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Biobridges PLATFORM design: WHAT, WHO and HOW

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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 BIOWAYS, BIOVoices and BIOSTEP.

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1. Executive Summary

The Biobridges project (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 will facilitate multistakeholders' collaboration, raise their awareness on other's stakeholders' needs and expectations, address shared challenges, maximise opportunities and support strategic partnerships, adopting a co-creation and Mobilisation and Mutual Learning (MML) approach.

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

To reach the above mentioned objectives, the project will design, organize and run 18 co-creation events at different geographical level:

- **The European MML co-creation events** (two) will be organised in the framework or in conjunction with EU fairs, conferences, etc. will result in unique perspectives on circular economy and value chains. They will be made up of the opinions of the stakeholders (industry, brand and consumer representatives) involved in these co-creation events.
- **The Biobridges National and regional MML co-creation events** (at least two in each partner country) will be targeted to an early engagement of the national communities. Stakeholder groups will be invited to collaborate on a bottom-up approach from the design of the entry strategy to assess the bio-based markets.

The methodology described in this deliverable will support the Biobridges partners in the organisation and implementation of the 18 foreseen workshops, providing them with guidance on the how to design, implement and evaluate successfully the co-creation and Mobilisation and Mutual Learning workshops.

2. Introduction

The overall aim of D4.1 “BIOBRIDGES PLATFORM design: WHAT, WHO and HOW” is to develop the guidelines for the design of workshops that are relevant, attractive and motivating for the target stakeholders (Bio-based Industries, Brand owners/retailers and Consumers) to contribute and finally to deliver impactful outcomes.

This document will operationalize 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 will also integrate harmonically these three dimensions of the BIOBRIDGES platform design.

Building on the work carried out under WP2, 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 (*note: more details are included in the respective deliverables - <https://www.biobridges-project.eu/results>*), the **WHAT** dimension will set the context of the co-creation activities (under WP5) 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 contextShowcasing opportunities

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

- Exploit the database of Bio-based industries, Consumers’ representatives, Brands and Retailers which is being developed from the early stages of the project (activity under WP3) and compose 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 will establish the Action Plan aimed at shaping BIOBRIDGES events to address the requirements, demands (and barriers or obstacles) evidenced 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 will strategically plan 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.

Remark: During the first 12 months of the project the partners already organized a number of co-creation events. The contents (WHAT), stakeholders (WHO) and methodology for their organisation (HOW) have been defined based on the early results of the project, the partners' previous experience and the draft version of the present deliverable. The lesson learnt and recommendations stemming from these experiences have been collected and discussed during several rounds among the partners, and then consolidated in the methodology presented in this document.

DRAFT

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 in WP5, starting from the challenges, opportunities and barriers identified in WP2 and validated with the experts involved in Biobridges Focus group (Brussels 12 June 2019).

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 project¹ (Albertini, Overbeek et al., 2018)²

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 enables to frame, based on literature review and interviews with all the relevant stakeholders, the most relevant and urgent challenges to be addressed during the workshops the project is organizing (70 workshops at Regional, National and European level). Using this model, the project facilitates the organisation of those events that are covering all the challenges identified, increasing therefore the impact of the project's activities in creating a supportive ecosystem boosting the

¹ H2020-KBBE-774331, 1/1/2018 – 31/12/2020 <https://www.biovoices.eu/>

² 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>)

bioeconomy uptake.

The Biobridges focus is more on the value chain and market of Bio-based products, and therefore a subset of the BIOVOICES challenges are covered. Nevertheless, the integration of the two project's activities (the two projects are running in parallel) enables the cross-fertilisation and enriches the outcomes and impact.

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 (the problem owners)
- The stakeholders to be involved in addressing the challenge (the *“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 challenges model”** (figure below).

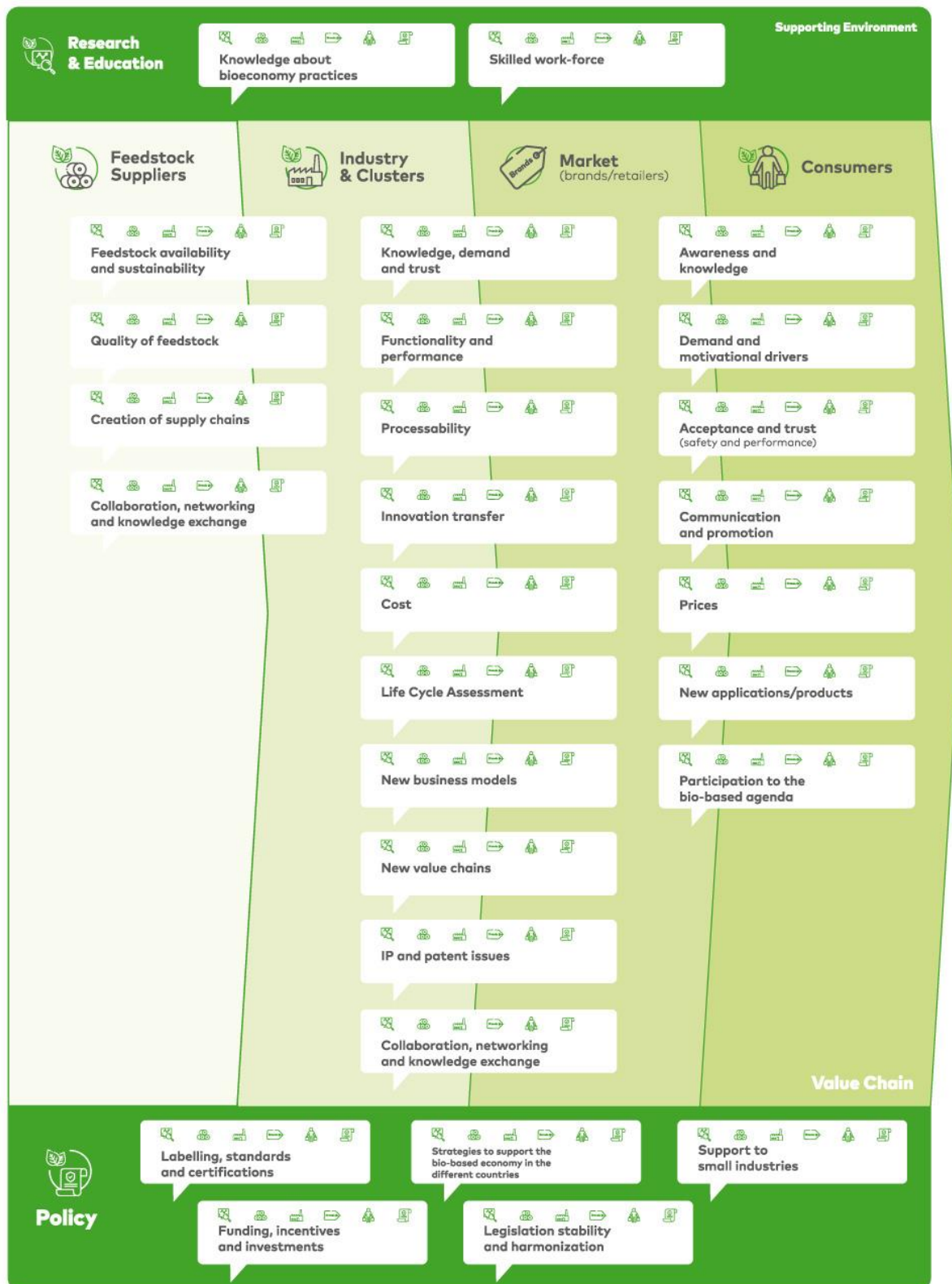


Figure 3 - Biobridges model for clustering challenges and stakeholders' involved (2019)

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 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, the following logics should be considered while defining the contents to be addressed:

- **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 Biobridges 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 partners 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

Application fields

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.

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.

The following classification of application fields has been developed in the context of BIOVOICES, based on on BIOWAYS³ and BIOSTEP⁴ projects'. It was integrated and fine-tuned during the Biobridges Focus Group with experts:

1. Food packaging, disposable products for catering and events
2. Personal care and cosmetics, health and biomedical, Nutraceuticals
3. Sports, accessories and toys
4. Textile products and clothing
5. Cleaning and hygiene
6. Transport and automotive
7. Consumables, supplies and packaging (for home, office and commercial activities)
8. Building, construction and restoration, paintings, decorations and furniture

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.

TIPS:

- The “*maturity*” 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.
- The comparison during the workshop of 2 or more application fields having different characteristics, like food packaging (feedstock not relevant, price fundamental, functionalities fundamental) and cosmetics (feedstock fundamental, price not relevant, functionalities fundamental) can affect the discussion and offer insights for the discussion, as well as success stories to be collected and transferred.

Main Feedstock

The selection of subjects and topics can be driven by the feedstock type. For example, in the case of the Biobridges co-creation workshop in Trieste (23/05/2019), the focus of the discussion was “Forestry biomass”.

³ H2020-BBI-JU-720762, 1/10/2016 – 30/09/2018, <http://www.bioways.eu/>

⁴ H2020-ISIB-652682, 01/03/2015 – 28/02/2018, <http://www.bio-step.eu/>

Main target stakeholders

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. In that case it is important to engage 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.

Level

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.

The level (regional, national or International) if the workshop is strictly connected with the expected impact, the application fields and the feedstock. However, 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 > International workshop).

To capitalize on partners' experience both topical and in facilitating co-creation workshops, a party who wishes to design a workshop has the following options for consultation and support in developing:

- From generating an understanding of the problems/issue, it is possible to understand also the level at which they occur and at which they need to be tackled. The problem and potential solution may be found at different levels.
- Consult partners' experience in designing and implementing co-creation events (workshop reports), stored on the Biobridges Google drive. Other Biobridges partners may have gathered valuable experience in this regard.
- Bilateral consultations with partners may also be an option, specifically on EU and national policy issues and market development, which can drive the development of topics.

Expected outcomes

The expected outcomes are strictly related with the main "problem" to be addressed.

It is apparently a bit artificial to start from the expected outcomes, but in the specific context of Biobridges, where facilitating multistakeholders' collaboration, raising awareness on other's stakeholders' needs and expectations, address shared challenges, maximise opportunities, support strategic partnerships and facilitating the creation of new value chains are the main objectives, this approach can help in defining the conditions to the foreseen outcomes.

3.4.1. From theory to practice

As an example, to co-create new business opportunities and new value chains can be initiated by facilitating the cross-contamination among stakeholders belonging from different (and far) domains.

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)

The definition of the main focus will guide the combination of the other elements. A practical example is:

Main topic: Bio-based opportunities in textile industry
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 interest in participating (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 this challenges fine tuning during the workshop (See 5.4.1.).

3.5. Operationalize the Biobridges challenges model

Once the main topics and subjects are defined, the challenges identified by the “Biobridges 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 the partners’ existing network or the Biobridges community. In addition, the organizers can send a questionnaire to 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.
- **Identify the Biobridges challenge to be discussed:** From this, one or more challenges can be chosen, based on the preferences and interests of the participants. The Biobridges challenge model can help to break-down and to 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**⁵ (to break down the resistance to share failures, the format suggested is “what worked? What didn’t work? What could have been done differently?)

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, Task 5.3 will discuss with stakeholders 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 provide an excellent opportunity for this and allow us to cover a total of eight countries and, at the same time, to benefit from 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)

⁵ Harvard Business <https://hbr.org/2011/04/strategies-for-learning-from-failure>

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/will integrate the questions into the agendas of the co-creation events and the outcomes from all events will feed 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 small project with only 18 co-events foreseen. 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)

4. The WHO Dimension

The WHO dimension establishes strategies to ensure that the main stakeholders (bio-based industry, brands, and consumers) participate and are engaged in Biobridges 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.) is devised.

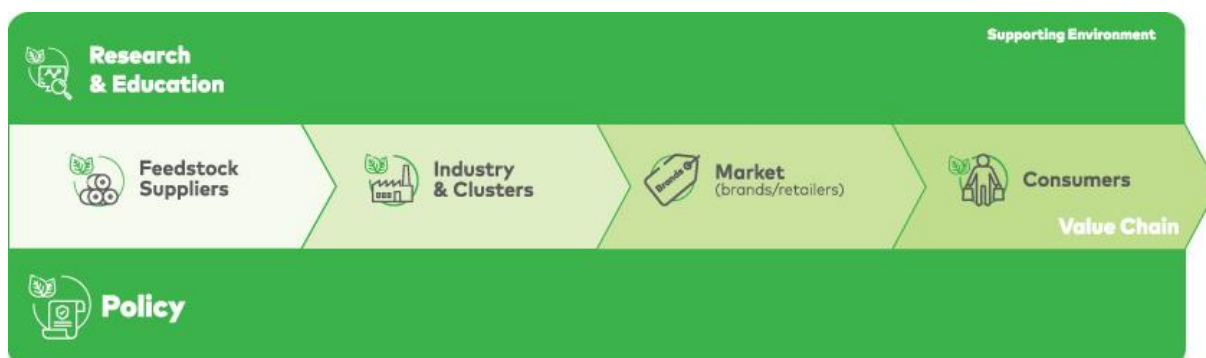


Figure 5 - Biobridges stakeholders inside and outside the value chain

4.1. Composition of potential working groups

Biobridges co-creation workshops are in principle industry-brands-consumers events in which approximately 20 to 60 people participate. As each participant needs to have something to 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.

In the frame of Work Package 3, the database of the consumers' representatives (e.g. associations, CSOs, etc.), brands, and industry representatives was created. The database includes and is being 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 is being 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 was/will 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 will attract and inspire the participants, stimulate the discussion and bring additional value to the event and its outcome.

The list of potential participants will be composed based on context of each event and ideally should include 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**, should also be 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 formed as demonstrated 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 to switch to bio-based, who will be presented with the knowledge of the relevance of bioeconomy and opportunities during the event.

In addition, the involvement of speakers presenting success stories dealing with challenges that will be 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.

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. 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 the initial participant list 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.

4.2.3. Provide networking opportunities

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

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. Besides the programme, 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 key is to find the "hot challenges" in bioeconomy, which can be adjusted according to its relevancy in the local scene, e.g., topics covered continuously in media, which thereby have a broad reach and draw attention.

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

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. Also, collaborating with other projects that focus on bioeconomy (like BIOVOICES, LIFT, BLOOM), can boost the event's exposure and dissemination.

DRAFT

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 will provide guidance on the overall organisation of the Biobridges events, by implementing the following actions:

- Identification of **suitable context** for a co-creation event
- **Support the partners** 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.

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. In Biobridges' methodology is inspired by several methodologies:

- 1) The DANDELION project⁶ methodology to support co-creation in multistakeholders groups
- 2) The BIOVOICES⁷ Mobilisation and Mutual Learning MML methodology
- 3) The Design Thinking methodology⁸
- 4) Game-based facilitated collaboration (developed under FP7 projects L2C and LEILA)⁹
- 5) The Butterfly co-creation method¹⁰

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

5.1. Identification of suitable context for a co-creation event

If possible, the project partner should consider the possibility of organizing their Biobridges event 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

⁶ <http://www.dandelion-europe.eu/en/>

⁷ <https://www.biovoices.eu/>

⁸ <https://dschool.stanford.edu/resources-collections/a-virtual-crash-course-in-design-thinking>

⁹ <http://leila.fvaweb.eu/>

¹⁰ http://www.butterflyworks.org/wp-content/uploads/2015/05/Butterfly-Works-method_White-paper-Learning.pdf

- 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 weaknesses

Organizing the Biobridges event back-to-back (or in conjunction) with other relevant event will certainly decrease the level of autonomy of project partners. 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 Biobridges event is not totally relevant with the projects' objectives
- The project partners do not have direct and real-time access to the participants who registered to the Biobridges event
- The meeting room is not adequately equipped and its size does not correspond to the number of participants
- The Biobridges event is not provided with the sufficient time slot
- The Biobridges event is in the 'competition' with other parallel session of a third-party event, which leads to the 'leak' of participants
- The Biobridges 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.

5.1.1. Criteria for selecting other events to cooperate with

The following factors should be considered by all the Biobridges partners when identifying the most suitable partnering event:

- What is the relevance of the event with regards to the Biobridges 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?

5.1.2. How to motivate the other events to partner with Biobridges

Once we have identified the suitable event (based on the considerations above), we need to define the 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 Biobridges events
- Relevance of the Biobridges 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 European Commission and the BBI-JU (which co-finances the project)
- Strong communication and PR of the event
- Logistics support
- Financial contribution

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

Title	The role of communication and education to promote changes in purchase habits and increase the adoption of bio-based products
Context	European Bioeconomy Scene 2019, July 9th 2019 in Helsinki http://www.bioeconomy.fi/EUBioScene19/
Organisation	European Bioeconomy Network - www.eubionet.eu BIOVOICES - https://www.biovoices-platform.eu/login BioCannDo - http://www.allthings.bio/ Biobridges - https://www.biobridges-project.eu/ LIFT
Main challenges	<ul style="list-style-type: none"> • Circular bioeconomy awareness and communication • Increase the adoption of Bio-based products
Collaboration	European Commission, Ministry of Education and Culture Finland
Expected outcomes	<ol style="list-style-type: none"> 1. Factsheet on cross-project analysis of effective communication formats. 2. Supporting the European Bioeconomy Strategy through communication activities: <ul style="list-style-type: none"> • Knowledge and best practices sharing • Recommendations of how to communicate circular bioeconomy • Define a joint consolidated action plan of communication activities • Initiate or reinforce the existing synergies to maximise the opportunities and impact of bioeconomy communication at national and European Level
Target participants	<ul style="list-style-type: none"> • Quadruple-helix stakeholders: <ul style="list-style-type: none"> • Civil society • Industry/Investors • Research/ Education • Public administration / Policy Makers • EU funded project • European Platforms and Networks, Member states networks
Objectives	<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,</p>

multipliers to be involved; messages and arguments to be used (in terms of style, scope, terminology), etc.

The workshop will facilitate the creation of synergies to maximise the opportunities and impact of bioeconomy communication at national and European Level.

5.1.3. Partnering

Regardless of the fact whether the Biobridges 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, 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
- Other EC or BBI JU funded projects

Once you have identified the potential partners for your Biobridges workshop:

1. Formulate the value proposition (see the section “How to motivate the other events to partner with Biobridges”)
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 your event
7. Arrange to meet with those organizations that are interested. Everybody is overloaded by e-mail, a 30 minutes skype call can be much more convincing

5.1.4. Local Multipliers

As seen in Chapter 4, WHO, apart from settling the formal partnerships, another prerequisite for a successful Biobridges 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.

5.1.5. 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 tips¹¹ 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 Biobridges 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 organization's values as well as the project's 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.

5.2. Policy debates

In order to boost the impact of these co/creation events, the consortium as decided and suggested to the Project Officer to include also in these events the policy debates at the local and regional level. In this way, instead of covering only three countries as originally proposed, this change will enable us to address stakeholders in a total of eight countries. This will enhance the quality and relevance of our planned Policy Paper (D5.4).

The contents of these policy debates are described in 3.7 above.

5.3. Definition of the agenda

5.3.1. Duration and format

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

¹¹ <https://www.gevme.com/blog/invite-speakers-speak-free-event/>

- **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.

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.

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 Biobridges partners

5.4.1. Identifying relevant topics and key challenges for your participants

To facilitate a productive discussion, is key 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 for them**.

To validate this methodology, during the Focus Group, we asked the experts 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 7 – 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 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 they and why are they successful?
8. Could you please suggest any policy recommendations for addressing this challenge

in the specific sector?

5.4.2. Revision of concept and agenda

Prior to the sending of the invitations and promoting the co-creation workshop publically, all Biobridges partners are asked to share their concept and the draft agenda with the rest of the consortium and give them at least 5 working days to provide their eventual feedback.

5.4.1. Graphical image

It is important to involve in advance the dissemination leader (LOBA), responsible of the dissemination material design, for the design and the production of the material such as agenda, participants curriculum, badges for the participants, posters, leaflets, give away, stationary and gadgets.

5.4.2. Supporting templates for planning and reporting

Undoubtedly, 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, project partners designed the internal 'package' composed of the following procedures and templates:

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. The shared "Event calendar" and "Event reporting" section of the shared excel. The main reason is to be able to keep track of the upcoming and past events in one single place.
3. The WP5 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. Biobridges questionnaire which is meant to be filled in by event participants
5. The standardized informed consent form which should be signed by all the participants in order to comply with the GRDP.

All the templates are available here:

<https://drive.google.com/drive/folders/1R0h9oiObUqkuLvJC5TZrj-rfKhv6qDj6>

In addition, partners are requested to timely communicate the final agendas, promotional materials as well as 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 Biobridges 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

5.5. Invitations

5.5.1. Open vs. private workshop

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

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.

The participants who confirmed their attendance should be kindly asked to explicitly re-confirm it no later than one week 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 two key aspects:

- 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 experts enabling the full and proactive participation of everybody, facilitating the draft ideas’

evolution toward a more productive, actionable and responsive solution.

- 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. In additional number of questions should be treated 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.

Since co-creation involves meaning making, negotiation and consensus from small groups composed by 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 to take 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.

The Biobridges project partners have extensive experience in facilitating focus groups, MML and co-creation in different contexts. In addition, the 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 Biobridges co-creation event, the showcase of innovative solutions and good practices is advised whenever possible. Hands-on examples and solutions can stimulate 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 foreseen 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 foreseen 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.

When choosing a solution, be it a technological solution or a narrative, it is recommended to ensure that it is relatable in place, size and scale.

5.6.3. Addition motivational drivers

The success of your 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 Biobridges partners on various business development or communication aspects.
- Access to relevant networks

5.6.4. Interaction supporting tools

Co-creation supporting game

To support the co-creation process, a game will be created in T4.3.b (M12). This tool will enable diverse groups to diverge, create and finally converge on delivery solutions to a specific challenge. This will also enable the perspective switch among the participants to the co-creation workshops.

Some examples of games to support collaboration and co-creations are provided in the following pictures.



Figure 8 – Gamified solutions to support awareness and multistakeholders co-creation (GUESS game, DANDELION¹² project)

¹² <http://www.dandelion-europe.eu/en/>

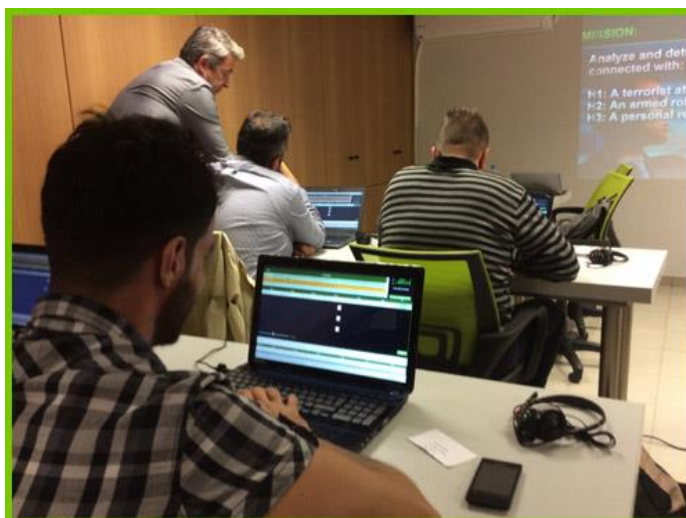


Figure 9 – Game-based collaborative session for Hellenic Police Enforcement Agents (LEILA project¹³)

Mentimeter

To complement the above mentioned game, an effective tool that have been already experimented successfully in the first co-creation workshops: the “Mentimeter” (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 (in a Biobridges co-creation workshop focusing on the textiles value chain, Biella, 9 April 2019, 80 participants have been engaged simultaneously in different questions).



Figure 10 - Real-time visualisation of the most relevant challenges for the textile industry, according to the answers of the participants to the co-creation event in Biella, 9th April 2019

¹³ <http://leila.fvaweb.eu/>



Figure 11 - The participants to the co-creation event in Biella, 9th April 2019 believe that the pitches session generated interesting ideas for collaboration (36 votes), new opportunities (26 votes), new value chains (12 votes), good practices exchange (14 votes), local action plans (7 votes)

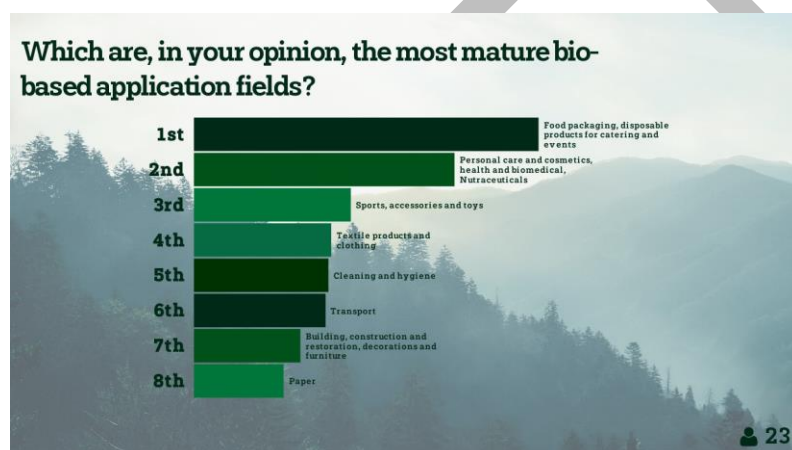


Figure 12 - The participants to the Biobridges Focus Group in Brussels, 12 June 2019, ordered the application fields by market maturity, using their cell phones

The mentimeter tool enables different types of questions, visualisation and interactions.

Thanks to these powerful functionalities, the Biobridges consortium decided to adopt the mentimeter to support the co-creation events, in conjunction with the other tools to be developed under T4.3.b.

The tool requires the creation of dedicated sessions for each Biobridges thematic workshop. Templates and assistance are provided to the partners by the WP4 leader FVA.

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

Flipcharts, posters and post-its

Based on the extensive experience in organising co-creation and Mobilisation and Mutual Learning events from the Biobridges partners, it is very useful the usage of printed big 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



Figure 13 - Using posters to support the interaction of participants and ideas wrap-up during the Biobridges Focus Group in Brussels, 12 June 2019



Figure 14 - Using posters to visualise participant's contributions in the context of other projects' co-creation activities

5.6.5. Facilitate collaboration and networking among participants

Recent research¹⁴ 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 tips¹⁵ 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

¹⁴ <https://www.iaee.com/resources/decision-to-attend-study/>

¹⁵ <https://blog.sli.do/7-tips-for-creating-networking-opportunities-at-your-event/>

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. **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, 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 it¹⁶”. 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

¹⁶ <https://negotiatingtable.com/index.html>

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.

5.6.6. Biobridges co-creation workshop check-list.

To support the partners in the co-creation workshop design and implementation, the following check-list have been prepared:

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 in section 5.2		
	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		
	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		
Phase 2 – Implementation	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.		
Phase 3 – Post meeting analysis	Conduct first sighting and analysis of workshop results		
	Draft workshop report (using the associated Biobridges template)		
	Produce tweets and social media contents providing key messages and insights from the event		
	Update the WP5 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.		

DRAFT

6. LESSONS LEARNT FROM THE FIRST CO-CREATION EVENTS

In the first months of Biobridges, some events already took place. The comprehensive analysis of the lessons learnt from those workshops will be included in the Deliverable D5.1 entitled “Proceedings from the European, national and regional co-creation events and policy debates 1”, which is due in August 2019.

Meanwhile, this section offers preliminary observations enabling the readers to learn from them and take them actively into account when organizing their own impactful workshops.

What has worked?

- The short series of inspirational pitches presented before the actual co-creation workshop. This creates a common understanding, stimulating collaboration and creativity
- Involving large number of participants is complex and time consuming, but it decreases the risk of having a poor discussion or missing stakeholders
- Use of Mentimeter, with the pre-defined questions, is highly recommended
- In order to keep the level of engagement high, it is recommended to alternate Mentimeter sessions with the pitches
- Collaboration with the bigger events may have a positive impact (see also Section 5.1)
- The involvement of local players, multipliers and other stakeholders is highly recommended

What could be improved?

- In some cases, it is difficult to involve particular stakeholders
- Some application fields and value chains (like textile) are very conservative and resistant to change
- To moderate the risk of last minute cancellations, it is suggested to involve higher number of participants
- Some countries are currently holding many competitive sustainability-related events. It is a good idea to co-organise events having similar focus with other actors. However, collaboration with the bigger events may have also a negative effect. It is recommended to negotiate all the details before the event.
- The expertise and background of the participants is not always easy to be evaluated and if the participants are few, there is the risk that one table is addressing challenges or topics not relevant/interesting/motivating for them.
- It is important to take the GDPR aspects very carefully into consideration.
- When designing the agenda of the event, all partners should integrated the pre-defined questions related to the set of policy recommendations for improved public acceptance of bio-based products and processes at the local and regional level.
- Presented experiences in terms of challenges but also good practices should be mainly focused on the multistakeholder and cross-sectoral collaboration which is the main KPI of the BIOBRIDGES project.

7. ANNEX 1: Agenda

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
Introduction 9:15-10:30	<p>The ecosystem that supports the circular bioeconomy</p> <ul style="list-style-type: none"> Susanna ALBERTINI - FVA New Media Research <i>Introduction and objectives of the day</i> Patty L'ABBATE - Senate of the Republic / Member of the Territory, Environment and Environmental Assets Commission <i>Integrated policies for a sustainable development</i> Regione Piemonte / Finpiemonte <i>Strategies, policies and funding opportunities at regional level</i> Paola FONTANA - Città Studi Biella / Po.in.tex <i>The role of Po.in.tex in the promotion of the textile innovation</i> Michele COLOMBO - Gal Montagne Biellesi <i>Territorial impact of European resources: GAL actions</i> Simone MARINO - Sellalab <i>The ecosystem behind innovation</i> Patrizia CIRCELLI - CiaoTech / BIOPEN project <i>How to accelerate and support the development of companies in the bioeconomy sector, the BIOPEN Platform</i> Louis FERRINI - FVA New Media Research <i>The BIOVOICES and Biobridges projects funded by the European Commission for the bioeconomy promotion</i> Serena Fumagalli - Intesa Sanpaolo <i>5th bioeconomy report in Europe "Bioeconomy as key for the development of the territories"</i>
Case Studies 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"> • Aurora MAGNI - Blumine Srl / Sustainability-lab <i>Present and future scenarios for a competitive and sustainable textile industry</i> • Patrizio SALICE - Novamont / EFFECTIVE Project <i>The Novamont bioeconomy model and the Effective research project</i> • Riccardo Andrea CARLETTO - CNR Biella <i>From agro-food pineapple waste to innovative textiles</i> • Alan GAROSI - Fulgar <i>Polyamide 100% biobased from castor oil</i>
11:00-11:15	Coffee break
11:15-13:00	<ul style="list-style-type: none"> • Daniele SPINELLI - Next Technology Tecnotessile <i>Biobased composite materials based on high performance PLA fibers</i> • Marco BENEDETTI - 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> • Antonella BELLINA - DueDiLatte <i>Fibers from casein, milk protein</i> • Roberto VANNUCCI - CentroCot <i>ENTeR project: promoting recycling and sustainable development in textile companies</i> • Stefano BABBINI - Mogu <i>Circular materials from fungal microorganisms as opportunities for the textile and leather industries</i> • Silvia AVATANEO - Fiat Research Centre <i>Biomaterials applications and perspectives for the automobile future</i> • Beatrice DEL BALZO - Marevivo <i>The problem of microplastics released by the tissues</i>
13:00-13:45	Networking lunch
Case studies 13:45-15:00	<p><i>Not only textile: Opportunities and challenges for integrated territorial development in Green key</i></p> <ul style="list-style-type: none"> • Enzo LAURENTI - University of Turin <i>New materials from waste: the role of research in the development of circular bioeconomy</i> • Paola ZITELLA - Environment Park Torino <i>Enhance the crop waste from tomatoes, coffee, grapes and hemp in a circular key</i> • Giuseppe TECCO - Agrindustria <i>Enhance the hazelnut waste in a circular key</i> • Alessandro PIZZI - Waste cycle enhancement expert <i>From waste to resource: Valorisation of urban organic waste</i> • Tiziana MONTERISI - RiceHouse <i>Sustainable construction from rice husk</i> • Rachele INVERNIZZI - SoutHemp

	<p><i>Industrial hemp: circular economy, sustainability and opportunities</i></p> <ul style="list-style-type: none"> • Marco MONTI - Proplast <i>Integrated approach for the sustainable development of plastics in Piedmont region</i> • Versalis/Biochemtex (TBC)
MML workshop 15:00-16:30	<p>Mobilization and Mutual Learning workshop - 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"> • What are the challenges and opportunities? • What are the territorial resources to be mobilized? (Feedstock, Industries, Infrastructures, Fundings, etc.) • How can the bioeconomy contribute to local development through the enhancement of territorial resources? • 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 • Promotion of integrated regional development strategies and policies (circular economy, rural development, SMART specialization, bioeconomy, sustainable tourism, etc.)? • Rethinking territorial marketing in a green key through the creation of a district for the bioeconomy • Recommendations from stakeholders
Conclusions 16:30-17:00	<p>Conclusions of the day</p> <p>Reflections on the main contents emerged from the tables to:</p> <ul style="list-style-type: none"> • Provide insights to be shared during the next day • Suggest possible follow up (collaborations, action plans, memorandum of understanding, etc.)





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