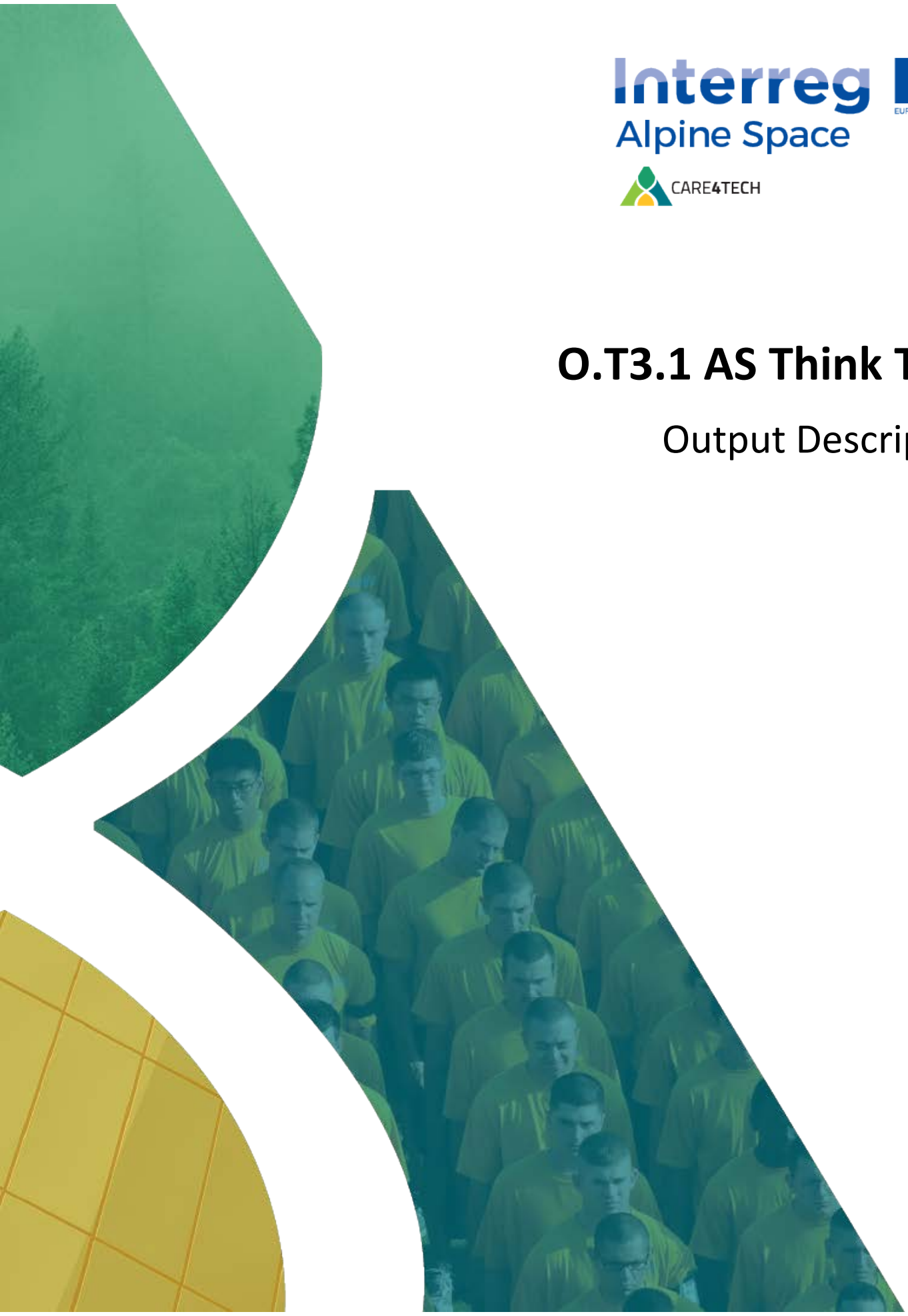

O.T3.1 AS Think Tank

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TABLE OF CONTENTS

Document Control 3
1 Think Tank 5
1.1 O.T3.1 5
1.2 Definition 5
2 AS Think Tank – A Learning Hub Module 6
3 AS Think Tank Strategy and Results 7
3.1 Aim 7
3.2 Methodology 8
3.3 Preparation & Design 8
3.4 Results 11
4 Expected Impact and Sustainability of AS Think Tank 14
5 Openness to Interested Stakeholders 14
6 References to relevant deliverables and web-links 15

1 THINK TANK

1.1 O.T3.1

Permanent policy & stakeholders' platform formalized by a strategic roadmap linked to leading EU initiatives (e.g. Vanguard). It exploits CARE4TECH Outputs & their technological / strategic potential and leads to a mature AS innovation policy.

1.2 DEFINITION

Think Tank: Think tanks are public-policy research analysis and engagement organizations that generate policy-oriented research, analysis, and advice on domestic and international issues, thereby enabling policymakers and the public to make informed decisions about public policy. Think tanks may be affiliated or independent institutions that are structured as permanent bodies, not ad hoc commissions. These institutions often act as a bridge between the academic and policymaking communities and between states and civil society, serving in the public interest as independent voices that translate applied and basic research into a language that is understandable, reliable, and accessible for policymakers and the public.

An even simpler definition distils this concept even further, "an institute, corporation, or group organized to study a particular subject (such as a policy issue or a scientific problem) and provide information, ideas, and advice".

It is believed that over the last 85 years, the strict definition of Think Tank expanded, and now incorporates a much wider breadth of topics (moving away from solely supporting the making of informed decisions about public policy). There is a wide variation among think tanks, regarding the work they do, the extent of power they have to do, and what they intend to do. However, there are a few common ways of clarifying / classifying Think Tanks (Figure 1), which include these commonalities:

1) Vision/Goal

2) Outputs & Impact

3) Affiliation (who funds the initiative, and is aligned to the initiative, and wants to see the output/impact of the vision/goal)

Figure 1 Think Tank – classification and definition of AS Think Tank

2 AS THINK TANK – A LEARNING HUB MODULE

The CARE4TECH Learning Hub is a systematic support measure for project partners & stakeholders to upgrade their skills and knowledge related to Smart Living Technology, across the whole project. For this the CARE4TECH Learning Hub built a mixture of online and face-to-face collaboration tools and activities through the project lifetime. Individuals with different skills and perspectives can connect, share and innovate on the topic of Smart Living Technologies. The three modules, developed across the lifecycle of the project, were used to enhance the project partners and their stakeholders to interactions over the 11 Smart Living Alliance topics.

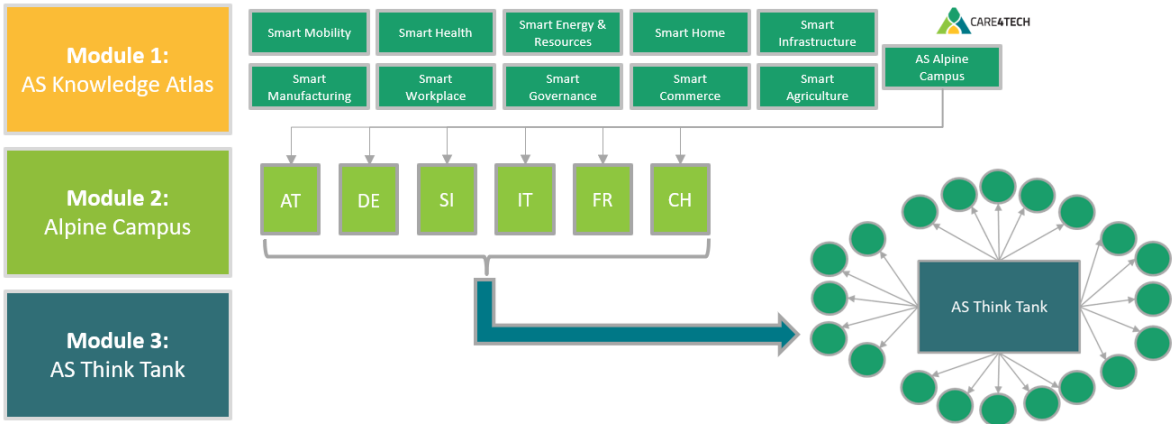


Figure 2 Care4Tech Learning Hub

Module 1 of the CARE4TECH Learning Hub, is focused around the concept of the AS Knowledge Atlas. The partners developed a visualised mapping tool, the so called Hypertree: https://evocado.evolaris.net/visualization//
So the project group got a rich amount of knowledge from across the Alpine Space on the current state of excellence related to Smart Living Technologies. These early conversations with key stakeholders in the regions started to galvanize SWOT analysis, helping each Partner understand what the core opportunities and strengths of their area were.

Module 2 of the CARE4TECH Learning Hub is linked to the Alpine Campus and is best aligned to the ideation phase of human-centred design thinking. As central platform and online-learning tool the partnership set up a "moodle space" https://moodle-c4t.evolaris.net/, where all partners provided details on the current status of their knowledge, in association to the Smart Living Technology Alliances. This modular learning system based on Living & Innovation Labs provided support to the 11 quadruple helix teams (AS Task Forces). Throughout this module a calendar of online exchange (via Slack, Skype and Trello), and face to face exchanges in the Living & Innovation Lab Open Days- took place. The moodle platform will stay open for interested stakeholders since it is the central location for coordinating further exchange within the topic of Smart Living in the Alpine Space. Moreover, it provides storage for the documentation and videos from activities.

Module 3 of the CARE4TECH Learning Hub is the AS Think Tank. With this permanent policy & stakeholder platform the partners formed a strategic roadmap linked to leading EU initiatives, which uses the knowledge/specialisation of the Partners and project stakeholders to lead to mature AS innovation policy.

3 AS THINK TANK STRATEGY AND RESULTS

3.1 AIM

The aim of the AS Think Tank was to exhaust the knowledge, network and experience gained within the CARE4TECH project and to foster an improvement of the Alpine Space's ability to provide smart living opportunities to the citizens of this area. The Think Tank strategy serves as an open network for dialogue and cooperation which actively supports stakeholders in the field of Smart Living to create new cross-border opportunities, thereby enhancing competitiveness in the Alpine Space region. It was aimed that in this approach quadruple-helix stakeholders, from industry, academia, politics and end user society, collaborate in the Smart Living field.

3.2 METHODOLOGY

The VANGUARD Initiative (VI, New Growth through Smart Specialization, discussed in detail in D.T3.3.2), a four steps approach, was adapted specifically for the Care4Tech activities, as seen in Figure 3.

Figure 3 The Vanguard Initiative development methodology was adopted with proper adjustments according to CARE4TECH activities and peculiarities.

3.3 PREPARATION & DESIGN

During the preparation phase a questionnaire was set up according to the research undertaken on Think Tank structures and their development (methodology and results described in detail in D.T3.4.1 AS Think Tank Structure Handbook). The main pillars of the Think Tank module were established concerning (i) Goal/desired output of the Think Tank, (ii) Structure, (iii) Stakeholder Managers and supporting experts.

Results of the questionnaire among Project Partners served as a basis for a workshop to have a multi-lateral discussion among the entire consortium. In summary, a network-led Think Tank which focuses on dialogue and action to improve the competitive advantage of Alpine Space SMEs, could be defined as the base of this module.

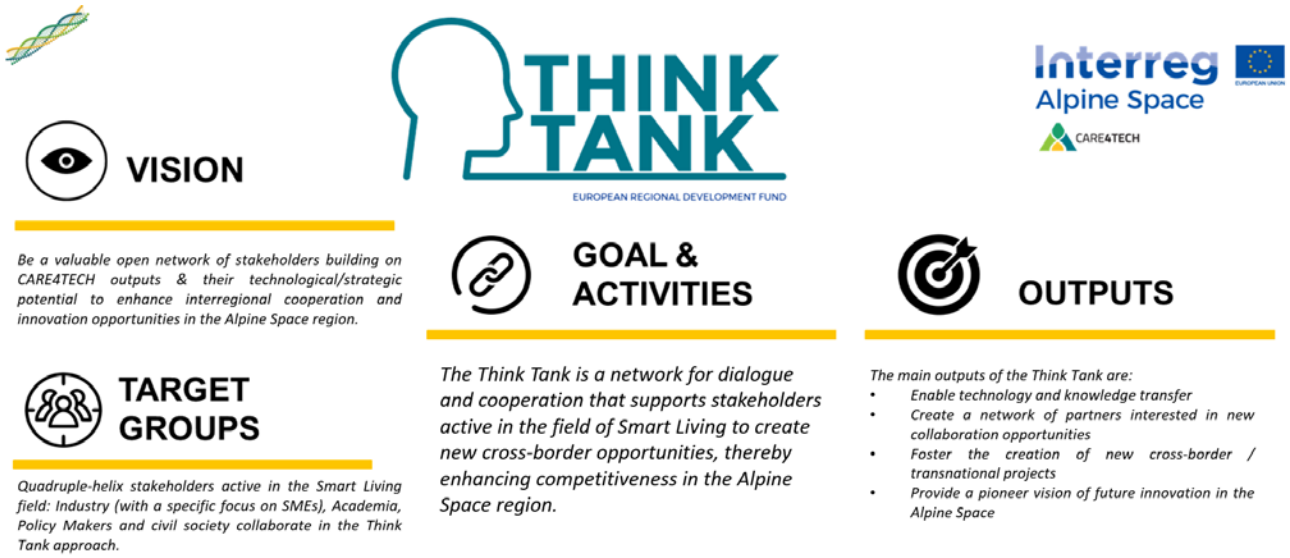
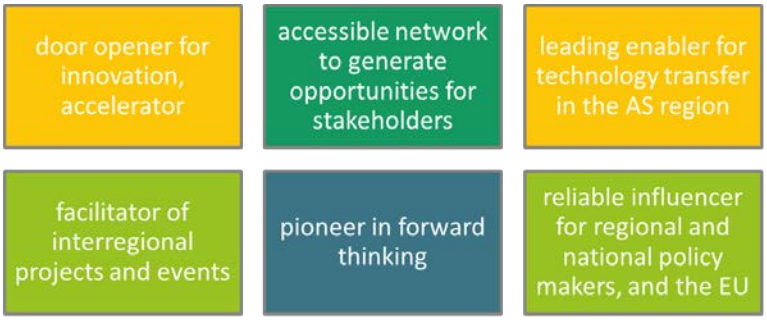


Figure 4 AS Think Tank Design Results – Special Issue

Moreover, Project Partners determined the design of the AS Think Tank (Figure 4).

Outputs of the AS Think Tank developed during the workshop are displayed in more detail in the boxes below. They were divided in 5 Subgroups: (1) common vision, (2) common target groups, (3) common needs, (4) common structure and (5) common outputs.

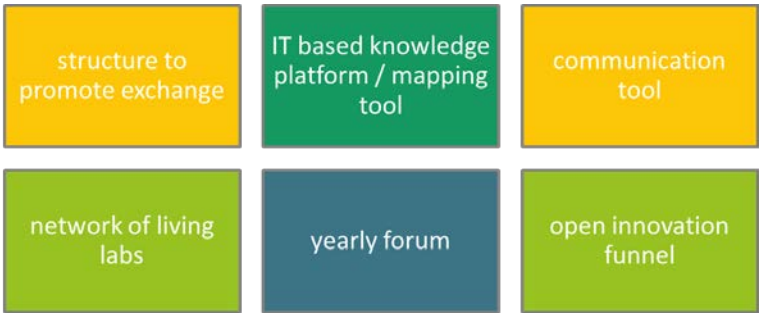
(1) Common Vision of AS Think Tank



(2) Common Target Groups within the framework of AS Think Tank

(3) Common Needs capped by AS Think Tank

(4) Common Structure of AS Think Tank



(5) Common Outputs gained within AS Think Tank

It was decided by the partners that the AS Think Tank should deliver the following outputs:

- Enable technology and knowledge transfer
- Create a network of partners interested in new collaboration opportunities
- Foster the creation of new cross-border / transnational projects
- Provide a pioneer vision of future innovation in the Alpine Space

3.4 RESULTS

3.4.1 LEARN - Preparation of the stakeholder dialogue

The overall goal of this activity was to identify at least one Stakeholder Manager and one additional Supporting Expert that is properly prepared to involve and map functional stakeholders, connect policies and anchor projects to Alliances and Labs in order to integrate them into the AS innovation landscape at all levels.

Each Alliance identified 1 Stakeholder Manager and 1 Supporting Expert, whose profiles are presented in D.T3.1.4 in Annex 1.

This activity was carried out through a digital factsheet that contains a technology functional stakeholder map (see D.T3.1.1), a strategic policy map (see D.T3.1.2) and a transnational project partnership maps (see D.T3.1.3).

These maps provide a detailed analysis of the key innovation technology stakeholders and policy makers involved in the Think Tank group as well as key strategic Initiatives or Partnerships, both at national and European level, considered fundamental to be involved in the Think Tank, to exploit and disseminate the project outputs and activities well beyond the CARE4TECH project.

3.4.2 CONNECT – Running of the Stakeholder Dialogue

The main scope of this phase was to commit stakeholders around the CARE4TECH Think Tank activities. In particular, Project Partners had to organize Dialogue Sessions, 3 sessions by each Alliance and 1 forum by each LiLab:

- 1 Policy maker oriented workshop
- 1 Tech leaders oriented workshop
- 1 International partnerships oriented workshop
- 1 Smart Living Innovation Fora has to be organized by each Lab

Over 30 Sessions (Policy Smart Living Stories, Technology Smart Living Stories, International Partnerships Smart Living Stories) and 6 Smart Living Innovation Fora were organized. In the CARE4TECH Stakeholder Dialogue Handbook, D.T3.1.4, summary tables show an overview of all sessions, while reports are available in the BSCW. At the end of these activities, a well-established and strategic group of stakeholders committed have been built and potential synergies and collaborations highlighted.

These built the CARE4TECH Think Tank group, able to jointly develop opportunities, strengthen interregional collaboration and support the alignment of the Alpine Space smart living policies.

3.4.3 DEMONSTRATE – Formalization of Stakeholders commitment in the Capitalization Agenda

In this phase it was aimed to commit stakeholders to future cooperation opportunities by providing them with concrete actions and results.

The formalization of the commitment of the interregional actors involved in the Think Tank was translated and made clear into the Capitalization Agenda (CA): a formal document conceived to include all formalized outputs produced within the Project, signed by Project Partners and committed Stakeholders, namely Supporting Organizations (e.g. Peer reviewers, experts, Policy Makers ...).

The purpose of the CA was to capitalize CARE4TECH project results and commit involved stakeholders to a sustainable collaboration that goes further and beyond the project timeframe.

Project Partners and Supporting Organizations willing to be part of the CARE4TECH network and activities within the Alliances, Lilabs and the Think Tank signed a Letter of Intent (LOI) to formalize their commitment.

In particular, the Capitalization Agenda includes (Figure 5):

- A ***common purpose statement***, formalized by Letters of Intent, to generate awareness and commitment on the Think Tank;
- A common ***Transferability Plan,*** formalized within the Joint Initiatives
- A common ***Sustainability Plan***, that includes European Initiatives further disseminating and extending CARE4TECH Outputs.

All documents are integrated in D.T3.3.2, Think Tank Learning & Mentoring Report.

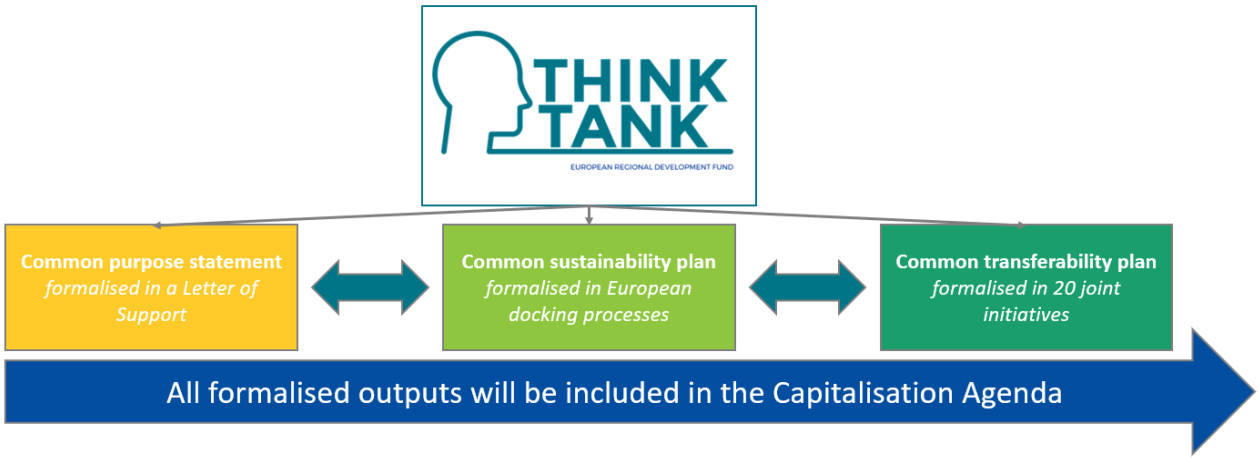


Figure 5 The Capitalization Agenda includes a common purpose statement, a common sustainability plan and a common transferability plan.

Moreover, the learning hub platform Moodle (deeply explained in D.T1.4.2, AS Knowledge Atlas Learning & Mentoring Report) is meant to be a shared space, open to all interested stakeholders willing to join the Think Tank group, where they can find everything needed for the Think Tank and Capitalization Agenda dissemination.

Accordingly, Moodle is also a central location where Partners provide details on the current status of this knowledge on the Think Tank and where links to important project tools, including the exchanging functionality on the smart topics are enabled. The platform is open to all interested stakeholders. More information on how to access it is available in chapter 5 “Openness to interested stakeholders”.

3.4.4 COMMERCIALISE – Development of Joint Initiatives

In the last phase new projects, working groups, products and initiatives triggered by Project Partners were represented as Joint Initiatives (JI). These JI express partners willingness to future cooperation and ability to foster Smart Living innovation involving a huge group of companies, intermediaries and Policy makers. A transferability plan could be formalized in 20 JI.

The complete list of the CARE4TECH Joint Initiatives (JI), identified European, National and Regional Initiatives linked to the CARE4TECH Project and signed LOIs are integrated in D.T3.3.2, Think Tank Learning & Mentoring Report. The entire documentation of these plans was integrated in the Signed Capitalization Agenda of CARE4TECH (D.T3.4.2).

4 EXPECTED IMPACT AND SUSTAINABILITY OF AS THINK TANK

Network creation is important to strengthen the development of territorial innovation policies. In CARE4TECH transnational and interregional cooperation has been initiated within (i) Alliances, (ii) Lilabs and was exploited in the (iii) Think Tank network.

Within the CARE4TECH Think Tank module partners created a long-term strategy building on the results of the project and enabling further cross-border dialogue and cooperation in the Alpine Space region.

Work Package 3 (WPT3) focused on a structured stakeholder dialogue in the AS area guided by a selected Stakeholder Management Group of the AS Task Force which has led to the establishment of the permanent AS Think Thank. Through the WP and leveraging on Alliances & Lab´s work, flagship projects were launched together with a long-term capitalization agenda and future search initiatives. All T1 & T2 Outputs were incorporated by the AS Think Tank and became an AS innovation asset.

Overall, the stakeholder map was an essential part of the Care4Tech results. All SmartX topics were covered comprehensively spread over the entire Alpine region. This ensures ongoing activities in the field and continuous cooperation. It should also be noted that 3 of the quadruple helix actors were well represented. Intermediaries and Academy also have the contacts to the fourth element of the quadruple helix, the user. E.g. Fraunhofer and the various support organizations and University chairs can provide access, here.

The Capitalization Agenda has been indeed considered a fundamental document to exploit the gained knowledge and connected assets together with all CARE4TECH outputs.

Also, most listed stakeholders were actively involved in a public or larger activity, such as a conference, forum or similar. This ensures an even broader visibility and proves that the stakeholders have already successfully worked with the particular project partner to facilitate the development of SmartX technologies in the Alpine space.

5 OPENNESS TO INTERESTED STAKEHOLDERS

The CARE4TECH Think Tank is a valuable open network for dialogue and cooperation that supports stakeholders active in the field of Smart Living to create new cross-border opportunities, thereby enhancing competitiveness in the Alpine Space region. It addresses Quadruple-helix stakeholders active in the Smart Living field: Industry (with a specific focus on SMEs), Academia, Policy Makers and civil society collaborate in the Think Tank approach.

Project Partners worked on a structured capitalization agenda to exploit the gained knowledge and connected assets together with all CARE4TECH outputs. The signed agreement layed the formal base for permanent cooperation.

Since each project partner has primarily stakeholders in its own region, the project partners also in the future ensure the regional transparency from one region to another in terms of know-how in the various SmartX topics. The Care4Tech project thus laid out a very interesting base to further develop know-how and technical expertise for smart technologies in the Alpine space.

To grant openness of the CARE4TECH network to interested stakeholders it was considered worthwhile to dedicate a specific section on the learning hub platform moodle to the activities carried on within the Smart Living network in the Alpine Space. Users interested being part of the C4T Think Tank group can find everything needed for the Think tank and Capitalization Agenda dissemination.

The Moodle Think Tank section is available, after Moodle registration, at the following link:

https://moodle-c4t.evolaris.net/course/index.php?categoryid=2

6 REFERENCES TO RELEVANT DELIVERABLES AND WEB-LINKS

D.T1.4.2 AS Knowledge Atlas Learning Mentoring REPORT_v1.6.4.pdf

D.T3.1.1 Technology Functional Stakeholder Map.docx

D.T.3.1.2 Strategic Policy Map.pdf

D.T.3.1.3 Transnational Projects Partnership Map

D.T3.1.4_Map stakeholder dialogue handbook_v4_final.pdf

D.T3.3.2 Think Tank Learning & Mentoring Report_v7.pdf

D.T3.4.1 Think Tank Structure Handbook final_02.05.2019.pdf

D.T3.4.2 Capitalization Agenda.pdf

https://moodle-c4t.evolaris.net/