

This document was developed in order to support two S3 Industrial modernisation thematic partnerships led by the Regional Council of Lapland:

- Sport - <http://s3platform.jrc.ec.europa.eu/sport>
- Digitalisation and Safety for Tourism - <http://s3platform.jrc.ec.europa.eu/tourism>

Aim of this document was to:

- to recognise the complementary competences of this two partnerships
- to highlight the EU level advantages
- to lay foundation for the strategic development in the future
- to set the ground for the join initiatives and EU proposals
- to form strong basis for the EU level networking

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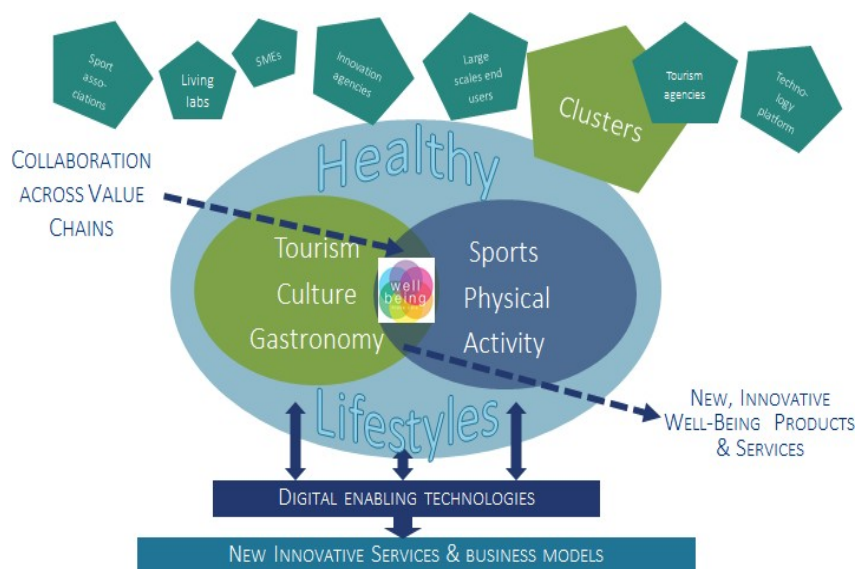
1 Excellence

The **FeelGood** proposal provides the European Commission with a great opportunity to support innovation in two of Europe’s key economic sectors with perhaps the greatest untapped potential for taking up innovation, supporting the scale up of SMEs and creating sustainable European jobs.

Tourism is a major component of the European economy: in 2015, 2,4 million enterprises employed 12.7 million persons, i.e 21.5 % of persons employed in the EU services sector..¹ Meanwhile **Sport** accounts for 2% of the EU GDP, 7.3 million- equivalent employment representing 3.5% of the total EU employment..². Both Sport and tourism are supported in the framework of public policies for healthier lifestyles and reflecting general societal trends. **Well-Being** / Heathy lifestyles are located at the crossroads of the two values chains and refer to diverse and interconnected dimensions of physical, mental and social wellness that extends beyond the traditional

definition of health. It includes choices and activities aimed at achieving physical vitality, mental alacrity, social satisfaction, a sense of accomplishment, and personal fulfilment. As the market for sports and wellbeing tourism

is growing globally, the innovation opportunities are greatly boosted by the influence of digital technologies. Tourism has evolved under the influence of ICT, and accompany the customer all along its experience. Digital technologies have also radically changed sports and physical activity, enabling a wide range of innovations: from self-wearables to connected environments and new products.



FeelGood seeks to harness these trends and utilise digital technologies as drivers of the cross sectoral collaboration and enabler of new innovative products and services supporting employment growth

across the above-mentioned value chains. These technologies include everything from wearable technologies, AI and IoT/cloud-based applications (i.e. extracting and analysing digital data from the physical world, hardware and software combinations), that help to intelligently make products and services smarter. Upcoming 5G networks will further support their convenience and utility. FeelGood will facilitate the emergence of new products and services, help SMEs progress the TRL / SRL of their business and technology ideas and processes by providing firms with access to Europe’s latest technologies and service-led innovations. The consortium will act as catalyst to federate actors from the sport/tourism sectors, by fostering conditions of collaboration between SMEs, sports clubs, large groups, industry agencies/federations, clusters, RTOs and end-users. This will facilitate access to the latest innovations, data, digital marketing and design skills and sources of enabling technologies. Ultimately, this will improve and strengthen both sectors and accelerate the creation of new value chains and remove barriers to growth of SMEs.

In line with the, “Tartu Call for a Healthy Lifestyle launched by the EC in 2017 and supported by the Commission’s Education and Sports, Health and Agriculture Directorates-General (DGs), **the FeelGood partners’ Vision connects, stimulates and supports the business community, especially SMEs, in the design and market uptake of new innovative processes, launch new products and services in sports and tourism that, ultimately, will contribute**

¹https://ec.europa.eu/eurostat/statistics-explained/index.php/Tourism_industries_-_economic_analysis#Key_economic_indicatorsWell ² http://europa.eu/rapid/press-release_MEMO-14-432_en.htm

to addressing one of Europe's major societal challenges, namely healthier lifestyles with all the subsequent financial impacts on national health budgets as well as consequent societal benefits.

FeelGood has the ambition to capitalise on the complementarities of partners in terms of geographical areas, sector know-how and technological competences. In addition, it connects with S3P industrial modernisation partnerships ClusSport and Digitalisation and Safety for Tourism, and will create strong synergies with regional strategies/ERDF and accelerate co-investment.

The partners cover all parts of the value chain, and other key competencies such as smart access/use of data, latest ICT's, new IT services and models, IT platforms, Impact of personal data challenges, artificial intelligence, blockchain technologies, safety (events and tourist flows/management), cyber security (e.g. related to events and reservation systems), greener mobility and inter-operability issues in cross border regions, are also covered in the consortium.

The FeelGood cluster-driven partnership will provide solutions to SMEs by providing them with access to relevant EU innovation providers and connectors to enhance their competitiveness and accelerate scale-up. The table below presents the partners in relation to their RIS3 priorities and their main industrial strengths and the strong linkages to digital solution providers found in many partner ecosystems. In addition, all of the project partners are connected into EU wide professional tourism, sport and well-being related networks and cluster platforms that will be part of the outreach and dissemination actions and facilitate sustainability.

Sector	Name	Partner's specificity, RIS3 sectors and industry strength represented in the region relevant for supporting tourism, sport and lifestyle	N°of SMEs	Region & country
Tourism and sport (Coordinator)	Lapland University of Applied Science And Regional council of Lapland	Lapland RIS3: Arctic sustainable tourism Sport is one of the potential emerging industries supported by the RDI and education infrastructure Lead region in two S3P-Industry partnerships: "Digitalisation and Safety for Tourism" and Sport	Tourism: 110 companies Sport 25	Lapland Finland
Sport	INDESCAT	RIS3CAT includes Cultural and experience-based instruments that involves: "Creative and cultural industries and key services for Catalonia, such as Tourism and Sport" INDESCAT: Leading Sports Industry Cluster in Catalonia.	550	Catalonia, Spain
Sport	EPSI	Membership-based networking organisation of Universities, Research Institutes, Clusters, Associations, Federations, Industries and SMEs which focuses on innovation in the area of physical activity and sport. Member of ClusSport thematic area under EC's thematic platform "Industrial Modernisation" (S3 platform)	400~	Brussels, Belgium
Sport & ICT	Sport and Technology	RIS-3 South Netherlands builds on a knowledge economy: smart technology & data-infrastructure, design and knowledge to create innovative solutions and (new) business. S&T addresses the OP Zuid instrument in the area of "Sport for Growth and Healthy and Vital Communities". S&T is the co-lead in the EC's thematic platform ClusSport under "Industrial Modernisation" and leads	250	South Netherlands, The Netherlands

		EU4Sport and Interreg Europe project.		Ian ds
Tourism	Slovenia Hospitality and Tourism Chamber	RIS3 Slovenia "Sustainable tourism" Co-leader of "Digitalisation and Safety for Tourism" thematic area under EC's thematic platform "Industrial Modernisation" (S3 platform) Part of national research & development project "Tourism 4.0" (TLR 3-6 & 6-9)	300+	Slovenia
Tourism	Andalucia Smart City	RIS-3 of Andalucia has as one of its priority the Tourism. Culture and Leisure (Priority 4) with a focus on creation of innovative and employment generating SMEs. Tourism Industry has a pretty strength in Andalusia representing 13% of the GDP with more than 73.000 companies (>90% SMEs) Andalucia LAB is a Tourism Innovation Centre Andalucia Smart City Cluster : 120 companies (mainly SMEs)	500+	Andalusia, Spain
Sport	Olympiacos	The most successful sport club in Greece , Member of the European Multisport Club Association (E.M.C.A.), Participation in the Erasmus+ programme Collaboration and networking with a large number of Federations, Municipalities, Ministries and SMEs	100	Greece
ICT	Wearable Technologies AG	~30.000 companies (i.e. horizontal and vertical value chains; solution provider, technology manufacturer, Distributors/Retailer, network provider). Global exhibitions, conferences and innovation competitions in Europe, North America, Asia and Australia. Cooperations with WHO, FIMS, EFSMA and WFSGI as links to the project focus. High fit with German RIS-3 priorities on Digital Economy, Production and Materials and Health (Prognos AG, 2016 based on JRC Eye@RIS3, 2015).	~1.000 1.500	Germany
Sport & ICT	Trentino Sviluppo	Tourism represents 11% of the regional GDP in Trentino. Participation ClusSport S3 platform RIS3 Trentino: sport as a driver for development, technological innovation and social integration Thematic poles with a focus on the Sport Tech; including TESS Lab for mobility, quality of life and sport; ProM Facility for mechatronics, industry 4.0 and its services (both funded by EU funds); et al. Annual Festival of Sport	20	Trento, Italy
Enabler, Facilitator	IDEA Consult	Support of the ClusSport Partnership in 2017-2018 for the identification of cross- regional synergies; large experience in coordinating cross-regional partnerships under the Vanguard Initiative and the Thematic Smart Specialisation Platforms. Coordinator of various EC studies on technology deployment and value chain analysis	N/A	Brussels, Belgium

Cluster Enabler, Impact assessment	inno TSD	Impact assessment specialist, in several H2020 projects, including INNOSUP and good sector knowledge thanks to its role in ReCon-firm as facilitator for ClusSport. Coordinator of the ECCP providing an insight into interregional cluster led collaboration, SME innovation and internationalisation	N/A	SUD- PA- CA region, France
TOTAL NUMBER OF SMES			3300+	

Table 1: Sectors from the consortium's partners, SME members and links with RIS3 and other networks

1.1 Objectives

Objective 1: To support the emergence of cross-sectoral value chains in the tourism and sport sectors for the promotion of healthy lifestyle across Europe (Related KPIs: 1, 2, 3)

Partners will develop actions to identify the challenges and to support the emergence of project ideas that are sector and challenge based and then respond to market, end users or technology opportunities. Actions will aim at supporting solutions addressing sports and tourism problem at the same time, e.g. innovative sports & tourism platforms / services/ solutions, e.g. “integrated marathon product” combining sports services (marathon) and tourist services (lodging, massages, wellbeing products).

Objective 2: To ensure alignment of all project support with existing regional and national strategies and other initiatives, exploiting thus synergies for the benefit of SMEs and other RDI players (Related KPIs: 2, 3, 4, 5) FeelGood will engage with regional policy makers related to RIS3 implementation to ensure policy instruments are aligned with sector and cross sectoral project objectives. Actions will focus on enhancing regional resilience to deal with tourism & sports service value chain developments. The partners will work with stakeholders engaged in developing financial tools that can be aligned with INNOSUP support, for example accelerating commercialisation, marketing, transfer and scale up. This includes the work of the Smart Specialisation Platform Industrial Modernisation partnerships such as the “Digitalization and Safety for Tourism” partnership and “ClusSport” where project partners are leading or co-leading the partnerships, thus enabling the cross-fertilization of efforts.

Objective 3: To enable SMEs to demonstrate their innovative solutions (Related KPIs: 6, 7, 8, 9, 10, 11) The focus on the “integration and customization of sports and tourism services” packages with newest technologies would be designed and tested in different regions, making them inter-operable, replicable, deployable and scalable in other regions and for many other sports and/or tourism destinations

The FeelGood partners will join their forces and combine their expertise on technological and market challenges as well as their experience in supporting SMEs to reach the objectives. They will provide a smart and open collaborative environment including dedicated tools to foster convergence between players that are not used to working together and support the emergence of new high value-added services based on Sports and Tourism.

1.2 Relation to the work programme

This table summarises the call challenges and the approach to deliver a maximum of impact for European SMEs :

Challenge of the call	FeelGood approach
Develop a new cross-sectorial industrial value chain across the EU, by building upon the innovation potential of SMEs	<p><u>Support the implementation of innovative solutions in sport and tourism for the promotion of healthy lifestyles:</u></p> <p>FeelGood will identify and support SMEs to drive their innovation potential and foster the smart reindustrialisation of Europe. This will be achieved by enabling the emergence of new cross-border and cross-sectorial value chains identifying and overcoming critical value chain gaps, market adoption bottlenecks and regulatory barriers for the application areas. The development of the new value chains will be facilitated by setting up geographical poles of activity in different regions comprising, Clusters, RDT centres, and innovation facilitators.</p> <p>There is a good correlation among the sport and tourism sectors. As the sport provides a safe environment for the physical, emotional and mental development, it is the appropriate tool for the best dissemination of lifestyle and the innovative services. Tourism targets people who combine their healthy lifestyle and their physical activity with their holidays. This initiative will foster the development of innovative new services and the promotion of healthy lifestyles at a regional level.</p>
Support the development of emerging industries which will provide growth and employment in the future	<p><u>Capitalise on the competences in the sport and tourism sectors in Europe to create a favorable business environment</u></p> <p>Sport and tourism are major European industrial, service and employment sectors in constant evolution in order to maintain competitiveness through the creation of high-added value products/services. FeelGood will provide dedicated support to SMEs through a portfolio of funding schemes allocated on the basis of their capacity to deliver cross-sectorial and innovative activities and support the integration of smart functionalities into specific markets of well-being and healthy lifestyles. The strong involvement in the S3 Platforms: Digitalisation and safety for tourism and ClusSport and leverage of regional strategies (RIS3) will ensure the sustainability of the action.</p>
Collaboration and integration of different innovation actors across different sectors	<p><u>Gather stakeholders across Europe</u></p> <p>FeelGood will involve a diversity of partners to deliver its vision, including 5 clusters from Europe, 1 university, 1 economic development agency, 1 company, 1 sport club and 2 innovation cluster collaboration facilitators. The consortium will capitalise on their ecosystems and networks across Europe such as for instance the network of the European Platforms for Sport Innovation, combining expertise of matching players and tailoring support services to SMEs. Partners networks will allow for the identification of industrial partners and technology suppliers (artificial intelligence, safety, cyber security, greener mobility and inter-operability). Synergies with local regional, national and European policies will be highly encouraged and EU outreach will be assisted by partner associations/networks such as EPSI.</p>

Table 2: relation to the work programme

1.3 Concept and methodology

Our project will seek to create new industrial value chains in the sports and tourism for lifestyle to enhance SMEs innovation capacity with three strong elements:

- A strong cross-sectoral approach: tourism, sport, lifestyle and digital technologies (large scale data analyses - data mining and other techniques, blockchain technologies, virtual reality, augmented reality, AI, geo-spatial information and positioning, mobile applications, IOT applied into sports products, sensorised wearables, video analysis data, and other emerging KETs)
- A unique geographical partnership with a large coverage of European regions (Nordic, Central, Mediterranean...), key stakeholders and regional ecosystem actors
- Unique contribution into societal challenges linked to health and well-being through new innovative products and services;

Target groups are SMEs & businesses capable of implementing cross-sectoral projects in tourism and sports focused on new value chains around “wellbeing” products and services. Specifically, we will target SMEs using “value chain approach”, i.e. involving technology and/or IT developers.

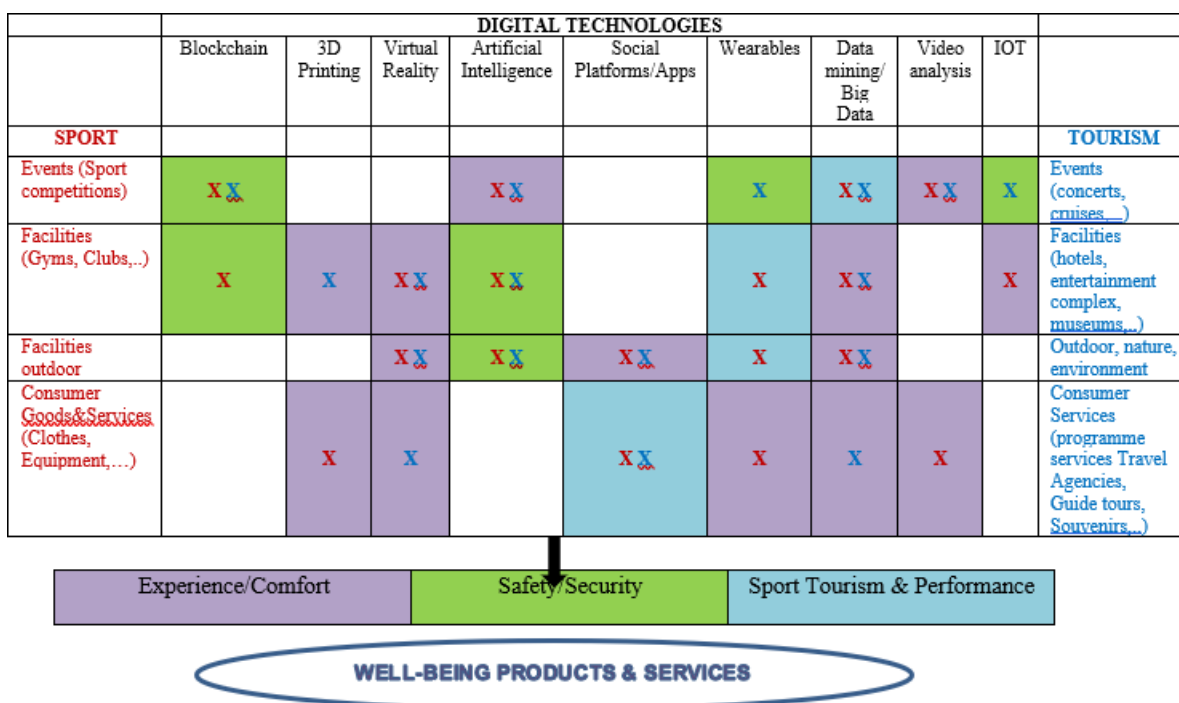


Table 3 Value chain coverage

1.3.1 Direct support to innovative SMEs through a Funding scheme system

FeelGood offers a comprehensive methodology to support innovation among in SMEs, with at least 75% of the budget directly allocated to SMEs (individually or in groups) or via services offered by partners. FeelGood will provide a wide range of instruments to enhance SMEs innovation capacity and ability to reach the market. Our funding scheme system will allow companies to source services across a broad, interregional network of connected innovation suppliers, and SME service providers and EU level networks. The consortium is made of a mix of regional intermediaries, i.e. relevant regional cluster organisations and other innovation intermediaries who will bridge the gap between technology providers and SMEs and their applications, incorporating end-users. To facilitate the participation of SMEs to FeelGood, ideation events (one event per region and per call, as well as one or two European wide matchmaking events) will be organised to gather SMEs. The call and the voucher mechanisms will be explained, the topics will be presented etc. SMEs will have the possibility to propose their ideas and receive support so as to structure their developments.

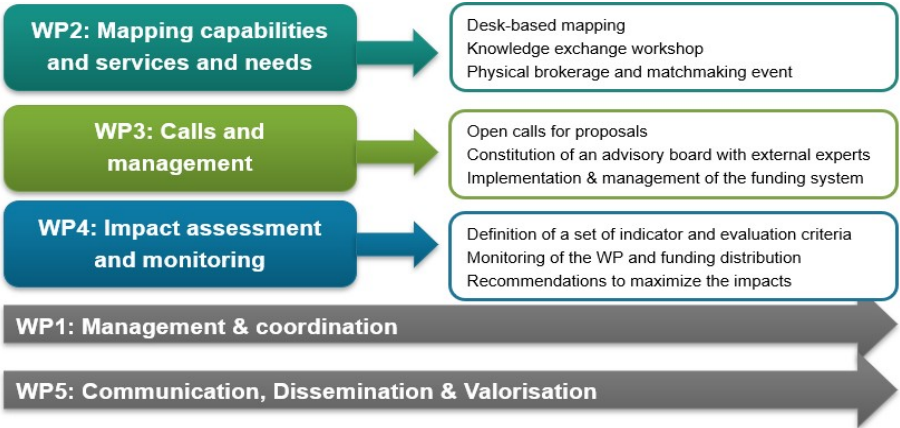
1.3.2 TRL level of the sector and synergies with other European initiatives

In the cross sectorial approach of FeelGood (i.e. the cross over between the Sports and the Tourism sector) the focus is on the integration of products and services. In this respect we do not only consider **TRL (Technology Readiness Level)** but also **SRL (Service Readiness Level)** which is relevant for both sectors. The aim is to target products & services which individually are already quite mature (i.e. TRL and SRL of 6-8) but in the integration of both, considerable development has to be done, leading to a combined TRL/SRL level of 5-7. Activities that will be supported in the framework of the project are in the (development for) integration, testing, market validation (at pilot scale) and preparation for market introduction. In that context the connection and scaling up of demonstration activities is expected to speed up the testing, validation and certification of new technologies and new applications (and hence their market uptake). Central here would be to design, re-design, reformulate and test at larger level (scale effects) products / services that would initially operate in a fragmented environment, and scaling up the product / service if the cross-regional testing appears to be successful.

Thanks to its embeddedness with regional innovation policies, part of this project’s coordination activities will also be devoted to the upscale of the FeelGood project as to make it an open and sustainable system of interregional Funding schemes so that regional funding can take over when the EC funding ends. In addition, policy learning activities and strategic learning are expected to induce necessary adjustments in the regional innovation policies so that own regional instruments can take over after the end of this project. Links and synergies will also be established with other PPPs such as the Industrial modernisation platforms, ClusSport and Digitalisation and Safety for Tourism and policy level exchanges through Interreg Europe.

1.4 Methodology

Figure 1 FeelGood VALUE CHAINS Workplan



The project is planned for a 36-month duration, based on the following structure: Management & coordination (WP1), mapping capabilities and services and needs (WP2), calls and management (including matchmaking events, ‘hackathons’, pitches etc) (WP3), monitoring and impact assessment (WP4), communication, Dissemination & Valorisation (WP5). The methodology and concept of the project is summarised in the work plan

above.

2 Proposal for the Work plan

WP1: Management & coordination (*Lead: LUAS; co-lead: EPSI*)

The WP1 will guarantee the implementation of an efficient management structure and ensure the delivery of high-quality deliverables and funding schemes for SMEs. All administrative and financial requirements will be treated by the project coordinator as well as exchanges with the European Commission. Regular project meetings will be organised, including both on-site meetings and remote meetings. The project coordinator will guarantee the production of high-quality deliverables. Remote meetings with the members of the External Advisory Board (EAB) will be organised during the throughout the project and notably during the selection pro

WP2: Mapping capabilities and services and needs (*Lead: Sport & Technology; co-lead: Andalusia Smart City; IDEA*)

WP2 will deliver the overview of both the specific needs of the SMEs and the offer of capabilities and services that are required to fulfil them. The 9 clusters will carry out a thorough analysis within their member base to define the potentials and the needs within the region to create the new value chains proposed. This will build on the pre-existing S3P work and be joined to create an overview of the overall needs and challenges. FeelGood will collect and analyse existing data on capabilities that can be found in/around the networks and regions involved. Regional needs will be compiled and matched with the existing expertise to set up a platform and ensure a smooth matching process for the development of the calls in WP3. The mapping will be completed with workshops gathering the project partners to refine the gaps to be filled based on the mapping. Matchmaking events will be organised for the SMEs at a regional level before the launch of the calls, to introduce the various funding schemes, as well as enabling physical brokerage fostering interregional collaboration projects between SMEs.

WP3: Calls and management (*Lead: LUAS, co-lead: EPSI; Wearable Technologies; Slovenian Chamber of Tourism*)

WP3 will be structured around the provision of services and funding schemes for SMEs on the basis of open calls for proposals to support the implementation of cross-sectoral activities related to the sport, tourism and digital technologies and their market and possible end user applications, for healthy lifestyles.

Based on the needs identified in WP2, the following processes of funding system, calls, and evaluation will be set up: Process of definition of types of support (see provisional Action/funding scheme table below), Process of defining contents of open calls, Process of defining the criteria for selecting proposals, Process of setting up the role and structure of External Advisory Board, Process of setting the role and structure of jury (-ies) responsible for selection of projects.

FeelGood will adjust the Funding scheme system on the basis of the exchanges organised with SMEs in WP2 to ensure the concordance between their needs and the services offered. The consortium will define common rigorous evaluation criteria that will be shared with an External Advisory Board (EAB). The EAB is envisioned to be comprised of relevant stakeholders, and will be balanced by gender, geography, motivation, and field (tourism, sports and well-being). Special attention will be paid to possible conflict of interest. The EAB will assist the project management in selecting the thematics and reviewing the content of the calls.

Several types of services and Funding schemes will be proposed to SMEs, corresponding to the stage of their collaborative project (from the idea to the market); the provisional types of support, the amounts and figures are detailed in the table hereafter:

Type of direct support to SMEs innovation (100% eligible costs)	Criteria	Maximum funding Amount (€)	Estimated Figure for projects
Market study Action <i>Prospection of national and international markets</i>	Minimum of 1 SME. Priority will be given to young companies (less than 18 months)	10 000	25
Business Plan Assessment Action <i>Test of concept and feasibility study</i>	At least 2 SMEs + another innovation actor from different regions with a common cross sectoral project idea	10 000	20
Innovation into product/service combinations <i>Build cross-border and cross-sectoral collaborative projects, to develop new product service combination opportunities</i>	At least 2 SMEs + another innovation actor from different regions with a common cross sectoral project idea	60 000	20
Integration Action <i>Integration of the product/service combinations into implementable concepts</i>	At least 2 SMEs + another innovation actor from different regions with a common cross sectoral project idea	30 000	20
Large-scale demonstration Action <i>Demonstration of technology readiness in operational environment</i>	At least 2 SMEs + another innovation actor from different regions with a common cross sectoral project idea	60 000	15
Internationalisation / Digital marketing Action <i>Support commercialization towards international markets, insertion in international networks and appropriated communication</i>	Minimum of 1 SME. Priority will be given to consortia with other innovation actors.	30 000	15

Table 4 Draft Action/funding scheme

The selection process will be done by the organisation of at least 2 calls open at European level. The impact monitoring actions of WP4 will help redefine the focus of the second (and, if needed, subsequent) call and enhance its focus and performance. For each call, the selection of the projects will be done by a jury (different from the EAB) composed of professionals / representatives of the partners, led by LUAS. Ideas will be selected according to different criteria such as: being driven by SMEs, innovation, technical excellence, societal and environmental impacts, expected business impact, regional coverage; a dominant criterion for selection will be the cross-sectoral or multimodal approach covering tourism, sports, and KETs. Special attention will be paid to the compliance to the GDPR regulation.

WP4: Impact assessment and monitoring (Lead: Inno TSD; co-lead Slovenian Chamber of Tourism, Indescat, IDEA)

WP4 will seek to evaluate the progresses and results of FeelGood on an ongoing basis to have clear view of its impact on SMEs and allow the implementation of corrective measures when needed. A rigorous methodology including a set of indicators and evaluation criteria will be set up to closely monitor the implementation of the work packages and especially the distribution of Funding schemes/services to SMEs. Recommendations on how to improve the performance of the project Funding schemes and maximise its impact will be formulated. A technical monitoring of actions will be set-up with special care of the industrialisation of small-scale actions results, to ensure a proper commitment

of SMEs in turning them into marketable solutions, pushing them along the value chain, up to the target business sector or possibly the final consumer.

WP5: Communication, Dissemination & Valorisation (Lead: Andalusia Smart City, co-lead: Trentino, Olym-piacos)

WP5 will be developed and implemented through a targeted communication and dissemination plan. The consortium will seek to raise awareness about the FeelGood project among the tourism, sport and well-being sector communities and related innovation community beyond. Targeted communication activities will also rely on existing European networks, like European Cluster Collaboration Platform, EURADA or EEN, events and thematic networks where the cluster partners are already involved, such as the S3 thematic platforms. FeelGood will actively seek to involve SMEs and RDI stakeholders in the project activities to guarantee a broad diffusion and capitalisation of the project results and ease the uptake of the solutions developed within FeelGood and will deliver an end of project showcase event for the SMEs and their innovations. An exploitation and sustainability strategy will be produced to ensure the mid and long-term valorisation of results. Social media tools will play an important role in ensuring a pan-European reach and project impacts.

Estimated budget

The overall total project budget is estimated at **4,8 M €**, which corresponds to **100%€** EC Contribution. The consortium will dedicate 75% of the budget for direct support of SMEs is **3,6 M €**. Gender issue: the project will ensure equal opportunity for female and male stakeholder involved.

3 Ambition

The objectives of the FeelGood project are to support SMEs in developing an ecosystem of innovation support in the cross-sectoral area of Sports & Tourism using digitalisation technologies. Wellbeing is considered an emerging service sector with huge growth and job creation potential as well as added value. This is in line with the objective of the INNOSUP programme, to provide opportunities to Member States and regions to enhance their services through collaboration, and peer-learning with emphasis on further testing new approaches for better innovation support.

- The setting up of a sustainable one-stop-shop for SME support will structure and make accessible services which today are not well known by companies, and it will demonstrate their added value to the broader EU industry.
- This project will lead to a clear increase of SME capacity in the area of sport and tourism and will support the development of their competitive position.
- Through the link with regional policy, the network of complementary demonstrators will be brought a step further and impacts will be ensured at the level of EU industrial value chains.
- This project will be a showcase for strengthening the interregional cross-border perspective in Smart Specialisation Strategies and prepare the ground for the new “5C” interregional innovation investment fund

The ambition of FeelGood project is to link and connect different SMEs in participating regions to enhance their innovation capability, through access to RTO’s and enhance their proposed projects at TRL 6-8 to be able to fully enter the market and/or work with end-users to launch their products and services. Established value chains are expected to become cradles for new cross-regional and cross-sectoral ideas and services entering the global market.

4 Impact

FeelGood aims at maximising the impact of its action across the European Union through its strong cross-sectoral and cross-border dimension. The success of the action will be measured through a series a dedicated Key Performance Indicators:

N°	Description of the Key Performance Indicators	Value
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1	Number of SMEs having directly and indirectly benefited from the action	190+
2	Number of events/matchmaking sessions organised directly benefiting SMEs	24
3	Number of SMEs participating at the events	200+
4	Number of proposals received	250
5	Number of SMEs supported via the action/funding system	190
6	Number of market studies led	25
7	Number of business plan assessed	20
8	Number of SMEs having developed a integration version	40
9	Number of cross border SME project cooperations	20
10	Number of SMEs having demonstrated in real environment the effectiveness/readiness to the market	30
11	Number of SMEs supported by the action Internationalisation / Digital marketing Action	15
12	Number of collaborative projects and initiatives supported	115

Expected Impacts

- A. Strengthen industrial leadership in the EU and Associated Countries by reinforcing value chains that integrate innovative solutions in SMEs, along and across existing value chains (Related KPIs: 1, 2, 5, 6, 7, 8, 9, 10, 11, 12)

The tourism and sport value chain is evolving at a quick pace with the integration of a number a new technologies. The tourism and sport industries needs to build bridges to offer innovative high-quality products and services in a context of strong competition at the international level. FeelGood will set-up specific activities to enhance collaboration between SMEs and create new opportunities through technologies. The participating regions involved in the project have a strong position in Europe in either tourism or sport sectors with access to digital ICT solutions and will support the exchange of skills and competences. Tangible positive impact is expected on both SMEs ability to provide new products and services, tested in various places, resulting in concrete scale-up of the companies.

- B. Stimulate the creation of new globally competitive industrial value chains across the EU and Associated Countries to accelerate the development of emerging industries towards a resource-efficient economy (Related KPIs: 1, 2, 3, 4, 5, 9, 12)

The FeelGood consortium covers 9 regions in the European Union, and are active in two S3P Thematic partnerships and benefit from a solid knowledge of their value chains. A critical mass of stakeholders, including groups of SMEs, large companies, sport clubs, research centres and universities will be gathered in the project lifetime and pushed to generate solutions addressing key environmental challenges. Particular attention will be given to the environmental impact of the projects proposed by SMEs, as a smart and efficient use of resources and protection of the environment is a major stake of the tourism industry, to ensure its sustainability. FeelGood will ensure that all innovation and collaboration activities led by SMEs will be embedded in a strong European ecosystem and Policy Framework. Synergies with regional, national and European strategies, such as the RIS3 will be actively supported and strengthened through the project.

- C. Further leverage and complement support for innovation in SMEs and other funding, which may be provided by national or regional authorities and/or by private investors (Related KPIs: 1, 4, 5, 7, 9, 11, 12)

The FeelGood consortium has strong links with public agencies at the regional and national level (managing authorities of ESIF) but also with private investors networks and large firms. In the context of the RIS3 Strategies, the clus-

ters work in close collaboration with their regional authorities in order to align their activities with the current policies and investments. Working closely with the regions will guarantee the sustainability of the action and its coherence with European programmes and ESIF. In particular, the involvement of several partners in the S3 Thematic Platforms on Digitalisation and Safety for Tourism and ClusSport will ensure the continuity of the project.

- D. Contribute to regional smart specialisation strategies by capitalising upon concentrated and complementary competences for the development of new industrial value chains with a clear EU added-value (Related KPIs: 1, 3, 4, 5,9, 11,12)

All FeelGood partners are actively involved in the development and implementation of their respective innovation policies and ensure the alignment of the project activities with regional priorities. Several partners are also involved in the S3 Thematic Platforms on digitalisation and Safety for Tourism and ClusSport which aims to support innovation and competitiveness and promote innovation business support services and better exploitation of Smart Specialisation policies and related structural funds. Furthermore, the partnering cluster organisations are registered on the European Cluster Collaboration Platform that is coordinated by the project partner inno TSD. The platform will be used as dissemination tool to increase the impact and visibility of activities. In addition, synergies will be exploited with ESCP-4i, supporting SME internationalisation. 7 partnerships (ICT, IoT and microelectronics, smart city, mobility and transport), may connect with the thematic.

- E. Provide a clear and measurable contribution to the innovation performance of the supported SMEs (Related KPIs:1, 2, 3, 4, 5, 6, 7, 8,10)

FeelGood activities will seek to enhance the innovation performance of SMEs to unleash their potential by strengthening the collaboration opportunities across the sport and tourism value chains thanks to the integration of new technologies. Measurable impact values are provided as part of the section “impact” as Key Performance Indicators.

- F. Improve the business environment of the supported SMEs by establishing open collaboration spaces that can involve innovation actors from different sectors and countries (Related KPIs:1, 2, 3, 4, 9,11)

One of the main obstacles to SMEs growth is their lack of integration into larger collaboration spaces. Cluster are indeed ideal facilitators when it comes to integrating SMEs into activity with the whole ecosystem. However, only when extending this from the regional environment to cross-border collaboration spaces, the real innovation potential of SMEs is exploited. FeelGood will actively raise awareness among SMEs by dedicated communication channels and matchmaking events. FeelGood sets up a truly collaborative approach between European countries to bring together an important pool of SMEs to strengthen their links, provide them with dedicated support and facilitating their interactions with major stakeholders active in sport and tourism technologies. In addition, FeelGood will support the development of innovative projects by SMEs by providing dedicated coaching and strengthening the business environment for SMEs across the European Union. This shared approach between the 11 partners targets a long-term impact in terms of collaborative approach awareness for the regional SMEs, at multimodal, cross-sectorial and cross-border level. Indeed, the success targeted during the project, will be disseminated and capitalised during and after the project, as proof of the importance of open collaboration spaces to develop innovative and competitive solutions, and as proof of feasibility of multimodal, cross-sectorial and/or cross-border partnerships regarding data issues. Mid-term and long-term objectives are the development of a real partnership culture within the regional SMEs and ecosystems.

- G. Benefits for European citizens – potential economic and societal impacts (Related KPIs: 1, 5, 10, 12)

Regarding societal challenges, citizens will benefit from new sports and tourism experience and product offers. Physical activities has proven positive effects on both body and mind at all stages of life. Increasing physical activity enables, at a societal level, to significantly reduce healthcare costs. Tourism is growing and linking tourism to exercise could increase the promotion of physical activities. FeelGood will have a strong impact on public health: by mainstreaming physical activities in tourism, thus enlarging the base of practitioners. FeelGood will bring benefits to the European citizens by creating new jobs and new profiles, and introducing new skills and gained experience, benefitting equally to men and women In addition, FeelGood will make available attractivity and investment in shared products and services to all income and gender groups.