



# IKAT



Co-funded by  
the European Union

## Catalogue of Providers

WP3

Catalogue of products and services for the industrial ecosystem of Tourism (Accelerate, Innovate, and adapt processes and technologies to reinforce the digital and green transformation)

15/03/2024

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## Background on IKAT

The EU's tourism ecosystem is highly diverse and complex, covering globalised and interconnected value chains. According to non-official sources, in 2019, tourism generated 9.5% of total EU GDP and provided 22.6 million jobs in the EU. Eurostat data shows that, in 2019, the ratio of international travel receipts relative to GDP was over 12% in some EU Member States (Croatia, Cyprus and Malta). Out of 3.2 million tourism businesses, 99.8% were micro, or small and medium enterprises (SMEs).

The whole tourism ecosystem comprises businesses that work in several sectors, including food and beverage services, on-line information, and services providers (tourist offices, digital platforms, travel technology providers), travel agents and tour operators, accommodation suppliers, destination managing organisations, attractions, and passenger transport (for example, airlines and airports, trains, and cruises). In 2018, more than three out of four enterprises in tourism industries in the EU-27 operated in accommodation (14%) or food and beverage serving (61%) activities.

**The tourism ecosystem was among the most severely affected ecosystems by COVID-19 crisis.** In the spring of 2020, tens of thousands of consumers were affected by flight and package travel cancellations with cross-border consumer disputes in these areas increasing significantly.

With a drop of some 70% in revenues in 2020 and up to 11 million jobs at risk in the EU, tourism services started 2021 at the bottom of the business confidence indicator. However, tourism recovered significantly during the summer travel season, which usually represents one third of turnover for tourism businesses. The summer of 2021 was significantly better than 2020, but turnover was still below 2019 levels and saw a high share of last-minute bookings. The EU Digital COVID-19 Certificate (EU DCC) contributed largely to this restart of tourism during the summer 2021.

Moreover, if the global **blue economy**, were compared to a national economy, it would be the seventh largest in the world, and the ocean as an economic entity would be a member of the G7. It operates in the planet's vastest ecosystem: oceans hold 97% of all our water and 80% of all life forms. The ocean surrounds and sustains us, providing enough oxygen for every second breath we take, food for almost half of humanity, and critical resources for human health, not to mention a web of economic interactions.

Europe's blue economy provides 4.5 million direct jobs, many in regions where there are few alternatives. It encompasses all industries and sectors related to oceans, seas, and coasts, whether they are based in the marine environment (e.g., shipping, fisheries, energy generation) or on land (e.g., ports, shipyards, land-based aquaculture and algae production, coastal tourism). It is a broad, fast-moving segment of our economy, which over the past decade has taken significant steps to modernise and diversify. Alongside traditional sectors, innovative sectors are evolving and growing, such as ocean renewable energy, the blue bioeconomy, biotechnology, and desalination, thus providing new prospects and creating jobs.

**Coastal and maritime tourism is the largest Blue Economy sector in terms of gross added value, profit, and employment** (European Commission, 2019). Coastal and maritime tourism encompasses a wide range of activities undertaken in the shoreline and the marine environments, where leisure, recreation are the main motivations for travelling. In this segment

the tourist can carry out activities such as enjoying the beaches, sailing, diving, enjoy the coastal landscapes or the cultural offers at the destination (Lam-González et al., 2019).

To date, **there is still a challenge regarding the boundaries of the sector**. There is not clarity regarding the degree of physical effort, the level of specialization, the instruments, and the offerings that distinguish these marine, nautical and maritime tourism industries (Yustika, and Goni, 2019). This controversy when it comes to delimiting the sector affects the development of studies and generates inconsistencies when measuring the size of the offer and the demand, or the economic impact.

On the European MSP Platform, Technical Study: “MSP as a tool to support Blue Growth. Sector Fiche: Coastal and Maritime Tourism, 16.02.2018.” the composition of the coastal and maritime tourism sector is described as follows:

*The following typologies can be distinguished by: i) location and ii) sub-sector:*

*By location **Coastal tourism** covers tourism in the coastal area as well as the supplies and manufacturing industries associated to these activities. **Maritime tourism** covers tourism in the maritime area.*

*By sub-sector:*

- **Beach-based** covers beach-based recreation and tourism (e.g. sun bathing, walking in the beach, kite competitions, etc.), and non-beach related land-based tourism in the coastal area (all other tourism and recreation activities that take place in the coastal area for which the proximity of the sea is a condition), as well as the supplies and manufacturing industries associated to these activities.
- **Water-based** covers tourism that is largely water-based rather than land-based (e.g. swimming, canoeing, surfing, wind-surfing, sport fishing, diving, snorkelling, underwater cultural heritage, whale watching, seabirds watching, boating, yachting, nautical sports, etc.), but includes also the operation of landside facilities, manufacturing of equipment, and services necessary for this segment.

The **IKAT project** part of the Joint Cluster Initiatives, in the Ecosystem Strand Tourism aims to contribute to the achievement of the updated tourism strategy put forward by the European Commission, following the conclusions reached by the Parliament and the Council pre-post pandemic for the European tourism industrial ecosystem, especially maritime and coastal in the Mediterranean area. To this end, an Eurocluster IKAT has been set up to tackle the different sectors and agents that make up the industrial ecosystem of Tourism in Europe:

- Maritime and Logistics Clusters
- Tourism Clusters
- Innovation and Water Quality Control Clusters

The services offered to SMEs in the tourism ecosystem (acceleration, innovation, digital and green adaptation, access to finance and internationalization), were designed according to the level of regional vulnerability and their economic dependence on the tourism sector based on the [RIS3 \(European Commission Research and Innovation Smart Specialization Strategy\)](#). The

vulnerability index is a range subject to revision that is calculated considering two indicators: tourism intensity and seasonality.

This indicator makes it possible to adjust the product or service granted to the SME according to its location: 1) Regions whose RIS3 have tourism as one of their priority sectors. Mediterranean regions medium level of vulnerability. 2) Mainland Mediterranean regions whose RIS3 is solely tourism and suffer from high vulnerability. 3) Regions made up of islands such as the Balearic, Canary, and Azores.

These regions share high vulnerability together with being regions where access and supplies are particularly sensitive to mobility and logistic infrastructures as they suffer from insularity and/or ultra-peripherality. The main result of the project will be a new specialized Eurocluster IKAT network to address the needs of SMEs in the EU tourism ecosystem that will integrate business alliance partners from Africa and LatAm, territories with which the SME-EU share economic and sectorial interests.

The IKAT project has been funded under Call: SMP-COSME-2021-CLUSTER — Joint Cluster Initiatives (EUROCLUSTERS) for Europe’s recovery, which comes under Regulation (EU) 2021/690 of the European Parliament and of the Council of 28 April 2021 establishing a program for the internal market, competitiveness of enterprises, including small and medium-sized enterprises, the area of plants, animals, food and feed, and European statistics, the so-called Single Market Programme.

Specifically, it falls under the specific objective indicated in Article 3(2)(b) for strengthening the competitiveness and sustainability of SMEs and achieving additionality at Union level through measures that: (i) provide various forms of support to SMEs as well as clusters and business network organizations, including in the tourism sector, thereby fostering the growth, scale-up and creation of SMEs.

**EUROCLUSTER IKAT is made up of the following partners**, under the leadership of the Maritime Cluster of Balearics Islands.

|   |  |
|---|--|
| <p>Coordinator</p>   | <p>MARITIME CLUSTER OF BALEARICS ISLANDS</p> <p><a href="https://www.cmlillesbalears.com/">https://www.cmlillesbalears.com/</a></p> <p><b>SPAIN</b></p>  |
| <p>CATALAN WATER PARTNERSHIP (CWP)</p>  <p><a href="http://www.cwp.cat">http://www.cwp.cat</a></p> <p><b>SPAIN</b></p> | <p>CANARY MARITIME CLUSTER</p>  <p><a href="https://www.clustermc.es/">https://www.clustermc.es/</a></p> <p><b>SPAIN</b></p> |

|  |  |   |   |
|--|--|---|---|
| <br>Blue Italian Growth<br>Technology Cluster                 | CLUSTER TECNOLOGICO<br>NAZIONALE BLUE ITALIAN<br>GROWTH (BIG)<br><br><a href="https://clusterbig.it">https://clusterbig.it</a><br><br><b>ITALY</b>   | <br>UNIVERSITY OF<br>PATRAS<br><small>UNIVERSITY OF PATRAS</small>           | UNIVERSITY OF PATRAS<br>(UPATRAS)<br><br><a href="http://www.upatras.gr">http://www.upatras.gr</a><br><br><b>GREECE</b> |
| <br>STRATEGIS<br><small>maritime center of excellence</small> | MARITIME CENTER OF<br>EXCELLENCE (STRATEGIS)<br><br><a href="https://strategis-cluster.net/">https://strategis-cluster.net/</a><br><br><b>GREECE</b> | <br>ADRAL<br><small>AGÊNCIA DE DESENVOLVIMENTO REGIONAL DO ALENTEJO</small> | ALENTEJO REGIONAL<br>DEVELOPMENT AGENCY<br><br><a href="http://www.adral.pt">www.adral.pt</a><br><br><b>PORTUGAL</b>    |

**Table 1: EUROCLUSTER IKAT partners.**

## List of IKAT services

The IKAT services targeting SMEs in the coastal and maritime tourism sector aim to provide solutions that address and are in alignment with the priorities of the European Strategy for more Growth and Jobs in Coastal and Maritime Tourism, as well as to recover pre-pandemic Gross Domestic Product (GDP), contributing to re-establishing broken value chains, collaboration and increasing the resilience of tourism SMEs.

The total number of Services planned is 7 and may be provided in a variety of ways, in person, online, or a combination of both methods, such as individual meetings, one or several sessions, webinars, group meetings, etc.

The 7 services included in the IKAT project are described below.

### Service#1. BUSINESS MODEL

Entrepreneurship is a dynamic process of vision, change, and creation. It requires spending energy and passion on the creation and implementation of new ideas and creative solutions. The essential ingredients of this process are the willingness to take risks, the capacity to create an effective team and combine the necessary resources, and the vision to recognize opportunities.

The business model is the mechanism through which the company generates its profit while the business plan is a document presenting the company's strategy and expected financial performance for the years to come.

Globally, as a management tool, the business plan can be used to identify and establish business objectives, develop strategy, create appropriate structures, define activities and responsibilities, and measure potential results; all these metrics could be very important to communicate to

future employers, suppliers, and potential investors. The relevance of writing and implementing a business plan can be understood under the assumption that its elaboration has a positive effect on the realization of a business and the success of a company (new or already established).

As a key document for the development of a business, **the business plan** is intended to develop the business idea and is made up of the following sections:

| Sections                     | Description   |
|------------------------------|---|
| <b>Executive summary</b>     | <p>It is a summary that should include in one single page:</p> <ul style="list-style-type: none"> <li>• Business concept. What does your business do?</li> <li>• Business goals and vision. What does your business want to do?</li> <li>• Product description and differentiation. What do you sell, and why is it different?</li> <li>• Target market. Who do you sell to?</li> <li>• Marketing plan. How do you plan on reaching your customers?</li> <li>• Current financial state. What do you currently make in revenue?</li> <li>• Projected financial state. What you foresee making in revenue?</li> <li>• The ask. How much money are you asking for?</li> <li>• The team. Who's involved in the business?</li> </ul> |
| <b>Company overview</b>      | <ul style="list-style-type: none"> <li>• Business structure</li> <li>• Nature of the business</li> <li>• Industry</li> <li>• Vision, mission, and values</li> <li>• Background information</li> <li>• Business objectives</li> <li>• Team</li> </ul>  |
| <b>Market analysis</b>       | <ul style="list-style-type: none"> <li>• Market size</li> <li>• SWOT analysis</li> <li>• Competitive analysis</li> </ul>  |
| <b>Products and services</b> | <p>Although products or services will figure prominently in most sections of the business plan, a section describing the key details in a grouped way is important. Depending on the number of products offered, you can include information on the types of products or provide more detailed information on each product if only a few are offered.</p>   |
| <b>Customer segmentation</b> | <p>The target market is not only the basis of the marketing plan, but of the business plan. When making strategic decisions, this target market will be kept in mind, which is why it is so important to understand and include an overview of what the target market is.</p>   |

| Sections                      | Description  |
|-------------------------------|--|
|                               | <p>To provide an overview of the target market, a number of general and specific demographic characteristics need to be described. Customer segmentation typically includes:</p> <ul style="list-style-type: none"> <li>• Where do they live?</li> <li>• What is their age range?</li> <li>• What is their level of education?</li> <li>• What are their usual patterns of behaviour?</li> <li>• What do they spend their free time doing?</li> <li>• Where do they work?</li> <li>• What technology do they use?</li> <li>• How much do they earn?</li> <li>• Where do they usually work?</li> <li>• What are their values, beliefs or opinions?</li> </ul> <p>The questions will vary depending on what sells, but it should provide enough information to make it clear who is being targeted and, more importantly, why decisions are being made based on who the customers are and what they value.</p> |
| Marketing plan                | <ul style="list-style-type: none"> <li>• Price</li> <li>• Product</li> <li>• Promotion</li> <li>• Place</li> </ul>   |
| Logistics and operations plan | <ul style="list-style-type: none"> <li>• Suppliers</li> <li>• Production</li> <li>• Facilities</li> <li>• Equipment</li> <li>• Shipping and fulfilment</li> <li>• Inventory</li> </ul>   |
| Financial plan                | <ul style="list-style-type: none"> <li>• Income statement</li> <li>• Balance sheet</li> <li>• Cash-flow statement</li> </ul>   |

This **Service#1** will be to activate the ideas of diversification and new products and services in the tourist market and the entrepreneurial spirit.

## Service#2. ACCELERATION

In today's economy, startups are considered a major source of innovation, as they implement new technologies to reinvent business models and produce innovative products. This ability has made startups very attractive in the world economy, as they are seen as major contributors to



the entrepreneurial infrastructure and have helped economies to recover from the last economic crisis.

A business accelerator is an organization that helps promote ideas and startups in their early stages to accelerate their growth and adequately prepare themselves to be able to approach investors with a proven business idea. Companies who enrol in accelerator programs go through a quick, comprehensive, and intense education process aimed at accelerating the lifespan of successful companies by teaching them in a matter of months what would have taken them years of trial and error. Business accelerators have grown as an important tool in the entrepreneurial ecosystem. They are not intended to supply companies with material assets or office space over an extended length of time, place less emphasis on investment firms as the next source of funding, and promote business growth by offering intensive, time-limited assistance.

If a company is interested in becoming a business accelerator, and thus supplying such a service, several key points should be considered:

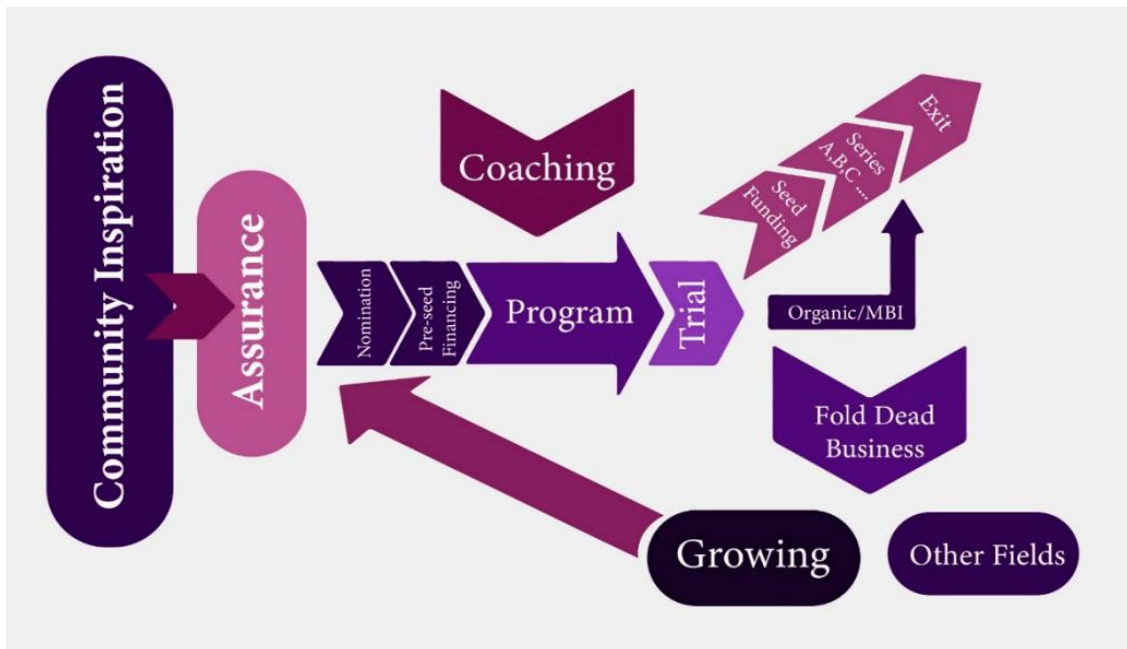
| Key point                                    | Description  |
|--|--|
| <b>Provide mentorship and support</b>        | A business accelerator should have a team of experienced entrepreneurs, industry experts, and investors who can provide guidance, mentorship, and support to startups.   |
| <b>Offer resources and services</b>          | A business accelerator should provide startups with access to resources and services that can help them to grow and scale their businesses, such as funding, office space, and networking opportunities.                             |
| <b>Focus on a specific industry or niche</b> | Many successful business accelerators focus on a specific industry or niche, such as healthcare, fintech, or social impact. This allows them to tailor their support and resources to the unique needs of startups in that industry. |
| <b>Create a structured program</b>           | A business accelerator should have a structured program that provides startups with a clear timeline and set of milestones to work towards. This helps to ensure that startups are making progress and achieving their goals.        |
| <b>Connect startups with investors</b>       | A key role of a business accelerator is to help startups to connect with investors and secure funding. This requires building relationships with investors and creating opportunities for startups to pitch their ideas.             |
| <b>Measure success</b>                       | A business accelerator should have a system in place for measuring the success of its startups. This may involve tracking metrics such as revenue growth, customer acquisition, and funding raised.                                  |

**Table 2: Key points to be a business accelerator.**

Accelerators have become a popular and distinctive new type of intermediary organization by promoting entrepreneurial and innovative activities in crucial ways.

The following criteria must be met:

- An open and competitive registration procedure
- A focus on teams rather than individuals
- The supply of pre-seed funding
- Intense, time-limited mentoring
- The grouping of chosen teams into cohorts



**Figure 1: The complete cycle of startup accelerators. Source: Aljalahma, J.; Slof, J., 2022.**

Business accelerators offer a range of benefits that encompass both tangible and intangible results. At the startup stage, funding, networking opportunities, and survival rates are considered hard outcomes. Startups that have been part of business accelerators often have improved access to capital funding, which plays a significant role in their success. On the other hand, business accelerators also provide several soft outcomes that are equally important, such as the validation of ideas, access to expert advice, and increased management skills. Overall, the impact of business accelerators at the startup level goes beyond financial gains and extends to invaluable experiences and resources that are essential for growth and development.

The impact of business accelerators on the ecosystem has been demonstrated by a one hundred percent growth in the number of registered intermediaries over the last five year. They act as catalysts for the development of the startup ecosystem by promoting collaborations and partnerships between emerging startups and established corporations. In doing so, business

accelerators not only help to create new business relationships but also increase the chances of survival for startups.

According to the review conducted by Aljalalma, J.; Slof, J., 2022, business acceleration interventions can be classified into three categories: narrow, typical, and extended, the usual actions within which are:

| Intervention category | Acceleration actions   |
|-----------------------|--|
| Narrow                | <ul style="list-style-type: none"> <li>• Virtual mentoring programs</li> <li>• Online lectures</li> <li>• Case studies</li> <li>• Legal services</li> <li>• Seminars</li> <li>• Short-term boot camps</li> </ul>   |
| Typical               | <ul style="list-style-type: none"> <li>• Items production</li> <li>• Few months free support</li> <li>• Short term support</li> </ul>  |
| Extended              | <ul style="list-style-type: none"> <li>• HR assistance</li> <li>• Sponsored residence</li> <li>• Office space</li> <li>• IT support</li> <li>• Economical assistance</li> <li>• Legal assistance</li> <li>• Exposure to potential customers and investors</li> </ul> |

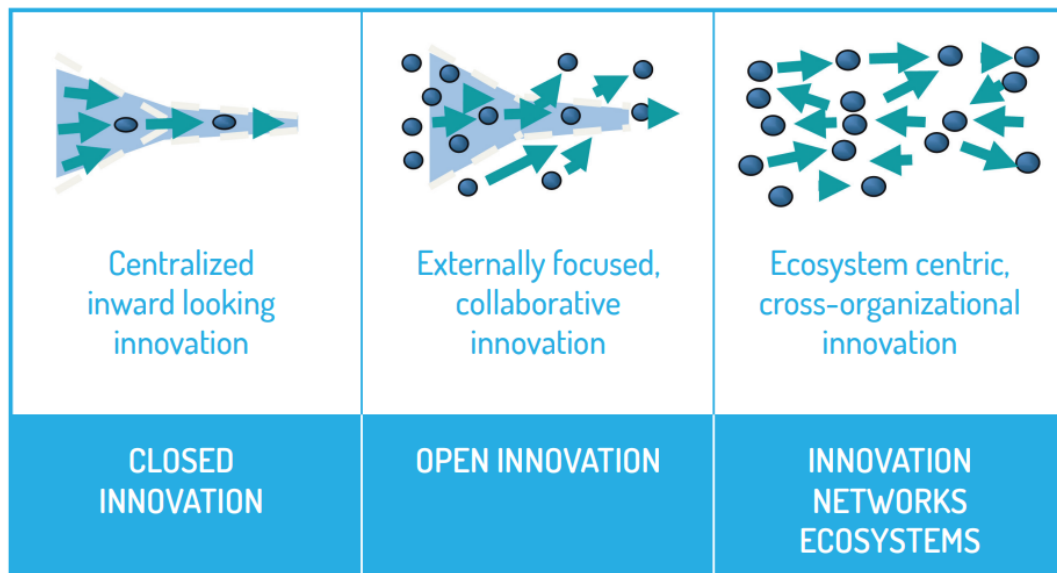
With **Service2#**, the development of SMEs that are beginning their career will be promoted by carrying out activities that provide knowledge and advice. This service will be focused on helping start-ups bring new innovative products/services to market.

### Service#3. OPEN INNOVATION

Open Innovation, a term that Professor Henry Chesbrough developed, is a new business innovation strategy that takes the concept of innovation beyond the internal boundaries of the organization itself, so cooperation with external professionals comes to play a key role in the organization's innovation strategy. Open Innovation means, in other words, combining internal knowledge with external expertise to move research and development projects forward, combining internal and external ideas together into platforms, architectures, and systems. Open innovation processes use business models to define the requirements for these architectures and systems. These business models access both external and internal ideas to create value while defining internal mechanisms to claim some portion of that value.

The concept of Open Innovation is constantly evolving and is moving from linear, bilateral transactions and collaborations towards dynamic, networked, multi-collaborative innovation

ecosystems. Open Innovation 2.0 (OI2) is an evolution of the original OI concept, it represents a new approach to innovation that emphasizes the importance of integrated collaboration, co-created shared value, cultivated innovation ecosystems, unleashed exponential technologies, and rapid adoption. Instead of relying solely on individual researchers, success in OI2 is driven by teams of boundary spanners with multidisciplinary skills.



**Figure 2: The Evolution of Innovation (Source: EU Open Innovation Strategy and Policy Group, 2013)**

Open innovation can be classified into two main types: outside-in and inside-out, also known as inbound and outbound open innovation. The outside-in approach involves companies opening up their innovation processes to various external inputs and contributions. This aspect of open innovation has received significant attention from both academia and industry. On the other hand, inside-out open innovation requires companies to share unused and underutilized ideas with external parties to be used in their own businesses and business models.

To apply Open Innovation, companies must define the scope of their innovation goals and identify suitable partners who possess relevant expertise, knowledge, and resources to contribute to the innovation process. They should also establish clear objectives and communicate them to partners, foster a collaborative culture that encourages knowledge-sharing and open communication, ensure intellectual property protection, implement effective project management practices, monitor, and measure performance to identify areas for improvement, and continuously learn and improve from the innovation process.

These main keys are summarized as follows:

| Phase            | Description   |
|------------------|---|
| Define the scope | The company needs to define the specific area in which it wants to innovate and the types of partners it wants to collaborate with. |

| Phase                                   | Description   |
|---|---|
| Identify the right partners             | The company should identify potential partners who have the relevant expertise, knowledge, and resources to contribute to the innovation process.                           |
| Establish clear objectives              | The company should establish clear objectives and goals for the innovation project and communicate them to the partners.  |
| Foster a collaborative culture          | The company should foster a collaborative culture that encourages knowledge-sharing, trust, and open communication among all stakeholders.                                  |
| Ensure intellectual property protection | The company should establish clear agreements with partners to protect their intellectual property and prevent any legal disputes.  |
| Implement effective project management  | The company should implement effective project management practices to ensure that the innovation project is completed on time and within budget.                           |
| Monitor and measure performance         | The company should monitor and measure the performance of the innovation project to ensure that it is achieving the desired outcomes and to identify areas for improvement. |
| Continuously learn and improve          | The company should continuously learn from the innovation process and use that knowledge to improve future innovation projects.   |

Open innovation will play a key role in the developed economies over the next decade. There will be new technological trends that will fuel innovation, from blockchain to digitalization to genomic editing. Open innovation strategies increase the likelihood of knowledge complementarities, leading to faster and higher-quality innovation along with greater firm productivity. After all, when government, academia, industry, and civil individuals collaborate effectively, they can achieve significant improvements and bring about structural changes that go beyond the capability of any single entity working alone.

Regarding the tourism industry open innovation has several potential synergies, including collaboration with local communities to develop sustainable tourism experiences that benefit both visitors and locals. OI also allows tourism businesses to co-create experiences with their customers, access new technologies to improve operations and customer experiences, and collaborate with other businesses in the tourism ecosystem to create more seamless and integrated tourism experiences that generate revenue for all involved. Overall, OI can help tourism businesses stay competitive and innovative in a rapidly changing industry while creating value for customers and the broader tourism ecosystem.

The **Service#3** will be developed to the challenge-based pairing of startups/SMEs with innovative solutions and large corporations operating in the tourism ecosystem, with the aim of developing collaborative pilot projects.

## **Service#4. EXPERIENCE IN DIGITAL, SUSTAINABLE, AND INCLUSIVE TECHNOLOGY**

This range of services is intended to address solutions so that SMEs operating in coastal and maritime tourism can **carry out actions that are aligned with the new European transition pathway for tourism**, making their activity more sustainable, greener, more digital, more inclusive and thus more resilient.

The competitiveness of the EU tourism industry will largely depend on its capacity to meet the need and customer demand to become more sustainable. A Eurobarometer survey from October 2021 indicated that 82% of Europeans are willing to change their travel habits for more sustainable practices, including consuming locally sourced products, reducing waste and water consumption, travelling off-season or to less visited destinations and choosing transport options based on their ecological impact. Their key interests in selecting destinations are nature (41%) and culture (42%), and a third would be ready to pay more to support local nature and local communities. Other surveys also show that 65% of travellers would be interested in engaging with authentic experiences related to local culture (social sustainability).

**Several policy strategies highlight the objectives of the European green deal, which also should be followed by the tourism ecosystem.** These strategies provide key transition targets for tourism and are reflected in the expectations of sustainability-conscious customers. Among the main strategies that have been developed in this regard and their objectives, states that coastal and maritime tourism stakeholders should develop sustainable tourism in line with the new approach for a sustainable blue economy in the EU, the European strategy for more growth and jobs in coastal and maritime tourism, and the EU mission on "Restoring our Oceans and Waters by 2030".

**Digitalisation** of the economy and of society in a broader sense, and the increased scope for data generation, collection and services will provide opportunities to transform tourism services. They can shift their business to provide more sustainable and innovative services that provide long-lasting and technologically enriched personalised experiences.

Overall, the digital transition should also help make information on the sustainable tourism offer in the EU more visible and known online. Eurobarometer survey 499 showed that digital information sources play an important role in helping people make travel and tourism decisions. To support sustainable tourism and help meet rising demand effectively, it is important to improve the online availability of trustworthy information.

Tourism SMEs may also lack the basic digital infrastructure needed to implement more digital business processes or consider developing digital tourism services. Although currently most companies have internet access, they do not necessarily use technology in their work processes or interactions with clients. They should receive support to invest in useful software for business

management, marketing and customer interactions, to help them become part of the digital transformation.

**Access for all** to tourism could be boosted by developing moderately priced off-season accommodation and travelling opportunities for unemployed, retired and people with low income. The destinations should ensure a variety of services for people with different economic facilities, to boost accessibility of travelling to all types of people and families should all-year-round. The service providers should also ensure price diversity in their environmentally friendly tourism offer so that everyone can also participate in contributing to the green transition of tourism.

In addition to accessibility needs related to disabilities, health reasons or economic facilities, the tourism destinations should provide services and sufficient safety for customers from different religions, sexual orientations, families or solo travellers, etc. Considering diverse groups of clients can contribute to the competitiveness and resilience of the destination, especially if information of these opportunities is made clearly available online for the customers to consider when planning and booking their services. These services could also benefit customer groups in the local destination, in the increasingly multicultural and diverse settings across the EU.

This **Service#4** comprises a broad set of possible services aligning the performance of coastal and maritime tourism businesses with the new European transition pathway for tourism: green and digital business transitions (environmental quality certificates, tourism quality certificates, Sustainable Development Goals (SDGs) certificate and company digitalization plan), innovation readiness and registration (patents), risk management and inclusion (equality and diversity plans) associated with Corporate Social Responsibility (CSR).

## **Service#5. FUNDING OPPORTUNITIES**

While many SMEs face problems obtaining bank finance, access to non-bank financing is often even more constrained, despite recent improvements in SME uptake of alternative financing instruments. Most sources of finance beyond straight bank debt are at the reach of only a small share of SMEs, especially in economies where private capital markets are thin and SMEs lack the scale, knowledge and skills to approach alternative sources of finance.

While **bank financing will continue to be crucial for the SME sector** across all economies, the need to develop a more diversified set of options for SME financing remains pressing, to reduce the vulnerability of SMEs to changes in credit market conditions, strengthen their capital structure, seize growth opportunities and boost long-term investment. This will also contribute to the resilience of the financial sector and the real economy and to fostering new sources of growth that help address key challenges such as digitalisation and sustainability. Financial diversification has become even more compelling in the post-pandemic world, where higher levels of business debt and the prospect of higher interest rates could pose challenges for SME debt management.

The [Single Market Programme](#) aims to improve SMEs' access to finance and markets. **Accessing public, regional, national, and European funds** is often an impossible task for SMEs. Although there are funds and public bodies that act as intermediaries to ensure that these funds

reach SMEs, it is often necessary to work with bodies that provide a specific service to seek funding and support in obtaining it.

**Regarding the tourism ecosystem, private investment plays a key role.** Travel restrictions and impediments as well as multiple lockdowns since March 2020 have heavily reduced the capacity of the EU tourism ecosystem to invest in the development of more resilient supply chains and new services (e.g. decarbonised, slow tourism). The estimated investment gap for 2020-21 is EUR 161 billion (the highest investment needs out of all ecosystems). The 'World Travel & Tourism Council' estimates that capital investment in travel and tourism fell by 29.7% in 2020 alone.

Most sectors in the tourism ecosystem have had to reassign their investment budget and borrow money to cover fixed costs during the pandemic. This high level of indebtedness makes refinancing and cash raising for medium term investments more complicated. The only major exception is with capital investment linked to accommodation. Contrary to other sectors like airlines or cruises, in which assets depreciate rather quickly, hospitality still manages to raise funds for real estate investment. Investment levels, foreign direct investment, are recovering with many pre-COVID projects being taken off hold, despite problems affecting the construction sector's supply chains.

One of the significant **recent alternative sources of finance is crowdfunding**. Crowdfunding and Peer to Peer lending can be defined as a collective effort of many individuals who network and pool their resources to support efforts initiated by other people or organisations. This is usually done via or with the help of the Internet. Individual projects and businesses are financed with small contributions from many individuals, allowing innovators, entrepreneurs, and business owners to utilise their social networks to raise capital.

The supply of **venture capital, business angels, and equity** by established financial institutions and very large firms has also become a common practice in the more advanced financial places of the world and transferred with diverse success to the rest of the globe, however this type of financing is often difficult to reach SMEs and can provide them with a different source of investment of interest.

This **Service#5** will be given for the preparation of the SME's participation in investment rounds (pitch deck, fee-based participation), preparation of documentation for the application for equity loans and other public grants at regional, national, or international level.

## **Service#6. INTERNATIONALIZATION**

Internationalization opens up new markets for SMEs and has the potential to boost SME competitiveness and growth considerably.

The term 'internationalization' refers to all activities that put SMEs into a meaningful business relationship with a foreign partner: exports, imports, foreign direct investment (relocation or outsourcing), international subcontracting and international technical cooperation. In other words: business activities responding to the opportunities and challenges that globalization brings. It can take place at cross-border level, at transnational level inside the EU or at international level beyond the EU.



Successful help with internationalization depends primarily on building capabilities inside the SME, with individual support and access to training and consultancy services playing a central role.

All countries have policies to promote internationalization which are described, according to the consolidated text of Spanish Law 14/2013, of 27 September, on support for entrepreneurs and their internationalization, as "*the set of actions developed by the public sector, together with the private sector, to facilitate and strengthen the international dimension of the economy and promote the presence abroad of companies and entrepreneurs as factors of stability, growth and job creation*".

Internationalized companies experience productivity gains, improvements in management, better access to financing and are, in short, those with the greatest capacity to grow and create jobs. More than ever, internationalization is proving to be a key driver of long-term economic growth of the economy due to its relationship with competitiveness and productivity gains.

In tourism, entrepreneurial internationalization is considered a measure of the development (Lam et al. 2019). Tourism enterprises in general, and more specifically nautical tourism firms, operate in a highly competitive environment, searching for tourists to be attracted by its features. In this scenario, the undertaking of internationalization strategies may raise firms' opportunities to work towards sustainable development, by focusing on those attributes that are more capable of nourish their image within the global market and are relevant to face competitors out of their natural environment of the industry and a key driver of innovation, competitiveness, and image enhancement (Schnitzer et al. 2018).

The best way to define internationalization actions for a company is to have an **Internationalization Plan**, which according to the Escuela de Organización Industrial (EOI) (Cano et al. 2010) is structured as follows:

| Phase                                      | Description   |
|--|---|
| Stage 1: Diagnosis of Internationalization | <ul style="list-style-type: none"> <li>• Internal Analysis</li> <li>• External Analysis</li> <li>• International SWOT Analysis</li> </ul>   |
| Stage 2: Market Selection                  | <ul style="list-style-type: none"> <li>• Concentration/Diversification Strategy</li> <li>• Market Pre-selection</li> <li>• Market Comparison</li> </ul>                                   |
| Stage 3: Forms of Entry                    | <ul style="list-style-type: none"> <li>• Entry Method Alternatives</li> <li>• Entry Form Selection</li> <li>• Channel Profile</li> <li>• Trading Conditions</li> </ul>                    |
| Stage 4: Product Policy                    | <ul style="list-style-type: none"> <li>• Selection of product/service portfolio</li> <li>• Product standardization/adaptation</li> <li>• Standardization/adaptation of service</li> </ul> |

| Phase                                | Description  |
|--------------------------------------|--|
| <b>Stage 5: Communication Policy</b> | <ul style="list-style-type: none"> <li>• Communication tools</li> <li>• Selection of communication instruments</li> <li>• Budgets</li> </ul>   |
| <b>Stage 6: Pricing Policy</b>       | <ul style="list-style-type: none"> <li>• International Transport and Logistics</li> <li>• Collection Management</li> <li>• Risk coverage</li> <li>• Incoterms</li> <li>• International Pricing</li> <li>• Necessary Documentation</li> </ul> |
| <b>Stage 7: International Offer</b>  | <ul style="list-style-type: none"> <li>• Preparation of the offer</li> </ul>   |
| <b>Stage 8: Economic Plan</b>        | <ul style="list-style-type: none"> <li>• quantification of commercial objectives and sales targets</li> </ul>  |

The **actions to support internationalization**, although varied, can be summarized in the following, which are the most relevant:

- identification of opportunities
- elaboration of value-added information and generation of business intelligence
- identification of critical suppliers to reinforce the resilience of value chains
- support to the closing of trade and investment agreements
- selection of local partners and alliances to strengthen the anchoring of companies in target markets
- attendance at international trade fairs, agenda setting and B2B
- regulatory analysis and support for local compliance
- search for funding and support instruments for internationalization
- improving brand image and digital presence for internationalization

The **Service#6** comprises a broad set of possible services: internationalization plan, market analysis, participation in trade fairs in EU, Africa, or Latin America (matchmaking agenda (preparation of agendas for matchmaking events), B2B meetings, legal advice for the signing of a commercial agreement/contract and travel and accommodation expenses)).

### **Service#7. TRAINING (including mentoring and seminars for services 1 to 6)**

In 2017, over 20% of people employed in accommodation and other selected tourism industries had low educational qualifications. A Cedefop (European Centre for the Development of Vocational Training) analysis on tourism job adverts shows that they ranged from elementary to high-skilled occupations. Job adverts highlighted needs for soft skills (teamwork,

communication, adaptability), ICT skills and business-related skills (administration, accounting, budgeting or marketing). In order to meet the challenges of the twin transition and to provide sustainable tourism services, all workers need to develop green and digital skills, in addition to or as part of their professional qualifications and competences. To ensure tourism in the EU, and especially tourism SMEs, remain competitive and build their resilience, it is important that workers also develop strategic and innovation skills.

The **development of entrepreneurial capacity** (marketing, budgeting, adaptability, innovation) can help tourism companies and SME owners to better develop their market segments, analyse their cultural, economic, environmental, and social business contexts and their options for developing sustainable and resilient business plans. There also needs to be specific attention given to training specialised tourism experts and managers in middle and high positions.

**Currently, several tourism sectors lack skilled workers.** New, effective, and inclusive training approaches are needed to help integrate the new workforce in the job market swiftly, benefiting from training opportunities combined with actual work tasks. There is the potential to attract new workers from the workforce leaving carbon intensive sectors.

Skills and jobs development for the twin transition play a key role to the long-term resilience of the tourism ecosystem.

- **Green skills** → tourism actors need skills to understand the elements of **environmental sustainability**. These skills can help them meet the new policy requirements and recognise how addressing sustainability challenges could also provide new business opportunities with the increasingly environmentally conscious customers. They also need skills to implement energy and resource efficiency measures, as well as how to deploy renewables on-site.
- **Digital skills** → skills for using and strategically integrating digital tools in work processes can facilitate developing and implementing more effective and better-quality services to meet the changing demand and expectations of the customers. Tourism actors need both basic and advanced digital skills.

The **Service#7** offers the opportunity for companies selected in the call for the other services to request tailor-made training services to facilitate the implementation of the improvements made with services 1 to 6.

## List of companies included in the catalogue by country.

The IKAT EUROCLUSTER establishes a provider catalogue by type of service listed above. This catalogue is developed based on the expertise and quality of the providers demonstrated by testimonials, previous work funded through European projects or previous work with at least one of the IKAT partners and the location of these providers mainly in the IKAT countries.

Below there is the list of suppliers by type of service and country, as well as a specific fact sheet for each supplier with a description of their activities and their public contact details.

## List of suppliers based in SPAIN

| Service type                     | Service providers – SPAIN   |
|----------------------------------|---|
| <b>Service#1. BUSINESS MODEL</b> | IVEAEMPA: <a href="https://www.iveaempa.org/">https://www.iveaempa.org/</a> - <a href="mailto:federacion@iveaempa.org">federacion@iveaempa.org</a><br>EMPA: <a href="mailto:empapresidencia@gmail.com">empapresidencia@gmail.com</a><br>AGV GLOBAL ABAST S.L.: <a href="http://www.agvglobalabast.com/">http://www.agvglobalabast.com/</a> - <a href="mailto:info@agvglobalabast.com">info@agvglobalabast.com</a><br>IOCAR S.L.: <a href="https://inclusivesocieties.wixsite.com/iocar-inclusive-soci">https://inclusivesocieties.wixsite.com/iocar-inclusive-soci</a> - <a href="mailto:mbautistapardo@gmail.com">mbautistapardo@gmail.com</a><br>Instituto Marítimo Español: <a href="https://www.ime.es/">https://www.ime.es/</a> - <a href="mailto:mercedespardo@ime.es">mercedespardo@ime.es</a><br>ACOSTA GROUP: <a href="http://acosta-group.com/">http://acosta-group.com/</a> - <a href="mailto:crodriguez@acosta-group.com">crodriguez@acosta-group.com</a><br>DataDron: <a href="http://www.datadron.com">www.datadron.com</a> - <a href="mailto:rd@datadron.com">rd@datadron.com</a><br>Elittoral: <a href="https://www.elittoral.es/">https://www.elittoral.es/</a> - <a href="mailto:obergasa@elittoral.es">obergasa@elittoral.es</a><br>NAILA BUSINESS EVOLVER, S.L.U: <a href="http://www.businessevolver.net">www.businessevolver.net</a> - <a href="mailto:admin@businessevolver.net">admin@businessevolver.net</a><br>CODEXCA: <a href="https://www.codexca.com/">https://www.codexca.com/</a> - <a href="mailto:codexca@codexca.com">codexca@codexca.com</a><br>LTM ADVISORS: <a href="http://ltmadvisors.eu">http://ltmadvisors.eu</a> - <a href="mailto:dcelis@ltmadvisors.com">dcelis@ltmadvisors.com</a><br>ASOCIACIÓN MENTORDAY: <a href="https://mentorday.es/">https://mentorday.es/</a> - <a href="mailto:lpaz@mentorday.es">lpaz@mentorday.es</a><br>INNOVAMARINA: <a href="https://innovamarina.com/es">https://innovamarina.com/es</a> - <a href="mailto:info@innovamarina.com">info@innovamarina.com</a><br>PLEYONE MNAGEMENT CAPITAL: <a href="https://pleyone.es/">https://pleyone.es/</a> - <a href="mailto:igonzalez@pleyone.es">igonzalez@pleyone.es</a><br>SURVEY & FORESEE TECHNOLOGY: <a href="https://sftec.es/es/home-aruesca@sftec.es">https://sftec.es/es/home-aruesca@sftec.es</a> |
| <b>Service#2. ACCELERATION</b>   | IVEAEMPA: <a href="https://www.iveaempa.org/">https://www.iveaempa.org/</a> - <a href="mailto:federacion@iveaempa.org">federacion@iveaempa.org</a><br>EMPA: <a href="mailto:empapresidencia@gmail.com">empapresidencia@gmail.com</a> -<br>AGV GLOBAL ABAST S.L.: <a href="http://www.agvglobalabast.com/">http://www.agvglobalabast.com/</a> - <a href="mailto:info@agvglobalabast.com">info@agvglobalabast.com</a><br>IOCAR S.L.: <a href="https://inclusivesocieties.wixsite.com/iocar-inclusive-soci">https://inclusivesocieties.wixsite.com/iocar-inclusive-soci</a> - <a href="mailto:mbautistapardo@gmail.com">mbautistapardo@gmail.com</a><br>ACOSTA GROUP: <a href="http://acosta-group.com/">http://acosta-group.com/</a> - <a href="mailto:crodriguez@acosta-group.com">crodriguez@acosta-group.com</a><br>DataDron: <a href="http://www.datadron.com">www.datadron.com</a> - <a href="mailto:rd@datadron.com">rd@datadron.com</a><br>Elittoral: <a href="https://www.elittoral.es/">https://www.elittoral.es/</a> - <a href="mailto:obergasa@elittoral.es">obergasa@elittoral.es</a><br>NAILA BUSINESS EVOLVER, S.L.U: <a href="http://www.businessevolver.net">www.businessevolver.net</a> - <a href="mailto:admin@businessevolver.net">admin@businessevolver.net</a><br>LTM ADVISORS: <a href="http://ltmadvisors.eu">http://ltmadvisors.eu</a> - <a href="mailto:dcelis@ltmadvisors.com">dcelis@ltmadvisors.com</a><br>ASOCIACIÓN MENTORDAY: <a href="https://mentorday.es/">https://mentorday.es/</a> - <a href="mailto:lpaz@mentorday.es">lpaz@mentorday.es</a><br>PLEYONE MNAGEMENT CAPITAL: <a href="https://pleyone.es/">https://pleyone.es/</a> - <a href="mailto:igonzalez@pleyone.es">igonzalez@pleyone.es</a>  |

|  |   |
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|  | <p>Fundacio Eurecat: <a href="https://eurecat.org/">https://eurecat.org/</a> - <a href="mailto:mataro@eurecat.org">mataro@eurecat.org</a></p> <p>Girbau S.A. : <a href="https://www.girbau.com/es-es/">https://www.girbau.com/es-es/</a> - <a href="mailto:girbau@girbau.com">girbau@girbau.com</a></p> <p>HidrojiNG S.L.P. : <a href="https://www.hidrojing.com/">https://www.hidrojing.com/</a> - <a href="mailto:info@hidrojing.com">info@hidrojing.com</a></p> <p>Iberspa S.L. - <a href="https://www.iberspa.com/">https://www.iberspa.com/</a> - <a href="mailto:iberspa@iberspa.com">iberspa@iberspa.com</a></p> <p>Institut Català de Recerca de l'Aigua (ICRA) : <a href="http://www.icra.cat">www.icra.cat</a> - <a href="mailto:info@icra.cat">info@icra.cat</a></p> <p>Acondicionamiento Tarrassense (LEITAT) : <a href="https://www.leitat.org/">https://www.leitat.org/</a> - <a href="mailto:info@leitat.org">info@leitat.org</a></p> <p>Renolit Iberica S.A. : <a href="https://www.renolit.com/es/">https://www.renolit.com/es/</a> - <a href="mailto:renolit@renolit.com">renolit@renolit.com</a></p> <p>Sensotec Instruments S.A. : <a href="https://sensotec-instruments.com/">https://sensotec-instruments.com/</a> - <a href="mailto:sensotec@sensotec-instruments.com">sensotec@sensotec-instruments.com</a></p> <p>Senssal Solutions S.L. : <a href="https://www.senssal.com/">https://www.senssal.com/</a> - <a href="mailto:info@senssal.com">info@senssal.com</a></p> <p>Spin Group S.A. : <a href="http://www.spingroup.es/">http://www.spingroup.es/</a> - <a href="mailto:spin@spin.com">spin@spin.com</a></p> <p>Universitat de Girona : <a href="https://www.udg.edu/ca/">https://www.udg.edu/ca/</a></p> <p>Ulbios Techsens S.L. : <a href="https://ulbios.com/">https://ulbios.com/</a> - <a href="mailto:info@ulbios.com">info@ulbios.com</a></p> <p>Waterologies S.L. : <a href="https://www.waterologies.com/es/">https://www.waterologies.com/es/</a> - <a href="mailto:info@waterologies.com">info@waterologies.com</a></p> <p>PLEYONE MNAGEMENT CAPITAL: <a href="https://pleyone.es/">https://pleyone.es/</a> <a href="mailto:igonzalez@pleyone.es">igonzalez@pleyone.es</a></p> <p>SURVEY &amp; FORESEE TECHNOLOGY: <a href="https://sftec.es/es/home-aruesca@sftec.es">https://sftec.es/es/home-aruesca@sftec.es</a></p> |
| <p><b>Service#5. FUNDING OPPORTUNITIES</b></p> | <p>MODUS OPERANDI S.L.: <a href="https://www.plandeigualdadparatuempresa.es/">https://www.plandeigualdadparatuempresa.es/</a> - <a href="mailto:info@modusoperandi.com">info@modusoperandi.com</a></p> <p>IMEDIA S.A.: <a href="https://internatiolnalinte.wixsite.com/international-intern">https://internatiolnalinte.wixsite.com/international-intern</a> - <a href="mailto:internatiolnalinternetmultimed@gmail.com">internatiolnalinternetmultimed@gmail.com</a></p> <p>CAMPRA BAUTISTA ASOCIADOS: <a href="https://cbabogados.es/">https://cbabogados.es/</a> - <a href="mailto:mbautista@cbabogados.es">mbautista@cbabogados.es</a></p> <p>IOCAR S.L.: <a href="https://inclusivesocieties.wixsite.com/iocar-inclusive-soci">https://inclusivesocieties.wixsite.com/iocar-inclusive-soci</a> - <a href="mailto:mbautistapardo@gmail.com">mbautistapardo@gmail.com</a></p> <p>Dr. Canicio: <a href="https://www.drcaniciocc.com/">https://www.drcaniciocc.com/</a> - <a href="mailto:info@drcaniciocc.com">info@drcaniciocc.com</a></p> <p>Eurecat: <a href="https://eurecat.org/es/">https://eurecat.org/es/</a> - <a href="mailto:info@eurecat.org">info@eurecat.org</a></p> <p>Leitat: <a href="https://www.leitat.org/">https://www.leitat.org/</a> - <a href="mailto:leitat@leitat.org">leitat@leitat.org</a></p> <p>ACOSTA GROUP: <a href="http://acosta-group.com/">http://acosta-group.com/</a> - <a href="mailto:crodriguez@acosta-group.com">crodriguez@acosta-group.com</a></p> <p>CETECIMA: <a href="https://www.cetecima.com">https://www.cetecima.com</a> - <a href="mailto:shernandez@cetecima.es">shernandez@cetecima.es</a></p> <p>BANKINTER: <a href="https://canaryislandssuppliers.com/directory/bankinter-sp-2/">https://canaryislandssuppliers.com/directory/bankinter-sp-2/</a> - <a href="mailto:fvrguez@bankinter.com">fvrguez@bankinter.com</a></p>   |



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|  | <p>NAILA BUSINESS EVOLVER, S.L.U: <a href="http://www.businessevolver.net">www.businessevolver.net</a> - <a href="mailto:admin@businessevolver.net">admin@businessevolver.net</a></p> <p>CONSULTA-EUROPA: <a href="https://consulta-europa.com/">https://consulta-europa.com/</a> - <a href="mailto:beatrice.avagnina@consulta-europa.com">beatrice.avagnina@consulta-europa.com</a></p> <p>ASOCIACIÓN MENTORDAY: <a href="https://mentorday.es/">https://mentorday.es/</a> - <a href="mailto:lpaz@mentorday.es">lpaz@mentorday.es</a></p> <p>PLEYONE MNGEMENT CAPITAL: <a href="https://pleyone.es/">https://pleyone.es/</a> - <a href="mailto:igonzaez@pleyone.es">igonzaez@pleyone.es</a></p> <p>SURVEY &amp; FORESEE TECHNOLOGY: <a href="https://sftec.es/es/home-aruesca@sftec.es">https://sftec.es/es/home-aruesca@sftec.es</a></p>  |
| <p><b>Service#6.<br/>INTERNATIONALIZATION</b></p>  | <p>EMPA: <a href="mailto:empapresidencia@gmail.com">empapresidencia@gmail.com</a> -</p> <p>AGV GLOBAL ABAST S.L.: <a href="http://www.agvglobalabast.com/">http://www.agvglobalabast.com/</a> - <a href="mailto:info@agvglobalabast.com">info@agvglobalabast.com</a></p> <p>CAMPRA BAUTISTA ASOCIADOS: <a href="https://cbabogados.es/">https://cbabogados.es/</a> - <a href="mailto:mbautista@cbabogados.es">mbautista@cbabogados.es</a></p> <p>MERCEDES TARRAZÓN:<br/><a href="http://www.disputemanagement.es/formacion/">http://www.disputemanagement.es/formacion/</a> - <a href="mailto:mercedes@mercedestarrazon.com">mercedes@mercedestarrazon.com</a></p> <p>IOCAR S.L.: <a href="https://inclusivesocieties.wixsite.com/iocar-inclusive-soci">https://inclusivesocieties.wixsite.com/iocar-inclusive-soci</a> - <a href="mailto:mbautistapardo@gmail.com">mbautistapardo@gmail.com</a></p> <p>ACCIÓ: <a href="https://www.accio.gencat.cat/ca/inici">https://www.accio.gencat.cat/ca/inici</a> - Contact. ACCIÓ - Agència per la Competitivitat de l'Empresa (gencat.cat) (not email)</p> <p>Leitat: <a href="https://www.leitat.org/">https://www.leitat.org/</a> - <a href="mailto:leitat@leitat.org">leitat@leitat.org</a></p> <p>Instituto Marítimo Español: <a href="https://www.ime.es/">https://www.ime.es/</a> - <a href="mailto:mercedespardo@ime.es">mercedespardo@ime.es</a></p> <p>ACOSTA GROUP: <a href="http://acosta-group.com">http://acosta-group.com</a> - <a href="mailto:crodriguez@acosta-group.com">crodriguez@acosta-group.com</a></p> <p>DataDron: <a href="http://www.datadron.com">www.datadron.com</a> - <a href="mailto:rd@datadron.com">rd@datadron.com</a></p> <p>BANKINTER:<br/><a href="https://canaryislandssuppliers.com/directory/bankinter-sp-2/">https://canaryislandssuppliers.com/directory/bankinter-sp-2/</a> - <a href="mailto:fvrquez@bankinter.com">fvrquez@bankinter.com</a></p> <p>NAILA BUSINESS EVOLVER, S.L.U: <a href="http://www.businessevolver.net">www.businessevolver.net</a> - <a href="mailto:admin@businessevolver.net">admin@businessevolver.net</a></p> <p>CODEXCA: <a href="https://www.codexca.com/">https://www.codexca.com/</a> - <a href="mailto:codexca@codexca.com">codexca@codexca.com</a></p> <p>LTM ADVISORS: <a href="http://ltmadvisors.eu">http://ltmadvisors.eu</a> - <a href="mailto:dcelis@ltmadvisors.com">dcelis@ltmadvisors.com</a></p> <p>ASOCIACIÓN MENTORDAY: <a href="https://mentorday.es/">https://mentorday.es/</a> - <a href="mailto:lpaz@mentorday.es">lpaz@mentorday.es</a></p> <p>PLEYONE MNGEMENT CAPITAL: <a href="https://pleyone.es/">https://pleyone.es/</a> - <a href="mailto:igonzaez@pleyone.es">igonzaez@pleyone.es</a></p> <p>SURVEY &amp; FORESEE TECHNOLOGY: <a href="https://sftec.es/es/home-aruesca@sftec.es">https://sftec.es/es/home-aruesca@sftec.es</a></p> <p>WET INGENIERÍA HIDRÁULICA Y MARÍTIMA S.L.U.:<br/><a href="https://www.wetingeneria.com">https://www.wetingeneria.com</a> - <a href="mailto:noel.wetingeneria@gmail.com">noel.wetingeneria@gmail.com</a></p> |
| <p><b>Service#7. TRAINING (including mentoring and seminars for services 1 to 4)</b></p> | <p>IVEAEMPA: <a href="https://www.iveaempa.org/">https://www.iveaempa.org/</a>;</p> <p>EMPA: <a href="mailto:empapresidencia@gmail.com">empapresidencia@gmail.com</a> -</p> <p>AGV GLOBAL ABAST S.L.: <a href="http://www.agvglobalabast.com/">http://www.agvglobalabast.com/</a> -</p>   |





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 MERCEDES TARRAZÓN:  
<http://www.disputemanagement.es/formacion/> -  
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<http://www.disputemanagement.es/> -  
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 Anthesis Lavola: <https://www.athesisgroup.com/es/> -  
[hola@athesisgroup.com](mailto:hola@athesisgroup.com)  
 We&B – Water; Environment and Business for development:  
<https://weandb.org/es/> - [info@weandb.org](mailto:info@weandb.org)  
 Albirem: <https://albirem.com/?lang=es> - [info@albirem.com](mailto:info@albirem.com)  
 Instituto Marítimo Español: <https://www.ime.es/> -  
[mercedespardo@ime.es](mailto:mercedespardo@ime.es)  
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[beatrice.avagnina@consulta-europa.com](mailto:beatrice.avagnina@consulta-europa.com)  
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[info@innovamarina.com](mailto:info@innovamarina.com)  
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 ACO: <https://www.aco.es/es> - [aco@aco.es](mailto:aco@aco.es)  
 Remosa: <https://www.remosa.net/> - [acoremosa@aco.com](mailto:acoremosa@aco.com)  
 Eco-Sistems Watermakers S.L.: <https://eco-sistems.com/en/>  
[info@eco-sistems.com](mailto:info@eco-sistems.com)  
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<https://hidroquimia.es/ca/inici/> - [cperez@hidroquimia.es](mailto:cperez@hidroquimia.es)  
 Lente Impulso: <https://www.impulsoenergia.eu/> -  
[info@lenteimpulso.com](mailto:info@lenteimpulso.com)  
 Keiken Engineering: <https://www.keiken-engineering.com/> -  
[info@keiken.es](mailto:info@keiken.es)  
 IOT AONCHIP S.L.: <https://www.aonchip.com/> -  
[comercial@aonchip.com](mailto:comercial@aonchip.com)  
 Engisic Solucions i Consulting- Ingeniería del agua:  
<https://engisic.com/es/> - [info@engisic.com](mailto:info@engisic.com)  
 Aeris Tecnologías Ambientales SL.: <https://aeris.es/> -  
[info@aeris.es](mailto:info@aeris.es)  
 ASARTEC Consultoria S.L. (Aguadelluvia) : <https://aguadelluvia.es/>  
 - [info@aguadelluvia.es](mailto:info@aguadelluvia.es)



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|  | <p>Arantec Engenharia S.L.: <a href="https://www.arantec.com/">https://www.arantec.com/</a> - <a href="mailto:info@arantec.com">info@arantec.com</a></p> <p>Bonet Especialitats Hidroquímiques S.L.U.: <a href="https://www.behqsl.com/ca/">https://www.behqsl.com/ca/</a> - <a href="mailto:info@behqsl.com">info@behqsl.com</a></p> <p>Circular Carbon GmbH - <a href="https://circularcarbon.com/">https://circularcarbon.com/</a> - <a href="mailto:info@circa.com">info@circa.com</a></p> <p>Defcon 8 Enterprise S.L. : <a href="https://defcon8.com/">https://defcon8.com/</a> - <a href="mailto:info@defcon8.com">info@defcon8.com</a></p> <p>Fundacio Eurecat: <a href="https://eurecat.org/">https://eurecat.org/</a> - <a href="mailto:mataro@eurecat.org">mataro@eurecat.org</a></p> <p>Girbau S.A. : <a href="https://www.girbau.com/es-es/">https://www.girbau.com/es-es/</a> - <a href="mailto:girbau@girbau.com">girbau@girbau.com</a></p> <p>HidrojiNG S.L.P. : <a href="https://www.hidrojing.com/">https://www.hidrojing.com/</a> - <a href="mailto:info@hidrojing.com">info@hidrojing.com</a></p> <p>Iberspa S.L. - <a href="https://www.iberspa.com/">https://www.iberspa.com/</a> - <a href="mailto:iberspa@iberspa.com">iberspa@iberspa.com</a></p> <p>Institut Català de Recerca de l'Aigua (ICRA) : <a href="http://www.icra.cat">www.icra.cat</a> – <a href="mailto:info@icra.cat">info@icra.cat</a></p> <p>Acondicionamiento Tarrassense (LEITAT) : <a href="https://www.leitat.org/">https://www.leitat.org/</a> - <a href="mailto:info@leitat.org">info@leitat.org</a></p> <p>Renolit Iberica S.A. : <a href="https://www.renolit.com/es/">https://www.renolit.com/es/</a> - <a href="mailto:renolit@renolit.com">renolit@renolit.com</a></p> <p>Sensotec Instruments S.A. : <a href="https://sensotec-instruments.com/">https://sensotec-instruments.com/</a> - <a href="mailto:sensotec@sensotec-instruments.com">sensotec@sensotec-instruments.com</a></p> <p>Senssal Solutions S.L. : <a href="https://www.senssal.com/">https://www.senssal.com/</a> - <a href="mailto:info@senssal.com">info@senssal.com</a></p> <p>Spin Group S.A. : <a href="http://www.spingroup.es/">http://www.spingroup.es/</a> - <a href="mailto:spin@spin.com">spin@spin.com</a></p> <p>Universitat de Girona : <a href="https://www.udg.edu/ca/">https://www.udg.edu/ca/</a></p> <p>Ulbios Techsens S.L. : <a href="https://ulbios.com/">https://ulbios.com/</a> - <a href="mailto:info@ulbios.com">info@ulbios.com</a></p> <p>Waterologies S.L. : <a href="https://www.waterologies.com/es/">https://www.waterologies.com/es/</a> - <a href="mailto:info@waterologies.com">info@waterologies.com</a></p> <p>PLEYONE MNGEMENT CAPITAL: <a href="https://pleyone.es/">https://pleyone.es/</a> <a href="mailto:igonzalez@pleyone.es">igonzalez@pleyone.es</a></p> <p>SURVEY &amp; FORESEE TECHNOLOGY: <a href="https://sftec.es/es/home-aruesca@sftec.es">https://sftec.es/es/home-aruesca@sftec.es</a></p> <p>WET INGENIERÍA HIDRÁULICA Y MARÍTIMA S.L.U.: <a href="https://www.wetingeneria.com">https://www.wetingeneria.com</a> – <a href="mailto:noel.wetingeneria@gmail.com">noel.wetingeneria@gmail.com</a></p> |
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### List of suppliers based in ITALY

| Service type              | Service providers ITALY  |
|---------------------------|--|
| Service#1. BUSINESS MODEL | <p>ForMare: <a href="https://www.poloformare.it/">https://www.poloformare.it/</a> - <a href="mailto:projectoffice@poloformare.it">projectoffice@poloformare.it</a></p> <p>Rete Penta: <a href="http://www.marinasconsulting.com">www.marinasconsulting.com</a> -</p> |

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|--|--|
|  | <p><a href="mailto:pietro.angelini@navigotoscana.it">pietro.angelini@navigotoscana.it</a> -<br/> <a href="mailto:ilaria.piccini@navigotoscana.it">ilaria.piccini@navigotoscana.it</a><br/> Mare FVG's associates: <a href="https://www.marefvg.it/it/soci/">https://www.marefvg.it/it/soci/</a> -<br/> <a href="mailto:roberta.padovan@marefvg.it">roberta.padovan@marefvg.it</a><br/> Net European Consulting: <a href="http://www.neteconsulting.net">www.neteconsulting.net</a> -<br/> <a href="mailto:info@neteconsulting.net">info@neteconsulting.net</a></p>   |
| <b>Service#2. ACCELERATION</b>   | <p>ForMare: <a href="https://www.poloformare.it/">https://www.poloformare.it/</a> -<br/> <a href="mailto:projectoffice@poloformare.it">projectoffice@poloformare.it</a><br/> NAVIGO TOSCANA: <a href="https://www.navigotoscana.it/">https://www.navigotoscana.it/</a> -<br/> <a href="mailto:pietro.angelini@navigotoscana.it">pietro.angelini@navigotoscana.it</a> -<br/> <a href="mailto:ilaria.piccini@navigotoscana.it">ilaria.piccini@navigotoscana.it</a><br/> MAR.TE. Sea-Land Logistcs: <a href="https://www.martelogistics.com/">https://www.martelogistics.com/</a> -<br/> <a href="mailto:marcello.risitano@uniparthenope.it">marcello.risitano@uniparthenope.it</a><br/> Net European Consulting: <a href="http://www.neteconsulting.net">www.neteconsulting.net/</a> -<br/> <a href="mailto:info@neteconsulting.net">info@neteconsulting.net</a></p>   |
| <b>Service#3. OPEN INNOVATION</b>  | <p>ForMare: <a href="https://www.poloformare.it/">https://www.poloformare.it/</a> -<br/> <a href="mailto:projectoffice@poloformare.it">projectoffice@poloformare.it</a><br/> Rete Penta: <a href="http://www.marinasconsulting.com">www.marinasconsulting.com</a> -<br/> <a href="mailto:pietro.angelini@navigotoscana.it">pietro.angelini@navigotoscana.it</a> - <a href="mailto:ilaria.piccini@navigotoscana.it">ilaria.piccini@navigotoscana.it</a><br/> Mare FVG's associates: <a href="https://www.marefvg.it/it/soci/">https://www.marefvg.it/it/soci/</a> -<br/> <a href="mailto:roberta.padovan@marefvg.it">roberta.padovan@marefvg.it</a><br/> Net European Consulting: <a href="http://www.neteconsulting.net">www.neteconsulting.net</a> -<br/> <a href="mailto:info@neteconsulting.net">info@neteconsulting.net</a><br/> FEDERPESCA: <a href="https://www.federpesca.it/">https://www.federpesca.it/</a> -<br/> <a href="mailto:federpescaeuropa@federpesca.it">federpescaeuropa@federpesca.it</a></p> |
| <b>Service#4. EXPERIENCE IN DIGITAL, SUSTAINABLE, AND INCLUSIVE TECHNOLOGY</b> | <p>ForMare: <a href="https://www.poloformare.it/">https://www.poloformare.it/</a> -<br/> <a href="mailto:projectoffice@poloformare.it">projectoffice@poloformare.it</a><br/> NAVIGO TOSCANA: <a href="https://www.navigotoscana.it/">https://www.navigotoscana.it/</a> -<br/> <a href="mailto:pietro.angelini@navigotoscana.it">pietro.angelini@navigotoscana.it</a> -<br/> <a href="mailto:ilaria.piccini@navigotoscana.it">ilaria.piccini@navigotoscana.it</a><br/> Ro Technology: <a href="http://www.rotechnology.it">www.rotechnology.it</a> -<br/> <a href="mailto:federpescaeuropa@federpesca.it">federpescaeuropa@federpesca.it</a></p>  |
| <b>Service#5. FUNDING OPPORTUNITIES</b>  | <p>ForMare: <a href="https://www.poloformare.it/">https://www.poloformare.it/</a> -<br/> <a href="mailto:projectoffice@poloformare.it">projectoffice@poloformare.it</a><br/> Rete Penta: <a href="http://www.marinasconsulting.com">www.marinasconsulting.com</a> -<br/> <a href="mailto:pietro.angelini@navigotoscana.it">pietro.angelini@navigotoscana.it</a> -<br/> <a href="mailto:ilaria.piccini@navigotoscana.it">ilaria.piccini@navigotoscana.it</a><br/> Mare FVG's associates: <a href="https://www.marefvg.it/it/soci/">https://www.marefvg.it/it/soci/</a> -<br/> <a href="mailto:roberta.padovan@marefvg.it">roberta.padovan@marefvg.it</a><br/> Net European Consulting: <a href="http://www.neteconsulting.net">www.neteconsulting.net</a> -<br/> <a href="mailto:info@neteconsulting.net">info@neteconsulting.net</a></p>   |
| <b>Service#6. INTERNATIONALIZATION</b>   | <p>ForMare: <a href="https://www.poloformare.it/">https://www.poloformare.it/</a> -<br/> <a href="mailto:projectoffice@poloformare.it">projectoffice@poloformare.it</a><br/> NAVIGO TOSCANA: <a href="https://www.navigotoscana.it/">https://www.navigotoscana.it/</a> -<br/> <a href="mailto:pietro.angelini@navigotoscana.it">pietro.angelini@navigotoscana.it</a> -</p>   |



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|--|---|
|  | <a href="mailto:ilaria.piccini@navigotoscana.it">ilaria.piccini@navigotoscana.it</a><br>HOPE Foundation: <a href="http://www.hopefoundation.ngo">www.hopefoundation.ngo</a> – <a href="mailto:info@h-opes.org">info@h-opes.org</a>  |
| Service#7. TRAINING (including mentoring and seminars for services 1 to 4) | ForMare: <a href="https://www.poloformare.it/">https://www.poloformare.it/</a> - <a href="mailto:projectoffice@poloformare.it">projectoffice@poloformare.it</a><br>Rete Penta: <a href="http://www.marinasc consulting.com">www.marinasc consulting.com</a> - <a href="mailto:pietro.angelini@navigotoscana.it">pietro.angelini@navigotoscana.it</a> - <a href="mailto:ilaria.piccini@navigotoscana.it">ilaria.piccini@navigotoscana.it</a><br>Net European Consulting: <a href="http://www.neteconsulting.net">www.neteconsulting.net</a> - <a href="mailto:info@neteconsulting.net">info@neteconsulting.net</a><br>FEDERPESCA: <a href="https://www.federpesca.it/">https://www.federpesca.it/</a> - <a href="mailto:federpescaeuropa@federpesca.it">federpescaeuropa@federpesca.it</a> |

### List of suppliers based in GREECE

| Service type              | Service providers - GREECE  |
|---------------------------|---|
| Service#1. BUSINESS MODEL | DATA RESEARCH & CONSULTING S.A.: <a href="https://www.dataconsultants.gr/">https://www.dataconsultants.gr/</a><br>ODYSSEAS SPYROGLOU: <a href="https://www.linkedin.com/in/ospyroglou/">https://www.linkedin.com/in/ospyroglou/</a><br>DYNACOMP S.A.: <a href="http://www.dynacomp.eu/">http://www.dynacomp.eu/</a><br>KINNO INNOVATION INTERMEDIARIES LTD: <a href="http://www.kinno.eu/">http://www.kinno.eu/</a><br>Business Support Center of the Municipality of Piraeus: <a href="https://piraeusbsc.gr/en/">https://piraeusbsc.gr/en/</a> - <a href="mailto:aampelakioti@piraeusbsc.gr">aampelakioti@piraeusbsc.gr</a><br>ELEVATE Greece, Innovation Ecosystem: <a href="https://elevategreece.gov.gr/innovation-ecosystem/">https://elevategreece.gov.gr/innovation-ecosystem/</a> - <a href="mailto:mdritsas@m nec.gr">mdritsas@m nec.gr</a><br>P-Consulting, Patras, Greece <a href="https://www.p-consulting.gr/">https://www.p-consulting.gr/</a> - <a href="mailto:info@p-consulting.gr">info@p-consulting.gr</a><br>CAPSULE: Travel & Hospitality Accelerator, <a href="https://www.capsuletaccelerator.gr/">https://www.capsuletaccelerator.gr/</a> - <a href="mailto:accelerator@grhotels.gr">accelerator@grhotels.gr</a><br>REINTELLIGENT: <a href="https://reintelligent.gr/">https://reintelligent.gr/</a> - <a href="mailto:projects@reintelligent.gr">projects@reintelligent.gr</a><br>EKPAIDEFTIRIA KALOSKAMI S.A. – AXIA: <a href="https://www.kek-axia.gr/">https://www.kek-axia.gr/</a> - <a href="mailto:info@iek-axia.gr">info@iek-axia.gr</a><br>MPDO consulting firm: <a href="https://www.mpdo.gr/en">https://www.mpdo.gr/en</a> - <a href="mailto:info@mpdo.gr">info@mpdo.gr</a><br>APCL LTD: <a href="https://apclinno.eu/">https://apclinno.eu/</a> - <a href="mailto:info@apclinno.eu">info@apclinno.eu</a><br>TPCT Consulting and Events <a href="https://www.tpct.eu/">https://www.tpct.eu/</a> - <a href="mailto:info@tpct.eu">info@tpct.eu</a><br>STRATAGEM LTD: <a href="http://stratagem.com.cy/">http://stratagem.com.cy/</a> - <a href="mailto:tp@stratagem.com.cy">tp@stratagem.com.cy</a><br>MENTALITYX: <a href="http://mentalityx.com/">http://mentalityx.com/</a> - <a href="mailto:hello@mentalityx.com">hello@mentalityx.com</a> |
| Service#2. ACCELERATION   | DATA RESEARCH & CONSULTING S.A.: <a href="https://www.dataconsultants.gr/">https://www.dataconsultants.gr/</a><br>ODYSSEAS SPYROGLOU: <a href="https://www.linkedin.com/in/ospyroglou/">https://www.linkedin.com/in/ospyroglou/</a><br>DYNACOMP S.A.: <a href="http://www.dynacomp.eu/">http://www.dynacomp.eu/</a>   |



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|   | <p>KiNNO INNOVATION INTERMEDIARIES LTD:<br/> <a href="http://www.kinno.eu/">http://www.kinno.eu/</a><br/>         CAPSULE: Travel &amp; Hospitality Accelerator,<br/> <a href="https://www.capsuleaccelerator.gr/">https://www.capsuleaccelerator.gr/</a> - <a href="mailto:accelerator@grhotels.gr">accelerator@grhotels.gr</a><br/>         ACEin - The incubation &amp; acceleration center of the Athens University of Economics and Business (AUEB),<br/> <a href="https://acein.aueb.gr/en/">https://acein.aueb.gr/en/</a> - <a href="mailto:diakanastasi@aubeb.gr">diakanastasi@aubeb.gr</a><br/>         Archimedes, NKUA Centre for Innovation &amp; Entrepreneurship:<br/> <a href="https://archimedes.uoa.gr/">https://archimedes.uoa.gr/</a> - <a href="mailto:archimedes@uoa.gr">archimedes@uoa.gr</a><br/>         REINTELLIGENT: <a href="https://reintelligent.gr/">https://reintelligent.gr/</a> - <a href="mailto:projects@reintelligent.gr">projects@reintelligent.gr</a><br/>         ERFC: <a href="https://erfc.gr/">https://erfc.gr/</a> - <a href="mailto:info@erfc.gr">info@erfc.gr</a><br/>         MPDO consulting firm: <a href="https://www.mpdo.gr/en">https://www.mpdo.gr/en</a> - <a href="mailto:info@mpdo.gr">info@mpdo.gr</a><br/>         APCL LTD: <a href="https://apclinno.eu/">https://apclinno.eu/</a> - <a href="mailto:info@apclinno.eu">info@apclinno.eu</a><br/>         TPCT Consulting and Events <a href="https://www.tpct.eu/">https://www.tpct.eu/</a> - <a href="mailto:info@tpct.eu">info@tpct.eu</a><br/>         STRATAGEM LTD: <a href="http://stratagem.com.cy/">http://stratagem.com.cy/</a> - <a href="mailto:tp@stratagem.com.cy">tp@stratagem.com.cy</a><br/>         MENTALITYX: <a href="http://mentalityx.com/">http://mentalityx.com/</a> - <a href="mailto:hello@mentalityx.com">hello@mentalityx.com</a></p> |
| <p><b>Service#3. OPEN INNOVATION</b></p>  | <p>DATA RESEARCH &amp; CONSULTING S.A.:<br/> <a href="https://www.dataconsultants.gr/">https://www.dataconsultants.gr/</a><br/>         ODYSSEAS SPYROGLOU: <a href="https://www.linkedin.com/in/ospyroglou/">https://www.linkedin.com/in/ospyroglou/</a><br/>         DYNACOMP S.A.: <a href="http://www.dynacomp.eu/">http://www.dynacomp.eu/</a><br/>         KiNNO INNOVATION INTERMEDIARIES LTD:<br/> <a href="http://www.kinno.eu/">http://www.kinno.eu/</a><br/>         CROWDPOLICY Open Innovation:<br/> <a href="https://www.crowdpolicy.com/oj/">https://www.crowdpolicy.com/oj/</a> - <a href="mailto:michael@crowdpolicy.com">michael@crowdpolicy.com</a><br/>         Open Innovations, Greece:<br/> <a href="https://www.openinnovations.gr/en/business-continuity">https://www.openinnovations.gr/en/business-continuity</a> - <a href="mailto:info@openinnovations.gr">info@openinnovations.gr</a><br/>         OPEN UP, Greek Scientific Association of Innovation:<br/> <a href="http://www.openup.gr/">http://www.openup.gr/</a> - <a href="mailto:info@openup.gr">info@openup.gr</a><br/>         REINTELLIGENT: <a href="https://reintelligent.gr/">https://reintelligent.gr/</a> - <a href="mailto:projects@reintelligent.gr">projects@reintelligent.gr</a></p>   |
| <p><b>Service#4. EXPERIENCE IN DIGITAL, SUSTAINABLE, AND INCLUSIVE TECHNOLOGY</b></p> | <p>DATA RESEARCH &amp; CONSULTING S.A.:<br/> <a href="https://www.dataconsultants.gr/">https://www.dataconsultants.gr/</a><br/>         ODYSSEAS SPYROGLOU: <a href="https://www.linkedin.com/in/ospyroglou/">https://www.linkedin.com/in/ospyroglou/</a><br/>         DYNACOMP S.A.: <a href="http://www.dynacomp.eu/">http://www.dynacomp.eu/</a><br/>         KiNNO INNOVATION INTERMEDIARIES LTD:<br/> <a href="http://www.kinno.eu/">http://www.kinno.eu/</a><br/>         SmartAttica-AtHeNAI &amp; ahedd Digital Innovation Hub (Greek European Digital Innovation Hub (EDIH) for Artificial Intelligence)<br/> <a href="https://ahedd.demokritos.gr/service_category/business/">https://ahedd.demokritos.gr/service_category/business/</a> - <a href="mailto:info@ahedd.demokritos.gr">info@ahedd.demokritos.gr</a><br/>         AI Technopolis Cluster, Thessaloniki, Greece <a href="https://www.ai-cluster.gr/about-us/">https://www.ai-cluster.gr/about-us/</a> - <a href="mailto:info@ai-cluster.gr">info@ai-cluster.gr</a><br/>         The SIGMA Business Network, Digital Transformation for SMEs:<br/> <a href="https://www.thesigmanet.com/">https://www.thesigmanet.com/</a> - <a href="mailto:st@thesigmanet.com">st@thesigmanet.com</a><br/>         REINTELLIGENT: <a href="https://reintelligent.gr/">https://reintelligent.gr/</a> - <a href="mailto:projects@reintelligent.gr">projects@reintelligent.gr</a><br/>         ERFC: <a href="https://erfc.gr/">https://erfc.gr/</a> - <a href="mailto:info@erfc.gr">info@erfc.gr</a><br/>         MPDO consulting firm: <a href="https://www.mpdo.gr/en">https://www.mpdo.gr/en</a> - <a href="mailto:info@mpdo.gr">info@mpdo.gr</a></p>  |



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|  | <p>APCL LTD: <a href="https://apclinno.eu/">https://apclinno.eu/</a> - <a href="mailto:info@apclinno.eu">info@apclinno.eu</a><br/>         TPCT Consulting and Events <a href="https://www.tpct.eu/">https://www.tpct.eu/</a> - <a href="mailto:info@tpct.eu">info@tpct.eu</a></p>  |
| <p><b>Service#5. FUNDING OPPORTUNITIES</b></p>   | <p>DATA RESEARCH &amp; CONSULTING S.A.:<br/> <a href="https://www.dataconsultants.gr/">https://www.dataconsultants.gr/</a><br/>         ODYSSEAS SPYROGLOU: <a href="https://www.linkedin.com/in/ospyroglou/">https://www.linkedin.com/in/ospyroglou/</a><br/>         DYNACOMP S.A.: <a href="http://www.dynacomp.eu/">http://www.dynacomp.eu/</a><br/>         KINNO INNOVATION INTERMEDIARIES LTD:<br/> <a href="http://www.kinno.eu/">http://www.kinno.eu/</a><br/>         NBG – Business Seeds, National Bank of Greece:<br/> <a href="https://www.nbg.gr/en/business/business-seeds">https://www.nbg.gr/en/business/business-seeds</a> -<br/> <a href="mailto:arsenis.spyros@nbg.gr">arsenis.spyros@nbg.gr</a><br/>         Kinno, Ltd. Business Innovation Strategy Consultants:<br/> <a href="https://kinno.eu/en/">https://kinno.eu/en/</a> - <a href="mailto:geragotellis@kinno.org">geragotellis@kinno.org</a><br/>         REINTELLIGENT: <a href="https://reintelligent.gr/">https://reintelligent.gr/</a> - <a href="mailto:projects@reintelligent.gr">projects@reintelligent.gr</a><br/>         APCL LTD: <a href="https://apclinno.eu/">https://apclinno.eu/</a> - <a href="mailto:info@apclinno.eu">info@apclinno.eu</a><br/>         TPCT Consulting and Events <a href="https://www.tpct.eu/">https://www.tpct.eu/</a> - <a href="mailto:info@tpct.eu">info@tpct.eu</a></p>  |
| <p><b>Service#6. INTERNATIONALIZATION</b></p>  | <p>DATA RESEARCH &amp; CONSULTING S.A.:<br/> <a href="https://www.dataconsultants.gr/">https://www.dataconsultants.gr/</a><br/>         ODYSSEAS SPYROGLOU: <a href="https://www.linkedin.com/in/ospyroglou/">https://www.linkedin.com/in/ospyroglou/</a><br/>         DYNACOMP S.A.: <a href="http://www.dynacomp.eu/">http://www.dynacomp.eu/</a><br/>         KINNO INNOVATION INTERMEDIARIES LTD:<br/> <a href="http://www.kinno.eu/">http://www.kinno.eu/</a><br/>         HCH - Hellenic Chamber of Hotels: <a href="https://www.grhotels.gr/en/">https://www.grhotels.gr/en/</a> -<br/> <a href="mailto:president@grhotels.gr">president@grhotels.gr</a><br/>         INNOVATION Greece cluster – “We Support Greek SME’s leadership and innovation”:<br/> <a href="https://innovationgreece.com/">https://innovationgreece.com/</a> -<br/> <a href="mailto:info@innovationgreece.com">info@innovationgreece.com</a><br/>         GTP - Greek Travel Pages: <a href="https://gtp.gr">https://gtp.gr</a> - <a href="mailto:maria@gtp.gr">maria@gtp.gr</a><br/>         REINTELLIGENT: <a href="https://reintelligent.gr/">https://reintelligent.gr/</a> - <a href="mailto:projects@reintelligent.gr">projects@reintelligent.gr</a><br/>         MPDO consulting firm: <a href="https://www.mpdo.gr/en">https://www.mpdo.gr/en</a> - <a href="mailto:info@mpdo.gr">info@mpdo.gr</a><br/>         APCL LTD: <a href="https://apclinno.eu/">https://apclinno.eu/</a> - <a href="mailto:info@apclinno.eu">info@apclinno.eu</a><br/>         TPCT Consulting and Events <a href="https://www.tpct.eu/">https://www.tpct.eu/</a> - <a href="mailto:info@tpct.eu">info@tpct.eu</a></p> |
| <p><b>Service#7. TRAINING (including mentoring and seminars for services 1 to 4)</b></p> | <p>DATA RESEARCH &amp; CONSULTING S.A.:<br/> <a href="https://www.dataconsultants.gr/">https://www.dataconsultants.gr/</a><br/>         ODYSSEAS SPYROGLOU: <a href="https://www.linkedin.com/in/ospyroglou/">https://www.linkedin.com/in/ospyroglou/</a><br/>         DYNACOMP S.A.: <a href="http://www.dynacomp.eu/">http://www.dynacomp.eu/</a><br/>         KINNO INNOVATION INTERMEDIARIES LTD:<br/> <a href="http://www.kinno.eu/">http://www.kinno.eu/</a><br/>         GMC Maritime Training Center &amp; Maritime Academy,<br/> <a href="https://gmcmaritimecenter.com/">https://gmcmaritimecenter.com/</a> - <a href="mailto:md@gmcmaritimecenter.com">md@gmcmaritimecenter.com</a><br/>         BCA College <a href="https://www.bca.edu.gr/">https://www.bca.edu.gr/</a> - <a href="mailto:hdaskalakis@bca.edu.gr">hdaskalakis@bca.edu.gr</a><br/>         HOTEL Brain Academy, <a href="http://www.hotelbrainacademy.com">www.hotelbrainacademy.com</a> -<br/> <a href="mailto:info@hotelbrainacademy.com">info@hotelbrainacademy.com</a><br/>         Startup Nation – Mentors &amp; Advisors:<br/> <a href="http://startupnation.gr/category/mentors-advisors">http://startupnation.gr/category/mentors-advisors</a> -<br/> <a href="mailto:tolis@aival.com">tolis@aival.com</a><br/>         Technoscape Strategy &amp; Technology P.C., <a href="https://technoscape.ai/">https://technoscape.ai/</a> -</p>   |



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|  | <a href="mailto:director@technoscape.ai">director@technoscape.ai</a><br>The Cube Athens: <a href="https://thecube.gr/">https://thecube.gr/</a> - <a href="mailto:stavros@thecube.gr">stavros@thecube.gr</a><br>REINTELLIGENT: <a href="https://reintelligent.gr/">https://reintelligent.gr/</a> - <a href="mailto:projects@reintelligent.gr">projects@reintelligent.gr</a><br>EKPAIDEFTIRIA KALOSKAMI S.A. – AXIA: <a href="https://www.kek-axia.gr/">https://www.kek-axia.gr/</a> - <a href="mailto:info@iek-axia.gr">info@iek-axia.gr</a><br>MPDO consulting firm: <a href="https://www.mpdo.gr/en">https://www.mpdo.gr/en</a> - <a href="mailto:info@mpdo.gr">info@mpdo.gr</a><br>MENTALITYX: <a href="http://mentalityx.com/">http://mentalityx.com/</a> - <a href="mailto:hello@mentalityx.com">hello@mentalityx.com</a><br>APCL LTD: <a href="https://apclinno.eu/">https://apclinno.eu/</a> - <a href="mailto:info@apclinno.eu">info@apclinno.eu</a><br>RTD TALOS: <a href="https://www.talos-rtd.com/">https://www.talos-rtd.com/</a> - <a href="mailto:talos@talos-rtd.com">talos@talos-rtd.com</a><br>STRATAGEM LTD: <a href="http://stratagem.com.cy/">http://stratagem.com.cy/</a> - <a href="mailto:tp@stratagem.com.cy">tp@stratagem.com.cy</a><br>TPCT Consulting and Events <a href="https://www.tpct.eu/">https://www.tpct.eu/</a> - <a href="mailto:info@tpct.eu">info@tpct.eu</a> |
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## List of suppliers based in PORTUGAL

| Service type  | Service providers PORTUGAL   |
|---|--|
| Service#1. BUSINESS MODEL   | Hora das Palavras: <a href="http://www.hora.com.pt">www.hora.com.pt</a> - <a href="mailto:geral@hora.com.pt">geral@hora.com.pt</a> -<br>Sines Tecnopolo: <a href="https://www.sinestecnopolo.org/">https://www.sinestecnopolo.org/</a> - <a href="mailto:info@sinestecnopolo.org">info@sinestecnopolo.org</a><br>ACDE - Associação Comercial do Distrito de Évora: <a href="https://www.acde.pt/">https://www.acde.pt/</a> - <a href="mailto:geral@acde.pt">geral@acde.pt</a><br>ALSA - Associação Lugares da Serra Alentejana: <a href="http://www.lugaresdaserraalentejana.com/">http://www.lugaresdaserraalentejana.com/</a> - <a href="mailto:geral@lugaresdaserraalentejana.com">geral@lugaresdaserraalentejana.com</a><br>NERE - Núcleo Empresarial da Reegião de Évora, Associação Empesarial: <a href="https://nere.pt/">https://nere.pt/</a> - <a href="mailto:Paulapaulino@nere.pt">Paulapaulino@nere.pt</a> |
| Service#2. ACCELERATION   | Sines Tecnopolo: <a href="https://www.sinestecnopolo.org/">https://www.sinestecnopolo.org/</a> - <a href="mailto:info@sinestecnopolo.org">info@sinestecnopolo.org</a><br>Hora das Palavras: <a href="http://www.hora.com.pt">www.hora.com.pt</a> - <a href="mailto:geral@hora.com.pt">geral@hora.com.pt</a> –<br>NERE - Núcleo Empresarial da Reegião de Évora, Associação Empesarial: <a href="https://nere.pt/">https://nere.pt/</a> - <a href="mailto:Paulapaulino@nere.pt">Paulapaulino@nere.pt</a>  |
| Service#3. OPEN INNOVATION  | Sines Tecnopolo: <a href="https://www.sinestecnopolo.org/">https://www.sinestecnopolo.org/</a> - <a href="mailto:info@sinestecnopolo.org">info@sinestecnopolo.org</a><br>DECSIS: <a href="https://www.decsis.eu/">https://www.decsis.eu/</a> - <a href="mailto:ruibarroso@decsis.pt">ruibarroso@decsis.pt</a><br>NERE - Núcleo Empresarial da Reegião de Évora, Associação Empesarial: <a href="https://nere.pt/">https://nere.pt/</a> - <a href="mailto:Paulapaulino@nere.pt">Paulapaulino@nere.pt</a>  |
| Service#4. EXPERIENCE IN DIGITAL, SUSTAINABLE, AND INCLUSIVE TECHNOLOGY | DECSIS: <a href="https://www.decsis.eu/">https://www.decsis.eu/</a> - <a href="mailto:ruibarroso@decsis.pt">ruibarroso@decsis.pt</a><br>ALSA - Associação Lugares da Serra Alentejana: <a href="http://www.lugaresdaserraalentejana.com/">http://www.lugaresdaserraalentejana.com/</a> - <a href="mailto:geral@lugaresdaserraalentejana.com">geral@lugaresdaserraalentejana.com</a><br>Hora das Palavras: <a href="http://www.hora.com.pt">www.hora.com.pt</a> - <a href="mailto:geral@hora.com.pt">geral@hora.com.pt</a> -  |
| Service#5. FUNDING  | Hora das Palavras: <a href="http://www.hora.com.pt">www.hora.com.pt</a> - <a href="mailto:geral@hora.com.pt">geral@hora.com.pt</a> –   |

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| <b>OPPORTUNITIES</b>  | NERE - Núcleo Empresarial da Região de Évora, Associação Empresarial: <a href="https://nere.pt/">https://nere.pt/</a> - <a href="mailto:Paulapaulino@nere.pt">Paulapaulino@nere.pt</a>   |
| <b>Service#6<br/>INTERNATIONALIZATION</b>   | ARPTA - Agência Regional de Promoção Turística do NERE - Núcleo Empresarial da Região de Évora, Associação Empresarial: <a href="https://nere.pt/">https://nere.pt/</a> - <a href="mailto:Paulapaulino@nere.pt">Paulapaulino@nere.pt</a>   |
| <b>Service#7. TRAINING (including mentoring and seminars for services 1 to 4)</b> | Sines Tecnopolo: <a href="https://www.sinestecnopolo.org/">https://www.sinestecnopolo.org/</a> - <a href="mailto:info@sinestecnopolo.org">info@sinestecnopolo.org</a><br>ACDE - Associação Comercial do Distrito de Évora: <a href="https://www.acde.pt/">https://www.acde.pt/</a> - <a href="mailto:geral@acde.pt">geral@acde.pt</a><br>ALSA - Associação Lugares da Serra Alentejana: <a href="http://www.lugaresdaserraalentejana.com/">http://www.lugaresdaserraalentejana.com/</a> - <a href="mailto:geral@lugaresdaserraalentejana.com">geral@lugaresdaserraalentejana.com</a><br>Hora das Palavras: <a href="http://www.hora.com.pt">www.hora.com.pt</a> - <a href="mailto:geral@hora.com.pt">geral@hora.com.pt</a> - |





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