Cluster Workshop Regional Approaches to Implement S3 through Clusters

Annexes

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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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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.
ANNEXES

Introduction

The present document "Cluster Workshop Regional Approaches to Implement S3 through Clusters - Annexes" collects the following annexes for supporting the synopsis report "Cluster Workshop Regional Approaches to Implement S3 through Clusters":

- ANNEX A: Cluster Workshop Organization. A detailed guideline at support to the managers which defines sharply the objectives of the cluster workshop aiming at identifying a set of New Cluster Services.

- ANNEX B: Template Cluster Workshop Synopsis. A template document which helps to exploit insights coming from the regional cluster workshops and to develop new cluster services for the cluster management.

- ANNEX C: Regional Cluster Workshop Synopsis. A set of 10 Cluster Workshop Synopsys reports collected from the participating regions which include the entire description and full list of the of the proposed new cluster services.
ANNEX A: Cluster Workshop Organization

Cluster Workshop Organization Guide

Introduction
To foster innovation processes and spark entrepreneurship and interregional cooperation at the cluster level, a cluster workshop encourages 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 S3-4AlpClusters project studies, primarily the regional S3 analysis (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 the possibility to discuss processes, activities, collaboration schemes, roles and coordination practices, designed to be used fine by Cluster Initiatives to support growth of regional companies (notably SMEs). The following guide helps the cluster manager to organise the cluster workshop and to identify these services.

Cluster Workshop Objectives
The main objectives of the cluster workshop are the following:

- to share with the participants the results of the regional StressTests, the regional EDWs (Entrepreneurial Discovery Workshops), the Synergy Report (notably the Synergy Diamonds) as well as the Cluster Best Practices Survey as an input for the further discussion;
- to identify, based on inputs from the Cluster Best Practices Survey, a set of Cluster Services aiming at fostering innovation within the cluster actors and potentially interregional cooperation, as a basis for the Cluster Innovation Model;
- in particular, to consider the conceptual relationship “S3 ↦ Clusters” and address the question of which and how Cluster Services can specifically target the results:
  - results from Regional StressTests: services to improve the role of clusters in the implementation of S3;
  - results from regional EDW and Synergy Diamonds: services to address the identified transformative activities from the cluster perspective.

Organization of the Workshop

- Participants should include 8-10 people consisting of the regional cluster managers and cluster members (SME representatives, research/tech-transfer representatives etc.).
- The workshop should last 3-4 hours;
- Infrastructure should allow for shared notetaking (e.g. whiteboard, post-its);
- The workshop should be moderated by the organizing project participant or an external moderator;
- Involvement of a minute taker;
- The organizing project participant will have to prepare the inputs for the workshop based on the project results: Regional StressTests, EDW/Synergy Diamonds and the best practice survey.
- Invitation of an external cluster managers presenting some of the selected best practices is an option.
Tentative Agenda

Round I  Services based on the Best Practice Survey (80 - 110 minutes)

Input 1: The organizing project participant or the cluster manager presents the regional best practices submitted through the Best Practice Survey.

Input 2: The organizing project participant or the cluster manager or the invited external cluster managers present a selection of external best practices from the Best Practice Survey. Therefore, the organizers choose the best practices they believe to be most interesting for the invited clusters.

Open session: The participants discuss the presented best practices and evaluate the interest they represent for their own activities. Based on the input presentations, the participants explore how to update existing and develop new services aiming at fostering innovation within their clusters and interregional cooperation.

Output: At the end of the session, a detailed description of the Cluster Services the participants find most interesting for fostering innovation within their clusters and interregional cooperation should be elaborated.

Round II  Services targeting the results of Stress Test/EDW (80-110 minutes)

Input 3: The organizing project participant or the cluster manager presents the relevant results from the Regional StressTest Reports and in particular the identified potentials for improving the role of clusters in the implementation of S3.

Input 4: The organizing project participant or the cluster manager presents the results from the Synergy Report and the regional EDW. In particular, the Synergy Diamonds and transformative activities identified for the region through the Synergy Report and the EDW shall be outlined.

Open session: Based on the previous round and the presented results, the participants try to explore which and how Cluster Services can specifically target the role of clusters in the implementation of S3 and the specific transformative activities. These can include both services already identified in the previous round or specific additional ones. Related cluster activities, policy instruments and S3 processes necessary for a successful implementation of such services should be addressed as well.

Output: The participants elaborate a detailed description (including potential policy instruments) of how new or existing Cluster Services could target the needs related to the role of clusters in the implementation of S3 and in particular the transformative activities.
## Timing

<table>
<thead>
<tr>
<th>Time</th>
<th>Activity</th>
<th>Responsible</th>
</tr>
</thead>
<tbody>
<tr>
<td>10min</td>
<td>Introduction</td>
<td>Organizing project participant / Moderator</td>
</tr>
<tr>
<td></td>
<td><strong>Round I</strong></td>
<td></td>
</tr>
<tr>
<td>90-120min</td>
<td>Input 1: Presentation of best practices from regional clusters</td>
<td>Organizing project participant / Cluster managers</td>
</tr>
<tr>
<td></td>
<td>Input 2: Presentation of external best practices</td>
<td>Organizing project participant / External cluster managers</td>
</tr>
<tr>
<td></td>
<td>Open session: Services based on the Best Practice Survey</td>
<td>Moderator / All</td>
</tr>
<tr>
<td></td>
<td><strong>Round II</strong></td>
<td></td>
</tr>
<tr>
<td>60-80min</td>
<td>Input 3: Presentation of StressTest findings</td>
<td>Organizing project participant</td>
</tr>
<tr>
<td></td>
<td>Input 4: Presentation of Synergy Report and EDW results</td>
<td>Organizing project participant</td>
</tr>
<tr>
<td></td>
<td>Open Session: Services targeting the results of T1</td>
<td>Moderator / All</td>
</tr>
<tr>
<td>10min</td>
<td>Conclusion</td>
<td>Organizing project participant / Moderator</td>
</tr>
</tbody>
</table>
**Data**

*Inputs*

For Round I: The organizing project participant makes use of the Best Practice Survey. Notably:

a) Basic statistics  
b) Regional best practices  
c) A selection of 15-20 external best practices  
d) 3 one-pagers of compiled best practices

The organizing project participant will take care of selecting the best practices and the integrated one pagers most relevant to the regional context; also the project participant will setup a presentation conveying the relevant information from the chosen survey outputs. Optionally, the project participant could involve an extra-regional cluster manager interested in presenting his/her best practices.

For Round II: Inputs are notably the Regional StressTest Reports, the Synergy Report and the regional EDW minutes.

All published results are available on the project website:

http://www.alpine-space.eu/projects/S3-4alpclusters/en/home

under Project Results → Working Packages Results

*Outputs*

The workshop organizers are expected to provide a written summary of the workshop including a description of the identified specific Cluster Services (e.g. innovative management services and innovative activities for cluster empowerment and cross collaboration activities) according to the outputs of the rounds of discussion:

Round I: Detailed description of the Cluster Services, the participants judge the most interesting ones for fostering innovation within their clusters, as well as interregional cooperation.

Round II: Detailed description (including potential policy instruments / S3 processes) of how new or existing Cluster Services could target the needs related to the role of clusters in the implementation of S3 and in particular the transformative activities.
ANNEX B: Template Cluster Workshop Synopsis

Workshop: Identification of cluster services aiming at fostering innovation and interregional cooperation

General Information

- Date, place, duration of the workshop
- List of participants: ¹
  - Name, Surname, Institution / Cluster
  - For each represented Institution / Cluster, did it also participate in the EDW? Did it participate in the Best Practice Survey?

<table>
<thead>
<tr>
<th>Name</th>
<th>Surname</th>
<th>Institution/cluster</th>
<th>EDW participation? yes/no</th>
<th>Best Practice Survey? yes/no</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
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</tr>
</tbody>
</table>

- Regional perspective: Please comment on the list of participants:
  - Is the set of participant’s representative of the cluster ecosystem in your regional S3 priority areas /specific transformative activities identified in WP1?
  - If not, what is missing?

Agenda and methodology

- Please include the detailed agenda of your workshop. The agenda should illustrate the structure and timeframe of your workshop.
- Please describe, as well as, the adopted methodology / proceedings (involvement of a moderator and its role; how you did make use of the input materials: condensed presentation, printed best practices poster, directly displayed; barnstorming and recap, etc.).

¹ A copy of the participants’ signatures should be uploaded on the intranet website.
Chosen Inputs

- Choice of inputs from the Best Practice Survey: From the set of proposed inputs (regional best practices, external best practices, integrated one pagers), which ones have you chosen for your workshop, and why?

<table>
<thead>
<tr>
<th>Input</th>
<th>Justification</th>
</tr>
</thead>
<tbody>
<tr>
<td>Which inputs have been used (regional best practices, external best practices, integrated one pagers)?</td>
<td>• Why is the chosen input interesting for your regional circumstances?</td>
</tr>
<tr>
<td>• Regional Best Practice #xy</td>
<td>• Specifically, does the chosen input address needs with respect to your S3 / transformative activities?</td>
</tr>
<tr>
<td>• External Best Practice #xy</td>
<td>• ...</td>
</tr>
<tr>
<td>• Integrated one pager #xy</td>
<td>• ...</td>
</tr>
<tr>
<td>• ...</td>
<td>• ...</td>
</tr>
</tbody>
</table>

- Regional perspective: please comment on the choice of the inputs for your workshop from the perspective of an expert of your regional cluster ecosystem / transformative activities (S3):
  - Summarizing the table above, explain and motivate the choice of the specific best practices used as an input in your workshop.
  - Did the proposed inputs from the Best Practice Survey sufficiently reflect the needs for new or adapted cluster services in your region, and specifically in the identified transformative activities?
  - If not, have you been able to include other inputs, relevant to your regional situation? (e.g. best practices from clusters not included in the Best Practice Survey)? Which ones and why?
  - What have you not been able to include as an input in the workshop discussion that might be relevant for the needs for new or adapted cluster services in your region, and specifically in the identified transformative activities?
Results

- Please list the new or adapted Cluster Services (e.g. innovative management services and innovative activities for cluster empowerment and cross collaboration activities) developed during your workshop and explain why they are interesting for your regional clusters and if and how they target the needs related to the role of clusters in the implementation of S3 and in the transformative activities defined in work package 1. Please note that a formalized description of these services will be asked for under point 5 (below).

<table>
<thead>
<tr>
<th>Output</th>
<th>Justification</th>
</tr>
</thead>
</table>
| New or adapted Cluster Service | • Why is the chosen input interesting for your regional clusters?  
• Specifically, does the service address needs with respect to your S3 / transformative activities? |
| • #xy | • ... |
| • #xy | • ... |
| • #xy | • ... |
| • ... | • ... |

- Regional perspective: please comment on the outputs from your workshop from the perspective of an expert of your regional cluster ecosystem / transformative activities (S3):
  - Summarizing the table above, please present the interest of the new or adapted Cluster Services for your region / clusters.
  - Spotlight on how these services can be used by cluster managers to support the development of the transformative activities identified in WP1: foster innovation in these fields, develop new products, etc.
  - In consideration of the Cluster Innovation Model to be developed at the end of work package 2, do you think that the Cluster Services identified in your workshop do sufficiently reflect the needs and assets of your region / clusters?
  - If not, what elements might be missing from the outputs of your workshop that you, as an expert of your regional cluster ecosystem, consider to be interesting for the Cluster Innovation Model?
Description of the identified Cluster Services

Please complete the template below.

<table>
<thead>
<tr>
<th>NEW INNOVATIVE CLUSTER SERVICE</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Title</strong></td>
</tr>
</tbody>
</table>

1. **BENEFICIARIES**

Who are the direct beneficiaries?
How many Cluster Participants are you targeting (XX%)?

2. **GOALS & ADDED VALUE**

What is the added value of this activity?
What are its goals, intended results?
What is the expected impacts?

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

What is the time frame of the activity?
What resources does it involve?
How much does it costs?
Who is doing it?
What is the access policy?
How do you monitor and measure its results?

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

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?
ANNEX C: Regional Cluster Workshop Synopsis

Workshop Title: Identification of cluster services aiming at fostering innovation and interregional cooperation

#1 Espace Mittelland Cluster Workshop Synopsis

General Information

The workshop took place in Fribourg on October 31 from 8.30am - 12.30pm. As showed in Table 1, 10 participants took part in the workshop. 7 out of 10 were representatives of Clusters in the following fields: energy and construction, food and nutrition, and plastic. 5 participants attended also the Entrepreneurial Discovery Workshop and 3 out of 10 responded to the Best Practice survey.

<table>
<thead>
<tr>
<th>Participants</th>
<th>ED Workshop</th>
<th>BP survey</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cluster representatives</td>
<td>7</td>
<td>5</td>
</tr>
<tr>
<td>Other institutions representatives</td>
<td>3</td>
<td>3</td>
</tr>
</tbody>
</table>

Table 1: panel of participants

- Regional perspective: Please comment on the list of participants:
  - All clusters included in the regional S3 (*Programme de mise en œuvre de la NPR 2016-2019*) were represented in the workshop. The clusters Energy and Construction, Plastics and Food & Nutrition did already participate in the EDW on July 13 because of their potential role in transformative activities related to circular bioeconomy. As such, the set of participants of the cluster workshop was representative of both the S3 priority areas and cluster ecosystem of the canton of Fribourg, and the specific transformative activities identified in WPI.
### Agenda

**Programme Cluster Workshop Fribourg, 31 octobre 2017**

<table>
<thead>
<tr>
<th>Heure</th>
<th>Activité</th>
<th>Responsable</th>
</tr>
</thead>
<tbody>
<tr>
<td>8h30</td>
<td>Bienvenue</td>
<td>Jacques Bersier</td>
</tr>
<tr>
<td>8h40</td>
<td>Présentation des bonnes pratiques proposées par les clusters d’Innosquare : SPC, CFN, IT Valley, CEB</td>
<td>Jacques Bersier</td>
</tr>
<tr>
<td>9h00</td>
<td>Discussion des bonnes pratiques locales</td>
<td>Participants</td>
</tr>
<tr>
<td>9h30</td>
<td>Présentation des résultats du sondage sur les bonnes pratiques du projet S3-4AlpClusters</td>
<td>Michael Keller</td>
</tr>
<tr>
<td>09h45</td>
<td>Pause</td>
<td></td>
</tr>
<tr>
<td>10h00</td>
<td>Workshop: Prise de connaissance des bonnes pratiques du projet S3-4AlpClusters</td>
<td>Groupes</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Participants</td>
</tr>
<tr>
<td>10h45</td>
<td>Présentation des deux meilleures par groupe</td>
<td>Groupes</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Participants</td>
</tr>
<tr>
<td>11h15</td>
<td>Brainstorming : Nouveaux besoins par objectif</td>
<td>Participants</td>
</tr>
<tr>
<td>12h15</td>
<td>Analyse des besoins dans le domaine de la bio-économie (besoins d’un ensemble de clusters CFN-SPC-IT) : Idées pour un prochain workshop</td>
<td>Participants</td>
</tr>
<tr>
<td>12h30</td>
<td>Fin et repas</td>
<td>Participants</td>
</tr>
</tbody>
</table>

### Chosen Inputs

- Choice of inputs from the Best Practice Survey: From the set of proposed inputs (regional best practices, external best practices, integrated one pagers), which ones have you chosen for your workshop, and why?

<table>
<thead>
<tr>
<th>Input</th>
<th>Justification</th>
</tr>
</thead>
</table>
| Which inputs have been used (regional best practices, external best practices, integrated one pagers)? | • Why is the chosen input interesting for your regional circumstances?  
• Specifically, does the chosen input address needs with respect to your S3 / transformative activities? |
| • All Regional Best Practice                                           | • It was interesting to share the regional best practices among the present clusters. Concerning the transformative activities, see comments in the results section. |
| • All 23 selected External Best Practices                             | • We wanted to share as many external inputs as possible with the local clusters. We asked them to identify the elements they considered interesting for their own activities. |
• Regional perspective: please comment on the choice of the inputs for your workshop from the perspective of an expert of your regional cluster ecosystem / transformative activities (S3):

Some of the external inputs did provide interesting insights. Overall however, the participants did not find the description and classification of the best practices very clear and helpful. We thus tried to segment them according to one of the basic models of cluster initiatives’ objectives (see figure below: Sölvell, Ö. et al. (2003). The Cluster Initiative Greenbook). We also decided to spend more time on discussing the regional best practices and share experiences and ideas among the present clusters. As an additional input, the results from the StressTest were presented to the participants. All participants also received a summary of the project results and the EDW on circular bioeconomy (transformative activities identified in WP T1) held on July 13 in Fribourg.

![Figure 1: Adapted from Sölvell, Ö. et al. (2003). The Cluster Initiative Greenbook.](image)

Results

• Regional perspective: please comment on the outputs from your workshop from the perspective of an expert of your regional cluster ecosystem / transformative activities (S3):

The workshop focused on the one hand on discussing local and external best practices as a contribution to the elaboration of two (or more) sets of Best Practices to be included as new services in the Innovation Model (see figure below; NS4-NSx). The topic of services related to the transformative activities identified in WP T1 (circular bioeconomy) were only briefly sketched out. The main need has been identified at the level of coordination and collaboration between the different concerned clusters (Energy and Construction, Food & Nutrition, Plastics) and the development of services to support their members (SMEs) in positioning themselves along circular bioeconomy value chains. It has thus been decided to plan subsequent workshops, involving the concerned actors. These workshops will be
organized within WP T3 of the project as pilots for the proposed new service 2 (see figure below; NS2) of the Innovation Model.

The discussion of local and external best practices resulted in a valuable exchange of knowledge between the participants. The limited amount of staff, already apparent in the StressTest results, has been confirmed as a main challenge for all local clusters. Any service of interest for the local clusters needs to take this aspect into account. A need for potential new services has been identified at the level of organising high-quality events (Tech meetings etc.) in suitable locations with value-added speakers. Furthermore, the local clusters would be interested in developing means to more effectively capture the needs of their members. Ideally, the clusters should be able to raise the interest of their members through well-defined (ideas for) collaborative projects and / or calls. This implies forward-thinking technology intelligence (TI) and an effective involvement of the competence centres and other specialised actors. Seven of the discussed best practices have been identified by the participants as potentially interesting for the development of new services. The identified best practices have been classified according to the model presented above and graded in a final discussion round with a grade between 0 and 10. The range of elements retained as potentially interesting varies from case to case. This is reflected in the different level of completeness in the tables below, summarizing these outputs.

*Figure 2: new services table.*
### Description of the identified Cluster Services

**Title**

Better collaboration between regional cluster initiatives with focus on transformative activities

Comment: classified under “collaboration”. Grade: 10/10. Absolutely crucial! Corresponds with NS2 of the Innovation Model.

#### 1. BENEFICIARIES

Companies, Cluster Initiatives, Regional Actors

#### 2. GOALS & ADDED VALUE

Develop new value chains  
Develop transformative activities  
Define the role of cluster initiatives  
Position their members (companies) along the value chains

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

EDW, Cluster workshops. NS2 of the Innovation model.

#### 4. COORDINATION WITH REGIONAL S3

Yes.

#### 5. COORDINATION WITH OTHER CLUSTER INITIATIVES

Yes.
NEW INNOVATIVE CLUSTER SERVICE

<table>
<thead>
<tr>
<th>Title</th>
<th>Tech-Meetings followed by more specific workshops</th>
</tr>
</thead>
<tbody>
<tr>
<td>Comment: classified under &quot;education&quot;. Grade: 10 / 10. Evaluated as very interesting by participants.</td>
<td></td>
</tr>
</tbody>
</table>

1. BENEFICIARIES

Cluster members

2. GOALS & ADDED VALUE

Technology Intelligence / Update
Networking
Acquisition / retention of members
Identification of new needs of cluster members -> topics for more specific workshops

3. OPERATIVE DETAILS / HOW-TO

Tech-Meetings should be used as a tool to identify upcoming opportunities for and needs of cluster members. They should also include non-members and allow for a broad perspective. On the basis of this, topics for specific workshops among cluster members can be developed. The approach should involve a value chain perspective. This is a way to retain members and attract new interest through concrete projects / opportunities linked to ongoing and future challenges and activities.

4. COORDINATION WITH REGIONAL S3

A focus on value chains related to specific transformative activities is possible.

5. COORDINATION WITH OTHER CLUSTER INITIATIVES

Coordination between cluster members along specific value chains could include cooperation between different cluster initiatives.
### New Innovative service nr°3

**NEW INNOVATIVE CLUSTER SERVICE**

<table>
<thead>
<tr>
<th>Title</th>
<th>Internationalization</th>
</tr>
</thead>
<tbody>
<tr>
<td>Comment: classified under &quot;collaboration&quot;. Grade: 8/10. Very interesting. Local clusters in Fribourg confirmed the need for getting insights from international peers.</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>1. BENEFICIARIES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cluster members</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>2. GOALS &amp; ADDED VALUE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Inspiration from external best practices</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>3. OPERATIVE DETAILS</th>
<th>HOW-TO</th>
</tr>
</thead>
<tbody>
<tr>
<td>Organize visits to exemplary locations / clusters. Invite representatives from exemplary international actors for presentations etc.</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>4. COORDINATION WITH REGIONAL S3</th>
</tr>
</thead>
<tbody>
<tr>
<td>No.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>5. COORDINATION WITH OTHER CLUSTER INITIATIVES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Possible to coordinate among clusters.</td>
</tr>
<tr>
<td>NEW INNOVATIVE CLUSTER SERVICE</td>
</tr>
<tr>
<td>-------------------------------</td>
</tr>
<tr>
<td><strong>Title</strong></td>
</tr>
<tr>
<td>Comment: classified under “networking”. Grade: 8/10. The idea has been specifically discussed as a potential service for the cluster Energy and Construction.</td>
</tr>
</tbody>
</table>

1. **BENEFICIARIES**

Companies

2. **GOALS & ADDED VALUE**

Give the companies an opportunity to present new technology to the clients.

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

Difficulty: who are the clients for new technologies in the construction sector and how to involve them in such a gathering? Institutional investors? Pension funds? Architects?

4. **COORDINATION WITH REGIONAL S3**

No.

5. **COORDINATION WITH OTHER CLUSTER INITIATIVES**

The idea has been specifically discussed as a potential service for the cluster Energy and Construction. In the context of the Swiss Plastics Cluster, a similar service should be conceived in the reverse way: suppliers could present new technology to the cluster members.
### NEW INNOVATIVE CLUSTER SERVICE

<table>
<thead>
<tr>
<th><strong>Title</strong></th>
<th>Accelerise Program</th>
</tr>
</thead>
<tbody>
<tr>
<td>Comment: classified under “collaboration”. Grade: 7/10. Interesting, but needs to be developed. How to reach critical mass of interested start-ups (at the same stage of development)? How to finance with limited staff?</td>
<td></td>
</tr>
</tbody>
</table>

### 1. BENEFICIARIES

Local Start-ups

### 2. GOALS & ADDED VALUE

Reduce time to market

### 3. OPERATIVE DETAILS | HOW-TO

Organize bootcamps on specific and well-defined topics.

### 4. COORDINATION WITH REGIONAL S3

No.

### 5. COORDINATION WITH OTHER CLUSTER INITIATIVES

Needs to be coordinated among all regional cluster initiatives and also include other relevant actors, such as: Fri Up, Cti, Kickstart.
### NEW INNOVATIVE CLUSTER SERVICE

<table>
<thead>
<tr>
<th>Title</th>
<th>Technology Intelligence for different Cluster Initiatives</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Comment: classified under “innovation / technology”. Grade: 6/10.</td>
</tr>
</tbody>
</table>

1. **BENEFICIARIES**

Cluster members and Competence Centres

2. **GOALS & ADDED VALUE**

Identify relevant calls and distribute them to competence centres and clusters for development of concrete projects.

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

4. **COORDINATION WITH REGIONAL S3**

No.

5. **COORDINATION WITH OTHER CLUSTER INITIATIVES**

Yes.
<table>
<thead>
<tr>
<th><strong>NEW INNOVATIVE CLUSTER SERVICE</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Title</strong></td>
</tr>
<tr>
<td>HR-Benchmarking / R-Benchmarking</td>
</tr>
<tr>
<td>Comment: classified under &quot;education&quot;. Grade: no grade. Needs to be further developed.</td>
</tr>
</tbody>
</table>

### 1. BENEFICIARIES


### 2. GOALS & ADDED VALUE

Support co-innovation.

### 3. OPERATIVE DETAILS / HOW-TO

Further develop the idea of HR-Benchmarking to other resources (R-Benchmarking).

### 4. COORDINATION WITH REGIONAL S3

No.

### 5. COORDINATION WITH OTHER CLUSTER INITIATIVES

Possible.
#2 Oberösterreich - Salzburg Cluster Workshop Synopsis

**General Information**

The workshop took place the September 19th, 2017, at the techcEnter, Linz / Upper Austria at 09.30 – 12.30 and lasted 3 hours.

As showed in Table 2, 14 participants took part in the workshop. 8 out of 14 were representatives of Clusters in the following fields: clean technology, medical technology, mechatronic, and food. 11 participants attended also the Entrepreneurial Discovery Workshop and 6 out of 14 responded to the Best Practice survey.

<table>
<thead>
<tr>
<th>Participants</th>
<th>ED Workshop</th>
<th>BP survey</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cluster representatives</td>
<td>8</td>
<td>11</td>
</tr>
<tr>
<td>Other institutions</td>
<td>6</td>
<td>6</td>
</tr>
<tr>
<td>representatives</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

*Table 2: panel of participants*

- **Regional perspective:** Please comment on the list of participants:
  - Is the set of participant’s representative of the cluster ecosystem in your regional S3 priority areas /specific transformative activities identified in WP1?
    Due to the participation of Christian Altmann, head of the department for cluster and networks at Business Upper Austria the cluster ecosystem was well presented. Furthermore cluster managers/project managers of those clusters relevant for the ‘health’ synergy diamond participated as well as Klaus Oberreiter who is together with Christian Altmann in the stakeholder coordination group of the RIS3 (Innovative Upper Austria 2020)
  - If not, what is missing?
    The representative of the department at the Upper Austrian Government who is responsible for coordination of the RIS3 (Innovative Upper Austria 2020) could not participate due to another obligation.
### Agenda and methodology

- Please include the detailed agenda of your workshop. The agenda should illustrate the structure and timeframe of your workshop.

<table>
<thead>
<tr>
<th>Time</th>
<th>Min</th>
<th>Phase</th>
<th>Agenda</th>
</tr>
</thead>
<tbody>
<tr>
<td>8:30</td>
<td>1:00</td>
<td>Preparation</td>
<td>Room setting, preparation of tools, posters…</td>
</tr>
<tr>
<td>9:30</td>
<td>0:15</td>
<td>WELCOME</td>
<td>Welcome + project info</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>ppt presentation/project info: stress test result &gt; where we need to improve s3-analyses &gt; synergy diamonds &gt; focus on transformative activities in the field of HEALTH EDW result &gt; transformative activities in the field of Health</td>
</tr>
<tr>
<td>9:45</td>
<td>0:05</td>
<td></td>
<td>Short info on moderators company SPLEND</td>
</tr>
<tr>
<td>9:50</td>
<td>0:05</td>
<td>Exploration</td>
<td>Objective Info of target at the WS: 3-5 service sketches</td>
</tr>
<tr>
<td>9:55</td>
<td>0:10</td>
<td></td>
<td>Poster presentations of best practices, highlighting of very interesting/novel ones</td>
</tr>
<tr>
<td>10:05</td>
<td>0:10</td>
<td></td>
<td>Gallery Best Practises - presentation of some selected cases Discussion in 2 groups (team A / team B)</td>
</tr>
<tr>
<td>10:15</td>
<td>0:15</td>
<td></td>
<td>Team A clusters the services according themes Team B clusters the services along the value-chain Affinity Diagramm</td>
</tr>
<tr>
<td>10:30</td>
<td>0:15</td>
<td></td>
<td>All together: evaluation of Best Practises Dot-voting: one point/person for the best!</td>
</tr>
<tr>
<td>10:45</td>
<td>0:15</td>
<td>Pause</td>
<td>Break</td>
</tr>
<tr>
<td>11:00</td>
<td>0:05</td>
<td>Activation</td>
<td>Danish Clapping</td>
</tr>
<tr>
<td>11:05</td>
<td>0:15</td>
<td>Ideation (3 teams)</td>
<td>Ideation - round1 Post-it’s gallery</td>
</tr>
<tr>
<td>11:20</td>
<td>0:15</td>
<td></td>
<td>Ideation - round3 Picture stimulus</td>
</tr>
<tr>
<td>11:35</td>
<td>0:10</td>
<td></td>
<td>Evaluation and selection of ideas within each group Portfolio / Dotmocracy</td>
</tr>
<tr>
<td>11:45</td>
<td>0:20</td>
<td></td>
<td>Work out of 3 ideas (idea posters) per team Selected service ideas to be specified on printed templates (idea posters A3)&gt; sketch of the new cluster service</td>
</tr>
<tr>
<td>12:05</td>
<td>0:15</td>
<td></td>
<td>Presentation of the results per team Each team presents the developed cluster services (sketch)</td>
</tr>
<tr>
<td>12:20</td>
<td>0:10</td>
<td>COOL DOWN</td>
<td>Cool Down &amp; next steps Info on further use of service ideas and the project testing period in 2018 (motivation to participate the pilot testing)</td>
</tr>
<tr>
<td>12:30</td>
<td></td>
<td>Ende</td>
<td></td>
</tr>
</tbody>
</table>

- Please describe, as well as, the adopted methodology / proceedings (involvement of a moderator and its role; how you did make use of the input materials: condensed presentation, printed best practices poster, directly displayed; brainstorming and recap, etc.).

External moderator (Erich Pichler/SPLEND Solution Design) was involved. Based on instructions and information we’ve got at this point from WPL and PL we met the moderator for briefing & setting the frame of the WS.

For details please see above internal agenda.
**Chosen Inputs**

- Choice of inputs from the Best Practice Survey: From the set of proposed inputs (regional best practices, external best practices, integrated one pagers), which ones have you chosen for your workshop, and why?

<table>
<thead>
<tr>
<th>Input</th>
<th>Justification</th>
</tr>
</thead>
</table>
| Which inputs have been used (regional best practices, external best practices, integrated one pagers)? | Why is the chosen input interesting for your regional circumstances?  
Specifically, does the chosen input address needs with respect to your S3 / transformative activities? |
| Each of the selected 23 best practices as well as the 3 integrated one pager were displayed in the 'gallery' of best practices.  
The following best practices were highlighted. Afterwards the workshop participants had time to see all cases in a special 10 minutes slot but could look at them - if needed - during the entire workshop. | Highlighted because  
- these services could be modified for other applications  
- both submitted best practices of Network Human Resources are among the best 23 cases  
- HR-Benchmark is not so well known among the regional cluster managers |
| • Regional Best Practice #PP2_NHR_OP1  
Cross-Mentoring Program  
#PP2_MHR_OP2  
HR-Benchmark (Survey on HR data and staff ratios) | • not practised so far in Upper Austria  
open to start ups from abroad  
focus on SME  
facilitates internationalisation  
link to Health/food cluster  
inspiring |
| • External Best Practice #PP7_Vitagora_OP1  
Accelerise program  
Vitagora / Franche-Compté | • not practised so far in Upper Austria  
bottom up /innovation for existing needs  
supporting TT  
cross-sectoral  
link to prioritised synergy diamond Health |
| • External Best Practice #PP9_SV_OP1  
Co-Organizing Hacking Health Hackathon  
Cluster Lobardo Scienze della Vitta | • not practised so far in Upper Austria  
bottom up /innovation for existing needs  
supporting TT  
cross-sectoral  
link to prioritised synergy diamond Health |
- **External Best Practice**
  
  #PP13_CE_OP1
  
  MAI UCB (cross-cluster project between Umwelttechnik Cluster Bayern and MAI Carbon)
  
  Umwelttechnik Cluster Bayern

- **Cross cluster initiative**
  
  - Development of cross-industry solutions
  - Modifiable for/supporting in the field of medical technology (synergy diamond Health)

- **External Best Practice**
  
  #PP9_LAC_OP2
  
  Ciclo workshop le Frontiere dell'innovazione e Focus on: Aerospace@Industry4.0

- **Changes due to Industry 4.0 important for Upper Austria**
  
  - Specialise I4.0 on SME in the field of Aerospace
  - Modifiable for/supporting in the field of medical technology (synergy diamond Health)

- **External Best Practice**
  
  #PP9_LAC_OP3
  
  Education activities
  
  Lombardia Aerospace Cluster

- **Focus on lack of skilled workers**
  
  - Supporting measure on all levels (employee, high school, university)
  - Unique: opening of large firms’ trainings to SME employees

**Regional perspective:** please comment on the choice of the inputs for your workshop from the perspective of an expert of your regional cluster ecosystem / transformative activities (S3):

- Summarizing the table above, explain and motivate the choice of the specific best practices used as an input in your workshop.

  Please see justification in above table.

- Did the proposed inputs from the Best Practice Survey sufficiently reflect the needs for new or adapted cluster services in your region, and specifically in the identified transformative activities?

The Cluster Workshop organised by PP2 in Upper Austria in September was the first "Cluster Workshop" within the project. There was very short time between receipt of the documents (information on the best practices) and the workshop date. Therefore we chose the methodology of the poster presentations.

Most votes were given by the participants to following external best practices:

1. **#PP1_ITV_OP1** Technology scouting: identifying trend technologies and participating to technology oriented events, for Cluster Participants, but also playing a strategic role for Cluster Managements
2. **#PP3_BW_OP2** Common development of prototypes
3. **#PP13_CE_OP1** MAI UCB (cross-cluster project between Umweltcluster Bayern and MAI Carbon)
What have you not been able to include as an input in the workshop discussion that might be relevant for the needs for new or adapted cluster services in your region, and specifically in the identified transformative activities?

The matter of financing was not addressed. Therefore we would have needed more time as well as additional participants from the administrative level/responsible for innovation support.

Results

- Please list the new or adapted Cluster Services (e.g. innovative management services and innovative activities for cluster empowerment and cross collaboration activities) developed during your workshop and explain why they are interesting for your regional clusters and if and how they target the needs related to the role of clusters in the implementation of S3 and in the transformative activities defined in work package 1. Please note that a formalized description of these services will be asked for under point 5 (below).

<table>
<thead>
<tr>
<th>Output</th>
<th>Justification</th>
</tr>
</thead>
<tbody>
<tr>
<td>New or adapted Cluster Service</td>
<td>• Why is the chosen input interesting for your regional clusters?</td>
</tr>
<tr>
<td></td>
<td>• Specifically, does the service address needs with respect to your S3 / transformative activities?</td>
</tr>
<tr>
<td></td>
<td>• “Rüttelstrecke” / “test track” for project ideas, prototypes, concepts, business models...</td>
</tr>
<tr>
<td></td>
<td>• 3 votes</td>
</tr>
<tr>
<td></td>
<td><strong>The service</strong></td>
</tr>
<tr>
<td></td>
<td>• Supports creation of more and better ideas, concepts, business models, successful projects, etc.</td>
</tr>
<tr>
<td></td>
<td>• make use of expertise available in the region and external</td>
</tr>
<tr>
<td></td>
<td>Depending on the topic to be critically questioned it serves the regional S3</td>
</tr>
</tbody>
</table>

S3-4AlpClusters is cofinanced by the European Regional Development Fund through the Interreg Alpine Space programme
- “MedValleyHub” - centre for cooperation
  - 3 votes

The service
- helps Upper Austria to specialize in the field of medical technology
- supports transformation of existing companies to specialised MedTech entrepreneurs
- foster coop between companies, researchers, networks, health institutions
- high S3 relevance

- “Transformer Maturity Model”
  Modification of “Advanced Manufacturing Self Assessment (Industrie 4.0 Reifegradmodell)”
  - 3 votes

The cluster for medical technology is working on a concept for establishing Upper Austria as a medical technology location.
- supports transformation of existing companies to specialised MedTech entrepreneurs

- “Foresight-Workshop 2050”
  - 3 votes

Shall help to develop new business fields, new technologies for new products
- In line with S3

- “goal-oriented networking”
  - 1 vote

Increase more targeted communication between R&D and Business in the S3 fields of activity

- “Regulatory Affairs assessment”
  - 1 vote

See also #03
- Assessment of entrepreneurs if organisation is suitable for development of medtech products.
- Service for medtech new-comers (companies from outside of the medtech branch)

- Regional perspective: please comment on the outputs from your workshop from the perspective of an expert of your regional cluster ecosystem / transformative activities (S3):
  o Summarizing the table above, please present the interest of the new or adapted Cluster Services for your region / clusters.

In total 9 new/adapted service were sketched, presented and evaluated. 3 of the 9 service sketches did not get any votes. Above table shows only the 6 voted service sketches including the no. of votes.

  o Spotlight on how these services can be used by cluster managers to support the development of the transformative activities identified in WP1: foster innovation in these fields, develop new products, etc.
Upper Austria held its EDW focused on "Health & ageing Society" one of the prioritized fields of activities of the Upper Austrian S3. The cluster for medical technology is working on a concept for establishing Upper Austria as a medical technology location. There is potential for smart specialisation on a high degree and for development of new value chains especially by combining the fields of medical technology, ICT, manufacturing, materials and food as well as by cross-regional activities.

The S3 Synergies Diamond targeting the EUSALP challenge ‘Demographic Change’ was modified for the Upper Austrian EDW to a special Synergies Diamond with focus on ‘Health’.

Following to the EDW held in May 2017 we focused on services for supporting the transformative activities in the strategic fields of strength elaborated in the EDW.

- In consideration of the Cluster Innovation Model to be developed at the end of work package 2, do you think that the Cluster Services identified in your workshop do sufficiently reflect the needs and assets of your region / clusters?

The cluster services sketched in our workshop supplement the Cluster Innovation Model in combination with already existing best practices.
### Description of the identified Cluster Services

**New Innovative service nr°1**

<table>
<thead>
<tr>
<th>NEW INNOVATIVE CLUSTER SERVICE</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Title</strong></td>
</tr>
</tbody>
</table>

#### 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

<table>
<thead>
<tr>
<th>Yes</th>
</tr>
</thead>
<tbody>
<tr>
<td>This service shall be offered for activities in line with S3 priorities.</td>
</tr>
</tbody>
</table>

## 5. COORDINATION WITH OTHER CLUSTER INITIATIVES

<table>
<thead>
<tr>
<th>Yes</th>
</tr>
</thead>
<tbody>
<tr>
<td>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.</td>
</tr>
<tr>
<td>The external committee shall be composed by members/cluster managers of different Clusters (regional and/or foreign).</td>
</tr>
</tbody>
</table>
### NEW INNOVATIVE CLUSTER SERVICE

**Title**

“Transformer Maturity Model”  
Modification of “Advanced Manufacturing Self-Assessment (Industrie 4.0 Reifegradmodell)”

---

### 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

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### 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)

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### 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 CLUSTER SERVICE

**Title**  
"MedValleyHub" – centre for cooperation

## 1. BENEFICIARIES

Companies of different business-sectors, R&D, networks/cluster organisations;

## 2. GOALS & ADDED VALUE

- fosters coop between companies, researchers, networks, health institutions
- cross regional competence centre for user centered design (cross-border!)
- cross-sectoral exchange
- centre for cooperation

## 3. OPERATIVE DETAILS / HOW-TO

Trans-regional network of medical related actors (clusters, R&D, competence centers … ) of different specialisations & competences offers its services to the participating regions;

The success of this network will be secured by regular knowledge exchange (events, common trainings, trend scouting, project development & management),

Sharing of infrastructure, (transregional) matching of relevant actors

## 4. COORDINATION WITH REGIONAL S3

Yes

this service
- helps Upper Austria to specialize in the field of medical technology
- supports transformation of existing companies to specialised MedTech entrepreneurs

## 5. COORDINATION WITH OTHER CLUSTER INITIATIVES

YES
#3 Baden-Württemberg Cluster Workshop Synopsis

**General Information**
Some participants already participated in the EDW and also contributed to the best practices. The main objective of this workshop was to go beyond traditional matching approaches and apply on of the most successful type of services, the Cross-Cluster-Challenge, based on topics identified in the EDW.

As showed in Table 3, 37 participants took part in the workshop. Some participants already participated in the EDW and also contributed to the best practices survey. 27 out of 37 were representatives of Clusters.

<table>
<thead>
<tr>
<th>Participants</th>
<th>ED Workshop</th>
<th>BP survey</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cluster representatives</td>
<td>27</td>
<td>n.d.</td>
</tr>
<tr>
<td>Other institutions representatives</td>
<td>10</td>
<td>n.d.</td>
</tr>
</tbody>
</table>

*Table 3: panel of participants*

- Regional perspective: Please comment on the list of participants:
  - As a result of the EDW, thematic focus was given one of the key Priority Areas "Traditional Manufacturing and 3 D Printing", which is of high concern for the region. Thus, the participants represented the regional cluster ecosystem in this regards.

- If not, what is missing?

**Agenda and methodology**
- Please include the detailed agenda of your workshop. The agenda should illustrate the structure and timeframe of your workshop.
- Please describe, as well as, the adopted methodology / proceedings (involvement of a moderator and its role; how you did make use of the input materials: condensed presentation, printed best practices poster, directly displayed; barnstorming and recap, etc).

The methodology is given in the agenda. One group of the participants formulated their "challenges" related to the Transformative Activity "Manufacturing and 3D Printing". The other group developed potential solutions, which were jointly discussed and presented. It was up to the moderator to bring the "challenging partner" and "solution provider" together in a tailor-made way.

**Results**
- Please list the new or adapted Cluster Services (e.g. innovative management services and innovative activities for cluster empowerment and cross collaboration activities) developed during your workshop and explain why they are interesting for your regional clusters and if and how they target the needs related to the role of clusters in the implementation of S3 and in the transformative activities defined in work package 1. Please note that a formalized description of these services will be asked for under point 5 (below).
<table>
<thead>
<tr>
<th>Output</th>
<th>Justification</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cluster Cluster Challenge</td>
<td>• It is one of the most promising way to bring the Transformative Activities forward. By matching challenging partners with solution providers, significant steps can be made to jointly find innovative solution</td>
</tr>
</tbody>
</table>

- Regional perspective: please comment on the outputs from your workshop from the perspective of an expert of your regional cluster ecosystem / transformative activities (S3):
  o Summarizing the table above, please present the interest of the new or adapted Cluster Services for your region / clusters.
  o Spotlight on how these services can be used by cluster managers to support the development of the transformative activities identified in WP1: foster innovation in these fields, develop new products, etc.
  o In consideration of the Cluster Innovation Model to be developed at the end of work package 2, do you think that the Cluster Services identified in your workshop do sufficiently reflect the needs and assets of your region / clusters?
  o If not, what elements might be missing from the outputs of your workshop that you, as an expert of your regional cluster ecosystem, consider to be interesting for the Cluster Innovation Model?

By the regional perspective, the Cross-Cluster-Challenge was quite successful, since it brought together about 40 actors from the regional cluster ecosystem and dealt with an important Transformative Activity. Many solutions in the field Manufacturing and 3 D Printing have been initiated and will be put forward. The Cross-Cluster-Challenge is a promising approach for the Cluster Innovation Model.
#4 Veneto Cluster Workshop Synopsis

General Information

The workshop took place 29th November 2017 in Venice, Regione del Veneto, 9:00 – 11:40. As showed in Table 4, 34 participants took part in the workshop. Some participants already participated in the EDW and also contributed to the best practices survey. 12 out of 34 were representatives of Clusters in the fields: Agrifood, Manufacture, Sustainable Living and Creative Industries.

<table>
<thead>
<tr>
<th>Participants</th>
<th>ED Workshop</th>
<th>BP survey</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cluster representatives</td>
<td>12</td>
<td>n.d.</td>
</tr>
<tr>
<td>Other institutions</td>
<td>22</td>
<td>n.d.</td>
</tr>
</tbody>
</table>

*Table 4: panel of participants*

- Regional perspective: most of the 34 participants represent the enlarged innovation/cluster ecosystem in Veneto taking into account that, at regional level, clusters are considered both the so called “Regional Innovation networks” and the more traditional “Productive districts”. Moreover the workshop has been opened up (as Observers) to the partners of MONITORIS3, an Interreg Europe project focusing on the S3 monitoring tools. In addition to the Veneto Region and Veneto Innovazione representatives moreover, three representatives of the Autonomous Province of Trento and Hub Innovazione Trentino were present as well.

- Going into details the following clusters actively participated to the workshop:
  - INNOSAP (sustainability on agrifood production)
  - IMPROVENET (ICT for smart manufacturing)
  - SINFONET (cluster on foundry)
  - SMART LIGHTING
  - ICT for Smart and Sustainable Living
  - Veneto Green tech Cluster
  - Venetian Heritage Cluster
  - RIBES (nutraceutical, health and food)
  - M3-NET (Precision Manufacturing Engineering)
  - FACE-DESIGN (Fashion Creative and Design Driven Industries)
  - Distretto della Pelle della Valle del Chiampo (leather production)
  - Distretto calzaturiero della Riviera del Brenta (footwear production)

These cluster initiatives are representative of the four regional S3 priority areas which are: Smart Agrifood, Smart Manufacture, Sustainable Living and Creative Industries.
Agenda and methodology

<table>
<thead>
<tr>
<th>Time</th>
<th>Slot</th>
<th>Speaker</th>
</tr>
</thead>
<tbody>
<tr>
<td>9.00</td>
<td>Registration</td>
<td></td>
</tr>
<tr>
<td>9.20</td>
<td>Greetings by Roberto Marcato, Regional Minister of Economic Development and Energy</td>
<td>Roberto Marcato (Minister Regione del Veneto)</td>
</tr>
<tr>
<td>9.30</td>
<td>Opportunities offered by S3-4AlpClusters to regional clusters</td>
<td>Maria Sole D’Orazio (Veneto Innovazione)</td>
</tr>
<tr>
<td>10.00</td>
<td>Identifying cluster priorities in the implementation of S3; identified strategic services and testing</td>
<td>Alessandro Beghi (University of Padua)</td>
</tr>
<tr>
<td>11.40</td>
<td>Coffee break (networking and informal discussion)</td>
<td></td>
</tr>
</tbody>
</table>

Methodology:

The workshop was introduced by the Veneto Region who underlined the strong interconnection among the regional smart specialisation strategy and the clusters, key actors that actually are fully involved not only in the implementation but moreover in the co-design and fine-tuning of the strategy. In Veneto clusters are formally recognised as Regional Innovative Networks and Productive Districts. The first ones are research-business partnership focusing in smart transformative and transversal industries; the second ones are recognised with a top-down approach by the Veneto government on the basis of the regional niches and industrial specialisation.

Veneto Innovazione presented then the S3-4AlpClusters focus and recapped the different steps, from the stress test and the EDW to the best practice catalogue.

Practical examples of services for and provided by clusters in the following field were presented:

1. NETWORKING
2. BRANDING and INTERNATIONALISATION
3. INNOVATION
4. FUNDING
5. INNOVATIVE EDUCATION/TRAINING
6. START-UP creation

This presentation was then followed by an interactive laboratory moderated by a facilitator, who acted both as an University professor and as a cluster representative (cluster IMPROVENET).
Clusters were actively involved in the discussion. Interesting feedback on the services presented, on opportunities of cooperation with other clusters and ideas for new services were collected.

### Chosen Inputs

<table>
<thead>
<tr>
<th>Input</th>
<th>Justification</th>
</tr>
</thead>
</table>
| Which inputs have been used (regional best practices, external best practices, integrated one pagers)? | • Why is the chosen input interesting for your regional circumstances?  
• Specifically, does the chosen input address needs with respect to your S3 / transformative activities? |
| • "IP services to support the prior art search" proposed by PROPLAST and the "Intellectual Property Management for SMEs" proposed by PROPLAST | • All the clusters are involved in supporting SMEs in the innovation process. The IP management is one of the criticalities emerged |
| • “The Career Platform – KPZ” proposed by the Slovenian PPs          | • The training and the qualification of cluster members is a key demanding area especially in transversal areas such as "companies digitalisation/industry 4.0". |
| • External Input: Ambassador Programme                              | • Clusters in Veneto are strongly interested in internationalisation and branding creation. It was therefore considered interesting the example of the Ambassador Program of the Medicon Valley cluster. |

- Regional perspective: please comment on the choice of the inputs for your workshop from the perspective of an expert of your regional cluster ecosystem / transformative activities (S3):
  - Summarizing the table above, explain and motivate the choice of the specific best practices used as an input in your workshop.
  - Did the proposed inputs from the Best Practice Survey sufficiently reflect the needs for new or adapted cluster services in your region, and specifically in the identified transformative activities?
  - If not, have you been able to include other inputs, relevant to your regional situation? (e.g. best practices from clusters not included in the Best Practice Survey)? Which ones and why?
- What have you not been able to include as an input in the workshop discussion that might be relevant for the needs for new or adapted cluster services in your region, and specifically in the identified transformative activities?

- The Veneto cluster workshop was organised as the last event of S3-4AlpClusters workshops round and, as agreed in the PSG3 held in Salzburg, it has been used also to collect feedback on the new services designed and proposed during the other PPs workshops. Therefore more than the Best Practice catalogue, the reports of all the PPs events and Cluster Service charts were deeply analysed and then shared with the participants of the Veneto workshop. This approach was also helpful to stimulate the discussion and make it more profitable. A summary matrix was drafted as follows:

<table>
<thead>
<tr>
<th>TITLE</th>
<th>Proposed by</th>
<th>Thematic area</th>
<th>SHORT DESCRIPTION</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 IP services to support the prior art search</td>
<td>PROPLAST - PIEMONTE</td>
<td>INNOVATION</td>
<td>IP services to support prior art search. Search for patent registration made by cluster personnel for cluster companies. Subsequent possibilities of connection with specialized patent law firms at prices agreed at the district level.</td>
</tr>
</tbody>
</table>
| 2 Networking throughout thematic groups and projects workshops/labs | LOMBARDIA | 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 companies belonging to the cluster and their needs.  
  - organization of operational and intercluster thematic workshops focused on emerging industries. The aim of the workshops is to identify innovative projects/ideas.  
  - validation of ideas through projects financed by public funding (regional, national, European) or self-financed by cluster (members' fee) |
<table>
<thead>
<tr>
<th></th>
<th>Activity</th>
<th>Responsible Institution(s)</th>
<th>Lead Institution(s)</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>3</td>
<td>Skills search in an inter-cluster and interregional manner for clusters members</td>
<td>FRANCE-COMTE’</td>
<td>SKILLS DEVELOPMENT</td>
<td>Recruitment and job placement service for the search for specific professionals required by the cluster or by multiple clusters (in this case, costs are also shared between multiple clusters)</td>
</tr>
<tr>
<td>4</td>
<td>Help for the elaboration and management of S3 ERDF projects</td>
<td>FRANCE-COMTE’</td>
<td>SKILLS DEVELOPMENT</td>
<td>Joint support for the technical-administrative management of regional projects funded by the ERDF POR to project managers (one or more) shared among several companies / clusters</td>
</tr>
<tr>
<td>5</td>
<td>Better collaboration between regional cluster initiatives with focus on transformative activities</td>
<td>LP</td>
<td>NETWORKING</td>
<td>Monitoring and animation of the smart specialization strategy through the involvement of stakeholders and the use of tools such as the EDW (entrepreneurial workshop), the stress test (quantitative data collection on the region's performance and benchmarking with other regions) and cluster workshops (feedback from clusters on the strategy progress).</td>
</tr>
<tr>
<td>6</td>
<td>Tech-Meetings</td>
<td>LP</td>
<td>SKILLS DEVELOPMENT</td>
<td>Study and updating groups on technological issues and upcoming opportunities.</td>
</tr>
<tr>
<td>7</td>
<td>Internationalization</td>
<td>LP</td>
<td>NETWORKING</td>
<td>Exchanges and study visits to exemplary clusters at international level.</td>
</tr>
<tr>
<td>8</td>
<td>Innovation Days</td>
<td>LP</td>
<td>PROMOTION</td>
<td>Promotional events to present new applications/products/technologies.</td>
</tr>
<tr>
<td>9</td>
<td>Accelerise Program</td>
<td>LP</td>
<td>START-UPS CREATION</td>
<td>Acceleration program for promising start-ups. Activity shared by all clusters at regional level.</td>
</tr>
<tr>
<td>10</td>
<td>Technology Intelligence for different Cluster Initiatives</td>
<td>LP</td>
<td>INNOVATION</td>
<td>Information service to detect public funding and calls in line with technological needs of clusters.</td>
</tr>
<tr>
<td>11</td>
<td>HR-Benchmarking / R-Benchmarking</td>
<td>LP</td>
<td>SKILLS DEVELOPMENT</td>
<td>Recruitment service within the cluster (Incomplete service chart)</td>
</tr>
<tr>
<td>No.</td>
<td>Activity Name</td>
<td>Country</td>
<td>Sector</td>
<td>Description</td>
</tr>
<tr>
<td>-----</td>
<td>---------------------------</td>
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<td>-----------------</td>
<td>------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>12</td>
<td>The Career Platform – KPZ</td>
<td>SLOVENIA</td>
<td>SKILLS DEVELOPMENT</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 labor market in the future and adapt individual career plans and educational programs.</td>
</tr>
<tr>
<td>13</td>
<td>BANK OF TRAINING – Large firms experience in innovation management for SMEs</td>
<td>SLOVENIA</td>
<td>SKILLS DEVELOPMENT</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>
</tr>
<tr>
<td>14</td>
<td>Fast Track to Employment</td>
<td>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 centers (in phase of definition) prepares the calls and the faculties select the most suitable students.</td>
</tr>
<tr>
<td>15</td>
<td>Tourism Services Clinic</td>
<td>SLOVENIA</td>
<td>SKILLS DEVELOPMENT</td>
<td>Realization of a &quot;tourism services clinic&quot;, 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>
<tr>
<td>#</td>
<td>Project</td>
<td>Region</td>
<td>Innovation Area</td>
<td>Description</td>
</tr>
<tr>
<td>-----</td>
<td>------------------------------------------------------------------------</td>
<td>--------------</td>
<td>---------------------------</td>
<td>---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>16</td>
<td>#01 “Rüttelstrecke” / “test track” for project ideas, prototypes, concepts, business models, problems</td>
<td>UPPER AUSTRIA</td>
<td>INNOVATION</td>
<td>Testing of new ideas, services, business models etc. having them analysed by an expert committee outside the cluster. External experts will be cluster managers and members of other clusters. The service is offered directly by the cluster that wants to test the idea / new service.</td>
</tr>
<tr>
<td>17</td>
<td>#02 “MedValleyHub” - centre for cooperation</td>
<td>UPPER AUSTRIA</td>
<td>NETWORKING</td>
<td>Creation of a trans-regional network in the medical sector among various actors with different skills (companies, research and development canters, etc.) that regularly foresees exchange of experiences, sharing of infrastructures and matching of subjects with complementary skills.</td>
</tr>
<tr>
<td>18</td>
<td>#03 “Transformer Maturity Model”</td>
<td>UPPER AUSTRIA</td>
<td>START-UPS CREATION</td>
<td>Elaboration of a model/tool to assist start-up and small companies in the medical sector in the transformation phase in more structured companies, identifying the key elements on which to intervene (missing skills, necessary technologies, certifications, etc.) and offering adequate services. Service offered by the cluster.</td>
</tr>
<tr>
<td>19</td>
<td>#04 “Foresight-Workshop 2050”</td>
<td>UPPER AUSTRIA</td>
<td>INNOVATION</td>
<td>Foresight workshop to analyse technology trends (also at a global level), new markets, etc. made with the involvement of experts coming from outside the cluster, in order to identify possible consequences for the sector of reference and define concrete approaches to be applied to new products/services.</td>
</tr>
<tr>
<td>20</td>
<td>Intellectual Property Management for SMEs</td>
<td>TRENTO</td>
<td>INNOVATION</td>
<td>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).</td>
</tr>
<tr>
<td>21</td>
<td>Collaboration among cluster members</td>
<td>TRENTO</td>
<td>NETWORKING</td>
<td>Networking meetings to increase collaboration among clusters. Format of the meetings: free of charge, scheduled every 3-4 months. Meetings have the aim of opening an informal discussions on specific pre-defined topics.</td>
</tr>
<tr>
<td>22</td>
<td>Cross-Industrial Sector Event for Joint Commercialization Processes</td>
<td>BAVIERA</td>
<td>PROMOTION</td>
<td>Ad hoc events in which representatives of clusters from different sectors and from different countries present their projects, research results, prototypes, etc., with the aim of achieving a joint commercialization process.</td>
</tr>
<tr>
<td>23</td>
<td>“International Officers”: Job Position and Periodic Events for Interregional Cross-Cluster Management Cooperation</td>
<td>BAVIERA</td>
<td>NETWORKING</td>
<td>Recruitment by the cluster of an “international officer” 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>24</td>
<td>Synergies for internationalization</td>
<td>BAVIERA</td>
<td>SKILLS DEVELOPMENT</td>
<td>Forecasting of a <strong>supporting figure for the internationalization of the cluster</strong> that allows its members to exploit the already existing financing tools and funding programs, and that cooperates with the regional key-actors.</td>
</tr>
</tbody>
</table>
Results

- Please list the new or adapted Cluster Services (e.g. innovative management services and innovative activities for cluster empowerment and cross collaboration activities) developed during your workshop and explain why they are interesting for your regional clusters and if and how they target the needs related to the role of clusters in the implementation of S3 and in the transformative activities defined in work package 1. Please note that a formalized description of these services will be asked for under point 5 (below).

<table>
<thead>
<tr>
<th>Output</th>
<th>Justification</th>
</tr>
</thead>
</table>
| New or adapted Cluster Service | • Why is the chosen input interesting for your regional clusters?  
• Specifically, does the service address needs with respect to your S3 / transformative activities? |
| • Cluster Ambassador Program | • Clusters, especially the "regional innovative networks", are often initiatives really focused and specialised in specific domains and markets but they still need to build a successful branding and promotional strategy to build international relationships. |
| • Regional Cluster desk | • Many clusters are involved in new transformative activities and they recognise that often both synergies among them or joint actions (e.g. training on potentialities of Industry 4.0) could accelerate their potentialities. |
| • Think Tank of innovation | • Advanced education initiative that consists in training engineering students and professionals at cooperating at the development of innovative ideas for future research or education projects. |

- Regional perspective: please comment on the outputs from your workshop from the perspective of an expert of your regional cluster ecosystem / transformative activities (S3):
  o Summarizing the table above, please present the interest of the new or adapted Cluster Services for your region / clusters.
  o Spotlight on how these services can be used by cluster managers to support the development of the transformative activities identified in WP1: foster innovation in these fields, develop new products, etc.
In consideration of the Cluster Innovation Model to be developed at the end of work package 2, do you think that the Cluster Services identified in your workshop do sufficiently reflect the needs and assets of your region / clusters?

If not, what elements might be missing from the outputs of your workshop that you, as an expert of your regional cluster ecosystem, consider to be interesting for the Cluster Innovation Model?

Cluster managers were very keen to discuss the different kind of services proposed and to share experiences each other. In Veneto in fact now it is a rather good time to arise this debate since the S3 strategy is in its core moment and clusters are really seen as important players in the innovation ecosystem. Moreover in the region quite different initiatives are facing each other: some really experienced (both as members and as cluster managers) while others are new initiatives still building their own strategy. Moreover some clusters already offer services that are in part covered by the members fees, others are now thinking about possible new services for their cluster members. The workshop was then a unique occasion not only to discuss but also to propose new actions.

The proposals emerged are in line with the S3 strategy since they aim to strengthen the research and innovation ecosystem and to stimulate the generation of new products and new services.

The proposals as said are three

- Cluster Ambassador Program
- Regional Cluster desk
- Think Tank of innovation

The first one was built taking inspiration from the Medicon Valley Program but it has been fine-tuned accordingly the local clusters’ need and the opportunity offered by S3-4AlpClusters to jointly share the program among cross border clusters.

The second one is mainly focused on increasing the clusters’ innovativeness thorough a coordinated and centralised supporting desk with the role to both valorise and stimulate the ongoing synergies.

The third one has been first tested in one cluster (SINFONET) which is strongly linked to the European Platform in Raw Material and it is proposed as an instrument to boost cooperation among Universities and Clusters (and companies) with the aim to generate new innovative ideas/solution.
Description of the identified Cluster Services

New Innovative service nr°1

<table>
<thead>
<tr>
<th>NEW INNOVATIVE CLUSTER SERVICE</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Title</strong></td>
</tr>
</tbody>
</table>

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 CLUSTER SERVICE**

<table>
<thead>
<tr>
<th>Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>Regional Cluster desk</td>
</tr>
</tbody>
</table>

**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 setup 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 CLUSTER SERVICE**

<table>
<thead>
<tr>
<th>Title</th>
<th>Think Tank of innovation</th>
</tr>
</thead>
</table>

**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 tutorship 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.
#5 Franche-Comté Cluster Workshop Synopsis

**General Information**
The workshop took place in Besançon, FEMTO-ST, 18th of October 2017.

Participants:
As showed in Table 5, 6 participants took part in the workshop and were representatives of microsystems and microtechnologies sectors.

<table>
<thead>
<tr>
<th>Participants</th>
<th>ED Workshop</th>
<th>BP survey</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cluster representatives</td>
<td>3</td>
<td>n.d.</td>
</tr>
<tr>
<td>Other institutions representatives</td>
<td>3</td>
<td>n.d.</td>
</tr>
</tbody>
</table>

*Table 5: panel of participants*

- Regional perspective: Please comment on the list of participants:

Present entities represent one of the most important sector in the region of Franche-Comté: microsystems and microtechnologies. The Pôle des Microtechniques represents the industrial activities, the representative of companies, while FEMTO-ST represent the academic activities in this field.

  - If not, what is missing?

Some companies were missing to complete the picture.
**Agenda**

<table>
<thead>
<tr>
<th>Time</th>
<th>Session</th>
</tr>
</thead>
</table>
| 9h00  | Introduction  
Presentation of participants  
Presentation of the workshop objectives |
| 9h20  | Presentation of the results obtained during the project regarding clusters  
best practices  
Discussion regarding those practices |
| 10h40 | Presentation of the results obtained during the project regarding the stress  
test in the region  
Discussion about these results, about how to implement the services in the frame of S3 and about the interactions between the cluster and FEMTO-ST |
| 11h45 | Conclusion                                                               |

**Chosen Inputs**

- Choice of inputs from the Best Practice Survey: From the set of proposed inputs (regional best practices, external best practices, integrated one pagers), which ones have you chosen for your workshop, and why?

<table>
<thead>
<tr>
<th>Input</th>
<th>Justification</th>
</tr>
</thead>
</table>
| Which inputs have been used (regional best practices, external best practices, integrated one pagers)? | • Why is the chosen input interesting for your regional circumstances?  
• Specifically, does the chosen input address needs with respect to your S3 / transformative activities? |
| • Skills research: existing service in the PmT                        | • This service already exists and is proposed by the cluster, but it expressed a need to enhance it, to make it more efficient. Also a need from companies to better their environment. |
| • Help for the elaboration and monitoring of the projects             | • Service asked by companies, and encountered during the elaboration of the latest S3 project. |
Regional perspective: please comment on the choice of the inputs for your workshop from the perspective of an expert of your regional cluster ecosystem / transformative activities (S3):

- Summarizing the table above, explain and motivate the choice of the specific best practices used as an input in your workshop.
- Did the proposed inputs from the Best Practice Survey sufficiently reflect the needs for new or adapted cluster services in your region, and specifically in the identified transformative activities?
- If not, have you been able to include other inputs, relevant to your regional situation? (e.g. best practices from clusters not included in the Best Practice Survey)? Which ones and why?
- What have you not been able to include as an input in the workshop discussion that might be relevant for the needs for new or adapted cluster services in your region, and specifically in the identified transformative activities?

We have taken practices that the Pôle des Microtechniques (PmT) wanted to develop, and practices that some regional companies described as necessary during the Entrepreneurial Discovery Workshop we organised in June.

Results

- Please list the new or adapted Cluster Services (e.g. innovative management services and innovative activities for cluster empowerment and cross collaboration activities) developed during your workshop and explain why they are interesting for your regional clusters and if and how they target the needs related to the role of clusters in the implementation of S3 and in the transformative activities defined in work package 1. Please note that a formalized description of these services will be asked for under point 5 (below).

<table>
<thead>
<tr>
<th>Output</th>
<th>Justification</th>
</tr>
</thead>
</table>
| New or adapted Cluster Service | • Why is the chosen input interesting for your regional clusters?  
• Specifically, does the service address needs with respect to your S3 / transformative activities? |
| Skills research for clusters members | • Difficulty to align several companies with a shared industrial and market objective, and to make them collaborate, need to enhance the skill search in the Pôle des Microtechniques |
| Help for the elaboration and monitoring of the projects | • Difficulty for companies regarding the administrative and financial monitoring of the projects, especially for ERDF and Interreg ones. |
• Regional perspective: please comment on the outputs from your workshop from the perspective of an expert of your regional cluster ecosystem / transformative activities (S3):
  o Summarizing the table above, please present the interest of the new or adapted Cluster Services for your region / clusters.
  o Spotlight on how these services can be used by cluster managers to support the development of the transformative activities identified in WP1: foster innovation in these fields, develop new products, etc.
  o In consideration of the Cluster Innovation Model to be developed at the end of work package 2, do you think that the Cluster Services identified in your workshop do sufficiently reflect the needs and assets of your region / clusters?
  o If not, what elements might be missing from the outputs of your workshop that you, as an expert of your regional cluster ecosystem, consider to be interesting for the Cluster Innovation Model?

Skill search for clusters members

The skill search represents a need for several companies for developing innovation, including those present during the Entrepreneurial Discovery Workshop, and for the PmT. Indeed, this cluster already proposes this service, though essentially through engineer level internship and at a higher scientific and technological level such as those available in academic research laboratories. The PmT also would like to enhance it through a closer collaboration, especially with FEMTO-ST.

Companies have difficulties to know what is the roadmap and objectives of other companies, because of the competition. The problem is however that the region is mainly composed of SMEs and only a few big companies (though headquarters are out of the region), and they need to collaborate, if not to survive, at least to grow.

This service could either be used by big companies in order to find a skill for a specific contract, or by other companies to collaborate for common needs. To have a good service, a strong human link is necessary to get a personalised monitoring. It is necessary, for example, to keep confidential some information, but the company should provide enough information about their need to find appropriate partners. The cluster representatives also are thinking about solutions in order to facilitate the skills search but could not give information about it.

This service could also be executed among various clusters in various region: all skills are not necessarily present in one region. It may also be realised among clusters from different technology fields if complementary skills are required, without generating additional costs for members of the clusters.

Help for the elaboration and monitoring of projects

A clearly identified problem by companies working on S3 projects is the administrative load when managing or elaborating a project. As it is often not possible for SMEs to hire someone dedicated to the monitoring inside the company (especially due to part time), some companies have expressed the need to “externalise” the management.

The cluster could propose a support for the elaboration of the project, and if the project is retained, a financial support for the management of the project could be dedicated. If managing several different projects for different of their members, a cluster could mutualize and easily professionalize this management task.
In Franche-Comté, we even have the case of a S3 project in which the coordinator is a regional company, and the ERDF management is realised by FEMTO Engineering (the centre for technological development dedicate to industrial partners at FEMTO-ST), the latter being at the same time a partner in the project for technical issues.
### Description of the identified Cluster Services

**New Innovative service nr°1**

<table>
<thead>
<tr>
<th>NEW INNOVATIVE CLUSTER SERVICE</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Title</strong></td>
</tr>
</tbody>
</table>

#### 1. BENEFICIARIES

Beneficiaries are the members of the cluster, mainly SMEs that can provide specific talents to big companies searching them in the region. Potentially, all members are concerned by this service, but the follow-up that cannot be realised by a digital manner (direct contact needed) reduces the impact to 20 to 30 members per cluster a year.

#### 2. GOALS & ADDED VALUE

The expected impact is to facilitate the collaboration between big companies and smaller ones. Not only the big companies can search for smaller ones for some specific work, but small companies can also search for partners. In addition, it would be important to open this talent search for other partners such as academic ones, and even, why not, to other clusters in the frame of an agreement. Analysis of the S3 in the region shows a lack of coordination between the region and its neighbours.

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

This activity is realised all year on demand of some competences from a company. Any company may contact the cluster and ask for some competence, the cluster then search this competence among its members. A dedicated person should be concerned, in order to personalise the follow-up and to ensure the privacy. Part of the service could be realised through a digital platform, which could facilitate the collaboration with other clusters. Only human resource would be necessary to ensure the personalised follow-up, plus the digital service that has a cost (undefined during the workshop).

#### 4. COORDINATION WITH REGIONAL S3

It is related to the S3, as a horizontal objective of S3 is the link between other regions.

#### 5. COORDINATION WITH OTHER CLUSTER INITIATIVES

It may be realised in collaboration with other clusters in order to maximise the impact of the skills search (either in all cases or in the cases where the skills are not present among the members of the cluster).
**NEW INNOVATIVE CLUSTER SERVICE**

<table>
<thead>
<tr>
<th>Title</th>
<th>Help for the elaboration and management of S3 ERDF projects</th>
</tr>
</thead>
</table>

1. **BENEFICIARIES**

Beneficiaries are all companies involved in a European project, especially in (ERDF) S3 project.

2. **GOALS & ADDED VALUE**

The objective of such a service is to facilitate the work of the companies: the feedback of companies involved in projects is that it is too difficult to manage administrative and financial aspects of projects, and that takes too much time. It would be relevant for clusters to offer a support for the elaboration of proposals and the management of the projects once they are accepted.

The service can be provided by a person with experience in the field of European and regional projects. This competence is already available in the cluster and in FEMTO-ST.

We also have a case in one S3 project in Franche-Comté, where a person has been hired in the institution of a partner that is not the leading partner. This person benefits of the expertise of its own structure in terms of management (FEMTO-ST/FEMTO Engineering are involved in many European and regional projects), and it allows companies to focus on the technical aspects of the project, thus improving its efficiency in the successful accomplishment of the project itself. The added value for the entity assuring this service is to be involved in the heart of the innovation project.

It is however not always possible, as the managing authority may not accept such an arrangement but it may be of high value for the leading partner if it is a company.

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

This activity is realised during all the duration of S3 projects. It only needs human resources, and the additional cost could be supported within the attributed grant, thus saving this human cost for companies.

In the case of our project, the service is operated by FEMTO Engineering, and the personal costs are supported through the grant.

The financer can monitor such a service, by checking a good running of the project.
### 4. COORDINATION WITH REGIONAL S3

This activity is directly linked to S3 projects and thus facilitate their implementation.

### 5. COORDINATION WITH OTHER CLUSTER INITIATIVES

This activity is not necessary linked to other clusters or regions, but it is totally applicable in the case of interregional or inter-clusters projects. In this case, the only thing is to define which entity ensures the implementation of this service (that can be the most involved region in most cases).
Analysis and Viewpoint of PP7 about other possible services dedicated to S3 implementation

As pointed out in the Cluster Stress Test, Clusters in the Franche-Comté Region were involved in the preparation of the regional S3 plan, however were afterward very poorly concerned by its practical implementation.

The FEMTO-ST Institute, as a public research entity active in several areas related to technology and engineering sciences, was involved both in the preparation, as well as in the implementation of the S3 in Franche-Comté. It turns out that today all the four S3 projects funded through the ERDF in Franche-Comté, are practically involving FEMTO-ST as an academic partner. As such an active player directly in S3-projects, we also have a very practical viewpoint on the elaboration of S3 projects, and on the role of the various stakeholders in this approach for regional innovation.

As claimed in the S3-4AlpClusters project, clusters are expected to play a central role in the deployment of S3 in a trans-regional configuration, especially in cases where all skills for a highly innovative project cannot be found in a single region, but could be find in neighbouring ones. Detection of these missing skills could thus be one duty, or service, provided a trans-regional network of clusters. The skill detection which is proposed as a (rather obvious) service within a cluster, is thus similarly relevant and also more demanding, at the trans-regional level, even more demanding because this would necessarily involve the acquisition of a technological and skill landscape in different domains with respect to the ones originally concerned by the clusters. This would correspond to a kind of academic interdisciplinary approach, however transferred to the industrial domain. The cluster should thus put important efforts in acquiring different culture and domain knowledge, out of their original area.

Going to more basic, however important, considerations, it is our opinion that clusters (or any equivalent structure fitting the definition provided in the glossary below) should have essentially a messenger role in the deployment of S3. More concretely, they do not create the information or the knowledge and ideas at the spark of any well-defined S3 project (which is the role of the industrials partners mastering the market knowledge and the technology details), but should serve as a vector of information transport of these ideas. As such, they should offer a secured service, since these ideas are expected to be highest economic interest. Any original author of these ideas has an obvious and natural fear that its ideas could benefit to some other company or industrial actor. A necessary side service for the cluster, is thus a secured information vector mean, with well clarified NDA procedures, so that trust can be as easily as possible established, between the source of information, and the vector transporting this information where it can find the search complementary expertise for building the best S3-consortium.

Another important service for an efficient and successful deployment of S3, is the proper teaching of what S3 is, what it means, and how it can be implemented and funded. This implies an important S3-dissemination capability by the clusters, toward its members, but also in close interaction with the policy and government level, so that also the funding tools can be appropriately tuned for an optimal implementation of S3 projects. The cluster connection with the local government and the administration in charge of the S3-policy deployment, might also be of a certain relevance to contribute to monitoring and evaluation of the S3 project. Even if such a monitoring and evaluation has to be performed independently by the services in charge of the ERDF projects, they would need some support for this monitoring, and the cluster, again as a vector of information, could advantageously build efficient and matched links between the project partners and the evaluation / monitoring services.
#6 Piemonte Cluster Workshop Synopsis

**General Information**

The workshop took place in Rivalta Scrivia – Italy, the 5/10/2017. As showed in Table 6, 11 participants took part in the workshop. The participants were representatives of Clusters in the following fields: ICT, mechatronic and life science. 7 participants attended also the Entrepreneurial Discovery Workshop and 6 out of 11 responded to the Best Practice survey.

<table>
<thead>
<tr>
<th>Participants</th>
<th>ED Workshop</th>
<th>BP survey</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cluster representatives</td>
<td>11</td>
<td></td>
</tr>
<tr>
<td>Other institutions representatives</td>
<td>--</td>
<td>7</td>
</tr>
</tbody>
</table>

| Table 6: panel of participants |

- Regional perspective: Please comment on the list of participants:
  - The participants represent a part of sectorial clusters recognised by the Piedmont Region.
  - Biopmed: an innovation cluster which goal is to achieve a cohesive, dynamic and competitive life science cluster, which can interact with the health system and is well positioned at local, national and international level.
  - MESAP: born as a mechatronic innovation cluster, unites partners from different areas.
  - ICT: the ICT cluster is focused on supporting their cluster members to develop projects and knowledge, offering services of networking, communication and dissemination.
  - All the Cluster participants have activities in line with the S3 priority areas.
**Agenda and methodology**

- Please include the detailed agenda of your workshop. The agenda should illustrate the structure and timeframe of your workshop.
- Please describe, as well as, the adopted methodology / proceedings (involvement of a moderator and its role; how you did make use of the input materials: condensed presentation, printed best practices poster, directly displayed; barnstorming and recap, etc).

The agenda of our workshop was the following:

<table>
<thead>
<tr>
<th>Time</th>
<th>Activity</th>
<th>Responsible</th>
</tr>
</thead>
<tbody>
<tr>
<td>10min</td>
<td>Introduction</td>
<td>Proplast</td>
</tr>
<tr>
<td></td>
<td><strong>Round I</strong></td>
<td></td>
</tr>
<tr>
<td>90min</td>
<td>Input 1: Presentation of best practices from regional clusters</td>
<td>Proplast</td>
</tr>
<tr>
<td></td>
<td>Input 2: Presentation of external best practices</td>
<td>Proplast</td>
</tr>
<tr>
<td></td>
<td>Open session: Services based on the Best Practice Survey</td>
<td>All</td>
</tr>
<tr>
<td></td>
<td><strong>Round II</strong></td>
<td></td>
</tr>
<tr>
<td>90min</td>
<td>Input 3: Presentation of StressTest findings</td>
<td>Proplast</td>
</tr>
<tr>
<td></td>
<td>Input 4: Presentation of Synergy Report and EDW results</td>
<td>Proplast</td>
</tr>
<tr>
<td></td>
<td>Open Session: Services targeting the results of Stress Test</td>
<td>All</td>
</tr>
<tr>
<td>10min</td>
<td>Conclusion</td>
<td>Proplast</td>
</tr>
</tbody>
</table>

The moderators of the workshop were Giorgio Ramella and Susana Remotti. Giorgio Ramella made a presentation about the project and the goal of the workshop.

In the first round the moderator was Susana Remotti. She described and shared the results of the questionnaire submitted by the regional clusters about the best practices.

Proplast identified a set of services and divided it in the S3 categories to improve the roles of the clusters in the implementation of the S3. Clusters participants and companies discussed about updating and developing current services offered by the clusters aiming at fostering innovation and interregional cooperation.

Proplast illustrated the external best practices received from the clusters in other Countries in order to analyse the most interesting items for the invited clusters and for the companies.

An interesting discussion was carried out involving all participants: clusters discussed their activities and the companies highlighted their interest for some of the services offered.

In the second round the moderator was Giorgio Ramella. He presented the results from the Regional Stress Test Reports.
At first the Smart Specialisation Strategies (S3) of Piedmont Region was recalled and some points clarified among all participants.

Then the table summarising all the items of the stress test questionnaire and the diamond diagram of Piedmont were presented.

Each item of the stress test was then explained to the attendees, those analysed and discussed in detail during the workshop were: the alignment of the Regional S3 with other Regions and at National level, availability of Regional funds in the future and role of clusters to help companies to get access to the available public funding.

These three points emerged as the most critical in the relationship among policy makers, clusters and companies.

**Chosen Inputs**

- Choice of inputs from the Best Practice Survey: From the set of proposed inputs (regional best practices, external best practices, integrated one pagers), which ones have you chosen for your workshop, and why?

<table>
<thead>
<tr>
<th>Input</th>
<th>Justification</th>
</tr>
</thead>
<tbody>
<tr>
<td>Which inputs have been used (regional best practices, external best practices, integrated one pagers)?</td>
<td>• Why is the chosen input interesting for your regional circumstances?</td>
</tr>
<tr>
<td></td>
<td>• Specifically, does the chosen input address needs with respect to your S3 / transformative activities?</td>
</tr>
<tr>
<td>Regional Best Practice PP8_Proplast_OP_1</td>
<td>• It was selected because its unique service not offer by other clusters.</td>
</tr>
<tr>
<td></td>
<td>• It is a transformative activity because offer, in line with regional S3, a specific service of demand-oriented qualifications with specific courses and training for unemployed people</td>
</tr>
<tr>
<td>Regional Best Practice PP8_Biopmed_OP_3</td>
<td>• It was selected because Bipmed support the creation of the ITS by the biotechnologies and life science</td>
</tr>
<tr>
<td></td>
<td>• It is in line with the regional S3.</td>
</tr>
<tr>
<td>External Best Practice PP13_CMA_OP2</td>
<td>• We chose the most relevant external best practice because it was focused on networking and social events</td>
</tr>
<tr>
<td>PP13_MAI_OP1</td>
<td>• These are support activities to the regional S3</td>
</tr>
<tr>
<td>PP13_MedTech_OP2</td>
<td></td>
</tr>
</tbody>
</table>
• Regional perspective: please comment on the choice of the inputs for your workshop from the perspective of an expert of your regional cluster ecosystem / transformative activities (S3):
  o The participants were interested to know what kind of services other clusters offer to their clusters members and how they improve them. The best practises of the regional clusters that were presented, didn’t complete all the services that a European cluster can offer. The majority of services were allocated in the S3 categories: Innovation, New Business, Training, Internationalization and Marketing. During the discussion came out on top that the service of “intellectual property rights” belongs to the S3 category, Legal consultancy, and it is an important point to develop and improve.

Results

• Please list the new or adapted Cluster Services (e.g. innovative management services and innovative activities for cluster empowerment and cross collaboration activities) developed during your workshop and explain why they are interesting for your regional clusters and if and how they target the needs related to the role of clusters in the implementation of S3 and in the transformative activities defined in work package 1. Please note that a formalized description of these services will be asked for under point 5 (below).

<table>
<thead>
<tr>
<th>Output</th>
<th>Justification</th>
</tr>
</thead>
<tbody>
<tr>
<td>New or adapted Cluster Service</td>
<td>• Why is the chosen input interesting for your regional clusters?</td>
</tr>
<tr>
<td></td>
<td>• Specifically, does the service address needs with respect to your S3 / transformative activities?</td>
</tr>
<tr>
<td>IP services</td>
<td>• Support companies during IP “prior art” search.</td>
</tr>
<tr>
<td></td>
<td>• Connect the cluster members with specialized legal expert to proceed in patent submission and/or trademark registration.</td>
</tr>
<tr>
<td>networking at national and transnational level</td>
<td>• Networking among companies and national and transnational RTO/Clusters</td>
</tr>
<tr>
<td></td>
<td>• Organize international events to connect the companies and international sectorial clusters</td>
</tr>
</tbody>
</table>

• Regional perspective: please comment on the outputs from your workshop from the perspective of an expert of your regional cluster ecosystem / transformative activities (S3):
### Description of the identified Cluster Services

**New Innovative service nr°1**

<table>
<thead>
<tr>
<th>NEW INNOVATIVE CLUSTER SERVICE</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Title</strong></td>
</tr>
</tbody>
</table>

#### 1. BENEFICIARIES

The direct beneficiaries are the companies, RTD and Clusters.

#### 2. GOALS & ADDED VALUE

International events among Cluster managers and SMEs can develop a wide range of contacts.

- Develop innovative projects.
- Connect the companies with potential partners / suppliers / clients to increase the competitiveness of the value chain they belong to.

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

The international annual event can be organise once a year by the clusters managers. All clusters managers and members can participate. The resources involved could be 1-2 by cluster and they will be measure the results.

#### 4. COORDINATION WITH REGIONAL S3

This activity is transversal linked with the regional S3 priorities.

The policymakers will provide funds to the clusters for the organisation of events fostering share and communication. For the policymakers is important to promote the region through the cross-regional and transnational collaborations.

#### 5. COORDINATION WITH OTHER CLUSTER INITIATIVES

This activity is strongly linked and will be especially execute by the clusters organisations.
NEW INNOVATIVE CLUSTER SERVICE

Title

IP services to support the prior art search

1. BENEFICIARIES

The direct beneficiaries are the companies.

2. GOALS & ADDED VALUE

The Cluster can do the prior art searching for the companies and deliver expert, on-point results.

The prior art search is a necessary step before the legal consultancy services and will allow companies to get an idea of the opportunity to proceed with further and more expensive IP tasks.

An additional service can be offered by the Cluster by connecting their members with specialized legal experts to proceed in patent submission and/or trademark registration.

3. OPERATIVE DETAILS / HOW-TO

The time frame of the activity depends on the specific prior art search.

The resources involved can be 1-2 depending on the prior art search.

This activity will be done by a researcher.

4. COORDINATION WITH REGIONAL S3

This activity is linked directly with the S3 priorities:
- development of technological or non-technological innovation
- creation of innovative companies

5. COORDINATION WITH OTHER CLUSTER INITIATIVES

The Regional Clusters will be able to supply this kind of service within the areas of their specific expertise.
#7 Lombardia Cluster Workshop Synopsis

**General Information**
The workshop took place the 30th October 2017 in Milan (Regione Lombardia - Piazza Città di Lombardia n. 1), h 14:30-18:00.

As showed in Table 7, 17 participants took part in the workshop. 14 out of 17 were representatives of Clusters in the following fields: smart cities, industry 4.0, clean tech and aerospace. 10 participants attended also the Entrepreneurial Discovery Workshop and 10 out of 17 responded to the Best Practice survey.

<table>
<thead>
<tr>
<th>Participants</th>
<th>ED Workshop</th>
<th>BP survey</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cluster representatives</td>
<td>14</td>
<td>10</td>
</tr>
<tr>
<td>Other institutions representatives</td>
<td>3</td>
<td>10</td>
</tr>
</tbody>
</table>

*Table 7: panel of participants*

All the regional clusters, together with relevant stakeholders, were invited to the workshop. On one hand, the wide spectrum of participants positively influenced the collaborative and hands-on part of the workshop; on the other hand, the set of participants was only partially, but sufficiently, representative of the cluster ecosystem in the Lombardy S3 priority areas. The five clusters that participated in the workshop, namely SCC (Fondazione Cluster Tecnologie per le Smart Cities & Communities Lombardia), AFIL (Associazione Fabbrica Intelligente Lombardia), TAV (Tecnologie per gli Ambienti di Vita), LE2C (Lombardy Energy Cleantech Cluster) and Lombardia aerospace cluster, cover some of the seven Specialisation Areas identified by the regional S3 (Aerospace, Agri-food, Green industry, Creative and cultural industries, Health industries, Advanced manufacturing, Sustainable mobility). Even though the clusters linked to Agri-food and Health industries sectors could not participate, the presence of the SCC cluster allowed to maintain a cross-cutting view throughout the workshop, as well as a link to the output of WPI.
## Agenda and methodology

The workshop agenda was distributed (in Italian) to all the invited people in electronic and printed versions. It followed, with very little variance, the timeframe described in the table below:

<table>
<thead>
<tr>
<th>Time</th>
<th>Type of activity and activity title</th>
<th>Responsible role, affiliation and name</th>
</tr>
</thead>
</table>
| h. 14.30 | **Introduction:**  
“Project description”                                                                 | **Organizing PP/Moderator:**  
Lombardy Region – DG Presidenza – Francesco Brignone                         |
| h. 14.40 | **Input 1: Presentation of best practice**  
“From Open Innovation to Open 2.0: which opportunities for clusters”          | **Stakeholder:**  
Finlombarda – Angelo Gatto                                                   |
| h. 15.00 | **Input 2: Presentation of best practices from regional clusters as emerged from the Best Practice Survey**  
“European clusters’ case studies and methodology for the best practices’ identification” | **Cluster representative:**  
Cluster SCC – Francesca Sapio                                                 |
| h. 15.30 | **Input 3: Presentation of external best practices**  
“Presentation of an external case”                                           | **External cluster representative:**  
Proplast – Giorgio Ramella                                                   |
| h. 15.50 | **Open session based on Inputs 1,2,3 and Input 4: StressTest findings**  
“Round 1 - Guided discussion on regional clusters’ services”                 | **Moderator / All:**  
Lombardy Region – DG Presidenza – Francesco Brignone                         |
| h. 16.50 | **Open session based on Input 5: EDW results**  
“Round 2 - Guided discussion on how the clusters’ services can target the regional S3 and some strategical domains” | **Moderator / All:**  
Lombardy Region – DG Presidenza – Francesco Brignone                         |
| h. 17.30 | **Conclusions**                                                                                   | **Cluster SCC**                                                           |
After having introduced and contextualized the workshop, by summarising both the project and the Lombardy Region implementation stage, Francesco Brignone (Lombardy Region) presented the workshop’s objectives and structure to the audience. Each participant, then, was invited to introduce himself/herself, in order to facilitate interaction and collaboration within clusters’ representatives and stakeholders along the rest of the afternoon.

The workshop was mainly divided into two complementary sessions: the first one dedicated to the presentation of the input material; the second one focused on the guided discussion concerning the given input material.

During the first session of the workshop, three different presentations were used to outline the following input material (listed in order of presentation):

- **Input 1: Presentation of best practice**  
  Open 2.0/Open Innovation Platform: a collaborative and open source platform promoted by the Lombardy region as a collaborative and customised instrument at the disposal of regional clusters to answer to the growth and innovation challenges (presented by Angelo Gatto, Finalombarda SpA);

- **Input 2: Presentation of best practices from regional clusters as emerged from the Best Practice Survey**  
  Three Integrated One-Pagers plus six other regional and national best practices included in the Best Practice Survey, together with the methodology used within the project’s partners for the best practices’ identification (presented by a participating cluster manager: Francesca Sapio, SCC cluster);

- **Input 3: Presentation of external best practices**  
  External best practices as emerged from the Stress-Test, the Best Practice Survey and the Workshop (in particular the New Innovative Cluster Service) conducted by the Piedmont region: (presented by Giorgio Ramella, Proplast – plastics innovation pole).

During the second session, subdivided into Round I and Round II, the participants were asked to discuss the input material and to explore options for the development of a set of specific cluster services aiming at fostering innovation within the cluster actors and interregional cooperation (“innovation model”). Specifically, clusters’ representatives and stakeholders discussed the regional clusters’ services and their weaknesses in light of the regional S3, and tried to identify and further describe possible innovative best practices to be implemented in order to answer to identified needs and objectives.

Based on the selected (existing) best practices presented by Angelo Gatto (Finlombarda), Giorgio Ramella (Proplast) and Francesca Sapio (SCC), the clusters’ representatives and the stakeholders who are involved in the regional up-stream innovation value chain, discussed activities, processes, collaboration schemes, roles and coordination practices, designed to be used by Cluster Initiatives to support the “cluster system” itself and their associates. In particular, Francesco Brignone briefly presented the inputs from the regional S3 analysis of WP T1 (Regional StressTest) as a starting point to lead the first Round of discussion.
In order to sum up the Regional StressTest results, three main needs, expressed as questions, had been chosen as relevant for Lombardy:

1. How to better coordinate clusters with the S3? Are they really aware of the S3?
2. Do we need to strength regional, interregional, transnational cluster’s networks and relations?
3. How can we strengthen the ability of regional clusters in funding activities?

Participants were then asked, based on the input material and their own experience, and by using brainstorming and shared notetaking material (post-its), to answer the following topics:

1. Discuss the results of the StressTest: are the three main needs that emerged from the StressTest of some interest for the regional clusters? Can they be taken as objectives?
2. Discuss the pre-selected best practices (regional, national and external): which one(s) answer to the clusters’ needs? Do they answer to the objectives resulted from the StressTest? Are there other best-practices? What are their impacts?

The answers (written post-its) resulted from Round I of the discussion, were used and further discussed during Round II of the discussion, guided by Francesco Brignone, who tried to recap what expressed by clusters managers in light of the regional S3 and of the transformative activities identified for the Lombardy Region. The moderator briefly outlined the Synergy Diamonds and the transformative activities identified for the region through the Synergy Report and the EDW. Finally, the participants were asked to discuss how to update/develop existing or new services aiming at both fostering innovation within their clusters and fostering interregional cooperation, and to comment on the type of policy instruments needed.

In order to facilitate the discussion, the following printed material was available for participants:

- Poster of the Glossary: Cluster Innovation Model; Cluster Services, Cluster Activities;
- Poster of the proposed domains and their strengths (WP T1, EDW, Figure 1);
- Poster of the EDW Synergy Diamond (WP T1, EDW, Figure 2);
- A4 format for each participant: regional integrated one pagers of the three regional synergic best-practices; integrated one pagers of seven pre-selected regional and national best-practices.

In order to moderate the discussion, a flipchart and the following printed posters were used:

- Blank table including the summary of the StressTest results (in terms of regional main necessities) and space for comments to be gathered during Round I;
- 2 Blank tables, including guiding questions, of the New Innovative Cluster Service

The workshop lasted three hours and a half in total.
### Chosen Inputs

<table>
<thead>
<tr>
<th>Input</th>
<th>Justification</th>
</tr>
</thead>
<tbody>
<tr>
<td><em>(if included in the Best Practice Survey, the Activity is specified with its relative identification #)</em></td>
<td></td>
</tr>
<tr>
<td>1. Integrated one pager- Activity #13: <em>Connecting Cluster Participants with other external and possibly cross-industry and/or cross-cluster and/or cross-border companies or institutions with the extent of creating the basis for new shared R&amp;D and innovation projects (also creating sub and/or cross-Cluster networks)</em></td>
<td>Emerged from the Best Practice Survey as one of the three most diffused types of “innovative” activities: these are the result of a synthesis of and an integration of the activities that have an “innovation” character and have been recognized as the most implemented ones among the surveyed cluster initiatives, also with regards to connections with S3 design and implementation</td>
</tr>
<tr>
<td>2. Integrated one pager - Activity #19: <em>Access to markets: sales oriented activities (possibly internationalisation, including business missions), aimed at connecting demand and offer of products or technologies with go-to market purpose.</em></td>
<td>Same as above</td>
</tr>
<tr>
<td>3. Integrated one pager - Activity #20: <em>Organizing brainstorming workshops, round tables, or thematic events to gain inspiration from experts (e.g. via keynote speeches) and brainstorm possible project ideas between Cluster Participants.</em></td>
<td>Same as above</td>
</tr>
<tr>
<td>4. Regional Best Practice #1: <em>Roadmapping: identify overall and long term trends (e.g. 10-20 years) in terms of evolution of technology, market, and societal requirements in our specialization area, with the extent of deriving recommended actions or strategic action plan at a cluster level.</em></td>
<td>Implemented by one of the regional clusters invited to the workshop, that participated in the EDW: the Lombardy Life Sciences Cluster Association</td>
</tr>
<tr>
<td>5. Regional Best Practice - Activity #4: <em>Cluster assets mapping: mapping of all the technologies, know-how and competences, R&amp;D facilities featured by partners, and therefore represent Cluster’s critical assets, identifying strengths and weaknesses</em></td>
<td>Implemented by one of the regional clusters participating in the workshop, that also participated in the EDW: the Lombard cluster SCC</td>
</tr>
</tbody>
</table>
6. Regional Best Practice - Activity #5: *Cluster competitive positioning: evaluating threats, opportunities and positioning cluster in the competitive/"coopetitive" landscape to the extent of drawing cluster strategies*  
   Implemented by one of the regional clusters participating in the workshop, that also participated in the EDW: the Lombard cluster SCC

7. Regional Best Practice - Activity #11: *Promote Cluster Participant challenges and research topics to the academia and other public funded research organizations with the aim to drive the education portfolio.*  
   Implemented by one of the regional clusters participating in the workshop: the Lombard cluster Aerospace – LAC

8. Regional Best Practice - Activity #20: *Organizing brainstorming workshops, round tables, or thematic events to gain inspiration from experts (e.g. via keynote speeches) and brainstorm possible project ideas between Cluster Participants.*  
   Implemented by one of the regional clusters participating in the workshop: the Lombard cluster Aerospace – LAC (In particular with reference to the following event: Ciclo workshop le Frontiere dell’Innovazione e focus on: Aerospace@Industry 4.0)

9. External Best Practice - Activity #36: *Demand-oriented qualifications with specific courses and training.*  
   Cluster Activity implemented by two Italian clusters: the Piedmont cluster Proplast and the cluster of the autonomy province of Trento, Progetto Manifattura

10. External Best Practice: *Intellectual property services:*  
    - *Prior Art Research*  
    - *Suggestions/intermediation with sectorial specialized patent agencies*  
   External Best Practice brought to the discussion by the participating cluster Proplast and resulted as output of the Cluster Workshop conducted by the Piedmont region (New Innovative Cluster Service).  
   As shown in the StressTest, Lombardy needs to promote relations, specifically to build new networks outside its boundaries. Considered that Lombardy shares with Piedmont the necessity to reinforce SMEs’ ability regarding patent procedures, this aspect could represent a useful topic to start cooperative processes on a common base.

11. Other Best Practice: *Innovation service - Open 2.0*  
   Open innovation platform supported by the Lombardy Region and developed by the participating stakeholder Finlombarda SpA.  
   This tool is a virtual platform that allows stakeholders to share information and competences as well as to design and manage projects. Therefore, Open 2.0 could answer the need of building relations between all the stakeholders that are part of the quadruple helix.
The table includes all the inputs chosen for the workshop, for a total of 11 best-practices:

- Three Integrated One-Pagers (points from 1 to 3 of the table);
- Five regional best practices, included in the Best Practice Survey Report and implemented by one of the Lombard regional clusters (points from 4 to 8 of the table);
- Two external best practices, of which one included in the Best Practices Report and implemented by two Italian clusters, and the other one not included in the Best Practice Survey and presented by the participating external cluster Proplast (points 9 and 10 of the table);
- One other best practice, not included in the Best Practice Survey, with a regional relevance presented by the participating stakeholder Finlombarda SpA (point 11 of the table).

The choice of using these inputs, two of which not included in the Best Practice Survey, was based on two predominant criteria: giving to participants a wide variety of best practices that could be considered relevant and replicable; proposing best practices already implemented by some of the participants, in order to give the possibility to discuss the services with the proponents in person. In general, the best practices chosen as input material were either well-implemented already, or sufficiently relevant in terms of adaptability to the regional cluster ecosystem.

In particular, the three Integrated One Pagers were chosen because of their level of implementation; the Piedmont New Innovative Cluster Service was chosen as useful example coming from a neighbouring region; the best practices selected by Italian or Lombard clusters were chosen because of their territorial significance and replicability within Lombard clusters; the Open Innovation Platform (Open 2.0) was chosen because of its level of maturity and potential usefulness for regional clusters.

The proposed inputs reflected the needs for adapted (rather than new) cluster services in the Lombardy region in a sufficient manner. In fact, the participant clusters’ representatives used the chosen inputs as working material to find relevant services that could answer, at the same time, to their needs and to the regional needs, as identified through the StressTest and further discussed during the workshop.

With respect to the identified transformative activities, the chosen inputs were not sufficient to identify relevance and interlinkages of the adapted cluster services. This weakness can be explained by the lack of time and by the impossibility of including a higher number of best-practices. Nonetheless, the adapted services that were discussed during the workshop, and the New Innovative Cluster Service derived from them (further described under point 5 of this document), can be considered broad enough to be relevant for the regional transformative activities identified in WP1.
Results

Even though several services were identified (see table below), the participants agreed on merging all of them into a wider service named “Networking” (see point 5 of this document).

<table>
<thead>
<tr>
<th>Output: new or adapted Cluster Services</th>
<th>Justification</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Cluster participation to national, European and international projects</td>
<td>It answers to the need of fostering clusters’ collaboration and, in particular, of empowering clusters’ capacity in European project management.</td>
</tr>
<tr>
<td>2. Cluster’s strategic competencies mapping</td>
<td>It answers to the need of fostering clusters’ collaboration by facilitating them in knowing each other and enlace synergic cooperative relations. It can be realized through data based models.</td>
</tr>
<tr>
<td>3. Clusters participation to existing thematic platforms</td>
<td>It answers to the need of fostering clusters’ collaboration, and it builds on existing instruments, in particular at the European level. (This is functional to the adapted Cluster Services n. 1 and n. 2 of this table)</td>
</tr>
<tr>
<td>4. Public meetings and seminars, matchmaking and networking events</td>
<td>It answers to the need of fostering clusters’ collaboration</td>
</tr>
<tr>
<td>5. Clusters’ financial support: fees for advanced/premium services (integration of basic services with paid extra support)</td>
<td>It answers to the need of improving clusters’ financial capacities</td>
</tr>
<tr>
<td>6. Clusters’ financial support through (European) projects participation</td>
<td>It answers to the need of improving clusters’ financial capacities and it is complementary to the adapted Cluster Services n.5 of this table, and synergic with n. 1</td>
</tr>
</tbody>
</table>

The table lists the Cluster Services selected by participants during Round I of the open session of the workshop. Many existing best practices were discussed, retained and partially adapted, as useful services and activities for cluster empowerment and cross collaboration activities.

During the workshop, in fact, the input material was discussed and developed by clusters’ representatives to answer the regional needs highlighted by the StressTest, of which only two were retained by participants as main objectives. The main objectives to be reached, as underlined by participants, are the following two: fostering clusters’ cooperation, and improving clusters’ financial capacities.

Operationally, the best practices chosen as input material were discussed during the workshop in light of the evidences coming from the StressTest and, at the same time, in light of the participating clusters’ specific needs. In this sense, the best practices further developed into the listed adapted Cluster Services also target the needs related to the role of clusters in the implementation of S3.
Given the procedural method used during the workshop, the Cluster Services identified in the workshop reflect the needs and assets of the Lombardy region and its clusters.

In order to rationalise the output of Round I of the guided discussion, the participants then tried to merge the identified services into one single adapted cluster service. Given the strong interdependence of the adapted Cluster Services listed in the above table, and in consideration of the Cluster Innovation Model to be developed at the end of work package 2, all the identified activities were combined in one New Innovative Cluster Service, extracted from the working material produced during the workshop. In fact, the output of the open discussion within clusters’ representatives did not precisely consist of one or more innovative cluster services; instead, it can be considered as a tentative and inclusive answer to target all the expressed needs based on very different levels of services’ implementation by the participant clusters. For this reason, the adapted Cluster Services previously described can be incorporated, all together, in a New Innovative Cluster Service, titled Networking that tries to define a common process to foster clusters’ collaboration, by including different instrumental activities adaptable to each single cluster. By doing so, the synergies and complementarities of the proposed Cluster Services are reflected, and the overlaps solved. A formalized description of this service/process will be given under point 5 of this document.

As said under point 3, because of a lack of time, and because of some clusters’ impossibility to participate in the workshop, the input material could not be further analysed and developed in light of the transformative activities defined in work package 1. However, giving that the adapted Cluster Services answer to the identified regional clusters’ needs of fostering clusters’ collaboration and financing capacities, it can be inferred that their relevance can be extended to the Lombardy transformative activities.
Description of the identified Cluster Services

The table below describes the New Innovative Cluster Service resulted from the combination of the Cluster Services that were discussed and developed by participants during the workshop. As explained under point 4, it tries to define a common process to foster clusters’ collaboration, while increasing clusters’ financial capacities too, by including two different steps. The set of activities included in the one pager below as procedural steps/elements (see “operative details”) of the service/process named Networking, are adaptable to each single cluster on the basis of their actual level of implementation of those activities.

The idea of identifying a standard service process, with a strong focus on the regional S3, builds on the intention of developing an experience-based New Innovative Cluster Service that derives from the analysis of the clusters’ experiences, in light of the EDW results too.

New Innovative service nr°1

<table>
<thead>
<tr>
<th>NEW INNOVATIVE CLUSTER SERVICE</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Title</strong></td>
</tr>
</tbody>
</table>

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](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 and through other activities already carried out by clusters’ organisations.

- **Element B: Empower strategic forecasting on the new technologies for emerging sectors - Manage of the Thematic Groups and Projects 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 moments for intra-regional and inter-regional networking that would mobilise innovation actors with the aim of creating innovative processes and products.

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.

The cluster organisation is in charge of organising the workshops/labs, which have to be "trans thematic", and should involve: clusters’ associates, from at least two different clusters; at least one external participant, possibly international; participants from the civil society. The workshop/lab, building on chosen input material, would focus on a selected innovation-related problem, and, based on the technological and socio-economic context, would produce new project ideas for innovative processes or products.

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

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

- **Testing Service 1: Project Support**, in order to help clusters 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; etc.);
- **Testing Service 2: Patenting Support**.

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;
- clusters participation to international and European clusters’ networks;
- clusters participation to national, European 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;
- 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 will represent a subscription service (service for a fee)

Technological resources to be used are already available. In particular, the Open Innovation Platform (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 through an adaptable pricing model that consists of offering integrations of free basic services subject to a fee.

Access policy

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 included 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 Project Indicators, 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; 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/patents activated; increase of cluster members’ size; 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 will be needed support in terms of funding and an increased availability in terms of communication, willingness to dialogue and coordination (General Directions of the Lombardy region).

### 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.
#8 Provincia Autonoma di Trento Cluster Workshop Synopsis

General Information

The workshop took place the 05 October 2017 in Rovereto, Autonomous Province of Trento, 14:30 – 17:30.

As showed in Table 8, 14 participants took part in the workshop. 8 out of 14 were representatives of Clusters in the following fields: Agrifood, Quality of Life, Energy & Environment and Mechatronics. 6 participants attended also the Entrepreneurial Discovery Workshop and 4 out of 14 responded to the Best Practice survey.

<table>
<thead>
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<td>Other institutions representatives</td>
<td>6</td>
<td>4</td>
</tr>
</tbody>
</table>

*Table 8: panel of participants*

- Regional perspective: the participants represent the cluster ecosystem in Autonomous province of Trento. The three regional cluster representative were present and proactive during the workshop and they did already participate in the EDW workshop on March 30 2017.
  - Habitech: plays a central role in the building system network and promotes and coordinates innovation processes for the sustainability and efficiency of individual buildings, neighbourhoods, or cities.
  - ProM Facility: is a mechatronic prototyping facility that provide a unique platform for designing, developing, implementing, verifying and validating systems and production processes.
  - ProgettoManifattura: the cluster is focusing on business development in a framework of a regional strategy to promote climate change accountability.

These cluster initiatives are representative of all regional S3 priority areas which are: Agrifood, Quality of Life, Energy & Environment and Mechatronics.
## Agenda and methodology

### Agenda:

**PREPARATION 10:00 – 12:00**

<table>
<thead>
<tr>
<th>Time</th>
<th>Session</th>
</tr>
</thead>
<tbody>
<tr>
<td>10:00</td>
<td><strong>Introduction</strong>&lt;br&gt;<em>HIT and Cluster Mechatronik &amp; Automation Management:</em> introduction to the workshop, review and finalization of the presentation targeted to the working group.</td>
</tr>
</tbody>
</table>

**FIRST PART 14:30 – 16:00**

<table>
<thead>
<tr>
<th>Time</th>
<th>Session</th>
</tr>
</thead>
<tbody>
<tr>
<td>14:30</td>
<td><strong>Introduction</strong>&lt;br&gt;<em>HIT:</em> welcome and agenda presentation, scope and goals, short project outline</td>
</tr>
<tr>
<td>14:30</td>
<td><strong>Participant presentation</strong>&lt;br&gt;<em>ALL:</em> Presentation of participants</td>
</tr>
<tr>
<td>14:00</td>
<td><strong>Setting the field:</strong>&lt;br&gt;<em>Stress test results; Entrepreneurial Discovery Workshop results; Cross Regional Cooperation.</em>&lt;br&gt;<em>HIT:</em> what is the interplay between regional Smart Specialization and Clusters, recap of the Entrepreneurial Discovery Workshop, potential synergies among S3 of the S3-4AlpClusters partners.</td>
</tr>
<tr>
<td>14:00</td>
<td><strong>Cluster Best Practice Examples</strong>&lt;br&gt;<em>HIT:</em> presentation of interregional cluster best practices and innovative services</td>
</tr>
<tr>
<td>14:00</td>
<td><strong>Cluster Manager Presentation</strong>&lt;br&gt;<em>Cluster Mechatronik &amp; Automation Management:</em> Mr. Bartschat introduce its cluster focusing on the innovative services provided to the members.</td>
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<tr>
<td>14:00</td>
<td><strong>Coffee break</strong>&lt;br&gt;15 min.</td>
</tr>
</tbody>
</table>

**SECOND PART 16:00-17:30**

<table>
<thead>
<tr>
<th>Time</th>
<th>Session</th>
</tr>
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<tbody>
<tr>
<td>16:00</td>
<td><strong>ROUND TABLE</strong>&lt;br&gt;Definition of a new innovative service and potential interregional cooperation</td>
</tr>
<tr>
<td>16:00</td>
<td>Brainstorming activity. What could be a new innovative service, who will be the beneficiaries; what are the goals and the added value; what are the operative details; is there any coordination with regional S3 and coordination with other cluster initiatives? How existing Cluster Services could target the role of the cluster in the implementation of S3, what are the transformative activities requested?</td>
</tr>
<tr>
<td>16:00</td>
<td>• Output: set of ideas of new possible services and transformative activities for the implementation of S3.</td>
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</table>
**Methodology:**

The workshop started with a self-introduction of all participants, a summary of S3-4AlpClusters project and an outline of the meeting objectives. Afterwards, the project Stress Test results and Entrepreneurial Discovery Workshop results relevant to the audience were presented. Next, the chosen Best Practice Examples and other additional info were reported. An external cluster manager, Mr Bartschat of Cluster Mechatronik & Automation Management from Bavaria, was involved in the sharing of their best practices and the participants were allowed to ask questions during its presentation.

After the coffee break, two working groups started to brainstorm two new services in the field of intellectual property management and collaboration among cluster members. The audience has benefited also from A3 printed poster of 3 integrated best practices, 5 selected best practices and a glossary.

*Figure 3: Cluster Mechatronik & Automation Management keynote*

*Figure 4: one-pagers and best practices billboards*
The meeting room was set up with 6 writing boards, 3 for each group, in order to focus on the main services fields: Goals & Added Values, Beneficiaries and Operative Details.

The last part brought to the tuning and finalization of two new potential services.

### Chosen Inputs

<table>
<thead>
<tr>
<th>Input</th>
<th>Justification</th>
</tr>
</thead>
</table>
| Which inputs have been used (regional best practices, external best practices, integrated one pagers)? | • Why is the chosen input interesting for your regional circumstances?  
  • Specifically, does the chosen input address needs with respect to your S3 / transformative activities? |
| • All integrated one pager #Integrated_OP1 #Integrated_OP2 #Integrated_OP3 | • Due to the nature of the these best practices, we wanted to share fully described best practices including lessons learned and hints on how to carry out such activity and participants could select some key elements as reference point.  
  • These best practices support the activities that are transversal to the regional S3 priorities. |
| • External Best Practice #PP2_MC_OP1                                  | • This best practice was selected for its field relevant to the audience, its description completeness and unique service.  
  • This service fully complies with the regional S3. |
| • External Best Practice #PP2_NHR_OP2                                 | • This best practice was selected for its unique service, not provided by local cluster initiatives.  
  • This service can be transversal to the priority areas of regional S3. |
| • External Best Practice #PP3_BW_OP2                                  | • This best practice was selected for its field relevant to the audience and its description completeness.  
  • This service does not comply with the regional S3, but the methodology could be transferred to other services. |
- **External Best Practice #PP7_VITAGORA_OP1**
  - This best practice was selected for its field relevant to the audience, its description completeness and unique service.
  - This service fully complies with the regional S3.

- **External Best Practice #PP13_CMA_OP2**
  - This best practice was selected for its field relevant to the audience, its description completeness and unique service.
  - This service fully complies with the regional S3.

- **External Input:**
  - Intellectual Property Rights
  - Collaboration among cluster members
  - Insights at support to the brainstorming activity in the field of IPR and collaboration were provided after discussion. The topics were agreed previously with the cluster managers.

**Regional perspective**

The participant was interested to learn about other services provided by other interregional cluster initiatives. Nevertheless, the presented best practices and three integrated one pager didn’t cover completely all the aspects for the development of new innovative cluster services. It has been very useful the presentation of Mr Bartschat of Cluster Mechatronik & Automation Management from Bavaria and a constructive discussion started. For this reason, it was decided to spend more effort to focus more on understanding better its services relevant to the local cluster managers. Extra input were insights in the field of “intellectual property rights” and “collaboration” that were mainly used for the brainstorming activity aimed at developing new services.

![Figure 5: ongoing brainstorming activity](image-url)
Results

<table>
<thead>
<tr>
<th>Output</th>
<th>Justification</th>
</tr>
</thead>
</table>
| New or adapted Cluster Service  | • Why is the chosen input interesting for your regional clusters?  
                              | • Specifically, does the service address needs with respect to your S3 / transformative activities? |
| • Intellectual Property Management for SME | • The service was developed because of many SME are not aware of intellectual properties topic and how it is important for the protection and exploitation of intangible assets and research results.  
                              | • To date, the regional S3 broadly covers the intellectual property matters through the BIC (Business Innovation Centre) and it does not consider all cluster members. |
| • Collaboration among cluster members | • To follow regional S3 objective there is the need to increase the sustainable competitiveness which can be done through promoting collaboration mainly along the whole value chain and reducing fragmentation. |

Regional perspective: outputs from your workshop

The cluster manager participating at the cluster workshop showed interest in the development of services related to intellectual property management and in enhancing the collaboration among the cluster members. The workshop helped them to develop the new services by describing a set of best practices and integrated one-pagers, also with the support of the stress test results and the transformative activities at support to the cross-regional cooperation. The presence of an external cluster manager, operating in the same field of one local cluster initiative, helped the participants to deepen and take further inspiration from the skills and experience of the Bavarian colleague.

Two groups worked separately to develop the two new services, brainstorming, discussing, focusing and finalizing the ideas. One topic emerged from both groups: everyone agreed on the fact to build trust as the first step in order to strongly engage members and consequently reach a high efficiency of the service.
The developed services can be adopted by all local cluster initiative since they support activities transversal to the regional S3 priorities which are Agrofood, Energy & Environment, Quality of Life and Mechatronics.

The new services are fully in line with the regional S3 which main objectives are to:

- strengthen the research and innovation ecosystem to ensure collaboration between the various actors, foster knowledge transfer, stimulate the generation of new products and new services, therefore opportunities for business and well-being for citizens;
- exploit the potential for innovation in the local economic system, to stimulate new opportunities for growth and market opportunities, especially at interregional level;
- encourage the birth and development of innovative entrepreneurial initiatives;
- increase the focus of applied research of research centres and universities on the needs of the economy and society;
- strengthen the role of the policymakers as an indirect innovation generator.

The two new services can contribute to the development the Innovation Model, as a part of the set New Services, as depicted below.

**New Services**

<table>
<thead>
<tr>
<th>NS1</th>
<th>NS2 local</th>
<th>NS3 Int-reg</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Quant. analysis</td>
<td>• EDW</td>
<td>• cEDW</td>
</tr>
<tr>
<td>• Stress Test</td>
<td>• Cluster Workshop</td>
<td>• Cluster Workshop</td>
</tr>
</tbody>
</table>

**Stress Test tool**

EDW tool
Cluster Workshop tool
Funding Scheme

cEDW tool
Cluster Workshop tool
Funding Scheme

**NS4**

• GR 1 BP

**NSx**

• GRx BP

**Figure 6: new services positioning in the innovation model**
**Description of the identified Cluster Services**

*New Innovative service nr°1*

<table>
<thead>
<tr>
<th><strong>NEW INNOVATIVE CLUSTER SERVICE</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Title</strong></td>
</tr>
<tr>
<td>Intellectual Property Management for SMEs</td>
</tr>
</tbody>
</table>

**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 CLUSTER SERVICE

**Title**  
Collaboration among cluster members

<table>
<thead>
<tr>
<th>1. BENEFICIARIES</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>All cluster members can benefit from the service with special focus on very small enterprises (&lt;10 FTEs).</td>
<td></td>
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</table>

<table>
<thead>
<tr>
<th>2. GOALS &amp; ADDED VALUE</th>
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</tr>
</thead>
<tbody>
<tr>
<td>To get to know each other better among cluster members.</td>
<td></td>
</tr>
<tr>
<td>To boost the collaboration among cluster members, with the goal to develop innovative common projects.</td>
<td></td>
</tr>
<tr>
<td>To define tangible needs to be implemented by the cluster initiative and/or by other stakeholders (primarily the policymakers).</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>3. OPERATIVE DETAILS / HOW-TO</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>The cluster organization organizes a “Cluster Initiative DAY”, three times a year. All cluster member can participate, free of charge.</td>
<td></td>
</tr>
<tr>
<td>The requested effort is 0,5 FTE, for the management of the event, the follow up of the project/collaboration proposal, the monitoring and improvements. The resource should also implement and manage an online tool for the connection among companies which can post new ideas, challenges and competencies.</td>
<td></td>
</tr>
<tr>
<td>The “DAY” should enhance informal discussions, face to face contact and target specific topics (such as innovation, R&amp;D, technology scouting) with specific goals. Some efforts should be also spent to get cluster members becomes more closely involved and making new propositions.</td>
<td></td>
</tr>
<tr>
<td>Several strategies can be adopted:</td>
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</tr>
<tr>
<td>1. Half-day workshop with presentations and B2B meeting</td>
<td></td>
</tr>
<tr>
<td>2. Bus trip with targeted companies and common interest</td>
<td></td>
</tr>
<tr>
<td>3. Social dinner with specific topic</td>
<td></td>
</tr>
<tr>
<td>The monitoring can be set up by checking the “number of collaboration activated”, “the number of members participating at the event”, “the number of proposition activated”. On the basis of these values, an improvement strategy should be implemented.</td>
<td></td>
</tr>
</tbody>
</table>
4. COORDINATION WITH REGIONAL S3

The service is in line with the regional S3 which objective comprises also the strengthening of the research and innovation ecosystem, to ensure collaboration between the various actors, to stimulate the generation of new products and new services, opportunities for business.

Specific instruments could be suggested to the policymakers for enhancing the collaboration at cross-border level.

5. COORDINATION WITH OTHER CLUSTER INITIATIVES

The activity should be executed internally the cluster organization. Occasionally a cross-cluster "DAY" (also at cross-border level) could be organized.

A cross-regional IP portfolio among cluster initiatives operating in the same field could foster a cross-border collaboration.
#9 Bayern Cluster Workshop Synopsis

## General Information

The workshop took the 25.09.2017 in Munich (BayFOR), 12 am to 4 pm (4 hours incl. 0,75h Networking Lunch).

As showed in Table 9, 10 participants took part in the workshop. 9 out of 10 were representatives of Clusters in the following fields: Mechatronics & Automation, Energy, Medical Technology, Power Electronics, Forestry & Wood, Environment, Chemistry, Food. 4 participants attended also the Entrepreneurial Discovery Workshop and 5 out of 10 responded to the Best Practice survey.

<table>
<thead>
<tr>
<th>Participants</th>
<th>ED Workshop</th>
<th>BP survey</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cluster representatives</td>
<td>9</td>
<td>4</td>
</tr>
<tr>
<td>Other institutions representatives</td>
<td>1</td>
<td>5</td>
</tr>
</tbody>
</table>

*Table 9: panel of participants*

- Regional perspective: Please comment on the list of participants:
  - Is the set of participants representative of the cluster ecosystem in your regional S3 priority areas /specific transformative activities identified in WP1?

In Bavaria we have the following 6 S3 priority areas:

1. Intelligent Materials, Nano- and Microtechnology
2. Information and Communication Technologies / Digital Economy
3. Efficient Production Technologies, Mechatronics, Automation and Robotics
4. Clean Technology (Environmental Technology, Renewable Energy)
5. Life Sciences (Biotechnology, Medical Engineering)
6. Innovative and Technology-Based Services

Our participants represent all priority areas, except for area 2 "Information and Communication Technologies / Digital Economy".

All 17 Clusters in Bavaria have been invited to our workshop – all stated interest in the project and want to stay informed on our future activities – but some cluster could not participate due to scheduling conflicts.

- If not, what is missing?

Priority area 2 “Information and Communication Technologies / Digital Economy”.
Agenda and methodology

Our agenda was like the following – duration from 12 a.m. to 4 p.m.:

12:00 – 12:45 Networking Lunch
12:45 – 01:30 Presentation of Project Results
01:30 – 03:00 Development of a Transnational Cluster-Innovation Model: Group Work
03:00 – 03:15 Coffee Break
03:15 – 03:30 Presentation of Group Work-Results “New Cluster-Services”
03:30 – 04:00 Presentation of Slovenian Cluster Profiles for Future Transnational Cooperation

In our session from 1:30 to 3:00 p.m. we had 3 thematic tables with 3 phases of discussion, moderated by Thomas Ammerl, Natalia Garcia-Mozo and Philip Pfaller – with this method we tried to develop 3 new Cluster-services:

<table>
<thead>
<tr>
<th>Transregional Services in</th>
<th>Cluster Communication</th>
<th>Access-to-market</th>
<th>Clustering of Clusters</th>
<th>Time Table</th>
</tr>
</thead>
<tbody>
<tr>
<td>Moderator: Ammerl</td>
<td>Moderator: Garcia-Mozo</td>
<td>Moderator: Pfaller</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Phase 1: Identify New Services</td>
<td>Group 1</td>
<td>Group 2</td>
<td>Group 3</td>
<td>30 + 5 min</td>
</tr>
<tr>
<td>Phase 2: Develop Chosen Service</td>
<td>Group 3</td>
<td>Group 1</td>
<td>Group 2</td>
<td>30 + 5 min</td>
</tr>
<tr>
<td>Phase 3: Evaluate Chosen Service - Transformative Activities - Application in Alpine Space Region</td>
<td>Group 2</td>
<td>Group 3</td>
<td>Group 1</td>
<td>30 + 5 min</td>
</tr>
</tbody>
</table>

We divided our 10 participants into 3 groups (in every group there was at least 1 person who attended our EDW in April). Each group had the chance to

a) Identify a new service in phase 1,
b) Develop a new service in phase 2 and
c) Evaluate the chosen and developed service in a third phase.

Additionally phase 3 dealt with the evaluation of the services in the context of the transformative activities developed in our EDW and the applicability of the service in the Alpine Space region where we have significant varieties in the employee/member-ratio of the Alpine Space Clusters. Our 7 transformative activities from the EDW had been the following:
Furthermore, the following impulses concerning the future development of the Bavarian S3 were discussed:

1) Bavaria: Strengthen weaknesses:
   Strong regions like Bavaria can, besides the strengthening of strong sectors, support weaker sectors which are not or also weakly developed in any other region of the alpine space.

2) Bavaria: Three dimensions – one S3:
   The Bavarian S3 should have 3 dimensions due to its large geographical scale: The individual needs of the Bavarian districts / Bavaria as a whole / Interregional Relations

3) Strengthen Interregional Cooperation:
   Thematic cooperation between Bavaria and other Alpine Space regions to create joint calls for research/innovation where each region contributes to the funds. Structural cooperation where Bavaria creates funds which allow non-Bavarian entities to jointly apply with Bavarian partner for Bavarian calls for research/innovation.
Involvement of a moderator and its role:
The moderators were strongly involved in the discussion and minute taking. When groups changed after every 35 minutes, the moderators presented the results of the former group and introduced open questions. In the end they presented the individual results of their discussion.

How you did make use of the input materials: condensed presentation, printed best practices poster, directly displayed, brainstorming and recap, etc.: The topic of the three discussion tables were derived from the three integrated best practices. Then every moderator evaluated the input material, i.e. the other best practices, fitting to the respective topic of the discussion table.
The presentation of Silvio was very helpful and inspired the individual structure of our workshop.

Self-optimization:
It might have been better, not to change groups, i.e. one group stays at one table for ~100 min.

Chosen Inputs
- Choice of inputs from the Best Practice Survey: From the set of proposed inputs (regional best practices, external best practices, integrated one pagers), which ones have you chosen for your workshop, and why?

<table>
<thead>
<tr>
<th>Input</th>
<th>Justification</th>
</tr>
</thead>
<tbody>
<tr>
<td>Which inputs have been used (regional best practices, external best practices, integrated one pagers)?</td>
<td>• Why is the chosen input interesting for your regional circumstances?</td>
</tr>
<tr>
<td></td>
<td>• Specifically, does the chosen input address needs with respect to your S3 / transformative activities?</td>
</tr>
</tbody>
</table>

Input Discussion Table "Clustering of Clusters" - Integrated one pagers:
- "Competence Centre – Spacer Textiles”
  Allianz faserbasierte Werksstoffe (AFBW) e.V.
  • Activities like the "Competence Centre "could be adopted on an international level.
  • Competence Centres can be used to establish transformative activities per se.
<table>
<thead>
<tr>
<th>Service Description</th>
<th>Reason for Choice</th>
</tr>
</thead>
<tbody>
<tr>
<td>“International” VITAGORA – Food Cluster</td>
<td>The service was chosen because the Bavarian Clusters have the official mandate to expand their international activities since the last evaluation of the Bavarian Cluster System.</td>
</tr>
<tr>
<td>“Common development of prototypes” Allianz faserbasierte Werksstoffe (AFBW) e.V.</td>
<td>This service was chosen, because at this table we discussed a possible cluster service “Transnational cluster network for commercialisation”. Joint development of prototypes is a very good measure to enable transformative activities. This was a very valuable input for the Cluster service (see section 5) “Cross-Industrial Sector Event for Joint Commercialisation Processes”.</td>
</tr>
<tr>
<td>“Advanced Manufacturing Self Assessment (Industrie 4.0 Reifegradmodell)” Mechatronics Cluster @ Business Upper Austria</td>
<td>This service was chosen, because it is perfect for a transnational adoption! I think this service should be part of the cluster service package. The Bavarian S3 has a focus on Industrie 4.0</td>
</tr>
<tr>
<td>Integrated one pager “MAI UCB (cross-cluster project between Umweltcluster Bayern and MAI Carbon)” Trägerverein Umwelttechnologie-Cluster Bayern e.V.</td>
<td>This service was chosen, because it perfectly satisfies, if adopted on a transnational level, the need for international cross-cluster cooperation of the Bavarian Clusters. This was a very valuable input for the Cluster service (see section 5) “Cross-Industrial Sector Event for Joint Commercialisation Processes”.</td>
</tr>
</tbody>
</table>
### Input Discussion Table “Access to market”:

- Activities from international platforms like [www.cluster collaboration.eu](http://www.cluster collaboration.eu)
- Material and information from the Enterprise Europe Network Working Group “Clusters”.
- Personal exchange with members of the EEN Working group.
- Chamber of Commerce on Internationalisation: [https://www.ihk-muenchen.de/de/Service/F%C3%B6rderung-Finanzierung/Internationalisierung/](https://www.ihk-muenchen.de/de/Service/F%C3%B6rderung-Finanzierung/Internationalisierung/)

### Input Discussion Table “Cluster Communication”:

- “Technology scouting: identifying trending technologies and participating to technology oriented events, for Cluster Participants, but also playing a strategic role for Cluster Managements.”
  IT Valley
- Tech meetings between professionals, companies and startups fit perfectly into the Bavarian high tech landscape.
- Besides the fact, that it supports Clusters? No. Even in the original one pager description there is no connection made to S3.
- „Supplier Innovation Days“ zur Identifikation von guten Ideen und Produkten
  Automotive Cluster @ Business Upper Austria
- Since it is accessible for partner organisations from Bavaria and Styria, it is a good example for interregional cooperation of Bavarian stakeholders.
- The internationalisation of companies, especially SMEs, is part of the S3.
- „Cross-Mentoring Program“ - The program for woman & career
  Network Human Resources Cluster @ Business Upper Austria
- All these services were chosen as an input, because they describe communication strategies between Cluster management and members or within the members of the Cluster – the attempt to create a collaborative
- HR-Benchmark (Survey on HR data and staff ratios)
  Network Human Resources Cluster @ Business Upper Austria
- ACCELERISE PROGRAM
  - VITAGORA
- Demand-oriented qualifications with specific courses and training. PROPLAST
  
- Regional perspective: please comment on the choice of the inputs for your workshop from the perspective of an expert of your regional cluster ecosystem / transformative activities (S3):
  
  o Summarizing the table above, explain and motivate the choice of the specific best practices used as an input in your workshop: we took the three integrated best practices as a basis for our three discussion tables: “Cluster Communication”, “Access to market” and “Clustering of Clusters”). Following these three topics, we concentrated on the 23 pre-selected best practices and filtrated the most suitable information.

  o Did the proposed inputs from the Best Practice Survey sufficiently reflect the needs for new or adapted cluster services in your region, and specifically in the identified transformative activities? All three discussion tables made use of the 23 pre-selected best practices. They were sufficient for our preparation and they reflected some of the needs for new or adapted cluster services in our region.

  o If not, have you been able to include other inputs, relevant to your regional situation? (e.g. best practices from clusters not included in the Best Practice Survey)? Which ones and why? The start point of the Bavarian clusters about internationalisation is completely different from what we thought. The companies are fit in third markets and only if some new policy or market is proposed by the national government, new measures will be implemented. That gave us as result that they are not aware (enough) about the regional or national programmes which support companies in order to go abroad with more guarantees of success.

  o What have you not been able to include as an input in the workshop discussion that might be relevant for the needs for new or adapted cluster services in your region, and specifically in the identified transformative activities? We think it would have been beneficial, if there were representatives from the Cluster members – they could’ve evaluated the acceptance of the new services.
Results

- Please list the new or adapted Cluster Services (e.g. innovative management services and innovative activities for cluster empowerment and cross collaboration activities) developed during your workshop and explain why they are interesting for your regional clusters and if and how they target the needs related to the role of clusters in the implementation of S3 and in the transformative activities defined in work package 1. Please note that a formalized description of these services will be asked for under point 5 (below).

<table>
<thead>
<tr>
<th>Output</th>
<th>Justification</th>
</tr>
</thead>
<tbody>
<tr>
<td>New or adapted Cluster Service</td>
<td>• Why is the chosen input interesting for your regional clusters?</td>
</tr>
<tr>
<td></td>
<td>• Specifically, does the service address needs with respect to your S3 /</td>
</tr>
<tr>
<td></td>
<td>transformative activities?</td>
</tr>
<tr>
<td>Cross-Industrial Sector Event for Joint Commercialisation Processes</td>
<td>• The Bavarian Clusters have the official mandate to expand their international activities since the last evaluation of the Bavarian Cluster System. This service could help to access new markets and cooperation for the Cluster members.</td>
</tr>
<tr>
<td></td>
<td>• Transformative activities emerge from the combination of different Industrial Sectors – so this service enables to achieve the transformative activities.</td>
</tr>
<tr>
<td>“International Officers”: Job Position and Periodic Events for Interregional Cross-Cluster Management Cooperation</td>
<td>• 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 Cluster management have no contact 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.</td>
</tr>
<tr>
<td></td>
<td>• This service supports the internationalisation of cluster organisation which is a part of the Bavarian S3.</td>
</tr>
</tbody>
</table>
- Synergies for internationalisation

- There is a lack of knowledge/usage of already existing services in the area of internationality and access to market. The better usage of existing structures is both sustainable and efficient.
- Internationalisation is one of the main activities of the S3 as way to guarantee the sustainable development of the SMEs.

- Regional perspective: please comment on the outputs from your workshop from the perspective of an expert of your regional cluster ecosystem / transformative activities (S3):
  - Summarizing the table above, please present the interest of the new or adapted Cluster Services for your region / clusters.
    First of all, we learned that it is not the most specific, specialized or elaborate service in which our clusters are interested, instead they see a lack of a common ground between the different cluster systems in the alpine space on a personal level (Cluster to Cluster) or organisational level.
    Most of our clusters do not know their respective colleagues in the alpine space, especially in a cross-sectoral point of view.
    Each different type of cluster organisation, i.e. its organisational structure, comes with a (slightly) different political motivation of the respective region. The question was raised, if it is necessary to know these different categories of organisational types – for example:
      - There are several different reasons why a cluster organisation wants to participate in an Interreg project: Financing staff, because of a directive by the cluster members etc.
      - There are different types of funding situation: Big industry money vs. smaller fees.
      - Organisational differences e.g. Clusters might be part of governmental institutions or may be private institutions with different challenges.
    We tried to take these questions into account – of course one workshop is too short for a conclusive discussion.
    Despite, the 3 services foster international cooperation of Cluster organisations and members, which is a direct mandate of the Bavarian Cluster since the last evaluation of the Bavarian Cluster Policy.

  - Spotlight on how these services can be used by cluster managers to support the development of the transformative activities identified in WP1: foster innovation in these fields, develop new products, etc.
    Service 1 - Cross-sectoral events implementing transformative activities:
    The cross-sectoral events should connect industries representing the transformative activities for future economic growth and development, e.g. Cluster Automation and Cluster Materials coordinate an event on joint commercialisation processes on our transformative activity "Lightweight Material".
    Service 2 - ‘International Officers’: Job Position and Periodic Events for Interregional Cross-Cluster Management Cooperation
    Clusters, as regional development agencies, and their international officers can
coordinate a joint and interregional implementation of transformative activities – also within the cooperation events.

Service 3 - Synergies for internationalisation:
In better using existing initiatives for access to market strategies, the cluster management helps its members in participating the transformative activities of a region.

- In consideration of the Cluster Innovation Model to be developed at the end of work package 2, do you think that the Cluster Services identified in your workshop do sufficiently reflect the needs and assets of your region / clusters?
  Our services indeed reflect needs and assets of our region, but the Bavarian Clusters – see bullet point below.

- If not, what elements might be missing from the outputs of your workshop that you, as an expert of your regional cluster ecosystem, consider to be interesting for the Cluster Innovation Model?
  In general, our Bavarian Clusters were very interested in the presentation of our project results and support the development of our Cluster-Innovation Model with its innovative services.
  In addition to that, we learned that from our Clusters point of view it is the strengthening of their role in the future S3 development process which they see as the most important task for us to provide/support:
  The cluster organisations of our region have two major expectations towards BayFOR as a S3-4AlpClusters project partner, and to find new services is not in the focus of our Bavarian Clusters – in the case of “services” our clusters are well established (e.g. 6 out of 23 pre-selected best practices are from Bavarian Clusters):
  1. Foster the Cluster organisations influence on future S3 development – which fits to our project goals by transforming clusters from “consultancies” to “regional development agencies”.
  2. Contribute somehow to the improvement of the current funding policy, i.e. halting (or reversing) the reduction of governmental funding in finding new opportunities for cluster engagement (e.g. as a regional development agency).
Description of the identified Cluster Services

**New Innovative service nr°1**

<table>
<thead>
<tr>
<th><strong>NEW INNOVATIVE CLUSTER SERVICE</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Title</strong></td>
</tr>
</tbody>
</table>

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>
<thead>
<tr>
<th>Question</th>
<th>Answer</th>
</tr>
</thead>
<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?</td>
<td>How do you monitor and measure its results? Success-stories of cooperative commercialisation projects will be published via Public Relations and monitored via Management-Member-contact.</td>
</tr>
</tbody>
</table>

### 4. COORDINATION WITH REGIONAL S3

<table>
<thead>
<tr>
<th>Question</th>
<th>Answer</th>
</tr>
</thead>
<tbody>
<tr>
<td>How does this Activity link with the regional S3?</td>
<td>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.</td>
</tr>
<tr>
<td>Suggestions for policy instruments/tools to support cross-regional cooperation?</td>
<td>Regional government should establish funds for this service.</td>
</tr>
</tbody>
</table>

### 5. COORDINATION WITH OTHER CLUSTER INITIATIVES

<table>
<thead>
<tr>
<th>Question</th>
<th>Answer</th>
</tr>
</thead>
<tbody>
<tr>
<td>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?</td>
<td>Since it is an international service it has to be coordinated with other cluster initiatives.</td>
</tr>
</tbody>
</table>
**NEW INNOVATIVE CLUSTER SERVICE**

<table>
<thead>
<tr>
<th><strong>Title</strong></th>
<th>“International Officers”: Job Position and Periodic Events for Interregional Cross-Cluster Management Cooperation</th>
</tr>
</thead>
</table>

### 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

How does this Activity link with the regional S3?
Do you need special support for this activity from policy level?
Suggestions for policy instruments/tools to support cross-regional cooperation?

There should be funding for the position of an international officer within the Cluster management.

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°3**

### NEW INNOVATIVE CLUSTER SERVICE

<table>
<thead>
<tr>
<th><strong>Title</strong></th>
<th>Synergies for internationalisation</th>
</tr>
</thead>
</table>

#### 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.
#10 Slovenija Cluster Workshop Synopsis

General Information

The workshop took the 23.10.2017 at the Austria Trend Hotel, Dunajska cesta 154, SI-1000 Ljubljana, 9:45-14:00.

As showed in Table 10, 46 participants took part in the workshop. 32 out of 46 were representatives of Clusters in the following fields: Circular Economy, Factories of the Future, Health & Medicine, Materials as Products, Mobility, Smart buildings and homes, Smart Cities and Communities, Sustainable Food production and Tourism. 15 participants attended also the Entrepreneurial Discovery Workshop and no one of the participants responded to the Best Practice survey.

<table>
<thead>
<tr>
<th>Participants</th>
<th>ED Workshop</th>
<th>BP survey</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cluster representatives</td>
<td>32</td>
<td></td>
</tr>
<tr>
<td>Other institutions representatives</td>
<td>14</td>
<td>15</td>
</tr>
<tr>
<td></td>
<td></td>
<td>0</td>
</tr>
</tbody>
</table>

Table 10: panel of participants

- Regional perspective:

The workshop was thematically focused on Human Resources, including management skills and thus the transformative activities, which were identified at our first regional workshop in the framework of WP T1, were addressed in this context. The list of participants is representative, since the workshop was attended by members (managers) of all 9 Slovenian Strategic Research and Innovation Partnerships (SRIPs), covering all 9 - S3 (in Slovenia we call it S4: Slovenian Smart Specialisation Strategy) areas of application. To ensure a holistic discussion on the topic of HR, we also invited managers of Competence Centres - KOCs, which represent companies’ driven joint training programmes including development of specific professional competences. They cover 11 thematic areas, which are to a large extent in line with S4 areas of application.
<table>
<thead>
<tr>
<th>Time</th>
<th>Duration</th>
<th>Session</th>
<th>Presenter</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>20 min</td>
<td>5 min</td>
<td>Introduction</td>
<td>Aleš Vidmar (moderator)</td>
<td>Motivational introduction into the event, short introduction of the organisers and participants - SRIPs and KOCs.</td>
</tr>
<tr>
<td>5 min</td>
<td></td>
<td></td>
<td>Peter Wostner</td>
<td>Slovenian Smart Specialisation Strategy (S4) and HR - Where are we going?</td>
</tr>
<tr>
<td>5 min</td>
<td></td>
<td></td>
<td>Gorazd Jenko</td>
<td>What is the aim of the workshop? Project S3-4AlpClusters</td>
</tr>
<tr>
<td>2 min</td>
<td></td>
<td></td>
<td>Anton Golob</td>
<td>Introduction of the team coordinating KOC system.</td>
</tr>
<tr>
<td>2 min</td>
<td></td>
<td></td>
<td>Jernej Salecl</td>
<td>Introduction of the team coordinating SRIP system.</td>
</tr>
<tr>
<td>15 min</td>
<td></td>
<td>Group discussions begin</td>
<td>Aleš Vidmar</td>
<td>Agenda overview and rules &amp; timing</td>
</tr>
<tr>
<td>15 min</td>
<td></td>
<td></td>
<td>7 round tables moderators²</td>
<td>Intro: How did you “end up” here? One minute presentation of each participant.</td>
</tr>
<tr>
<td>45 min</td>
<td>5 min</td>
<td>Part 1</td>
<td>Aleš Vidmar</td>
<td>Intro - What services do KOC already offer in relation to SRIPs activities?</td>
</tr>
<tr>
<td></td>
<td>10 min</td>
<td></td>
<td>KOC SOTRAG</td>
<td>Relationship building, case study Competence Centre Sustainable Construction</td>
</tr>
<tr>
<td></td>
<td>30 min</td>
<td></td>
<td>Group work &amp; discussions</td>
<td>What services do KOC and SRIP already offer? How are their services connected to HR, cooperation with educators, services for companies?</td>
</tr>
<tr>
<td>85 min</td>
<td>3 min</td>
<td>Part 2</td>
<td>Aleš Vidmar</td>
<td>Intro - how to collaborate?</td>
</tr>
<tr>
<td></td>
<td>10 min</td>
<td></td>
<td>SRIP MATPRO</td>
<td>Collaboration, case study by SRIP Materials as products</td>
</tr>
<tr>
<td></td>
<td>35 min</td>
<td></td>
<td>Group work &amp; discussions</td>
<td>How to foster collaboration between research institutions and companies? How to establish and foster collaboration between KOC and SRIPs based on their complementarity? What is the best way to propose changes in educational system?</td>
</tr>
</tbody>
</table>

² All Group work and discussions were organised around 7 round tables with following moderators: Peter Wostner, Gorazd Jenko (both GODCP), Tea Pirih and Jernej Salecl (both MERD), Anton Golob, Bernarda Krištof, Zoran Keser (all PSDDMF)
Methodology: the moderator Aleš Vidmar from Public Scholarship, Development, Disability and Maintenance Fund (PSDDMF) of the Republic of Slovenia is an expert in the field of HR development with vast experiences in moderating and organising similar workshops. We decided to collaborate with the PSDDMF because they possess extensive knowledge in HR development and are – at the national level – the focal point for HR development programmes and responsible for KOC. On the other hand it is of crucial importance for individual institutions of our innovation system to collaborate more closely. Namely our aim was to connect representatives from KOCs and SRIPs.

The workshop was structured in such a way that the participants, which were seated around 7 round tables in groups of 6, could elaborate on their experiences and needs, which finally lead to the innovative service development. All 7 tables were moderated by experts from the co-organising ministries and PSDDMF, which was highly appreciated by the stakeholders. The entire first part of the workshop basically served as an introduction to the service development. Before the participants began to develop the innovative service, they were introduced to the S3-4AlpClusters project and got familiar with the dynamics of service development in other regions. In order to make sure that both SRIP and KOC representatives could understand what we meant by “innovative service”, we also provided service examples – for which we choose one HR-related service from Upper Austria. Copies of the service were distributed around the tables and the participants had an opportunity to closely examine the example.

After the services development all tables briefly presented their solutions to other participants. Here all groups had the opportunity to reflect on their own thoughts and respond to those of others.

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3 For the moderators see gray fields in the Table of participants.
### Chosen Inputs

<table>
<thead>
<tr>
<th>Input</th>
<th>Justification</th>
</tr>
</thead>
</table>
| Which inputs have been used (regional best practices, external best practices, integrated one pagers)? | • Why is the chosen input interesting for your regional circumstances?  
  • Specifically, does the chosen input address needs with respect to your S3 / transformative activities? |
| Regional Best Practice PP2_NHR_OP1                                    | The chosen input was of particular interest for our region since it addressed HR, which was the focal point of our T2 workshop. The chosen input addresses the transformative activities because it improves the management per se by improving the environment for collaboration between different regional actors, contributing to creation of innovations. |

Regional perspective: please comment on the choice of the inputs for your workshop from the perspective of an expert of your regional cluster ecosystem / transformative activities (S3):

- Summarizing the table above, explain and motivate the choice of the specific best practices used as an input in your workshop.
  As already described in the table the chosen input – one HR-related service from Upper Austria – was of particular interest for our region since it addressed HR.

- Did the proposed inputs from the Best Practice Survey sufficiently reflect the needs for new or adapted cluster services in your region, and specifically in the identified transformative activities?
  The chosen input service example was merely one of the services that would be appropriate for Slovenian clusters. It was chosen to represent an example of a specific HR service to guide the participants to think more in detail about the innovative service they were developing. The service did reflect regional needs, because of its HR focus.

- If not, have you been able to include other inputs, relevant to your regional situation? (e.g. best practices from clusters not included in the Best Practice Survey)? Which ones and why?
  What have you not been able to include as an input in the workshop discussion that might be relevant for the needs for new or adapted cluster services in your region, and specifically in the identified transformative activities?
  As already described above (see agenda) a lot of inputs were presented by KOCs since the focus was on sharing existing examples of best practice as well as shortcomings (the latter especially their ability to propose changes in the field of educational system; they were not given a mandate to change it, which SRIPs on the other hand will have). During KOCs presentations SRIPs could thereafter learn from them, identify complementarities between them and discuss future cooperation opportunities.
Results
Please list the new or adapted Cluster Services (e.g. innovative management services and innovative activities for cluster empowerment and cross collaboration activities) developed during your workshop and explain why they are interesting for your regional clusters and if and how they target the needs related to the role of clusters in the implementation of S3 and in the transformative activities defined in work package 1. Please note that a formalized description of these services will be asked for under point 5 (below).

<table>
<thead>
<tr>
<th>Output</th>
<th>Justification</th>
</tr>
</thead>
</table>
| New or adapted Cluster Service              | • Why is the chosen input interesting for your regional clusters?  
• Specifically, does the service address needs with respect to your S3 / transformative activities?                                                                                       |
| The Career Platform                         | The added value is the holistic and integrated approach of the service and information collection around long-term forecasting of competence needs in Slovenia. Moreover, the activity enables cooperation and active participation of all stakeholders. |
| Bank of Training                            | This activity can contribute to the overall performance and knowledge flow within individual clusters and since one large company can be (and is) a member of several clusters, it can also improve knowledge exchange among different clusters. |
| Fast Track to Employment                    | This activity can contribute to the knowledge exchange between research institutions (universities) and firms with final aim of faster and better transition from education to the labour market. |
| Tourism Services Clinic                     | The aim is to connect knowledge holders - experts in the field of tourism- and tourist companies in developing new services as well as improving old ones for tourist companies. The clinic is composed of diagnostic centre and development centres, with experts from different fields (design, hospitality, gastronomy, services, marketing, ICT, quality, communication, service design). The ultimate result of the clinic is the establishment of a platform. |
Regional perspective: please comment on the outputs from your workshop from the perspective of an expert of your regional cluster ecosystem / transformative activities (S3):

- Summarizing the table above, please present the interest of the new or adapted Cluster Services for your region / clusters. The summary in the table suffices.

- Spotlight on how these services can be used by cluster managers to support the development of the transformative activities identified in WP1: foster innovation in these fields, develop new products, etc. The summary in the table suffices.

- In consideration of the Cluster Innovation Model to be developed at the end of work package 2, do you think that the Cluster Services identified in your workshop do sufficiently reflect the needs and assets of your region / clusters? The services do reflect the needs of our clusters (SRIPs), since these have been recently established and therefore – to become fully operative in the field of HR – they need the connection and full cooperation with KOCs. Namely SRIPs have HR development as one of their main points of interest, meaning that KOCs experiences and services are of high benefit to them. In addition, every newly established organisation/association first needs to build trust among its members and encourage co-working via services – first two described in the table above can certainly contribute.

- If not, what elements might be missing from the outputs of your workshop that you, as an expert of your regional cluster ecosystem, consider to be interesting for the Cluster Innovation Model? In the near future the critical and more detailed reflection on specific services that have been developed would be beneficial. The level of novelty of individual services was also not examined in detail – however the definition of innovation can be also considered ‘new to the market’ even though the same innovation already exists somewhere else. The services participants elaborated on and are presented in this report are thus ‘new to the region’ (especially when considering the structure to which these services would be attached to)4 and can be considered as innovative.

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4 The services would be implemented by 9 Strategic Research and Development Partnerships (SRIPs or clusters), which are the main implementing institutions of the Slovenian S3 (hereinafter S4). They cover all areas of application of the S4, which means that when they implement a solution, this solution addresses a very large part of the Slovenian innovation system – around 400+ companies and 100+ research institutions.
Description of the identified Cluster Services

New Innovative service nr°1

NEW INNOVATIVE CLUSTER SERVICE 1

| Title | The Career Platform – KPZ |

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.

5. COORDINATION WITH OTHER CLUSTER INITIATIVES

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 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 CLUSTER SERVICE 3

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<th>Title</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°4

NEW INNOVATIVE CLUSTER SERVICE

Title
Tourism Services Clinic

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**

| Partners | 15 |
| Observers | 9 |
| SME | 830 |
| Decision makers | 35 |
| Alpine Regions | 11 |
| Pilot clusters to be involved | 10 |

**FOLLOW S3-4AlpClusters**

### S3-4ALPCLUSTERS Partners

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