



D. T4.1.6 REPORT ON THE BUSINESS STRATEGY TO STABILIZE THE NUCLEI I-SERVICES MODEL

Deliverable D.T4.1.6

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Title:	D.T4.1.6 - Report on the business strategy to stabilize the NUCLEI i-services model	
Description:	Report consisting in the reconciliation of all measures to assure technical and financial sustainability of the NUCLEI i-service beyond the project as well as its expansion to consolidate a real cross-CE value chain business. Report to be published	
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1. Introduction

This deliverable is a report summarizing all measures taken by the NUCLEI project consortium to assure technical and financial sustainability of the NUCLEI i-service beyond the project as well as its expansion to consolidate a real cross-CE value chain business. It has been published as a part of the final project handbook as foreseen in the project Application Form.

As the end of the NUCLEI project came into sight, the project partners started to focus more intensely on ensuring that the project does not end with its final report but, on the contrary, remains a functioning enterprise which keeps growing and developing, building up on its original vision and all the achievements attained over the course of its duration.

In accordance with the outline of the Activity A.T4.1 - **Design of one Business Strategy for the large uptake of automation and mechatronic cross-CE value chain**, the consortium of project partners concentrated on the deliverables constituting this activity:

- D.T4.1.1 Roadmap to transform the NUCLEI i-service in one autonomous business organization
- D.T4.1.2 Membership consultation to federate further CE innovation players
- D.T4.1.3 Joint Business Act: identification of initial clauses and commercial agreements drafts.

In the last thematic work package, WPT4, NUCLEI partners worked together on designing a **business strategy** to identify risks and potential obstacles for commercialization and self-sustainability of the NUCLEI innovation services, and to investigate possibilities of transforming this into a new organization federating nodes of excellence and facilitating technology transfer among both old and new stakeholders in the market segments of advanced manufacturing, mechatronics, robotics and related fields.

First a **roadmap** has been set up (D.T4.1.1) detailing the ideas of all project partners regarding the beneficial elements and aspects of the NUCLEI approach which bring the core of its added value, such as the elements of transnational collaboration, networking, and linkages between businesses, clusters, research organizations and regional S3 management. Partners also made an overview of the activities piloted during the project and proven very successful, such as transnational open seminars and working tables, technological tours, innovation weeks and makehathons and hackathons, which would certainly be worth continuing, and the networking resources produced during the project, such as the transnational web-atlas and digital periscope. Finally, the involved partners outlined the prospective contributions that they would be able to provide to sustain the NUCLEI innovation services after the end of the project.

Next NUCLEI looked beyond the current project consortium and explored the possible options and ways on **how to involve new stakeholders** (D.T4.1.2.) and expand the NUCLEI community: the consortium realized this is not only an opportunity to share all the achievements and lessons learnt during the project but also the best way to ensure continuity of the project results and further development of current collaborations through building and maintaining a platform for easy and effective networking among all participating regions and countries which can only facilitate technology and innovation transfer benefiting all who are engaged. It has been decided that the best strategy would be to start with each project partner bringing someone new from their existing network outside NUCLEI and gradually **multiply the membership** further and thus spread even beyond the areas where NUCLEI services operate now.

In order to provide also a formal basis for future collaborations, NUCLEI partners prepared an agreement in the form of a **memorandum of understanding** (D.T4.1.3) for the partners who would be affiliated in the **NUCLEI collaboration network** after the end of the project. The participating partners, both old and new, would involve one another in their activities to support their work and offer new business opportunities, unite in the search for new funding options and

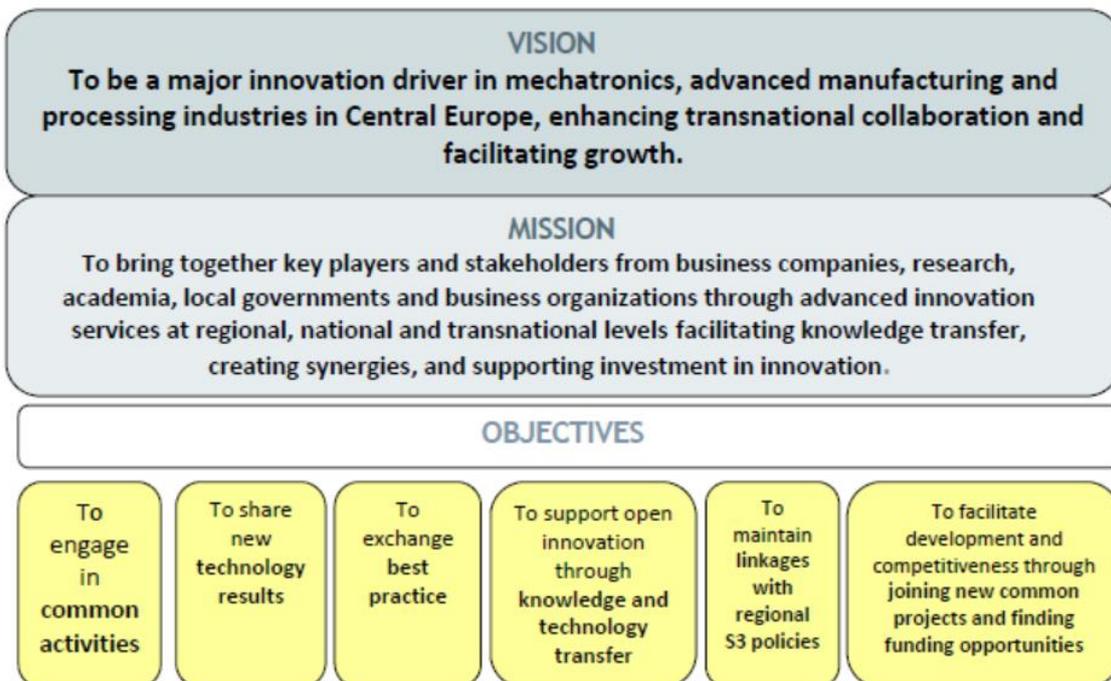


enter into new project calls together, and provide the crucial contact points for their regions and existing networks. Naturally, they would also maintain regular contacts and publish information on the NUCLEI website to promote their activities and results.

NUCLEI partners have demonstrated that if the **Business Strategy** will be followed, the NUCLEI project results will last beyond the project duration and also, NUCLEI horizons can be also extended, by sharing knowledge and opportunities built over the three years of the project.

It will be possible for external others to participate to the benefits of transnational networking and collaboration and thus contribute to creating and preserving the common European space of knowledge and industry excellence.

THE NUCLEI COLLABORATION NETWORK BUSINESS STRATEGY





2. A policy framework to support technology transfer

Integration of new knowledge and good practices at decision making level is a fundamental process to foster innovation that should be encouraged in the regional, national and European contexts.

The possibility that interregional projects achievements are taken into consideration in the definition of new policy programs depends on three main factors:

- The relevance of the project results;
- The efficacy of the actions put in place to transfer results to policy makers;
- The open-mind and ability of policy makers to integrate such results in their local strategies.

In order to address this process, 7 consultation networks have been created between NUCLEI partners and the Research and Innovation Smart Specialization Strategies (RIS3) managers of the Public Administrations responsible for their respective regional/ national policies. In doing so it was possible to establish a continuous communication channel, useful for both parties to enhance a collaboration galvanizing innovation strategies that will last hopefully beyond the project duration.

The permanent consultation networks met regularly at regional level, in the period from Jan 2017 to May 2018. The regional meetings with S3 managers offered to the cluster managers the opportunity to obtain detailed information on RIS3 adopted in the regions, allowing to identify the regional measures and actions that can be influenced by the NUCLEI results. Moreover, they enabled the identification and discussion of the topics during Transnational Thematic Focus Groups, providing inputs for their organization.

2 Transnational Thematic Focus Groups between project partners and S3 managers have been organized to discuss approaches and current initiatives and catch higher commitment in designing and supporting the transnational business model to cope with S3 goals. Each transnational event allowed to analyze more thoroughly the value of the action and its potential application in other Central European regions.

The final assessment of the NUCLEI results carried out in the last part of the project proved that transnational cooperation provides added value to the evolution of EU manufacturing companies within advanced competitive value chains. The innovation services successfully tested during the project pilot actions are difficult to be effectively organized without availability of public financial contribution.

The support to interregional working tables focused on common cross-cutting innovation issues among companies of different countries and to the organization of yearly regional Innovation weeks at regional level, involving local ecosystems, foreign speakers and trainers, represent a couple of potential policy measures to support in the future the most promising transnational initiative implemented by NUCLEI.



RESULTS

1

Investigate potential impact or integration with other regional projects or relevant policy initiatives.

2

Carry out analyses at trans-regional level of the policy instruments adopted in Central Europe regions, in collaboration with S3 managers, outlining those measures that can be investigated more in depth and potentially taken as inspiration for new policy initiatives.

3

Transfer to S3 managers the results obtained by NUCLEI, outlining the requirements resulting from the contacts with the companies involved in the project pilot actions.

4

Obtain a careful analysis of the different regional contexts with a focus on regional R&D goals for advanced manufacturing, to be considered in the design of innovation services, made by the NUCLEI partners.

3. Strategies for a common space of knowledge

The purpose of NUCLEI partners is to continue and extend the NUCLEI project activities and to promote its results and values beyond the duration of the project.

This “NUCLEI Collaboration Network” will be a group of stakeholders operating in the area of innovation, advanced manufacturing and processing, mechatronics, robotics, and related fields and it will consist of the former NUCLEI project members and of further affiliated members in the EU countries.

The new member may be small, medium or large companies, clusters, business support organizations, academic organizations, universities, research organizations or government related agencies from any of the EEA (European Economic Area) countries active in the NUCLEI Collaboration Network areas.

The “NUCLEI Collaboration Network” will be focus on the following objectives:



FOSTER AND SUPPORT EACH PARTNER'S WORK, ACTIVITIES AND BUSINESS OPPORTUNITIES THROUGH INVOLVEMENT OF OTHER PARTNERS

CONTINUOUS INVOLVEMENT OF REGIONAL S3 DEVELOPMENT AND INITIATIVES

COOPERATE WITH OTHER ORGANIZATIONS IN THE FIELDS OF MECHATRONICS AND ADVANCED MANUFACTURING (E.G. EUROPEAN MECHATRONIC ALLIANCE, EUREKA, MANUFUTURE, EFFRA)

INVOLVE INDIVIDUAL MEMBERS IN FINDING FUNDING OPPORTUNITIES AND JOINING NEW PROJECT CALLS AND PROPOSALS (INTERREG OR OTHER PROGRAMS)

PROVIDE A CATALOGUE OF EACH PARTNER'S COMPETENCES AND OFFERS TO EASILY MATCH THE NEEDS AND EXCHANGE SOLUTIONS

SUPPORT THE INNOVATION PROCESS AND TECHNOLOGY TRANSFER.

4. Conclusions

NUCLEI project has built and practically tested the vision of a new model of transnational collaborative environment in the area of advanced manufacturing, mechatronics, robotics, technology transfer, and innovation in the Central European area. This model is based on sustainable links between regions and countries, and between industry, research and local authorities in charge of regional development, and it uses several tools to help collaboration and its meaningful output.

In the future, after the end of the project, partners are planning to keep this successful collaboration going strong and hopefully even to expand it through cooperation with other technological platforms active in Europe and thus fortify the linkages and global competitiveness of European industry.

The purpose of WPT4 is: (1) to identify effective structural options to incorporate the NUCLEI i-services model in a federated, stable & autonomous business organization to embed the pilots in a real transnational services value chain (2) to expand the NUCLEI use-cases at EU and regional level to bring them to an upper level and approach the targets set by S3 for advanced manufacturing in each of the 7 CE regions concerned by NUCLEI and by EFFRA.

The pursue of these goals is mainly based on one joint strategy for the commercialization, valorisation and exploitation of the set of transnational i-services supporting innovation in businesses for the advanced manufacturing supply chain. Furthermore, from the political point of view, one recommendation paper will be addressed to the regional innovation policy managers for the expansion of the NUCLEI i-services within each regional Smart Specialization Strategies 3 as innovative approach to support ESIF 2014-2020 regional investments



THE NUCLEI COLLABORATION NETWORK BUSINESS STRATEGY

VISION

To be a major innovation driver in mechatronics, advanced manufacturing and processing industries in Central Europe, enhancing transnational collaboration and facilitating growth.

MISSION

To bring together key players and stakeholders from business companies, research, academia, local governments and business organizations through advanced innovation services at regional, national and transnational levels facilitating knowledge transfer, creating synergies, and supporting investment in innovation.

OBJECTIVES

To engage in **common activities**

To share new **technology results**

To exchange **best practice**

To support open innovation through **knowledge and technology transfer**

To maintain **linkages with regional S3 policies**

To facilitate development and competitiveness through **joining new common projects and finding funding opportunities**