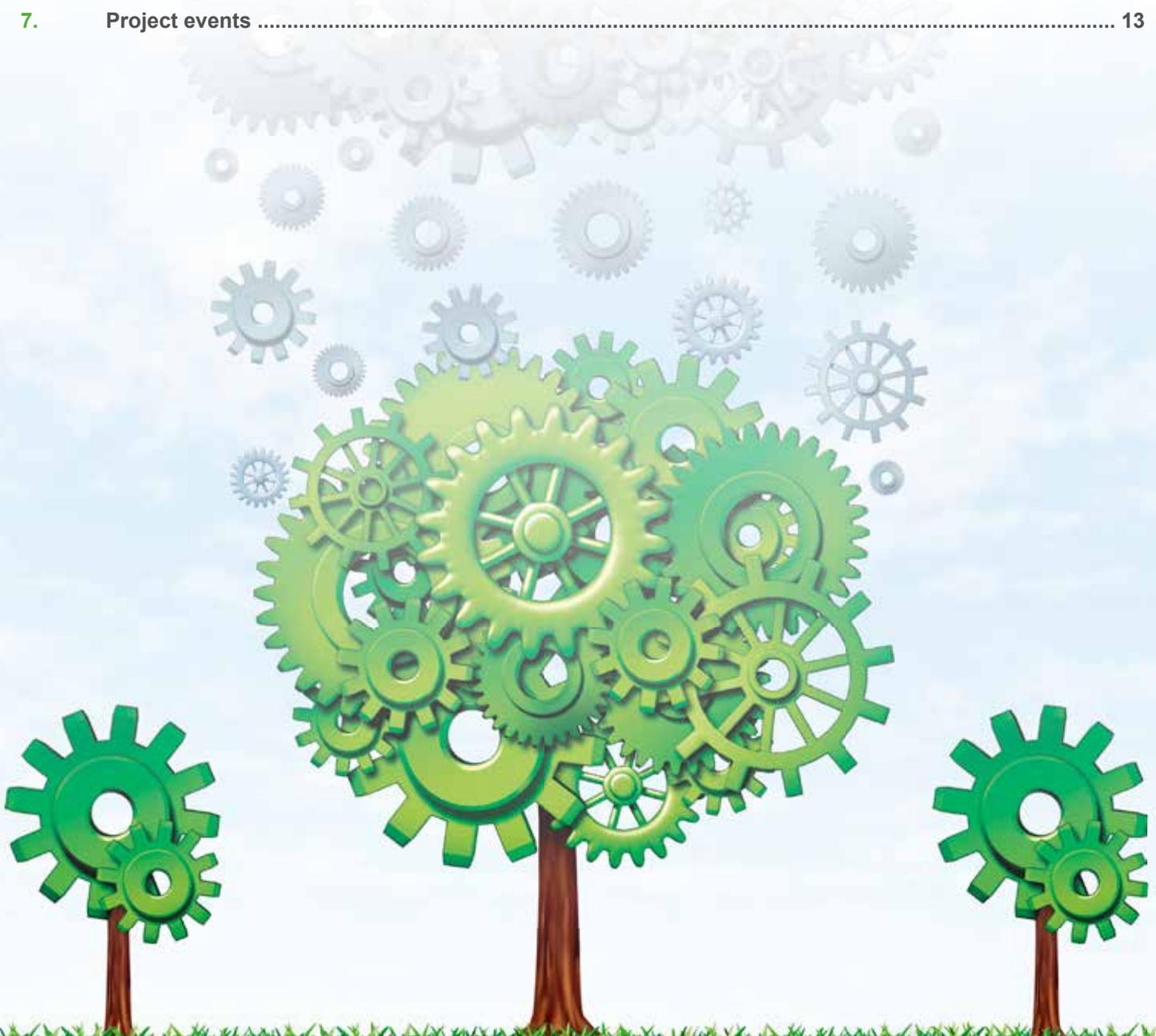




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2. Editor's note

Dear reader,

End of each year and beginning of the new one is always a time for both reflection and insight.

There is no doubt that 2014 has been another tough year that required a huge amount of skills and determination from all those doing business and especially from SMEs. If there were people, networks, and support institutions to whom you could turn to for help/assistance maybe your task was a little easier. We hope that our CO-EFFICIENT network also, in a small way, made your work easier, greener and energy efficient.

This is particularly true if you have joined one of our e-Services Living Labs now up and running in Slovenia, France, Spain, Italy and Croatia. Bringing different stakeholders in order to make new ties, solve problems and create innovative solutions, as well as applying software solution to optimize business doing, is one of the aspects of our transnational Project. You can find more on situation, participants, problems and solutions in each of national Living Labs in this edition of Newsletter.

As you will see, our Living Labs differ in the composition of participants and problems that they are jointly trying to tackle and resolve. What they all have in common is that they have embraced this new and innovative semi-formal format as a tool to increase their competitive advantage and to find specific solutions for real life problems.

Maybe this will entice you to join us and if you need more information on how the Living Lab process works, there is a section of Q&A in which we answer most common questions that were raised during our interaction with SMEs prior and during their involvement in Living Labs.

Besides participation in Living Labs, we offer our SME partners another tool of distinction – Energy Management Awareness Certificate for which you can apply even if you do not participate in one of our Living Labs but would like to advertise your dedication and commitment to energy efficiency in your business doing. You can read more about certification process and how to apply in this Newsletter.

On a brighter note, 2015 seems to bring at least some glimmer of hope that recession across Europe is easing its grip and that general environment for business doing should be a little bit easier. Our Project will continue to provide assistance and strengthen ties between R&D sector and real sector and there is still time to join us.

Should you need any further information on the topics and ideas referred to in this issue please contact any of our regional partners directly, whose contact details can be found at <http://coefficient-project.eu/home/contact>.

Nada Kožul

Regional Development Agency of Slavonia and Baranja





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3. Living Lab for e-Services – SMEs standpoint – Questions and Answers

In previous editions of our Newsletters (which can be found at <http://coefficient-project.eu/downloads/dissemination>) we discussed in details the concept and methodology of forming and running of Living Lab. In this edition we focus more on “real world” and implementation of concept in each of the partner’s countries.

When trying to involve SMEs to participate in our Living Labs we often came across the same issues and questions so we have decided to put in one place most common questions and to provide you with answers. We hope that this will resolve any doubt that you might have regarding concept, benefits and roles within Living Lab.

a) What is Living Lab?

A Living Lab is an effectiveness-oriented informal organisation including innovators and potential users of innovation. It provides conditions (a) for innovators to rely on fast user evaluation of the proposed solutions, and (b) for users to actively contribute to innovation definition and tuning.

b) What are the obligations of Living Lab members?

Innovators shall enable users to participate as much as possible in defining, designing, verification and validation of the new solutions. Users shall in turn be available to exhaustively discuss, test and evaluate these solutions in order to return opinions and recommendations.

c) What are the advantages of joining/forming Living Lab, being a Living Lab member, what happens after the end of the project?

Innovators can gain early indications of the acceptance degree of their new solutions from the involved population of potential users. For that manner they can improve the product or service before offering it on the market. Users can obtain solutions that are better tailored on their own needs, and take more advantage from their long-term operational adoption and usage.

d) How long will the testing phase last?

It strongly depends on the nature of innovation, its time to market and its development stage at the beginning of testing. In accordance with the agile approach, testing should conveniently start on the early baselines resulting from the design and development activity, thus assuring easier and faster improvement of the devised new solution.

e) Can we use e-Services for free once testing is done and the project is over?

Using the e-Services after project completion is free for Living Lab participants. More important is defining the conditions for the exploitation of those technologies in the project consortium regions: the required software engineering and distribution effort shall be rewarded typically on a pay-per-use basis to facilitate the fastest spreading to a wide user population.



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f) Which Company's data will you need and who has access to them?

Every e-Service requires the specific data that are needed to allow its best usage. In general they are operational data (catalogues, orders, transports, etc.) that are submitted to e-Services for processing: of course they remain strictly accessible to the respective owner Companies.

g) Can you vouch security of data entered in web applications?

The entered data are protected against unauthorised access and usage by means of individual credentials. Data safety is ensured in turn by e-Service publication on computers belonging to qualified data centres and server farms.

h) Can we use e-Services offline?

E-Services can be installed on user-owned servers. However, because of the distributed nature of their user companies (customers, network leaders, suppliers, and carriers) their best and full usage calls for a ubiquitous web access to the e-Service functionalities.

i) Can we use e-Services on multiple devices within our company?

The present version of e-Services can be accessed by a plurality of users from the same company typically through personal computers. The extension to other devices such as tablets or smart phones requires a minimum effort to produce suited user interfaces.

j) Will you take into account our suggestion for improving e-Services and how long would it take?

Both new e-Services and those coming from previous projects or belonging to SATA background knowledge can be improved and extended under request. The foreseen time and cost can be quoted by the identified developer on the basis of specified functional requirements.

k) Do you have a standard for data preparation?

The data to be entered by every user company are described in meaning (semantics) and format (syntax) and constitute the e-Service data model, which is not a public standard. The users can normally enter them by specific e-Service forms and visualise them by the UI.

l) Can we simply import data? If not, how can we do to interface our legacy system?

Data set needed to initialise the e-Services for a certain user company or coming from its legacy system can be massively imported. This can be done by either preparing data files of given format or interfacing the legacy system with the platform. The latter solution requires a small functional extension for every legacy system to be interfaced.





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4. Presentation of Living Labs for e-Services (Slovenia, Croatia, Italy, France, Spain)

As described in the previous issue of newsletter, the living lab pilot involves different stakeholders with the common objective to co-create innovative products and services in a real-world (living) environment. In this issue, we are going to present e-Services Living Lab pilot of each country participating in the project with brief description of participating SMEs, identification of their problem and expected results of the pilot.

4.1 Slovenian pilot

4.1.1. Participants

Slovenian pilot activities are implemented in several different phases. In the first phase, workshops for companies were organized and through discussions, important feedback was gained. In second phase the activities were refocused on smaller geographical area as one of preconditions for successful transport consolidation. Small and medium sized companies from Industrial zone Tezno in Maribor were approached in order to test usability of provided software and identify transport consolidation opportunities. Information on transport activities and requests were gathered from 7 production and 2 transport oriented companies. Despite the fact that companies operate in different sectors they have several common features:

- Location
- Small shipments
- Willingness to improve transport activities

SMEs activities range from producing automotive components and metal products (BNM, Fortis, Ksentin), plastic products (Plana), offering cleaning services and industrial lubricants wholesale (Kemol), tribology and aerosol and non-aerosol production (Ma-Eco Chem), production of personal care products, detergents and softeners (Serena) and transport providers (Tomaž Denk s.p., Fa-Maik). As external expert and R&D company 3Projekt was engaged and gives active support to Living Lab activities while the Slovenian Chamber



of Commerce and Industry - Transport and Communications Association took over the role of association and is actively disseminating and promoting Living Lab results and activities.

4.1.2. Problem identification

The Slovenian pilot is developing activities related to testing of the logistics transport consolidation and logistics optimization. Through organisation of workshops and discussions with companies and associations specific needs of Slovenian SMEs, shippers and carriers were identified. The main challenge lies in fragmentation of shipments, especially SMEs more often than not, transport their products as partial shipments, many times using their own vehicles. Transport costs are considered as inevitable and not much time is invested into finding more optimal and cost effective solutions. This is particularly evident in production SMEs where all accompanying activities are deprived in favour of main production process. Furthermore, Slovenian SMEs are quite reserved about sharing transport (or other kind) of information with other SMEs directly as these kind of information are seen as part of competitive advantage. Additionally companies are rather unaware (or sometimes uninterested) about possibilities for achieving higher energy efficiency and lower transport costs through cooperation.

Above mentioned issues are tackled by Slovenian pilot activities.



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4.1.3. Expected results of the project

With use of e-Services for logistic optimisation the transport data of participating SMEs possibilities for transport consolidation will be shown and simulation of actual transport requests will be done. The simulation should show that with use of e-Services SMEs could cooperate and reduce transport costs as well as lower the number of individual transport missions leading to less emissions and overall higher efficiency. Additionally, we would like to show that SMEs could cooperate in transport activities even though they might be competitors. The logistics optimisation service might be perfect solution as the transport data remains with the intermediary (broker) and it is not shared with all companies taking part in transport consolidation. Moreover the results of simulation will be used as show case to be disseminated in order to raise awareness on possibilities for lowering transport costs and raising efficiency of transport in SMEs.

4.2. Croatian pilot

4.2.1. Participants

Croatian pilot will include 7 SMEs that cover wide range of different activities, from distribution of beverages (Ka3 Company) and production of machinery and mechanization (Megametal, Hittner, Labinprogres, Hidraulika) to production and distribution of energy (Agrokor energija) and business consulting, work and health safety, fire protection, environmental protection and technical control (Kontrolbiro).

The Faculty of Mechanical Engineering and Naval Architecture at the University of Zagreb will represent the Research and development company in the cluster. The Faculty has a long standing cooperation with several branches of industry and the members of the Department of Energy, Power Engineering and Ecology which are some of the top experts in the field of energy efficiency and transport. They have handled the topic of the integration of the transport and energy sectors in the past.

Agricultural Equipment Cluster will represent SME association that includes several firms that produce professional and hobby equipment for many years such as farm equipment and machines for agriculture.

The International Centre for Sustainable Development of Energy, Water and Environment Systems (SDEWES Centre) will be engaged as an expert. It is a non-governmental and a non-profit organization specializing in the field of sustainability.

4.2.2. Problem identification

Most of the companies utilize a contracted distribution service in order to deliver their goods, especially when it comes to trade outside of Croatia. The ones that do utilize own fleets of transport vehicles are often plagued by logistics problems and their transport capacities are usually underutilized. These factors lead to increased costs of the transportation and to higher environmental burden posed by the companies.

The companies included in the Croatian pilot are also burdened with accounting procedures and the amount of paperwork surrounding invoices and similar communication with suppliers and customers. This often results in a lot of printed papers and slowdowns in procedures in times of increased business. Some of the mentioned problems are also inconsistencies in prices offered by suppliers in the initial negotiations with the final prices on the invoices. These differences are often not easy to spot for the workers in the accounting offices and require control by the management or technical staff involved in the negotiations. This represents an unnecessary burden on these staff members.





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4.2.3. *Expected results of the project*

The Companies involved in the Croatian pilot were especially interested in the data extraction tool because it can potentially solve some of the identified issues. The possibility to scan and extract information from invoices and other documents received by suppliers or customers can enable them to easily establish a database of critical information and therefore decrease the time needed for their processing and also reduce the need for printing within the office. The reduction of printing can be the result of a complete abolishment of printing in the office or simply because this systematic management of information can enable the printing of the summarization of several documents on one sheet of paper. This practice can also enable the accounting service and staff to more easily control if all figures are in order and free up time from the management and technical staff.

The distribution management software was also recognized by some of the companies as a valuable tool when it comes to the planning and monitoring of the distribution of goods. The cooperation of several companies within this tool will be difficult to achieve in Croatia due to the geographic dispersion of the companies and their customers as well as the fact that most use a subcontractor to distribute their goods. Nevertheless, some companies do see a benefit to using this tool for internal panning in order to decrease the amount of wasted space in their distribution vehicles.

4.3. Italian pilot

4.3.1. *Participants*

The Italian living lab involves: 31 SMEs; ITL (R&D); CNA (association of SMEs); SATA (SW house). It consists of 4 sub pilots (2 pilots focused on logistics management, 1 on distributed planning and re-planning and 1 on document dematerialization). Transportation pilots made of 2 pilots: 1 with Data Processing (a house providing e-Health logistics services and P4i specialised in management of the consignment notes, to improve medicine transport); the other to find out new business opportunities with optimising transport and the level of service with the involvement of CNA and logistics provider Autotrasporti Augiari Maurizio. Planning and re-planning pilot, involves 3 consortium, SOME (in Chieti), SICAL



(in Ragusa) and CEDEM (in Modena), coordinating SMEs providing maintenance services and willing to evolve towards a global service provision; the pilot aims to support and facilitate maintenance activities. Document dematerialization pilot, involves CNA Servizi, providing accounting services to SMEs in the Modena province and willing to exchange digital documents and SOLVING, a software house offering a cloud-based ERP (NebulaERP) to SMEs in the Emilia-Romagna region. SMEs using NebulaERP are willing to exchange digital documents. NUAGE, provider of cloud-based services is willing to include business document dematerialization; LIU-JO, firm of the fashion sector interested to completely dematerialise the many incoming documents; SMARTEN, a software house specialised in business document management and processing willing to reach the full dematerialisation.

4.3.2. *Problem identification*

In the framework of pilot transportation, ITL made the companies interested in the setup of a long lasting process to share knowledge about the degree of externalisation of logistics services (Outsourcing for Logistics) in Emilia-Romagna, with the focus to investigate opportunities of intervention where the situation lacks of efficiency, in particular with an accurate eye on the energy efficiency. Operationally, the first step was to create a laboratory which plays the role of observatory of the logistics experiences and performances in the region. The laboratory's name (needed to be recognizable with among regional players) is LOG.OUT.LAB (Logistics outsourcing laboratory) and can be seen as a part of the living



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lab CO-EFFICIENT setting up in the field of energy efficiency for transport and logistics. In the framework of the LOG.OUT. LAB, ITL was able to collect the interest of a restricted number of manufacturing companies and logistics service providers to analyse and innovate. This group of companies was interested to assess the today status of performance and find together new business to innovate. In the second pilot on transportation, the main problem is related to the identification of an accuracy level in transport planning to assure measurable savings. The main problem identified in the pilot on dematerialisation concerns the presence of an extreme variety of formats found in the business documents to dematerialise. In the pilot on networking, the problem identified is related to the potential resistance to change by the partner service companies.

4.3.3. Expected results of the project

The main expected result of the Italian pilot is to foster a long lasting process to share knowledge, with the focus to investigate in opportunities of intervention where the situation lacks of efficiency, in particular with an accurate eye on the energy efficiency. The testing of the three e-Services in four different contexts aims at measuring their effectiveness as tools to solve the identified problems. With particular attention to the pilots on transportation, the experiment on medicine transport aims at reaching a really profitable and energy-saving business. The final process of the second pilot on transport management with the involvement of the logistics provider and companies of the mechanical sector foresees to find out a solution for sustainability and define hints for replicability of this model to gain energy efficiency in the transport sector in other Mediterranean territories. This pilot wants to assess the performances of the AS - IS and propose future business model scenario applicable to other industrial peripheral areas in Emilia-Romagna with similar characteristics, thus serving through rationalised, optimised transport service of the manufacture sector (clients and third party providers).

Concerning the dematerialisation pilot, the final result is to evaluate the possibility to extent a complex service such as semantic interpretation of PDF business documents to a large variety of end user companies.

Finally, the experiment on networking aims at developing computer-assisted collaboration functions in order to foster the global service provision.

4.4. French pilot

4.4.1. Participants

The French Living Lab for the WP 4 is currently in phase of creation but the activity among the members and potential members is already strong.

The Living Lab, originally foreseen in Rhône-Alpes has been displaced to the Languedoc-Roussillon region, and the local actors are currently at work.

2 organisations of SMEs have joined the Living Lab: the FNTR (National Federation of road carriers) and the UNOSTRA (National Union of the unions of road carriers), showing a great interest for the diffusion of the Logistics broker. The collaboration with those two entities has already produced the creation of two news functionalities within the tool, an automatic consignment letter creator, and a CO2 emission calculator.

The Living Lab decided to enlarge the scope of its activities, and to work also on the diffusion of the CO-EFFICIENT software enabling the dematerialization of PDF documents. Starting from January the Living Lab activities will be accelerated, targeting the concrete involvement of SMEs.





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4.4.2. Problem identification

The Living Lab will work in priority with transport enterprises that are facing problems with the organization of their transport flows.

Indeed, the time needed to plan a transport mission is high without an external support, and a mistake in the planning is always possible. The logistics broker provides in this sense an essential help to the enterprise.

The objective is to provide the living lab participants our expertise and the concrete help of the Logistics broker that should allow SMEs to obtain notable gains in terms of time spent for their delivery rounds.

4.4.3. Expected results of the project

The expected result of the Living Lab activities is double. From one side, we hope to create a permanent and effective framework of collaboration in the Languedoc-Roussillon region; on the other hand we expect to provide the enterprises engaged in the Living Lab with concrete advantages in the short/medium term.

The permanent framework of collaboration that is being currently created will survive the project's end. Indeed, the encounter that took place between AFT, FNTR and UNOSTRA and also with the ADEME (French Agency for the Energy Management) which has not officially entered the LL yet, have given birth to very interesting discussion and highlighted some common point of views regarding the problems faced by the French SMEs, and this make us believe that the Living Lab will continue its activities.

From a practical point of view, the Logistics Broker should help small enterprises to better organize their transport mission, and therefore save fuel, money, time and above all make less CO2 emissions



4.5. Spanish pilot

4.5.1. Participants

Spanish pilot includes 5 transport companies and 1 IT provider that will work with the Spanish partners (Valenciaport Foundation and Cierval) in order to develop solutions that will allow achieving better energy efficiency in operation in transport companies. The firms participating in the Spanish pilot are:

- SYRTRANS - Integrated logistics operator specializing in freight and logistics management. It began its activities as a carrier specialized in the transport of containers, at the present they also offer storage, assistance with the documentary process, etc.
- VILLAFRANCATRANS - Transport company specialized in the carriage of bottled drinks and cleaning products. It began its activities in 1982 and currently develops its activities both nationally and internationally.
- GRUPO CHEMA BALLESTER - Chema Ballester is a company created to develop marine container logistics services with over 25 years of experience.
- ESK - It was founded in 1970, it is a transport company specialized in the transportation of liquefied and cryogenic gases.
- GRUPO TORRES - Transport operator with over 30 years of experience in transportation. Initially linked to the transportation of wood, it is currently specialized in the carriage of reefer containers



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- INFOPORT - IT provider with a wide range of products and services specialized in the various activities of institutions and companies in the logistics-port sector.

4.5.2 Problem identification

The Spanish pilot will deal with several problems:

At present, Companies working on the road transport of containers to/from the port of Valencia, don't use any planning tool to assist the traffic manager during the assignation of resources to perform the traffic orders received. Therefore, there is some margin for improvement that may lead to a better allocation of resources and thus, reduction of costs and energy savings due to a decrease in fuel consumption. Due to the special characteristics of the container transportation, any tool to be developed should be customised.

A large amount of documents are revised and introduced to the systems of the companies during the daily operations of the transport. Nowadays, a lot of this management is carried out manually (e.g. transport orders), which is a time consuming process prone to errors.

Energy management in transport companies is required in order to decrease the consumption of fuel of their vehicles. However, there is no formal process which will help a company to detect the most appropriate investments in order to achieve these savings. It should be taken into account that costs associated with fuel are probably the most important costs of a transport company and, for this reason; any improvement in this aspect will have fast economic returns and environmental benefits, such as the reduction of CO₂ emissions.

4.5.3. Expected results of the project

Several activities will be carried out in order to challenge the main problems identified in the Spanish case. Software tools and solutions can be useful for companies specialised in container transportation. Initially, historical data will be analysed in order to detect general patterns that may be useful during the daily planning. The results of this initial analysis will be used to establish the optimisation criteria that will be employed in the planning software. It is expected that the use of the developed tools will improve the allocation of resources, which will help to reduce the costs and consumption of fuel.

Integration of tools for the transformation of documents into electronic format will facilitate the migration into paperless management procedures. This will help companies to reduce the amount of resources employed and will lower the error rate.

The implementation of formal procedures for energy management will promote the adoption of actions that will lead to energy savings. The Spanish pilot will exploit the experience of the French programme Objective CO₂, and will apply their successful methodology to Spanish transport companies. The purpose of this activity is twofold. On the one hand a better knowledge of both their current CO₂ emissions and the available options to reduce fuel consumption is expected to lead to energy savings for the companies participating in the pilot. On the other hand, a successful experience from the pilot may constitute the first step to apply this program to a larger number of Spanish companies.



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5. Knowledge database – your portal to funding opportunities and best practices

Are you an SME looking for funding opportunities for your energy efficiency and innovation needs? Are you interested in what other stakeholders are doing in the field of transport optimization, across Mediterranean, and what kind of projects have they implemented? Would you like to find more about technical solutions that you might apply at your institution/ organization/ company and that will help you resolve your energy management issues?

Answer to these and many other questions can be found in CO-EFFICIENT Knowledge Database, a portion of Project's web page that provides easy access to plethora of information on renewable energy sources and energy efficiency, transport and production optimisation, carbon footprint decrease, etc.

Database is divided in five sections:

- a) Funding sources – provides information on available funding sources for energy efficiency and renewable energy sources in Slovenia, Italy, Spain, France and Croatia;
- b) Best practices – presents innovative projects and solutions that are deemed to be easily replicated for maximum results;
- c) Projects – presents successful projects from partner's countries promoting green economy and technology;
- d) Solutions – presents technological solutions that can be used to decrease energy consumption and increase energy efficiency in companies;
- e) Brokerage tool – at this moment this section of knowledge database is not yet available but it will enable users to optimize their transport processes via software application.

You can access our Knowledge database at:

<http://coefficient-project.eu/knowledgedatabase/index> .



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6. CO-EFFICIENT SME Certification – tool of distinction

Many SMEs are doing excellent job in applying principles of energy efficiency and introducing renewable energy sources in their production and operations. They are doing it because it cuts their costs, gives them competitive advantage and is socially sensitive thing to do. Many customers, on the other hand, pay additional attention, when making purchasing decision to whether service/product provider upholds high standards in environment protection including energy efficiency and use of renewable sources of energy.

If you are one of these forward thinking SMEs, and you would like for somebody to conduct independent assessment of your business doing in the area of knowledge (personnel), energy efficiency consumption monitoring, investment and maintenance, introduced measures of energy efficiency, certificates and transportation (if applicable) CO-EFFICIENT in house and external experts could offer their assistance.

CO-EFFICIENT Project offers two types of certificates:

- a) Basic CO-EFFICIENT certificates – are awarded to SMEs and organisations that demonstrate basic knowledge about energy efficiency. Any SME can apply and the certification is free of charge. The process itself consists of data collection (including interviews) and data processing. If an SME reaches required points threshold it will be awarded with the certificate.
- b) Advanced CO-EFFICIENT certificates – are awarded to the SMEs that are members of our Living Labs after thorough energy audit has been conducted on their business doing and operations. Certificates are free of charge for SMEs participating in Project’s Living Labs.

Certificates can be used by companies to advertise best practices in their operations in regard to energy efficiency and use of renewable energy sources.

If you are interested in obtaining any of the certificates or if you would like to find more info on the topic please contact our regional offices.





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7. Project events

Past Events

From 16th to 18th of September 2014, partners of the project came together at the fourth partners' meeting which was held in Valencia, Spain. The meeting was accompanied with workshop titled "Valencia Energy and Logistic Efficiency". More than 60 participants attended CO-EFFICIENT workshop organized by Valenciaport Foundation. Workshop covered a range of topics from registry of the carbon footprint on Spanish organizations, energy efficiency in the transport sector, process, benefits and savings from energy audits to reducing CO2 carbon footprint for sustainable port clusters.

Upcoming Events

On 28th of January 2015, in Ljubljana, Slovenia, University of Maribor in collaboration with Chamber of Commerce and Industry of Slovenia will organize SME workshop on which CO-EFFICIENT certificates will be presented to companies who have passed expert assessment in the field of energy efficiency and use of renewable energy sources. Also, during the workshop Memorandum's of Understanding with participants in Project's Living Labs will be signed.

From 25th to 26th of February, partners of the project will come together for the fifth and final partner's meeting in Osijek, Croatia to discuss remaining issues and final push for successful project completion.

For all the current information on CO-EFFICIENT news, highlights and events please go to <http://coefficient-project.eu/>.





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The Project Partnership:

CO – EFFICIENT consists of a strong partnership composed of university, development agencies, research institutes and foundations, national SMEs and transport associations, innovation commercialization company and SMEs support institution that promote importance of implementing innovative solutions at SME level.

University of Maribor, (Slovenia): www.um.si

Regional Development Agency Mura (Slovenia): www.rra-mura.si

Institute for Transport and Logistics (Italy): www.fondazioneitl.org

CNA Modena (Italy): www.mo.cna.it

SATA (Italy): www.satanel.it

Valenciaport Foundation (Spain): www.fundacion.valenciaport.com

CIERVAL (Spain): www.cierval.es

AFT (France): www.aft-en-ligne.org

Regional Development Agency Slavonia and Baranja (Croatia):
www.slavonija.hr

Centre for Entrepreneurship Osijek (Croatia): www.czposijek.hr

RDA Slavonia and Baranja

A S. Radića 4, 31000 Osijek, Croatia

T +385 31 221 840

F +385 31 221 841

<http://coefficient-project.eu/home/contact>





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COLLABORATIVE FRAMEWORK FOR
ENERGY EFFICIENT SME SYSTEMS

