



DELIVERABLE D.T1.3.5

Summary of consultations between the
project partnership and the board

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1. Introduction

This deliverable summarizes the inputs collected from consultation of project partners and the board members. The project partners consulted with the board to collect suggestions and inputs regarding the training program, regional action planning, strategy roadmap development and other strategic AVM issues in CE via Telcos or in person meetings.

To this purpose, seven bilateral/trilateral meeting were carried out in line with the initial InnoPeer AVM project plan. The sections below contain a summary of board members' feedbacks and inputs in each meeting.

1.1 The first meeting

Date of event	21/05/2019	
Method of interaction	Face-to-face meeting (Wroclaw University of Science and Technology)	
Partners and InnoPeer AVM Board members involved	PPs	Board members
	WRUT (PL)	Edward Chlebus (PL)
Content of the activity	Provide/rise feedbacks and inputs on Regional Action Plan	
Output of the activity	<u>Focus of the discussion on bilateral/trilateral consultations</u>	
	<p>The main problems regarding the Regional Action Plan for Lower Silesia were discussed. The board member propose some actions to address the regional challenges.</p> <p><u>Summary of the most significant issues emerged</u></p> <ul style="list-style-type: none"> • Increasing awareness about introducing AVM technologies in production sites • Highlighting the benefits gained with introduction of AVM technologies • Providing practical workshops in specific areas. 	



1.2 The second meeting

Date of event	27/06/2019	
Method of interaction	Face-to-face meeting (Fondazione Centro Produttività Veneto, Vicenza)	
Partners and InnoPeer AVM Board members involved	PPs	Board members
	UNIPD (IT)	Enrico Bressan (IT)
Content of the activity	Provide/rise feedbacks and inputs on Regional Action Plan	
Output of the activity	<p><u>Focus of the discussion on bilateral/trilateral consultations</u></p> <p>Unipd asks for observations, inputs and suggestions regarding the different sections of the RAP.</p> <p>Enrico Bressan (EB) comments that the RAP is well developed, it deals with the most significant issues that are now at the core of the discussion in the Veneto region and it presents a set of reasoned actions to deal with the current hot topics in terms of challenges and visions. In particular, he stressed the importance of having an overarching approach towards change, which refers to considering organizational and managerial aspects, in line with the purposes of InnoPeer. Regarding the visions, beyond creating and training newly skilled resources, EB stresses the need also to upgrade competences of already employed people within firms, to respond to changing competence needs. Some tools developed by the InnoPeer consortium could be used also within the scope of regional/national/international initiatives, as for example FSE (European Social Fund).</p> <p>This could hold true also at the level of the public administration/sector that is a strong facilitator, but it has a high ageing due to the block of hiring here in Italy. For example, big data could offer incredible opportunities that the public sector does not take advantage from, but they could reveal very useful insights as far as regional policies are concerned.</p> <p>Within the scope of public policies, the different initiatives in terms of financial benefits associated to I4.0 initiatives would benefit from a homogenization. More precisely, the approach should be more systematic: once identified the needs in a certain geographical area, all the tools and initiatives ought to be clear to the public and private sectors, so that both firms and public entities know precisely what they could leverage for the issue they are addressing.</p> <p>One last topic is represented by the "culture" of cooperation that should become embedded in the industry to promote mutual growth and generalized progress, and this is true both at the private and at the public level. This entails the ability to make the structure and organization more coordinated and operating on a larger scale. In our area, the situation is fragmented, with many overlappings, which hinders coordinated actions. This is mirrored in the cooperation between the public and the private sector, and the gap existing between the academia or</p>	



research centres and companies. I4.0 has cooperation at the core of its nature, thus it could be a relevant trigger towards this direction.

Summary of the most significant issues emerged

- Importance of upgrading competences of already employed people within firms, thus aligning with changing competence needs; InnoPeer tools could be used
- Also the public administration/sector could benefit from an upgrading of competences
- For its nature, Industry 4.0 initiatives could trigger the "culture" of cooperation within the public and private sector and also between the two, which is highly recommended at all levels.



1.3 The third meeting

Date of event	09/10/2019	
Method of interaction	Face-to-face meeting (JKU Linz, Aubrunnerweg 69, 4040 Linz)	
Partners and InnoPeer AVM Board members involved	PPs	Board members
	IAA (AT) N. Gusenleitner, S. Siedl BIZ-UP (AT) E. Breuer	Matthias Fink (AT)
Content of the activity	Provide/rise feedbacks and inputs on Regional Action Plan Provide/rise feedbacks and inputs on Strategic roadmaps	
Output of the activity	<p><u>Focus of the discussion on bilateral/trilateral consultations</u></p> <p>At the outset of the meeting, the purpose, background and content of the Regional Action Plan for Upper Austria was shortly summarised and explained to M. Fink. Based on recent research M. Fink stated that it was found that in case of a lack of experience and knowledge the “fear of missing out” is the major driver of the decision to adopt new technologies. For the CE strategic roadmap, this can be a justification for the necessity of a training programme, such as InnoPeer AVM, because it should lead companies to make conscious decisions regarding the implementation and use of AVM.</p> <p><u>Summary of the most significant issues emerged</u></p> <p>Further comments made by M. Fink:</p> <ul style="list-style-type: none"> ➤ The vision and the proposed specific actions regarding intellectual property rights (IPR) should take into account more explicitly that focusing on high-potential patents in highly competitive fields and markets with expected relevant revenue is crucial for regional innovativeness. This is contrary to the prevailing assumption that the quantity of patents alone can be taken as an indicator for the innovative capacity of a region. A positive long-term economic impact can only be achieved through the creation of innovations that have potential for development as well as sustainable and valuable benefits for its applicants. ➤ According to M. Fink, the specificities of the Upper Austrian region have to be highlighted more in detail, since they specifically influence the challenges and offer more precisely starting points for particular actions. <p>(1) Upper Austria is characterised by a dense network of relationships which has been established and consolidated around certain regionally important and recognised core institutions. The interaction of present economic and political actors leverages social forces that also influence media presence and reporting. The connectivity of this network to its environment and the permeability of its borders are important prerequisites for the innovative capacity and strength of a region like Upper Austria. New external elements (e.g. humans, ideas and concepts) have to be accepted, granted</p>	



access and allowed to be integrated in order to generate added value through triggering innovative capacity. In this respect, structures are needed that ensure the opening of this existing network to the outside world and prevent the risk of losing connection. Although tight networks foster the transfer of knowledge (also between large firms and SMEs), this last aspect poses a key challenge in terms of increasing skilled labour on the Upper Austrian labour market.

- (2) Upper Austria has strongly benefited from the established structural setup realised through resource creation and resource allocation during the 2nd World War. The built solid industrial structure, characterised by prestigious large-sized businesses, still continues to enact as a major force for the advancement of production technologies. This, in turn, is linked to a strongly pronounced idea and a noticeable willingness to internationalise, which represents another idiosyncratic specificity of the region of Upper Austria.
- (3) Compared to many other regions, but all above to the Bavarian area, Upper Austria provides a more flexible legal environment that seems to promote a more courageous economic approach. In addition to the positive effects of the aforementioned early structural industrial development, this has also led to a more self-confident outward appearance of Upper Austria which has beneficially shaped business conditions also for small and medium-sized enterprises.

Matthias Fink concluded by remarking that the possibility of taking advantage of current subsidies (<https://ooe.arbeiterkammer.at/arbeitsmenschendigital>) from the Chamber of Labour (OÖ Arbeiterkammer) should be referred to in the proposed actions.



1.4 The fourth meeting

Date of event	29/11/2019	
Method of interaction	Face-to-face meeting (Fondazione Marco Biagi, Modena)	
Partners and InnoPeer AVM Board members involved	PPs	Board members
	DEMO (IT)	Tommaso Fabbri (IT)
Content of the activity	Provide/rise feedbacks and inputs on Regional Action Plan	
Output of the activity	<p><u>Focus of the discussion on the bilateral/trilateral consultations</u></p> <p>Democenter and Prof. Fabbri met to discuss some of the aspects of the Regional Action Plan Democenter has finalized within the framework of the InnoPeer AVM project. In particular, the meeting was dedicated to discuss the issues and actions to be taken at regional level in terms of HR management.</p> <p><u>Summary of the most significant issues emerged</u></p> <ul style="list-style-type: none"> • Prof. Fabbri recently carried out a survey in Italy at national level, engaging corporate HR managers. The survey was directed to understand how the HR divisions use HR analytics. The exploitation of HR analytics is quite scattered and many of the obstacles to overcome regard the collection and management of the data. Actually, the databases used are very heterogeneous in terms of data sources and information). Usually, the HR data are first of all used to make the HR management costs more efficient and secondly to understand if the human resources work properly (efficacy). • This survey provides three main insights for finalizing the Action 2 (Digital HR Training and Networking) of the Regional Action Plan: <ul style="list-style-type: none"> ○ The first action to be implemented is promoting the sensitivity for the use of data related to human resources; ○ The second necessary action is helping the companies to hire data scientists within the HR divisions; ○ Finally, it is fundamental to teach the companies how to exploit HR analytics not simply to better manage the human resources but more importantly to foster innovation and to strengthen the corporate business models. 	



1.5 The fifth meeting

Date of event	20/01/2020	
Method of interaction	Face-to-face meeting (CAMT, Wroclaw, Poland)	
Partners and InnoPeer AVM Board members involved	PPs	Board members
	WRUT (PL) Eva Breuer	Bogdan Dybala (PL)
Content of the activity	Provide/rise feedbacks and inputs on Strategic roadmaps	
Output of the activity	<p><u>Focus of the discussion on bilateral/trilateral consultations</u></p> <p>The most important challenges for SMEs and the future of digitalization of Europe were discussed</p> <p><u>Summary of the most significant issues emerged</u></p> <ul style="list-style-type: none"> • Among other Central European countries, Poland's SME has to improve their ability for integration of digital technology. • The projects like InnoPeer AVM are very good source of knowledge about digitalization. • To become competitive, companies must introduce changes at various levels, both in HR and organization management. 	



1.6 The sixth meeting

Date of event	29/01/2020	
Method of interaction	Face-to-face meeting (Rübig Härtetechnik GmbH, Marchtrenk)	
Partners and InnoPeer AVM Board members involved	PPs	Board members
	BIZ-UP (AT) Eva Breuer	Paul Rübig (AT)
	<p>Other participants DI Harald Plöckinger, COO of Rübig GmbH Dr. Christian Dipolt, Head of Business Development DI Bruno Lindorfer sen., member of EC funding scheme panels</p>	
Content of the activity	Provide/rise feedbacks and inputs on Strategic roadmaps Provide/rise feedbacks and inputs on training program Provide/rise inputs and suggestions on strategic AVM issues in CE	
Output of the activity	<p><u>Focus of the discussion on bilateral/trilateral consultations</u></p> <p>At the meeting, Eva Breuer summarized the training curriculum and pointed out the importance and necessity of looking at the whole picture of Industry 4.0 which is not only restricted to novel technologies, but also to its opportunities of digital business models and the according changes in organizational structures. All other participants agreed to this.</p> <p>Paul Rübig added that it is very important to spread the know-how about these I4.0 topics as well as to increase the dissemination activities on European and national/regional level. For this purpose the STOA (panel of the European parliament) has founded the Science Media Hub. On regional level he suggested a closer cooperation with the Upper Austrian Chamber of Commerce, in particular the industry division.</p> <p>Paul Rübig suggested a better dissemination about the existing R&D infrastructure, as especially SME are frightened to cooperate with academia. Nevertheless, there also exists manifold R&D infrastructure in companies, which could be used by other companies in two ways: 1. Common development of products/processes in a digital context, and 2. Usage of very expensive equipment from selected companies by other companies. E.g. the company Rübig Härtetechnik owns equipment for preparing and analyzing metallographic sections, which can be used by other companies for e.g. analyzing the metallographic structure, mechanic characteristics as hardness.</p> <p><u>Summary of the most significant issues emerged</u></p> <ul style="list-style-type: none"> • The combination of technology and business models incl. change management are the key topics in Industry 4.0 • Dissemination efforts on projects' activities (not only InnoPeer AVM) shall be intensified – on regional as well as on European level • Know-how transfer shall be fostered, especially to SME, which even includes the dissemination about know-how carriers in academia and industry 	



Notes

Bruno Lindorfer is member of the decision making body of EC funded schemes Factories of the Future – FoF, and EASME SME accelerator.

Paul Rübige and Bruno Lindorfer are in close contact and regularly exchanging current issues of EU level regarding the two above mentioned funding schemes as well as the European Parliament's Science and Technology Options Assessment (STOA) Panel, in which Paul Rübige was member for many years and is still involved in a consultative role.



1.7 The seventh meeting

Date of event	25/03/2020	
Method of interaction	Telco	
Partners and InnoPeer AVM Board members involved	PPs	Board members
	DEMO (IT)	Tommaso Fabbri (IT)
Content of the activity	Provide/rise feedbacks and inputs on training program	
Output of the activity	<p><u>Focus of the discussion on bilateral/trilateral consultations</u></p> <p>The meeting was held through a Conference instead of in person because of the outbreak of Covid-19, which imposes in Italy to limit in-person work meetings if not strictly necessary.</p> <p>Democenter and Prof. Fabbri discussed some of the aspects of two training initiatives implemented within the framework of the training programme organized by the InnoPeer AVM partnership. These initiatives are respectively: a) the transnational series of Strategy Camps (5 training workshops dedicated to Industry 4.0 corporate change management and held in Germany, Hungary, Italy and Poland between October and December 2019); b) the Model Factory organized in Italy by Democenter at the factory of Bosch VHIT in Offanengo (Crema) on 31/10/2019.</p> <p>The discussion focused on understanding how to improve and exploit further such training initiatives. Democenter had previously provided Prof. Fabbri with documents on the contents and results of the activities at issue via email.</p> <p><u>Summary of the most significant issues emerged</u></p> <ul style="list-style-type: none"> • First of all, Democenter illustrated further the actual implementation of the Strategy Camps and the Model Factory, answering Prof. Fabbri's questions as he had not participated to the training events. • As for the Model Factory, Prof. Fabbri agreed on the fact that training initiatives able to give the firms' representatives a direct, hands-on experience of the applications of the Industry 4.0 paradigm are more and more central in generating effective knowledge and awareness of the possibilities of transforming the business activities. Thus, such a format should be kept and exploited also in the following joint training activities of the InnoPeer AVM partnership. • Prof. Fabbri also highlighted the necessity to widen training activities like the Model Factory to present the impact of Industry 4.0 on other corporate work places. As Industry 4.0 affects not only the organization of the factories and the production lines, but also of the offices and the work practices adopted within the other corporate divisions, it would be interesting to organize activities resembling the Model Factory but focused on the other "digital work places" that can be developed within a company. Thus, Prof. Fabbri suggested to enlarge the focus of the Model Factory to other aspects of data-driven management. 	



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| | <ul style="list-style-type: none">• Concerning the Strategy Camps, Prof. Fabbri appreciated the format used, as the state of the art of managerial training is today worldwide focused on experiential activities and the use of approaches such as design thinking that allows creativity, transdisciplinarity and teamwork.• Prof. Fabbri also suggested that it would be interesting to use a digital platform for teamwork in future editions of the Strategy Camps. The advantages deriving from the adoption of such a tool would be twofold. On the one hand, a digital platform would strengthen the collaboration and the exchanges between participants located in different countries. On the other, its use would be an exercise within the broader exercise of Industry 4.0-based change management. As this new industrial paradigm requests and enables the implementation of digital tools in the day-to-day work, the participants would experiment how to design Industry 4.0-based change management measures using Industry 4.0-based work tools. |
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1.8 The eighth meeting

Date of event	31/03/2020	
Method of interaction	Telco	
Partners and InnoPeer AVM Board members involved	PPs	Board members
	CMAB (DE): T. Helfer	Josef Wolf (DE)
Content of the activity	Provide/rise feedbacks and inputs on Regional Action Plan	
Output of the activity	<p><u>Focus of the discussion on bilateral/trilateral consultations</u></p> <p>In a Telco, Dr. Thomas Helfer from Cluster Mechatronics & Automation (CMAB) as well as the board member Josef Wolf from the Technologie Centrum Westbayern (TCW) discussed the current status of the project InnoPeer AVM and the strategic perspective of vocational training in the context of Industry 4.0 in Bavaria and beyond.</p> <p>Both participants of the telco agreed, that the content of current training occupations needs to be updated. New training occupations, which meet the requirements of digitalization, must be developed. They should have an interdisciplinary approach with regard to the three dimensions ‘Human – Technology – Organization’.</p> <p>The current situation of the Covid19-Pandemic has made visible the necessity of digital training. For the future, it is essential that training plans are supplemented with digital content. In addition, new methodological forms of training must be applied, e.g. virtual reality, blended learning or workplace-integrated learning.</p> <p>It could also be valuable to establish inter-company demonstration facilities for Industry 4.0 and inter-company vocational training centers for digitization. Here, digital learning guides could be created.</p> <p>Further it was discussed, that it is crucial to establish the use of digital media in vocational training. The digitization of vocational training could subsequently be used as a marketing tool for recruiting trainees.</p> <p>Lastly, both participants of the telco agreed that education and lifelong learning must be better interlinked due to the great dynamics of knowledge.</p> <p><u>Summary of the most significant issues emerged</u></p> <ul style="list-style-type: none"> • The content of current training occupations in Bavaria and beyond needs to be updated with an interdisciplinary approach • Training plans should be supplemented by digital content and make use of digital media • Inter-company demonstration facilities for I4.0 and inter-company vocational training centers for digitization could be created <p>Education and life-long learning must be better interlinked</p>	