to fine-tune the contents to be addressed, based on the local needs, culture and specificity
- Ensure that all the relevant stakeholders have been considered and invited
- Engage the local stakeholders, thanks to their trusted relations
- Contribute to the correct challenges framing, rooted in the local/regional/national reality
- Promote the event locally
- Increase the impact of the co-creation activity and outcomes, through their dissemination and communication channels



The speaker themselves are very good multipliers for the event. A workshop that is presenting several good practices from different speakers (as a trigger for the discussion) is not only more interesting, but also benefits from the promotion done by the speakers among their networks.

#### 4.4.1. How to identify and involve multipliers and supporters

Firstly, the local dynamics of bioeconomy should be considered and analysed to identify the relevant multipliers. Local key players, such as interest group representatives, volunteers/activists that feel passionate about bioeconomy can be involved.

Also, important parties to invite are local community leaders, public figures, and social influencers, who are trusted and loved among the community and have the potential to involve the citizens.

In addition, inviting representatives of more prominent brands, while pointing out their responsibility in the development of sustainability, could potentially influence broader market and customers, but also might affect smaller brands by acting as a role model.

Finally, collaborating with other projects that focus on bioeconomy (like BIOVOICES, LIFT, BLOOM), networks, like the European Bioeconomy Network, as well as high level conferences, such as EUBCE or Global Bioeconomy Summit, ESOF, World Bio Markets, etc, can boost the event's exposure and dissemination.

## 5. The HOW Dimension

Starting from the identified contents and challenges (Chapter 3 - WHAT) and the stakeholders to be involved in each co-creation workshop (Chapter 4 – WHO), this chapter provides guidance on the overall organisation of the events, stemming from the Biobridges experience. In Biobridges, the co-creation and Mobilisation and Mutual Learning (MML) methodology is used to facilitate the work of interdisciplinary teams, which develop processes of co-generation and transformation. It acts to decrease the participants' stress (dispersion) and increases the effectiveness (focus) of the work. Biobridges' methodology is inspired by several methodologies:

- 1) The DANDELION project<sup>10</sup> methodology to support co-creation in multi-stakeholders groups
- 2) The BIOVOICES<sup>11</sup> Mobilisation and Mutual Learning MML methodology
- 3) The Design Thinking methodology<sup>12</sup>
- 4) Game-based facilitated collaboration (developed under FP7 projects L2C and LEILA)<sup>13</sup>
- 5) The Butterfly co-creation method<sup>14</sup>

The integration of these methods, as well as the extensive experience of the Biobridges partners in organizing and facilitating similar workshops ensured a productive interaction among the participants and co-creation of tangible outputs.

Operationally, the HOW dimension is deployed through the following activities:

- Identification of **suitable context** for a co-creation event
- **Support the organizers** in **defining the agenda** of each co-creation event at local and national level
- Define guidelines on **how to organize and promote a co-creation event**, including a networking part where we can create an atmosphere (one to one meeting) in order to start a dialogue about how to develop innovative solutions rely on researching and other possible new interconnection areas.
- Ensure the processes to **enable and support co-creation** (formats and exercises)
- Create the conditions to **generate outcomes that are actionable** and acceptable to bio-based industry, brands and consumers.

### 5.1. Definition of the workshop value proposition

Since there is an increased competition, especially of online events, it is paramount to clearly highlight the value of the event for the participants and make clear, from the first lines, what is the knowledge the participants will gather from the event.

Inside the concept, a short description of the current situation and the relevance of the topic, the problems that need to be solved, and the aim and/or goal to be reached during the event, should be given.

The definition of clear expected outcomes is very important and appreciated.

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<sup>10</sup> <http://www.dandelion-europe.eu/en/>

<sup>11</sup> <https://www.biovoices.eu/>

<sup>12</sup> <https://dschool.stanford.edu/resources-collections/a-virtual-crash-course-in-design-thinking>

<sup>13</sup> <http://leila.fvaweb.eu/>

<sup>14</sup> [http://www.butterflyworks.org/wp-content/uploads/2015/05/Butterfly-Works-method\\_White-paper-Learning.pdf](http://www.butterflyworks.org/wp-content/uploads/2015/05/Butterfly-Works-method_White-paper-Learning.pdf)

## 5.2. Identification of suitable context for a co-creation event

If possible, the workshop organizers should consider the possibility of organizing co-creation events in conjunction with other relevant 'third-party' event or in collaboration with projects and initiatives having similar interest.

### Main advantages

- Access to other relevant networks, which may result in a more appropriate type and number of participants
- Enhanced promotional and marketing potential, exploiting the communication channels of other organizers, which may lead to a bigger impact
- Enriched quality of contents and programme, thanks to the collaboration with additional experts during the planning
- Reduced cost of the event due to the fact that the expenses are shared with other organizers

### Potential disadvantages

Organizing the co-creation event back-to-back (or in conjunction) with other relevant event will certainly decrease the level of autonomy of workshop organizers. For this reason, it is important to negotiate clearly the terms and conditions with the other organizers in order to avoid the following scenarios:

- The focus of the event is not totally relevant with the projects' objectives
- The workshop organizers do not have direct and real-time access to the participants who registered to the event
- The meeting room is not adequately equipped, and its size does not correspond to the number of participants
- The event is not provided with the sufficient time slot
- The event is in the 'competition' with other parallel session of a third-party event, which leads to the 'leak' of participants
- The event does not get sufficient visibility

Therefore, it is inevitable to negotiate and clarify in advance all the practicalities related to the own agenda, registration process, advertising in the event website, graphical layout, logos, display of promotional material, etc.

Note: In the COVID-19 emergency, majority of live events/conference were transformed in online events, attracting less participants compared to the live events. The advantages of having selected these conferences as context for project's workshops turned out negatively, since it was not possible to interact and not even to have a picture of the status of the registered participants. In addition technical/administrative constraints were noted (also in webinar organized by other projects) during the deployment of workshop organized in the context of other events. Therefore, we recommend to evaluate carefully this approach for online workshops.

### 5.2.1. Criteria for selecting other events to cooperate with

The following factors should be considered when identifying the most suitable partnering event:

- What is the relevance of the event with regards to the project's objectives?
- Who is their intended target audience? Are the brands, industry and consumers going to be represented? What is the approximate ratio?
- Who is the organizer of the event? What is their primary business and reputation?
- Is there a fee for participants? What are they paying for? How much are they paying? It needs to be absolutely clear that all the Biobridges events are completely free of charge for all participants.
- When is the event taking place? Isn't it 'in conflict' with other major relevant bioeconomy event?

### 5.2.2. How to motivate the other events to partner with your project

Once we have identified the suitable event (based on the considerations above), it is important to define a convincing *value proposition*, which will be presented to the event organizers. The main 'selling points' should consist in the mix of the following arguments:

- Appealing and 'hot' topics to be addressed by the event you are proposing
- Relevance of the workshop contents with the focus of the main event
- Attractive and well-known speakers/case studies
- Interactive and innovative format of the event
- Business neutrality (non-preference for any concrete commercial products)
- "Mandate" from the entity that co-finances the project (European Commission, BBI JU, ect.)
- Strong communication and PR of the event
- Logistics support
- Financial contribution, if foreseen

The table below showcases an example of concept note used (successfully) to propose a collaboration during the conference "Bioeconomy Scene", Helsinki

<b>Title</b>	The role of communication and education to promote changes in purchase habits and increase the adoption of bio-based products
<b>Context</b>	European Bioeconomy Scene 2019, July 9th 2019 in Helsinki <a href="http://www.bioeconomy.fi/EUBioScene19/">http://www.bioeconomy.fi/EUBioScene19/</a>
<b>Organisation</b>	European Bioeconomy Network - <a href="http://www.eubionet.eu">www.eubionet.eu</a> BIOVOICES - <a href="https://www.biovoices-platform.eu/login">https://www.biovoices-platform.eu/login</a> BioCannDo - <a href="http://www.allthings.bio/">http://www.allthings.bio/</a> Biobridges - <a href="https://www.biobridges-project.eu/">https://www.biobridges-project.eu/</a> LIFT
<b>Main challenges</b>	<ul style="list-style-type: none"> <li>• Circular bioeconomy awareness and communication</li> <li>• Increase the adoption of Bio-based products</li> </ul>
<b>Collaboration</b>	European Commission, Ministry of Education and Culture Finland
<b>Expected outcomes</b>	<ol style="list-style-type: none"> <li>1. Factsheet on cross-project analysis of effective communication formats.</li> <li>2. Supporting the European Bioeconomy Strategy through communication activities:</li> </ol>

	<ul style="list-style-type: none"> <li>● Knowledge and best practices sharing</li> <li>● Recommendations of how to communicate circular bioeconomy</li> <li>● Define a joint consolidated action plan of communication activities</li> <li>● Initiate or reinforce the existing synergies to maximise the opportunities and impact of bioeconomy communication at national and European Level</li> </ul>
<b>Target participants</b>	<ul style="list-style-type: none"> <li>● Quadruple-helix stakeholders: <ul style="list-style-type: none"> <li>• Civil society</li> <li>• Industry/Investors</li> <li>• Research/ Education</li> <li>• Public administration / Policy Makers</li> </ul> </li> <li>● EU funded project</li> <li>● European Platforms and Networks, Member states networks</li> </ul>
<b>Objectives</b>	<p>The workshop will bring together EU funded project , European Platforms and Networks, Member states networks, together with quadruple helix stakeholders dealing with communication and awareness raising, to support the European Bioeconomy Strategy through communication activities.</p> <p>The workshop will promote the discussion and sharing of lessons learned and best communication practices, formats and channels; successful activities, multipliers to be involved; messages and arguments to be used (in terms of style, scope, terminology), etc.</p> <p>The workshop will facilitate the creation of synergies to maximise the opportunities and impact of bioeconomy communication at national and European Level.</p>

### 5.2.3. Partnering

Regardless of the fact whether the workshop is going to be organised independently or in the framework of a third-party event, it is always worth of perusing some extra efforts in order to attract relevant partners (co-organizers), which would increase not only the visibility but also the credibility and the significance of your workshop. Typically, the following actors are recognised as valid vehicles, which may improve the traction through the co-branding (or co-partnering) agreement:

- Chambers of commerce, associations, chambers of Industries
- Regional/Nationals development agencies, governmental agencies, public bodies
- Brands, BIC members
- Clusters and Associations
- Other EC or BBI JU funded projects

Once you have identified the potential partners for your workshop:

1. Formulate the value proposition (see the section “How to motivate the other events to partner with your project”)
2. Send it to each of the potential partners
3. Follow up to make sure they received it and ask for the name of the person dealing with it
4. Contact the person responsible and determine whether they are considering your proposal or would like something changed
5. Make any changes that they request that are agreeable with you (having in mind “Potential disadvantages” listed above).
6. After giving your potential partners time to consider your proposal, contact the person

responsible again and ask whether the organization is interested in partnering with your event

7. Arrange to meet with those organizations that are interested. Everybody is overloaded by e-mail, a 30 minutes call can be much more convincing

#### 5.2.4. Local Multipliers

As seen in Chapter 4 (WHO), apart from settling the formal partnerships, another prerequisite for a successful workshop is to leverage, as much as possible, the position, networks and other relevant assets of local multipliers. Paragraph 4.4 address this aspect into detail.

#### 5.2.5. Keynote speakers

One of the main attention getters in any event, is a keynote speaker.

##### Where to find speakers

Before you can invite speakers (ideally for free), you need to determine the purpose of the event and the topics it will cover (see above). This forms the basis for your speaker profile search. Here are a few simple tips<sup>15</sup> to follow when searching for a guest speaker for your event:

1. Look for someone well known and living locally (or nationally) this keeps the expenses as low as possible.
2. For example, to find speakers, reach out to the partners which are implementing similar projects or run initiatives or businesses which have some overlap with the topic of your co-creation events.
3. Use the project's mailing list. Send out emails to your particular contact in every organization to find out if they can give you any leads on good speakers. This word-of-mouth recommendation is often the best route.

##### How to write a proposal/ invitation for speakers

There is quite a bit of work and a whole lot of finesse involved in asking people to speak at your co-creation event. Do you know how to craft a convincing invitation?

Your invitation should be a formal email (or letter). Outline the reasons why you have chosen them as the best person to speak at your event and make clear the added value you believe that the speaker could bring.

As with every letter, the invitation should reflect your project's values and objectives. Good keynote speaker invitation letters will be clear and easy to read, respectful and contain all the background information the speaker needs to make a decision in your favour.

Do not forget to mention the 'value proposition', which is described above.

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<sup>15</sup> <https://www.gevme.com/blog/invite-speakers-speak-free-event/>



## 5.3. Definition of the agenda

### 5.3.1. Duration and format

#### Live events:

In principle, the live co-creation event may be organised during the Full Day, Half Day or as a minimum for the 2 hours.

- **Full day format:** It is recommended that the workshop starts with the introductory presentation(s), morning pitches alternated with the Mentimeter (or other interactive tool for participants' real-time voting and contribution collecting) sessions, and the interactive co-creating discussions taking place in the afternoon.
- **Half day format:** The workshop starts with one short introductory presentation, which is followed up by 2-3 pitches. Consequently, depending on the time, the Mentimeter ice-breaking session could be included and finally, the interactive discussion session would take place.
- **Two hour format:** Due to the very limited time, it is recommended that a very focused and moderated discussion centred around precisely specified questions will be the most important component of the workshop. The welcoming and introductory speech should be very short in this case.

#### Online events:

This format became very popular in the last months, due to travel and health restrictions.

Several EU funded projects, like LIFT<sup>16</sup> reacted immediately, breaking a four hours event into 4 thematic workshops. The format was very successful and was replicated by several other projects. <https://www.lift-bbi.eu/webinars/>

This format will probably become an alternative solution to life event, because it offers several advantages:

- participants don't have to travel (saving of time and money)
- the commitment in terms of time is short and the slot can be inserted even in a dense agenda
- the discussion can be more thematic and focused
- it is possible to involve stakeholders that typically are not easy to engage (e.g. primary sector, policy makers)

The format has also some disadvantages, to be carefully considered

- intense competition of webinars organized every day
- participants tend to get distracted (e.g. multitasking)
- the typical duration of 60 minutes is too short for some formats (e.g. good practices + discussion)
- human contact is missing
- frontal speeches are not very engaging
- interactivity should be boosted by supporting tools (mentimeter, miro, games, etc.)

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<sup>16</sup> <https://www.lift-bbi.eu/>

Regardless of the format you choose to apply for your Biobridges event, each workshop should end with the 'wrap up and next steps' session in order to motivate participants towards future collaborations. To this end, the agenda should foresee the mechanism to make us posted about the next activities, which may have form of e.g. roadmap, memorandum of understanding, agreements, etc. between the project participants.

Regarding the 'discussion rounds', the (combination of the) following formats are well suited for the Biobridges context:

- **World Café:** Separate tables are scattered around the room, to provide different working stations. The audience is separated in sub-groups that rotate from one station to another in different rounds. It is useful to maximize dialogue and engagement, brainstorm in small clusters and then transfer the information gathered to other groups.
- **Plenary:** One of the most common configuration styles of workshops. The (smaller) audience is seating together in a room, facing to the speakers or presenters.
- **Roundtable:** Participants agree on a specific topic to discuss and debate. Each person is given equal right to participate, as illustrated by the idea of a circular layout referred to in the term round table.
- **Online participative tools:** Interactive tools, if well designed and structured can:
  - facilitate the discussion
  - structure the contents
  - collect contributions from all participants
  - support the creative thinking
  - support the critical thinking
  - stimulate the engagement
  - characterize the style of the workshop compared to dozen of similar webinars

These tools are described into details in D4.8.

In the figure below an example of Interactive tool recently used by the European Bioeconomy Network in a workshop where Biobridges was presented.

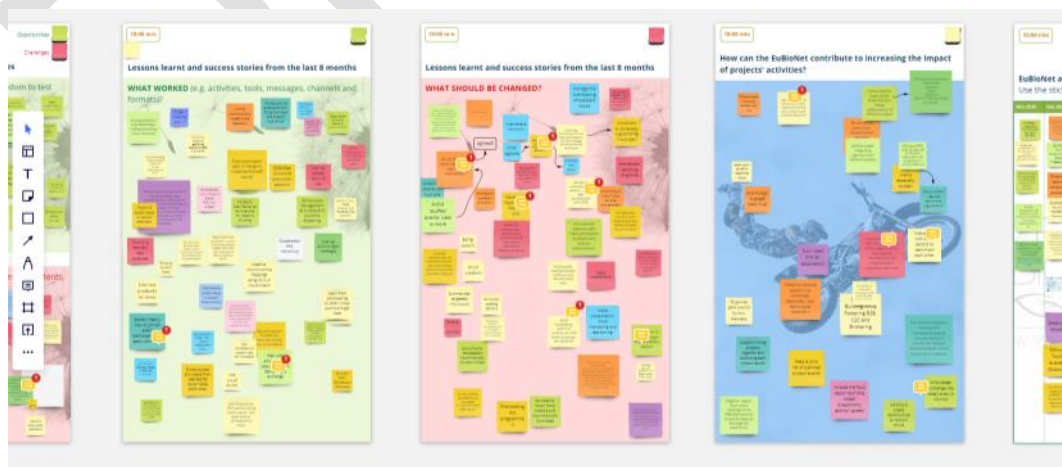


Figure 9 – Example of Interactive tool used by the European Bioeconomy Network in the webinar “Bioeconomy Communication and Stakeholders’ engagement in times of COVID-19”, 11 November 2020

### 5.3.2. Agenda template

A template for the agenda has been provided to the partners. An example of an agenda is provided in Annex1.

## 5.4. Internal procedures for the event implementation

### 5.4.1. Identifying relevant topics and key challenges for your participants

To facilitate a productive discussion, the key is to **know the interests/stakes** of all target groups regarding the identified topics and challenges to be addressed. To do so, a good approach is to **ask directly the participants to prioritize the challenges that are more relevant to them**.

As an example, during the Biobridges Focus Group, the experts were asked to prioritize the most relevant challenges for each of the most “mature” (in their opinion) application fields:

- Food packaging, disposable products for catering and events
- Personal care and cosmetics, health and biomedical, Nutraceuticals
- Sports, accessories and toys

To quickly collect this information and visualize them, it is useful to use some coloured dots (e.g. red, yellow and green) to be attached in big posters representing the challenges in the application fields selected (figure 10).



Figure 10 – Prioritizing the challenges for the application field: Personal care and cosmetics, health and biomedical, Nutraceuticals (Biobridges Focus Group, Brussels)

This activity enables the quick identification at a glance, of the most relevant challenges per application field.

The second step is to facilitate the discussion addressing the most relevant challenges, using stimulating questions like:

1. Why is it important to address the challenge in the specific sector?
2. Which stakeholders need to cooperate and should be mobilized in order to address this challenge?
3. What actions are needed in order to enhance the collaboration between the aforementioned stakeholders towards addressing this challenge?
4. Do you think that a cross-sector partnership could be effective? If yes, could you please give an example?
5. What are the pre-conditions to implement an effective cross-sector partnership in the specific case?
6. Are you aware of any good practices of cross-sector partnerships that could be replicated in the case of the specific challenge and sector?
7. Which are these and why these are considered successful?
8. Could you please suggest any policy recommendations for addressing this challenge in the specific sector?

This exercise can be done also during **online activities**, especially when it is needed to limit the discussion to one or two topics, due to time constraints of the online format.

As an example, BIOVOICES project used this technique during the Global Bioeconomy Summit session “Land Based Bioeconomy Breakout Session”, asking the participants to vote 2 topics (using their cell phones and an app called menti.com) to be addressed during the interactive exercise (supported by a customized interactive space, developed in miro.com) (figure 11).

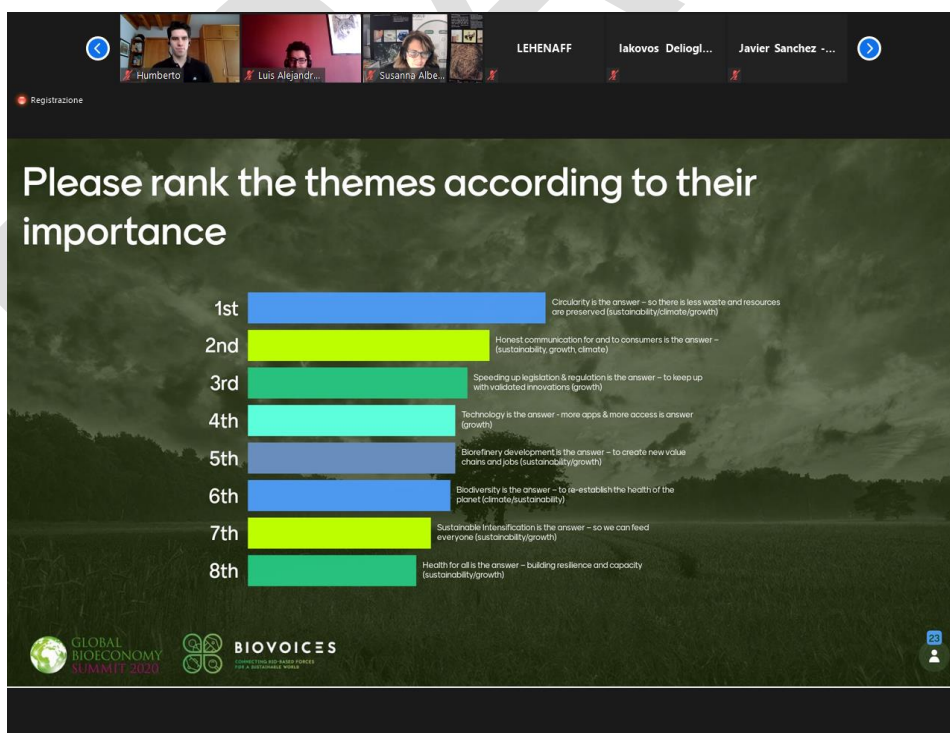


Figure 11 – Prioritizing the themes according to their importance, to better focus the discussion based on participant's interests



### 5.4.2. Revision of the concept and agenda

The revision of the agenda by the partners is very helpful to validate the concept and flow of the event. The agenda should be uploaded online as soon as possible, together with the registration form.

#### 5.4.1. Graphical image

It is important to involve in advance a communication expert, responsible of the dissemination material design, for the production of dedicated promotional material such as banners, agenda, participants curriculum, badges for the participants, posters, leaflets, giveaways, stationery and gadgets.

#### 5.4.2. Supporting templates for planning and reporting

Especially in case of a consortium where the partners are organizing their events independently in their countries, it is important to make available a detailed planning of what each partner needs to do, in order to perform harmonised event planning and reporting and thus ensure smooth and efficient impact monitoring and its assessment. For this purpose, an internal 'package' composed of the following procedures and templates should be prepared:

1. Brief operationalization guide which defines the actions that need to be done enabling the consortium to:
  - a. Keep track of the upcoming events
  - b. Analyse the results of the organised events and propose recommendations
  - c. Detect gaps and apply the corrective measures, whenever necessary
2. Establish a shared "Event calendar" and "Event reporting" (e.g. in Gdrive). The main reason is to be able to keep track of the upcoming and past events in one single place.
3. Create an event report template to be filled by all partners after their workshop. The objective is to capture the most important points in a coherent way.
4. Design a questionnaire to be filled in by the participants to the events, in order to collect the feedback of different workshops, in an uniformed way
5. Prepare a standardized informed consent form to be signed by all the participants in order to comply with the GRDP.
6. Prepare a signature list for reporting and evidence purposes

To keep the partner responsible for the overall events activities, the event organizers are requested to timely communicate the final agendas, promotional materials as well as collect pictures and other useful dissemination materials, to be used for Dissemination and Communication purposes.



### 5.4.3. Roles

In case the main organizer of the workshop wishes to actively involve other project's partners, the following roles should be discussed and agreed **at least one month before** sending out the first invitations:

- Moderators
- Rapporteurs or note takers
- Photographers and videomakers
- Technical support (registrations, coffee and lunch breaks, decorations, etc.)
- Promotional support

Make sure to assign the right person a right task. A good facilitator/moderator is the key element for the success of the session, while a Rapporteur or note-taker can make the difference when it comes to identifying and capturing the most relevant highlights. Typically, a personality suitable as facilitator is not suitable as rapporteur and vice versa.

## 5.5. Invitations

### 5.5.1. Open vs. private workshop

The invitation to participate in a co-creation workshop should be formal, explanatory and factual, to motivate the intended audience (see above) to make a quick and favourable decision about attending the workshop.

That's even more true in times of Covid-19, when the offer of workshops to attend is high and it is important to grab the attention of a potential participant from the first lines of the invitation.

These invitations should be detailed with well-structured layouts and should include every relevant section – like the venue of the meeting, the date, the time of the meeting and the information about the project and main organizers. You can add the directions to the conference in a separate section. Most importantly the invitation should mention the theme/topic of the workshop that is being held.

In case the workshop is “upon the non-transferable invitation only”, it should be appropriately highlighted. In these cases, the event can be still promoted publically but the registration form will be sent only in private to the selected invitees.

Anyway, one to one invitations (dear Mr Rossi...) are more effective than mass invitations (dear colleague...).

In some cases, the participants who confirmed their attendance should be kindly asked to explicitly re-confirm a few days before the workshop, based on the reminder of the organizer.

## 5.6. Set-up the infrastructures of the co-creation events

### 5.6.1. Ensure the processes to enable and support co-creation (creativity techniques, facilitation techniques, collaborative games, etc.)

Successful co-creation requires 3 key aspects:

- The creation of an inspirational setting: Starting the workshop with inspirational stories and case studies or presenting challenging questions, typically contributes to the creation of an inspirational setting that will trigger the next steps of the workshop.
- The contribution of ideas: The co-creation should be supported by processes that facilitate the ideas elicitation and the participant's involvement and motivation. Co-creation has to deal with groups dynamics management and needs to be supported by facilitating techniques, stimulating collaboration and creativity, addressing, at the same time the barriers and obstacles. The process should be supported by expert facilitators enabling the full and proactive participation of everybody, facilitating the draft ideas' evolution toward a more productive, actionable and responsive solution.
- The elaboration of the viable ideas: After collecting all the contributions, the co-creation group must then discuss the most profitable, viable and implementable ones. The challenge of the selection process is to identify the most valuable ideas without being trapped into cognitive or cultural biases.

Since co-creation involves meaning-making, negotiation and consensus from small groups composed of customers, users, designers and stakeholders, a number of facilitation techniques and approaches are required. The need for facilitation methodologies and the presence of an expert facilitator guiding participants from the scenario planning to the design and definition of the new ideas, enabling, eventually to collective decision-making on the solutions to be implemented.

It is important that the facilitator tries to avoid taking positions or play the leading part during the co-creation activity. He/she should mainly encourage the participants to contribute and express their point in a friendly and protected co-creation environment.

Some issues should be addressed carefully, like keep everybody on-board even if their ideas are not selected, motivating and stimulating the discussion and keeping the creative flow during all the phases of the co-creation.

This process will be supported by some gamified and interaction supporting techniques to:

- Stimulate the discussion and guarantee rhythm, fun and engagement
- Ensure that all the participants will contribute, including the ones that typically are resistant to participate actively
- Direct the discussion flow monitoring the risk of divergence from the topics addressed
- Visualise the ideas and organise them logically
- Highlight cognitive traps or other dynamics that could prevent the collaboration
- Enable the collection and structuring of the ideas

### 5.6.2. Stimulate the discussion by showcasing inspiring solutions or good practices

As seen in Chapter 3 WHAT, in order to enrich the co-creation event, showcasing of innovative solutions and good practices is advised whenever possible.

Also, hands-on examples and solutions can trigger and focus the dialogue. The showcase can be implemented either through classic exhibitions stands or through introducing elements within the co-creation event in terms of impulses or narratives (e.g. story telling).

It can be useful also to foresee a series of pitches presenting the current status of innovation in the targeted areas. These case studies will raise awareness, inform, create the ground for potential collaboration among stakeholder and stimulate the following discussion. It is important to foresee a balanced number of case studies among the stakeholders, to represent the different perspectives and interests. These pitches should be short (approximately 5 minutes each), to be considered as “seeds” for the further phases of the co-creation event. BIOVOICES project calls this methodology “the buffet of ideas”, where every stakeholder can find several appetizing insights.

### 5.6.3. Addition motivational drivers

The success of a co-creation event is in many ways directly dependent on the level of interest and involvement of the participants. In order to maximize their engagement to truly bring their collaboration to the ‘next level’, it is recommended to consider the following motivational features that could be offered to those participants, who commit to take the concrete follow-up actions after the event:

- Promotion in social media as a good practice
- Vouchers: Additional training, coaching or a free consultancy services provided by the project partners on various business development or communication aspects.
- Access to relevant networks

### 5.6.4. Interaction supporting tools

#### **Flipcharts, posters and post-its**

Based on the extensive experience of the Biobridges partners (more than 150 events organized in different projects), it is very useful the usage of supporting tools like printed large posters, asking the participants to interact by using coloured dots (e.g. to identify the most urgent challenge to be addressed) or speech bubbles post-its (e.g. to answer to questions).

These posters can be placed in the middle of the discussion tables and they are very useful to be used to:

- Facilitate the collection of everybody’s contribution
- Visualise and aggregate the outputs
- Identify contributions by different stakeholders (assigning different colours to the different stakeholders)
- Aggregate the answers from different tables for the debriefing and wrap-up sessions

Posters have been used in several Biobridges events (figure 12 and 13)



Figure 12 - Using posters to support the interaction of participants and ideas wrap-up during the Biobridges Focus Group in Brussels, 12 June 2019



Figure 13 - Using posters to visualise participant's contributions in the context of other projects' co-creation activities

### **Co-creation supporting games**

To support the co-creation process, games and gamified solutions are a powerful solution, since they enable diverse groups to diverge, create and finally converge on delivery solutions to a specific challenge. It also facilitates the perspective switch among the participants to the co-creation workshops.

Some examples of games to support collaboration and co-creations from different projects are provided in the following pictures (figures 14, 15, and 16).



Figure 14 – Gamified solutions to support awareness and multistakeholders co-creation (GUESSH game,



DANDELION<sup>17</sup> project)

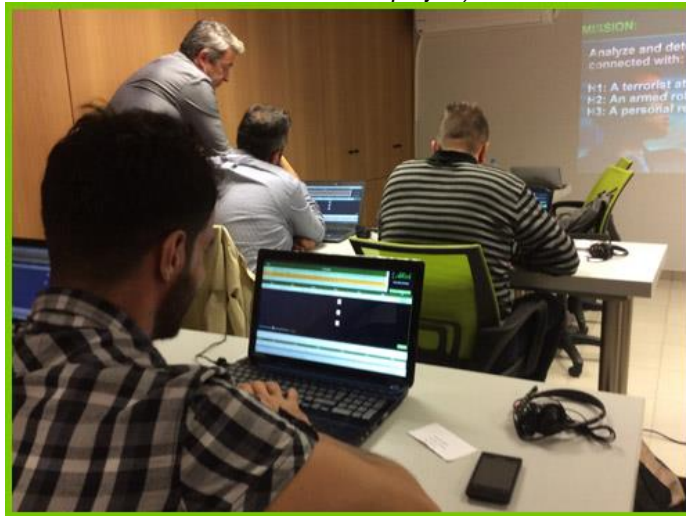


Figure 15 – Game-based collaborative session for Hellenic Police Enforcement Agents (LEILA project<sup>18</sup>)



Figure 16 – Game-based Design thinking session for the TETRA<sup>19</sup> project capacity building

## Online tools to facilitate involvement, ideas creation and structuring

Due to the COVID-19 outbreak, the majority of events took place online, giving the opportunity to explore new solutions to support debate and co-creation.

The project used several communication platforms (Zoom, GoToMeeting™, Microsoft teams, Google meet, etc.), complemented with online tools to support the interaction and co-creation.

These tools are really useful in online events, to keep the participants engaged and to facilitate the collection and structuring of the emerging ideas. Nevertheless, they could be used also in live events to facilitate the involvement and contribution of the participants, especially when the audience is large.

Below the most effective tools, according to the Biobridges experience:

<sup>17</sup> <http://www.dandelion-europe.eu/en/servicesaction/social-media-games/social-games.html>

<sup>18</sup> <http://leila.fvaweb.eu/>

<sup>19</sup> <https://www.ngi.eu/ngi-projects/tetra/>

## Mentimeter

An effective tool that have been already experimented successfully in several co-creation workshops is “Mentimeter” ([www.mentimeter.com](http://www.mentimeter.com)).

This flexible tool enables the participants to interact using their mobile phones. This interaction is real-time displayed in a graphically attractive fashion in the presentation displayed by the facilitator. This tool is particularly powerful supporting large scale interactions.



Figure 17 - Real-time visualisation of the participants answers in the Biobridges co-creation live event in Biella, 9th April 2019



Figure 18 - The 280 participants to the BBI JU Stakeholder Forum 2019, contributed to the discussion, using their cell phones

This tool enables different types of questions, visualisation and interactions.

The tool requires the creation of dedicated sessions for each thematic workshop. The partners explored several formats in the different events.



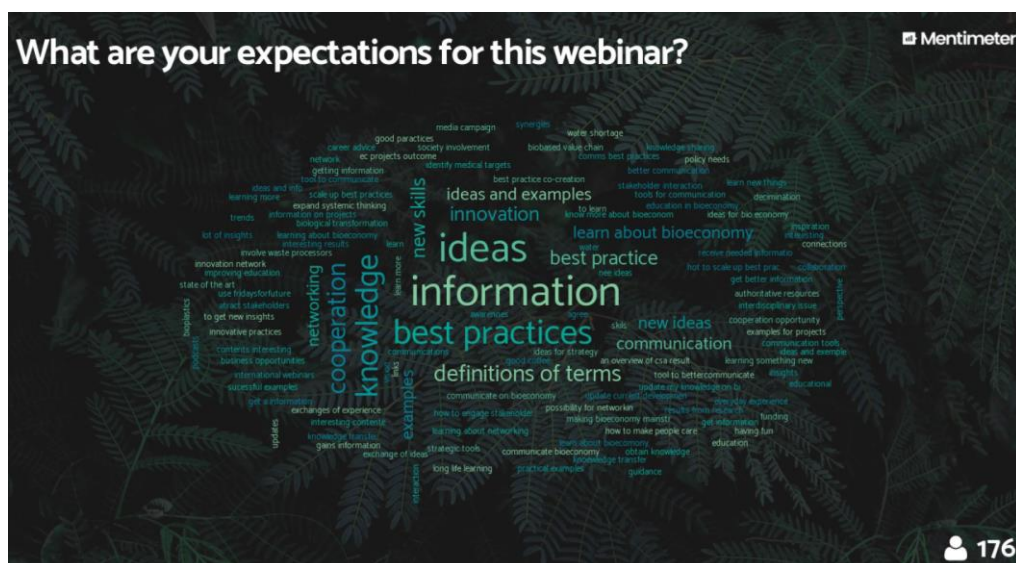


Figure 19 – Asking “what are your expectations” for the webinar is a good way to engage and break the ice. LIFT project online webinars. April 2020.

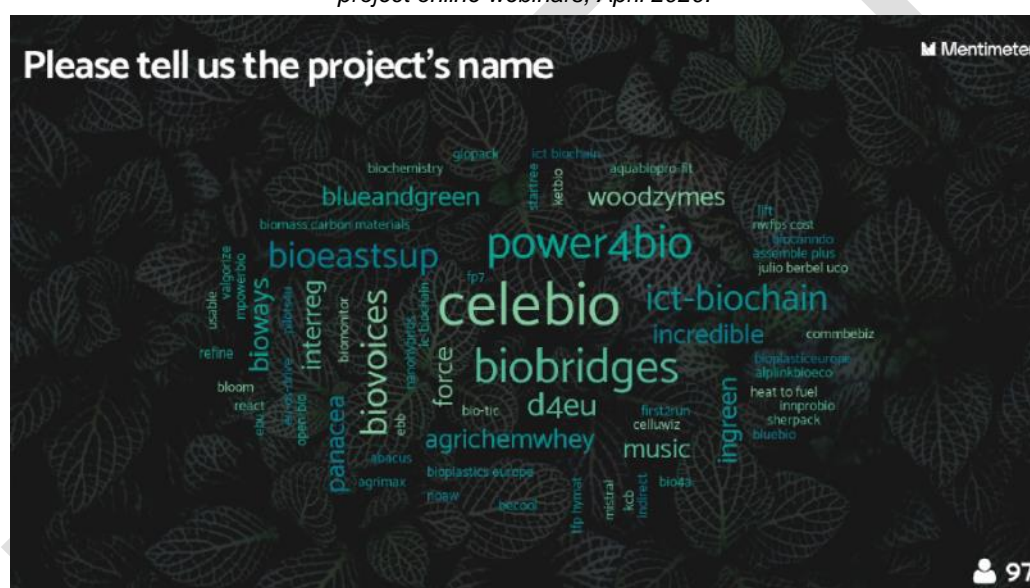


Figure 20 – It also facilitates the understanding at a glance of the audience.

Data collected during the interactive mentimeter sessions can be exported in Adobe pdf and Microsoft Excel for further elaboration.

**MIRO**

When it is needed to effectively support a more extensive elaboration, collection and structuring of contents, tools like MIRO<sup>20</sup> can be used.

MIRO potentialities are linked to the fantasy of the workshop creator, since it can import images,

<sup>20</sup> <https://miro.com/>

It also offers different tools to facilitate participants' contribution, such as colour sticky notes, arrows, pen tool, speech bubbles, etc.).

The design of the MIRO board is key for the success of the discussion and should be possibly undertaken by professional visual and communication experts.

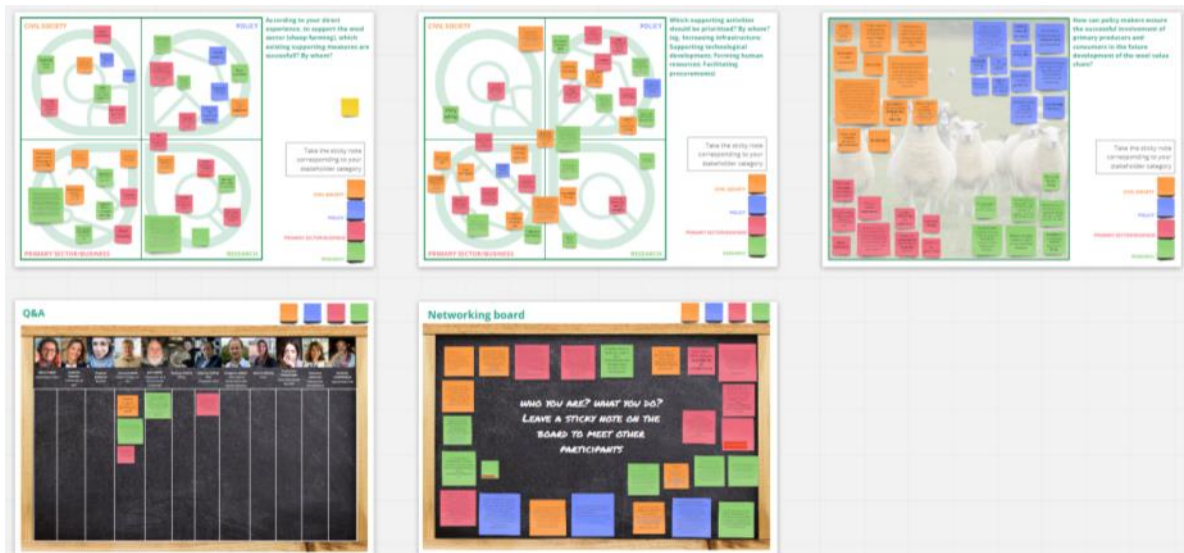


Figure 21 - The Biobridges format to facilitate the discussion in the context of the co-creation workshop “Creation of the Wool Value chain” – 14/10/2020

In the example above, the participating Quadruple Helix stakeholders were asked to use different colours, to enable the at-a-glance identification of their position in the discussion. (figure 21).



Figure 22 - The European Bioeconomy Network format to facilitate the discussion in the context of the co-creation workshop “Bioeconomy Communication and Stakeholders engagement in times of COVID-19” – 11/11/2020

In the example above, the panel was left accessible for one week after the event, and the participants kept contributing at their convenience, involving also additional participants among their colleagues (figure 22).



Figure 23 - The integration of Mentimeter and Miro to facilitate the co-creation during the Global Bioeconomy Summit workshop organized by BIOVOICES – 18/11/2020

In the example above, only the most relevant 2 challenges, identified through a quick mentimeter session, asking the participants to rank them, have been addressed during the co-creation exercise. It is interesting to note the usage of arrows to link challenges, solutions and risks (figure 23).



Figure 24 – Usage of Miro to support co-creation among a large consortium (Glaukos project<sup>21</sup>, October 2020)

In the above example, this tool was used to enable the partners (using different colour sticky notes), to define the information they need for each project's workpackage (horizontal axe) from the different stakeholders categories (vertical axe) (figure 24). This will help in identifying the type of activities to be done with the stakeholders for the entire duration of the

<sup>21</sup> <https://www.glaukos-project.eu/>



project.

### 5.6.5. Facilitate collaboration and networking among participants

Recent research<sup>22</sup> indicates that 75% of participants attend events to build new connections. Yet, the networking part of events is often reduced to unstructured “mix and mingle” coffee breaks. With a fresh concept and some good facilitation, you can create an environment where people get to know each other and learn something new while having a good time.

These practical tips<sup>23</sup> will help you turn your event into a place where networking will be one of the best parts of the day:

1. **Tell me a story:** Split the audience into smaller groups and ask each person to write a short story about his/her most interesting way of establishing a new business contact (outside of their business sector). The participants take about 5-10 minutes to react and note down the key points using the pens and papers provided. Then, in turn, each group member narrates his or her professional achievements to the rest of the group. It helps create an environment where people can not only inspire one another but also connect on a personal level.
2. **Make it a competition:** To take the pressure off the participants and enliven your event, why not turn networking into an entertaining contest? Mentimeter or other gamified quizzes will certainly do the job.
3. **Speed networking:** Want to help your event participants meet as many people as possible in a short amount of time? Turn your traditional coffee break into a speed networking session. This format comprises a set number of rounds with a fixed amount of time per round (usually one minute) where people have a chance to talk to a new person before they move up to the next one.
4. **Coffee break assignments:** Do you want your participants to enjoy their coffee break with a refreshing twist? At the end of the session, the moderator may instruct the participants to meet three new people during the upcoming break and ask them: What project you work on? How did you get to do what you're doing? When people return after the break, the moderator asks the participants to pass around the Catchbox—a throwable microphone—while music plays in the background. When the music stops, the person caught holding the microphone shares one of the stories he or she had learned about the others during the break.
5. **A customised list of participants:** Have you got your list of participants ready? Go a step further and customize it for each participant. Give each attendee a bespoke list of people he or she should reach out to based on the attendee's specific interests indicated prior to or at the start of the event. This cost-effective format leaves the networking process up to the people to decide when, where and how they want to connect with their matches. Giving the participants a list of people with whom they have common interests immediately gives them a topic to open a conversation.

### Networking protocol

You can break down barriers and build an impactful co-creation workshop if you bring together experts in different roles who do not usually talk with one another, while injecting all,

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<sup>22</sup> <https://www.iaee.com/resources/decision-to-attend-study/>

<sup>23</sup> <https://blog.sli.do/7-tips-for-creating-networking-opportunities-at-your-event/>

or the combination of the following elements into the event protocol:

- **Plan well, but go with the flow:** Preparing for a workshop means a “combination of having a plan and knowing ahead of time that you’re not going to follow it<sup>24</sup>”. You have to be responsive to what is really going on in the room.
- **Give the audience the reins:** Give the audience the first word. They are in control. They are driving the agenda.
- **Gain value from disagreeable people:** Someone who disagrees with the rest of the room might have a critical point. What if the room is ready to move on to a new topic, but one person is not ready to let it go? Ask them why, and write out their interests. Then, negotiate a process to move forward that helps move the group toward success.
- **Use time travel:** In some cases, the questions may be posed as if we were in the future giving us the hypothetical opportunity to advice our ancestors on what are the right decisions to take in the present days (2019).
- **Use colour-code badges or bracelets:** Introduce the official colour-code that will enable participants to know who they are and what their interests are.

## Online networking

The COVID-19 limitations affects the human interaction and networking. No more live events, no more networking lunches, no coffee breaks.

To try to partially address these limitations, some tools can be used, like the above mentioned networking boards (be be left open to contributions for some days after the event), games, interactive tools.

The date inserted by the participants in the networking boards should be sent to all participants after the event. It should be clear that the participants are providing their data on a voluntary basis and for networking purposes, to be GDPR compliant.

Finally, the use of the cameras, the “group picture” at the end of the event, the general applause with open microphones, are small tips that might help.

### 5.6.6. Co-creation workshop check-list

To support the partners in the co-creation workshop design and implementation, the following check-list have can be useful:

PHASE	TASK	STATUS	COMMENTS
Phase 1 – Preparation	Decide if your workshop will be a ‘stand-alone’ event or organized in the framework of the third-party event. Consider all advantages and disadvantages listed above		
	Identify potential partners and multipliers and formulate the value proposition.		
	Decide if your workshop will have the national or the regional scope, taking into consideration section 3.3		

<sup>24</sup> <https://negotiatingtable.com/index.html>

	Define the problem or the challenge you would like to address		
	Framing the perceived problems/issues using the national or regional context.		
	Selecting topics that respond to the identified issues and are relevant for all the stakeholders.		
	Develop the first draft programme, including Biobridges project objectives, specific workshop objectives, key questions and an agenda.		
	Consult the draft programme with the Biobridges partners, allocate roles and propose relevant speakers		
	Depending on the feedback from the partners, define the format and invite keynote speakers.		
	Update the internal calendar of future events on the G-Drive		
	Find a functional and attractive venue		
	Select appropriate and sustainable caterer		
	Set-up an online registration form for the event		
<b>Phase 2 – Implementation</b>	Finalize list of potential participants		
	Develop and send out invitations, including the reminders to external speakers if applicable.		
	Compose topical working groups using list of potential participants		
	Finalize list of participants and external speakers (if applicable)		
	Prepare all digital and non-digital items needed to hold the event (outreach, pens, posters, presentations, digital audience response features etc.). If needed, coordinate this with LOBA.		
<b>Phase 3 – Post meeting analysis</b>	Conduct first sighting and analysis of workshop results		
	Draft workshop report (using dedicated templates)		
	Produce tweets and social media contents providing key messages and insights from the event		
	Update the reporting spreadsheet and upload all the supporting material on the G-Drive.		
	Follow-up with participants by sending them some results as well as on future collaborations.		



## 5.7. Learn from errors and fine tune the format!

It is important to keep analysing what worked and what not to improve the process in all its steps. A post event meeting to critically discuss and analyze together what worked and what not after an event is concluded, is always very useful and leads to future improvements.

DRAFT

## 6. THE BRIDGE2BRANDS FORMAT

Bridge2brands is an innovative format, designed and validated by Biobridges to facilitate the collaboration among brands and bio-based solutions providers.

This format was developed following the needs that emerged during the Biobridges project, to respond to the Brands' requests.

### 6.1. The Challenge

More and more often, consumers are choosing brands that make responsible use of the world's finite resources, support an eco-conscious lifestyle and strive to make a lasting, positive social and environmental difference around the globe.

### 6.2. The Format

To facilitate the connection and collaboration between Bio Based Industries and Brands, Biobridges project launched the bridge2brands initiative, an innovative format to connect brands willing to embrace a more sustainable approach in their business and bio-based industries and research players providing ground-breaking solutions to the specific challenges identified by the Brands.

The bridge2brands format has a flexible structure to enable the customization around the Brands' specific needs. The process, that typically takes place some months, is deployed through the following steps

STEPS	STEPS DESCRIPTION
ASSESS	The Brand, with the support of Biobridges, identifies the sustainability challenges and describes the specifications object of the call for innovation
SETUP	Biobridges creates the communication package and the action plan for the launch of the call
SELECT	The brand, supported by Biobridges, selects the most suitable ideas to be invited to the event
PITCH	In one or 2 intense days, the solutions providers will pitch their ideas to P&G discussing on the advantages, pros and cons of possible solutions to address the specific challenges identified
FOLLOW-UP	The Brand initiate a market dialogue or a business partnership with the most promising solutions

The development of the bridge2brands format requested the creation of a graphical identity as well as a communication package to follow the format deployment in the different steps. This communication package includes: logo, templates for the calls, online forms, e-mail template, templates for the presentations, etc.



Figure 25 – the bridge2brands logo

### 6.3. The Validation pilots

Bridge2brands format was validated through 2 pilots, that demonstrated the efficacy of the process in facilitating the collaboration among a Brand and several solution providers and also the creation of several cross collaborations.

#### 6.3.1. bridge2brands for P&G

##### Sustainable, Circular and Bio-based Materials and Solutions for Braun and Oral-B

In collaboration with **Procter & Gamble (P&G)**, **Biobridges** project has launched the first bridge2brands call (from February 2020 to June 2020) to find innovative and more sustainable solutions for Braun & Oral-B products.

##### The challenge (ASSESS)

Disposable, non easy to recycle everyday items, contribute to the waste issue. “Less throwaway” is a very clear expectation for every business nowadays, given an increased focused on sustainable growth from consumers and retail partners. In this context, P&G objective is to leverage the scale of their leadership brands as a force for good, promoting and enabling more responsible consumption amongst consumers, while also reducing overall waste and the usage of virgin materials in their products.

##### The focus areas (ASSESS)

- Circular and/or Bio-based solutions and **materials**
- Bio-based **liquid solutions** for electric appliances
- Bio-based **plastic** or alternative non-virgin fossil fuels materials for disposable products

##### The “call for innovation” (SETUP, CALL, SELECT)

The “call for innovation” phase, supported by intense promotional activities led by Biobridges, was left open for 1 month and closed on the 5<sup>th</sup> June 2020.

The call was launched through the Biobridges channels and networks.

**52 high quality ideas** from Bio-based industries, SMEs, Start-ups, Research centres, and other bio-based solution providers from **22 countries** all over the world were Received.

Out of them, **24 were been selected.**

##### The pitches (PITCH)

The selected innovators were **invited** to the online international workshop on 23-24 June 2020. They had the unique opportunity **to pitch their ideas to P&G** and discuss the advantages, pros and cons of their solutions to address the specific challenges identified, towards potential market dialogue and business partnership with the brand. The collaboration among the participants have been encouraged as well during the event.

The workshop was organized in 9 session:

- 2 introductory plenary sessions to explain the format and objectives expectation
- 6 pitches sessions with small working groups of 4 participants presenting their ideas to a pool of experts from P&G, Braun and Oral-B
- 1 session to collect the first impressions, feedback and ideas for follow-up

### Special guests

The event was enriched by the presentation of the winners of the competition organised by the [BIOVOICES project](#) and the [Lazio Innova Startupper School Academy Program](#) between high-school students. The bioeconomy prize is awarded every year to two teams of “young innovators” by the [BIOVOICES project](#), the [European Bioeconomy Network](#) and [Novamont](#). During this last edition, the Startupper School Academy involved 121 institutes and 10.000 students to promote entrepreneurship and creativity in the Lazio Region High schools (Italy).

The students proposed ideas for sustainable oral care, using bio-based solutions.

### FOLLOW UP

P&G and the two brands supported (Oral-B and Braun) are now in the process of discussing further steps with the innovators better responding to their needs.

#### The bridges2brands experience with P&G Biobridges partners perspective

*“The bridge2brand concept was elaborated to address the needs of both Brands (the challenges owners) and Bio-based solutions providers (not only Bio-based industries, but also SMEs, Startups and Research bodies) of a format that ease the connection and collaboration between them”* (Alexandre Almeida, GLOBAZ SA, Biobridges project coordinator).

*“The experience with P&G was proactive and stimulating from the very first steps. We built the format based of real needs and context of one of the biggest Brands worldwide. The challenge was ambitious, but, leveraging on previous experiences and networks we reached great (replicable) results”* (Susanna Albertini, FVA New Media Research, overall responsible for bridge2brands for P&G)

#### Brand perspective

*“It is doubtless that we got lot of inspiration and we definitely have plans to follow up on some leads and decide whether / with whom following up. Net - in my Open Innovation role - have already enough elements to tick the event as successful and being eager to repeat similar ones with you in the future”* (Raffaele Scoccianti, R&D Open Innovation Manager at Procter & Gamble.)

*“Impressive the diversity of ideas, concepts and solutions presented in a focused, short period of time”*

*“We appreciated the high quality of ideas submitted. We discovered such different sustainable approaches tackling same challenges. Some of the solutions are applicable in further brands beyond Oral b and Braun”*

*“So many connections with solution providers in the sustainability field in all maturity levels in such*

*a short time”*

*“Great preparation and virtual organization of the innovation activity by Biobridges”*

### **Participants perspective**

*“Thanks to this event I’ve got the opportunity to pitch my solution to famous Brands and Network opportunities in the future with similar minded people” (Professor Xiaobin Zhao, Cambond Ltd)*

*“Direct interaction with key stakeholders & cross-fertilisation”*

*“We had the possibility to collaborate and communicate with big companies to improve our solution”*

## 6.3.2. bridge2brands for CRF - FCA

### Sustainable, Circular and Bio-based Materials and Solutions for the Fiat Research Centre of Fiat Chrysler Automobiles (CRF-FCA)

In collaboration with **CRF-FCA (Fiat Chrysler Automobiles)**, **Biobridges** project launched the second bridge2brands call (from June 2020 to October 2020) to find innovative and more sustainable solutions to their business.

#### **The challenge and focus areas (ASSESS)**

The identified sustainability challenges were relevant to:

- Bio-based polymers for the exterior
- Exterior and engine compartment plastics
- Elastomers
- Textile and upholstery materials
- Coatings and adhesives

#### **The “call for innovation” (SETUP, CALL, SELECT)**

The “call for innovation” phase, supported by intensive promotional activities led by Biobridges, was closed on 24<sup>th</sup> September 2020.

**44 high quality ideas** collected from Bio-based industries, SMEs, Start-ups, Research centres, and other bio-based solution providers from **18 countries** all over the world, were received.

#### **The pitches (PITCH)**

**26 innovators were invited** to the online international workshop on 27<sup>th</sup>-28<sup>th</sup> October 2020. They were offered the unique opportunity **to pitch their ideas to CRF-FCA** and discuss the advantages and drawbacks of their solutions in addressing the identified specific challenges towards potential market dialogue and business partnership with the brand. Collaboration among the participants was also encouraged during the event.

#### **FOLLOW UP**

FCA is now in the process of discussing further steps with the innovators better responding to their needs.

### **The bridges2brands experience with CRF-FCA**

#### **Biobridges partners perspective**

*“This second edition of the bridge2brand event organised by Biobridges in collaboration with FCA, as well as the positive feedback from the participants, confirm the importance of our project in bringing together brands and industries, SMEs and start-ups and contribute to the creation of new value chains in bioeconomy.” (Alexandre Almeida, GLOBAZ SA, Biobridges project coordinator).*

*“The event was the result of an excellent collaboration between Biobridges and CRF-FCA, from the early stage in December 2019 to the organization of the workshop: sharing of ideas, discussion of contents and teamwork were the ingredients of success. The response of CRF - FCA was very important and resulted in the active participation of different departments from different countries in the workshop.” (Matteo Sabini and Serena Cheren, APRE - Agency for the Promotion of the European Research)*

### **Brand perspective**

*“Strengthening the value chain is one of the most delicate challenges in the world of bio-based materials. Putting suppliers already in the supply chain and new potential partners to the bridge2brand table helps to accelerate and expand the use of these materials in the automotive sector” (Vito Lambertini, CRF –FCA )*

### **Participants perspective**

*“A good and practical format of online event.”*

*“This format is excellent for efficient communications. Short time periods help suppliers get to their point.”*

*“Nice format. Direct and constructive”*

*“To get the opportunity to pitch our bio-based products to a major OEM. To learn of other companies progress and achievements in innovative sustainable materials”*

*“Good way to connect directly with potential corporate partners.”*



## 7. THE BRIDGE2VALUE FORMAT

Bridge2value is an innovative format, designed and validated by Biobridges to create cross interconnections between stakeholders of the quadruple helix, designed to facilitate the creation of a new value chain.

### 7.1. The Challenge

The main challenge is to create fresh opportunities in sectors underexploited that could be valorised thanks to the creation of new circular bioeconomy value chains.

The specific challenges are:

- Fragmentation of the value chain
- Lack of awareness and dialogue between the stakeholders along the value chain
- Legislative and financial barriers

### 7.2. The Format

To respond to these challenges, **Bridge2Value**:

- Increases dialogue between European stakeholders to facilitate a shared and harmonized view of the value chains
- Facilitates mobilization and mutual learning between policy makers, bio-based industries, research and academia, brand owners, consumer representatives and the primary sector
- Enables the identification of common challenges hindering the creation of the value chain
- Promotes sharing and comparison of good practices
- Supports the definition of shared action plans towards the creation of the value chain

Bridge2Value facilitates the creation of cross interconnections between stakeholders of the quadruple helix, towards the creation of new value chains.

Bridge2Value is a flexible format that can be tailored according to the need of each value chain supported. The various steps, listed below, have been designed to enable a modular approach, also supporting the scale-up from national to European level:

STEPS	STEPS DESCRIPTION
ENGAGE	Build up a working group involving key stakeholders in the value chain
	Make sure to involve all the relevant stakeholders from different categories, including those from the primary sector.
INSPIRE	Facilitate the exchange of good practices and the identification of challengers through case studies
CO-CREATE	Support the co-creation of solutions responding to the specific challenges that are relevant for all actors
ACTIONATE	Mobilise additional stakeholders to jointly address the challenges
	Transform the results into guidelines and recommendations
	Define a shared action plan for the creation of the value chain
SCALE	To scale from a national to a European level it is needed to:

- Identify the challenges that are common and relevant at national and European level (through a survey)
- Identify transferable good practice from the national case studies
- Use the Bridge2Value methodology implementing the steps described above with European stakeholders.

### 7.3. The Validation pilots

This methodology was used during 2 events, organized by FVA in April (Country Level - Italy) and October (European Level), and has been considered effective by participants for the creation of a series of interconnections. The participant also declared that the Bridge2Value played a catalytic role in initiating collaborations towards the creation of the value chain.

### 7.4. The benefits of Bridge2Value

Bridge2Value promotes an inclusive approach, involving the stakeholders that are often excluded from this type of activities, like the primary sector.

The success of the format relies on the collaboration approach adopted. This way of working (survey and co-creation events) establishes a **shared ownership of the outcomes**, which facilitates the involvement of all stakeholders along the value chain.

In addition, such format contributes to the enlargement of the network, as the participants act as multipliers involving other stakeholders in the co-creation.

Partner are interested in replicating the format, exploiting it for the creation of new value chain, to validate the concept and make it more systemic.

## 8. CONCLUSIONS

Biobridges developed a structured methodological approach to facilitate and foster cross-sector partnerships between Bio-Based Industries, Brand owners and Consumer representatives, for the improvement of the marketability of sustainable bio-based products.

This methodology has been validated and fine-tuned during the 27 months of the Biobridges project, demonstrating its effectiveness in facilitating multistakeholders' collaboration, raising awareness on other's stakeholders' needs and expectations, stimulating the discussion around shared challenges.

The methodological framework described in this document, as well as some specific elements (like the Bridge2Brands and the Bridge2Value formats described in chapters 6 and 7), have been identified by the partners as potentially exploitable.

Therefore this **document was structured to facilitate the adoption and exploitation of the Biobridges methodology** by any third party that is willing to organize co-creation activities, but is especially suitable for EU funded projects, with the need of organizing events in the context of the same project, by the partners independently in their countries.

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## 9. ANNEX 1: Agenda of a Biobridges co-creation event

Bioeconomy as an opportunity to boost local development based on territorial resources

Biella, 9 April 2019

Sellalab - Sala Auditorium, Via Corradino Sella n. 10

### AGENDA:

8:45 -9:15	Welcome coffee and registration
<b>Introduction</b> 9:15-10:30	<b>The ecosystem that supports the circular bioeconomy</b> <ul style="list-style-type: none"> <li>• <b>Susanna ALBERTINI</b> - FVA New Media Research <i>Introduction and objectives of the day</i></li> <li>• <b>Patty L'ABBATE</b> - Senate of the Republic / Member of the Territory, Environment and Environmental Assets Commission <i>Integrated policies for a sustainable development</i></li> <li>• <b>Regione Piemonte / Finpiemonte</b> <i>Strategies, policies and funding opportunities at regional level</i></li> <li>• <b>Paola FONTANA</b> - Città Studi Biella / Po.in.tex <i>The role of Po.in.tex in the promotion of the textile innovation</i></li> <li>• <b>Michele COLOMBO</b> - Gal Montagne Biellesi <i>Territorial impact of European resources: GAL actions</i></li> <li>• <b>Simone MARINO</b> - Sellalab <i>The ecosystem behind innovation</i></li> <li>• <b>Patrizia CIRCELLI</b> - CiaoTech / BIOPEN project <i>How to accelerate and support the development of companies in the bioeconomy sector, the BIOPEN Platform</i></li> <li>• <b>Louis FERRINI</b> - FVA New Media Research <i>The BIOVOICES and Biobridges projects funded by the European Commission for the bioeconomy promotion</i></li> <li>• <b>Serena Fumagalli</b> - Intesa Sanpaolo <i>5th bioeconomy report in Europe "Bioeconomy as key for the development of the territories"</i></li> </ul>

<b>Case Studies</b> 10:30-11:00	The textile industry of the future. Opportunities represented by the circular bioeconomy for the re-launch of the textile industry in a sustainable key. <ul style="list-style-type: none"> <li>• <b>Aurora MAGNI</b> - Blumine Srl / Sustainability-lab <i>Present and future scenarios for a competitive and sustainable textile industry</i></li> <li>• <b>Patrizio SALICE</b> - Novamont / EFFECTIVE Project <i>The Novamont bioeconomy model and the Effective research project</i></li> <li>• <b>Riccardo Andrea CARLETTO</b> - CNR Biella <i>From agro-food pineapple waste to innovative textiles</i></li> <li>• <b>Alan GAROSI</b> - Fulgar <i>Polyamide 100% biobased from castor oil</i></li> </ul>
11:00-11:15	Coffee break
11:15-13:00	<ul style="list-style-type: none"> <li>• <b>Daniele SPINELLI</b> - Next Technology Tecnotessile <i>Biobased composite materials based on high performance PLA fibers</i></li> <li>• <b>Marco BENEDETTI</b> - Chimica Verde bionet <i>Technical textiles: the support of non-woven fabrics in the production of eco-compatible finished products for hygiene, furnishing and fashion</i></li> <li>• <b>Antonella BELLINA</b> - DueDiLatte <i>Fibers from casein, milk protein</i></li> <li>• <b>Roberto VANNUCCI</b> - CentroCot <i>ENTeR project: promoting recycling and sustainable development in textile companies</i></li> <li>• <b>Stefano BABBINI</b> - Mogu <i>Circular materials from fungal microorganisms as opportunities for the textile and leather industries</i></li> <li>• <b>Silvia AVATANEO</b> - Fiat Research Centre <i>Biomaterials applications and perspectives for the automobile future</i></li> <li>• <b>Beatrice DEL BALZO</b> - Marevivo <i>The problem of microplastics released by the tissues</i></li> </ul>
13:00-13:45	Networking lunch
<b>Case studies</b> 13:45-15:00	Not only textile: Opportunities and challenges for integrated territorial development in Green key <ul style="list-style-type: none"> <li>• <b>Enzo LAURENTI</b> - University of Turin <i>New materials from waste: the role of research in the development of circular bioeconomy</i></li> <li>• <b>Paola ZITELLA</b> - Environment Park Torino <i>Enhance the crop waste from tomatoes, coffee, grapes and hemp in a circular key</i></li> <li>• <b>Giuseppe TECCO</b> - Agrindustria <i>Enhance the hazelnut waste in a circular key</i></li> <li>• <b>Alessandro PIZZI</b> - Waste cycle enhancement expert <i>From waste to resource: Valorisation of urban organic waste</i></li> </ul>



	<ul style="list-style-type: none"> <li>• <b>Tiziana MONTERISI</b> - RiceHouse <i>Sustainable construction from rice husk</i></li> <li>• <b>Rachele INVERNIZZI</b> - SoutHemp <i>Industrial hemp: circular economy, sustainability and opportunities</i></li> <li>• <b>Marco MONTI</b> - Proplast <i>Integrated approach for the sustainable development of plastics in Piedmont region</i></li> <li>• <b>Versalis/Biochemtex</b> (TBC)</li> </ul>
<b>MML workshop</b> 15:00-16:30	<p><b>Mobilization and Mutual Learning workshop</b> - Facilitated discussion in parallel working groups Bioeconomy as an opportunity to boost local development based on territorial resources</p> <ul style="list-style-type: none"> <li>• What are the challenges and opportunities?</li> <li>• What are the territorial resources to be mobilized? (Feedstock, Industries, Infrastructures, Fundings, etc.)</li> <li>• How can the bioeconomy contribute to local development through the enhancement of territorial resources?</li> <li>• Which are the actors to be mobilized / involved for the creation of new value chains and how involve them? Barriers and strategies to facilitate the collaboration between stakeholders</li> <li>• Promotion of integrated regional development strategies and policies (circular economy, rural development, SMART specialization, bioeconomy, sustainable tourism, etc.)?</li> <li>• Rethinking territorial marketing in a green key through the creation of a district for the bioeconomy</li> <li>• Recommendations from stakeholders</li> </ul>
<b>Conclusions</b> 16:30-17:00	<p><b>Conclusions of the day</b></p> <p>Reflections on the main contents emerged from the tables to:</p> <ul style="list-style-type: none"> <li>• Provide insights to be shared during the next day</li> <li>• Suggest possible follow up (collaborations, action plans, memorandum of understanding, etc.)</li> </ul>



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