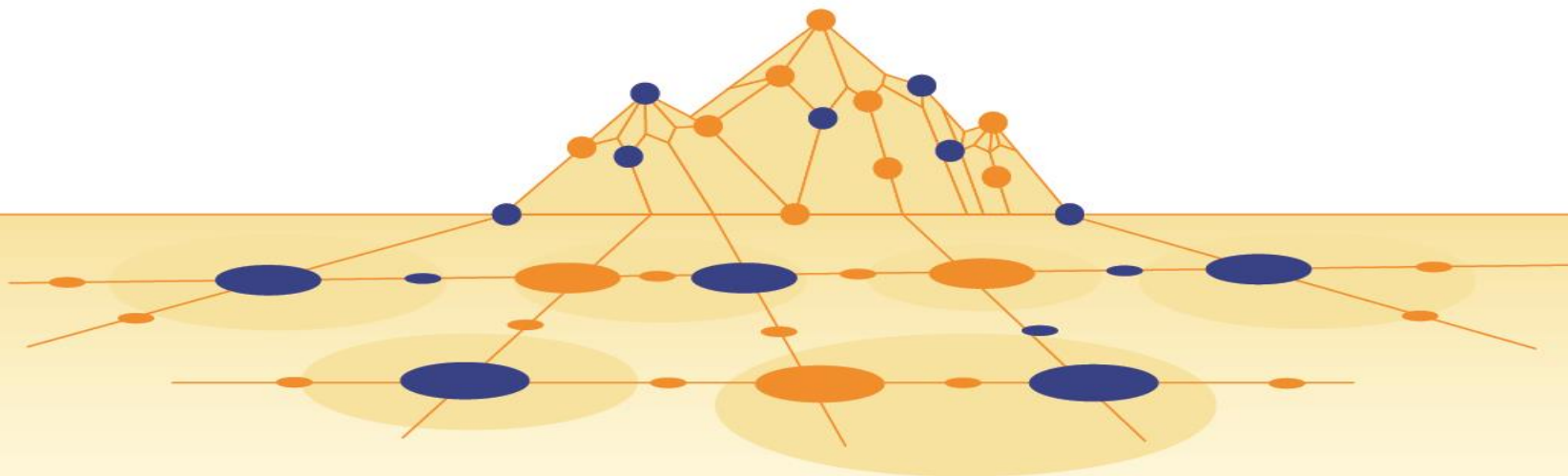


S3-4AlpClusters

Smart Specialisation with Smart Clusters Entrepreneurial Discovery Workshop

Training Tool



Smart Specialisation with Smart Clusters

In the implementation of S3 three challenges have been identified:

- Lack of real transformative activities to support innovation and structural transformation
- Lack of cross-regional collaborations to gain critical mass
- Need to better integrate and collaborate with clusters in S3

Smart Specialisation with Smart Clusters proposes a **systematic process** that follows **5 Action Lines** to address these challenges:

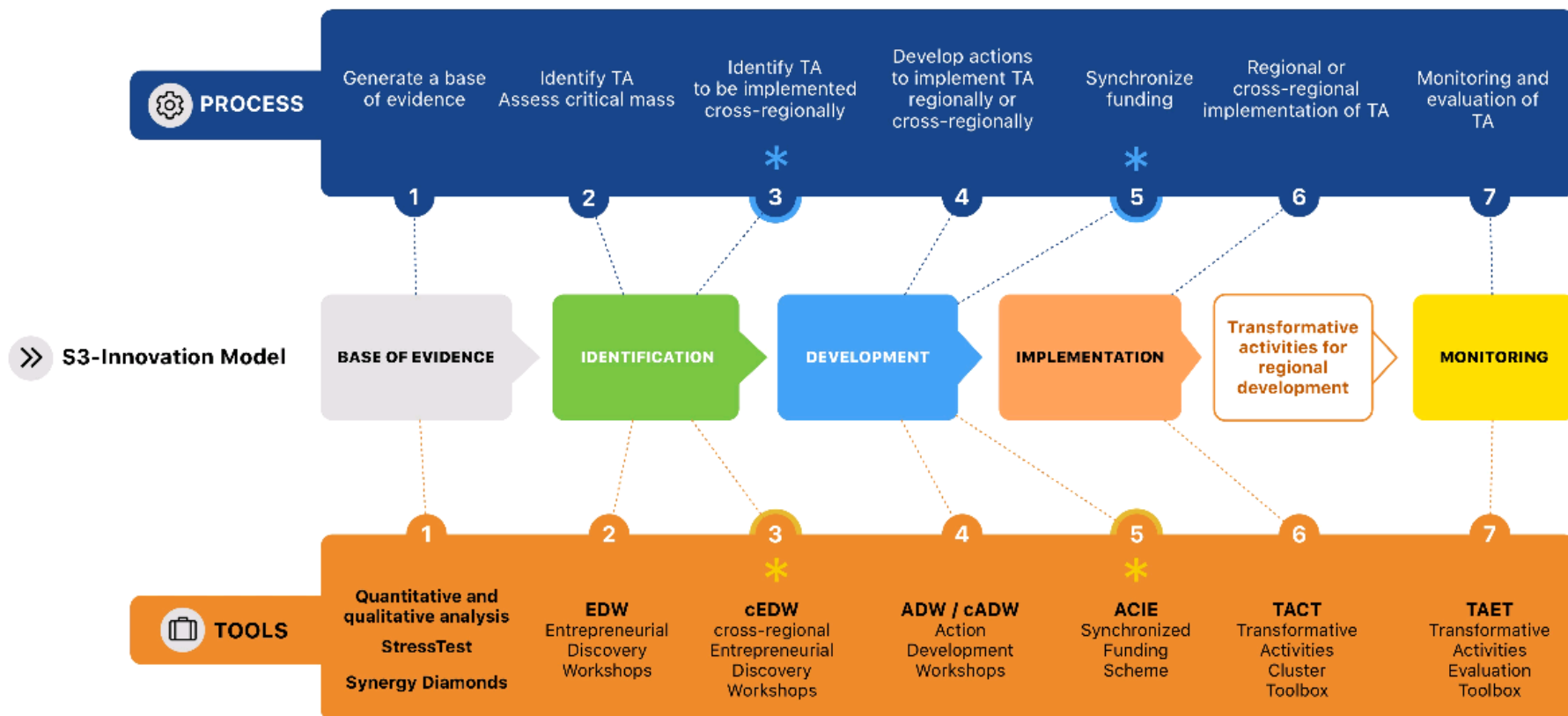
1. Provide a **Base of Evidence**
2. **Identification** of Transformative Activities
3. **Development** of actions
4. **Implementation** of Transformative Activities
5. **Monitoring**

To support the implementation of the individual process steps, **specific instruments and services** are developed. The **Training Tool Kit** provides guidance on how to implement the process and the instruments in a region.

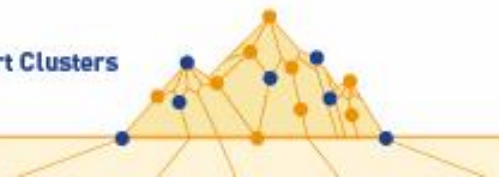
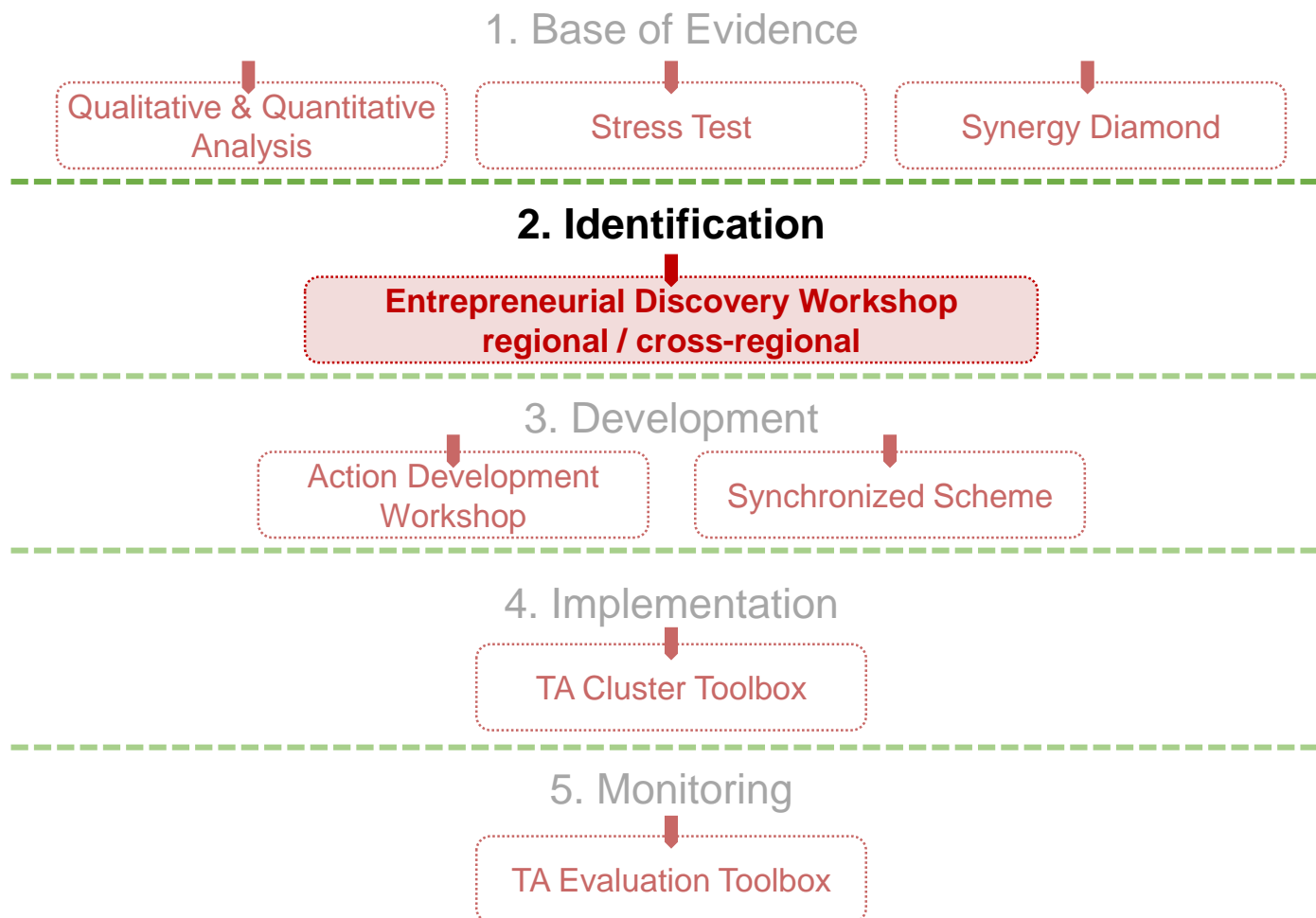


Smart specialisation with smart clusters

A new approach to generate Transformative Activities (TA)



Training Tool Kit – Smart Specialisation with Smart Clusters



Background

Entrepreneurial Discovery Workshop

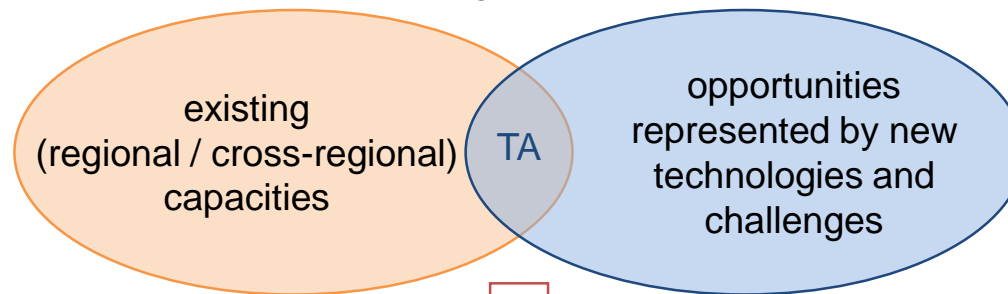


Transformative Activities (I)

Smart Specialisation postulates to set priorities or strategic domains by finding unique combinations between specific **potentials** and **capacities** and new **opportunities** = „**Transformative Activities**“.

“**Transformative Activities**” can be understood as an accumulation of innovation-related capacities and activities with **sufficient critical mass** to scale and to lead to structural transformation of existing industries. Transformative Activities are inherently cross sectorial and are developed through targeted combination of activities and actors.

Transformative Activities (TA)
derive from a joint reflection of:



Innovation &
Structural transformation

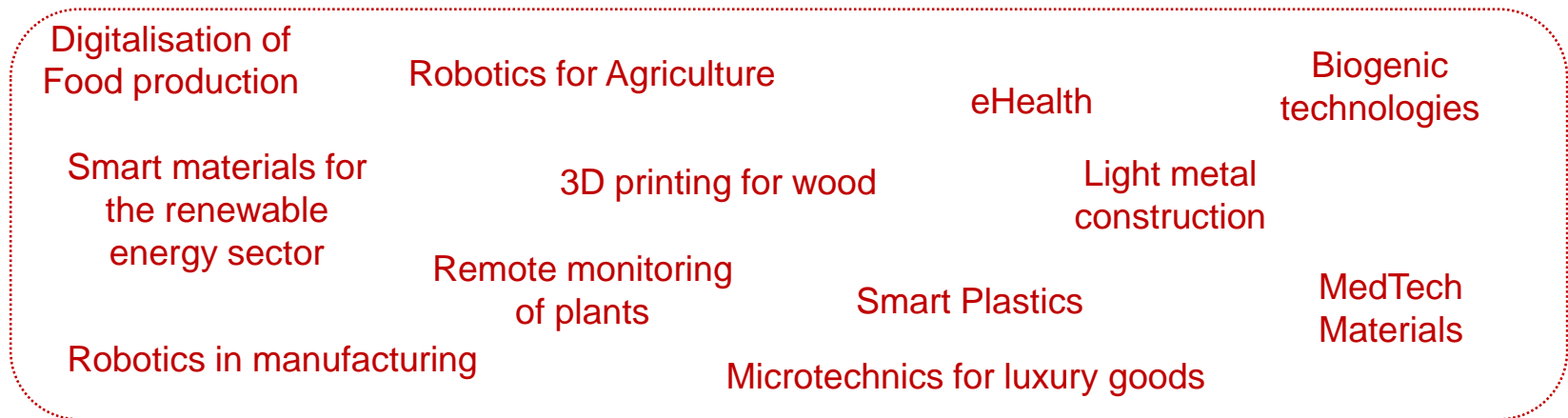


Transformative Activities (II)

Dominic Foray describes the concept of Transformative Activities as follows:

“It is neither an individual project nor a sector as a whole but rather a collection of innovation capacities and actions that have been “extracted” as it were from an existing structure or several structures, to which can be added extra-regional capacities and that is oriented towards a certain structural change.”

Examples of Transformative Activities are:



Transformative Activities (III)

Bottom-up Identification

The **identification of Transformative Activities** for the region should be the result of a **bottom-up approach** – an **entrepreneurial discovery process**. The bottom up approach engages the **quadruple helix** and involves stakeholders from policy, research & education, civil society and entrepreneurs. It considers the economic structure and performance as well as entrepreneurial activities present in the region

Critical mass:

A key factor in enabling Transformative Activities to unleash their potential is critical mass. Only if **sufficient capacities and resources** are bundled TA can scale and sustainable structural change be achieved. A strong cluster portfolio enables regions, companies and entrepreneurs to be actively engaged in TAs that create impact. **Cross-regional cooperation** is a leverage to accelerate the developments, therefore cross-regional synergies should be exploited.



Objective

Entrepreneurial Discovery Workshop



Entrepreneurial discovery of Transformative Activities

The **Entrepreneurial Discovery Workshop (EDW)** is an instrument to **identify Transformative Activities** and select those with the highest immediacy and potential to turn into emerging industries in the future.

The EDW enables a **systematic comparison and reflexion** of:

- existing potentials, capacities and entrepreneurial resources
- new technologies and challenges, trends and markets
- opportunities for structural transformation: e.g. new combinations and synergies

The Entrepreneurial Discovery Workshop follows a **bottom-up approach** where representatives of all areas of the quadruple helix participate in a “discovery process” in an interactive setting.

Specific methods as the Synergy Diamond and the TA-Assessment Matrix are proposed to facilitate a fruitful discussion to identify the main prevailing Transformative Activities which are of interest in the region.



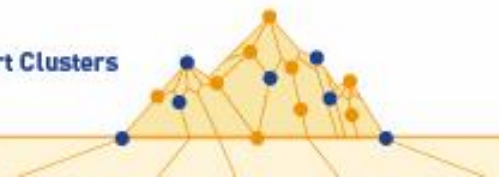
Steps and components

Entrepreneurial Discovery Workshop



Preparation of an regional EDW

- ⊙ Define a thematic scope or specific sectoral areas
 - A thematic focus enables a more substantial discussion of the participants.
The selection of a thematic scope can be supported by a Synergy Diamond (see Methods).
- ⊙ Invite relevant participants
 - Make sure, stakeholders of all areas of the quadruple helix participate, especially of the economic sector (companies).
 - Involve the stakeholder before the workshop and integrate their specific challenges and perspectives.
- ⊙ Prepare input about the analytical basis
 - Prepare an input that outlines the regional economic performance and challenges.
This can include e.g. quantitative and qualitative data, SWOT-Analysis.
- ⊙ Organise a facilitator
 - An (external) facilitator helps to ensure the workshop flow and brings an independent perspective to keep the workshop on track.
- ⊙ Assign a minute taker to ensure good documentation of the results
- ⊙ Optional: invite a keynote speaker (e.g. S3-expert)
 - An external keynote speaker can be an additional incentive to participate in the workshop.



Organisation of the Logistics

- ⦿ Set date and time for the workshop
 - Plan 3-4 hours for the workshop
 - Consider to couple the workshop with other events in your region
- ⦿ Organise a venue
 - Consider the number of participants to choose an adequate room size
 - Consider the specific design of the workshop (e.g. separate rooms for group work)
 - Consider accessibility by public transport
 - Organise catering (drinks, snacks)
- ⦿ Plan the setting and necessary material and equipment
 - Room-set up: choose an appropriate, collaborative arrangement
 - Provide visualising utilities: projector, pin boards, flipcharts, presentation material, and other audio-visual equipment
 - Prepare posters with the outline of the Synergy Diamond and the TA Assessment Matrix (see Methods)
- ⦿ Optional: prepare nametags, handouts, participant list



Who should participate?

Invite **15-30** persons from your region who cover the quadruple helix and the entrepreneurial resources in the chosen thematic fields and who are willing to actively participate in the workshop.

The group should comprise at least:

- Policy makers in charge of S3
- Representatives of companies, start-ups and entrepreneurs
- Representatives of clusters (e.g. cluster managers)
- Representatives of research / education organisations
- Representatives from intermediate institutions (e.g. agencies, tech-transfer)
- Representatives from civil organisations (e.g. NGOs – especially if social challenges are addressed)



Workshop Design – regional EDW

30 – 50 min	Introduction	<ul style="list-style-type: none"> • Introduction by the facilitator: objective of the workshop and outline of the workshop design • Optional: Short expert-keynote on S3 (~20 minutes) • Presentation of analytical basis (e.g. data about the regional performance, SWOT, overview about the regional smart specialisation strategy) (~15 minutes) • Optional: introduction of all participants (e.g. name, organisation) <p>Equipment and Material: projector</p>
50 -60 min	Identification of Transformative Activities along the Synergy Diamond	<ul style="list-style-type: none"> • Short presentation and explanation of the Synergy Diamond and the concept of Transformative Activities (TA) • Interactive Work: Collection of TAs along the Synergy Diamond (optional: group work in case the number of participants inhibits active involvement of everyone) <p>Equipment and Material: projector, Synergy Diamond Poster, presentation material (e.g. post-its) for the collection of TAs</p>
20 min	Break	
50-60 min	Assessment of Transformative Activities	<ul style="list-style-type: none"> • Short introduction of the TA Assessment Matrix • Interactive Work: Categorisation of the identified Transformative Activities in the TA Assessment Matrix (optional: in group work) <p>Equipment and Material: projector, Synergy Diamond Poster incl. identified TAs, TA-Assessment Matrix poster, presentation material</p>
20-40 min	Prioritisation and Definition of next steps	<ul style="list-style-type: none"> • Presentation of the identified TAs and prioritisation of TAs that should further be pursued (based on the prepared TA Assessment Matrix) • Discussion: Identification of TAs with potential and/or need for cross-regional cooperation and joint definition of next steps to develop them on regional / cross-regional level
10 min	Summary and closing remarks	<ul style="list-style-type: none"> • Summary of the results of the workshop • Outlook and closing remarks by organiser:



Methods

Entrepreneurial Discovery Workshop

1. Synergy Diamond
2. TA Assessment Matrix



1. Synergy Diamond (I)

The Synergy Diamond is a tool that facilitates the **identification** of Transformative Activities. It can be used in a regional as well as in a cross regional context.

The tool is based on the presumption that Transformative Activities mainly emerge **between present priority areas** and through increasing industrial convergence. By placing existing priority areas (e.g. outlined in the Smart Specialisation Strategy) on the corners of the Synergy Diamond, Transformative Activities can be identified along the linkages.

A targeted discussion is facilitated by preparing a Synergy Diamond based on specific challenges of the region (e.g. demographic change, climate change) and a selection of priority areas that can jointly contribute to tackle these challenges.

To facilitate a substantiated discussion, it is suggested to **focus on a section** of the diamond (e.g. the linkages of 2 or 3 priority areas) and invite stakeholders according to the chosen areas.

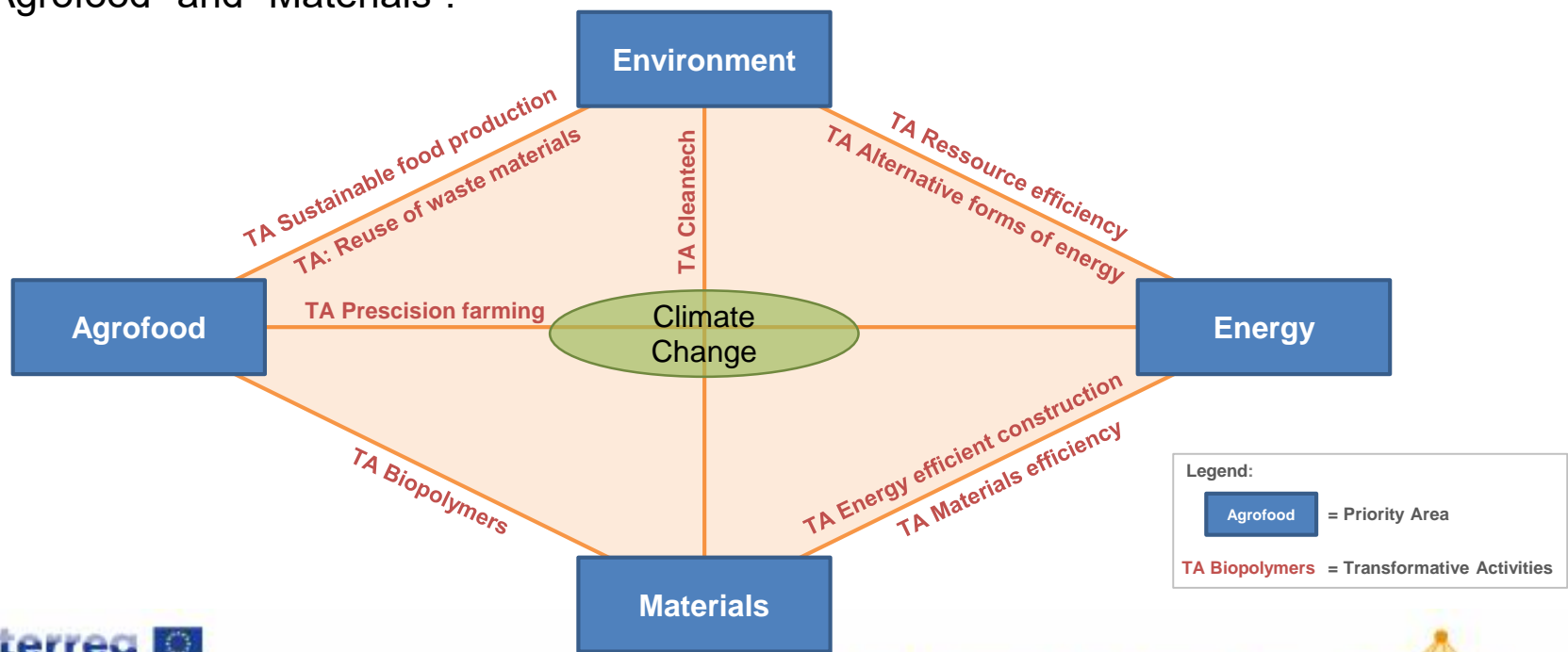
A specific Training Tool for the Synergy Diamond is available on the project website.



1. Synergy Diamond (II)

The following **example** of a Synergy Diamond addresses **Climate Change** as a crucial issue in the Alpine Area. The priority areas on the corners can contribute to better cope with this challenge and should be based on the regional S3.

Transformative Activities can then be identified **along the linkages** of the priority areas. e.g. The Transformative Activity “Biopolymers” can emerge between the Priority Areas “Agrofood” and “Materials”.



2. TA Assessment Matrix (I)

In order to select those Transformative Activities with the **highest immediacy and potential** for further development, a method for classification of the identified TAs is proposed.

The criteria of classification are:

- Regional strengths
- Regional potential

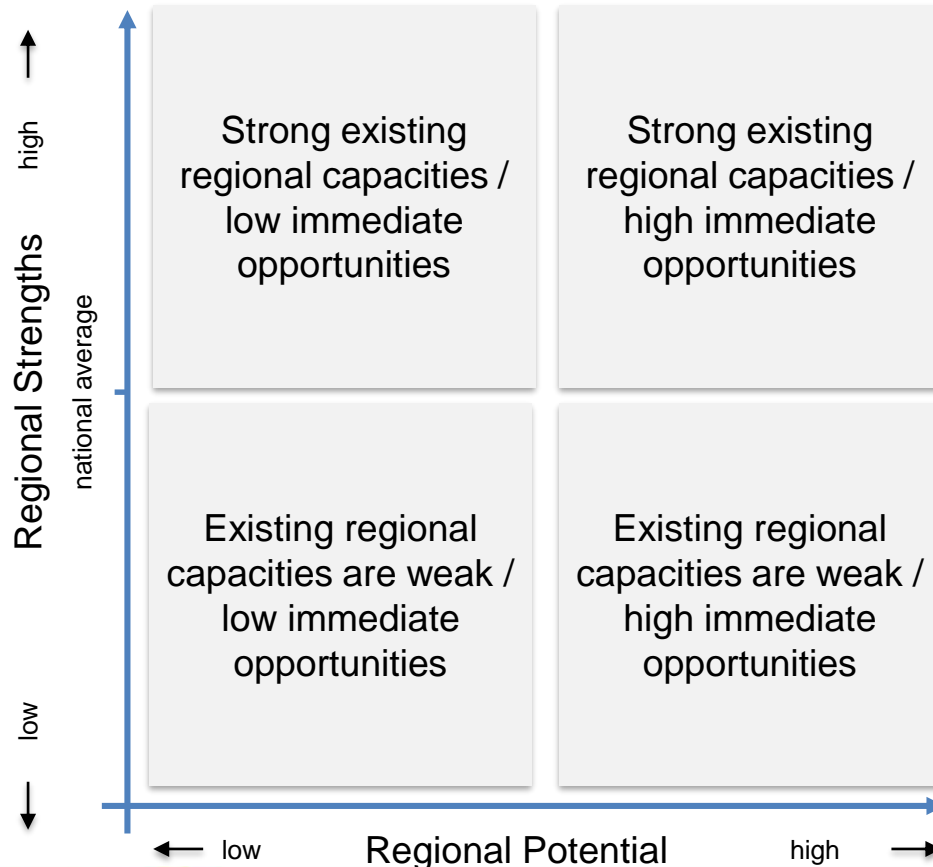
This classification helps a region to determine on which TAs the focus should be put on first (e.g. on those with high immediate opportunities).

Furthermore, it facilitates indicating where cross-regional cooperation might be needed in order to gain critical mass.



2. TA Assessment Matrix (II)

By placing these categories in a matrix, the identified TAs can be classified in 4 specific fields:



Useful Guiding Questions:

- Which entrepreneurial activities are present in the region to support the transformations identified?
- Are there enough capacities, resources and potentials in the region and in the concerned sector so that the activity could emerge, grow and ultimately drive the desirable structural change?
- Can the opportunities be realised in the region on a short term perspective or a long term perspective?
- Are there activities, collaboration, resources present in the region that already target the TA?
- How urgent are interventions to support the development of TA?

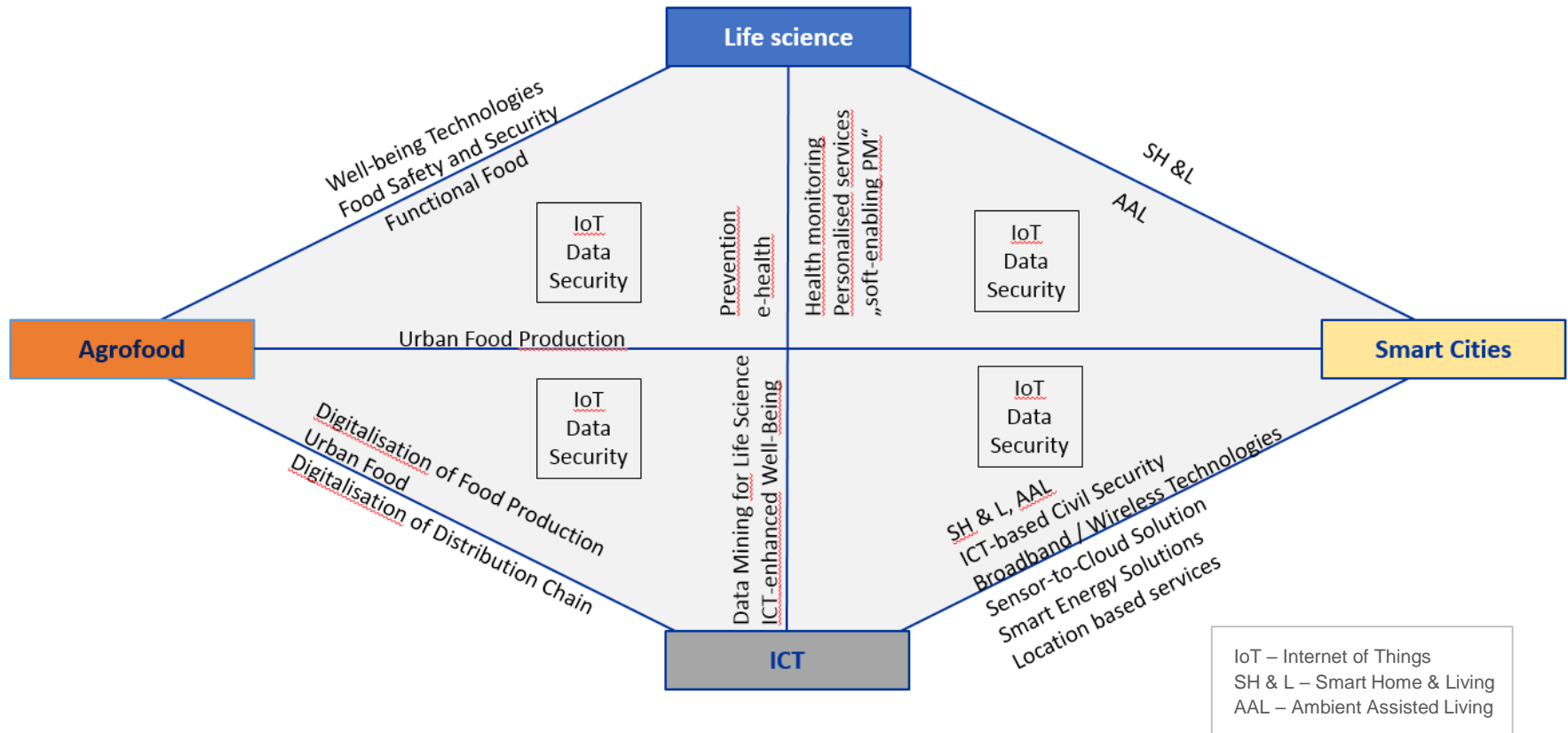


Examples

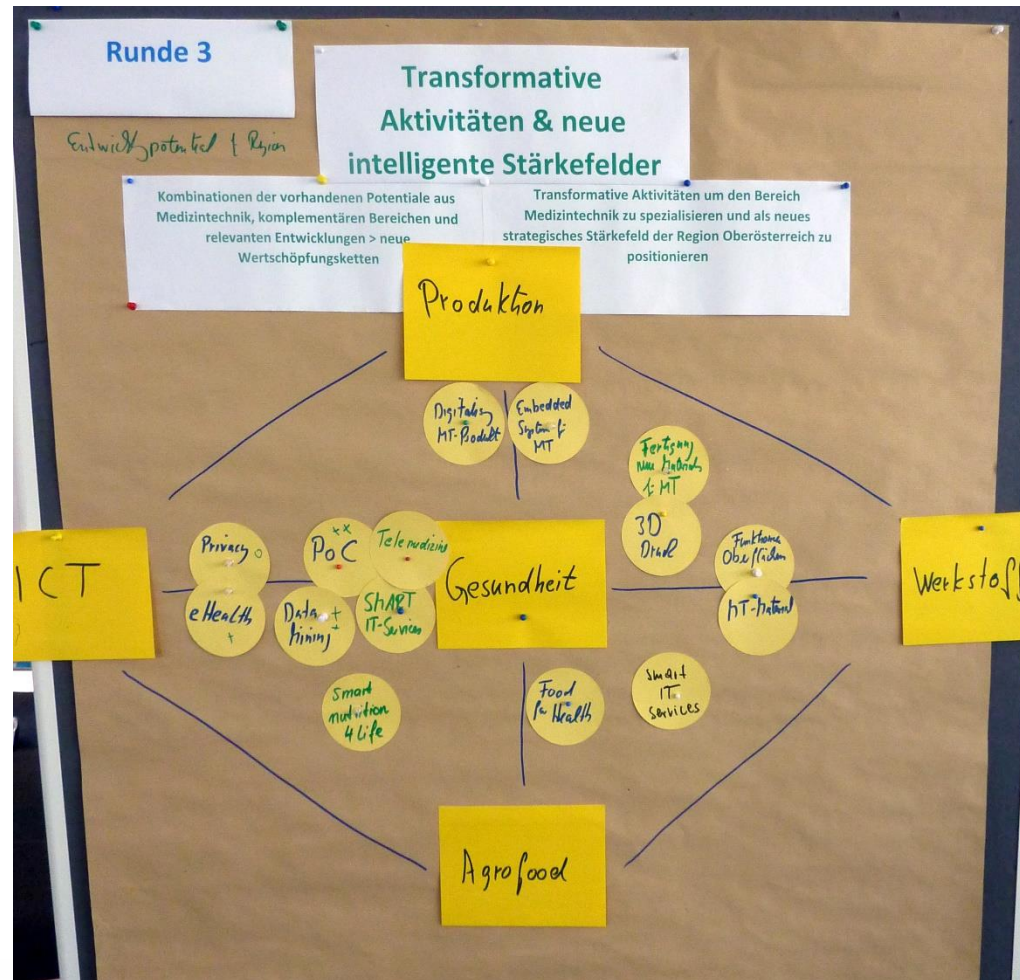
Entrepreneurial Discovery Workshop



Example: Synergy Diamond EDW Lombardy



Example: Synergy Diamond EDW Linz

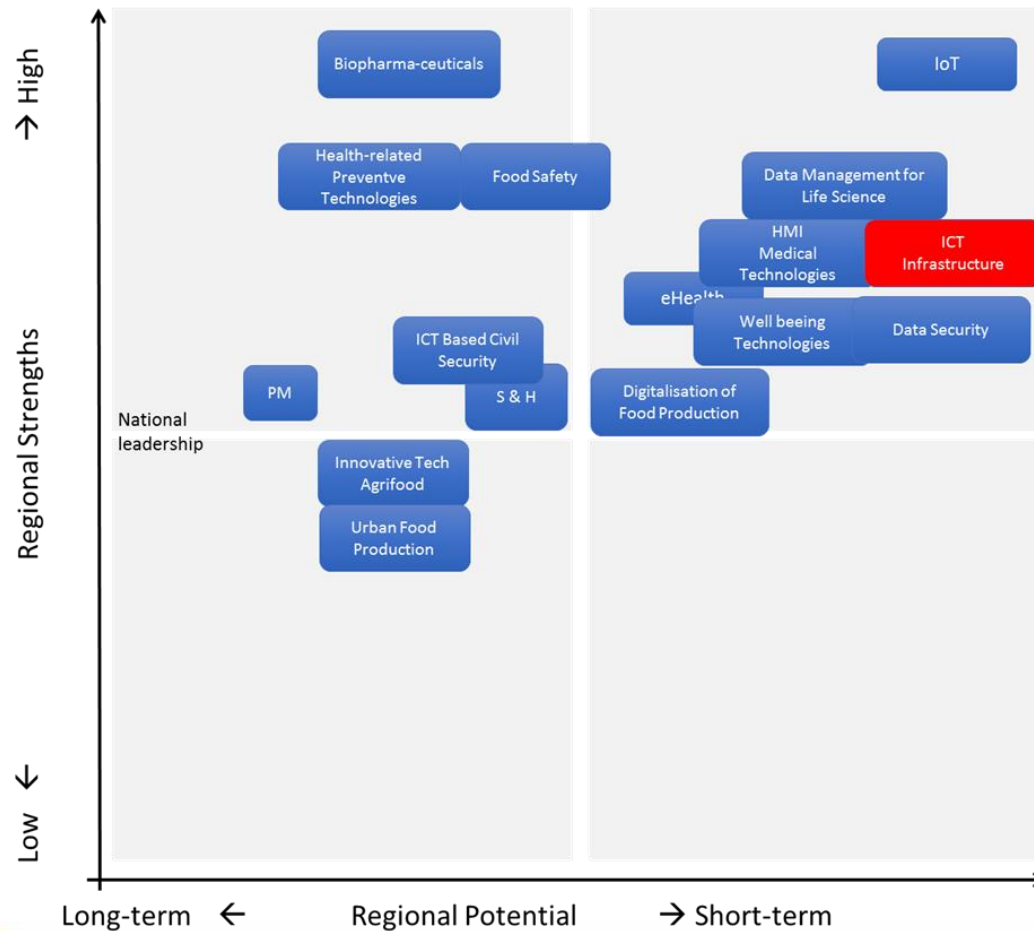


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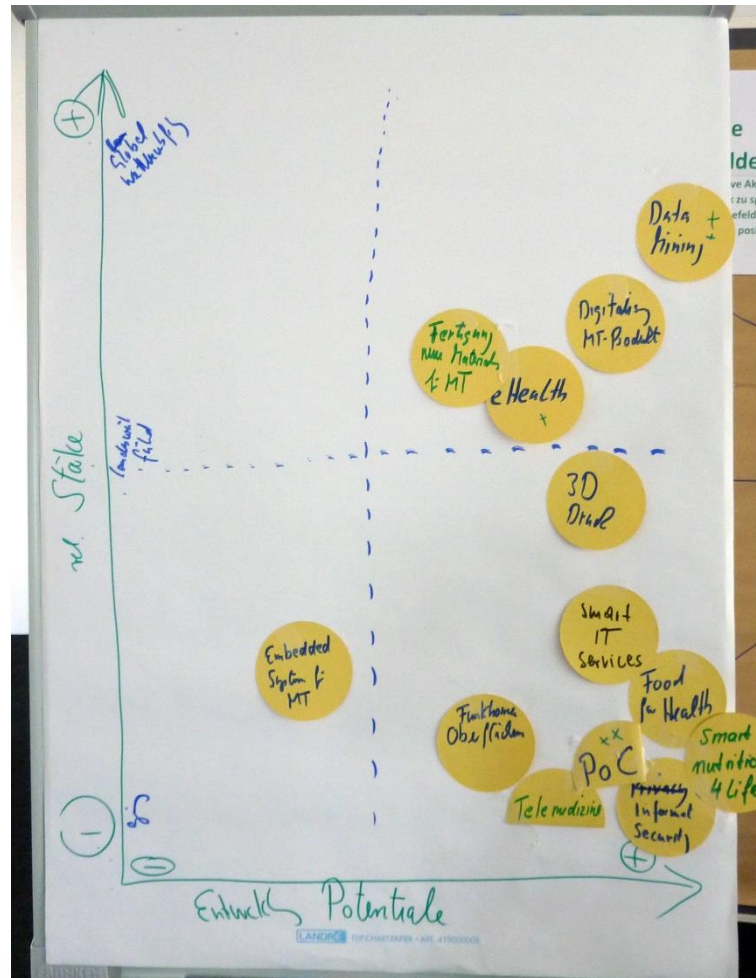
Example:

TA Assessment Matrix EDW Lombardy



Example:

TA Assessment Matrix EDW Linz



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Smart Specialisation with Smart Clusters



Examples of identified TAs

Focus / Priority Areas (PA) of Synergy Diamond	Transformative Activities
Focus: Health PAs: ICT, Materials, Production, Agrofood	<ul style="list-style-type: none"> • eHealth • Data mining for health • MedTech materials • Telemedicine • Functional surfaces • 3D printing for MedTech • Embedded systems for MedTech
Focus: Circular Bio-Economy PAs: Agrofood, Energy/Construction, Materials	<ul style="list-style-type: none"> • Application of plastics - Smart Packaging • 3D printing for wood • Robotics for agriculture
Focus: Building: Construction & Energy PAs: Environment, Energy, Materials, Agrofood	<ul style="list-style-type: none"> • Wood based construction • Building Information Modelling • Building envelopes • Smart Grid • Biogenic technologies



Variation for cross-regional cooperation


Cross-Regional Entrepreneurial Discovery Workshop



Cross-regional cooperation to develop Transformative Activities

Cross-regional cooperation can play an important and promising role in the development of Transformative Activities:

- If within a region not sufficient activities and actors are present, cross regional cooperation is a way to create a critical mass. Transformative Activities can only unfold their potential to lead to structural transformation within the regional economy if a **critical mass** in the concerned areas is present.
- If a region is well positioned and equipped to develop a Transformative Activity, cross-regional cooperation with peer partner regions supports to jointly enhance the leading position e.g. by focusing on common R&D.



If you discover in the EDW that cross-regional cooperation is necessary for or benefits the development of the identified Transformative Activities, a **cross-regional Entrepreneurial Discovery Workshop** is a tool to identify and prioritise common options.



Special considerations for the preparation of a cross-regional EDW

- ⦿ Identify regions where synergies and collaboration could lead to transformative activities
 - The S3-4AlpClusters report [“Strategic Alpine Space Areas for Cross-regional Cooperation”](#) provides an overview about potential synergies with the project partner regions.
 - Participating in projects funded by European Territorial Cooperation (INTERREG) facilitates cross-border and transnational networks that can be build on.
 - European platforms and databases (e.g. [European cluster observatory](#) or [S3-Platform](#)) help to identify regions with specific critical mass (clusters) in certain areas or priority area.
- ⦿ Get in touch with representatives of the partner region/s and inform them about the objectives of the process and the cross-regional EDW
- ⦿ Coordinate the preparation of inputs for the cross-regional EDW
 - Base of evidence for all regions
 - Results from a regional EDW (Synergy Diamonds, categorized Transformative Activities)
- ⦿ Invite relevant participants from the partner region/s
 - E.g. representatives of policy level with a good overview of their regional innovation system.
- ⦿ Consider language and cultural diversity
 - If necessary, provide interpretation service for the representatives of the partner region/s and ensure diversity sensitive facilitation and communication.



Workshop Design – cross-regional EDW

30 – 60 min	Introduction	<ul style="list-style-type: none"> • Introduction by the facilitator: objective of the workshop and outline of the workshop design • Optional: Short expert-keynote on S3 (~20 minutes) • Presentation of analytical basis of all regions (e.g. data about the regional performance, SWOT, overview about the regional smart specialisation strategy (~5-15 minutes each) • Optional: introduction of all participants (e.g. name, organization) <p>Equipment and Material: projector</p>
50 -60 min	Identification of Transformative Activities along the Synergy Diamond	<ul style="list-style-type: none"> • Short presentation and explanation of the Synergy Diamond and the concept of Transformative Activities (TA) • Interactive Work: Collection of TAs along the Synergy Diamonds that can be developed jointly • (optional: group work in case the workshop includes more than one partner region and/or the number of participants inhibits active involvement of everyone) <p>Equipment and Material: projector, Synergy Diamond Poster, presentation material (e.g. post-its) for the collection of TAs</p>
20 min	Break	
50-60 min	Assessment of Transformative Activities	<ul style="list-style-type: none"> • Short introduction of the TA Assessment Matrix • Interactive Work: Categorisation of the identified Transformative Activities in the TA Assessment Matrix (optional in group work) <p>Equipment and Material: projector, Synergy Diamond Poster incl. identified TAs, TA-Assessment Matrix poster, presentation material</p>
20-40 min	Prioritisation and Definition of next steps	<ul style="list-style-type: none"> • Panel-Presentation of the identified TAs and prioritisation of TAs that should be further pursued (based on the prepared TA Assessment Matrix) • Identification of TAs with high potential for cross-regional cooperation and joint definition of next steps to develop them on cross-regional level
10 min	Summary and closing remarks	<ul style="list-style-type: none"> • Summary of the results of the workshop • Outlook and closing remarks by organiser



EDW: contribution to the process

The EDW outputs contribute to the overall process by **identifying Transformative Activities** (2. Action Line - Identification). Based on the results **Actions** to develop the Transformative Activities can be defined.

EDW Outputs:

Transformative Activities are defined that should be further developed

- Regional strengths and potential were assessed
- Critical mass for the TA can be gained within the region or by cross-regional cooperation

Regional stakeholders from all areas of the quadruple helix participated

- Perspectives and expertise from all stakeholders were considered

Next steps are defined: Regional or cross-regional cooperation

Input for:

3. Development

Action Development
Workshop

Synchronized Scheme



Success Factors

Entrepreneurial Discovery Workshop



Success Factors

- ⊙ Invite a good **mix of participants** with respective interest and qualifications
 - To ensure their participation, explain the purpose and benefits of participating in the exercise.
 - A personal invitation letter from regional authorities can increase the interest of participation.
 - Provide information and provide a written agenda.
- ⊙ Prepare a targeted input about the **essential regional economic performance**
 - The base of evidence creates a common understanding about the regional economic development and serves as an essential reference for further discussions.
 - A Training Tool for the preparation of a Base of Evidence is available on the project website.
- ⊙ Ensure a good briefing of and cooperation with the **external facilitator**
 - Explain the objective of the workshop and the methods.
 - Discuss potential adaptations of the workshop design and methods in order to adjust them to your specific needs.
- ⊙ Ensure a good briefing of the **external keynote speaker**
 - For a targeted and informed input, inform the keynote speaker about the context of the workshop and the regional developments.
- ⊙ Prepare a **collaborative and interactive setting** and design that facilitates active involvement of each participant
 - Consider the number of participants and adapt the workshop design and setting accordingly (e.g. group work, sufficient time for discussion).
- ⊙ Ensure **good documentation** of the discussions and the results (incl. photographs)

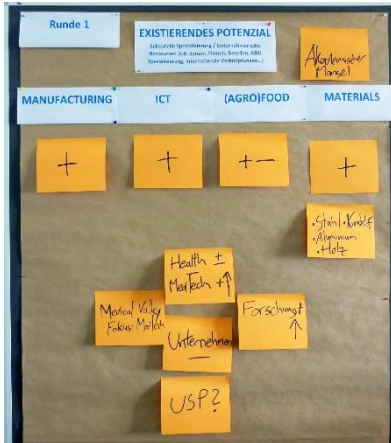


Guiding questions for review

- ⊙ Was the Base of Evidence provided meaningful, sufficient and appropriate?
 - Did it support the discussion throughout the workshop?
 - What additional information would have been helpful?
- ⊙ Who was participating in the workshop?
 - Were stakeholders of all areas of the quadruple helix present?
 - Were important representatives missing who could have given valuable input and perspective?
- ⊙ Have „real“ Transformative Activities been identified?
 - Did the participants clearly understand the concept of Transformative Activities?
 - Was an appropriate thematic scope chosen to identify Transformative Activities?
- ⊙ Have the „right“ Transformative Activities been identified?
 - Was the discussion led by „what would be fancy?“ or „where can we gain critical mass and create potential for structural transformation“?
- ⊙ Have next steps been defined to develop the selected Transformative Activities?
 - Who are the „drivers“ of the development?
 - Who needs to be involved in the development? How can these stakeholders be engaged?
 - What kind of information is needed to be able to define and follow next steps?



Impressions from the EDWs in Linz and Fribourg



EDW Linz



EDW Fribourg



EDW Linz



EDW Fribourg

You find more impressions of EDWs conducted in the project S3-4AlpClusters on our Youtube-channel:

<https://www.youtube.com/channel/UCXf4dSJMZiTRCSSmaEGmMNq>



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The training tool is based on the EDW-concept, developed by Dominique Foray, Michael Keller, Jacques Bersier and Gerd Meier zu Köcker. Input was gathered from all project partners.

The training tool was prepared by Simone Weiss (Innovation and Technology Transfer Salzburg) in cooperation with Renate Handler and Markus Gruber (convelop gmbh).

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S3-4AlpClusters Partners



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