HARVESTING AGENDA ON CAMI4.0 FOR RIS3 ROUND TABLE / POLICY FRAMEWORK

D.T3.1.3 – A report and selection grid of identified outputs in WPT3

Version 1.0

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Document Control

Document Summary	
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1. Executive Summary

1.1. Project Overview

CEUP 2030 aims to generate stable innovation networks which foster better understanding on **C**entral Europe **A**dvanced **M**anufacturing and **I**ndustry **4.0** ("**CAMI4.0**") topics, to generate improved knowledge resource exchange on these technologies leading to an upgraded framework for policy-making and implementation.

Ultimately CEUP 2030 creates and tests a common method to promote improved knowledge dissemination to policy-making stakeholders using a collaborative exchange framework based in physical and digital-methods. These methods and the technology show-cases disseminated within these method structures are harvested from existing, high-quality innovation know-how in the CE area.

The project focuses on:

- Identifying the highest-quality innovation know-how in the CE Area, on the CAMI4.0 Topics.
- Enhancing skills capabilities and knowledge of people in charge of local, regional, and (trans)national RTI Policies, associated to the CAMI4.0 Topics.
- Creating a sustainable structure for awareness-raising and shared-sustainable RTI knowledge resource use to enhance policy decision support.
- Anticipating and fast-tracking policy / strategy policy pilot actions to promote a joint RIS3 for CAMI4.0 Excellence in CE/EU.

1.2. Work Package and Activity Overview

The overall objective of WPT3 links to the project's specific objective of anticipating and fast-tracking policy strategies focused on the sustainable and continuous development of CE/EU in order to promote aligned action on a joint Agenda for CAMI4.0 Excellence.

The challenge manifests in two sub-objectives which are:

1) To generate triple-helix stakeholder driven dialogue on support mechanisms for CAMI4.0 Excellence (via the RIS3 Round Tables)

2) To foster aligned cooperation processes among 30 CE/EU regions on generating support mechanism for CAMI4.0 using the CEUP 2030 Policy Framework

Thus, by synergizing the gained results (T1: lessons learnt, T2: structures & processes), WPT3 aims at creating long-term strategies supported by policy-relevant actions to assure quality & impact for practice.

The specific activity which is addressed by this document is Activity A.T3.1, which focuses on the collection and the analysis of information by project partners. All PP must participate in this Harvesting activity. They must choose, summarize, and deliver the outputs and results of their projects that could be relevant for the further development of WPT3. Their contributions form the basis for this document and therefore, heavily influence the Key Outputs of WPT3 (RIS3 Round Tables and Policy Implementation Framework).

1.3. Scope of Document & Deliverable Summary

This document contains the individual contributions from all CEUP 2030 project partners regarding the development of methodologies for RIS3 Round Tables and the set-up for the Policy Implementation Framework.

Based on their previous experience in various projects (regional, national, or international projects, with or without external funding), each partner had to choose good practices and describe their inputs as the foundation to be further developed in WPT3 for the development and implementation of RIS3 Round Tables and the Policy Implementation Framework

Specifically, each PP had to deliver one methodology for the development of RIS3 Round Tables and one good practice for the setup of the Policy Implementation Framework.

Harvesting Aspect	Short Description	PPs Individual Obligation	PPs Combined Obligation
Methodology for RIS3 Round Tables	Should inspire the set-up and setting for RIS3 Round Tables on the regional as well as on the transnational level	1	10
Good practice for Policy Implementation Framework	Should serve as a tangible inspiration for the development of the Policy Implementation Framework that will be developed in WPT3	1	10

Figure 1 Harvesting Agenda, Overview of Inputs per topic and per partner

1.4. Audience

This document is directed to all project partnership members. All PPs are asked to review this document and potentially provide changes or updates for the CEUP 2030 WPT3 Harvesting Agenda.

Additionally, the document could provide an external audience a complete overview of the good practices analysed to be exploited and upgraded for CEUP2030 objectives.

1.5. Change Control Procedure & Structure

The Deliverable Responsible: Association Industry 4.0 Austria (PIA/PP3), created this guidance document which is hosted on the Project's common repository in the appropriately named deliverable folder (D.T3.1.3 Harvesting Agenda on CAMI 4.0 for RIS3 Round Table / Policy Framework).

The document is under project deliverable change control protocols whereby partners gave feedback on the draft version according to the timing proposed. The feedback was incorporated for the final version of this document.

At any time, partners believe a project methodology should change, the request should be brought to the Deliverable Responsible and the Work Package Leader (PIA/PP3) to consolidate feedback from other partners, and then further integrate and disseminate the final agreed changes. A new version of the document should be created and recorded in the document's "Document History" table.

2. Abbreviations

Abbreviation	Explanation
AF	Application Form
ASP	Associated Partner (i.e. Strategic Partner)
CAMI4.0	Central European Advance Manufacturing and Industry 4.0
TIN	Trend and Innovation Network
PID	Policy Intelligence Dashboard
PLL	Policy Learning Lab
PP	Project Partner
RIS3	Regional Innovation Strategy for Smart Specialisation
S3	Smart Specialisation Strategy
WPT	Thematic Work Package in CEUP 2030

3. Introduction

The purpose of the **harvesting agenda on CAMI4.0 for RIS3 Round Table / Policy Framework** is to provide a selection grid for pilot actions in policy making with proven impact (in the sense of sustainability and transferability). The harvesting agenda aims to showcase valid and useful support tools/methodologies for strategy building. These tools/methodologies should build on the experience of WPT1 and WPT2 and should serve as a helpful anchor to project partners, associated partners and further stakeholders.

This document serves as an input for the other activities envisaged in WPT3, namely *A.T3.2 RIS3 Round Tables for CAMI4.0 in CE/EU regions: Optimising implementation/capitalisation, A.T3.3 Setting of a Policy Implementation Framework among complementary policies & strategies* and *A.T3.4 WPT3 Impact Controlling & Evaluation of RIS3 Round Table & Policy Framework for CE/EU.*

4. Methodology

This section provides insight on an agreed methodology which partners followed to deliver inputs for the Deliverable and thus for the design of WPT3 activities. The Methodology process is also described in D.T3.1.1.

➢ Definition and discussion of guidance for harvesting activity coordinated by PP3
➢ Consolidation and sharing of the templates for **RIS3 Round Tables** and **Policy Implementation Framework**
➢ Creation of one example for each template by WP Leader PIA
➢ Check of collected examples from project partners by PP3 and request of eventual integration and/or revision

- ➢ Elaboration of the deliverable including partners' inputs
- ➢ Sending the draft version of this document to the project partners, collecting feedback completing the deliverables
- ➢ Consolidation of the final version of the deliverable for approval

5.1. Template 1: WPT3 Result Harvest – RIS3 Round Tables

5.2. Template 2: WPT3 Result Harvest – Policy Implementation Framework

Result Harvest for WPT3 – RIS3 Round Tables	
Name of the PP	Choose your PP Name
What is the name of the harvested result (aka the output/activity name from the project)?	[Free Text Response]
What is the name and programme of the harvested project (in English)?	Choose Good Practice Project Name In case of other, please clarify project & programme name, in English: [Free Text Response]
Hyperlink to the result location (aka where more information on the strategy or workshop methodology can be found)	[Free Text Response]
A short description of the result:	
[Free Text Response – limit to 2000 characters]	
A short description how it worked:	
[Free Text Response – limit to 2000 characters]	
A short description of the key lesson learnt:	
[Free Text Response – limit to 2000 characters]	
A short description of how the result can be "upgraded" for CEUP 2030 method:	
[Free Text Response – limit to 2000 characters]	
Any strong comments / views on what you'd like the RIS3 Round Tables to deliver, based on your previous experience (and how does the result you've highlighted, do this/ support towards this).	
[Free Text Response – limit to 2000 characters]	

Result Harvest for WPT3 – Policy Implementation Framework	
Name of the PP	Choose your PP Name
What is the name of the harvested result (aka the output/activity name from the project)?	[Free Text Response]
What is the name and programme of the harvested project (in English)?	Choose Good Practice Project Name In case of other, please clarify project & programme name, in English: [Free Text Response]
Hyperlink to the result location (aka where more information on the strategy or workshop methodology can be found)	[Free Text Response]
A short description of the result:	
[Free Text Response – limit to 2000 characters]	
A short description how it worked:	
[Free Text Response – limit to 2000 characters]	
A short description of the key lesson learnt:	
[Free Text Response – limit to 2000 characters]	
A short description of how the result can be "upgraded" for CEUP 2030 method:	
[Free Text Response – limit to 2000 characters]	
Any strong comments / views on what you'd like the Policy Implementation Framework to deliver, based on your previous experience (and how does the result you've highlighted, do this/ support towards this).	
[Free Text Response – limit to 2000 characters]	

Figure 2 Templates for Harvesting Agenda on CAMI4.0 for RIS3 Round Table/Policy Framework

5. Harvesting Agenda

The Harvesting Agenda has two input sets:

- ➢ **Input 1 = Methodologies for the set-up of RIS3 Round Tables**, meaning templates for interactive multi-stakeholder talking-shops for active, collaborative engagement promoting ideation and implementation

- ➢ **Input 2 = Good practices as an inspiration for Policy Implementation Frameworks,** meaning good practices for combinations of strategies and action plans/roadmaps for promoting (transnational) coordination and cooperation

Project Partner	PP Nr.	Harvested RIS3 Round Table
KPT	PP01	SMART Factory at Roundtables atthe ImpactCEE Summit 2018
PRO	PP02	ERFA Round Tables UPPER Austrian 2030
PIA	PP03	AI Roundtables at the Summit Industry 4.0 2019
IWU	PP04	C5.2 CERIS IntoConferencesIn Cooperation with the "Smart³ Days"
KIT	PP05	Synergy Co-creation workshops
AFIL	PP06	OSDD interregional policy learning
SIIT	PP07	Digital technologies for improved performance in cognitive process industries: Four innovative approaches to this SPIRE PPP topic
PTP	PP08	Policy learning dialogue in project Danube2.0/Business breakfast
PBN	PP09	DIH Raising awareness workshop (roundtable)towards regional policy stakeholders anduniversity players
HAMAG	PP10	Coaching of HUBS members inBusiness skills

Project Partner	PP Nr.	Harvested Policy Implementation Framework
KPT	PP01	Process of preparation and consultationof Air Quality Plan for the MalopolskaRegion
PRO	PP02	Upper Austria's #upperVISION2030 business and research strategy
PIA	PP03	Industrie 4.0 F&E Roadmap
IWU	PP04	smart³ Roadmap
KIT	PP05	Synergy Regional Crowd Innovation Strategy
AFIL	PP06	Lombardy R&I Roadmap on CircularEconomy
SIIT	PP07	INCONET-GCC2 Info Day
PTP	PP08	Implementation and renewal of the Slovenian Smart Specialization Strategy - S4
PBN	PP09	Szombathely 2030 Local DevelopmentProgram
HAMAG	PP10	Smart Factory Hub- Improving RD andbusiness policy conditions fortransnational cooperation in themanufacturing industryPolicy recommendations

Figure 3 Overview Input of Harvesting Agenda

5.1. RIS3 Round Tables

***Definition*:** The RIS3 Round Tables aim at optimising CAMI4.0 policy engagement between CE/EU regions. Originally called "RIS3" because of how Research & Innovation Smart Specialisation Strategies emphasize multi-sectoral, multi-skilled collaboration of regional stakeholders to promote competitive advantage through aligned innovation strategies within European territorial areas.

The structure in CEUP 2030 builds on the stakeholder engagement and communication the Partners began in WPT1 (PLL), and creates a playground where:

1) lessons learnt / good practices from successful use cases can be extrapolated into a Central Europe context and
2) the RIS3 policy pilot actions can be developed and submitted, to showcase a regional model for aligning policy support for CAMI4.0 value-creation.

The goal of these efforts is inspiration and development. To try to extend, adapt and upgrade the existing mechanisms through expert dialogue and to create clear recommendations (with demonstrable actions) to our policy-making stakeholders as to how these policy instruments could emerge in a wider territorial context and promote the adoption and uptake of Advanced Manufacturing and Industry 4.0 technologies to our target groups.

The RIS3 Round Tables act as the catalyst (and talking-shop) for the recommendations which the PPs bring together in the Policy Implementation Framework.

The regional RIS3 round tables should be delivered by late January 2022, the transnational RIS3 round tables should be delivered by late March 2022.

In the following figure, a summary of the harvesting results is reported to complete the overview provided in Figure 3, highlighting the key aspects of each input that can be upgraded within CEUP 2030 and that can be considered as relevant for the creation of RIS3 Round Tables.

Methodologies for RIS3 Round Tables	
PP1: KRAKOWSKI PARK TECHNOLOGICZNY (KPT)	
SMART Factory at Roundtables at the ImpactCEE Summit 2018	The RIS Roundtable initiated an **open discussion on how to implement Industry 4.0 technologies in Poland**: - Presentation of best practices (including Dr. Dominik Rohrmus of Labs Network Industry 4.0 - Dialogue between providers and receivers of new technologies among policy makers, SMEs, LEs and BSOs - Focus on newly introduced financial instruments and the role regions and RIS play in strengthening the development of innovation and digitalization; transparent comparison of existing financial instruments in regions represented by projects partners - Analysing lessons learnt from successful implementation of smart strategies - Coffee breaks with the opportunity for B2B meetings **Key lessons learned:**

	- Setting the open discussion platform for policy makers, research and business on CAMI topics is important - Maintaining ongoing cooperation with varied stakeholders to keep them informed, motivated, and engaged on process and consultation over Regional Innovation Strategy - Supporting policy makers including regional authorities in shaping innovation strategies

PP2: PROFACTOR GmbH (PRO)

ERFA Round Tables UPPER Austrian 2030	The ERFA Round Tables were about the **exchange of information and experiences preparing participants for H2020 projects**: - ERFA rounds take place periodically, four times a year - In the previous ERFA round, the topics for the next round are determined. - The agenda was sent to the participants of the workshop in advance, so they could prepare themselves. **Key lessons learned:** - Main advantage is continuity, both in the composition of the participants and in the choice of topics - The targeted selection of guest speakers for the respective topics is very important and a key factor for success - It is also advantageous that the respective topics of the next workshop are determined together with the participants of the ERFA round

PP3: Verein Industrie 4.0 Österreich (PIA)

AI Roundtables at the Summit Industry 4.0 2019	The event Summit Industry 4.0 2019 was used in order to **facilitate roundtables discussing Artificial Intelligence (AI)**: - Sub-topics regarding AI were chosen to be discussed in the format - Topics were sent to the participants of the workshop in advance, so they could choose their preferences - The workshop itself started with a keynote speech, afterwards different experts presented the sub-topics in 2-3 minutes - Building on their preferences, the participants were assigned to rooms for discussing the different sub-topics - In each room, the experts were responsible for starting and facilitating the conversation. - The conversations took 45 minutes, every participant joined 3 different conversations with different people **Key lessons learned:** - Some topics with little interest from participants - After the second round, not everybody changed rooms and some conversations continued, which was tolerated.

PP4: Fraunhofer Gesellschaft zur Förderung der angewandten Forschung e.V. für das Fraunhofer Institut für Werkzeugmaschinen und Umformtechnik (IWU)

C5.2 CERIS IntoConferences (in Cooperation with the "Smart³ Days")	Conference with a **focus on Industry 4.0 and smart³ flagship projects**: - Conference structured in different sections including two project presentation blocks - One-hour long workshop in the afternoon designed in an interactive way with a 45 minute discussion to hear the individual opinions - After the conference: business dinner with all the participants and a cultural block

	Key lessons learned: - Exchange and interaction among interdisciplinary groups (different areas of smart materials) - Mixture of expert talks, an accompanying poster exhibition and a separate exposition of exhibits from the project work was the formula of success
PP5: Karlsruher Institut für Technologie (KIT)	
Synergy Co-creation workshops	Series of **regional and international workshops** for setting up an open innovation collaboration platform: - Kick-off with a design thinking workshop: introduction of design thinking, usage of design thinking for the co-creation of the open innovation platform requirements - Involvement of various stakeholder groups (HE&R, Industry, SME, business support organisation) - First three steps of design thinking (understand, observe, synthesize) process on a regional level, last three steps (ideate, prototype, test) in an international event - Events accompanied by expert presentations on the topic of crowd sourcing and crowd innovation **Key lessons learned:** - Interactive format is absolutely necessary in order to spark creative discussions and for ideas - Participants appreciated being introduced to a new creative method, such as design thinking
PP6: Associazione Fabbrica Intelligente Lombardia (AFIL)	
OSDD interregional policy learning	OSDDs, **"On site deep dives"**, were visits organised to **learn from other partner regions' policy instruments**: - Each partner took the host role once and prepared a 2–3-day programme of learning (e.g., workshops, seminars, onsite visits, roundtable discussions) - Policy makers and intermediaries had the opportunity to exchange from a technical and an institutional perspective - Stakeholders were invited to attend a co-creation session where the design of new instruments was discussed in an open and creative way **Key lessons learned:** - Summaries of funding schemes, opportunities and barriers for inter-regional cooperation were helpful - Many difficulties connected to regulation and bureaucracy in the practical implementation of interregional instruments - Exchanges very inspirational for policy makers looking for improving existing instruments or enlarging policy portfolios
PP7: SIIT S.c.p.a. Sistemi Intelligenti Integrati Tecnologie (SIIT)	
Digital technologies for improved performance in cognitive process industries: Four innovative approaches to this SPIRE PPP topic	**Multi-project workshop** to discuss general aims of the SPIRE call and common strategies among the projects: - Each project was presented shortly, the session was concluded with a round table. - Participants received updates about the latest developments and introductions to the people developing the technology. - Frequent polls were launched during the webinar, keeping the public involved.

	Key lessons learned:
	- Double benefit by allowing projects to fine tune their strategies and improve their competitiveness

PP8: Pomurski tehnološki park (PTP)	
Policy learning dialogue in project Danube2.0 Business breakfast	**Round table event** on policy learning dialogue: - Presentation and two workshop sessions based on the World Café method - Participants were divided into groups for the discussion of good practices and policies - Moderators and prepared questions, thematic poster on each table - Six rounds of debates (20 minutes each) on different topics **Key lessons learned:** - The World Café methodology is a simple, effective, and flexible format for hosting large group dialogue. - World Cafés can be modified to meet a wide variety of needs. - What needs to be kept in mind: setting, welcome & introduction, small group rounds, questions, and harvest

PP9: Pannon Gazdasági Hálózat Egyesület (PBN)	
DIH Raising awareness workshop (roundtable) towards regional policy stakeholders and university players	Workshop for **regional policy stakeholders and universities** on Digital Innovation Hubs (DIHs): - Enabling participants to receive comprehensive information about DIHs and the main technical concepts - Fruitful discussion between the PBN representative and the participants - Attendees could share their ideas, suggestions, and feedbacks **Key lessons learned:** - New knowledge is important to generate value for participants - Representatives from other groups (SME, Large Enterprise, BSO..) could also be invited to these events

PP10: Hrvatska agencija za malo gospodarstvo, inovacije i investicije (HAMAG)	
Coaching of HUBS members in Business skills	Data HUBs provide **training activities for quadruple helix stakeholders:** - SMEs and economic operators are invited to technical seminars - Intermediary organizations and sectoral agencies are participating in seminars to share knowledge - Through thematic workshop Policymakers are learning about different topics of the data economy - Organization of round tables where stakeholders discussed topics relevant for targeted learning objectives **Key lessons learned:** - The possibility for the exchange of information (experiences, obstacles…) is important for stakeholders - Increased use of open data requires stronger cooperation between government and private companies and their exchange of experience. - More needs to be listened to and cooperation between all stakeholders in the country should be encouraged

Figure 4 Overview on "Take-aways" for RIS3 Round Table orchestration

5.2. Policy Implementation Framework

Definition: The Policy Implementation Framework consist of two parts.

The first one, the "Policy Implementation Framework – Cooperation and Capitalisation Grid" will consist of four action plans, one per CAMI4.0 Topic, which contains 20 (2/PP) Regional RIS3 Alignment Instrument Pilot Projects. These action plans will detail and provide tangible evidence (i.e., submission documents, formal Memorandum of Understanding/Terms of Reference), of the policy pilot actions. The actions will be built with PPs and their regional stakeholders and submitted in an effort to showcase each organisation's model of how to utilize subsidy finance / policy instruments to better align support /value-creation and ultimately adoption of CAMI4.0 technologies by the CEUP 2030 target groups.

The second one, the "Policy Implementation Framework – Transnational Strategy for CAMI 4.0" will set the groundwork for four common policy use cases (one lead Flagship per CAMI4.0 topic) which will showcase how to promote transnational RIS3 alignment across the programming period for CAMI4.0 Topics.

In the following figures, a summary of the harvesting results is reported to complete the overview provided in Figure 3, highlighting the key aspects of each input that can be upgraded within CEUP 2030 and that can be considered as relevant for the creation of the Policy Implementation Framework.

Policy Implementation Framework Set-Up	
PP1: KRAKOWSKI PARK TECHNOLOGICZNY (KPT)	
Process of preparation and consultation of Air Quality Plan for the Małopolska Region	The Air Quality Plan is a **strategic legislative document for the Małopolska Region.** Its creation was a collaborative effort: - Four co-creation workshops organised in the living lab methodology - Open forum of dialogue for the people interested and involved in the improvement of air quality - Open exchange of positions and experiences between representatives of various social and professional groups - Application of the design thinking method in the process of co-creating the innovative tools and instruments - Solutions were subjected neither to expert assessment nor voting - Ideas were documented and presented during the wrap-up session, and accounted for in the detailed report **Key lessons learned:** - Grassroots initiatives only make sense if properly managed, and following appropriate principles, guidelines, and frameworks - Important aspects: trust, transparency, and openness to new ideas - Work among many groups proved that each of them also has its internal interests – dialogue made it possible to understand and see what elements can be improved
PP2: PROFACTOR GmbH (PRO)	
Upper Austria's #upperVISION2030 business and research strategy	The result of the #upperVISION2030-process is a **strategy document for the region Upper Austria until 2030:** - Structured process including all relevant stakeholders and external experts

	- External, expert-driven strategy development integrated into the Upper Austrian business and research landscape - Four key fields of the strategy were defined, will be implemented and the progress will be monitored. **Key lessons learned:** - For a regional strategy, it is important that it builds on the previous strategy, that there is a structured process and that it includes all relevant stakeholders - Continuous monitoring and the continuous measurement of goals in a comparable way with Key Performance Indicators (KPIs) is important
PP3: Verein Industrie 4.0 Österreich (PIA)	
Industrie 4.0 F&E Roadmap	The F&E Roadmap is a document by PIA and PIA's stakeholders for **strategy and policy instruments regarding Industry 4.0:** - Creation in a collaborative process involving stakeholders from research, business, politics, employers and employees - Interactive discussion resulting in eight important areas of action, refined in 2-3 iterations - Search for volunteers (experts) for drafting and creating the content of the focus areas - Expert's drafts were enriched and validated, again with the involvement of PIAs partners and stakeholders - Two workshops were organized to come up with policy recommendations building on those focus areas **Key lessons learned:** - A process for proper recommendations takes time. - It is important to frame the workshops in the right way to avoid discussing certain topics with people without topic experience.
PP4: Fraunhofer Gesellschaft zur Förderung der angewandten Forschung e.V. für das Fraunhofer Institut für Werkzeugmaschinen und Umformtechnik (IWU)	
smart³ Roadmap	**Strategic document for the smart³ initiative**, which is oriented at the innovation strategy of the Free State Saxony and Germany: - Sets the strategic plan for the implementation phase of the smart³ network, associated smart material project work and emphasises three pillars of activities - Creation included 10 stakeholders from different backgrounds and scientific disciplines - Several work meetings and further workshops including more stakeholders **Key lessons learned:** - Roadmaps are very useful to have a shared model of what to pursue in the near and far future
PP5: Karlsruher Institut für Technologie (KIT)	
Synergy Regional Crowd Innovation Strategy	Document for the **set-up and the finalization of the crowd innovation strategy:** - Created in a collaborative process from representatives from different regions and with different backgrounds - Identification of KPIs which measure the foreseen actions - Presented to regional stakeholders, including policy makers; training sessions, specifically addressed to regional public authorities, public organizations and Synergic Networks

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- Material created for dissemination in different formats, like posters, pdf etc.
- Material in English as a blueprint, translated into the partner countries' languages (German, Italian, Polish, Slovenian, Croatian) to simplify access and increase usability

Key lessons learned:
- Focus on the local level is necessary
- Provision of KPIs important as they allow easier verification of adhering to the wanted goals

PP6: Associazione Fabbrica Intelligente Lombardia (AFIL)	
Lombardy R&I Roadmap on Circular Economy	Official strategy document building on a **top-down and bottom-up approach involving stakeholders with different backgrounds:** - Analysis of the main strategies and EU roadmaps on Circular Economy - Series of workshops with various stakeholders for identifying R&I priorities for the development and uptake of Circular Economy practices - Collection of inputs for sectors most relevant for Lombardy economy and with a relevant Circular Economy approach **Key lessons learned:** - Process for the definition of a complete and detailed roadmap took almost one year - Involvement of a heterogeneous group of stakeholders is crucial
PP7: SIIT S.c.p.a. Sistemi Intelligenti Integrati Tecnologie (SIIT)	
INCONET-GCC2 Info Day	Building the **bi-regional cooperation** between research and innovation actors: - Organization of two H2020 Information Days **Key lessons learned:** - It is important to search for topics of mutual interest
PP8: Pomurski tehnološki park (PTP)	
Implementation and renewal of the Slovenian Smart Specialization Strategy - S4	**Renewal of the Smart Specialization Strategy (S4)** in Slovenia: - Focus on closer, institutionalized cooperation between the state, the economy, knowledge institutions and other relevant stakeholders - Activities based on action plans (business development strategies) **Key lessons learned:** - To get the attention of policy stakeholders, "lists of wishes" from competent actors of the innovation ecosystem are helpful - Policy implementation requires a strong set of players who can provide a strong link between the economy, politics, and research - In some cases, the consensus of the wider public on certain measures can be necessary
PP9: Pannon Gazdasági Hálózat Egyesület (PBN)	
Szombathely 2030 Local Development Program	**Preparation of a local development program** called Szombathely 2030 within six months: - Local conference with large employers and policy makers for discussions and brainstorming

	- Continuous workshops (physical + online) to formulate the content of the Szombathely 2030 Program material - Several iterations of the document - all stakeholders provided contributions that have been integrated into the final policy document - Publishing of the policy program online in order to disseminate it to citizens and further stakeholders - Online workshops with citizens and questionnaire for citizens to comment on the policy - Workshop organisation with relevant stakeholders on how to implement the measures described in the strategy - Plans described in the policy are foreseen to be fulfilled by 2030 **Key lessons learned:** - Great value from assessing the goals of the key stakeholders of the region and from continuous brainstorming sessions - The involvement of a heterogeneous group of stakeholders is crucial to consider different perspectives. - Clear responsibilities, to-dos and deadlines are necessary. - Some stakeholders are more active than others. - The questionnaire sent to citizens has to be clear, not too long, and the needs of the citizens shall be considered.
PP10: Hrvatska agencija za malo gospodarstvo, inovacije i investicije (HAMAG)	
Smart Factory Hub-Improving RD and business policy conditions for transnational cooperation in the manufacturing industry Policy recommendations	Project for harm**onizing and improving the policy framework for innovation** in the manufacturing industry in 10 countries: - Regional mapping reports as the base for the overall report - Inclusion of reports for improved funding instruments **Key lessons learned:** - Involvement of local authorities, stakeholders, especially SMEs, in the strategy of planning of support instruments is important

Figure 5 Overview on "Take-aways" for the design of the Policy Implementation Framework

6. Conclusions & Next Steps

The purpose of this document has been to provide a Selection Grid for the exploitation of results/outputs to support the start of RIS3 Round Tables and the development of the Policy implementation Framework.

10 methodologies as well as 10 good practices have been collected and are available for the next steps. Many of the results have been harvested from Interreg projects and from H2020 projects or national programmes.

The analysis conducted by PIA led to the following key takeaways:

RIS3 Round Tables	Policy Implementation Framework
1) A mixture of presentation and discussion is a successful approach.	1) Heterogeneous participants are important for the buy-in of different groups.
2) Good practices and use cases support the dissemination of knowledge.	2) Iterative processes and multiple feedback rounds make sure that perspectives are included.
3) The inclusion of triple (or quadruple) helix stakeholders creates value but takes time.	3) Principles, guidelines, frameworks, clear responsibilities, to-do's and deadlines are important for bottom-up projects.
4) Breaks and possibilities for informal discussions are necessary.	4) Previous strategies need to be considered when addressing a region.
5) Continuous and repeated interaction and communication leads to improved results.	5) KPIs and continuous monitoring are an important aspect of successful strategies.
6) Providing information to participants in advance leads to better results due to preparation.	6) For the dissemination, different formats (digital and non-digital) and translation into different languages are helpful.
7) Modern methods such as World Cafés or Design Thinking increase the engagement of participants.	7) Detailed and useful roadmaps take a lot of time to be created.
8) Giving participants the opportunity to co-create the agenda or topics to be discussed leads to increased interest.	8) The involvement of groups apart from key stakeholders (e.g., broader public) can be useful for a strategy development.
9) For creative inputs and brainstorming, highly interactive formats are necessary.	

Figure 6 Key takeaways of the harvested inputs for RIS3 Round Tables and the Policy Implementation Framework

Next Steps:

Project Partners are supposed to provide feedback on this document by January 7th (EOB).

As already anticipated, this deliverable serves as an input for the other activities in WPT3 related to the organization of RIS3 Round Tables and the development of the Policy Implementation Framework.

More in detail, the results harvested and outlined in this deliverable are the basis for the elaboration of:

- D.T3.2.1 Coaching Guidance for CAMI4.0 RIS3 Round Tables in multi-lateral & transnational context

- D.T3.3.1 Cooperation Guide for a sound CAMI4.0 Policy Framework among all relevant EU programmes

Moreover, the activity A.T3.4 WPT3 Impact Controlling & Evaluation of RIS3 Round Table & Policy Framework for CE/EU is also based on the outcomes of the harvesting activities

7. Annex

7.1. Partner Contributions on RIS 3 Round Tables

7.1.1. KRAKOWSKI PARK TECHNOLOGICZNY (KPT)

Result Harvest for WPT3 – RIS3 Round Tables	
Name of the PP	KPT
What is the name of the harvested result (aka the output/activity name from the project)?	**SMART Factory at Roundtables at the ImpactCEE Summit 2018**
What is the name and programme of the harvested project (in English)?	**3DCENTRAL (INTERREG CE)** In case of other, please clarify project & programme name, in English: **KPT Scaleup**
Hyperlink to the result location (aka where more information on the strategy or workshop methodology can be found)	Projects Brief: https://www.interreg-central.eu/Content.Node/3DCentral.html including: strategies & action plans, tools, hypertree and learning tools http://scaleup.kpt.krakow.pl/

A short description of the result:

Krakow is home for over two hundred startups, modern hubs and many technological and economic events. Heard of Azimo, Brainly, sher.ly, Seedia or Airly? These great startups hail from Krakow. If an entrepreneur chooses Krakow as a home for business, he or she will benefit from well educated, and qualified young graduates from over 30 universities that are based in Krakow. There is also enormous potential of SMEs and large innovative companies operating regionally and worldwide. In the Malopolska region there are more than 360 thousands entrepreneurs including Woodward, Wawel, Astor, Comarch and many others. *Malopolska region* has been awarded the title of European *Entrepreneurial Region* (EER) of 2016. Each year in Krakow there are over 500 events organized and IMPACTCEE is one of the top events ever.

In 2018 KTP organised the final capitalisation conference of 3DCentral project in Krakow and invited the project partners for IMPACTCEE conference. The RIS Roundtable discussion, organised by KTP was part 2 days long IMPACTCEE conference focused on 5G economy & the future of IoE, Fintech, Industry 4.0., Digital state, Biotechnology and digital health, Transportation, Energy and environment, Retail and e-commerce. The presentations were organised on 4 different stages in 8 parallel sessions. IMPACTCEE is the worldwide know stage for joint discussion among national and regional administration,

innovative service companies, manufacturing companies, R&D institution, mature companies and young startups representing varied technologies of the future.

The 2 day programme consisted of inspirational pitches, workshops, seminars, onsite visits, and roundtable discussions in accordance with the targeted learning objectives from the other partner regions' on policy instruments. During this policy makers and other intermediaries had the opportunities to exchange on key topics both from a technical and an institutional perspective. Alongside the active participation in the RIS Roundtable, KTO organised a study visit to Astor company combined with the presentation of Astor Robotics Centre. Astor sp. z o.o. - is one of the leading providers of solutions in the fields of automation, robotisation, and digital transformation of production processes in Poland. They implement their solutions in a number of industries, including furniture manufacturing, automotive, FMCG, metal processing, electronics manufacturing. In 2019, ASTOR has become an ADMA (ADvanced MAnufacturing, www.adma.ec) supporting organisation and is authorised to provide advice in the process of transforming enterprises into Factories of the Future. The company has opened two showrooms, both based in Kraków: Astor Technology Park and Astor Robotics Center the second one within KTP DIH.

A short description how it worked:

KTP invited for IMPACTCEE Dr. Dominik Rohrmus, Managing Director of Labs Network Industrie 4.0 who presented LNI4.0 and his role in supporting German government toward introduction of Industry 4.0. LNI 4.04 is a non-profit and pre-competitive German association established by a strong alliance of major companies, industry associations, policymakers and researchers. LNI4.0 is a legal arm of the German Plattform Industrie 4.0. The goal of LNI4.0 is to support the pioneering work of SMEs in the area of digitalization. Dr. Rohrmus is initiating use cases and testbeds among SMEs and test-centres in the area of Industry 4.0 focusing on regional development.

The RIS Roundtable initiated open discussion on how to implement Industry 4.0 technologies in Poland among policy makers, SMEs, LE and BSO. They were discussing how to boost digital transformation of Central Europe companies & factories and how to plan new financial instruments to meet the need and expectations of companies. Basing on the best practises there were presented, in the dialogue between providers and receivers of new technologies, the participants of the workshop were looking for some general inspirations to be taken and introduced in their countries: Austria, Slovenia, Hungary, Germany and Italy. The discussion focused also on newly introduced financial instrument and role the regions and RIS play in strengthening the development of innovation and digitalization. The deep dive discussion was concentrated on analysing lessons learnt from successful implementation of smart strategies in regions as Sudtirol, Lombardia, Pomurje/Slovenia, West Hungary and Malopolska. The panel session was also addressed to defining ways how to improve efficiency of industrial machines and maintain sustainable product life cycle, as well as move from data and autonomous decisions to data-driven production. The participants discussed also the action plan that should be placed to move from vision to action towards factory of the future.

The discussions were very inspirational and useful not only to establish synergies and cooperation among varied stakeholders, but they were also strategic for policy makers who had the opportunity to understand the entrepreneur's perspective and discuss

different policy instruments activated in the regions to codesign the relevant new innovative instruments.

During Coffee Breaks there was the opportunity to have B2B meeting with accredited companies, start-ups and Business Innovations Centres and institutions offering support and dealing with SME & big companies. It resulted with developing mature and trustful connections between RIS3 stakeholders and to promote strategic cooperation based on the triple helix method and including the quadruple helix.

The deep understanding of similarities but also challenges project partners face was very supportive to prepare a joint project proposal that focus on strengthening transnational cooperation to promote RIS3 strategy. The right way to do that was to create a dedicated structure within the framework of Digital Innovation Hubs to act as one stop shop for businesses to support them in digitalization.

A short description of the key lesson learnt:

The RIS Roundtable discussion resulted with transparent comparison of existing financial instruments in regions represented by projects partners. The deep analyses of the challenges and obstacles the financial instruments generate for entrepreneurs contributed to the upgrading/modification of existing financial tools and better targeting the support.

Key lessons learnt:

- setting the open discussion platform for policy makers, research and business on CAMI topics is important
- maintaining ongoing cooperation with varied stakeholders to keep them informed, motivated and engaged on process and consultation over Regional Innovation Strategy
- supporting policy makers including regional authorities in shaping innovation strategies.

A short description of how the result can be "upgraded" for CEUP 2030 method:

The lesson learnt from RIS Roundtable discussion is that all actors: policy makers, businesses, BSO and academia have understanding of opportunities and limits as far as financial instruments are concerned. The companies are becoming more and more aware that their also have to invest their own money to stay competitive and that public money is limited. The digitalization gap will not disappear at once and still for too many companies Industry 4.0 is a vision not fact. But this gap can be and is day by day erased by Digital Innovation Hub offer with its main task to support SMEs with know-how and technical expertise, trainings on newest digital technologies that will make their factory more efficiency, with high effectiveness and product quality and tailored business plan (validated with "test before invest").

The dialogue among all actors: policy makers, businesses, BSO and academia have to be done on regular basis.

Any strong comments / views on what you'd like the RIS3 Round Tables to deliver, based on your previous experience (and how does the result you've highlighted, do this/ support towards this).

It would be very important to summarize RIS3 Roundtable discussion with a short report defining a roadmap for implementing the new financial instruments with directive and supportive recommendations on CAMI topics and new technologies development.

7.1.2. PROFACTOR GmbH (PRO)

Result Harvest for WPT3 – RIS3 Round Tables	
Name of the PP	PRO
What is the name of the harvested result (aka the output/activity name from the project)?	ERFA Round Tables UPPER Austrian 2030
What is the name and programme of the harvested project (in English)?	**OTHER (Please Clarify Below)** In case of other, please clarify project & programme name, in English: **#upperVISION2030**
Hyperlink to the result location (aka where more information on the strategy or workshop methodology can be found)	Policy Briefs: https://www.interregeurope.eu/s34growth/library/#folder=910 https://www.uppervision.at/

A short description of the result:

The ERFA rounds on H2020 topics have been taking place periodically for about 5 years. Four dates - four focal points in H2020 under the motto "Shaping the future together".

The goal is to spark interactive discussion, to exchange experiences and to learn from experts and from each other and to make the participants fit for H2020 projects.

Therefore, these exchanges were useful not only to establish synergies and cooperation among technical stakeholders, but they were also strategic for the regional policy maker. Through Business Upper Austria and its sub-organisations, such as funding advice, the results are also transported into regional policy.

The ERFA rounds will also be continued in Horizon Europe.

A short description how it worked:

The ERFA rounds take place four times a year. In the previous ERFA round, the topics for the next round are determined. The meetings always took place at the home of a volunteer from the group of participants or, since 2019, virtually. The organizer, BIZ UA, organized the speakers and the preparation.

The AGENDA were sent to the participants of the workshop in advance, so they could prepare themselves.

AGENDA of the ERFA from 20.5.2021:

Begrüßung und Vorstellung neuer Teilnehmer*innen **Welcome and introduction of new participants**

Exploitation in Horizon Europe: Einleitung

Exploitation in Horizon Europe: Introduction

- Carina Schachinger M.A., Business Upper Austria

Erfahrungsaustausch und Kurzinterviews von

Exchange of experiences and short interviews of

- Dr. Martin Bergsmann, HUECK Folien GmbH
- Ing. Michael Haas, Ochsner Wärmepumpen GmbH
- Dipl.-Ing. Gerhard Nussbaum, KI-I (Kompetenznetzwerk Informationstechnologie zur Förderung der Integration von Menschen mit Behinderungen)

Exploitation in EU-Projekten: Aufgaben, Erfolgskriterien, Beispiele (Englisch)

Exploitation in EU Projects: Tasks, Success Criteria, Examples (English)

- Francisco Rocha, Sociedade Portuguesa de Inovação

Horizon Europe: Arbeitsprogramme und erste Calls

Horizon Europe: Work programmes and first calls

- Mag. Edith Greindl, Business Upper Austria

Zusammenfassung und Ausblick

Summary and outlook

A short description of the key lesson learnt:

The advantage of the ERFA rounds is continuity. Both in the composition of the participants and in the choice of topics. Participants come and go, but at times when it is possible for new people to grow into the topic and the team. The targeted selection of guest speakers for the respective topics is very important and a key factor for success. It is also advantageous that the respective topics of the next workshop are determined together with the participants of the ERFA round. Of course, the COVID 19 situation and the virtual holding of the EFA rounds had a disadvantage. This meant that important topics could not be discussed bilaterally afterwards, making it more difficult to initiate projects and joint activities.

A short description of how the result can be "upgraded" for CEUP 2030 method:

TIN Meetings in CEUP 2030 and other workshops could learn from the ERFA Workshops: Longer intervals between meetings are important to allow for good preparation and to keep finding new topics that interest people. If the intervals between workshops are too short, the participants soon become dull and the degree of novelty and thus the results are limited.

Any strong comments / views on what you'd like the RIS3 Round Tables to deliver, based on your previous experience (and how does the result you've highlighted, do this/ support towards this).

Engage the right person representing the Region and make sure your policy maker are aware of the objective of the session and they are willing to engage in the process. Keep a certain continuity in the group of participants and invite extremely good external speakers.

Result Harvest for WPT3 – RIS3 Round Tables	
Name of the PP	**PIA**
What is the name of the harvested result (aka the output/activity name from the project)?	**AI Roundtables at the Summit Industry 4.0 2019**
What is the name and programme of the harvested project (in English)?	OTHER (Please Clarify Below) **In case of other, please clarify project & programme name, in English:** No programme connected to the harvested result
Hyperlink to the result location (aka where more information on the strategy or workshop methodology can be found)	No information online

A short description of the result:

The Summit Industry 4.0 is PIA's annual flagship event. At the Summit, PIAs stakeholders (business, science, and administration/politics) gather in order to get updates, news and information regarding Industry 4.0 and in order to network and collaborate.

At the Summit Industry 4.0 2019, the gathering of the stakeholders was used in order to facilitate roundtables discussing Artificial Intelligence (AI) and different aspects connected to that.

The goal was to spark interactive discussion, to exchange experiences and to learn from experts and from each other.

A short description how it worked:

As a first step, relevant sub-topics regarding AI were chosen to be discussed in the format:

- Predictive Maintenance
- Smart Automation
- Quality Control
- Security
- Humans and their interaction with AI

The topics were sent to the participants of the workshop in advance, so they could choose their preferences.

The workshop itself started with a keynote speech by a renown AI researcher. Afterwards different experts presented the sub-topics they have expertise in in 2-3

minutes. The experts were from different fields (research, business, administration) so that participants receive different perspectives.

Building on their preferences, the participants were assigned to the different sub-topics (and, therefore, rooms) in which the conversations took place. The assignment was done by PIA – PIA made sure, that a diverse and interested group of people gathered for every sub-topic.

In each room, the experts were responsible for starting and facilitating the conversation. The conversations took 45 minutes, after 45 minutes, the participants switched rooms. Every participant joined 3 different conversations with different people.

A short description of the key lesson learnt:

There were some topics on which participants' interest was not as high. Therefore, there were only 2 discussions on the sub-topic of security.

After the second round, not everybody changed rooms and some conversations continued, which was not stopped by PIA as continuing conversations were the goal of the format.

A short description of how the result can be "upgraded" for CEUP 2030 method:

A similar format could be chosen for the RIS3 Roundtables: aspects of the CAMI 4.0 topics can be covered by 2-3 experts for each topic. It would be important, that the experts cover the perspectives on research and business. Policymakers could be invited to attend the event and could be the target group. A discussion between them (e.g., policymakers from regional + national level) and the experts on potential policy instruments could be the goal of an event like that.

Any strong comments / views on what you'd like the RIS3 Round Tables to deliver, based on your previous experience (and how does the result you've highlighted, do this/ support towards this).

Getting actual representatives of local/regional/national public authorities needs to be the goal of the RIS3 Round Tables. They will participate when they see value in the event – value can be created through inviting credible experts and through promising a discussion from which policymakers gain knowledge and valuable information. An interactive format like the result described can help to address that.

7.1.4. Fraunhofer Gesellschaft zur Förderung der angewandten Forschung e.V. für das Fraunhofer Institut für Werkzeugmaschinen und Umformtechnik (IWU)

Result Harvest for WPT3 – RIS3 Round Tables	
Name of the PP	IWU
What is the name of the harvested result (aka the output/activity name from the project)?	**C5.2 CERIS IntoConferences** **In Cooperation with the "Smart³ Days"**
What is the name and programme of the harvested project (in English)?	S3HUBSINCE INTEREG CE) **In case of other, please clarify project & programme name, in English:** In cooperation with smart³ conference
Hyperlink to the result location (aka where more information on the strategy or workshop methodology can be found)	No information online

A short description of the result:

The Conference was hosted as the S3HubsinCE IntroConference in cooperation with the smart³ Days event. The participants learned about ongoing projects in Industry4.0 and interim results of smart³ flagship projects. It was prepared as a full day event in the city of Halle having different sections and topics. This event broadened the connections between the stakeholders in Eastern Germany and the smart³ network by increasing awareness about the ongoing activities and getting to know each other better. In the future this could help to select a project team for further actions. During one part of the Conference we could also realise a conversation session and learn about needs and challenges of our regional stakeholders which brought us closer together to align forces.

A short description how it worked:

The Conference was structured in different sections including 2 project presentation blocks with larger breaks for networking in between. The presentation belonged to the topic areas:

- Smart production
- Smart mobility, smart health and smart living

In the afternoon a one hour long workshop was dedicated especially to the S3HubsinCE project, awareness raising and gathering inputs regarding current challenges and needs of the participants. The workshop was designed in an interactive way with a 45 minute discussion to hear the individual opinions. The formal part finished with a general meeting of the smart³ members. After the presentations, there was a business dinner

with all the participants and a cultural block including a guided tour through the design department of art university Kunsthochschule Giebichenstein Halle.

A short description of the key lesson learnt:

In the smart[3] Days event, apart from the sessions about best practice projects, in previous years there were also expert sessions & workshops regarding the 4 smart materials categories specifically. Even though this is technological input again it was a success, because in this way experts for piezo ceramics for example came into contact with shape memory alloys knowledge, got informed and vice versa. The participants liked it that much that this framework was repeated the years after.

The mixture of experts talks, an accompanying poster exhibition and a separate exposition of exhibits from the project work were the formula of success especially for networking and matchmaking purposes. Especially if the RIS Roundtable should foster discussion and coming in contact, it can be a nice stimulus under the premise of possible live events. We received very positive feedback from the interdisciplinary group who valued this set-up to take down borders and differences.

A short description of how the result can be "upgraded" for CEUP 2030 method:

After some impulse presentations on CAMI4.0 projects from CE and experience with policy instruments, a discussion round in groups or a panel discussion could be set up to align perspectives from policy makers, research and industry. As dialogue is the key aspect of CEUP2030 events this could be useful to bring the triple helix perspectives closer together.

Any strong comments / views on what you'd like the RIS3 Round Tables to deliver, based on your previous experience (and how does the result you've highlighted, do this/ support towards this).

In a virtual setting attractive tools for interaction have to be found.

7.1.5. Karlsruher Institut für Technologie (KIT)

Result Harvest for WPT3 – RIS3 Round Tables	
Name of the PP	**KIT**
What is the name of the harvested result (aka the output/activity name from the project)?	**Synergy Co-creation workshops**
What is the name and programme of the harvested project (in English)?	**SYNERGY (INTERREG CE)**
Hyperlink to the result location (aka where more information on the strategy or workshop methodology can be found)	https://link.springer.com/chapter/10.1007%2F978-981-15-8131-1_28

A short description of the result:

The Synergy Projects Co-creation workshops were a series of regional as well as international workshops that were conducted with the aim of setting up the requirements for an open innovation collaboration platform as envisioned by the project Synergy.

At the workshops (regional & international), which were all kicked off with a Design thinking workshop, the Design Thinking (DT) concept was first introduced to everyone in order to familiarise them with the technique. After which the technique was used for the co-creation of the open innovation platform requirements. The initial phases of the Design Thinking process for the platform development were conducted at regional level involving various stakeholder groups (HE&R, Industry, SME, business support organisation) analysing the needs of the different stakeholder groups, defining the existing issues and hurdles associated with stakeholders' professional backgrounds and general challenges of the technical fields to be addressed by the platform. This collected input was used to define the relevant personas to be used for the next stages of the design thinking process conducted as part of an international workshop to delineate the platform requirements and create mock-ups and potential solutions for the personas identified.

The workshop participants were comprised of the project partners plus additional selected representatives from the project partner regions covering the identified project stakeholder groups SMEs, University, research organisations, business support organisations, Large Enterprise.

The goal was to bring together a critical mass of stakeholders to jointly develop requirements for the Synergy Crowd innovation platform, to exchange experiences and to learn from experts and from one another.

A short description how it worked:

The workshop series for the conceptualisation phase of the open innovation platform and to collect relevant stakeholder input was designed to follow the 6 stages of a design thinking process and to employ crowd sourcing approaches to collect stakeholder input.

The workshops were designed to cover the first 3 steps of the DT (understand, observe, synthesize) process on a regional level with the last 3 steps (ideate, prototype, test) being covered in an international event bringing together stakeholders from all partner regions in one event.

A general workshop concept was developed for the regional and international events which the partners utilised for their planning and adjusted it to the needs of their stakeholders. First an introduction into Design Thinking and Crowd sourcing was provided to the participants complemented by expert tasks and practical examples of employing such approach in reality followed by an interactive session in which the participants were guided through the process employing the presented techniques of these agile techniques to provide feedback and discuss with the participants.

All events were also accompanied by expert presentations on the topic of crowd sourcing and crowd innovation in order to inspire feedback and discussion. Building on these events, the requirements for the final Synergy crowd innovation platform were arrived at, which encompassed feedback from all regions within the Synergy Partnership.

A short description of the key lesson learnt:

A key lesson learnt is that an interactive format is absolutely necessary in order to spark creative discussions and for ideas. It was also seen that participants appreciated being introduced to a new creative method, such as design thinking, which translated into higher general enthusiasm for the event, organisers and for providing input.

A short description of how the result can be "upgraded" for CEUP 2030 method:

An interactive format could be chosen where participants would be able to co-create and develop new ideas, perhaps in small groups. Since not everyone always immediately has new ideas. The event could also make some times for expert presentations and discussions between policy makers and technical experts may be fostered. New creative methods are always appreciated by participants along with being able to share expertise and direct questioning of their issues, and networking with other people they might not know.

Any strong comments / views on what you'd like the RIS3 Round Tables to deliver, based on your previous experience (and how does the result you've highlighted, do this/ support towards this).

It is always difficult to get policy makers involved in active participation and discussion. For this purpose, the value of the event needs to be clear and advertised. Perhaps suggestions can be to include technical experts also from academia, industry, as well as perhaps thought experts, entrepreneurs, or policy making stakeholders from other regions.

Result Harvest for WPT3 – RIS3 Round Tables	
Name of the PP	**AFIL**
What is the name of the harvested result (aka the output/activity name from the project)?	**OSDD interregional policy learning**
What is the name and programme of the harvested project (in English)?	**OTHER (Please Clarify Below)** In case of other, please clarify project & programme name, in English: **S34GROWTH**
Hyperlink to the result location (aka where more information on the strategy or workshop methodology can be found)	Policy Briefs: https://www.interregeurope.eu/s34growth/library/#folder=910

A short description of the result:

OSDD – On site deep dive were visits organised in the framework of S34Growth partner regions, where each partner took the host role once and prepared a 2-3 day programme of learning (e.g.workshops, seminars, onsite visits, roundtable discussions) in accordance with the targeted learning objectives from the other partner regions' policy instruments. During these visits policy makers and other intermediaries had the opportunities to exchange on key topics both from a technical and an institutional perspective.

Therefore, these exchanges were useful not only to establish synergies and cooperation among technical stakeholders, but they were also strategic for policy maker who had the possibility to present and discuss different policy instruments activated in the regions and discuss on the design of new innovative instruments.

A short description how it worked:

During the 2-3 day visits, a considerable part of the programme was dedicated to policy learning session and co-creative sessions. Indeed, while offering an overview of the S3strategy of the hosting region and presenting a portfolio of policy instrument available, stakeholders were invited to attend a co-creation session were the design of new interregional or regional instruments were discussed in an open and creative way, starting from the need highlighted by the different innovation ecosystem of the participating regions. In the case of S34Growth project, the background of the discussions was the objective to boost the implementation and execution of Vanguard Pilot Plants, facilitated by interregional investment or regional instruments allowing interregional cooperation.

A short description of the key lesson learnt:

After each visit, a policy brief was elaborated to summarise the funding scheme available in the different regions as well as highlighting opportunities and barriers of inter-regional cooperation deriving from the extension to other regions of the instruments/tools/practices presented. Although many fruitful discussions were made, we faced many difficulties connected to regulations and bureaucracy in the practical implementation of interregional instruments. Anyway, these exchanges were very inspirational for policy makers who were looking for improving the existing instrument or even enlarge the policy portfolio.

A short description of how the result can be "upgraded" for CEUP 2030 method:

This approach can be similarly used for RIS3 Round Tables focusing in particular on instruments facilitating cooperation in CE area and targeted to CAMI4.0 topics.

A specific session can be run having in mind the needs of some of the use-cases identified and implemented.

Any strong comments / views on what you'd like the RIS3 Round Tables to deliver, based on your previous experience (and how does the result you've highlighted, do this/ support towards this).

Engage the right person representing the Region and make sure your policy maker are aware of the objective of the session and they are willing to engage in the process.

7.1.7. SIIT S.c.p.a. Sistemi Intelligenti Integrati Tecnologie (SIIT)

Result Harvest for WPT3 – RIS3 Round Tables	
Name of the PP	SIIT
What is the name of the harvested result (aka the output/activity name from the project)?	**Digital technologies for improved performance in cognitive process industries: Four innovative approaches to this SPIRE PPP topic**
What is the name and programme of the harvested project (in English)?	**OTHER (Please Clarify Below)** In case of other, please clarify project & programme name, in English: **H2020 SPIRE**
Hyperlink to the result location (aka where more information on the strategy or workshop methodology can be found)	Link

A short description of the result:

The European Process Industry represents the economic roots of the European economy, bringing economic and social value by transforming raw materials into intermediate and end-user products. Our society needs them to address the current challenges in housing, transport, energy etc.

Having a high dependence on resources (energy, raw materials and water) and striving for long-term sustainability, the Process Industry has a clear and urgent need to improve efficiency and competitiveness.

The COGNIPLANT consortium, together with INEVITABLE, HyperCOG and COGNITWIN projects, held a workshop on the 16th of December 2020 to discuss general aims of the SPIRE call and common strategies among the projects.

A short description how it worked:

These projects aim to develop new technologies to implement cognitive production plants, with improved efficiency and sustainability, exploiting smart and networked sensor technologies, intelligent handling, and online evaluation of various forms of data streams as well as new methods for self-organizing processes and process chains. Each project was presented shortly, and the session was concluded with a round table.

The webinar provided the audience with a unique view of the latest developments in this field as well as introduce them to the people developing this vital technology. Frequent polls were launched during the webinar, keeping the public involved. A questionnaire about the satisfaction level was shared at the end of the webinar

A short description of the key lesson learnt:

This collaboration provided a double benefit by allowing projects to fine tune their strategies and improve their competitiveness. The plan is to have these kind of events annualy

A short description of how the result can be "upgraded" for CEUP 2030 method:

The involvement of different "voices" from different projects is always beneficiary.

Any strong comments / views on what you'd like the RIS3 Round Tables to deliver, based on your previous experience (and how does the result you've highlighted, do this/ support towards this).

Strong involvement from the audience, interactive round-tables, different perspectives.

Result Harvest for WPT3 – RIS3 Round Tables	
Name of the PP	PTP
What is the name of the harvested result (aka the output/activity name from the project)?	**Policy learning dialogue in project Danube2.0/Business breakfast**
What is the name and programme of the harvested project (in English)?	**OTHER (Please Clarify Below)** In case of other, please clarify project & programme name, in English: **DanubeChance2.0 / Interreg Danube**
Hyperlink to the result location (aka where more information on the strategy or workshop methodology can be found)	http://www.interreg-danube.eu/uploads/media/approved_project_public/0001/38/05e429d0e09fa63d0b555c3cb0680fba2b951ef6.pdf

A short description of the result:

Although we will use the interesting experience from the event in Cluj, where a round table was organized according to the World Cafe method, we would like to state, that before that there was a series of regional workshops called Business breakfast and which are part of International event in Cluj. Both are part of the workshop Policy learning dialogue. Referring to the World café, it is a method that makes use of an informal cafe setting for participants to explore an issue by discussing it in small table groups. Discussion is held in multiple rounds of 20-30 minutes, with the cafe ambiance intended to allow for more relaxed and open conversations to take place.

A short description how it worked:

As part of the Danube2.0 project, an event was prepared that "revolved" around a round tables. After the initial opening of the event, there were thematic presentations. After the presentation, two workshop sessions based on the World Cafe method took place. Participants were divided into groups. In the first part, they debated thematic examples of good practice. Each round table had two moderators and questions to be respond. A thematic poster was created on each table

In second session in same methods, debates regarding Policy practices were organized. Six rounds of debates were organized, each round having assign 20 minutes. The main objective of the debate is to find out as much information as possible regarding the debated policy practice.

- The discussions were focused on the following topics:

- Table 1: Second Chance in Murcia, Spain. Discussions were concentrated in the area of: How to identify re-starters? Who are the mediators of these programs and How failure in society can be prevented?

Table 2: Revitalization after failure. Debates were focused around the following directions: How to increase managerial skills in family business? How to solve generational conflict? Reasons for mismanagement and How to finance revitalization after failure?

Table 3: Early Warning in Greece. The discussions were related to: Differences of mentality and principles between EAW in Greece. DanubeChance2.0 project has been co-financed by the INTERREG DANUBE Programme, the European Regional Development Fund (ERDF), Instrument for Pre-Accession Assistance II (IPA II), the European Neighborhood Instrument (ENI) and other countries where the programme was implemented, The profile of the second-chance entrepreneur and The phases needed to be passed.

Table 4: What happens after we fail? Debates regarding types of fears were started. Also the area of motivation and losing it was reached.

Table 5: Early Warning Europe. Discussions were related to subjects like: Self-assessment tool, Prediction based on official data and Dedicated campaign on Social Media.

Table 6: Early Warning Europe in Italy. Debates concerned the area of Ways of involving municipality, Determining a good team of mentors and ways of motivating them and Ways of identifying companies in trouble. The conclusions for each table were posted in an A1 paper, as it can be observed above.

A short description of the key lesson learnt:

Drawing on seven integrated design principles, the World Café methodology is a simple, effective, and flexible format for hosting large group dialogue. Each element of the method has a specific purpose and corresponds to one or more of the design principles.

World Café can be modified to meet a wide variety of needs. Specifics of context, numbers, purpose, location, and other circumstances are factored into each event's unique invitation, design, and question choice.

1) Setting: The ambient should create a "special" environment, most often modelled after a café, i.e. small round tables covered with a check red or white linen tablecloth, butcher block paper, coloured pens, a vase of flowers, and optional "talking stick" item. There should be four chairs at each table (optimally) – and no more than five.

2) Welcome and Introduction: The host begins with a warm welcome and an introduction to the World Café process, setting the context, sharing the Cafe Etiquette, and putting participants at ease.

3) Small-Group Rounds: The process begins with the first of three or more twenty-minute rounds of conversation for small groups of four (five maximum) people seated

around a table. At the end of the twenty minutes, each member of the group moves to a different new table. They may or may not choose to leave one person as the "table host" for the next round, who welcomes the next group and briefly fills them in on what happened in the previous round.

4) Questions: each round is prefaced with a question specially crafted for the specific context and desired purpose of the World Café. The same questions can be used for more than one round, or they may build upon each other to focus the conversation or guide its direction.

5) Harvest: After the small groups (and/or in between rounds, as needed), individuals are invited to share insights or other results from their conversations with the rest of the large group. These results are reflected visually in a variety of ways, most often using graphic recording in the front of the room.

A short description of how the result can be "upgraded" for CEUP 2030 method:

Since Industry 4.0 is a broad concept, it would make sense to consider this method due to time constraints. We certainly have people in the project consortium that would be suitable for moderating smaller groups. Next, Covid-19 situation forces users to use online tools, where functionalities are assured through simultaneous use of 2 or more tools (e.g. zoom for communication and at the same time miro work operational work in groups or interactive collection of information via Slido), however the "café" format can be achieved by functionality however physical ambient (unfortunately) not.

Any strong comments / views on what you'd like the RIS3 Round Tables to deliver, based on your previous experience (and how does the result you've highlighted, do this/ support towards this).

We expect such event could provide open exchange of opinion (upon preparation of all participants, animated on debate topics, however methodology of work shall be revealed on event/occasion, not before – issue can be ignorance of the tool to be used and bit of warm-up while learning/remembering how to use the tool – Slido or Miro), to get common nominative of understanding the vocabulary, to be able to communicate easily (less misunderstanding), where concrete use cases are "marketing tool" for TINs to be heard and understood, so policy stakeholders could learn about benefits in joining such round tables and tools (Tech Radar) in future (active participants), so latest good practices can be applied in all regions at the same time, providing same RIS3 supporting documents for transnational cooperation (R&D, for SMEs or for intermediate organizations). Next, we would like to see if any of proposed tools, trends are still possible to be integrated into national strategic planning (if not done so far) – kind of last minute entries upon good argument practices/instruments from other regions. Common agreement on exchange of information on regular base

(in form of Working Groups or Forums would be welcomed), not only on special, occasional events.

7.1.9. Pannon Gazdasági Hálózat Egyesület (PBN)

Result Harvest for WPT3 – RIS3 Round Tables	
Name of the PP	PBN
What is the name of the harvested result (aka the output/activity name from the project)?	**DIH Raising awareness workshop (roundtable) towards regional policy stakeholders and university players**
What is the name and programme of the harvested project (in English)?	**S3HUBSINCE INTEREG CE)** In case of other, please clarify project & programme name, in English:
Hyperlink to the result location (aka where more information on the strategy or workshop methodology can be found)	Based on the availability of the participants, PBN decided to split the DIH workshop into two events, but the topic was the same on both occasions: Both two occasions were held in PBN's DIH's (am-LAB) location: HU-9700 Szombathely Zanati street 32-36 1st round: 17th June 2020 2nd round: 9th July 2020

A short description of the result:

During to the workshop, participants could be informed and extend their knowledge about the:
- o DIHs in general, their concept and roles currently and in the upcoming programming period
- o R&D challenges on European level
- o Objectives of the European Commission
- o Main tools of EU Commission to reach these objectives
- o Focus Areas of Horizon Europe
- o Focus Areas of Digital Europe
- o Main concepts (DIH; digitization; Artificial Intelligence; Machine Learning; Internet of things; Industrial Internet of things; Data Science; Augmented Reality; Virtual Reality
- o Ongoing co-operations with EU stakeholders

Due to the information about DIHs, the main technical concepts, as well as the co-operations with EU stakeholders, participants have a comprehensive picture about these topics, which they could communicate and disseminate with other stakeholders (e.g: national level; SMEs; citizens..)

The discussion between PBN representative and the participants was really fruitful, and they expressed their appreciation about the current work of PBN and its DIH, am-LAB.

Besides, they are open to cooperate in the future and they are advocating such workshops like this one in order to further expand their knowledge.

A short description how it worked:

The aim of the workshop focused on awareness raising towards policy makers and university actors about the DIHs in general and informing them about the roles of DIHs in the 2021-27 programming period as well as emphasizing the significance of DIHs in this period. We invited high-level representatives from the policy maker group (namely the Mayor of Szombathely- as local public authority- as well as the Vice President of Vas County Authority- as regional public authority- took part in the round table discussion together with other policy maker representatives).

In the beginning of the meeting, the managing director of PBN shortly presented the activities/ digitization related projects of our association, including the results of our DIH, called am-LAB. Following the introductory part, the complex regional development program was presented in two parts by PBN. In this presentation we highlighted the following topics, mentioned above.

Following PBN's comprehensive presentation, the attendees had the opportunity to share their ideas, suggestions, feedbacks in connection with the topics mentioned above. The participants were discussing and agreed that within a half year (by the Q1 of 2021) with the support of PBN, a city (Szombathely) level strategy was going to be prepared where digitization enhancement in the region was going to play a significant role.

A short description of the key lesson learnt:

It turned out- and the attendees undoubtedly expressed- that the presentation about the topics mentioned above, was really valuable for them, since they could gain new knowledge in this field, which might be utilised both on local and regional level. PBN and the attendees also agreed that such workshops/roundtable should be facilitated regularly (approx 1 such meeting per every quarter year) when the achievements can be presented and discussed. The cooperation between PBN (am-LAB) and policy/university/SME stakeholders will be permanent in the future, and they share the relevant updates with each other on a short time basis. The attendees also agreed that in the future representatives from other groups (SME, Large Enterprise, BSO..) might be also invited to these events, in order they can express their current status and envisaged plans in their areas in connection with digitization.

A short description of how the result can be "upgraded" for CEUP 2030 method:

This approach can be similarly used for RIS3 Round Tables targeted to CAMI4.0 topics and use-cases. To the roundtables wider number of stakeholders from different organisation types can be invited.

Any strong comments / views on what you'd like the RIS3 Round Tables to deliver, based on your previous experience (and how does the result you've highlighted, do this/ support towards this).

Invite the right persons from different organisation types who are representing the region in the best way and make sure your policy makers are aware of the objective of the session and they are willing to engage in the process.

Result Harvest for WPT3 – RIS3 Round Tables	
Name of the PP	HAMAG
What is the name of the harvested result (aka the output/activity name from the project)?	**Coaching of HUBS members in Business skills**
What is the name and programme of the harvested project (in English)?	**ODEON, Interreg MED**
Hyperlink to the result location (aka where more information on the strategy or workshop methodology can be found)	https://odeon.interreg-med.eu/

A short description of the result:

The Data HUBs should provide training activities addressed to the quadruple helix: SMEs and economic operators are invited to technical seminars to learn about the ODEON Platform, the Data Economy and the business opportunities from the OD/LOD. Intermediary organizations and Sectoral Agencies dealing with Data Economy and/or the strategic MED sectors are participating in seminars to share knowledge, best practices and learn how to strengthen the eco-system of innovation for the Data Economy; through thematic workshop Policymakers are learning about the Data Economy, the e-government practices, the quality protocols. Training addressed to HUBs' members are increasing their skills in innovation management, finance, and marketing. Within the training Round tables were organized where stakeholders, representatives of SMEs, public institutions, companies, research institutions discussed topics relevant for targeted learning objectives.

A short description how it worked:

HAMAG-BICRO has organized Open Data Day which covered one thematic workshop. The objective was to have a discussion with the present shareholders.

This big event covered many areas of open data usage, social, economic, political, business, etc. There were present intermediaries, policy actors, and innovation stakeholders and business coaches. Discussions were long and fruitful. All the participants got new knowledge about open data and its potentials.

The Round table initiated open discussion on how to use open data. The different experiences and potential obstacles of the use of open data were exchanged among representatives of the stakeholders' present. The feedback was very good because more ways of usage open data were presented (both private and public institutions).

All stakeholders that are important for the project were invited, representatives of SMEs, public institutions, companies, research institutions, intermediaries, and NGO-s.

A short description of the key lesson learnt:

The aim of the seminar was to transfer knowledge and technologies on the Data Economy, and also to introduce the opportunities from the use/re-use of OD/LOD.

The different experiences and potential obstacles to the use of open data were exchanged among representatives of the stakeholders present. The feedback was very good because we have presented more ways of using open data (both private and public institutions).

Increased use of open data requires stronger cooperation between government and private companies and their exchange of experience. More needs to be listened to and cooperation between all stakeholders in the country should be encouraged.

A short description of how the result can be "upgraded" for CEUP 2030 method:

Roundtables are good places to gather participants with different backgrounds to exchange their opinions and views. When each participant has a fair chance to contribute, it increases the chance that all-important points will be covered and take into consideration. This is especially important for entrepreneurs, as this way their voice is being heard.

This approach can be used for the RIS3 Roundtables that are focusing on the instruments targeted CAMI 4.0 topics.

Any strong comments / views on what you'd like the RIS3 Round Tables to deliver, based on your previous experience (and how does the result you've highlighted, do this/ support towards this).

Gathering representatives that are important for the topic from the triple helix is essential.

7.2.1. KRAKOWSKI PARK TECHNOLOGICZNY (KPT)

Result Harvest for WPT3 – Policy Implementation Framework	
Name of the PP	KPT
What is the name of the harvested result (aka the output/activity name from the project)?	**Process of preparation and consultation of Air Quality Plan for the Malopolska Region**
What is the name and programme of the harvested project (in English)?	**SISCODE (H2020)** In case of other, please clarify project & programme name, in English:
Hyperlink to the result location (aka where more information on the strategy or workshop methodology can be found)	

A short description of the result:

In frame of the SISCODE project KPT, in cooperation with the regional authority (Marshal office of the Małopolska Region), conducted the process of of an open and transparent preparation and development of the Air Quality Programme for the Małopolska Region. Air Quality Plan is a strategic legislative document for the region. It is an act of law in force until 2023 that contains the descriptions of long-term remedial activities in order to improve the quality of air in the region.

A very important aspect within it was to understand the needs and expectations of the stakeholders, and involve them into the creation of the best solutions for the improvement of quality of life. The journey from concept to the creation of a solution lasted for 18 months, and included intensive work with representatives of local authorities and the consumers of the solution.

A short description how it worked:

To ensure the widest possible insight into the residents' opinions on air quality issues, the KPT planned and conducted a series of four co-creation workshops organised in the living lab methodology. an open forum of dialogue for the people interested and involved in the improvement of air quality in Małopolska. The goal of the workshop was to analyse together the factors and issues that cause poor air quality in the region, and to work out suggestions for solutions that should be introduced sooner or later to improve the status quo. The workshops turned out project fiches that are a significant contribution to the consultation process for updating the Air Quality Plan.

The co-creation workshops with participation of the residents of Małopolska initiated an open process of dialogue and exchange of positions and experiences between representatives of various social and professional groups. Thanks to the application of

the design thinking method in the process of co-creating the innovative tools and instruments for combating smog, a creative approach to problem solving and creation of new innovative solutions and projects was implemented. Such an approach allows to consider further even those ideas that are hardly rational and feasible, and yet bear a high potential of creativity. Participants in the process actively created innovative and unorthodox solutions, and, by talking and listening to one another, were able to expand the spectrum of understanding of the context of the problem, gaining a fresh insight into specific circumstances, and also to redefine the problem to propose new solutions. These solutions were subjected neither to expert assessment nor voting, and although the ideas were taken down and presented during the wrap-up session, and accounted for in the detailed report that covers general and specific recommendations for the new programme being developed for the Marshal's Office of the Małopolska Region.

A short description of the key lesson learnt:

The journey of co-creation proved that grassroots initiatives only make sense if properly managed, and following appropriate principles, guidelines, and frameworks. To succeed, it is important to have a good objective, and then co-creative work and appropriately planned processes help to attain it.

The important aspects that, from the start, have accompanied cooperation of the KPT with public administration have been trust, transparency, and openness to new ideas. It is thanks to such a form of cooperation that both the Air Quality Plan for Małopolska Region and the innovative platform for monitoring industrial pollution have become highly successful, and now may be helpful in the years to come.

Work among so many groups proved that each of them also has its internal interests, for example there are often disagreements between administration and business. Similarly, the perspective of looking at the environmental issues among the residents of major cities differs from that of people living in small villages. The case is similar with external factors including financing, human resources, and acts of law that have not always been helpful for the development and progress of work. However, even these obstacles have been a precious experience, as they made it possible to understand and see what elements can be improved, and what can be still tweaked on the path to clean air in the region and in Poland.

An extremely important result of the work was making it possible for the representatives of administration to become familiar with the needs and to listen to the requests of various social groups, which for a variety of reasons they can hardly do in their daily work. Bringing these two groups closer together also inspired such solutions in the future, and encouraged somewhat deeper civil consultations while creating regional policies.

A short description of how the result can be "upgraded" for CEUP 2030 method:

An extremely important result of the work was making it possible for the representatives of administration to become familiar with the needs and to listen to

the requests of various social groups, which for a variety of reasons they can hardly do in their daily work. Bringing these two groups closer together also inspired such solutions in the future, and encouraged somewhat deeper civil consultations while creating regional policies.

Any strong comments / views on what you'd like the Policy Implementation Framework to deliver, based on your previous experience (and how does the result you've highlighted, do this/ support towards this).

7.2.2. PROFACTOR GmbH (PRO)

Result Harvest for WPT3 – Policy Implementation Framework	
Name of the PP	PRO
What is the name of the harvested result (aka the output/activity name from the project)?	**Upper Austria's #upperVISION2030 business and research strategy**
What is the name and programme of the harvested project (in English)?	**OTHER (Please Clarify Below)** In case of other, please clarify project & programme name, in English: **Not connected to a specific programme**
Hyperlink to the result location (aka where more information on the strategy or workshop methodology can be found)	https://www.uppervision.at/# https://www.uppervision.at/en/the-strategic-framework

A short description of the result:

The result of the upervision2030 is a strategy document for the region Upper Austria till 2030. In order to stand out in the face of global competition and make Upper Austria future-proof over the long term, it is necessary to project a uniform image of the future that can be flexibly adapted to new trends and developments. Our business and research strategy #upperVISION2030 opens a new chapter for Upper Austria as we veer away from a rigid programme towards a strategy that develops year on year. The new strategy process allows us to act more flexibly. The framework it defines also offers the long-term orientation necessary.

A short description how it worked:

The strategic framework at a glance was defined in a structured process including all relevant stakeholders and also external experts from outside. The combination of an external, expert-driven strategy development integrated into the Upper Austrian business and research landscape represented by location partners - the employees chamber (AKOÖ), Business Upper Austria, technical universities (FH OÖ), industry chamber (IV OÖ), JKU university in Linz, Upper Austrian Research and the chamber of commerce (WKOÖ) - made it possible to look beyond the borders of Upper Austria.

Four key fields of the strategy were defined, will be implemented and the process and even the progress will be monitored.

Fit for Digital Age

The economic and social benefits of the digital transformation have been successfully implemented in business and industry - our main focus is on people. By 2030 Upper Austria will be a dynamic and cosmopolitan model region for digital humanism - an era that is now emerging as a result of the cooperation between all political, economic and scientific forces.

Fit for Sustainable Solutions

In 2030 Upper Austria will be perceived as an industrial region that acts sustainably and that people want to live in. The responsible use and reuse of resources is an essential element here. Upper Austrian businesses and industries are an essential part of the solution to future challenges and can therefore continue to maintain their position among the top players on a global playing field.

Fit for Human-Centered Technology

Artificial intelligence and robotics will be implemented in all areas of life in 2030 wherever they are needed. The underlying technologies have been made comprehensible to the general public leading to a high level of acceptance in daily use.

Fit for New Mobility

Upper Austria has successfully mastered the structural change in the mobility sector in 2030. Thanks to their expertise, Upper Austrian companies continue to be sought-after partners internationally and successful providers of mobility solutions and components.

A short description of the key lesson learnt:

For a strategy for a region, it is important that it builds on an existing strategy and that the creation of the strategy takes place in a structured process with all relevant stakeholders. This was the case with UpperVision. It is also important that, as with the UpperVision strategy, continuous monitoring is carried out and the goals are measured again and again in a comparable way with KPIs.

Strategic control of the programme is carried out during an annual review. To this end, the implementation and impact of the measures are evaluated on the basis of each objective in each field of action using defined indicators. The key figures obtained provide information about development in each field of action and show if controlling interventions are needed in milestone planning.

A short description of how the result can be "upgraded" for CEUP 2030 method:

The UpperVision strategy can be used as a best practice example for CEUP. It is important that a certain continuity is achieved and that a sustainable strategy for the time after CEUP2030 is created in time.

Any strong comments / views on what you'd like the Policy Implementation Framework to deliver, based on your previous experience (and how does the result you've highlighted, do this/ support towards this).

Engage the right stakeholders from the different target group to make sure all the perspective are considered.

Focus on topics which are strategic for the development of the region.

Don't forget the monitoring process which must be continuous during the period of the strategy and helps to adapt the strategy.

7.2.3. Verein Industrie 4.0 Österreich (PIA)

Result Harvest for WPT3 – Policy Implementation Framework	
Name of the PP	PIA
What is the name of the harvested result (aka the output/activity name from the project)?	**Industrie 4.0 F&E Roadmap**
What is the name and programme of the harvested project (in English)?	**OTHER (Please Clarify Below)** In case of other, please clarify project & programme name, in English: **No programme connected to the harvested result**
Hyperlink to the result location (aka where more information on the strategy or workshop methodology can be found)	**Link**

A short description of the result:

The F&E Roadmap is a document created by the members and stakeholders of PIA in order to have a common basis for strategy and policy instruments regarding Industry 4.0.

The document was created in a collaborative process involving stakeholders from different backgrounds (research, business, administration/politics + employers and employees) and finished in 2018. It has been used by different stakeholders and by policymakers since as a base for their decisions/activities.

A short description how it worked:

The goal of creating a reference document in the area of R&D and Industry 4.0 was communicated to PIAs members. In a first workshop with members and stakeholders, a brainstorming was organized. Through interactive discussion, eight important areas of action were defined – and refined in 2-3 iterations. For this, discussion in small groups and a prioritization process with sticky notes was implemented.

After the decision on the eight focus areas, a call to actions to PIAs members & stakeholders was launched in order to find volunteers for drafting and creating the content of the focus areas. The volunteers were experts in the field and were supported by PIA in the writing process. In a separate workshop, the expert's drafts were enriched and validated, again with the involvement of PIAs partners and stakeholders.

After the focus areas of the document were created and described, two workshops were organized in order to come up with policy recommendations building on those focus areas. The first workshop served as a brainstorming, in which PIAs partners and stakeholders came up with ideas regarding policy instruments. After the first workshop, PIA added details and data to those ideas and expanded them. In the second workshop,

the refined ideas were discussed and validated with policymakers and stakeholders in the political realm (e.g., funding organizations...) in order to create the final document.

A short description of the key lesson learnt:

A process for proper recommendations takes time.

While stakeholder involvement is crucial, it is important to frame the workshops in the right way in order to avoid discussing certain topics with people who do not have expertise in the areas that are being discussed.

A short description of how the result can be "upgraded" for CEUP 2030 method:

A similar process could be used in CEUP 2030 to create the PIF: Different workshops with different stakeholders and volunteers drafting documents could be a way of approaching the CAMI 4.0 topics and the PIF.

Any strong comments / views on what you'd like the Policy Implementation Framework to deliver, based on your previous experience (and how does the result you've highlighted, do this/ support towards this).

A clear process with a clear goal is necessary in order to get people on board and engaged regarding the work that needs to be done.

7.2.4. Fraunhofer Gesellschaft zur Förderung der angewandten Forschung e.V. für das Fraunhofer Institut für Werkzeugmaschinen und Umformtechnik (IWU)

Result Harvest for WPT3 – Policy Implementation Framework	
Name of the PP	IWU
What is the name of the harvested result (aka the output/activity name from the project)?	smart³ Roadmap
What is the name and programme of the harvested project (in English)?	OTHER (Please Clarify Below) In case of other, please clarify project & programme name, in English: **BMBF funded smart³ Network**
Hyperlink to the result location (aka where more information on the strategy or workshop methodology can be found)	No available

A short description of the result:

It is a strategic document for the smart³ initiative, which is oriented at the innovation strategy of the Free State Saxony and Germany. The document set the strategic plan for the implementation phase of the smart³ network, associated smart material project work and emphasised 3 pillars of activities (related to technology, interdisciplinarity & networking and visibility & acceptance). The first chapter also focusses on the 4 smart³ topic areas of smart production, living, mobility and health. The roadmap was designed together with the project team and stakeholders from the network in close collaboration.

A short description how it worked:

The roadmap was created within a funded strategy project including 10 stakeholders from different backgrounds and scientific disciplines. There were several work meetings and also further workshops including even more stakeholders. The working group of 10 was not only interdisciplinary but during the set-up it was also paid attention to the fact that there should be at least one partner from each of the smart material classes involved.

A short description of the key lesson learnt:

Roadmaps are very useful to have a shared model of what to pursue in the near and far future, even though there can be modifications in reality. They are the key guidelines for all involved parties and were very useful to align the smart³ research projects yet to come.

A short description of how the result can be "upgraded" for CEUP 2030 method:

In a similar way the CEUP2030 partnership could prepare a workshop and a stakeholder pool to develop a strategic document in a similar way.

Any strong comments / views on what you'd like the Policy Implementation Framework to deliver, based on your previous experience (and how does the result you've highlighted, do this/ support towards this).

It has to be communicated what will be the strategic aim of this document and set up a proper workshop format in a digital way.

7.2.5. Karlsruher Institut für Technologie (KIT)

Result Harvest for WPT3 – Policy Implementation Framework	
Name of the PP	**KIT**
What is the name of the harvested result (aka the output/activity name from the project)?	**Synergy Regional Crowd Innovation Strategy**
What is the name and programme of the harvested project (in English)?	**SYNERGY (INTERREG CE)**
Hyperlink to the result location (aka where more information on the strategy or workshop methodology can be found)	https://www.interreg-central.eu/Content.Node/outputs/SYNERGY-Regional-Crowd-Innovation-Strategy-Infographics-EN.pdf

A short description of the result:

The Synergy Regional crowd innovation strategy is a document that was created and approved by the members and stakeholders of the Synergy project in order to set up and finalise the crowd innovation strategy developed within the Synergy Project.

The strategy was created in a collaborative process throughout the Synergy project from representatives from different regions and with different backgrounds (research, business, administration/politics, as well as entrepreneurs and industrial leaders). The Crowd Innovation Strategy is then intended as a dynamic tool able to support regional actors to implement Open Innovation across Europe. It was presented to regional stakeholders, including policy makers. Material was created for disseminations in different formats, like posters, pdf etc, depending on the needs for communication that was distributed through the communication channels.

A short description how it worked:

The crowd innovation strategy forms one of the important outputs from the Synergy Project. It integrates the preliminary version of the brainstormed strategy with goals, measures, Key performance indicators etc to become the final Synergy crowd innovation strategy.

The Crowd innovation strategy presents measures and these measures are therefore the response to the goals - strategic aims - that regional authorities and actors should achieve to implement crowd innovation successfully at the local level. To monitor the achievements of these goals, some performance indicators (KPIs) had been identified. They will demonstrate whether or not and in which measure the foreseen actions are implemented at the local level and how far is a local administration in reaching its Open Innovation goals.

To facilitate the uptake of the strategy, the SYNERGY Consortium conducted some training sessions, specifically addressed to regional public authorities, public organizations and Synergic Networks, which were delivered during the Regional Trainings

on the Crowd Innovation Strategy in October 2020. Also, the strategy and related info materials was created in English as a blueprint and translated into the partner countries' languages (German, Italian, Polish, Slovenian, Croatian) to simplify access an increase usability of the material generated by the different stakeholder groups.

A short description of the key lesson learnt:

The SYNERGY project's main goal was enhancing innovativeness in European regions by strengthening linkages and beyond border cooperation among the actors - SMEs, business, industry, research & educational organization and public bodies - primarily involved in supporting Europe's growth, competitiveness, employment, and innovation capability. To this end, the consortium identified goals that needed to be pursued at the local level.

In order to support the local level achievement of these goals, measures were also provided that helped in completion of the goals. This will allow anyone facing problems to look back at the strategy document and sort out any issues. The provision of KPIS was also important as it allows easier verification of adhering to the wanted goals.

A short description of how the result can be "upgraded" for CEUP 2030 method:

Any kind of good promotional material is key, and the information needs to be targeted and tailored towards the stakeholder group that is being addressed. Depending on the stakeholder group, the provided information should be easily accessible and digestible. All information needs to be targeted, focussed and for better access and acceptances translated into the languages of the addressed countries besides having a master document in English.

Any strong comments / views on what you'd like the Policy Implementation Framework to deliver, based on your previous experience (and how does the result you've highlighted, do this/ support towards this).

A properly structured process needs to be laid out where clear goals need to be setup and measures need to be presented as well in order to achieve and not stray away from the goals. KPIS also always help keep people on track.

7.2.6. Associazione Fabbrica Intelligente Lombardia (AFIL)

Result Harvest for WPT3 – Policy Implementation Framework	
Name of the PP	AFIL
What is the name of the harvested result (aka the output/activity name from the project)?	**Lombardy R&I Roadmap on Circular Economy**
What is the name and programme of the harvested project (in English)?	**OTHER (Please Clarify Below)** In case of other, please clarify project & programme name, in English: **Not connected to a specific programme**
Hyperlink to the result location (aka where more information on the strategy or workshop methodology can be found)	[Link to the document](#)

A short description of the result:

Lombardy R&I Roadmap on Circular Economy is a document officially approved by Lombardy Region and elaborated by Lombardy stakeholders under the coordination of AFIL. A consolidated methodology was followed to create this document with is properly matching a top-down and bottom-up approach involving stakeholders with different backgrounds (research, business, administration/politics + employers and employees).

After the approval of this document in early 2020, Lombardy Region used it as reference/guidelines for the update of RIS3 strategy and it is also taken into account for the design of 2021-2023 triannual strategic plan.

A short description how it worked:

As anticipated, the document was elaborated matching a top-down and bottom-up approach. Indeed, while analysing the main strategies and EU roadmaps on Circular Economy, the cluster organised a series of workshops targeted to various stakeholders and aimed at identifying R&I priorities for the development and uptake of Circular Economy practices.

Inputs were collected focusing on the sectors which are most relevant for Lombardy economy and at the same time have a relevant Circular Economy approach. In addition to contributions emerged from workshops, evidences collected in the framework of SCREEN and CIRCE projects were considered as starting point for the definition of R&I priorities.

A short description of the key lesson learnt:

The process for the definition of a complete and detailed roadmap took almost one year. The involvement of a heterogeneous group of stakeholders is crucial to consider different perspectives and needs coming from the territory.

This document represents an effective measure to fill the existing gap between policy maker and the innovation ecosystem and it can also be used to foster the creation of synergies and collaboration among different regions using S3 key topics as a diver.

A short description of how the result can be "upgraded" for CEUP 2030 method:

This process can be started also in the framework of CEUP2030 targeting in particular CAMI4.0 topics. The priorities and barriers identified in the different areas can be used as background for the discussion during RIS3 Round Tables, with the intent to target specific needs with targeted policy instruments.

Any strong comments / views on what you'd like the Policy Implementation Framework to deliver, based on your previous experience (and how does the result you've highlighted, do this/ support towards this).

Engage the right stakeholders from the different target group to make sure all the perspective are considered.
Focus on topics which are strategic for the development of the region.

7.2.7. SIIT S.c.p.a. Sistemi Intelligenti Integrati Tecnologie (SIIT)

Result Harvest for WPT3 – Policy Implementation Framework	
Name of the PP	SIIT
What is the name of the harvested result (aka the output/activity name from the project)?	**INCONET-GCC2 Info Day**
What is the name and programme of the harvested project (in English)?	**OTHER (Please Clarify Below)** In case of other, please clarify project & programme name, in English: **FP7**
Hyperlink to the result location (aka where more information on the strategy or workshop methodology can be found)	N.A.

A short description of the result:

The purpose of the project was to support the institutional bi-regional policy dialogue in Science, Technology and Innovation by engaging the relevant STI stakeholders in both EU and GCC.
The consortium organized info days both in Europe and in the GCC to strengthen the bi-regional cooperation between research and innovation actors, especially in the context of Horizon 2020 programme by encouraging an increased participation in H2020, and enhancing capacity building in the GCC region

A short description how it worked:

Two H2020 Information Days, were organized to raise awareness on the opportunities for collaboration in H2020 and to encourage participation of GCC R&I stakeholders in the programme.

The session covered:

- Introduction to H2020 and the project cycle

- What is an NCP? (NCP systems and structures, roles, responsibilities, services offered)

- NCP Networks and what they can offer

- Participant portal, project management, and reporting

- Joining a consortium, finding the right partners

- Good practice examples and other case studies

A short description of the key lesson learnt:

- Weak knowledge of Horizon 2020 rules and conditions

- Infrequent update in informing interested stakeholders on open and forthcoming calls under Horizon 202

- Prioritization of bilateral agreements on R&I between EU Member States and Gulf Countries

- Limited existence of topics of mutual interest or not apparent from the way they are presented in the relevant calls

- Gulf countries fall under the category of "developed countries" and therefore local legal entities are not automatically eligible for funding under H2020.

A short description of how the result can be "upgraded" for CEUP 2030 method:

The main outcome was the development of a Roadmap for the future, addressed to decision makers from both regions and providing a summary of the lessons learnt as well as what could be useful to be done in the future.

Any strong comments / views on what you'd like the Policy Implementation Framework to deliver, based on your previous experience (and how does the result you've highlighted, do this/ support towards this).

Have clear objectives and outcomes

Result Harvest for WPT3 – Policy Implementation Framework	
Name of the PP	PTP
What is the name of the harvested result (aka the output/activity name from the project)?	**Implementation and renewal of the Slovenian Smart Specialization Strategy - S4**
What is the name and programme of the harvested project (in English)?	**OTHER (Please Clarify Below)** In case of other, please clarify project & programme name, in English: **Office of the Government of the Republic of Slovenia for Development and European Cohesion Policy**
Hyperlink to the result location (aka where more information on the strategy or workshop methodology can be found)	https://www.gov.si/zbirke/projekti-in-programi/izvajanje-slovenske-strategije-pametne-specializacije/

A short description of the result:

The Slovenian Smart Specialization Strategy defined national strategic development priorities and niches, which in practice are supported by a targeted, comprehensive and tailored package of measures. At the same time, with the implementation of S4, Slovenia introduced a new model of development cooperation between key innovation stakeholders and managed to integrate significantly better into European and international development and innovation networks, platforms and consortia. The implementation of S4 thus represents one of the key tools for strengthening and upgrading the Slovenian innovation ecosystem.

In the 2014-2020 programming period, S4 was a precondition for the release of funds from the Operational Program for the Implementation of European Cohesion Policy 2014-2020, namely on the priority axis "International competitiveness of research, innovation and technological development in line with smart specialization for greater competitiveness and greening economy ".

S4 remains the basis for the implementation of European cohesion policy in the programming period 2021-2027. European regulations provide for its renewal and treat it as a condition of opportunity.

In the Government Office for Development and European Cohesion Policy (from here on SVRK), they started the renovation of S4 in the first half of 2020. Activities were mainly focused on the renewal of the necessary analytical bases and the process of entrepreneurial discovery (EDP).

Together with key departments, the Ministry of Economic Development and Technology, the Ministry of Education, Science and Sport and the Ministry of Public Administration, and all nine SRIPs, they are preparing a revised table of focus areas and priorities. It was

presented at online events to the interested public in March 2021. Now they are in the 3rd phase of entrepreneurial discovery, which is crucial for the renovation of the S4.

A short description how it worked:

The implementation of S4 is based on a new model of development cooperation, which emphasizes closer, institutionalized cooperation between the state, the economy, knowledge institutions and other relevant stakeholders in the field of research, development and innovation. SRIPs have a key role to play in promoting cooperation between innovation stakeholders, while inter-ministerial coordination is key at the national level, as the implementation of S4 takes place within the competence of various ministries.

It involves the involvement of Slovenian innovation stakeholders in European and international research and development and technological projects and platforms, which enables Slovenian companies and knowledge institutions to be included in European and global value chains. Systemic involvement in interregional initiatives represents a significantly improved basis, not only for the successful use of EU funds in the future, but also for significantly upgraded development cooperation with leading companies and research organizations in Europe and the world.

The implementation of S4 enabled Slovenian innovation stakeholders to participate in thematic platforms of smart specialization (S3 Thematic Platforms) in the fields of industrial modernization, energy and agri-food sector and in demo / pilot projects implemented within the Vanguard initiative, in which Slovenia joined in 2017 Cooperation with S4 has also significantly accelerated cooperation with the European Institute for Innovation and Technology (EIT) and its Knowledge and Innovation Communities (KICs).

Based on the implementation of S4, in addition to the involvement of Slovenian innovation stakeholders in European and international research and development and technological projects and platforms, bilateral development cooperation with individual regions and countries has also been strengthened.

At the operational or implementation level, SVRK is responsible for coordinating the management and implementation of S4. Within SVRK, a special unit operates, ie. Sector for Coordination of Smart Specialization, which is in charge of technical and substantive support of DSS4 and inter-ministerial coordinated implementation of S4 at operational level (when it comes to funding instruments within the implementation of European cohesion policy), support for SRIPs (in cooperation with other relevant departments) , especially with the economic department and the department responsible for science) and for the system of monitoring and evaluation of S4 and SRIPs. PTP is member of SRIPs, that have a total of 783 members, of which 81% (i.e. 633) are enterprises, of which 60% (i.e. 380) are micro and small enterprises, 18% (i.e. 114) medium-sized enterprises and 22%. 139) large enterprises, with a balanced structure across both cohesion regions. Knowledge institutions represent 11% of SRIP membership, i.e. 89 members, which means that practically all key public research organizations, universities, etc. are included in the SRIPs.

Strategic Development and Innovation Partnerships - SRIP

SRIPs are long-term partnerships between companies, the research sphere, the state and municipalities, as well as facilitators, users and the non-governmental sphere, which were formed at the end of 2016 in each of the nine areas of application of S4.

Together with the state, SRIPs not only co-shape development policy (e.g. by jointly defining national strategic development priorities, which is not a one-off, but a continuous, ongoing process), but also organize a comprehensive development-innovation ecosystem by S4 application areas. In practice, this means establishing and upgrading value chains at home and connecting them internationally, preparing more demanding joint research and development projects, opening doors to innovation stakeholders in international R&D platforms and also to OEMs, and organizing joint appearances, lobbying and promotion in other regions, countries and networks, while at the same time carrying out pilot activities in the long-term planning of staffing and competence needs.

SRIPs carry out their activities on the basis of action plans (business development strategies), which include:

1. Concretization of focus areas and technologies S4 with goals or strategy of development of the field, which includes:
   - definition of the comparative advantage of the Republic of Slovenia and niches based on placement in global trends, chain markets and state-of-the-art activities
   - objectives and performance indicators of the SRIP,

2. Plan of joint development activities, including:

   - definition of comparative advantages of SRIP or its members, with emphasis on the presentation of planned activities in relation to state-of-the-art in the field of technological and non-technological innovations,
   - defining the competencies and capacities of SRIP members throughout the development cycle,

3. Plan of activities in the field of internationalization, which includes:

   - market internationalization and
   - development internationalization,

4. Action plan in the field of human resources development, which includes:

   - forecasting competency needs,
   - identification of training needs and upgrading of the education system (by levels and types of education),

5. Plan of activities in the field of promotion of entrepreneurship and joint services, which includes:

   - definition of cooperation with the support environment, promotion of innovation according to lean methodology and process innovations, networking with agents and investors, etc.,

- identification of needs for standardization and management of intellectual property,

6. Proposals for optimizing the regulatory framework, including:

- identification of necessary changes to the regulatory, institutional and administrative framework and possible other measures (eg pilot projects).

A short description of the key lesson learnt:

Basic facts or summary. In order to achieve attention of policy stakeholders it is important to present argument "list of wishes" from competent actor in innovation ecosystem, usually these are gathered around cluster similar organizations, usually not legal entities, but managed by some institute or chamber or similar association or institute (Universities), which has membership of industry or research with "weight" to "push" policy towards creation of favorable ecosystem Usually it is done through national initiatives, transnational projects or also on commercial projects, however they are usually follow up stories from previous programing period and strive for continuing financing. We could say that policy implementation requires strong set players who can provide a strong link between the economy, politics and research and in some cases also wider public for consensus on certain measures. Thus, the policy gets acquainted with the terrain, and at the same time all important "state-of-the-art information comes to the decision-makers

A short description of how the result can be "upgraded" for CEUP 2030 method:

By establishing new or strengthening existing contacts, we use novel tools (online-covid19 benefits) and strategies to catch the "Zeitgeist" in contents (trends) as well as in tools, knowledge in more direct, open (sincere) way as a result of this social component of "cooperation on long term" . Next, competences based on real use cases are of great help to animate/educate policy stakeholders, and such instruments/tools enable it in a more efficient and visualized way ("1 picture is 1000 words").

Any strong comments / views on what you'd like the Policy Implementation Framework to deliver, based on your previous experience (and how does the result you've highlighted, do this/ support towards this).

First of all, project partnership has to have common understanding (vocabulary) of what is the common nominative pof goals, action, tools to be used and then tried out in own ecosystem and report on findings to be able to compare, exchange and apply most efficient (where possible). For us it is important we invite our stakeholders into international Working Groups for policy stakeholders, to involve competent technology actors to support th trends set by use cases with evident and measurable improvement of KPIs.

Result Harvest for WPT3 – Policy Implementation Framework	
Name of the PP	**PBN**
What is the name of the harvested result (aka the output/activity name from the project)?	**Szombathely 2030 Local Development Program**
What is the name and programme of the harvested project (in English)?	**OTHER (Please Clarify Below)** In case of other, please clarify project & programme name, in English: **It does not connect to a specific project.**
Hyperlink to the result location (aka where more information on the strategy or workshop methodology can be found)	http://szombathely2030.hu/en/szombathely-2030-program/

A short description of the result:

Based on the discussion with the key policy stakeholders in summer 2020 -described in detail in Template 1- a six-month-long discussion was carried out with the key stakeholders of the region to jointly prepare a Local Development Program, called Szombathely 2030. All stakeholders have provided contributions and their inputs have been integrated into the final policy document which was released in January 2021. The overarching goals of the activities, described in the policy document, are to promote Szombathely's higher value-added capacity, to establish a diversified production structure, and to develop a knowledge-based economy. Another goal is to create a liveable, sustainable built and natural environment, to achieve attractive living conditions for the residents.

The plans described in the policy are foreseen to be fulfilled by 2030.

Digitization is playing an important role in the policy, and the goal is that the region shall become the beneficiary of digitization in the next 10 years (2030).

In the framework of the newly prepared policy document the following main sections (horizontal goals) have been formulated: 1) promoting industrial restructuring 2) Green, intelligent city, and these main sections have been further divided into different sub-sections.

In the 3rd main chapter, the expected indicators, budget, responsible bodies, the implementation time, and possible funding opportunities are described at each measures to be taken.

A short description how it worked:

- Local Conference with large employers of Szombathely (+ policy makers) to get to know their goals, which might be integrated into the Szombathely2030 policy document→ February 2020

- Preliminary discussion/brainstorming was carried out between the key policy stakeholders + key employers of the region and PBN representatives. → 2020 spring- summer (one such discussion was the event described in Template 1 above)
- Continuous workshops (physical + online) (on a monthly basis) were organised with the stakeholders + PBN representatives to formulate the content of the Szombathely 2030 Program material→ 2020 September-December
- The first draft of the policy document was released→ 2020 Mid-November
- Stakeholders' comments have been integrated→ 2020 Mid-November- December
- The final version of the policy document was released in January 2021
- Web-page preparation (http://szombathely2030.hu/en/szombathely-2030-program/) of the policy program in order to disseminate it to citizens and further stakeholders→ February 2021
- Online workshops with citizens and questionnaire sent to citizens to comment on the policy→ end of February- March 2021
- Workshop organisation with relevant stakeholders in relation with the plans how to implement the measures described in the strategy. (March 2021— shall be continuous on a monthly basis)

A short description of the key lesson learnt:

- It was really valuable to assess the goals of the key stakeholders of the region, as well as the continuous brainstorming sessions with policy makers were also beneficial in the first round of the Szombathely2030 policy elaboration process.

- The involvement of a heterogeneous group of stakeholders is crucial to consider different perspectives and needs coming from the territory.

- In order to proceed in an appropriate way and method in the elaboration of the policy document it was necessary to point out responsible partners who summarised the to-dos and deadlines

- In the elaboration of the policy some stakeholders were active in contribution the others were less active→ reminders needed in order to proceed in an appropriate way

- The questionnaire sent to citizens to comment on the strategy has to be clear, not too long, and the needs of the citizens shall be taken into account.

A short description of how the result can be "upgraded" for CEUP 2030 method:

This elaboration process can start also in the framework of CEUP2030 targeting in particular CAMI4.0 topics. Needs assessment of the stakeholders is crucial for policy development. The priorities and overarching goals shall be defined together with the key stakeholders.

Any strong comments / views on what you'd like the Policy Implementation Framework to deliver, based on your previous experience (and how does the result you've highlighted, do this/ support towards this).

Involve the right stakeholders from the different target group to make sure all the perspective are considered. Have clear objectives and outcomes.

7.2.10. Hrvatska agencija za malo gospodarstvo, inovacije i investicije (HAMAG)

Result Harvest for WPT3 – Policy Implementation Framework	
Name of the PP	HAMAG
What is the name of the harvested result (aka the output/activity name from the project)?	**Smart Factory Hub- Improving RD and business policy conditions for transnational cooperation in the manufacturing industry** **Policy recommendations**
What is the name and programme of the harvested project (in English)?	**OTHER (Please Clarify Below)** **INTERREG Danube Transnational Programme**
Hyperlink to the result location (aka where more information on the strategy or workshop methodology can be found)	www.interreg-danube.eu/Smart-Factory-Hub

A short description of the result:

The project aimed to harmonized and improve policy framework for innovation in the manufacturing industry in 10 countries of the Danube region: Austria, Germany, Czech Republic, Slovakia, Hungary, Slovenia, Croatia, Serbia; Romania and Bulgaria.

The rationale behind was that manufacturing industry should be digitalized, i.e. transformed according to the new technologies. Improving framework conditions for innovations was necessary for the manufacturers to shift into new digital era as well as into a novel way of process management.
The project had run for two years (2017 -2019), and resulted with enhanced cooperation between R&D and business. This was founded on the RIS3 (Research and Innovation Smart Specialization Strategy) centered model where quadruple helix partners would be oriented to find novel solutions in three areas: applying novel technologies, applying effective production process and applying effective human resource management system.

Policy recommendations report was delivered providing specific recommendations how to improve funding instruments for each country which should results into digital transformation of the whole Danube region.

A short description how it worked:

The report was based on a regional mapping reports to the smart specialization strategy and reports for improved funding instruments, i.e. on the current status of digital transformation in the Danube region. It underlined the huge gap in awareness of importance of the digitalization and of involvement among each country. This was followed by the list of the support schemes and programmes and benchmark of critical factor for SME in the region. Finally it was given the overview of the challenges and recommendations for improving the policy environment and funding/support instruments and examples of good practices.

A short description of the key lesson learnt:

1) To actively involve local authorities, stakeholders, especially SMEs in the strategy of planning of support instruments.
2) To develop smarter monitor indicators related to each thematic priority IS3
3) By appropriate tax incentives, public procure policy and financial schemes encourage business to invest more into R&D and to cooperate with universities.
4) Improve instruments and schemes targeting science-industry relationships (TTOs, vouchers, industrial PhDs etc.).
5) Invest into HR targeting technology transfer (TT) professionals
6) Create network of experts for projects evaluation.
7) Initiate funding instrument for very concrete, low complexity, low budget projects with the goal of supporting SMEs in digitalization their production processes.
8) Raise awareness among SMEs regarding RIS3.
9) Increase max funding rate to close the gap of co-financing to reduce financial risk for SMEs.
10) Simplify tender procedure and administrative process such as allow investors to procure technology outside the public procurement law, decrees number of required documents etc.
11) Initiate funding support for Digital Innovation Hubs that will be able to support production-oriented SMEs.

A short description of how the result can be "upgraded" for CEUP 2030 method:

In terms of Croatia, all of the mention key lessons can be exported into CEUP2030. In particular, points 2 and 11: development of the smarter monitor indicators and support for Digital Innovation Hub. Those we have presented as use cases KPIs for intelligent production systems and smart materials and CROHUB++ in the WP2.

We are integrating those into TINNs and PLL methods on the CEUP2030.

Any strong comments / views on what you'd like the Policy Implementation Framework to deliver, based on your previous experience (and how does the result you've highlighted, do this/ support towards this).

Our goal is to influence the policy makers to improve upcoming funding schemes and calls in terms of simplify tender procedure and administrative process and to increase

the level of influence of the SMEs in the triplex model. It is very demanding in Croatia, due to slow and inefficient bureaucratic system overwhelmed by under qualified and unexperienced management staff. On the other hand the entrepreneurs and researchers have low level of authority and their voice or demands has been neglected by local and national authorities.