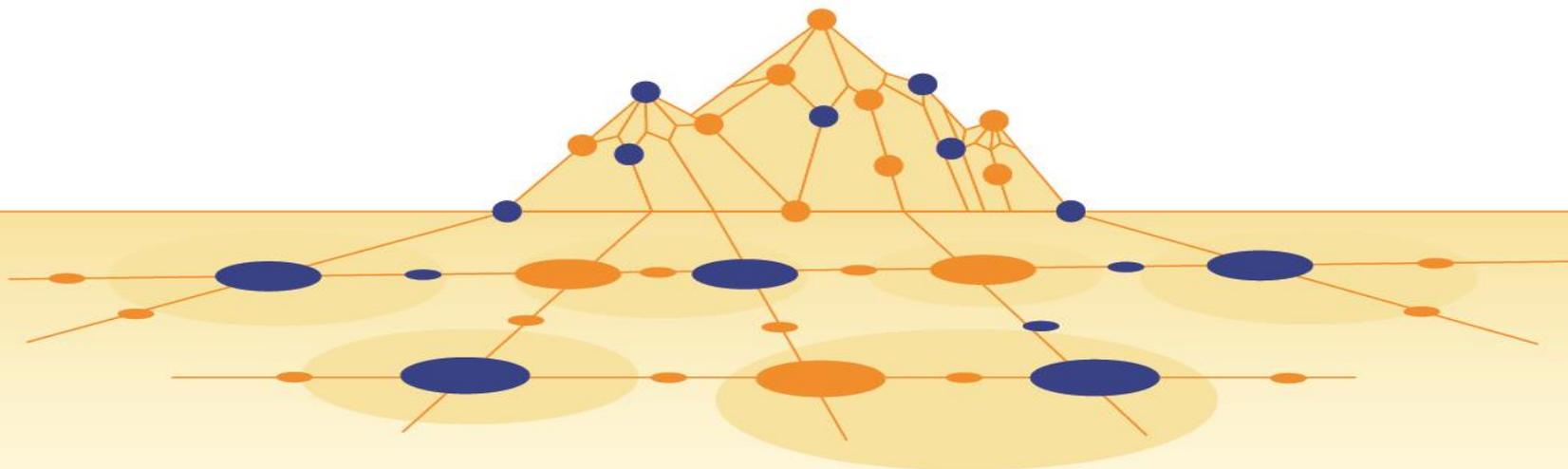


# S3-4AlpClusters

## Smart Specialisation with Smart Clusters Action Development Workshop

### Training Tool



# Smart Specialisation with Smart Clusters

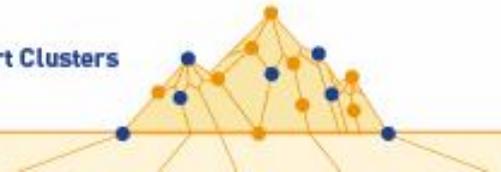
In the implementation of S3 three challenges have been identified:

- Lack of real Transformative Activities to support innovation and structural transformation
- Lack of cross-regional collaborations to gain critical mass
- Need to better integrate and collaborate with clusters in S3

Smart Specialisation with Smart Clusters proposes a **systematic process** that follows **5 Action Lines** to address these challenges:

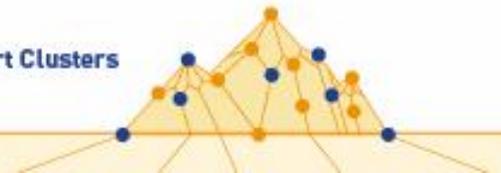
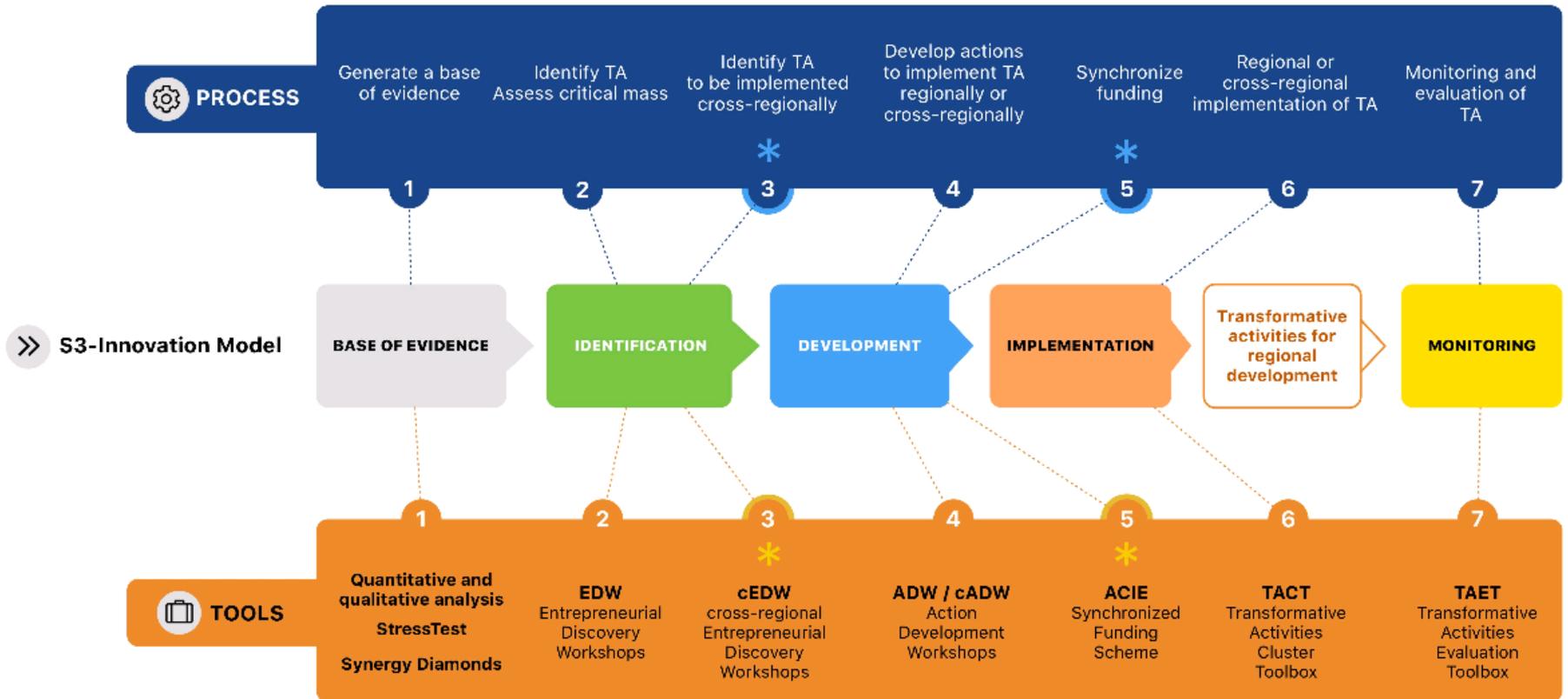
1. Provide a **Base of Evidence**
2. **Identification** of Transformative Activities
3. **Development** of actions
4. **Implementation** of Transformative Activities
5. **Monitoring**

To support the implementation of the individual process steps, **specific instruments and services** are developed. The **Training Tool Kit** provides guidance on how to implement the process and the instruments in a region.

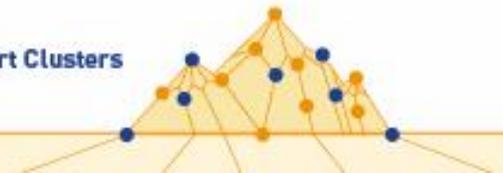
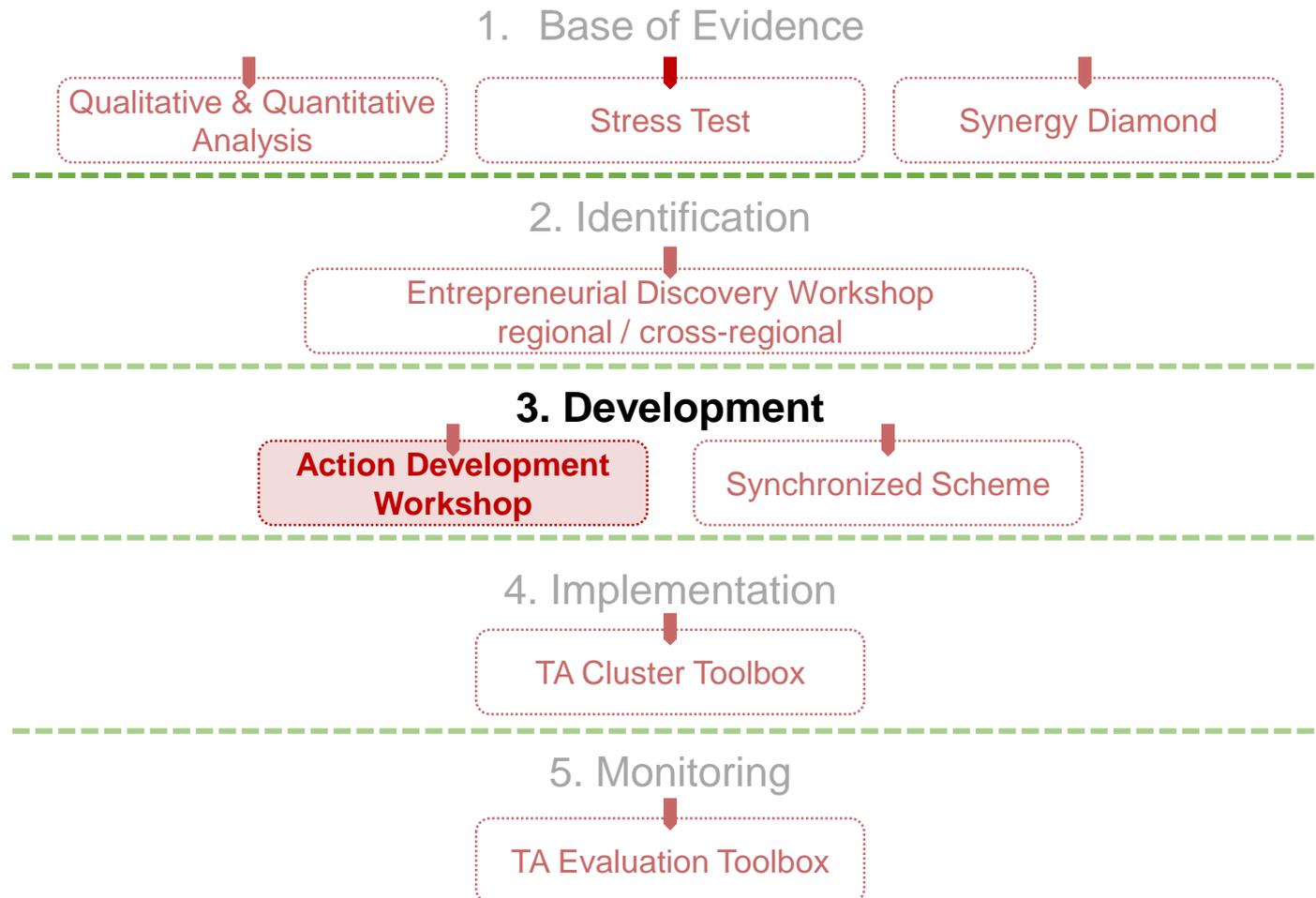


# Smart specialisation with smart clusters

A new approach to generate Transformative Activities (TA)

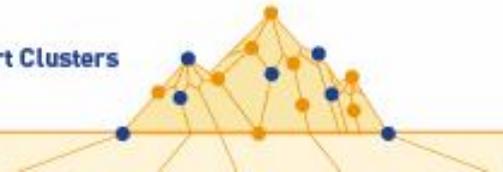


# Training Tool Kit – Smart Specialisation with Smart Clusters



# Background

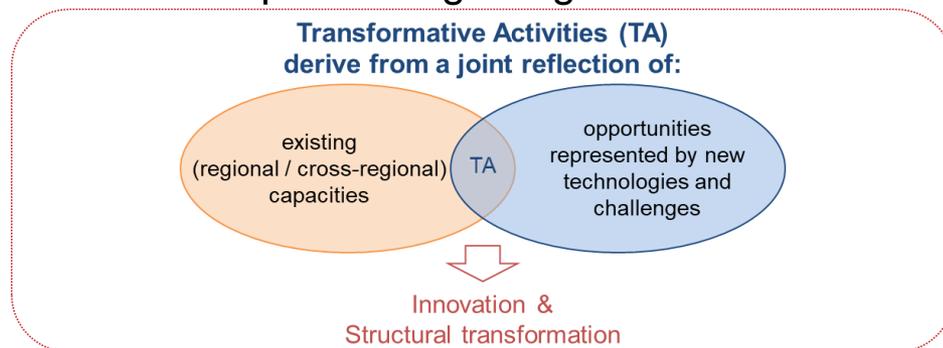
Action Development Workshop



# Transformative Activities

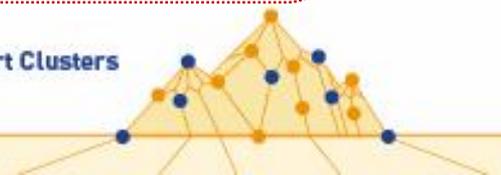
Smart Specialisation postulates to set priorities or strategic domains by finding unique combinations between specific **potentials** and **capacities** and new **opportunities** = „**Transformative Activities**“.

“**Transformative Activities**” (TA) can be understood as an accumulation of innovation-related capacities and activities with **sufficient critical mass** to scale and to lead to structural transformation of existing industries. Transformative Activities are inherently cross sectorial and are developed through targeted combination of activities and actors.



The **identification of Transformative Activities** for the region should be the result of a bottom-up approach – an **entrepreneurial discovery process** (**Action Line 2 – Identification**; see Training Tool EDW).

The **Synergy Diamond** is a specific tool to support the identification of TA (see Training Tool Synergy Diamond).

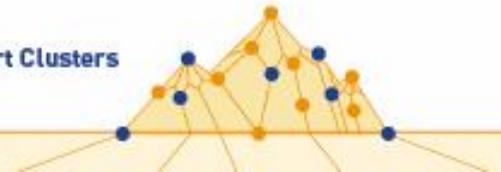


# Developing Transformative Activities

To develop Transformative Activities, identified **priorities need to be implemented** in terms of **actions**. This can involve a wide range of interventions, such as the identification and provision of missing inputs (specific training, research, infrastructure), the development of coordination devices (platforms, networks), the support of R&D projects or the establishment of appropriate governance instruments and structures.

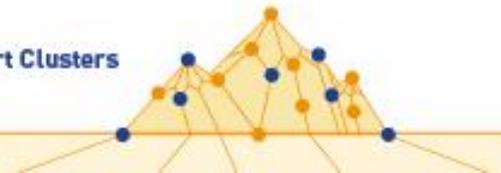
In this development stage the following aspects need to be considered to identify actions that best address the TAs:

- ⦿ Actions can **significantly vary** from region to region and depend on administrative and economic situation but also on the level of maturity of the Transformative Activities.
- ⦿ Many regions have identified similar Transformative Activities, but lack the critical mass to successfully develop them. Then, **cross-regional cooperation** should be considered. Specific actions for cross-regional cooperation need to be developed jointly by the regions (see variation: cross-regional ADW).
- ⦿ **Clusters** play an important role in the implementation phase by engaging companies to cooperate across regions and sectors and, by doing so, enabling a critical mass to better address Transformative Activities.



# Objective

Action Development Workshop



# Action Plan for TA-Development

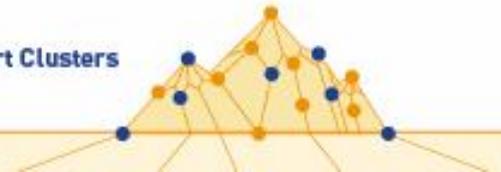
The **Action Development Workshop (ADW)** is an instrument to **design an action plan with concrete actions** for further **development of the Transformative Activities** that were identified in the Action Line “Identification” (see Training Tool EDW).

The ADW facilitates a **participatory setting to discuss and identify**

- promising processes, activities, collaboration schemes, roles and coordination practices that are designed to promote the development of the selected TA.
- The technological perspective as well as market, society and framework conditions should be considered.

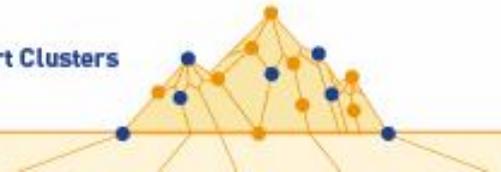
The ADW follows a **bottom-up approach** and engages **relevant stakeholders** that can further implement identified actions within their scope of work and/or with support of regional/cross-regional funding programs (see Training Tool Synchronized Scheme).

**Specific methods** are proposed to facilitate a substantiated discussion to identify the most promising actions to further develop the Transformative Activities that can be comprised in an **Action Plan**.



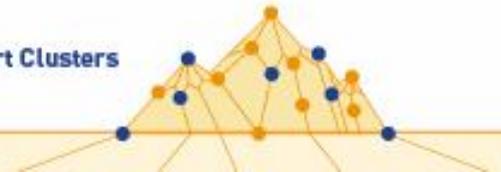
# Steps and components

Action Development Workshop



# Preparation of an regional ADW

- ⊙ **Define one/several Transformative Activities** on which you focus your ADW.
  - Focusing on a limited number of Transformative Activities enables a substantiated discussion.
  - The selection of the Transformative Activities should be based on the **results of the EDW** (see Training Tool EDW).
- ⊙ Prepare an **information sheet** (“One-pager) about the most relevant information regarding the Transformative Activities.
  - The structured information supports the establishment of a common ground and understanding.
- ⊙ Invite **relevant participants**.
  - Make sure that relevant stakeholders who can contribute to the further development of the TA participate (esp. companies, R&D, intermediary organisations, cluster initiatives).
  - Involve the stakeholders before the workshop and provide them with necessary information (“One-Pager”).
- ⊙ Organise a **facilitator**.
  - An (external) facilitator helps to ensure the workshop flow and brings an independent perspective to keep the workshop on track.
- ⊙ Assign a **minute taker** to ensure good documentation of the results.



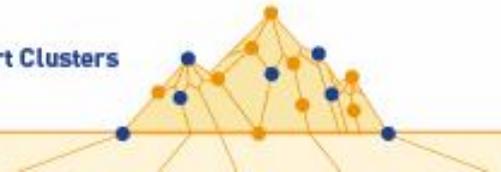
# Preparation of a One-pager

A common base of knowledge and understanding among the participants about the chosen Transformative Activities is important to create a good working atmosphere.

Therefore, a short **overview (One-pager)** about the addressed TA and its relevance for the region should be prepared and spread among all participants prior the workshop.

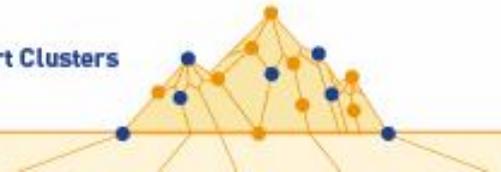
The One-pager should include the **following information:**

- Transformative Activities and sectors that can contribute to its development
- Current activities/initiatives/projects related to the TA
- Specific know-how/new developments related to the TA
- Specific challenges related to the TA
- Involved clusters
- Further relevant stakeholder institutions/organisations related to the TA



# Organisation of the Logistics

- ⦿ Set date and time for the workshop
  - Plan 4 hours for the workshop (more time for the cross-regional variant)
  - Consider to couple the workshop with other events in your region
- ⦿ Organise a venue
  - Consider the number of participants to choose an adequate room size
  - Consider the specific design of the workshop (e.g. separate rooms for group work)
  - Consider accessibility by public transport
  - Organise catering (drinks, snacks)
- ⦿ Plan the setting and necessary material and equipment
  - Room-set up: choose an appropriate, collaborative arrangement
  - Provide visualising utilities: projector, pin boards, flipcharts, presentation material, and other audio-visual equipment
  - Prepare posters with the outline of the Italian Matrix and the Action Plan (see Methods)
- ⦿ Optional: prepare nametags, handouts, participant list



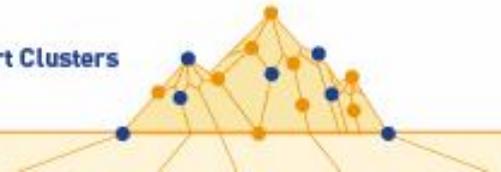
# Who should participate?

Invite around **15-20** persons from your region who can contribute to the development of the selected Transformative Activities and who are willing to actively participate in the workshop.

Representatives from cluster initiatives, intermediary organizations, R&D-institutions as well as companies/SMEs/start-ups should be involved.

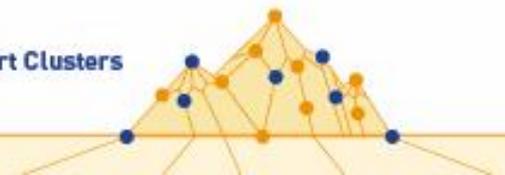
Due to the cross-sectoral nature of transformative activities, different **competences from several sectors** are needed and the group should cover expertise of the following aspects:

- Technological aspects
- Market aspects
- Societal aspects
- Regulatory aspects



# Workshop Design – Regional ADW

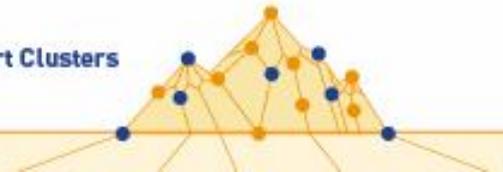
15 min	<b>Introduction</b>	<ul style="list-style-type: none"> <li>• Introduction by the facilitator: objective of the workshop and outline of the workshop design</li> <li>• Optional: Introduction of all participants (e.g. name, organization)</li> </ul> <p><b>Equipment and Material:</b> projector</p>
30min	<b>Presentation of challenges &amp; competences</b>	<ul style="list-style-type: none"> <li>• Presentation of challenges and competences of the region and, collection of challenges and competences on a brown paper by facilitator (20 min)</li> <li>• Discussion / Q&amp;A (10 min)</li> </ul> <p><b>Equipment and Material:</b> projector, presentation material (e.g. post-its, brown paper) to note the challenges/competences of the regions (for further use in the next steps)</p>
60 min	<b>Matching challenges &amp; solutions and prioritization</b>	<ul style="list-style-type: none"> <li>• Interactive work: Matching of identified challenges with competences/solutions</li> <li>• Prioritization of the matches with Italian Matrix (Now/Wow/How/Ciao), if necessary, additional dot voting of matches (5 dots per stakeholder and max. 3 dots per solution)</li> </ul> <p><b>Equipment and Material:</b> Italian Matrix poster, presentation material (e.g. post-its, brown paper)</p>
20 min	<i>Break</i>	
60 min	<b>Action development phase</b>	<ul style="list-style-type: none"> <li>• Interactive work: Collection of concrete actions for further development of the most important challenges and solutions (selected in the step before)</li> </ul> <p><b>Equipment and Material:</b> Action Plan table poster / projector with action plan table, presentation material (e.g. post-its, brown paper)</p>
30 min	<b>Draft of Action Plan</b>	<ul style="list-style-type: none"> <li>• Interactive work: Definition of next steps, involved actors, resources/funding, deadlines, responsibilities</li> </ul> <p><b>Equipment and Material:</b> Action Plan table poster / projector with action plan table, presentation material (e.g. post-its, brown paper)</p>
10 min	<b>Summary and closing remarks</b>	<ul style="list-style-type: none"> <li>• Summary of the results of the workshop</li> <li>• Outlook and closing remarks by organiser</li> </ul>



# Methods

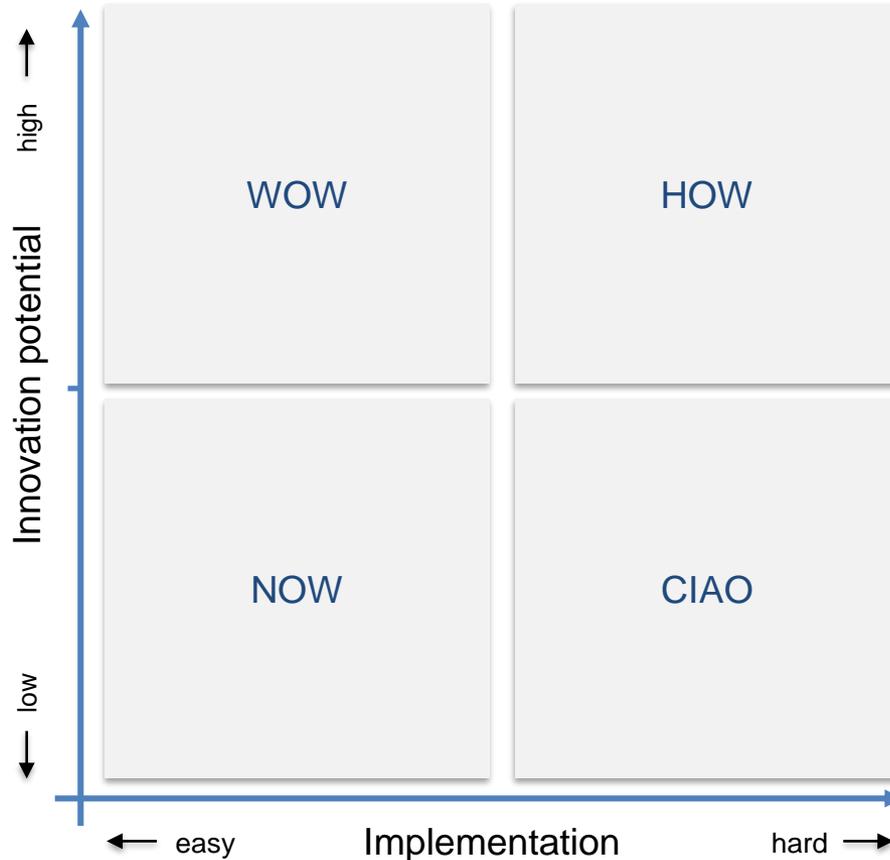
Action Development Workshop

1. Italian Matrix
2. Action Plan Table



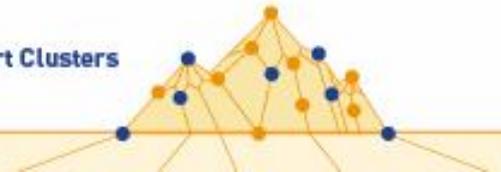
# Italian Matrix

The following matrix (so called „Italian Matrix“) is helpful to review and prioritize the challenges / solutions:



## Useful Guiding Questions:

- What is the innovation potential of this challenge / solution?
- Can the implementation be realised on a short term perspective or a long term perspective?
- How much resources are necessary for the implementation?
- What capacities are needed for the implementation? Are they already present in the region or are they yet to build?
- How urgent is the implementation?

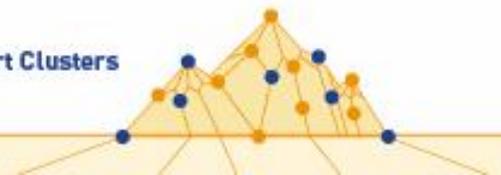


# Table for Action Plan development

The objective of an ADW is not only to identify concrete actions but to come up with an **elaborated Action Plan** with next steps, deadlines and responsibilities to get the actions off the ground.

This table outlines the structure of such an Action Plan, which can be used at the workshop to discuss and agree upon the implementation of identified actions.

Challenges & Solutions	Actions	Next Steps	Funding	Who	With whom	Until when



# ADW: contribution to the process

The ADW outputs contribute to the overall process by **identifying actions to further develop the Transformative Activities.**

## ADW Outputs:

### Action plan:

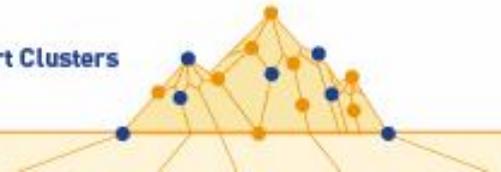
- Actions to further develop Transformative Activities are identified.
- Responsibilities and next steps for implementing the actions are defined.

### Regional/cross-regional stakeholders with mandates and possibilities for action participated:

- Perspectives, expertise, objectives and resources from all stakeholders were considered.
- Knowledge about competences and know-how of the regions is exchanged.

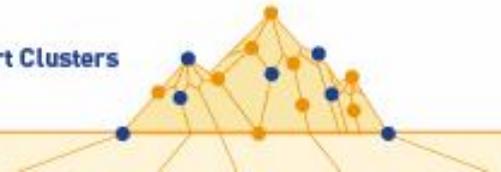
Input for:

## 4. Implementation



# Variation for cross-regional cooperation

Cross-regional Action Development Workshop



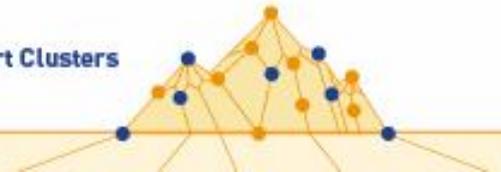
# Action Plan for cross-regional TA-development

Cross-regional cooperation can play an important and promising role in the further development of Transformative Activities:

- If a region lacks **sufficient** activities and actors, cross regional cooperation is a way to create a critical mass. Transformative Activities can only unfold their potential to lead to structural transformation if a **critical mass** in the concerned areas is present.
- If a region is **well equipped** to develop a Transformative Activity, cross-regional cooperation with peer partner regions supports **to further expand the leading position** e.g. by focusing on common R&D.

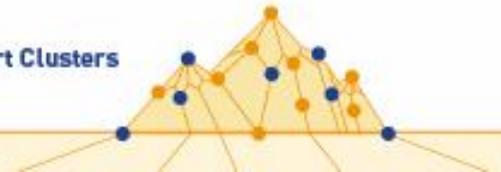


If you discover that cross-regional cooperation is necessary for or benefits the further development of common Transformative Activities, a **cross-regional Action Development Workshop** is a tool to identify and initiate joint actions.



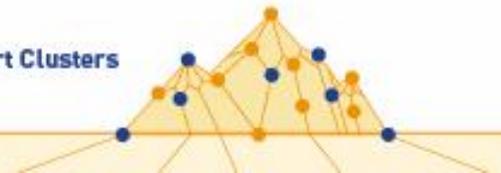
# Special considerations for the preparation of a cross-regional ADW

- ⊙ Identify regions with similar Transformative Activities or complementary resources to create critical mass.
  - The S3-4AlpClusters report [“Strategic Alpine Space Areas for Cross-regional Cooperation”](#) provides an overview about potential synergies with the project partner regions.
  - Participating in projects funded by European Territorial Cooperation (INTERREG) facilitates cross-border and transnational networks that can be build on.
  - European platforms and databases (e.g. [European cluster observatory](#) or [S3-Platform](#)) help to identify regions with specific critical mass (clusters) in certain areas or priority area.
- ⊙ Get in touch with representatives of the partner region/s and inform them about the objectives of the process and the cross-regional ADW.
- ⊙ Coordinate the preparation of inputs for the cross-regional ADW.
  - Prepare a One-pager with essential information about each region beforehand and provide the participants with this information before the workshop.
- ⊙ Invite relevant participants from the partner region/s.
  - E.g. cluster managers, companies, research organizations, companies with a good overview of their regional innovation system.
- ⊙ Consider more time for the workshop, language and cultural diversity.
  - If necessary, provide interpretation service for the representatives of the partner region/s and ensure diversity sensitive facilitation and communication.



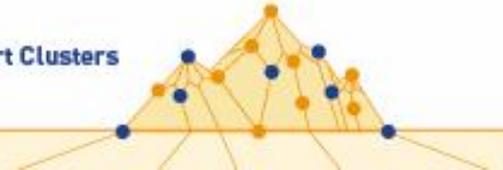
# Workshop Design – cross-regional ADW

15 min	<b>Introduction</b>	<ul style="list-style-type: none"> <li>• Introduction by the facilitator: objective of the workshop and outline of the workshop design</li> <li>• Optional: Introduction of all participants (e.g. name, organization)</li> </ul> <p><b>Equipment and Material:</b> <i>projector</i></p>
60-90 min	<b>Identification of challenges &amp; competences</b>	<ul style="list-style-type: none"> <li>• Presentation of challenges and competences of each region and, collection of challenges and competences on a brown paper by facilitator (20 min each)</li> <li>• Discussion / Q&amp;A to each region (10 min)</li> </ul> <p><b>Equipment and Material:</b> <i>projector, presentation material (e.g. post-its, brown paper) to note challenges/competences of the regions, use different colours for each region (further used in next steps)</i></p>
60 min	<b>Matching challenges &amp; solutions and prioritization</b>	<ul style="list-style-type: none"> <li>• Interactive work: Matching of identified challenges with competences/solutions</li> <li>• Prioritization of the Matches with Italian Matrix (Now/Wow/How/Ciao)</li> <li>• if necessary, additional dot voting of matches (5 dots per stakeholder and max. 3 dots per solution)</li> </ul> <p><b>Equipment and Material:</b> <i>Italian Matrix poster, presentation material (e.g. post-its, brown paper)</i></p>
20 min	<i>Break</i>	
60 min	<b>Action development phase</b>	<ul style="list-style-type: none"> <li>• Interactive work: collection of concrete actions for further development of the most important challenges and solutions (selected in the step before)</li> </ul> <p><b>Equipment and Material:</b> <i>Action Plan table poster / projector with Action Plan table, presentation material (e.g. post-its, brown paper)</i></p>
30 min	<b>Draft of Action Plan</b>	<ul style="list-style-type: none"> <li>• Interactive Work: Definition of next steps and involved actors, resources/funding, deadlines, responsibilities</li> </ul> <p><b>Equipment and Material:</b> <i>Action Plan table poster / projector with Action Plan table, presentation material (e.g. post-its, brown paper)</i></p>
10 min	<b>Summary and closing remarks</b>	<ul style="list-style-type: none"> <li>• Summary of the results of the workshop</li> <li>• Outlook and closing remarks by organiser</li> </ul>



# Examples

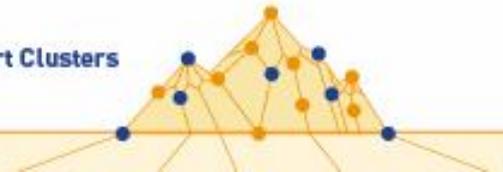
(Cross-regional) Discovery Workshop



# Example: Setting cADW



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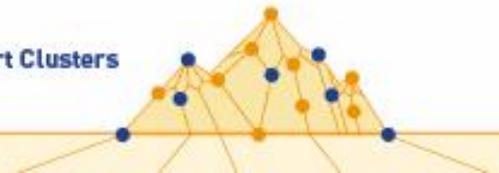




# Example: Action Plan Development cADW

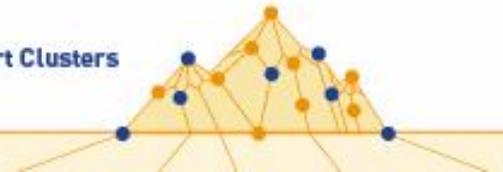
CHALLENGES & SOLUTIONS	ACTIONS	NEXT STEPS	FUNDING?	WHO	WITH WHOM	UNTIL WHEN
<p>Lack of knowledge → adapted education</p> <p>lack of information</p> <p>Fiber reinforced lasties meets Circular Econ.</p> <p>Replacing fossil materials</p>	<p>Training from (edit. Caran) "Kunstgarten" do production personal</p> <p>Synchronised project showing other possibilities of material cycling (comp level)</p> <p>CFP - Comp of SMEs - links (lilapping)</p> <p>SME project on Tooling/Coating</p> <p>Recycling bioplastic based hybrid composites</p> <p>Everything</p>	<p>Event for labels integrating children</p> <p>Data Collection</p> <p>Best practice examples (Nanoglyc Slides) - Detailed info</p> <p>Define a Structure for Data Collection (Project Synergies)</p> <p>Approach Comp + R&amp;D Comp.</p> <p>Jobs of remaining projects: GRAP</p> <p>What has been finished and what left: Bay-For</p> <p>even more than that</p>	<p>Sponsoring!</p> <p>EU REUA?</p> <p>Synchronised Scheme</p> <p>Synchronised Scheme</p> <p>Check Funding Scheme</p> <p>Nothing</p>	<p>Christoph Burgst</p> <p>Biz-Up (CTC/A2LT)</p> <p>-WAI-Carles -FOF</p> <p>-Bavaria Environmental Cluster</p> <p>France</p>	<p>Spain -TIAI</p> <p>CCSP</p> <p>-David -Bay-For -Stoerzberg SEIP</p> <p>-BAY-FOF -TIAI-Carles +SI</p> <p>France + Austria</p>	<p>09/2018</p> <p>10/2018</p> <p>10/2018</p> <p>10/2018</p> <p>Sunday</p>

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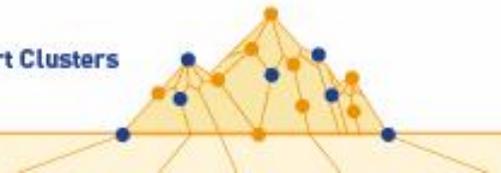
# Success Factors

Action Development Workshop



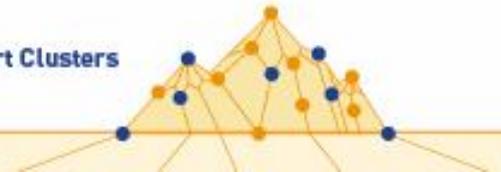
# Success Factors

- ⊙ Invite a good **mix of participants** with respective interest and qualifications.
  - To ensure their participation, explain the purpose and benefits of participating in the workshop.
  - A personal invitation letter from regional authorities can increase the interest of participation.
  - Provide information beforehand (One-pager) and provide a written agenda.
- ⊙ Ensure a good briefing of and cooperation with the **external facilitator** .
  - Explain the objective of the workshop and the methods.
  - Discuss potential adaptations of the workshop design and methods in order to adjust them to your specific needs.
- ⊙ Prepare a **collaborative and interactive setting** and design that facilitates active involvement of each participant .
  - Consider the number of participants and adapt the workshop design and setting accordingly (e.g. group work, sufficient time for discussion).
- ⊙ Ensure **good documentation** of the discussions and the results (incl. photographs).
- ⊙ Define follow-up steps to **ensure continuous (cross-regional) cooperation**.



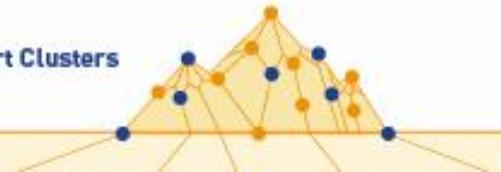
# Guiding questions for review

- ⦿ Was the focus on the selected Transformative Activities meaningful and appropriate for all participants?
  - Did it support the discussion throughout the workshop?
  - What additional information would have been helpful?
- ⦿ Who was participating in the workshop?
  - Were stakeholders involved with sufficient overview and a relevant scope of work?
  - Were important representatives missing who could have given valuable inputs and perspectives or would have been essential for defining and implementing actions?
- ⦿ Have the „right“ actions been identified?
  - Was the discussion led by „what would be fancy?“ or „what is necessary to gain critical mass and create potential for structural transformation“?
- ⦿ Have next steps been defined to implement the identified actions to develop the Transformative Activities?
  - Who are the „drivers“ for the implementation?
  - Who needs to be involved in the implementation? How can these stakeholders be engaged?
  - What resources are necessary for the implementation? What funding is available?



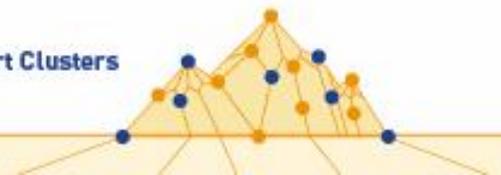
# Contact and further Information

Action Development Workshop



# Further literature and information

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## S3-4AlpClusters Partners

