

Dear Partner

Here's the evaluation of the Lisbon Kick-Off Meeting CINetwork of Entrepreneurs Leonardo da Vinci Transfer of Innovation Project - 14 - 15 November 2013.

The overall rate is:

- Excellent – 71%
- Very good – 21%
- Good – 8%

**1. Overall, how would you rate the meeting?**

Excellent	Very good	Good	Not good
X X X X X	X		

Comments:

- we achieved a successful outcome, and I believe that partners have a clear understanding of their roles and tasks. The meeting was also congenial with plenty of opportunities for open dialogue and creative thinking.
- Of crucial importance for starting the project "on the right foot"!
- Meeting partners who will be involved in this ambitious project, provided the opportunity to clarify several conceptual, methodological and operational issues

**2. How would you rate the organisation and management of the meeting (includes preparation, management of the meeting itself and agreed action points)**

Excellent	Very good	Good	Not good
X X X X	X X		

Comments:

- The UaB team prepared for the meeting extremely well, and the follow-up notes are useful.

**3. How would you rate partnership working (includes how partners worked together, communication between partners, mutual understanding of partners about the project objectives, and contributions of all partners to the meeting).**

Excellent	Very good	Good	Not good
X X X X	X X		

Comments:

- All partners contributed well to the meeting though some dominated the discussion more than others (I may be guilty of this too).
- In future we should encourage participants to turn their phones off during the meeting.
- The role of certain partners not involved in key WPs, not yet entirely clear
- Some Presentations not sufficiently elaborated

**4. How would you rate the hosting and domestic arrangements (includes information provided by hosts, welcome, meeting room arrangements, accommodation etc)**

Excellent	Very good	Good	Not good
X X X X		X X	

Comments:

- Since we are a new team it would have been helpful to include some social activity in the evenings. Informal and relaxed discussions are a key element in building successful collaboration. We will ensure that this happens in Nottingham!
- Great effort by the host organization (UAb)
- There is one exception: the hotel recommended was a low-quality one.

**5. What one area of the meeting do you think was successful?**

- Discussion of the Workpackages.
- Presentation of the Lace Market case (Nottingham)
- Reflection on transferability
- The presentation of the Lace Market case from UKWON
- Discussion about WP3 was very successful, and proved most interesting
- All areas were fully successful

**6. What one area of the meeting do you think could have been improved, and what can be done about this in future meetings?**

- It would have been helpful to include some social activity in the evenings. Informal and relaxed discussions are a key element in building successful collaboration
- WPs Leaders must work out detailed Work Plans and agree on implementation with partners involved
- Clarify Input-Output linkages of various interrelated WPs
- The clarification of the linkages among WPs and decision making on their implementation
- Administrative procedures related to the grant-agreement should speed-up; otherwise our institution will need to cover our travelling expenses for the kick-off meeting

**7. Are there any other comments or feedback you wish to make?**

- Overall a good start to the project and I'm looking forward to the next steps.
- It is crucial to decide on the project's visibility tools (logo, website etc.) asap
- Great project, excellent coordinator, and outstanding partners!

***Collated Evaluation QUESTIONNAIRE***  
***Following the second meeting Nottingham***  
***27 February – 01 March 2014***

1. Overall, how would you rate the meeting?

Excellent	Very good	Good	OK	Not good
<b>X X</b>	<b>X X X</b>	<b>X</b>		

Comments:

- The meeting was extremely useful to know the Lace Market model. However, more idea exchange and debate should have been dedicated to project's next steps.

A very relevant opportunity for advancing in the instructional design of the training initiative was missing.

The project's coordinator absence during the first hours of the meeting should not be repeated anymore.

Why there was no space dedicated in the meeting to comment entrepreneurship in Spain, Portugal, and Greece? Why the Greek report is not available yet?

- It was a well-organized visit with an intense but interesting program. We manage to learn and analysis the local ecosystem from multiple angles. We were able to identify transferable best practices from Nottingham to the other three target areas. We did not go to detail in expectation of the upcoming surveys that the 3 partners will carry out in each target city. Also we identify the step need to conceive the training material. The timetable for the upcoming teleconference meetings was put in place. To sum up a very productive meeting
- Although we started the meeting in the afternoon we had to wait for the coordinator, the first hours, and this should not be repeted.

2. How would you rate the organisation and management of the meeting (includes preparation, management of the meeting itself and agreed action points)

Excellent	Very good	Good	OK	Not good
<b>X X</b>	<b>X X X</b>	<b>X</b>		

Comments:

- Very beneficial meeting in terms of Lace Market study, although not so useful when it comes to other relevant aspects of the project (e.g. main characteristics of the training programme, study of entrepreneurship in beneficiary countries).
- The only negative aspect was that they fail to coordinate with one of our visit and we had to wait at the premise without anyone ever coming to meet us. We could have used that time to discuss more on the training material. However, we used this time to discuss all the previous experience that the organizes very well put together

3. How would you rate the hosting and domestic arrangements (includes information provided by hosts, welcome, meeting room arrangements, accommodation etc)

Excellent	Very good	Good	OK	Not good
<b>X X X X</b>	<b>X</b>	<b>X</b>		

Comments:

- The meeting was successfully organised – even though the schedule was exhausting.
- Everything was very informative and well take care off. I was one of my smoothest trips ever. The hotel, dinner and transportation suggest were all excellent.

**The following questions are inspired from your comments in Questionnaire prior the second meeting.**

**What was ACHIEVED ?**

1. Do you, now, have a good vision of the Nottingham's entrepreneurship ecosystem (link with WP3)?

Yes	No
<b>X X X X X X</b>	

If not – what do you need to clarify it?

2. Did you enrich your knowledge on Lace Market case in order to provide a good basis for transferability (link with WP3)?

Yes	No
<b>X X X X X X</b>	

If not – what do you need to achieve that?

3. Do you have a clear vision how and what to export, from the Lace Market ecosystem, to each of the three destination countries (link with WP3)?

Yes	No
<b>X</b>	<b>X X X X X</b>

If not – what do you need to clarify that?

- We did not deal with the situation of entrepreneurship in beneficiary countries. No information on Greece has been shared. A comparison between Greece, Spain and Portugal is still missing.

4. Was an active engagement and dialogue and was reinforces team work dynamic?

Yes	No
<b>X X X X X X</b>	

If not – what is needed to be done in the future meetings?

- Notwithstanding, an open debate on the key points of the training programme (e.g. objectives, content materials, instructional design) would be very recommendable.

5. Did you had the opportunities to make guidelines/instructions for the WP4 more clear ?

Yes	No
<b>X X</b>	<b>X X X X</b>

If not – what do you need to clarify next steps, timing and your role regarding WP4?

- Since the objectives, topics and instructional design of the training programme have not been defined yet, it might be difficult to clearly define next actions.

6. Do you think that there was a revival of good project spirit?

Yes	No
<b>X X X X</b>	<b>X X</b>

7. Was dissemination discussed?

Yes	No
<b>X X X</b>	<b>X X X</b>

8. Was the need to improve communication discussed?

Yes	No
<b>X X X X</b>	<b>X X</b>

9. Was time provided for partners to raise other issues?

Yes	No
<b>X X X X X</b>	<b>X</b>

10. What one area of the meeting do you think was successful?

- The study of the Lace Market model.
- To learn and analysis the Nottingham CI cluster
- Meetings organization with Nottingham agents
- Visits to Lace Market organisations / companies
- The spirit and the knowledge about Nottingham and Lace market entrepreneur ecosystem

11. What one area of the meeting do you think could have been improved, and what can be done about this in future meetings?

- A little bit in the coordination with this one player in the local ecosystem that was not at their premises when we visited their place.
- Discussion and organization of WP 3 and WP 4
- Additional involvement from the coordinator would be desirable in order to clarify next main steps, and share a common view on entrepreneurship on Greece, Spain, and Portugal.
- Higher partner participation in communication initiatives is advisable.
- Planning of project deliverables
- Clarify the outputs and deliverables of the project, and how to achieve them

12. Are there any other comments or feedback you wish to make?

- I believe we must start think about the contents for the e-learning platform and the methodology to implement the pilot.
- In my opinion it´s also urgent to clarify the e-learning platform technology that will be used

**CINetwork of Entrepreneurs**  
**Leonardo da Vinci Transfer of Innovation Project**

***Dear partner,***

***Here's the collated version of all your answers and comments regarding the Evaluation prior second meeting.***

1. The first Cinetwork meeting was held in Lisbon in November 2013 and a series of actions were agreed at that meeting. Can you please provide some comment about your views on partnership activity since the first meeting? Please provide any positive comments but also list any concerns or issue that you may have.

a. Positive?

- I have had limited contact with partners, but that which has taken place was positive and encouraging.
- The true work will start from the Nottingham's visit. However, the main positive situations that we may derive from the experience up to now is related with the following topics:
  - Exchange of information among partners, with relevant documentation being exchanged regarding entrepreneurship in Portugal, Spain and Greece.
  - Joint efforts to reach a logo satisfying the overall team members.
  - Good planning of the Nottingham's visit on the basis of mutual exchange of information about expected achievements.
  - Good involvement of all partners in the requests from the coordination.
  - Good planning regarding the interim reports for each of the three countries, to present prior to the Nottingham's visit.
  - Communication tools (e.g. newsletter and Facebook pages, and also Google Group) already created.
- Thanks to this first meeting, the project's objectives are much more clear, as well as the tasks to be carried out by each partner.
- We are quite excited on the level of commitment of all the team members. We worked collectively and come up with a logo for our venture. We exchanged ideas on how to promote our initiative. We made one presentation in front of investors and other CI and entrepreneur association about the CINetwork. The Young Entrepreneur confederation expressed their pleasure to know that such initiatives are taking place. "Facilitating the spread of entrepreneurship is crucial for achieving the EU 2020 objectives",

they said. We now have a Facebook page launched with more than 62 members and growing. This page will be crucial in the dissemination of our initiatives, events and findings. We come up with a management organization and of the skills assessment criteria in line with entrepreneurship systems in each of our four countries. The management bodies assembled electronically. Our UK colleague has prepared the ground for the informal interviews and the round table discussion crucial for benefiting the max out of our visit to Nottingham. All the work done towards defining the eligible participants for training, as well as the evaluation mechanism for the courses.

- Information sharing, Negotiation capacity, Project coordination to articulate partner's actions in order to reach WP3 targets, Involvement of partners

b. Any concerns?

- Besides some delay in the logo definition (that is about to end), for the moment, the only concern is about the outcomes from the Nottingham's meeting. It will be crucial to have clear ideas about the Nottingham's entrepreneurship ecosystem and the capacity to compare it with the situation in each country. Furthermore, it will be crucial to reach a consensus about the transferability criteria to use for each of the three destination countries. This is something that will not be easy but I think it will be achieved.
- As far as I am concerned, the particular procedure and tasks related to the WP5 are not clear enough.
- At this stage I am afraid, I have no concerns and I believe that the upcoming meeting will be clarifying any small questions, I might have.
- Communication – feedback not always in time or not at all.

2. Are you currently clear about how the project is progressing/next steps/timing etc

YES YES YES YES YES

Comment

- Good cooperation among all partners must continue to reach this goal
- A degree of uncertainty and exploration is positive at this stage of the project. We are all learning!
- There is just one exception: I do not know whether (before/during the meeting in Nottingham?) it is expected something will be done regarding the WP4, or not. If so, any further information or

example, or some more precise guidelines would be mostly appreciated

3. What are you hoping the second partners meeting on 27<sup>th</sup> of February – 1<sup>st</sup> of March, in Nottingham will achieve?
  - A good vision of the Nottingham's entrepreneurship ecosystem for the creative industries, and the capacity to derive how to export it to each of the three destination countries.
  - Active engagement and dialogue.
  - I expect the next meeting will be fruitful and beneficial, especially in terms of the WP3. Also, I hope that it will offer opportunities to make guidelines/instructions for the WP4 more clear.
  - We would like to see of all the best practices and the extent that they can be transferable to the other partner regions. This will be important to see what is the target group of this initiative. We expect to learn how in the lace market the networking and collaborative advantage were achieved, as well as, find out more about how the learning journeys and resource were exchanged. We are excited on getting more inside into the upcoming public policy implications of this meeting as well as into conceptual model of entrepreneurial learning in a creative cluster. We would like to learn more on thirsty Thursdays, cross-sectorial business movement, four in-depth "entrepreneurial biographies" in text and Video provided to us by UKWON. Add to the Dialogue seminar for Creative Enterprises: making, co developing and testing propositions. Discussion on the concept of a kind of Creative Ecology existing in Lace Market, how the social dimensions were developed. We expect to contribute to the eBook to be produced by the CInetwork.
  - Planning of final report on National entrepreneurship ecosystems, Enrich our knowledge on Lace market case in order to provide a good basis for transferability, Reenforce team work dynamic, Discussion and planning of future joint projects, with actual partners and, eventually, with other agents that will participate in the sessions.
  
4. Based on experiences at the first meeting are there any organisational issues which you would suggest would improve meeting two?
  - Opportunities for informal discussion and team building.
  - I think everything is running well, and the speed that was possible to reach during the first meeting will present the adequate conditions to continue and progress positively.

- I have the impression that similar suggestions to those I have in mind have already taken into consideration (e.g. combining project's meetings with socialising activities among partners).
- No
- No
- Even more focus on the main objectives of the project in order to provide a good basis to reach WP3 targets and the other WPs targets.

5. Have you any comments about the project management and administration during contracting and leading up to the second meeting?

- Delayed payment is causing our organisation concern, especially because communication about the reasons for the delay is not consistent.
- In terms of project management and administration, everything seems going smoothly. Thank you!
- No
- Very good

Evaluation prior third meeting

- 1. The second Cinetwork meeting was held in Nottingham (27th of February – 1st of March). Can you please provide some comment about your views on partnership activity since the second meeting? Please provide any positive comments but also list any concerns or issue that you may have.***

A.Positive?

The workshop allowed knowing the creative district of Nottingham in depth, which probably was the workshop's most important goal.

On the whole, quite positive

My views are positive. We've had a lot of Skype meetings since Nottingham and we've had the opportunity to discuss our different views about the project's next steps and outputs, with open and enlightening discussions between all main partners involved. Due to this, after Nottingham's visit I consider that work has progressed very well. Although we observe a delay between the timing of what was initially planned and it is being effectively done on WP3 outputs, I consider that this is mainly due to the fact that we've decided to deepen the eBook contents of WP3 by doing a survey on Creative Industries in the 4 main countries involved (Portugal, Spain, Greece and the UK) which will help to achieve project's goals, in the near future, and particularly for the results of WP3 and the training foreseen for WP4. I also consider that this will help us to have a better and clearer vision of the existent differences between these countries, regarding the Creative Industries' ecosystems. This will be crucial for the transferability lessons.

My contact with the project leader was very welcoming and our conversations addressed important aspects of the project. I feel that the partnership is open and welcomes input

B.Any concerns?

The project's progress seems to be behind schedule.

The questionnaire has taken up a vast amount of time

The communication seems a bit low compared to other EU-projects we are engaged in. This creates the feeling of slightly losing the sense of orientation regarding work packages, milestone planning and the overall objectives of the project.

The lack of communication between meetings. Some times – no feedback to e-mails.

**2. Are you currently clear about how the project is progressing/next steps/timing etc .**

YES	NO
XXX	X

And 1 answer= 70%yes 30%no

Comment

Additional information about how the project is progressing and the timing of next activities would be very helpful.

I believe this is due to the low level of communication. E.g. bi-weekly/monthly catch-up calls between consortium members could easily support a better information flow.

Less clear about WP4

**3. What are you hoping the third partners meeting, in Cascais will achieve?**

Detailed didactic objectives, methodologies to be used, guidelines, and calendar for the didactic materials (texts, videos) that partners should prepare.

Detailed task calendar for the empirical study that partners have to undertake.

A continuation of the job that its is being done and a closer cooperation between partners in a crucial moment of the project (its middle phase). Also a clarification about Quality Management for this project, and a deeper involvement of the Romanian partner in the project results.

I'm obviously looking forward to meeting the partners (for the first time), hoping for establishing a better knowledge on the project itself, for developing a better understanding on the strengths and weaknesses of our partners' expertise, on the current project status, deliverables and expected outcomes, and, especially, a clear picture of how Media Deals can best and most effectively support the partnership.

Clarity on WP4.

***4. Based on experiences at the second meeting are there any organisational issues which you would suggest would improve meeting three?***

To know the workshop's programme in well advance.

To have time enough to discuss and clarify: the objectives, guidelines, and calendar of the didactic materials to be prepared; and the detailed task calendar of the empirical study and the ebook to be completed.

Yes. More time dedicated to specifically analyse with partners the performance until now and the expected steps in the near future. This is already considered in the proposed program sent to all partners

***5. Have you any comments about the project management and administration during contracting and leading up to the second meeting?***

Just a comment regarding Quality Management. I think that the job that has been done up to present has been very unsatisfactory. Quality Management is not just about doing questionnaires prior and after the meetings, stating opinions that sometimes can induce misunderstandings regarding the project objectives and the way partners relate.

Quality Management must be related with the analysis of possible KPIs, and related gaps between planned job and outputs and achieved results. Quality management must represent a true assistance to the project management team, something that did not happen until now. This hasn't been done yet.

The coordinator could communicate more with all the partners – up to present I didn't felt any coordination regarding our workpacage.