Project Acronym: SMART-SPACE

Project title: ASP478

D.T1.3.4.
Summary Report

WP n°:	T1: The digital revolution to support AS innovation and growth
Task n°:	Activity A.T1.3
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Type:	**R - Report**
Dissemination level:	**<PU = public>**
Revision:	**Final**
Due Date:	**16.04.2017**
Date of submission:	**02.08.2017**

Deliverable History

This deliverable history should be removed from the document once it has been finalized. It can then be stored as a separate document on the server, next to the final version.

Version	Date	Status	What's new?
001	24.05.2017	Draft01	Initial compilation and drafting
002	07.07.2017	Draft02	work on feedback from PP and refine new version
003	10.07.2017	Draft03	work on new feedback from PP
004	21.07.2017	Draft04	continue work on new feedback from PP
005	28.07.2017	Draft05	continue work on new feedback from PP and LP
006	28.07.2017	Final01	Finalization of the deliverable D.T1.3.4 Summary report

Executive Summary

This summary report includes the results of the Activity A.T1.3 which aims at assessing the general competencies regarding digitalisation of SMEs and Intermediary organisations.

A total of 32 examples of EU, national and regional practices and success cases concerning the assistance provided by intermediary organizations to support SMEs' digitalization have been collected by all PPs.

We see a broad variety of measures offered and success cases recorded. Nevertheless there are quite similar structures and qualities of measures in all of the PPs' regions. Awareness-raising is as important as providing a platform for SMEs that need to network and exchange information. But also many measures that give even more profound knowledge support to SMEs are already in action.

In the PPs regions workshops have been carried out with the goal of informing and involving regional players and stakeholders.

37 completed questionnaires for the analysis of the competence and the services provided to SMEs with interviews from the various intermediary organizations and their competences have been collected. Awareness raising measures by offering Information and organizing events and workshops is the most popular practice. We see an average of 350 SMEs reached per intermediary, most of the intermediary organizations started their activities the field in 2013. Most progress in the field of digitalization has been made since 2015.

The PP's regions have different systems of intermediary organizations. 43% are generalists, 19% offer technical specialist experts, 38% are both generalists and experts – here called hybrids. Due to the great variation it is not an easy task to develop a CV profile which perfectly fits all intermediary organizations. Therefore it will be useful to start developing a broader, more generalized profile in order to assist all regions in the best possible way.

Contents

1. Introduction

The task aims at the involvement of the intermediary organization (public and private organizations in charge to assist SMEs: Clusters, Chambers of Commerce, Technological Parks, Sectoral Agencies, R&TT agencies, etc.) to analyse their competence and attitude towards smart technologies, to identify a list of competence ("digital support operator" profile) required and to be provided with training actions and to set up of local networks of intermediates for the project activities. P6 resp.; All PPs involved.

2. Objective of investigation/objective of the deliverable

The ultimate objective of this delivery (D.T1.3.4), which is part of the activity on "Intermediaries to strengthen the digitization of AS SMEs" (A.T1.3) is to summarize the information gained in D.T1.3.1 and D.T1.3.3 and launch an attempt at identifying the CV profile of a "digital support operator" for the assistance to Alpine SMEs and their digitalization process based on the gathered information.

3. Applied approach/methodology adopted

First, the result of earlier deliverables (D.T1.3.1 and D.T1.3.3) were reviewed and analysed in order to be compared to each other with regards to the given task. The success stories as well as the interviews received from PP have been crucial to the results.

Furthermore, due to the heterogenic nature of the collected information, the results were categorized as far as possible. As a next step a mind map was created, displaying all relevant factors which were either extracted of the reviewed information, or resulted from our findings from D.T1.3.1 and D.T1.3.3, which are summarizing and comparing the previously gathered information on a broader scale.

Further discussions and workshops regarding this topic recently took place where additional input was gathered. All PPs agree, that a tailored CV profile which perfectly fits every possible intermediary is impossible to create and that a broader, more generalized profile has to be created in order to assist all regions in the best possible way.

3. Applied approach/methodology adopted

4. Results

4.1. Success stories

Our findings from the 32 examples of EU, national and regional practices and success cases regarding the support for SMEs provided by intermediary organisations painted the picture of a well diversified and heterogenic AS. From plain educational support regarding the topics digitalisation and I4.0 offered in form of meetings, events and consultation to very specific expert support in areas such as IT, Manufacturing and Production. Despite the array of different services and form of support offered by intermediary organisations in the AS the results show that educating about digitalisation and I4.0 is still of major importance and is still a large part of the majority of intermediary organisations. In other words, even though the general understanding and level of digitalisation is rising amongst SMEs, intermediary organisations there still is a great need for further clarify and elucidate what digitalisation and I4.0 is. Furthermore, the results gathered during our enquiries also stated a number of new and or soon to be intermediary organisations. It is therefore clear that new tools and alternative measures are in development as we speak and will further optimize the advancements in SME education and support.

4.2. Intermediary organisation questionnaires

37 questionnaires from the following intermediary organizations and their competences have been collected:

- Chambers of commerce
- Clusters, networks
- Regional development agencies
- Lobby organizations, regional/national associations
- Regional business promotion agencies
- Incubators
- Ministries, government offices

The results gathered give us again a better overview of the great variation of intermediary organizations within the PP regions in AS:

As of now the results indicate a clear trend towards organizing events and workshops in order to raise awareness and offer information to SMEs and any other interested parties.

The average number of SMEs reached by intermediary organizations is approximately 350, where as most intermediary organization only started their activities back in 2013. Furthermore we can observe that most progress in the field of digitalization and i4.0 has been made in the last 2 years (since 2015).

The overview of questionnaires also shows more interesting facts:

New intermediaries are in development. The organizational structure of intermediary organisations suggest 3 major categories: 43% generalist, 38% hybrid, 19% specialist. 50% have a very good knowledge of grant & incentive programs, 88% know of "Science & business cooperation projects".

The following needs were expressed by participating intermediary organizations: 25,5% more awareness & education; 21,5% more funding; 17,5% EU benchmark creation, standard of comparison.

4.3.   CV Profile

After gathering input and discussing the challenge with all PPs, a general direction for the CV profile could be found which allows for further brainstorming and discussion.

A CV profile, which is referring to curriculum vitae, is often understood as a written overview or summary of a person's educational background and professional track record. It also often includes additional information about said person and his or her other qualifications. The goal of this document however, is not to evaluate the profile of individuals or intermediary organisation, but instead to aim at creating an idealised CV profile that summarizes the most critical skills and allows intermediary organisations to use it as a frame of reference. By comparing their own intermediary organisation, used practices and skills with the competences suggested by the CV profile, intermediary organisations could potentially improve dramatically. New intermediary organisations can use such a CV profile as a guideline or road map for themselves, while more established intermediary organisations would be able to use it in order to fine tune their organisational structure and competences.

As a first step it is necessary to highlight some skills that seem vital in the daily strategical and practical work of an intermediary organization that works with both SMEs / industry and scientific / R&D institutions. They need well trained staff members who are highly experienced in working with regional SMEs and have a very good overview of the general state of the art in the region when it comes to practices and standards within the SMEs. It is very important for the intermediary organizations to have excellent connections with scientific staff in their regional & inter/national R&D institutions. This enables them for high quality exchange on a regular basis. As for the intermediary staff it appears without a doubt inevitable to participate in high quality trainings and exchange activities with other fellow intermediary organizations. This will help them to stay up to date when it comes to new trends, new methods or general experiences made in the work with regional SMEs.

The general idea as of now is that an intermediary organisation, regardless of their grade of specialisation or other affiliations, should function first of all as a "front desk" (digital support operator). This "front desk" can be imagined as a centralized intermediary organisation serving as the first point of contact for SMEs in need of support. A "front desk's" main concern should therefore not be "how can I, as an organisation, meet the requirements of every SME in need of assistance?" but "which one of my partners can solve the problem presented by the SME best?" and redirect SMEs and their questions or difficulties to the right partner organisation. This will provide them with the best possible support for their need in the quickest time possible. Said intermediary organisations would therefore need a wide knowledge about existing services and offers in their respective region. This sighting and evaluating of existing assistance offered will, in a further step, lead to a better knowledge about what services or offers are not yet available in the various regions and help improve the local competitiveness by assisting in creating these missing services. Whether the "best support" is an external partner or can be handled by the individual intermediary organisation itself is secondary. This model of a "digital support operator, a.k.a. "front desk" intermediary has many benefits on top of being very applicable for any intermediary organisation regardless of their location and/or organisational structure.

Benefits that this model could provide:

- Faster customer/SME turnover time: thanks to mostly redirecting SMEs to the best suited partner many more SMEs can be supported and connected with potential partners.

- Easier for SME to contact/ more comprehensible: SMEs do not have to search for the best suited intermediary because every digital support operator will be able to assist and search for the best suited partner for the particular SME in question.

- Simplicity: Following this ideal, an intermediary organisation could be very small with few employees while it's still able to provide major support to SMEs. This also means that the entry level for new intermediary organisations is very low and therefore very achievable.

When applying the idea of such a model it becomes soon clear that an intermediary's most important tool in this general setup is its network. Being able to create a correspondence between SMEs and the right partner (person/ organisation/ company etc.) for their problems becomes critical and requires the intermediary organisation to have a wide and intricate network.

In cooperation with the work package leader we compiled a competencies assessment list which aims at pointing out important qualifications that some intermediary organisations might underestimate. It might not be the goal of every intermediary to try to provide support regarding every single point mentioned in the list below. However, this does not mean that the competencies and qualifications compiled on that list are to be left unchallenged. For each point on the list which can not be handled by the intermediary organisation itself, could be covered by an external partner specialised in the respective competencies within an external network of experts (regional universities, R&D facilities, etc.). Considering all that, intermediary organisations should reflect upon their staff's qualifications. Are there competencies in the following or other fields of expertise and how detailed is their knowledge?

For example:
- Connecting the Value chain
    - Market & Customer Understanding
    - Increase internal & external cooperation
    - Target marketing and sales opportunities
- Administrative optimizing:
    - Ways to increase service quality
    - Help to increase flexibility in work
    - Show opportunities to slim down administration and connect facilities
- New forms of production
    - Automatisation / Production steering
    - Individualizing of Products
    - Additive manufacturing
- New Business Models
    - New Products and Services
    - New ways of Marketing and accessing new markets
- Different Efficiency Potentials
    - Outsourcing of Administration
    - Increased Energy and Resource efficiency
- Employee training
- IT Infrastructure

During the discussion with the PPs a number of skills an intermediary organisation should have were brought up. These could be seen as general skills, ideals and long term goals any intermediary organisation can follow regardless of their organisational structure, location and or function.

- Network: Since the network appears to be one of the most crucial skills, intermediary organisations should have connections to and knowledge about (as shown in the mindmap): other intermediary organisations in the region; companies offering services beneficial to SMEs; agencies; universities; research institutions; government officials;

- Basic understanding of Digitization and I4.0: As an intermediary organisation, aiming at supporting the digitalization process of SMEs and their respective regions, having at least a good understanding of these processes and a basic knowledge of the relevant technologies is preferable.

- General understanding: Furthermore, intermediary organisations should have a general knowledge of various topics beyond digitalization and I4.0. These include a general understanding of contemporary technology and how it might develop in the near future, general knowledge about grant & incentive programs and investors (private, public, crowdfunding etc.). Equally important is the current political, legal and economic (tax etc.) situation of the intermediary organisations' respective region.

- Best practice examples: Gathering and learning from experiences and sharing them with peers is the general idea of this skill. The most natural way to come a step closer to an EU wide measure of comparison (Benchmark) will, among other requirements, expect intermediary organizations to record and gather success stories (often through failures too) which can then be used as educational material for other intermediary organisations and SMEs.

- Focus not only on SMEs with low digitization: While important and the most obvious choice, most intermediary organisations focus their attention on SMEs that have yet to discover the full potential of I4.0 and digitization. Yet, also SMEs that perform well within the new systems possibilities and constraints can still be supported and or gained as important partners.

- Trendmonitoring can be of big relevance in the future for intermediary institutions. Whether it be tech, science, business models or other relevant professional fields, the rate of innovation is becoming faster and faster. Keeping the overall goal of assisting SMEs in their development in mind, it will be crucial to be familiar with current and upcoming trends of various professional fields. Intermediary organisations, their organisational structures as well as SMEs of the future will be required to be more and more flexible in the future due to the rapid pace of innovation and new disruptive technologies nowadays.

Based on our findings and the reports we received from project partners and other intermediary organisations we compiled a list of different types of services offered by said project partners and intermediary organisations. This list does not serve as a detailed description of every service available but rather as an array of different kinds of services offered.

Digital maturity program/ readiness assessment & workshops are by far the most common practise among intermediary organisations all around the AS. They focus on evaluating SMEs' digitalisation progress and improve it. They range from traditional expert to SME communication type of assessment to *interactive media and games* that let you simulate different scenarios.

Workshops/ Courses are offered to improve the knowledge and understanding of digitalisation and I4.0. In some cases these courses can be very specialized and dedicated to very specific subject matters.

Next to the digital maturity programs we see a variety of ***business efficiency and industrial performance assessment programs***. Here the focus lies in improving the business model and the company in general, as well as increasing manufacturing process performances.

Funding opportunities come in a wide variety of kinds. Whether they are connected to governmental plans or offered by private investment groups their goal is to provide SMEs with the necessary financial means to grow their business. Other forms of funding offered are e.g. help with financing innovative technology such as production robots. Additionally, a small number of ***start-up incubators*** are offered for new SMEs.

Digital marketing, web development and internet presence in general are important subject matters offered only by a few intermediary organisations.

Legal advice and support helps SMEs with different subject matters such as intellectual property rights, copyright and legal requirements for online marketing etc.

IT security can help SMEs to improve their security and show any potential security gaps in their system.

Trend scouting helps SMEs to stay ahead of the innovation curve and make important decisions accordingly.

A small number of supporters aim at ***improving the regional economic infrastructure*** for SMEs rather then provide help individually. They do so in many different ways. Improving the internet accessibility and infrastructure, establish international and oversees contacts for local SMEs or working together with governmental bodies.

In the course of the research in Activity 1.3. we came across many (slightly different) intermediary organizations, most of them established by local, regional or national governments or government bodies. Intermediary organizations in the AS are acting between the scientific landscape or the idea generation source and the marketplace. Mostly they have been installed because the economy system is in a way malfunctioning and new products or business models for example would not make it to the market on their own. Here intermediary organizations have the possibility to intervene and give well qualified support. Intermediary organizations also give orientation within complex (support) systems and raise awareness for important developments and trends, they are encouraging, promoting, and facilitating business-to-business linkages and mentor-protégé partnerships.

What is the role of intermediary organizations/NGOs outside the AS and are there interesting examples of entrepreneurial ecosystems? The question seems interesting in this case, because the work in Task 1.3. has shown us rather similar systems in the Alpine Space. In order to learn and/or find useful synergies with other support models it might be interesting to study and evaluate also other international models to support businesses.

As for the Alpine Space and the research conducted in D.T1.3.1 some interesting approaches have been discovered:

PP2 Alsace Innovation for example describes its organisational structure as an intermediary as follows: "We are funded both by the regional council of Alsace-Lorraine-Champagne-Ardennes and the chamber of commerce of Alsace - Eurometropole. We support companies' innovative projects from idea to the market. We are active on the thematic factory of the future as well as support of projects from companies and as support of implementation of public policies (S3, SRDEII). We work with start-ups (e.g. additive manufacturing machine producer) and large groups (e.g. innovation center in the automotive industry). We are member of several working groups (e.g. national WG for the European Institute of Technology / Knowledge and innovation Community/ Added value manufacturing)."

PP 3, the "Agence Régionale de l'Innovation et de l'Internationalisation" gives valuable insight into another intermediary organisation based in France. Faced with the current economic situation and the employment crisis, the agency's ambition is to support international business development, create jobs in high-growth strategic business areas, and actively enhance the conditions and attractiveness of their respective region. In line with the EU's economic and social cohesion objectives, the Agency will also boost innovation regarding industry services. By creating the ARII, the founding members have instituted governmental partnership aimed at ensuring more readable and efficient regional services offered to economic actors, and especially to companies. This operational and reactive structure relies on the skills of regional partners, competitive clusters and dedicated networks. A strategic council of economic actors will be set up. It will stimulate, through its advice and expertise, the Agency's activities.

In order to provide a better understanding of the suggested model of a "front desk" intermediary, also known as digital support operator, we will compare it to an existing institution which shares a number of similarities with the suggested model presented in this report. "Digital Innovation Hub Piemonte" as presented to us by PP9 - CSP ICT INNOVATION is the example in question. This concept is in the works in Italy and under the care of "UNIONE INDUSTRIALE TORINO".

The report "Digital Innovation Hub Piemonte" provided by PP9 states that "The national Plan for Industry 4.0 (the so called Piano Calenda) forecasts the creation of a network of digital competence centers called Digital Innovation Hubs, providing to enterprises services of tutoring, support, feasibility studies and pre-analysis."

Similar as the here presented digital support operator (a.k.a. "front desk") approach, the goal is to make it easier for SMEs to get assistance from intermediary organisations by redirecting and centralising their requests. The company in need of advice only has to approach one intermediary organisation and does not have to spend precious time trying to find the right contacts for his problem.

Furthermore the example from the region Piemonte explains that "These Hubs will enable enterprises to choose the most profitable solution for tailored innovation and to apply it on a short term basis. The Digital Innovation Hubs represent a slim model and concrete support to innovative companies with a bottom-up involvement of the territories, universities and research centers of excellence and are a strategic asset for growth and economic and industrial development."

Providing SMEs not only with advice but also the right contacts to help solve their present problem is going to set intermediary organisations apart from simple consultations. New connections and possible future cooperation between other organisation and institutes can be established. Possible incentive grants and other funding opportunities SMEs are not aware of can be discussed.

The example given by PP9 elaborates further by saying that "The company interested in Industry 4.0 can ask the Digital Innovation Hub for an assessment and support in defining a tailored digital development plan. After the assessment, the Hub experts will network the enterprise with researchers (to start technology transfer process) and entrepreneurs (to start networking and supply - production chain relationship)."

Therefore, scaling the concept of a "digital support operator" to a country-wide model would exponentially increase the possibilities for SMEs and improve the overall efficiency of intermediary organisations. Small companies, intermediary organisations or other partners that offer valuable service in the region but are simply not very well known could then be utilized to their full potential. A "front desk" intermediary organisation would, in a best case scenario, be equally familiar with these smaller entities as they are with the larger and well established ones. And redirect SMEs in need of assistance to them if they are the right fit. This would not only support the SMEs who initially approached the "front desk" intermediary by providing them the best support but also increase the popularity of those smaller partners and bring potential new business to them.

Examples for services offered by intermediaries reported by PPs:

Many more examples like these can be found in a word document attached to this report which orderly lists all examples provided during D.T1.3.1

PP NO:	**PP8 - UASRo**	Intermediary:	**Rosik e.V.**
PP Name:	University of Applied Sciences Rosenheim		
Intermediary Description:			

The ROSIK e.V. is the branch specific platform for IT businesses in the region of Rosenheim and works as a centre on profiling information and communication technology. With its activities the association creates a platform for cooperation and communication between the member companies and the leading representatives from administration, politics and university.
As a service provider the association lays its activity focus on the requirements of the members. Therefor the activities include monthly events, the engagement with current specialist topics and the exchange of experiences.

Name of Service:	IT Check
Description of Service:	

IT Check is a standardized method to show the leaders of SMEs the situation with special regard to the IT.
- Is the IT designed optimally?
- Does the IT work safely and reliably?
- Does the IT work economically?
- Does the IT provide the necessary support?
With the aid of a check list a systematic, general and not detailed detection of the current status is made. This information is rated by means of a plausibility check and serves as basis for further recommendations.

Description of user case and benefits for the SME and applied improvement measures:

A small heating installer made use of the IT Check. The business had to rely increasingly on EDP-solutions to remain competitive. Because of lacking knowledge of an adequate IT infrastructure, systems did not run smoothly and opened security gaps to existing sensitive data.

The performed IT Check included a free, professional analysis and an advice on subsequent steps. These were implemented completely.

The implementation of the recommendations resulted in a stable IT infrastructure of the small company. Additionally, the company was able to separate the publicly accessible network from the business network and therefore to close security gaps. All those measures could be implemented in a cost-effective extent without any greater capacity extensions in IT. Existing hard- and software was examined and replaced, whereby the new solutions were suited to the requirements of the customer. In this way high costs could be saved and helped to design the business more economic.

PP NO:	5. PP6 - ITG	Intermediary:	1.1. Business Upper Austria
PP Name:	Innovation- and Technology Transfer Salzburg		

Intermediary Description:
Business Upper Austria, the business agency of the Upper Austrian government, is an innovation driver and a partner for location development & settlement of companies, cooperation and public funding advisory services. As a one-stop shop, they assist domestic and foreign companies by supplying tailor-made services and support them from the initial business idea through to market success. Key responsibilities: Securing, strengthening and enhancing the business and employment location of Upper Austria; Positioning Upper Austria internationally; Creation and continued development of infrastructure to encourage investments, innovation and technologies; Promoting the settlement of companies as well as expansion of existing companies; Promotion of innovation and technology Transfer;

Name of Service:	Reifegradmodell Industrie 4.0 / Readiness Model for Industry 4.0

Description of Service:
The developed Readiness Model supports enterprises to determine the current state in relation to Industry 4.0 as well as the target state. Based on strategy improvement measures are derived to succeed in attaining the target Industry 4.0 state. Enterprises profit by individualized understanding of Industry 4.0 and specific project proposals. The dissemination of Industry 4.0 is supported through this Readiness Model. In addition a benchmark data base is filled to enable comparisons of enterprises and to observe the historical development of the industry 4.0 readiness of several industries. The model analyses the SME according to the critetria: DATA, INTELLIGENCE, DIGITAL TRANSFORMATION

Description of user case and benefits for the SME and applied improvement measures:
The described user case was an application of the model to an SME in the automotive industry (supplier) analysing the state of digital transformation und der following criteria: **STAFF:** support of the staff in virtual aspects such as modelling, simulation and optimization Problems where solved by helping to implement education initiatives towards I4.0 and workflow changes in decision making: - skills and qulifications (Know How); - understanding and motivation (Want to); - Target focus (Allowance to do) **VIRTUAL REALITY:** - virtual Modelling; - simulation; - optimazation; **DIGITALISATION METHODS:** Genaertive Manufacturing, 3-D printing: - replacement of material by digital; - Replacement of human routine work and computer assisted decision making; **DEGREE OF DIGITAZATION:**- measure of digital value creation to material value creation **STAFF:** - plan qualification measures per department.; - plan for awareness building per department; - Change of workflow, decision process **DIGITALISATION METHODS:** To increase product development, implemention of 3d printers for shorter prototyping cycles and computer assisted testing: - introdction of 3 D printers for development; - introduction of computer assisted testing routines; **DEGREE OF DIGITAZATION:** - definition of of digitazation roadmap with next steps**.**

5. PP6 - ITG

PP NO:	**PP2 - Alsace Innovation**	Intermediary:	**Chamber of commerce of Alsace Eurometropole**
PP Name:	ALSACE INNOVATION		

Intermediary Description:

A Chamber of Commerce and Industry is a public institution of an administrative character placed under the deconcentrated tutelage of the State, and therefore of the regional representative of the state (Le Préfet). The Chamber of Commerce and Industry of Alsace Eurometropole represents the 60,000 companies (industry, services,...). Specialties:

Export, Creation / takeover, Innovation, Trade, Tourism, Digital Economy, Formalities, Sustainable Development, Economic Intelligence, Economic Information. For its action in the field of digital, the CCI of Alsace Eurometropole has set up 4axes of work:

-Digital uses : Since 2008, the Observatory of regional numerisation has been evaluating digital equipment for households and businesses. It also observes the control of the new uses of the mobile internet and the cloud since 2013.-The statistics of the digital sector; -Serious game; -Bizz and Buzz: the yearly professional meeting to share and learn to exploit the digital in their activities.

Name of Service:	SERIOUS GAME - SMARTTECH SOLUTIONS
Description of Service:	

The Alsace Chamber of Commerce, in partnership with the Rhénatic network and private partners (SEW Usocome, Johnson Control, Solvay, etc.) launched a serious game dedicated to the industry of the future in order to reach SMEs Approach. Intended for the leaders of industrial companies, the Game was developed by two regional SMEs : Almedia and CPC.

This serious game allows the user to interactively discover the domains and technologies that make up the industry of the future. The concepts are presented little by little throughout the game.

Brick after brick, technology after technology, the player builds his vision of the plant of the future and this is where the pedagogy operates. The player's choices are analyzed by the game and compared to a technological tree containing all the possible choices. It is by experimenting with different scenarios that the player understands whether his vision of the industry of the future can be valid and perennial.

The Game is part of a global initiative initiated by the CCI and the offerers of solutions federated under the banner "Providers of Future Industry Solutions" whose objectives are among others to improve the industrial performance of production companies and to impel A dynamic business development. The 170 suppliers of solutions identified have grouped together on several axes to accompany industrial transformation towards the plant of the future: -productivity; -agility; -Human factor; -Time; -digital; -Customer relationship; -Business model; -energy; -design; -modelization. At the end of the game and according to the needs identified by the game, a summary of your Usine of the future accompanied by a list of offerers of solutions are proposed to the player in order to transpose into reality the transformation of his company towards the Of the future.

Description of user case and benefits for the SME and applied improvement measures:

The serious game is divided in 4 sections: 1) my profile 2) my priority 3) my project 4) my solutions. Section 1 will be used to complete the profile of the SME (number of employees, industry, industry provider, …), its economic area and its location. Section 2 will allow to identify the main priority of the company (optimize costs, improve business model, evolution of products and processes,...) and the issue to explore (human factor or environment). Then in section three, the SME will identify the technologies that could be useful (including ICT)

6. Evaluation transnational added value

The summary report and the CV profile provided serve intermediary organizations from all over the AS very well. Not only does it provide a simplified document listing crucial skills for intermediary organizations it also suggests an organizational model which could dramatically improve the organizational structure of intermediary organizations. They make it easier for SMEs to acquire the needed information and get in contact with interested parties ready and able to solve the presented problems.

Furthermore, due to the strong heterogeneity of measures and practices applied by intermediary organizations all around the AS, it serves yet again the purpose of establishing an EU wide benchmark and frame of reference for intermediary organizations. The skills listed in the CV profile are purposely authored in a broad and general fashion in order to allow for a wide applicability of its advocated ideals. Despite its general character the CV provides a great checklist for intermediary organizations of every nature that can be used as a reference in order to improve practices and methods and therefore services for the economy.

Considering the fact that defining what intermediary organisations are or have to be, including their required skillset, is highly problematic due to the vast array of functions intermediary organisations can embody, the presented CV achieves not only great applicability but also helps tie intermediary organisations all around the AS together and advances our efforts in improving the AS further.

6. Evaluation transnational added value

7. Outlook and sustainability

Many PPs will develop and implement new tools and in depth support measures within 2017.

Most of the PPs have been working in the field of digitalization for 1-2 years and will continue their awareness raising offers as they know that constant information is key. SMEs that are close or ready to apply first measures it is of high importance to provide incentives and high quality support.

This is to be developed after an evaluation round with LP, PP8, PP3, PP7, PP10

8. Annexes

All collected success cases and intermediary questionnaires as well as a mindmap are available for detailed consideration.