

ANNEX 1 – Action Plan Template

Part I – General information

Project: URBAN MANUFACTURING

Partner Organization5: PP5 LAZIO REGION

Other partner organisations involved (if relevant):

Country: ITALY

NUTS2 region: LAZIO

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Part II – Policy context

The Action Plan aims to impact:

- Investment for Growth and Jobs programme
- European Territorial Cooperation programme
- Other regional development policy instrument

Name of the policy instrument addressed:

ERDF Programme Lazio Region 2014 approved on 12.2.2015.

Priority Axis 3 " Competitivity"

Action 3.5.1 "Supporting new enterprise creation through direct incentives, the offer of services and through micro-finance interventions"

Among the actions embedded in Axis 3 "Competitiveness" the Active Spaces Network (A.S.N.) is the main instrument the Lazio ERDF program relies on to support new enterprise creation and development.

Active Spaces is a regional network of physical and virtual places that offer a range of services for the creation and development of SMEs:

- orientation and information
- contamination lab for young people
- pre-incubation, incubation services
- training
- legal and business consultancy
- tutoring e mentorship
- coworking, lab and fablab facilities
- supporting on application to public funds

Each Active Space has a thematic focus.

They are places for meeting and co-design between a number of stakeholders - SMEs, creatives, talents, public bodies, start-up aiming at generating innovation and turning it into innovative businesses.

A.S.s ease technology and innovation transfer to the SMEs world as well as to local communities that can play a role of “end user” (proximity targets) to set up potentially large-scale solutions and products to be then launched in different contexts.

In this model Fablabs support final step of the innovation chain - the prototyping stage - in which the design process come into a real “lean” output.

In 10 years the A.S.N. achieved outstanding results.

The following chart shows ASN performances in 2018.



Looking forward, to better act their role A.S.N. require:

- 1. to test new tools and methodologies to foster and support the design capabilities and to improve quality and effectiveness of output.** Co-design and contamination are for sure excellent practices to stimulate innovation but must be managed and channeled to avoid the risk of poor results. The World Cafe[®] methodology, for instance, has been used in A.S.N. to run co-design sessions but not always with the expected results.
Thus Active Spaces express a continuous demand for new methodologies and tools to better support their co-design processes for innovation.
- 2. to stay tuned with the state of the art of knowledge and innovation/to attract talents in the fields they are focused on.** That means that a permanent link with the public and private research hot spots (universities, research centers, laboratories,...) is crucial for A.S.N. but very difficult to establish.
As widely explained in the assessment part of the action plan (see forward) the creation of a relationship between A.S.s and universities has been often not easy and risked to turn into a one-way relationship.
Building useful long-term relationships with universities, tighten the link with the regional research clusters is one of the key themes for A.S. that want to play a leading role in supporting innovative businesses and startup.

3. **to implement new services for A.S.N. makers in order to get closer to their markets.**
Designing a small-scale production service/plant for start-ups could be a very useful step ahead for the regional active spaces network. After the prototyping activities in fact, start-ups go to external suppliers to make the very first industrialization of the prototypes and to obtain small batches of product to start selling. Often this activity is very expensive: minimum batches are far bigger than start-ups needs and if products need further changes, full batches can go lost.

The outline in the follow summarizes challenges the ASN is going to deal with to improve the regional startup ecosystem.

ACTIVE SPACE NETWORK improving needs

<p>Improving and intensifying relations among LOIC ZAG and universities Attracting creatives, talents to strengthen the community of innovation of each MS</p>	<ul style="list-style-type: none"> → Is it possible to strengthen the links between Active Spaces and university Departments, proposing itself as a network of widespread experimentation laboratories? → How to activate “antennas” inside the universities to attract creative / innovators and turn them into experimenters / makers?
<p>Supporting contamination and co-design among potential innovators</p>	<p>Multidisciplinary approach and "Design thinking"</p> <ul style="list-style-type: none"> → How can Active Spaces enhance creativity and contamination (especially for the social innovation field)? → How to make A.S.s open communities of multidisciplinary thinkers?
<p>Providing at the A.S.N. a small-scale production service to start-ups after the prototyping stage</p>	<ul style="list-style-type: none"> → How to go from a simple concept and prototyping process to allowing the production of small batches of marketable products? → How to manage and schedule different productions in terms of time and use of the machines? → What business model for the ASN small-scale production services to fair compete with the private sector?

PART III details of the actions envisaged

ACTION 1

Name of the action:

Experimenting new effective co-design approaches to social innovation by involving universities and other research hubs

(New project implementation - Improving the Policy instrument → Active Spaces Network ERDF Lazio Region 2014-20 Action 3.5.1)

Relevance to the project

The Lazio Region Action plan is the result of a long and articulated co-design process that has involved local stakeholders, UM partners, external experts through policy clinics, project’s meetings and informal contacts among participants.

Every partner experience gave us interesting insights in various way.

So - true to the spirit of the INTERREG Program (aiming at triggering in the partners contexts continuous improving processes through sharing) we observed the partners experience with a wide open mind in order to acquire a number of ideas potentially to be implemented also extra UM Project. A kind of “ideas tank” to draw from in future design stages of new actions for the regional policies implementation.

The good practices have been then clustered by checking this issues:

- consistency with Regional Active Spaces network needs and objectives
- consistency with ERDF 3.5.1 action technical requirements in terms of administrative, financial and timing eligibility

The cluster analysis on UM partners good practices led to create 3 clusters:

CLUSTER 1: REPLICABLE GOOD PRACTICES

The cluster gathers the good practices that Lazio Region is going to adapt and experiment through the UM action that Lazio Region envisages to carry on.

PARTNERS GOOD PRACTICE	MAIN ELEMENTS	REPLICABLE EXPERIENCES
<p>1.1 Birmingham City University STEAM House Phase 1 <i>Location: West Midlands, United Kingdom</i></p>	<p>STEAM House is a facility for collaborative innovation with coworking, challenge and maker space. It combines STEM with Arts to create new products and services</p>	<p>→ STEAM approach to innovation Design thinking methodology; Stable and continuous social innovation process; Supporting contamination and cooperation among members; → Permanent relationship with Universities: a creatives and talents pipeline to power the strengthen the community of innovation → Birmingham Production Space, an art and design led maker space, which addresses the inadequate provision of creative spaces in the region, allowing for physical and digital prototyping, iterative development and production.</p>



The more inspiring experience for the Lazio Region action plan comes from the STEAM House (STEAMH) model powered by Birmingham City University.

During our June 2018 Policy clinic and furthermore during the Peer-review in February 2019, the STEAMH model elements we have focused on to potentially replicate (and adapting to the regional context) in order to improve the effectiveness of the regional Active spaces network are mainly these:

1) An innovative and effective co-design approach (no only) to social innovation: STEAM House hosts an innovation space linked to state of the art technology and data, in which complex societal challenges be seen from an interdisciplinary perspective and reviewed by multiple users in a quadruple helix (policy maker, researcher, practitioner, talent).

In this context, we have been impressed by BCU's great mastery of co-design methodologies inspired by Design Thinking Methodology. Although the Design Thinking Methodology is nowadays a very popular practice to lead innovation processes, it is also true that there are few experiences in which this method is applied with "scientific" approach and with really interesting results.

Therefore considering the great versatility of the Birmingham co-design methodology and the wide use it could have to help managing development processes of innovation within the Regional Active Spaces, Lazio Region decide to focus the action plan on the transfer and experimental use of STEAMH Design thinking methodology.

We think that the co-design methodology coming from BCU could be successfully experimented to run social innovation meetings in order to settle a method to cooperate and increase quality of co-designed solutions.

2) The strong and permanent link the STEAM House was able to create with University (University brokers and other STEAMH targeted initiatives) This is a very focus point for us. Universities, Academies and Research Centers are at the moment not included among the main partners of the regional Active Spaces Network. The reason is the difficulty to create a partner relationship especially with public universities that are constantly searching for funding. So the public universities are more often focused on what they can get from the Active Spaces than on what they can bring to them. During our visits we appreciated the STEAM HOUSE initiatives targeted to stay in touch with the University world especially the following two: **1) the University brokers**, that have the responsibility to keep alive a strong operational connection between the STEAM house and the university, favoring the transfer of scientific competences of academic origin and the scouting of talents to be initiated in the assistance courses and services of STEAM **2) Social innovation round table:** STEAM house hosts recurring meeting involving university professors and local stakeholders to find a solution to community needs with a co-design approach led by STEAMH specialists.

Looking at these good practices we thought that the second one could be "imported", adapted and replicated in the ASN in order to try to build bottom up new durable links with universities just working together to innovative solutions for local communities needs using the same co-design methodology as STEAM house.

3) Birmingham Production Space, an art and design led maker space, which addresses the inadequate provision of creative spaces in the region, allowing for physical and digital prototyping, iterative development and production. The service is very interesting because, after the prototyping activities in the maker spaces, startups usually must address to external suppliers to make the very first industrialization of the prototypes and to obtain small batches of product to start selling. Often this activity is very expensive: minimum batches are far bigger than startups needs and if products need further changes, full batches can go lost. Therefore, it could be big help for start-ups having a small-scale production services in the regional Active Spaces Network.

Regarding the design, set up and startup of a small-scale production service/plant at ASN, the visit to Steam House has been very interesting and gave us a number of ideas to start it up. Nevertheless this project requires time to be developed, because:

- *STEAM H production space business model cannot be replicated being Active Spaces public entities where fab lab prototyping services must be free of charge not to compete with private fablabs.*

- A network model is needed to integrate and to enrich the regional fablabs and to avoid overlapping among facilities
- A serious budget is required to equip the small scale production plants
- A careful design stage is needed

The good practice n°3 will be probably experimented in the future by Lazio Region.

Regarding how Lazio Region is going to replicate good practice 1 and 2 from STEAMH, please see forwards chapter III.

CLUSTER 2: INSPIRING GOOD PRACTICES (NOW OR IN THE FUTURE)

The cluster gathers the good practices that somehow gave us ideas to better design the Lazio Region UM action.

PARTNERS GOOD PRACTICE	MAIN ELEMENTS	INSPIRING IDEAS
<p>2.1 Fomento San Sebastian, Economic Development Agency Donostia Innovation League * <i>Location: País Vasco, Spain</i></p>	<p>Bottom-up and collaborative approach developed by social challenges aimed at asking the local community for an opinion on public policies and social challenges.</p>	<p>Bottom-up approach and Design Thinking in decision-making process; Social challenges method to engage local stakeholders in the community innovation process.</p>
<p>2.2 Vilnius City Administration Art Factory Loftas <i>Location: Lietuva, Lithuania</i></p>	<p>Multifunctional venue hosting live concerts, electronic music raves, art exhibitions, fashion shows, conferences and more</p>	<p>Bottom-up approach to improve involving local community to improve the social climate in the area and contamination among different talents.</p> <p><i>Possible future project development/replication in Lazio Region: linking the Lazio Region WEB portal “Lazio creativo” that gathers all creative talents the Region has already funded in the last 5 years to physical venues (art factories) to</i></p> <ul style="list-style-type: none"> • enhance relations and contamination among talents • host promoting events for investors • encourage them to use the maker spaces
<p>2.3 City of Zagreb Digital MakerSpaces in public libraries <i>Location: Kontinentalna Hrvatska, Croatia</i></p>	<p>Transformation of public libraries in digital makerspaces – centres for education, digital creativity and innovation</p>	<p>Very interesting approach to reach a double result:</p> <ul style="list-style-type: none"> • breathe new life to traditional libraries, enriching them with a digital maker space; • develop, tune and test new digital skills and expertise in the field of culture <p>“Classic” and digital knowledge coexist in a same venue, with mutual interest and exchange of participants.</p> <p>The next step is to deepen the contact areas in design phase and about detecting useful partnerships.</p>

* Regarding the Donostia experience, in a first stage of the Action plan elaboration, we have been interested in the cooperative approach they have followed in San Sebastian (Donostia Innovation League programme) to run a local challenge aiming at find innovative enhancing solution for the local river.

What we appreciated the most was:

- The development process of the project considered more important than results in order to create the appropriate environment to facilitate the flow of ideas and innovation. In fact, Donostia Innovation League programme is directly engaged with the local community.
- The “bottom-up” and collaborative approach to address city and social challenges, and to improve human capital skills. The programme involves local educational, social and innovation ecosystem stakeholders.
- The use of Design Thinking in decision-making process as key element for achieving the project objectives. This is a human-centered approach to innovation that considers and merge in itself the needs of people, the possibilities of technology, and the requirements for business success.

The D.I.L. experience will not be replicated in the Lazio Region action plan, but it has influenced its elaboration. The focus on a “very” bottom up approach to social innovation involving students coming from universities and academies rather than professors and teachers is a kind of “heritage” from D.I.L.

CLUSTER 3: GOOD PRACTICES NOT SUITABLE TO LAZIO REGION A.S.N.

This cluster groups the good practices that are interesting but currently not suitable for local replication considering the specific situation and needs of Lazio Region in terms of:

- different development stage of Regional maker spaces ecosystem
- consistency with Regional ERDF objectives
- amount and available financial resources
- different scale of the territorial scope
- real innovation contents compared to practice yet implemented or now being implemented in the ASN.

GOOD PRACTICES	MAIN ELEMENTS	REPLICABILITY ISSUES
3.1 City of Zagreb Start-up factory - Pre-acceleration program <i>Location: Kontinentalna Hrvatska, Croatia</i>	First publicly funded Entrepreneurial Pre-acceleration program: 8 weeks per year.	<ul style="list-style-type: none"> • Different social and economic framework, needs and context (city vs. region) • Smaller scale and early stage of development compared to Lazio Region Active Spaces Network.
3.2 City of Zagreb Radiona.org / Zagreb Makerspace <i>Location: Kontinentalna Hrvatska, Croatia</i>	Hybrid lab merging innovation, creativity, technology, art, science, entrepreneurship and education.	<ul style="list-style-type: none"> • Smaller scale than the Active Spaces of the Lazio Region • Partner’s solutions yet or being implemented in the Active Spaces Network

<p>3.3 Fomento San Sebastian, Economic Development Agency The Maker Space POP UP COMMERCE <i>Location: País Vasco, Spain</i></p>	<p>Programme aimed at testing and accelerating innovation in the design and retail industry.</p>	<ul style="list-style-type: none"> • Partner's solutions yet or being implemented in the Active Spaces Network.
<p>3.4 Fomento San Sebastian, Economic Development Agency EKIN+ <i>Location: País Vasco, Spain</i></p>	<p>Incubation programme aimed at helping entrepreneurs to turn ideas into business projects, developed in cooperation with a number of research centres.</p>	<ul style="list-style-type: none"> • Early stage compared to Lazio Region current ASN stage of development
<p>3.5 Fomento San Sebastian, Economic Development Agency Donostia Innovation Campus <i>Location: País Vasco, Spain</i></p>	<p>Collaborative making programme among academia and business.</p>	<ul style="list-style-type: none"> • Partner's solutions yet (or being) implemented in the regional context.

2. Nature of the action

2.1 Summary

The Lazio Region pilot experience aims at adapting and testing the selected good practices coming from BCU thinking of a possible future adoption by all other Active Space.

Starting from the experience of the Social Innovation round-tables that the STEAM House University Brokers periodically run involving teachers from different faculties to find together - following the co-design DT methodology - solutions to problems of the local community, the action plan will be focused on then adaptation and replication of this STEAM House experience in order to fulfill both the Active Spaces main reported needs:

1. Testing, adapting and adopting new co-design methodologies to foster cooperative innovation processes, especially on social issues coming from local communities (Active Spaces express a continuous demand for new methodologies and tools to better support these processes)
2. Building useful long-term relationships with universities, tighten the link with the regional research clusters

The intention is therefore to adapt and replicate the experience of the STEAM House social innovation round-table, but shifting the focus of participation from professors/lecturers to students, leaving to the former a role of scientific, artistic and technological mentor on developing solutions.

The envisaged action is expected to achieve at the same time both the objectives. Involving universities referents together with local stakeholders in social innovation co-design tables could lead at the same time to

1. Test and adapt a new, effective methodology to manage co-design processes in order to organize and better take advantage of contribution coming from participants and, at the end, enhance quality of results
2. Find co-designed solutions on relevant topics for the local community
3. Create - on field and from the bottom - a link among Active Space Networks and

universities/academies as starting point for a wider collaboration also in other ASN areas.

Due to its experimental nature, the implementation of the envisaged action will be host by one Active space of the regional network as pilot spot to experience a methodology to be potentially extended (at the end of the evaluation process) to the whole regional Active Spaces Network.

A Social Innovation Table (SIT) involving students, local stakeholders and startup will be organized and managed at a pilot Active space by using the BCU co-design methodology. Then the action envisages a second stage for the capitalization of the SIT experience (evaluation and modeling) and to encourage the new co-design methodology adoption in other Regional Active Spaces.

2.2 How the policy change /improvement related to action plan will support Regional maker spaces to thrive

The expected results from the pilot action will have a great impact on the Regional maker spaces network.

1. The improvement and the strengthening of permanent relations between the Active Spaces Network and the Universities will create new liveliness and effective connections to the entire regional ecosystem. From University, but also from the connected circle of research institutes and commercial partnerships, creatives, makers and aspiring startupper will fuel the Maker Spaces with new approaches and new ideas to be prototyped.

A strong presence of talents will

- boost the contamination among makers
- make each A.S. a real and unique point of reference to exchange new ideas and creative approaches, a natural landing place to prototype new concepts, services and products
- improve and enrich the final output of the creative process – prototypes - their quality and readiness to market exploitation.

2. The acquisition on a new, effective methodology to lead co-design innovation processes is expected to arise the quality of solutions and to improve the regional capability to support and foster new startups creation. This means that a larger number of business ideas - to be addressed to the prototyping stage - will be generated.

In other words, the adoption of more effective co-design tools will make the supporting services chain to startups better able to build and lead business idea to the prototyping stage.

2.3 Where the experimentation of the UM ACTION will be run

To run the “pilot experimentation” of the STEAM House good practice we chose only one of the Regional Actives Space, the newest one: the Zagarolo LO.I.C. (Lazio Open Innovation Centre), a laboratory for the territorial social development funded by Lazio ERDF Program action 3.5.1.

The ZAG-LOIC Active Space is located in the municipality of Zagarolo, 30 km far from Rome. The ZAG-LOIC may be reached from Rome by train and by car in about 30 minutes.

The University of “Tor Vergata” – one of the main 3 public universities in Rome - is only 3 train stops far away from the



ZAG-LOIC.

Zagarolo is a strategic crossroads in the territory of the provinces of Rome and between the other two provinces of Lazio, namely Frosinone and Latina.

The LOIC is hosted at Palazzo Rospigliosi, an amazing ancient building that dates back to XV century recently restored.

In the same venue the Municipality of Zagarolo opened in 2005 the “Toys museum”.

Mission

The ZAG LOIC aims at becoming an International attraction center based on Open Innovation, creating opportunities and conveniences to ensure that the heritage of historical-artistic-architectural assets of the area, combined with exogenous elements brought about by open innovation, go to constitute a multisectoral and integrated production system, engine of the economic upgrade of the territory.

ZAG LOIC would act like an ideas and bottom-up innovation container. It aims at intercepting networks, active relationships of international scope and generating a culture for opening and horizontal collaboration.

A place, physical and virtual, for the production and the meeting between demand and supply of innovation.



LOIC ZAG Is an international hub where open innovation players, public and private stakeholder, generate ideas and value for the territory.



The LOIC ZAG aims at creating a creative atmosphere able to promote initiatives also from below and must therefore provide for a high-level inclusion and social cohesion.

The LOIC – ZAG model is made of 2 main parts:

- the extended model of the regional Active Spaces
- a strong commitment in searching innovative solutions for the societal challenges.

The ZAG-LOIC objectives are:

- Creating an Open Innovation platform - physics and logic – a bridge connecting ecosystems to innovation at international level.
- Creating a Center of Excellence to transform ideas, research and technology in shared value for the territory and its economic and social actors.
- Implementing networking including external agents (such as universities, start-ups, public and private institutions) in order to create a mobile flow of information and exchange of opportunities.
- Building a community for innovation, encouraging the meeting of ideas and technologies, among talents, entrepreneurs and investors, among start-ups and business partners.
- Generating innovative ideas and solutions, applying multidisciplinary approaches, that know how to promote the exchange and contamination of social, economic, technological knowledge
- Boosting the development of ideas in innovative business projects and sustainable, increasing knowledge and training skills.

<p>ZAG LOIC focus areas are:</p> <ul style="list-style-type: none"> ▪ Design ▪ Gaming ▪ Multimedia ▪ ICT solutions for cultural heritage 	<p>ZAG-LOIC offers:</p> <ul style="list-style-type: none"> ▪ Fab lab facilities ▪ Co-working spaces ▪ Incubation services ▪ Technical and management training ▪ Inclusion activities towards citizens ▪ Start-up campus ▪ Acceleration services ▪ Open innovation events ▪ Route-to-market services for start ups
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Why the LOIC is the right place to run the UM action

1) ZAG LOIC represents a brand-new concept of Regional Active Space that is expected to reply best practice services/activities coming from the ten years' experience of the other Regional Active spaces together with new approaches to make a jump ahead in supporting innovative start up.
Therefore, it could act such a "lab" to test new methodologies to be potentially extended to the other regional Active Spaces in order to improve their services.

2) ZAG LOIC is located in a unique context, however it shares a number of common points with the STEAMH:

- **Same life-cycle stage:** they are both in a "start-up stage": two realities in «lab phase» but with a solid starting know-how that can also give life to mutual exchanges.

The STEAMH is recently born but capitalizes from the start the significant know-how of Birmingham City University supporting innovative start-ups creation.

The LOIC is now starting its activities as well, but it is born with "the dowry" represented by experiences, models, approaches, best practices developed over the years by the Active Space regional network

- **Similar mission and targets**
- **Different local frameworks, both expressing a strong demand for services**

The STEAM house is born in the heart of the Midlands, in a high industrial context. Due to the lack of other similar facilities, local SMEs are easily intercepted by STEAMH and express a demand for innovation in specific fields.

The LOIC is born in a wider territorial context, where the entrepreneurial presence is equally strong although very articulated in terms of both sector and size. The different Active Spaces have acquired complementary positions and sectoral specialization in order to limit any overlaps.

- **STEAMH and LOIC Zagarolo are both located in buildings that have been part of big urban regeneration interventions.**

The STEAM house is located in the ancient industrial district of Birmingham at the very heart of the city, in fully recovered buildings.

LOIC is hosted in the stunning Renaissance Palazzo Rospigliosi of Zagarolo, carefully restored by Lazio Region in order to make the Palazzo acquire a new role in the development of urban and surroundings areas.

The following SWOT analysis gives a more complete vista on challenges LOIC ZAG is going to deal with and on what tools, know-how it can rely on.

LOIC SWOT ANALYSIS

Opportunities	Threats
<ul style="list-style-type: none"> ▪ <u>Entrepreneurial basin</u>: Good basin of manufacturing SMEs representing different sectors - <i>food processing, logistics, pharma, hospitality care, and so on</i> - prospective users/actors in the LOIC's innovation processes. ▪ <u>Other facilities to extend LOIC activities</u>: ZAG LOIC is using at the moment a big part of the ancient building, but there are still free areas inside Rospigliosi Palace to be potentially addressed to host other services. ▪ <u>Funding</u>: LOIC activities have the financial coverage of the ERDF Regional program. There are adequate resources to power good services and initiatives 	<ul style="list-style-type: none"> ▪ <u>Location</u>: quite close to the City of Rome (30 minute) or too far if compared to other similar facilities located in the city. In some hours of the day, Zagarolo could be not so easy to reach with public transports. ▪ <u>Local SMEs with low education on "innovation"</u>: this could make harder the involvement of entrepreneurial targets on innovation transferring processes.
Strengths	Weaknesses
<ul style="list-style-type: none"> ▪ <u>Strong liaison with other regional Active Spaces</u>: LOIC is part of a strong and well-known network with high reputation all over Lazio Region. It can take advantage of the network know-how, experience and communication power towards talents, start uppers, SMEs, institutional stakeholders. ▪ <u>High know-how on supporting innovative start-ups</u>: LOIC ZAG is going to become fully active very quickly. The services offer is going to be completed in 2 months. ▪ <u>Great Open innovation know-how</u>: LOIC ZAG shares the Regional methodology to run open innovation challenges that has been named as a best practice. 	<ul style="list-style-type: none"> ▪ <u>Poor relationships with public universities</u>: due to the Italian university model, universities often act more as providers than as partners. ▪ <u>"Traditional" approach of LOIC towards SMEs</u>: need for new models to engage local entrepreneurs in route to market activities for start-ups ▪ <u>Low experience in micro-open innovation processes</u>: need for new methodology to foster continuous cooperation between innovative start-ups and SMEs to activate co-innovation processes on demand ▪ <u>Unplanned support to "contamination"</u>: LOIC ZAG should increase and support the contamination among different kind of talents and among them and the SMEs. There a need to improve the Active Space model: not only a services provider but also a place in which different talents cooperate to create, where SMEs needs are understood and fulfilled with new solutions.

2.4 Activities to be implemented

The pilot action implementation activities will be divided in two steps:

STEP 1 – EXPERIMENTING THE STEAM HOUSE METHODOLOGY FOR SOCIAL INNOVATION CO-DESIGN

First step includes the following activities:

- Activity 1. Preparatory activities for the Social Innovation Table (SIT)**
- Activity 2. The management of the Social Innovation Table**
- Activity 3. Presentation of the SIT results to all start-ups of Active Spaces network**
- Activity 4. The co-design experience dissemination**

STEP 2 - CAPITALIZATION OF THE EXPERIENCE AND SUPPORT FOR ADOPTION IN THE ACTIVE SPACES NETWORK

Second step includes the following activities:

- Activity 1. Evaluation of the SIT experience**
- Activity 2. Modeling / formalization of the SIT co-design methodology**
- Activity 3. Dissemination and supporting the methodology adoption by Active Spaces network**

STEP 1 – EXPERIMENTING THE STEAM HOUSE CO-DESIGN METHODOLOGY ON SOCIAL INNOVATION ISSUES

Activity 1. Preparatory activities for the Social Innovation Table (SIT)

1.1 Identification of Social Innovation topics

The experimentation will involve local representative associations (stakeholders) that express relevant and wide needs of the local community to be addressed with a co- design approach to find innovative solutions. The objective is to focus the TSI work on needs felt by large representatives of the local community, avoiding work on specific initiatives with low local impact.

1.2 Selection of co-design expert for the management of Social Innovation Tables

The LOIC will launch an administrative procedure – according to Italian laws - to recruit a co-design expert who will manage the TSI.

1.3 Transfer of BCU good practices on co-design

The expert selected by the LOIC will be involved in a training session with to acquire the specific co-design methodology used by BCU at the STEAM house. BCU experts will be invited and hosted to the LOIC to run a methodological training with the expert and to provide operational input for the organization of the Table. Staff from the A.S network could attend the training as well. One of the focus of the training will be on the adaptation of the STEAM house methodology to the AS Network context in order to better exploit its potential.

1.4 Promotion activities towards the target participants of SIT Tables

Great importance will be given to the promotional activities to reach the ideal mix of participants at the tables in order to favor the contamination between complementary profiles, skills, approaches. The SIT will involve:

A. Academic targets: *direct contacts will be activated with university departments and academies to present the initiative, identify potential targets and verify the possibility - and feasibility - of associating the recognition of*

“training credits” to the participation in the Table. Contacts will be activated once the topics to work on will be defined to ensure the participation in the Tables of a mix of skills consistent with the needs.

B. Representatives of the local community: as already mentioned, the participants will be selected among subjects with representative and recognized power about of local interests and needs.

C. Startups from the AS network: selection and contact activities will be carried out towards local Startups to invite them to participate in the TSI: startups can bring a different point of view to find out innovative solutions for social needs.

Activity 2. The management of the Social Innovation Table

The table will work as a co-design path made of 2-3 half-day meetings in which the participants - gathered in mixed teams if necessary – will generate ideas, solutions to meet the local social needs under the guidance of an expert who leads and supports the creative process of developing solutions. The SIT schedule will be as in the follow:

SIT - Meeting 1	Participants all targets	Program <ul style="list-style-type: none"> • Presentation of the Action • Presentation of participants • Presentation of local social needs to work on • 1st guided co-design session • Co-design team creation (if needed) • Tasks definition for next meeting • Expected output presentation, format and outlines to be used
Autonomous co-design working session	Teams/participants have 15 days to develop a project draft. In the lapse they will have free access to LOIC facilities, including FabLab	
SIT – Meeting 2	Participants <ul style="list-style-type: none"> • Students • Startups 	Program <ul style="list-style-type: none"> • Presentation of project proposals draft • Analysis and evaluation according to BCU methodology • 2° guided co-design session • Tasks definition for next meeting • Expected output presentation, format and outlines to be used <p><i>(The lead expert can check with the BCU trainers on the results obtained at this time and critical issues faced in the management of the table in order to obtain suggestions for further meeting.)</i></p>
Autonomous co-design working session	Teams/participants have 15 days for the project proposals fine tuning In the lapse they will have free access to LOIC facilities, including FabLab	
SIT - Meeting 3	Participants <ul style="list-style-type: none"> • Students • Startups 	Program <ul style="list-style-type: none"> • Presentation of projects proposals (pitches) • 3° guided co-design session: collective suggestions for further projects improvement
SIT – Meeting 4	Participants <ul style="list-style-type: none"> • All targets 	Program <ul style="list-style-type: none"> • Presentation of project proposals to local stakeholders and evaluation (voting).

> Please note that the SIT schedule could be changed after training with the BCU experts in order to make them more effective.

Activity 3. Presentation of the SIT results to all start-ups of Active Spaces network

An informal dissemination meeting will be organized at LOIC. The solutions, projects, ideas come up from the SIT work will be presented to:

- startups related to the A.S. Network
- startups incubated or anyway linked to research centers of the University departments involved

In fact we think that local needs and solutions identified by SIT represent local business opportunities from all startups in different ways:

- First of all it could be possible that innovation teams created during SIT or single participants may not have all the necessary competences to develop and turn the project proposals into a business solutions. Then could be highly interested in expanding the team with other members that can bring complementary knowledge.
- Second, startups that haven't participated to SIT could be inspired from results to devise, on their own, different new local services/products to fulfill local needs and further scale up to other contexts.

Startups that will not be able to participate to the dissemination meeting will be sent a report on the SIT output in order to allow them to benefit anyway from the results obtained.

The creation of social innovation business will also be favored by combining the STEAM H co-design methodology with the LOIC services: teams and startups that will work down on social innovative business ideas could access the best suitable services:

- LOIC's experts assistance to business creation and business model tuning
- LOIC networking and clustering services aiming at providing the team with "one senior SME that will act as pivot company, bringing experience and entrepreneurial background
- LOIC FabLab prototyping services if needed to prototype the designed solutions.

Activity 4. The co-design experience dissemination

An international conference on co-design will be organized at the LOIC.

The program will include as speakers experts on co- design coming from Italy and abroad: STEAM House will take part - having followed the experimentation - together with experts from other centers of excellence on the topic in order to share approaches and experiences. In the event there will be a session dedicated to the SIT co-design experience and results.

The event will be addressed to these targets:

- Representatives of the university departments involved in the SIT experience
- Active Spaces staff
- Startups related to the A.S. Network
- Startups incubated or anyway linked to research centers of the University departments involved
- University students and teachers

STEP 2 - CAPITALIZATION OF THE EXPERIENCE AND SUPPORT FOR ADOPTION IN THE ACTIVE SPACES NETWORK

Activity 1. Evaluation of the SIT experience

The experience developed with the experimental Social innovation Table adapting the co-design methodology of Steam H will be evaluated under different aspects to point out success elements that worked well and others that need to be changed to better meet the expected results and, also to make the methodology used in other co-design process in the Active spaces:

- Organizational-managerial feasibility (e.g. duration of the SIT from beginning to the final stage; adequacy of the envisaged number of meetings; target participation; eventual rate of fall of the participants)
- Effectiveness: quality and quantity of ideas / solutions developed at the end of SIT; innovativeness of the identified solutions;
- Impact on startup ecosystem: number of startups strengthened and created
- Ability to effectively establish a relationship with the university world: number and type of students attracted; capability to create links with the teaching staff; SIT attending students satisfaction, motivation
- SIT potential replicability in other Active Spaces.

It could be very useful to share the experimentation evaluation stage with BCU in order to have an external eye on what happened and on obtained results and make a more effective synthesis possible.

Activity 2. Modeling / formalization of the SIT co-design methodology

The results of the SIT experimentation will lead to develop a tool kit based on the experience carried out at LOIC. The tool kit will take into account the finding of the evaluation stage and will ease the transfer and the adoption of the tested co-design methodology in the Active Spaces network.

The toolkit will include:

- Guideline for the methodology application
- Format to run co-design sessions
- Outlines to help participants works on innovative solutions

Activity 3. Dissemination and supporting the methodology adoption by Active Spaces network

The dissemination and supporting activities will be:

- Collective meeting for the tool kit presentation
- One-to-one meetings on demand with Active Spaces coordinators in order to deep how co-design methodology could be applied and adapted in their contexts
- Remote help-desk on specific issues regarding the methodology implementation
- On the field coaching (on demand) during early stages of the methodology adoption.

Expected results

- Activation from below (starting from students) of a permanent relationships LOIC - universities / academies. The link would also be used to support other services of the Active Spaces
- Strengthening the regional start-ups ecosystem: the innovative solutions generated in the context of SIT can have an entrepreneurial impact and be supported in the Active Spaces Network, potentially giving rise to new start-ups.
- Acquisition of a mainstream methodology to ease and support the contamination process between different stakeholders of the local ecosystem, and ultimately to help the creation of innovative startups.
- Toolkit for the SIT methodology transfer and adoption by potentially all Active Spaces of the network.

Monitoring of the action

In order to help the monitoring of the action implementation we provide in the following:

- Possible risks that can affect the expected results
- Main milestones of the Action
- KPI of the Action

Milestone

Milestone	Evidence	Timing
Accomplishment of Social Innovation Table activities	Report on ideas, solutions and results coming from SIT	STEP 1 - By September 2020
Toolkit availability for capitalization and replication of the experience in the regional Active Spaces network	Toolkit	STEP 2 - By December 2020

Risks

Risks	When	Possible solution
Problems in adapting the BCU methodology to the Lazio context (<i>Italian, South-European more in general</i>)	STEP 1 Activity 1 Preparatory activities for the Social Innovation Table (SIT) Activity 2 The management of the Social Innovation Table	Rescue review session with BCU experts to improve methodology adaptation (geo-customization)
Regional strategy change about Active Space tasks (e.g. marginalization in the Active Spaces programs of the Startup strengthening, relations with university,..)	STEP 2 Activity 3. Dissemination and supporting the methodology adoption by Active Spaces network	Finding other scopes of use for the tested co-design methodology in the new A.S. framework, relying on its great flexibility

KPI table

The action plan will directly contribute to reach UM project indicator for Lazio Region.

The KPIs in the following table refer to the UM project main indicator for Lazio Region (P7: 40 fortified startup by the project).

According to the approach Lazio Region adopts in the regional startup ecosystem, the startups¹ fortification can be fulfilled in different ways:

Startups fortification Regional approach	How in the Action plan
Involvement in co-design innovation processes	<p>See:</p> <ul style="list-style-type: none"> STEP 1 - Activity 2. The management of the Social Innovation Table KPI n°2
<p>“Exposure” to new opportunities: awareness raising on needs, lack of products/services that can feed new business)</p> <p>Networking: supporting activities in matching profiles, competencies and in sharing good ideas to be developed together</p>	<p>See</p> <ul style="list-style-type: none"> STEP 1 - Activity 3. Presentation of the SIT results to all start-ups of Active Spaces network KPI n°2-3
Meeting with inspiring people	<p>See</p> <ul style="list-style-type: none"> STEP 1 - Activity 4. The co-design experience dissemination KPI n° 4
ASN services to foster and develop innovation (and innovative business) development	<p><i>These services are not envisaged as a specific content of the Action Plan. Nevertheless the Action plan KPIs can rely upon them as ordinary services run in the Active spaces.</i></p>
Grants for new investments	<i>Not applicable in that action</i>

KPI	How to measure	Expected target	Timing
1	N° startup created thanks to SIT experience	<p>0-1</p> <p>(Note) The “formal” startup creation – we mean the creation of a new legal body - involves personal choices and (in Italy) a lot of administrative obligations and costs that can be delayed by potential entrepreneurs even if the business idea is clear and strong. So it’s a personal choice not</p>	By December 2021

¹ As “startups” we consider potential entrepreneurs, professionals and already existing small businesses.

KPI	How to measure	Expected target	Timing	
		related to the quality of the assistance given by the ASN. That's why the expected target is kept very low.		
2	N° startups attending the "Presentation of the SIT results to all start-ups of Active Spaces network"	Attendance sheets	10	By September 2020
3	N° startups reached and informed by e-mail (startups that received the report on the SIT output)	Mailing list and e-mails sending proof with e-mail marketing tools, e.g Mail Chimp (report CHIMP)	30	By September 2020
4	N° startups attending the international conference on co-design	Attendance sheets	15	By September 2020
5	N° startups involved in new co-design processes by other Active Spaces that decided to adopt the SIT co-design methodology	Attendance sheets and other documentation/report on the experiences	2	By December 2021

Smart objectives linked to the policy change

A correct definition of SMART Objectives (Specific Measurable Able Realistic Time-related) is important to measure the effectiveness of policy change process from a different point of view and on a more refined scale than the classic KPIs.

The selected SMART objectives are linked to the main goals of the project and measured **through interviews with the main players and stakeholders involved in pilot action.**

- **Active Spaces responsables**
- **Local stakeholder**
- **Students and lectures/professors**
- **Other participants who took part to the experimentation activities in the different steps**

SMART OBJECTIVES	WHAT TO MEASURE	PARTECIPANTS	HOW TO MEASURE	EXPECTED TARGET	TIMING
1. New methodology acquisition to raise quality of co-design processes run in the ACTIVE SPACES NETWORK	<ul style="list-style-type: none"> Effectiveness, replicability and potential of wide adoption in the ASN. Level of complexity in the implementation by all participants Adequacy of the co-design methodology to the local ecosystem potential. 	<ul style="list-style-type: none"> Active Spaces responsables Local stakeholder Students and lectures/professors Other Participants who took part to the experimentation activities in the different steps 	Interviews to stakeholders involved as above identified by a LIKERT questionnaire to let targets express their evaluation on the experience.	Score 4 (out of the Likert* scale from 1 to 5)	By September 2021
2. Building high-value relationships between ASN and research centers	<p>Effectiveness of the connection created through the pilot action to:</p> <ul style="list-style-type: none"> scout talents and creatives from University/academies inject new talents and edge-knowledge in the A.S.N. 	<ul style="list-style-type: none"> AS LOIC Zagarolo responsible Students and lectures/professors 	Interviews to stakeholders involved as above identified by a LIKERT questionnaire to let targets express their evaluation on the experience.	Score 4 (out of the Likert scale from 1 to 5)	By December 2021
3. Makers space development	Increase of interest and users around fablabs located by Regional Active Spaces	-	Attendance registration sheets	+ 10% attendance compared to the 2019 figures (including visitors, users, subscribed or not)	By December 2021

*** Likert Scale Definition**

Likert scale is a survey scale represents a set of answer options, either numeric or verbal, that cover a range of evaluations on a topic. It's always part of a closed-ended question (a question that presents respondents with pre-populated answer choices) and it's quite popular because it's one of the most reliable way to measure evaluations, opinions, perceptions, and behaviours with a greater degree of nuance than a simple "yes/no" question.

It is a 5 or 7-point scale that ranges from one extreme attitude to another, like "extremely likely" to "not at all likely", typically including a moderate or neutral midpoint.

Compared to binary questions, which give only two answer options, Likert-type questions will get more "granular" feedback; these results can be compared, also extracting average values.

This method lets uncover degrees of opinion that could make a real difference in understanding the feedback every stakeholder is getting, also pinpointing the areas where you might want to improve a service or product.

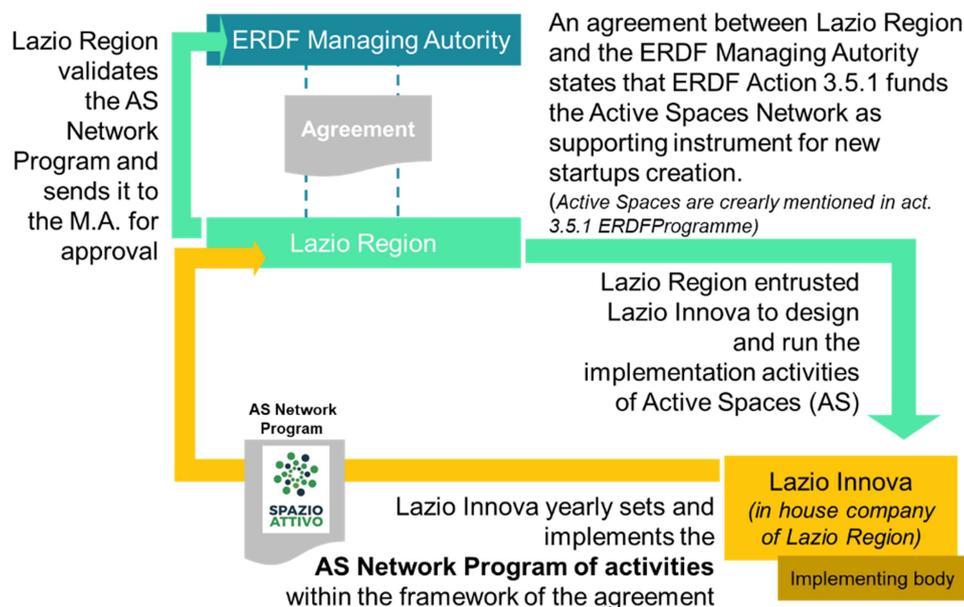
1.3 Players involved

In the action plan 2 kinds of players are involved:

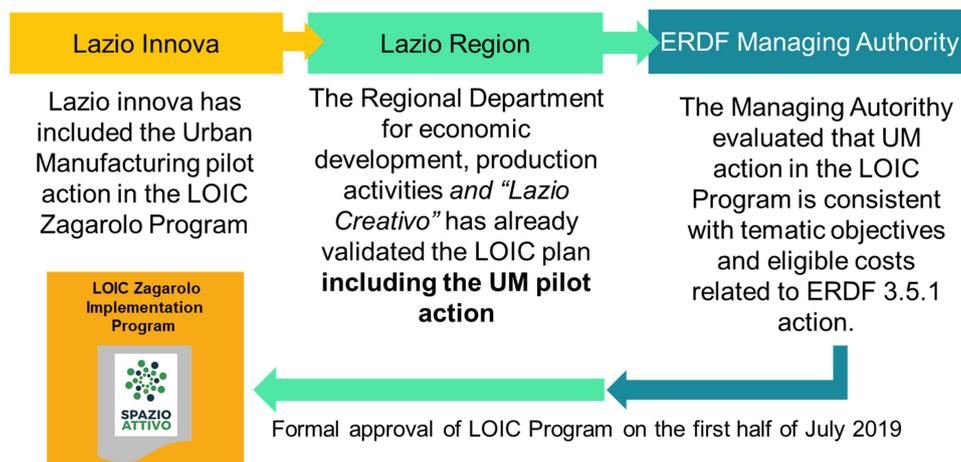
1. Players involved in the policy instrument change

- a. ERDF Managing Authority
- b. Lazio region (*Regional Department for economic development, production activities and "Lazio Creativo"*)
- c. Lazio innova (Lazio Region in house implementing body of 3.5.1 Action)

The following scheme shows the management process of the policy instrument we are going to improve.



In order to properly run the action implementation by LOIC, Lazio Region has verified in advance political, financial and procedural issues related to the experimentation. These are the steps already done:



2. Players involved in the action plan implementation

- a. Lazio Region – Department for culture and youth policies → UM partner
- b. Lazio Innova spa → Implementing body
- c. Active Space: Lazio Open Innovation Center (LOIC) → Host of action plan experimentation
- d. Lazio Active Spaces Network → Involved in capitalization and dissemination activities.

1.4 Timeframe

The action plan will be implemented in 2020-2021:

STEP 1				STEP 2		
January – September 2020				September – December 2020		January – December 2021
Activity 1. Preparatory activities for the Social Innovation Table (SIT)	Activity 2. The management of the Social Innovation Table	Activity 3. Presentation of the SIT results to all startups of Active Spaces network	Activity 4. The co-design experience dissemination	Activity 1. Evaluation of the SIT experience	Activity 2. Modeling / formalization of the SIT co-design methodology	Activity 3. Dissemination and supporting the methodology adoption by Active Spaces network

1.5 Costs

The implementation of the action plan requires **20.000 €**.

The costs have been estimated as in the following chart.
(The chart details only eligible costs for ERDF Action 3.5.1.)

	Costs	Quantities	Costs
Social innovation table (SIT) Management Evaluation	External experts (senior level)	10 gg	4.500 €
	External experts (intermediate level)	12 gg	4.200 €

	Preliminary promotion	1 edition	1.000 €
International conference on co-design	International experts	2 gg	1.300 €
	Event services and organization	1gg	5.500 €
Capitalization and support to the methodology adoption	LOIC staff costs	-	1.900 €

1.6 Funding sources

The action implementation activities are part of the LOIC programme that was approved by Lazio ERDF managing authority in 2019.

Then activities will be **funded by Lazio ERDF action 3.5.1** as all the other LOIC and Active Spaces activities.