



DELIVERABLE T1.2.3

Regional Action Plan
for VENETO

Version 2
10 2019



Project information	
Project Index Number:	CE1119
Project Acronym:	InnoPeer AVM
Project Title:	PEER-to-peer network of INNOvation agencies and business schools developing a novel transnational qualification programme on Advanced Manufacturing for the needs of Central European SMEs
Website:	http://www.interreg-central.eu/Content.Node/InnoPeerAVM.html
Start Date of the Project:	1 st July 2017
Duration:	36 Months
Document Control page	
Deliverable Title:	D.T1.2.3 - Regional Action Plan document for each partner region
Lead Contractor of the Deliverable:	PP4
Authors:	PP1
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Introduction

The aim of this action plan document is to present an elaborated set of proposed innovation support actions for each of the project partner regions to ensure a sustainable transfer of InnoPeer AVM project results into the regional innovation ecosystems of Central European partner countries.

The action plan is based on former project activities and results, such as the of local framework conditions, mapping of relevant key stakeholders and analysis of strengths and weaknesses in the relevant knowledge dimensions (technologies, human resource/organisation, business model development) that were performed for each partner region and summarized in a joint benchmarking study in earlier project phases.

Further inputs for action planning result from local pilot actions that are implemented within the frame of the project for testing the multi-level InnoPeer AVM training curriculum in order to enable Central European SMEs to become part of transnational advanced manufacturing value chains.

The Action Plan itself is structured into three analytical steps: development of regional visions which describe the pursued picture of the future situation in the relevant field in a mid- to long-term perspective, the elaboration and concrete description of recommended innovation support actions to transfer and mainstream InnoPeer AVM results at the level of the partner region's innovation ecosystem in a short-term perspective and finally the presentation of conclusions from the partner region's point of view about innovation policy actions that are needed for a sustainable transfer of the InnoPeer AVM results at the transnational Central European level.

Along the action planning process all project partners undergo a peer review process which is organised in mutual feedback loops among partner organisations that join similar development goals and/or experience in the implementation of local innovation policies to support the qualification of local enterprises in the relevant knowledge dimensions that are addressed by the InnoPeer AVM project. Following this mutual exchange of experience, the final versions of the Action Plans will be developed for each partner region.

Inputs from Regional Action Plans of all Central European partner regions will finally feed into a transnational Central European Roadmap that will recommend joint innovation policy action in order to improve the qualification of SMEs in the AVM-related knowledge dimensions (technologies, human resource/organisation, business model development) in order to raise their involvement in transnational innovative value chains.

Overview of the InnoPeer AVM actionplanning and poadmapping process





1. Main regional challenges and development needs

Main Challenge #1: Increase the level of innovation in SMEs

This Challenge is related both to the human resources and organisation dimension and the business model dimension. In fact, from the analysis carried out at local level, it has emerged that it is of utmost importance to increase the level of innovation in SMEs.

This means, from the human resources and organisational point of view, that companies need to strengthen their international orientation, increase the employment of highly educated people and give them the knowledge and the necessary tools in order to manage innovation as one of the usual company's processes.

On the other side, looking at the business model dimension, we can recognise an internal and an external aspect to be considered. From the external point of view, innovation can be seen as the capability to pool resources, developing collaborations with different actors in order to overcome constraints related to the company's size. From the internal point of view, the Challenge is to make business and innovation strategy to become synonyms or, in other words, to make sure the innovation strategy contributes to all the elements of the business strategy.

Main Challenge #2: Extend the application of digital technologies to products

This Challenge is related to the technological dimension. The level of competences in this dimension is not very high in Veneto SMEs moreover, the I4.0 technologies, until now, have been applied mainly to industrial processes

There is now a need to extend the application of digital technologies to products in order to offer smarter and more connected products to customers. This is firstly related to IoT, Cloud Computing and Big Data, where SMEs can reach a higher level of implementation. For the other I4.0 technologies, such as Cybersecurity, Advanced manufacturing solutions, Additive manufacturing, Augmented reality and Simulation tools, this will lead to a medium level of use.



2. Visions

Vision #1: Increase the availability of skilled human resources

Advanced manufacturing requires a technical restructuring and a reorganization of models, places and work tools and equipment. The current obsolete organizational systems contribute to the under-utilization of the knowledge system by companies and to the difficulties of companies to seize opportunities for innovation. In order to reverse this process, there is a need for skilled people to be integrated in the production environments. This is one of the main aspects that arose from the open discussions at territorial level in the making of the regional S3.

The idea is therefore to promote support actions for training, in order to prepare new profiles related to innovation, available both for the research and the production sector.

The aim is to increase the people with qualified skills in the companies and, thanks to this, to improve the innovative performance of regional SMEs.

Vision #2: New materials and digital literacy

The regional S3 identified in the research and development of new materials and in digital literacy the essential catalysts for an innovation process that become a determining factor for the survival of companies. At the same time, they can represent necessary ingredients to increase the presence of innovative and high-tech companies at regional level. Moreover, investments in design and patents support the innovation of production processes.

It becomes therefore fundamental to stimulate R&D investments, both among companies and between companies and research organisations, encouraging their aggregation, transversal fertilization processes and the creation of long-lasting collaborative relationships.

Vision #3: Internationalisation and increased presence on new markets

Using the most innovative machines for the development of new products is strategic for a region already rich in small and medium-sized manufacturing companies that must increasingly focus on the efficiency of their organizations, the high quality of their products and the well-being of their employees. This is especially necessary in companies that are mainly organised in traditional systems. Introducing innovative aspects, aiming to support the I4.0 transition, in these firms means allowing them to increase their competitiveness both nationally and internationally. Companies, increasingly exposed to global competition, must aim at creating efficient production processes, combining traditional know-how, synonymous with high quality, with new I4.0 systems, automation, energy efficiency and organizational innovation.

To support companies in reaching this goal, the strategy foresees actions aiming at facilitating the purchase of support services for internationalization, such as promotion, markets and regulations research, methods and approaches to better access foreign markets. The expected result is an increase in the export percentages of regional companies.



3. Proposed actions to address the regional challenges

Action #1: Increase the innovation level in local SMEs

The goal of this Action is to increase the innovation level of the SMEs through the involvement of the most focussed Regional Innovative Networks (RIN) in the development of I4.0 initiatives.

During 2020, in the framework of the ERDF ROP 2014-2020, a set of call are foreseen. In particular, in the first semester of 2020, it is foreseen:

- a call for RIN projects;
- a call to support the integration of researchers in SMEs;
- some open calls to support the acquisition of innovation services by SMEs.

The idea behind this Action is to make use of these financial opportunities in order to spread the I4.0 initiatives among companies.

In this context, the Action could be based on an awareness campaign to be launched with the involvement of the main Entrepreneurial Association and the regional Universities, all partners in the RIN. The campaign shall aim to prepare the RIN, and their members, to the development of specific initiatives with the objectives of using more skilled human resources in the companies and develop initiatives to increase the knowledge of I4.0 approaches in the SMEs. The cases identified within INNO PEER AVM, both for the preparation of the trainings and during the implementation of Basic Courses, for instance, can be used as examples.

The Action could be designed in the first months of 2020 and implemented in the period before the opening of the calls or during the open calls.

The potential impact can be measured through the objectives of the proposed initiatives and can be measured by an analysis of the relevant initiatives presented in the calls.

Resources for the Action implementation could be collected by the stakeholders involved: since it would be part of their institutional activities, resources could be derived from their budgets for promotional activities, without any additional burden.

The Action may be repeated, if necessary, in the vicinity of further regional calls. The transferability of the Action is closely linked to the local boundary conditions.



4. Inputs for the InnoPeer AVm Strategy Roadmap

Input for Central European Strategy Roadmap #1: Internationalisation of I4.0 approaches

The Action proposed in Chapter 3 is based on a very local approach first because it is built on a set of measures included in the Regional ERDF ROP, second because the actors and stakeholders included are all local.

Nevertheless, we must consider that, for instance, all the RIN need to develop an international approach to gain and maintain the regional recognition.

Within this frameworks and considering that “internationalisation and increased presence on new market” is one objectives for the future of SMEs in this Region, the part of the INNO PEER AVM experience that is linked to the level three of the training path (including Living Lab, Strategy camps and practical trainings) seems to be the most promising to scale up at international level the Actions foreseen at the local one.

The idea could be then to work on possible Actions that include the transnational dimension and to develop the existing instruments in order to open them to the participation in an international context. To do this it will be very much important to collect the experiences gained by the implementation of the INNO PEER AVM initiatives foreseen by the pilot actions.

Obviously, such an approach requires also an intervention to modify the existing policies and measures and, therefore, it can be seen as a medium-term result if compared with the previous Actions described.