Cluster Workshop Regional Approaches to Implement S3 through Clusters

Synopsys Report

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This report was drafted with input gathered from all project partners over the second phase of the project implementation (July – December 2017), based on individual regional Cluster Workshop reports. The authors would like to thank all project partners for their significant efforts.

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For further information about the S3-4AlpClusters project, you will find a short description at the end of the document. To learn more and to download additional resources please refer to the project website http://www.alpine-space.eu/projects/s3-4alpclusters/en/home.

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**Concept and definitions**

For the purpose of this report the key concepts and definitions are understood as follows:

- **Clusters**: Clusters are generally described as groups of companies, mainly SMEs, and other actors (government, research, and academic community, institutions for collaboration, financial institutions) co-locating within a geographic area, cooperating around a specialised niche, and establishing close linkage and working alliances to improve their competitiveness.

- **Cluster initiatives**: A cluster initiative is an organised effort aimed at fostering the development of the cluster either by strengthening the potential of cluster actors or shaping relationships between them. They often have a character like a regional network. Cluster initiatives are usually managed by cluster organisations.

- **Cluster organisations**: Cluster organisations are entities that support the strengthening of collaboration, networking, and learning in innovation clusters and act as innovation support providers by providing or channelling specialised and customised business support services to stimulate innovation activities, especially in SMEs. They are usually the actors that facilitate strategic partnering across clusters. Cluster organisations are also called cluster managements.

- **Cluster participants**: Cluster participants are representatives of industry, academia or other intermediaries, which are commonly engaged in a cluster initiative. Given the case a cluster initiative has a certain legal form, like associations, cluster participants are often called cluster members.

- **Cluster policy**: Cluster policy is an expression of political commitment, composed of a set of specific government policy interventions that aim to strengthen existing clusters and/or facilitate the emergence of new ones. Cluster policy is to be seen as a framework policy that opens the way for the bottom-up dynamics seen in clusters and cluster initiatives. This differs from the approach taken by traditional industrial policies, which try (and most often fail) to create or back winners.

- **Programme**: Programmes are a vehicle to implement a policy, e.g. funding programme for R&D in environmental technology. In addition to programmes, policies are also implemented through regulation (= regulatory framework, e.g. law on consumer protection).

- **S3-Smart Specialisation Strategies**: Smart Specialisation is a strategic approach to economic development through targeted support for research and innovation. It involves a process of developing a vision, identifying the place-based areas of greatest strategic potential, developing multi-stakeholder governance mechanisms, setting strategic priorities and using smart policies to maximise the knowledge-based development potential of a region.

We will clearly distinguish between clusters, cluster initiatives and cluster organisations to make it easier for the interviewee to understand what is intended with the corresponding question.
**Cluster Workshop**

**Introduction**

The activities of WP T2 intend to explore how S3 can be used to spark entrepreneurship and foster innovation processes and interregional cooperation within and between clusters ("S3 ↦ Clusters"). The concept of S3 puts an emphasis on a conceptual sequence running from S3 to clusters. Indeed, local resource concentrations ("clusters") are considered to be "the major objective of smart specialization strategies" (Foray, 2015, p.15). "Generating a vibrant innovative cluster" is considered to be "a logical outcome" of S3 (Foray, 2015, p.59). It is the objective of S3 to establish and collectively explore on new areas of opportunity, "which will possibly form the basis for the local resource concentration" (Foray, 2015, p.15). In other terms, "smart specialization is about the genetic causal moment", the spark of entrepreneurship which will create spillovers and foster the clustering process of new activities (Foray, 2015, p.59). Translated to the policy level, this means that "cluster policies need to be driven by S3" (Foray, 2015, p.59).

Drawing on the conclusion that S3 should be used to foster innovation processes and spark entrepreneurship and interregional cooperation at cluster level, a cluster workshop in each region has been organised to explore possibilities for the development of a set of specific cluster services aiming at fostering innovation within the cluster actors and interregional cooperation. Based on the inputs from the regional S3 analysis of WP T1 (Regional StressTests / Synergy Report) and existing best practices (Best Practice Survey), the cluster managers and the stakeholders, in the up-stream innovation value chain, have discussed processes, activities, collaboration schemes, roles and coordination practices, designed to be used *in fine* by Cluster Initiatives to support growth of regional companies (notably SMEs). The identified services in all regional workshops will build the basis for the selection of specific services to be tested in pilot clusters in WP T3.

**Cluster Workshop Methodology**

One cluster workshop per region has been organized, involving cluster managers and stakeholders in the up-stream innovation value chain, discussing how the transnational model based on S3 could leverage on clusters in order to foster the growth of regional companies.

In support of the organization of the cluster workshop, a detailed guideline was made available at support to the managers (available in the separate report "Cluster Workshop Regional Approaches to Implement S3 through Clusters – Annexes", under ANNEX A section). The guide defines sharply the objectives of the cluster workshop, which is to identify a set of New Cluster Services aiming at fostering innovation within the cluster actors and potentially interregional cooperation. The cluster workshops has been designed also to include a specific round on services targeting the development of Transformative Activities. Furthermore, the guide provides general notes, presents a tentative agenda listing each session and expected outputs, indicates the times of each session, the person in charge and the project data at it support.

The input made available to the cluster managers are notably the Regional StressTest Reports, the Synergy Report, the regional EDW minutes, the Good Practice Report which comprises of basic statistics, regional best practices, a set of 23 improved external best practices, Named Best Practice subset, and 3 One Pagers of compiled best practices.
Considering the total cluster workshops, all the given input has been a useful resource for the development of the new cluster services. In particular, a selection of the external best practices has been inspirational to the working groups during the development phase of new ideas.

In some cases additional external input has been included such as the example of existing services to be improved, services required by companies / cluster managers / policy makers and other stakeholders, online sources and direct contact, for instance, European Cluster Collaboration Platform, the Cluster Working Group of the Enterprise Europe Network and Chamber of Commerce. The scheduling of the cluster workshops gave the possibility to Veneto Region to include as input all the drafted new cluster services developed from the other regions.

The main outputs of the cluster workshops was expected to provide new cluster services at support to the required transformative activities for enabling the continuous transformation of the cluster participating actors (companies, research and development institutions as well as educational bodies) and to promote the region structural change (for example the modernisation of a traditional sector, shifting a few sectors to a new paradigm) which constitutes the base for the designing of the smart specialisation strategy.

A written summary of the cluster workshop including a description of the identified specific new cluster services has been provided by each organizing project participant. The report follows the guidelines provided, (available in the separate report "Cluster Workshop Regional Approaches to Implement S3 through Clusters – Annexes", under ANNEX B section), which helps to exploit insights coming from the regional cluster workshops and to develop new cluster services for the cluster management. These new services are the supporting column of the Innovation Model, which aims to provide prototypes to be tested by the cluster managers.

A set of 10 Cluster Workshop Synopsys reports has been collected from the regions listed in Table 1. The set has been analysed and on the basis of their soundness, completeness and compliance, with the established objectives, has been, in some cases, sent back to the organizing project participant for further improvement. The final Cluster Worksop Synopsys reports are finally collected in the report "Cluster Workshop Regional Approaches to Implement S3 through Clusters – Annexes", under ANNEX C section.

<table>
<thead>
<tr>
<th>Partner</th>
<th>NUTS Code</th>
<th>Region</th>
</tr>
</thead>
<tbody>
<tr>
<td>LP</td>
<td>CH02</td>
<td>Espace Mittelland</td>
</tr>
<tr>
<td>PP02 · PP06</td>
<td>AT31 · AT32</td>
<td>Oberösterreich · Salzburg</td>
</tr>
<tr>
<td>PP03</td>
<td>DE1</td>
<td>Baden-Württemberg</td>
</tr>
<tr>
<td>PP04 · PP15</td>
<td>ITH3</td>
<td>Veneto</td>
</tr>
<tr>
<td>PP07</td>
<td>FR43</td>
<td>Franche-Comté</td>
</tr>
<tr>
<td>PP08</td>
<td>ITC1</td>
<td>Piemonte</td>
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<tr>
<td>PP09 · PP12</td>
<td>ITC4</td>
<td>Lombardia</td>
</tr>
<tr>
<td>PP10 · PP11</td>
<td>ITH2</td>
<td>Provincia Autonoma di Trento</td>
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<tr>
<td>PP13</td>
<td>DE2</td>
<td>Bayern</td>
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<tr>
<td>PP14</td>
<td>SI0</td>
<td>Slovenija</td>
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</tbody>
</table>

*Table 1: Regional Cluster Workshop list*

Next, a detail examination of the Cluster Workshop Synopsis has been carried out in order to select the most reliable new services, as described in the following chapter.
SET OF NEW CLUSTER SERVICES

Methodology of the output analysis

The analysis objective is to identify the relevant new cluster services for cluster management aiming at facilitating and fostering transitional cooperation, to empower existing cluster and to enhance new cluster cooperation.

The survey targeted 10 regions resulting in 27 proposed new cluster services. Among the 27 new cluster services, 14 were selected on the basis of:

- **regional perspective**: presence in the workshop of a set of participants representative of the cluster ecosystem included in the regional S3;
- **relevance**: level of interest and feedback provided by the expert of the regional cluster ecosystem for the new developed cluster services in terms of alignment with the needs related to the role of clusters in the implementation of S3 and in the transformative activities, reflection of the needs and assets of the region and the elements missing from the outputs;
- **quality**: completeness, soundness, uniqueness, focusing on those that could offer interesting insights.

Subset of new cluster services

The sub-set of the 14 selected new cluster services, was categorized with the relevant fields of services: Education, Innovation, Collaboration, Networking and Growth. The selected new cluster services subset were analysed, categorized and for each one it has been provided a brief description and the link to the referred information sheet, Table 2.

The categorization has followed on of the basic models of Cluster Initiatives’ objectives. Following the list of the subset of the 14 selected new cluster services.

The entire description and full list of the of new cluster services is available within the report “Cluster Workshop Regional Approaches to Implement S3 through Clusters – Annexes” under ANNEX C section.

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1 Sölvell, Ö. et al., 2003. “The Cluster Initiative Greenbook”
<table>
<thead>
<tr>
<th>Nr</th>
<th>TITLE</th>
<th>Proposed by Partner Region</th>
<th>Thematic area</th>
<th>Short Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>“Rüttelstrecke” / “test track” for project ideas, prototypes, concepts, business models, problems →below</td>
<td>PP02 Upper Austria PP06 Salzburg</td>
<td>EDUCATION</td>
<td>Testing of new project ideas, services, business models or prototypes and having them analysed by a reflection group. The reflection group is composed of external experts of different levels (cluster, R&amp;D, administration, users...) The service is offered directly by the cluster that wants to test the idea / new service.</td>
</tr>
<tr>
<td>2</td>
<td>Transformer Maturity Model →below</td>
<td>PP02 Upper Austria PP06 Salzburg</td>
<td>GROWTH</td>
<td>Elaboration of a model/tool to assist start-ups and existing small companies in the transformation to specialised entrepreneurs in the medical sector. The key elements on which to intervene (missing skills, necessary technologies, certifications, etc.) will be identified and adequate services implemented. Service offered by the cluster.</td>
</tr>
<tr>
<td>3</td>
<td>Cluster Ambassador Program →below</td>
<td>PP04 and PP15 Veneto</td>
<td>GROWTH</td>
<td>Develop a program to plan and implement a structured strategy for clusters' internationalisation, aiming to identify the core competences and the matching needs of the clusters, to explore the promising synergies and to organise well focused initiatives to allow the cluster and its member to develop projects or business opportunities.</td>
</tr>
<tr>
<td>4</td>
<td>Regional Cluster desk →below</td>
<td>PP04 and PP15 Veneto</td>
<td>EDUCATION</td>
<td>A regional centralised and coordinated desk to offer the following service: collect the innovation and educational needs; knowledge sharing with clusters experienced manager that to act as mentor/trainer I specific sectors; merge similar training needs in order to offer joint educational package; encourage the cross-cooperation of clusters with matching competences.</td>
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<td>Nr</td>
<td>TITLE</td>
<td>Proposed by Partner Region</td>
<td>Thematic area</td>
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<tr>
<td>5</td>
<td>Think Tank of innovation → below</td>
<td>PP04 and PP15 Veneto</td>
<td>INNOVATION</td>
<td>Development of <strong>innovative ideas</strong> for future research or education projects. Students, previously trained, work, under the <strong>tutorship of professionals</strong> from Industry and Academy, to define project ideas in a specific field. An international evaluation board select the <strong>winning proposals</strong> which will be considered for submission to the next <strong>upcoming calls</strong> of a specific funding programme.</td>
</tr>
</tbody>
</table>
| 6  | Networking throughout thematic groups and projects workshops/labs → below | PP09 and PP12 Lombardy | NETWORKING / INNOVATION | Integrated service to encourage the development of intra and interregional partnerships for new projects in the emerging sectors. The service is composed by three main elements:  
- **dynamic mapping** of the skills of the cluster’s associates and needs.  
- **organization of operational and intercluster thematic workshops** focused on emerging industries. The aim of the workshops is to identify innovative projects / ideas for innovative processes or products.  
- **testing of ideas through project support (scouting of funding)**. |
<p>| 7  | Intellectual Property Management for SMEs → below | PP10 and PP11 Autonomous Province of Trento | INNOVATION | Improvement of the management of intellectual property by SMEs, through a training phase on IP management followed by an operational one to provide a <strong>support service in the valorisation process</strong>, followed by a subsequent monitoring. Service provided free of charge to cluster SMEs and as payment service to other key players (e.g. large industries). |</p>
<table>
<thead>
<tr>
<th>Nr</th>
<th>TITLE</th>
<th>Proposed by Partner Region</th>
<th>Thematic area</th>
<th>Short Description</th>
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<tr>
<td>8</td>
<td>Cross-Industrial Sector Event for Joint Commercialization Processes →below</td>
<td>PP13 Bavaria</td>
<td>COLLABORATION</td>
<td>Ad hoc events in which representatives of clusters from different sectors and from different countries present their projects, research results, prototypes with the aim of achieving a joint commercialization process.</td>
</tr>
<tr>
<td>9</td>
<td>“International Officers”. Job Position and Periodic Events for Interregional Cross-Cluster Management Cooperation →below</td>
<td>PP13 Bavaria</td>
<td>NETWORKING</td>
<td>Recruitment by the cluster of an &quot;international officer&quot; in charge of managing contacts with other cluster managers at trans-regional level and organizing periodic networking meetings to facilitate the development of trans-regional services.</td>
</tr>
<tr>
<td>10</td>
<td>Synergies for internationalization →below</td>
<td>PP13 Bavaria</td>
<td>COLLABORATION</td>
<td>Forecasting of a supporting figure for the internationalization of the cluster that allows its members to exploit the already existing financing tools and funding programs, and that cooperates with the regional key-actors.</td>
</tr>
<tr>
<td>11</td>
<td>The Career Platform – KPZ →below</td>
<td>PP14 Slovenia</td>
<td>EDUCATION</td>
<td>Creation of a free digital platform dedicated to the development of workers’ new skills. The platform is dedicated to companies, but built together with HR key players, such as universities and representatives of the education system. Main objective is foresee the skills required by the labour market in the future and adapt individual career plans and educational programs.</td>
</tr>
<tr>
<td>12</td>
<td>BANK OF TRAINING – Large firms experience in innovation management for SMEs →below</td>
<td>PP14 Slovenia</td>
<td>GROWTH</td>
<td>Mentoring activities realized by managers of large innovative companies and dedicated to SMEs, in particular family-owned, with the aim of developing managerial skills, especially in the R&amp;D sector. Total duration: 12 months, with short and regular meetings.</td>
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<tr>
<td>Nr</td>
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<td>Proposed by Partner Region</td>
<td>Thematic area</td>
<td>Short Description</td>
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<td>13</td>
<td>Fast Track to Employment →below</td>
<td>PP14 Slovenia</td>
<td>INNOVATION</td>
<td>Program for the development of joint research activities between companies and research bodies. Young researchers, following a rotation scheme, do working periods in the companies. The companies indicate the required profiles (paying the salary of the researchers), the intra-cluster competence centres (in phase of definition) prepares the calls and the faculties select the most suitable students.</td>
</tr>
<tr>
<td>14</td>
<td>Tourism Services Clinic →below</td>
<td>PP14 Slovenia</td>
<td>GROWTH</td>
<td>Realization of a “tourism services clinic”, a platform supported by the Slovenian Tourism and Hospitality Chamber, through which the companies participating in the cluster can take advantage of specialized services provided by experts with different profiles, with the ultimate goal of developing new tourism services and improve existing ones.</td>
</tr>
</tbody>
</table>
Conclusion

The activities of WP T2 intend to explore how S3 can be used to spark entrepreneurship and foster innovation processes and interregional cooperation within and between clusters (“S3 → Clusters”). Drawing on the conclusion that S3 should be used to foster innovation processes and spark entrepreneurship and interregional cooperation at cluster level, a cluster workshop in each region has been organised to explore possibilities for the development of a set of specific cluster services aiming at fostering innovation within the cluster actors and interregional cooperation.

The report collects and study the main outputs of the cluster workshops, notably new cluster services at support to the transformative activities for enabling the continuous transformation of the cluster participating actors and to promote the region structural change which constitutes the base for the designing of the smart specialisation strategy.

The survey targeted 10 regions resulting in 27 proposed new cluster services. Among the 27 new cluster services, 14 were selected on the basis of regional perspective, relevance and quality. The subset of 14 selected new cluster services, was categorized and provided also with a brief description and information sheet ready to be used by the cluster managers.

The subset of 14 New Cluster Services will be part of one of the New Services of the Innovation model. The subset, and so the New Service, will support the implementation of the Transformative Activities, aiming at creating innovation and jobs in the regions of the Alpine Space trough the cross collaboration of clusters.
## ANNEX A: selected new services Cluster Workshop Synopsys

### Description of the identified Cluster Services

#### New Innovative service nr°1

<table>
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<tr>
<th>NEW INNOVATIVE CLUSTER SERVICE</th>
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<td><strong>Title</strong></td>
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#### 1. BENEFICIARIES

e.g. Entrepreneurs, R&D institutions

This depends on the type of the 'idea' that will be presented to the reflection board.

#### 2. GOALS & ADDED VALUE

External experts reflect the presentation of the idea or problem and contribute with their experiences to the improvement;

The service can be offered at different stages of developments:

- Involvement of the relevant reflection group at an early stage of the development;  
  Goal: avoiding errors, enhancement of quality, etc...

- Involvement of reflection group for analyses of already existing failures/problems, e.g. prototype failed  
  Goal: avoid the error at the next attempt, find a solution, etc...

More, better and successful ideas, concepts, business models, projects > “learn from mistakes”

#### 3. OPERATIVE DETAILS / HOW-TO

Concepts, ideas will be presented to a reflection group. In that way it will be viewed from outside (involvement and cooperation of different levels). The reflection group (an external committee of experts/users) will critically, constructively question and view the presented idea. Their feedback leads to the adaption of the ‘prototype’ and to the next text phase.

The service is offered by cluster organizations (cluster managers) to cluster members. They organize a one day workshop, invite the experts to be member of the reflection group and coordinate the process including the follow up.
### 4. COORDINATION WITH REGIONAL S3

**Yes**

This service shall be offered for activities in line with S3 priorities.

### 5. COORDINATION WITH OTHER CLUSTER INITIATIVES

**Yes**

Since the presented idea shall be reflected from outside and from different point of views there are automatically links to other cluster initiatives as well foreign experts.

The external committee shall be composed by members/cluster managers of different Clusters (regional and/or foreign).
<table>
<thead>
<tr>
<th><strong>NEW INNOVATIVE CLUSTER SERVICE</strong></th>
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<tbody>
<tr>
<td><strong>Title</strong></td>
</tr>
<tr>
<td>&quot;Transformer Maturity Model&quot;</td>
</tr>
<tr>
<td>Modification of &quot;Advanced Manufacturing Self-Assessment (Industrie 4.0 Reifegradmodell)&quot;</td>
</tr>
</tbody>
</table>

### 1. BENEFICIARIES
- Start-ups in the medical technology business
- Existing companies willing to transform/enlarge their business model to medical technology (medtech new-comers from outside of the medtech-sector)
- Cluster is able to offer a new service for supporting the development of the medtech-sector

### 2. GOALS & ADDED VALUE
- A new cluster service will be developed to support the transformation of existing companies to specialised MedTech entrepreneurs
- Structured detection of the actual and target state
- Show the gap of competences in the company
- Development of strategies (cluster services) how to reach the companies’ target state (needed competences, technologies, medical certifications)

### 3. OPERATIVE DETAILS / HOW-TO

Similar to the "advanced manufacturing self-assessment" tool the cluster managers develop and implement this tool and relevant services. (See report of selected best practices case "Industrie 4.0 Self Assessment", PP2_MC_OP1).

The idea is to test and modify the "advanced manufacturing self-assessment" tool for the application in the medical technology sector. That means the Medical Technology Cluster managers will implement the whole process with a company that intends to enter into or improve in the medtech sector.
After testing, evaluation by experts and modification a new Service for medtech start-ups and new-comers (companies from outside of the medtech branch) can be offered.

4. COORDINATION WITH REGIONAL S3

Yes,
development of Upper Austria as a medical technology location

5. COORDINATION WITH OTHER CLUSTER INITIATIVES

YES, Mechatronics Cluster
New Innovative service nr 3

**NEW INNOVATIVE CLUSTER SERVICE**

<table>
<thead>
<tr>
<th>Title</th>
<th>Cluster Ambassador Program</th>
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1. **BENEFICIARIES**

The main beneficiaries are the clusters, which could strategically build international linkages with key foreign partners. Moreover also their members (especially SMEs) could benefit themselves both for the enhanced branding value of their clusters and for the international opportunities that the cluster could offer.

2. **GOALS & ADDED VALUE**

The goals of the “ambassador program” is to plan and implement a structured strategy for clusters’ internationalisation. Instead of generic and expansive promotional activities, the program is first aiming to identify the core competences and the matching needs of the clusters, then to establish an effective and consistent relationship with a selected (also one) number of clusters in order to explore the promising synergies and finally to organise well focused initiatives to allow the cluster and its member to develop projects or business opportunities.

3. **OPERATIVE DETAILS / HOW-TO**

Once put in place the service, the following activities should be foreseen:

- Mapping of competence or use of the existing mapping in order to identify core strengths of the concerned cluster and possible matching with other foreign clusters

- Identifying the innovation ecosystem stakeholders abroad (in target areas) that could be worth for the cooperation

- Planning and executing the promotional activities for the cluster itself and for its members

- Organizing B2B meetings in order to explore the potentialities for future collaborations with foreign clusters

- Identification and preparation of possible collaborations under existing funding programs (i.e. H2020 calls)
4. COORDINATION WITH REGIONAL S3

This service is not specifically connected with any S3 domain but it is a transversal support action that aims to promote the innovation and business system of the region and increase the cooperation opportunities with other regions. At policy level it could be facilitated if cross regional linkages are opened and nurtured to allow regional clusters to find out international opportunities to cooperate with.

5. COORDINATION WITH OTHER CLUSTER INITIATIVES

At regional level, the ambassador program should be a shared good practice (e.g. how to set up the branding strategy, which activities should the ambassador does, which matching can be foreseen with other foreign clusters) although the pilot activated should be cluster-specific.

Moreover in the frame of the S3-4AlpClusters it should be worth to explore possible cross cooperation among clusters so that to set up an ambassador jointly/cross shared among clusters of different countries. This could enhance the cooperation (and the possible matching) and also lower the cost of the service.
### New Innovative service nr°4

**Title**  
Regional Cluster desk

### 1. BENEFICIARIES

All the clusters of the region (both regional innovation networks and productive clusters) are direct beneficiaries. Cluster members could get benefits as well especially for the educational and training vocation of the desk.

### 2. GOALS & ADDED VALUE

A regional centralised and coordinated desk allow to valorise cluster initiatives in a synergic way. Moreover initiatives (e.g. training) organised by the desk and offered to all the interested cluster could have an impact in saving money thanks to the critical mass achieved.

### 3. OPERATIVE DETAILS  |  HOW-TO

The regional cluster desk should implement the following tasks:

- Collect the innovation and educational needs of the regional clusters

- Foster and organise clusters experienced in a specific field (e.g. IMPROVENET is focused on Industry 4.0 innovation) to act as mentor/trainer for other initiatives that transversally could benefit from the knowledge sharing.

- Merge similar training needs in order to offer an exhaustive and joint educational package to the interested clusters

- Encourage the cross-cooperation of clusters with matching competences and needs in building joint innovation/research projects (e.g. cluster for leather production that has a big problem of chemical waste disposal and green-tech cluster that is specialised in recycling)

### 4. COORDINATION WITH REGIONAL S3

The regional S3 aims to boost innovation through the cooperation of the regional actors, in particular clusters. Therefore regional initiative aiming to foster cluster cooperation and the set up of joint innovation project is perfectly in line with the Veneto S3 philosophy.

### 5. COORDINATION WITH OTHER CLUSTER INITIATIVES

The activity is linked to cluster initiatives per se. It could be worth to exchange at cross-regional level to collect good practice in the same field.
### New Innovative service nr° 5

<table>
<thead>
<tr>
<th><strong>NEW INNOVATIVE CLUSTER SERVICE</strong></th>
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#### 1. BENEFICIARIES

Companies (especially SMEs) and PhD and Master engineering students (3 Universities Department are involved)

#### 2. GOALS & ADDED VALUE

The goal is the development of innovative ideas for future research or education projects. The impact is double. For companies to have fresh ideas from skilled student that can help in finding innovative technological solutions. Students have the possibility to be engaged in practical cases, deal with companies professionals and be further on involved also in the project implementation (job recruitment)

#### 3. OPERATIVE DETAILS | HOW-TO

The service consists of one day event.

The event is divided into two parts:

- in the first part, PhD and Master students, previously trained and divided into 8 groups, work, under the tutorschip of professionals from Industry and Academy, to define project ideas in a specific field (i.e. Recycling and Substitution of Raw Materials)

- in the second part, each group presents its project idea to an international evaluation board, which select the winning proposals; the selected ideas will be considered for submission to the next upcoming calls of a specific funding program (e.g.EIT-Raw Materials).

The service needs a strong support from University (that in our case is one of the clusters’ main player) and of course a commitment from companies that have to spend the whole days mentoring a group of students.
### 4. COORDINATION WITH REGIONAL S3

The service is strongly connected to the S3 priority "smart manufacturing".

The evaluation board could include representatives of the Region (itself or through the innovation agency), specialised intermediaries and innovation experts so that the whole innovation ecosystem could be involved.

### 5. COORDINATION WITH OTHER CLUSTER INITIATIVES

At the moment the service is cluster specific. It is obviously a service that could be used an adapted for other interested clusters. Moreover it should be interesting to involve both in the working groups and in the "evaluation board" foreign cluster managers, acting in the concerned field.
New Innovative service nr° 6

NEW INNOVATIVE CLUSTER SERVICE

Title  Networking throughout thematic groups and projects workshops/labs

1. BENEFICIARIES

All the components of the “quadruple helix” would benefit; in fact, clusters, clusters’ associates and clusters’ stakeholder are the beneficiaries of the service.

Among the clusters’ members, both SMEs and Large Enterprises directly benefit from it, specifically in terms of contacts acquisition, partner’ scouting, creation of business relations, production chain upgrading/reinforcement/refreshment.

Research Institutions, Public Administration (local and regional institutions in particular) and citizens, directly and indirectly benefit as stakeholders or clients, and/or in terms of product endorsement, and for having the possibility to access more information about the supply sector and demand needs.

The target is, ideally, the 100% of Cluster Participants, with different grades of engagement and involvement.

More specifically: the Public Administration would contribute by offering political, relational, financial and regulatory resource, while benefiting from the networks development and the inflow of indications concerning the amelioration of innovation and research related public policies; small, medium and large enterprises would contribute by offering knowledge sharing and by creating business relations, while reinforcing their supply and production chain, as well as increasing their know-how; Research Institutions would contribute with knowledge and technology transfer, and would benefit from possibility of doing applied research on the field; citizens could act as “litmus test”, meaning that they would test the output of the service and, at the same time, give a feedback on its innovative impact on society.
2. GOALS & ADDED VALUE

The added value of this activity is to allow clusters and clusters participants to operate beyond their thematic and territorial boundaries by fostering intraregional and interregional cooperation, as well as to open their knowledge and activities to external contamination.

The goals/intended results are to increase the clusters’ critical mass by expanding the potential set of relations and alliances developed by clusters’ members; to spread a cooperative culture within clusters; to offer to clusters participants instruments to detect innovation-related needs and to answer them appropriately; to offer direct channels as well as informative support to clusters’ associates in order to foster their ability to create alliances.

The expected impact is to increase clusters’ members’ networking and cooperative relations (in terms of involvement and collaborations in national, European and international projects) and their project management capacity, thanks to the networking multiplier role of clusters as drivers of innovation (since they are expected to reach an increased networking capacity). Moreover, an increased networking capacity is expected to translate into an increased probability of innovative production (products and processes) thanks to contamination and transfer of technology that are made possible by the creation of new networks and relations.

3. OPERATIVE DETAILS | HOW-TO

The activities' portfolio includes the following three operative elements, of which Element A represent the operational prerequisites, Element B consists of a continuative networking intervention, Element C consists of follow-up services to be further developed:

- **Element A: Empower the knowledge base - Competencies' dynamic mapping**

  Competencies' dynamic mapping to be implemented/enriched by clusters' organisations as an operational instrument that is a fundamental prerequisite for contacts' research, contacts' management, and for partners’ scouting based on competencies.

  It consists of the mapping of clusters’ associates based on their competencies, and of a dynamic tool to facilitate navigation and research by competencies (see as a model the e-scouting mapping developed by the Lombardy aerospace cluster: http://www.aerospacelombardia.it/aerospace/cms2.nsf/fe_home_new?Readform).

  The competencies’ dynamic mapping would foster clusters’ ability to research and offer partnerships for business and technological opportunities and for research collaborations.

  As a prerequisite for the implementation of the Element B (see below), also the mapping of needs is considered fundamental. The innovation-related needs expressed by the components of the quadruple helix should be detected through brainstorming, through other activities already carried out by clusters’ organisations, and, possibly, through the access to available information (already collected by regional institutions).

- **Element B: Empower strategic forecasting on the new technologies for emerging sectors - Thematic Groups and Project Workshops/Labs**

  Two main steps of implementation:

  > Step 1: Partition in Thematic Groups

  > Step 2: Realisation of Projects Workshops or Projects Labs
Both the Thematic Groups and the Projects Workshops/Labs have to be competency-based and S3-focused, and consist of sequential matching and exploratory moments for intra-regional and inter-regional networking that would mobilize a limited number of innovation actors with the aim of creating innovative processes and products. See the “Joint Laboratories”, typical of the LE2C activity named Officina Innovazione and the workshops organized by AFIL and by the Lombard Lifesciences Cluster as models.

The clusters’ steering committee of the Lombardy region would guide the selection of the Groups’ themes and Workshops/Labs’ themes. Participants would be selected through the competencies’ dynamic mapping described as Element A, following 2 main selection criteria: possible role along a production/supply chain and relevant and complementary competency related to the topic.

The cluster organisation is in charge of organising the workshops/labs, which have to be “trans-thematic”, and should invite: clusters’ associates, from at least two different clusters; at least one external participant, possibly international (coming from the Alpine Space); participants from the civil society; possibly, an expert. The workshop/lab, building on chosen input material, would focus on a selected innovation-related problem that matches with two or more clusters’ sectors, and, based on the technological and socio-economic context, would produce new project ideas for innovative processes or products. The added-value for each invited actor should be explicitly described.

- **Element C: Verifying the impact (to be further developed at a later stage) – Project Support & Innovation Check**

  Two other services to be implemented as testing exercise of the previous element:

  - Testing Service 1: Project Support the support to the enterprises is one of the clusters’ core activities; in particular, facilitation and understanding of funding opportunities and supporting in the management of the project’s operational phases should be offered in order to help cluster participants in the realisation of the project ideas produced during the workshop/labs (for example advice on participation to European and international projects and programmes; direct contact with public administration to discuss the launching of pilot projects; participation to the Enterprise Europe Network and benefit from the services “Going International” and “Sportello Europa”);

  - Testing Service 2: Innovation Check ad hoc service, already implemented by LE2C, that uses the IMP³rove standard and the Innovation health check tool to assess the innovation management capacity; as well as the Technology Readiness Level (TRL) to test the technology maturity. Furthermore, depending on each specific product/process idea, specific meetings with credit and financial actors can be arranged.

  These two services would allow to verify the sustainability and the coherence of the results of Element B (expected to be ideas of innovative processes and products). This element builds on the hypothesis that the validity of a project idea is confirmed by its possibility to be financially supported. These follow-up activities of the networking activity’s results are a hypothetical subsequent step.

In parallel, for clusters’ organisations to become the networking “drivers” or “multipliers”, they have to foster their own networking activities; therefore, clusters’ organisations will develop (when not implemented yet) or boost the activities’ portfolio, by means of the following instrumental
activities to raise their own networking capacities and get more information to be transferred to their members:

- clusters participation to existing or new open platforms for thematic mapping of European clusters’ capacities and to foster virtual networking (such as the services offered by the EEN);

- clusters participation to national, international and European clusters’ networks (such as relevant national cluster networks, the Vanguard Initiative, the European Strategic Cluster Partnership for Smart Specialisation Investments ESCP-S3, the European Cluster Collaboration Platform and others);

- clusters participation to national, European (such as Horizon 2020, Innosup, …) and international projects;

- participation to and inform on (through the use of newsletter) relevant matchmaking and networking events;

- creation of an online repository as an information sharing space of the meetings and events to which each Cluster participates (could be used the Lombard platform Open Innovation);

- possibly: design of a management tool that cover all the previous ones.

**Resources**

These activities will involve mainly human and organisational resources; technological and financial resources would be involved to a lesser extent.

The clusters’ organizations’ boards, the cluster managers and clusters’ staff will be responsible of activating the activities, and the clusters’ associates, enterprises more than others, will be actively involved in their conduction.

Specifically:

Element A will need organisational and human resources within cluster organisations;

Element B will need organisational resources and knowledge base;

Element C will need financial resources and could represent a subscription service (service for a fee, subject to specific conditions)

Technological resources to be used are already available. In particular, the Lombardy Region open platforms (Open Innovation and Open 2.0), the European Cluster Collaboration Platform (ECCP) and similar open platforms and tools are useful instruments for the implementation of the networking activities.

Financial resources would be get through projects participation and, possibly, through an adaptable pricing model that consists of offering integrations of free basic services subject to a fee.
Access policy

If possible, use of an adaptable pricing model that implies a differentiated set of basic and advanced services subject to differentiated fees as defined by each cluster’s organisation, with their specific strategic offer.

Cluster organisations offer a package of basic services with free access for their associates and subject to a fee for non-associates. Further services, such as Element C, would respond to a freemium logic.

Time frame

The networking service as a whole will have to be provided with annual deadlines through periodic steps (that will include, for example, a minimum n. of events) and will include both continuous (ongoing) and concentrated activities. The maximum time available will be defined on the basis of the need.

Element A won’t have a specific timeframe since it consists of continuative activities.

Element B will require the development of a minimum of four (4) annual Thematic Workshops/Labs, of at least six (6) months each.

Monitoring

The results will be monitored through Outcome Indicators and Output Indicators, including the following quantitative and qualitative indicators:

- Output Indicators: n. of new channels/platforms implemented; n. of events (thematic groups/workshops/labs) organized; n. of participants to each event; total n. of enterprises participating to the events; target appropriateness for events’ participation (qualitative assessment); events’ participation rate

Outcome Indicators: customer satisfaction surveys’ results; n. of new processes/products/projects/innovation checks activated; increase of cluster members’ size derived from the implementation of the service; n. of new networks/relations enlaced.
4. COORDINATION WITH REGIONAL S3

The service is strategic in terms of the regional S3 since it has been identified through the analysis of the needs highlighted by the StressTest. Furthermore, this activity links with the regional S3 by aligning the Thematic Groups’ activities with the Lombard S3 priority areas.

From the policy level, political, informative and financial support will be needed. This would mean: support in terms of funding and facilitated access policies to funding; an increased availability in terms of communication, willingness to dialogue and coordination (General Directions of the Lombardy region); “political support” such as strategic positioning of the regional institutions at the crucial negotiating tables; the possibility to access for free useful innovation-related databases and information that would help clusters in designing Element A (Competencies’ dynamic mapping).

5. COORDINATION WITH OTHER CLUSTER INITIATIVES

The activity aims at creating and fostering links with other clusters (both regionally and cross border) specifically through the use of Thematic Groups and information sharing tools. Furthermore, it is linked to other cluster initiatives since it intends to make use of existing national and international platforms and projects.
### New Innovative service nr°7

**NEW INNOVATIVE CLUSTER SERVICE**

| Title | Intellectual Property Management for SMEs |

#### 1. BENEFICIARIES

The main beneficiaries are the SME members of the cluster initiatives, which commonly do not have competences and dedicated personnel in the field of intellectual property. Secondly other members such as large industries, universities, foundations, policymakers and the cluster organization itself.

#### 2. GOALS & ADDED VALUE

To improve the awareness of intellectual properties protection within small and medium enterprises and promote why SMEs need to increase their efforts to enlighten employees on what IP is and why it matters.

To protect and to exploit the SMEs intellectual property and support them into the valorisation process (e.g. evaluate the IP assets, propose strategies, negotiation/litigation support, contract-agreement-NDA writing, prior art evaluation, patentability evaluation, define an NDA among all cluster members in the cluster policy).

To more effectively leverage the SME research output through the IP management (e.g. obtaining a greater number of patents, licensing, design, trademark, know-how) and consequently increase revenues and reduce the time to market introduction.
3. OPERATIVE DETAILS | HOW-TO

The activity should be divided into three main steps:

1. **EDUCATIONAL PHASE**: involving members to instruct them on intellectual property management (whitepaper book, B2B IPR management guidelines, implement an awareness toolkit)
2. **OPERATIVE PHASE**: provide the specific services to SME members (free of charge), universities (charged), foundation (charged), policymakers (charged), large industries (charged).
3. **MONITORING PHASE**: on the basis of services KPIs, such as "number of disclosures per time period", "efforts spent per case", "number of valorised IP per time period", the services should be tuned and optimised. This phase can also perform activities aimed to build a cluster portfolio, define strategies for cluster IP exploitation, identify cross-IP potentials and foster collaborations among members also at cross-border level).

The cluster organization should have its own unit that has the required competencies and deal with all IP matters. The service should start with one IP manager (1 FTE) that supports 40 SME members, then the FTE should increase on a request basis.

4. COORDINATION WITH REGIONAL S3

This service is a support activity transversal to the regional S3 priorities.

The policymakers are providing to companies specific funds for specific activities related to consulting which this service could be considered part of.

The policymakers could foster cross-regional collaborations among clusters working in the same field in order to evaluate and valorise a common IP portfolio.

5. COORDINATION WITH OTHER CLUSTER INITIATIVES

The activity could be executed in collaboration among all cluster organization.

A cross-regional IP portfolio among cluster initiatives operating in the same field could foster a cross-border collaboration.
# New Innovative service nr°8

## NEW INNOVATIVE CLUSTER SERVICE

<table>
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<th>Title</th>
<th>Cross-Industrial Sector Event for Joint Commercialisation Processes</th>
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## 1. BENEFICIARIES

Who are the direct beneficiaries?

Members of at least 2 Clusters from different Alpine Space Regions and different sectors. Involvement of Industry and Research Organisations is mandatory.

To achieve a critical mass there should be 4 Cluster members per Cluster presenting project ideas/prototypes for joint intersectoral commercialisation processes.

How many Cluster Participants are you targeting (%)?

I think this question is difficult to answer. There are Clusters with a large number of members and in relation to that large number with few high potential members – or with few but high potential members.

## 2. GOALS & ADDED VALUE

What is the added value of this activity?

Members of at least 2 Clusters from different Alpine Space Regions and different sectors present their research results and prototypes to other cluster members and representatives from the industry and research institutions for joint commercialisation processes.

A juridical consulting for interregional cooperation, international property right might be integrated into the event.

What is the expected impacts? / What are its goals, intended results? Joint commercialisation in the Alpine Space region to foster economic growth. Identify new markets for Cluster members.

The cluster organisations and their members demonstrate their ability to develop cross-industry solutions on an international level.

This cross industrial sector approach overcomes the following challenge for interregional cooperation: the primary priority of a cluster management are their own members. So if a cluster member has ideas/prototypes for commercialisation the cluster management is obligated to contact the pool of their own members before there is any attempt to reach out to networks across the border. But if, e.g. a Cluster Chemistry in region X is reaching out to a Cluster New Materials in region Y to support and bring together their members for an event for joint commercialisation processes, the cluster management is not violating its obligation towards its own members – instead the cluster management is providing interregional cooperation, new markets and networks for their clients.
### 3. OPERATIVE DETAILS | HOW-TO

<table>
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<tr>
<th>Question</th>
<th>Answer</th>
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<tbody>
<tr>
<td>What is the time frame of the activity?</td>
<td>1 year</td>
</tr>
<tr>
<td>What resources does it involve?</td>
<td>1 FTE</td>
</tr>
<tr>
<td>How much does it costs?</td>
<td>100,000 € (50,000 € for each Cluster)</td>
</tr>
<tr>
<td>Who is doing it?</td>
<td>Project management by the cluster management teams.</td>
</tr>
<tr>
<td>What is the access policy? How do you monitor and measure its results?</td>
<td>Success-stories of cooperative commercialisation projects will be published via Public Relations and monitored via Management-Member-contact.</td>
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### 4. COORDINATION WITH REGIONAL S3

How does this Activity link with the regional S3? Do you need special support for this activity from policy level?

This service has a direct coordination with regional S3. The cross-sectoral events should implement a transformative activity and take the transformative activity as a subject in order to bring together the stakeholders which are located at the brink of future economic growth and development.

Suggestions for policy instruments/tools to support cross-regional cooperation?
Regional government should establish funds for this service.

### 5. COORDINATION WITH OTHER CLUSTER INITIATIVES

How is the activity linked to other Cluster Initiatives (both regionally and cross border)?
Will be this Activity executed in collaboration with other Cluster Organizations or Initiatives?

Since it is an international service it has to be coordinated with other cluster initiatives.
## New Innovative service nr°9

### NEW INNOVATIVE CLUSTER SERVICE

<table>
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<tr>
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<td>&quot;International Officers&quot;: Job Position and Periodic Events for Interregional Cross-Cluster Management Cooperation</td>
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### 1. BENEFICIARIES

Who are the direct beneficiaries?

Only Members of the Cluster managements – ideally every Cluster management would establish an international officer.

How many Cluster Participants are you targeting (XX%)? In the end, indirectly 100%

### 2. GOALS & ADDED VALUE

What is the added value of this activity?

Interregional Cluster cooperation requires a good personal network on the operative management level – not only on CEO-level. We learned in our Cluster Workshop that most of the employees in the position of "international officers" in the Cluster management have no personal contact on a regular basis to other operative cluster employees in the Alpine Space region. This lack of a personal network has to be overcome if we want interregional cooperation.

What are its goals, intended results? / What is the expected impacts?

There should be a job position as "international officer" in every Alpine Space cluster. The mission of the international officers is to enable and facilitate all interregional cooperation services.

### 3. OPERATIVE DETAILS / HOW-TO

What is the time frame of the activity? Ideally a permanent position and twice a year an "Event for Interregional Cross-Cluster Management Cooperation".

What resources does it involve? 1 Full Time Equivalent per year.

How much does it costs? Personal costs 60.000 € per year (total labour cost) & 6.000 € (2x 3.000 €) for 2 events per year.

Who is doing it? Cluster management.

How do you monitor and measure its results? Number of success-stories, international events for cluster participants and interregional projects originating from the work of the international officer.
4. COORDINATION WITH REGIONAL S3

<table>
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<th>Question</th>
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<tr>
<td>How does this Activity link with the regional S3?</td>
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<tr>
<td>Do you need special support for this activity from policy level?</td>
</tr>
<tr>
<td>Suggestions for policy instruments/tools to support cross-regional cooperation?</td>
</tr>
<tr>
<td>There should be funding for the position of an international officer within the Cluster management.</td>
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5. COORDINATION WITH OTHER CLUSTER INITIATIVES

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<td>How is the activity linked to other Cluster Initiatives (both regionally and cross border)?</td>
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<td>Will be this Activity executed in collaboration with other Cluster Organizations or Initiatives?</td>
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<tr>
<td>Since it is an international service it has to be coordinated with other cluster initiatives.</td>
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New Innovative service nr°10

NEW INNOVATIVE CLUSTER SERVICE

<table>
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<tr>
<th>Title</th>
<th>Synergies for internationalisation</th>
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1. BENEFICIARIES

Who are the direct beneficiaries? Direct: Clusters representatives, Indirectly: Member of the clusters.
How many Cluster Participants are you targeting (%)? 30%

2. GOALS & ADDED VALUE

What is the added value of this activity? Professional support for the internationalisation activities of the clusters, if they are not active in this area – together with local/regional public bodies. Take real advantage of the already existing internationalisation tools and funding programmes to go international.

What are its goals, intended results? Create reference / Infopoints within the clusters, which should provide advice and support to its members in the area and/or internationalisation activities.

What is the expected impacts? Better use of the existing policies and tools in the internationalisation area;

Closer cooperation with regional and local actors like Chambers of Commerce, regional authorities, development agencies and also with other business oriented organisations

3. OPERATIVE DETAILS / HOW-TO

What is the time frame of the activity? 2 years

What resources does it involve? 1 FTE

How much does it costs? 40000 € personal costs + 10000 € travel costs

Who is doing it? Cluster Staff (existing or new)

What is the access policy? National / Regional / local subsidies-funding for the improvement of the capabilities of the companies and to enlarge the international network of the companies.

How do you monitor and measure its results? Involving clusters and member of the clusters with no experience in this field, it would be decided from the very beginning, how to follow up the activities and results.

The participation of clusters in international activities can be monitored on regular basis and with coordination meetings to share the results.
4. COORDINATION WITH REGIONAL S3

How does this Activity link with the regional S3? Internationalisation is one of the main activities of the S3 as way to guarantee the sustainable development of the SMEs.

Do you need special support for this activity from policy level? Yes

Suggestions for policy instruments/tools to support cross-regional cooperation? The new designed person to carry on the activities should follow the regional strategy for internationalisation and work together with other stakeholders or political representatives. They should use the existing resources and programmes, like the contributions to participate in international fairs or the local support in third countries.

5. COORDINATION WITH OTHER CLUSTER INITIATIVES

How is the activity linked to other Cluster Initiatives (both regionally and cross-border)?
Will be this Activity executed in collaboration with other Cluster Organizations or Initiatives?

➔ Since it is an international service it has to be coordinated with other cluster initiatives.
New Innovative service nr°11

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<th>Title</th>
<th>The Career Platform – KPZ</th>
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### 1. BENEFICIARIES
The direct beneficiaries of the Career Platform (hereinafter KPZ) are companies in Slovenia. Initially, these are the companies that collaborate within Strategic Research and Innovation Partnerships (hereinafter SRIPs), within SRIPs’ value chains and within Competence Centres (hereinafter referred to as KOCs). In later phases other companies from Slovenia, currently not members of any SRIP or KOC can be involved, too. The initial number of targeted companies is thus 400+ members of SRIP/KOC.

### 2. GOALS & ADDED VALUE
What is the added value of this activity?
The added value of the KPZ is the holistic and integrated approach of the service and information collection. Moreover, the activity enables cooperation among all stakeholders – Slovenian firms, knowledge and education institutions to foster competitiveness of the Slovenian economy and contribute to reducing structural disparities in the labour market.

What are its goals, intended results?
- Long-term forecasting of competence needs: long-term staffing forecasting, which would also enable more systematic and more effective design of appropriate education programs.
- Identifying gaps in the competences of employees (and the unemployed) in terms of long-term forecasts and preparing a career development plan as well as education plan.
- Development of education and training programs according to needs of the labour market and competence gaps, filling the gaps in education and training of staff in existing programs. Focus on timely preparation of “tailor made” programs, which ensure development of specific competences.

KPZ results:
- A unified platform for identifying and predicting competences.
- A unified platform for identifying gaps in employees’ competences.
- A unified platform for the comprehensive design of employees’ Individual Career Plans.
- A unified platform for relevant educational programs for businesses.
- A unified platform for reporting on the necessary adjustments of educational programs of Educational Institutions.
- Newly developed National Vocational Qualifications programs.

What is the expected impact?
An ultimate impact of the systemic placement and implementation of the KPZ would be: the reduction of structural disparities in the labour market; more effective scholarship policy and Lifelong Career Orientation of youth and adults, increase of the employability of individuals (especially vulnerable target groups - youth, elderly, disabled) and increase of competitiveness of Slovenian companies in the global market.
In addition, the KPZ will enable more efficient and easier creating of Individual Career Plans for employees in companies. Businesses and value chains will be able to contribute to the development of specific training programs for employees. Furthermore, the KPZ will contribute to the design and transformation as well as upgrading of educational programs in line with the needs of the economy. It will represent a key and bridging link between the economy and the education system with the aim of providing professionally educated personnel according to the needs of the economy, while helping to train employees in order to increase the competitiveness of companies in the market, both regionally and internationally.

The KPZ will have the greatest impact in the field of competence forecasting as digitalisation and implementation of new technologies demand quick and effective identification and adjustment of future competences in order to ensure the competitive advantage of the Slovenian economy. Moreover, with the KPZ, we will encourage and facilitate cooperation and dialogue between all relevant stakeholders in the implementation of the S4, thereby contributing to the added value per employee.

### 3. OPERATIVE DETAILS  / HOW-TO

**What is the time frame of the activity?**

The development, implementation and maintenance of the KPZ are first planned for 5 years with high potential of its self-sustainable character even beyond that.

**What resources does it involve?**

Development, implementation and maintenance of KPZs’ services will require human, technology and financial resources.

In the field of human resources, an expert team of the Chamber of Commerce and Industry of Slovenia will be established with the aim of development and implementation, and later the administration of the KPZ. The Working group of experts from various fields will also be involved. The activity will include professional public, universities and knowledge institutions, other state institutions and representatives of the education system and schools. Policy makers and decision-makers at the regional and national levels will also be involved in the activity.

In addition, a digitally supported information system will be required to support the operations of the KPZ.

**How much does it cost?**

The estimated cost of the operation would be €800,000.

**Who is doing it?**

The Chamber of Commerce and Industry of Slovenia will serve as KPZ Administrator, responsible for the development, implementation and maintenance of the KPZ. The state will own and initially co-finance the KPZ. Other stakeholders will be involved in the collection of information necessary for the impeccable operation of the service/platform.

**What is the access policy?**

The findings and results of the KPZ will be accessible to all stakeholders. It is important that the service is free of charge for businesses, the school system for participants of the KPZ activities and other institutions that need information about the market needs.
How do you monitor and measure its results?

Monitoring of results will be carried out on an annual basis, during the year the monitoring of the achievement of objectives will be carried out. Evaluation of the program will be made after the completion of the second phase of the project, at the end of first year and after the completion of the third phase of the project, at the end of fifth year. The project will be monitored at the level of each SRIP and at national level.

The results will be measured on the basis of different indicators:
- The number of companies that uses and participates in the entry of data into the KPZ
- Number of new Individual Career Plans for employees
- Number of companies’ educational plans
- Number of new education programs
- Number of trainings undertaken in companies
- Number of trainings for knowledge transfer and mentoring in companies
- Number of curricula adapted to the needs of the economy
- Percentage of reduction of structural incompatibilities in the labour market.

4. COORDINATION WITH REGIONAL S3

How does this Activity link with the regional S3?

The activity is fully in line with the HR section of Slovenian S3 (hereinafter S4). The measure is aimed at strengthening specific skills and competences also on building a career for employees in companies operating and connecting within the priority areas of Smart Specialisation. It also supports one of the main aims of S4 – enhancing the collaboration between the regional and national authorities in charge of taking decisions on the subject of joint HR Development.

Do you need special support for this activity from policy level?

In Slovenia, the GODCP – a creator and a body responsible for implementation of S4 – together with other decision makers and relevant stakeholders support joint development of HR within SRIPs. In addition to support given by government so far, funding will be required for the development, implementation and administration. The KPZ service will therefore be feasible in the event that a common platform for all SRIPs is established and that all SRIPs are supported to operate according to a unified model and technology for the development of Human Resources.

Suggestions for policy instruments/tools to support cross-regional cooperation?

Proposals for public policy instruments/tools to support regional cooperation relate to comparison of competences and the exchange of experience and knowledge. It is also feasible to compare the effectiveness of the forecasting system and to form a summary of an effective tool that will contribute to a better development of HR in Alpine space. Given the globalisation a comparison of competences needed is desirable to be made in different Alpine regions. Considering that Slovenia is relatively small and certain expertise and practices are not covered in all areas, it would be reasonable to carry out the exchange of experts and examples of good practice which would enable the transfer of knowledge and experience between EU regions. In doing so, the benchmarking method would contribute to a comparison of practices between the EU regions, which would further define transferable practices and knowledge in the Slovenian economy and other in project included regions.

Networking and collaboration between companies on individual S4 priority areas of application and transfer of knowledge and good experience in the field of HR management to promote innovation, internationalisation and the renewal of business models, is crucial. Within this, we also
propose the design and implementation of mentoring schemes as one of the basic measures of intergenerational transfer of knowledge and skills, as well as the implementation of lifelong career guidance services. Mentors will be able to acquire required skills for mentorship based on the KPZ data.

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<tr>
<th>5. COORDINATION WITH OTHER CLUSTER INITIATIVES</th>
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How is the activity linked to other Cluster initiatives (both regionally and cross border)?

The integration of SRIPs and the joint development of human resources will enable the upcoming technical and scientific initiatives and projects to be upgraded with the aim of achieving top quality, increasing economic productivity and strengthening competences on a global scale.

Will be this Activity executed in collaboration with other Cluster Organizations or Initiatives?

The KPZ administrator will be the Chamber of Commerce and Industry of Slovenia, but this activity will be carried out in cooperation with other Cluster - SRIPs - organisations and within other initiatives, since cooperation is of key importance for the effective functioning of the KPZ and for ensuring the development of HR of all organizations in the SRIPs and beyond. Only in this way will the competitive advantage of companies in the Slovenian and international market be achieved.

Emerging industries and interregional cooperation related to new or existing industrial sectors and value chains can benefit from the collaborative opportunities of unified digitally supported system for Human Resource Development - the KPZ.
New Innovative service no°12

## NEW INNOVATIVE CLUSTER SERVICE 2

### Title
BANK OF TRAINING – Large firms experience in innovation management for SMEs

### 1. BENEFICIARIES

Bank of training is a programme that supports innovation management competence development of SMEs' (especially family firms). Senior (55+) innovation managers from large firms mentor managers of all ages from SMEs.

### 2. GOALS & ADDED VALUE

Mentors would be able to recognize their competences and possibly identify some future R&D collaboration opportunities. Mentees on the other hand would improve their innovation management capabilities, networking, leadership competence and strategic thinking.

Good practice would be passed along. The programme would also encourage inclusion of all social groups and support cross-generational learning.

### 3. OPERATIVE DETAILS / HOW-TO

Each one middle management representative from 30 large innovative firms (best case scenario – R&D managers) mentors one mentee from an SME. The time frame of this activity would be 12 months for one mentor-mentee relationship. In total one mentor would have 3 mentees in 3 consecutive years that is 90 SMEs. The estimated cost of the entire 3-year programme would be 550.000 EUR or ca 6.000 EUR per participating SME.

Before the start of the program, the mentors would attend pedagogic workshops to learn how most efficiently teach or pass the knowledge across to their mentees. The firms providing mentors would have modestly compensated mentors’ ”active” absence from workplace. Mentor and mentee would be in the ideal case from the same product, process or service area. The focus will be on innovation management and not on R&D content (IP protection).

Model of cooperation:

- One on one meetings: 1x monthly whole day – first 6 months mentee visits mentors’ offices and departments and thereafter (the next 6 months) the mentor visits SME to see how the processes are going on.

- One-on-one informal lunch/coffee to build trust - weekly.

- Mentee meet-up afternoon: once a month; workshops on design thinking, leadership, creativity; exchange of experience with other mentees and get ideas to ask and collaborate with their own mentors.

Results will be presented at the end of year on the closing conference, where the main focus will be set on best practices and good examples.
### 4. COORDINATION WITH REGIONAL S3

This activity is linked to the regional S3 (in Slovenian case called S4) since it will be a project of S4 implementing institutions – SRIPs, contributing to the overall improvement of Slovenian innovation environment. One of the most important parts of the S4 is fostering collaboration among different innovation stakeholders and connecting SMEs and large companies is just that.

### 5. COORDINATION WITH OTHER CLUSTER INITIATIVES

Individual firms are members of several clusters and therefore it might happen that mentors and mentees are connected also on a cross-cluster level, thus enabling information flow.

This activity would enable cooperation between SRIPs (clusters) and their counterpart KOCs, who would be contributing knowledge on who can be best mentor to whom and who is the best pedagogic training provider.
### New Innovative service nr’13

#### NEW INNOVATIVE CLUSTER SERVICE 3

<table>
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<tr>
<th><strong>Title</strong></th>
<th>Fast Track to Employment</th>
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### 1. BENEFICIARIES

Beneficiaries would be companies – cluster members and students.

### 2. GOALS & ADDED VALUE

The goal is to improve ties between firms and research institutions. Student researchers’ fresh from college can bring some novel research into firms whereas firms can provide resources to test and implement research further to increase chances of a fast after-graduation employment.

### 3. OPERATIVE DETAILS / HOW-TO

Each of the 4 Slovenian universities would create a public call for student profiles that the companies are searching. The profiles would be identified by the competence centers, an inter-cluster organization that is currently being developed in Slovenia. Faculties offering education for the profiles would apply to the call and contribute students.

In the companies, students would rotate. Students participating in the program would also participate in Competence programs that would improve their competences which the companies are expecting but faculties not providing, since the latter are more focused on research. Students entering firms would thus be the bridge between research and implementation and skilled employees, due to the competence center after-hours programs.

The entire program would be publicly co-funded; however the salaries for the students would be paid by the firms. The program would make the training phase in the companies shorter and cheaper.

Importance would be put on evaluation and feedback – all those involved would meet on annual conferences to exchange best practice examples and modify the program to be even better in the future.
4. COORDINATION WITH REGIONAL S3

This activity is linked to the Slovenian S3 (hereinafter S4) since it will be a project of S4 implementing institutions - SRIPs together with KOCs, contributing to the objectives and goals set in the human resources development part of S4 – better and higher employability of available HR. Together with that the incentive is contributing to one of the most important parts of the S4 – fostering collaboration among different innovation stakeholders.

5. COORDINATION WITH OTHER CLUSTER INITIATIVES

This activity would be cross-cluster again, since all the programs and profiles are prepared and identified by different actors of Slovenian innovation system: Competence centers would do the trainings, SRIPs would identify the needs, Universities or Faculties would identify the students and they would engage and connect the research and practice worlds.
New Innovative service nr°14

### NEW INNOVATIVE CLUSTER SERVICE

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<th><strong>Title</strong></th>
<th>Tourism Services Clinic</th>
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1. **BENEFICIARIES**

Are tourist companies and organisations.

Clinic for tourism services (applicable also to other areas) is a project in which professionals are offering “clinical” services to all tourism companies that are members of clusters for tourism.

2. **GOALS & ADDED VALUE**

The main added value of these activities is the development of new tourist services and improvement of the old ones – therefore, the stimulation of product, process, marketing and organisational innovation in tourism.

The aim is to connect knowledge holders – experts in the field of tourism- and tourist companies. The clinic is composed of diagnostic centre and development centres, where experts from different fields (design, hospitality, gastronomy, services, marketing, ICT, quality, communication, service design) are developing new services as well improving old ones for tourism company / organisation with ultimate goal of establishment of a platform. As all improvements are considered as innovations, the clinic represents the framework for the development of innovation proposals in tourism.

The expected impacts are connected with higher consumer satisfaction, higher value added of companies’ services and consequently higher profit.

3. **OPERATIVE DETAILS / HOW-TO**

The clinic is supposed to be established by the end of 2018 with the formulation of a set of rules, identification of participating experts as well as potential services of the clinic.

The diagnostic centre is planned to be hosted by Tourism and Hospitality Chamber of Slovenia.

The participants in the clinic will be: Tourism and Hospitality Chamber of Slovenia, knowledge holders – experts in the field of tourism – and (tourism) companies and organisations.

During the establishment of the clinic, it should be closely monitored whether the clinic has operational rules, relevant experts and potential services. In the following phase the result should be represented by the number of companies that have hired clinic services. The core output of these activities should be general improvement of satisfaction of customers with company’s services.
### 4. COORDINATION WITH REGIONAL S3

The establishment of the Clinic of (tourism) services is directly linked with the S4, as it represents an integral part of the S4 focus area/technologies ‘Knowledge for enhancing the quality of services’, which is operating under one of the S4 application area – Sustainable Tourism. Special support for this activity from the policy level is needed – the activity should be included in all strategic documents of the government/state.

### 5. COORDINATION WITH OTHER CLUSTER INITIATIVES

This activity is merely a platform for linking concrete knowledge – services can be provided by experts from both the regional and international environments. On the other hand it has high potential to be applicable to other areas.
**S3-4AlpClusters in a nutshell**

**Smart Specialisation with Smart Clusters**

Smart Specialisation Strategies (S3) are a lever of EU Cohesion Policy. One of the biggest challenges is to make use of the interplay between S3 and clusters. How can S3 be used to foster innovation processes and spark entrepreneurship within clusters? How can S3 be implemented through clusters to gain sustainable and inclusive growth? There is a lack of experience among regions on how to use clusters in the implementation of S3 and how to develop implementation tools to fully benefit SMEs. In addition, alignment between and knowledge about other regions’ strategies are very limited.

This is exactly the focus of the S3-4AlpClusters project, which believes that the interplay between S3 and clusters is an innovative approach that could spread innovation in the whole Alpine Space. S3-4AlpClusters will launch cross-regional coordinated actions between the different sectors/regions involved and enhance transnational cluster cooperation. The final aim is to generate critical mass for SMEs and to improve the framework conditions for innovation in the Alpine Space.

S3-4AlpClusters will develop:

- A joint transnational cluster action plan to improve transnational, cluster-based cooperation
- An S3-based innovation model for cluster development
- A fully synchronized call scheme
- New services validated by pilot clusters

The S3-4AlpClusters community includes cluster managers, entrepreneurs, academics and policymakers, and is supported by public authorities and S3 experts.

**The NUMBERS of S3-4ALPCLUSTERS**

- **15** Partners
- **9** Observers
- **830** SME
- **35** decision makers
- **11** Alpine Regions
- **10** pilot clusters to be involved

**FOLLOW S3-4AlpClusters**

### S3-4ALPCLUSTERS Partners

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<td><a href="#">Hochschule für Technik und Architektur Freiburg</a></td>
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<th>PROPLAST - Consortium for the Plastic Culture Promotion</th>
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| Veneto Innovazione S.p.A. | |
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