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Regional Enterprise Plans REPs – Ireland

Good Practice Owner: Department of Business, Enterprise and Innovation (DBEI)

Presented by: Dr John Hobbs, Member of Regional Steering Committees



An Roinn Gnó,
Fiontar agus Nuálaíochta
Department of Business,
Enterprise and Innovation

FOUNDATION Partner: P1 Cork Institute of Technology

WS 1 Oldham 2020



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Regional Enterprise Plans

The **Regional Enterprise Plans (REPs)** were designed by DBEI to ensure each Irish region can play its part in developing a national resilient enterprise and economic base.



Image: Launch of the South-West Regional Enterprise Plan on 1st March 2019 at the Ludgate Hub in Skibbereen, Co. Cork. L-R: Minister for Agriculture, Food and the Marine, Michael Creed, TD; Minister for Business, Enterprise and Innovation, Heather Humphreys, TD; Chair of the South-West Regional Enterprise Plan Steering Committee and CEO of the Ludgate Hub, Adrienne Harrington; Minister of State for Mental Health and Older People, Jim Daly, TD.

Regional Enterprise Plans (REPs)

Problem Addressed:

Following the global economic crisis, regions in Ireland were not recovering to the same extent as the greater Dublin area. Additionally, new challenges emerged that would test enterprise resilience e.g. Brexit, international trade headwinds, and taxation changes.

The REPs are an integral part of the broader policy system aimed at driving economic growth and sustaining better standards of living throughout Ireland. As a 'bottom-up' initiative, the Plans complement 'top-down' national level policies and programmes. Ireland's national Enterprise 2025 policy aims to embed resilience in our enterprises, & contribute to strong economic performance.

How Objectives are reached:

The nine Irish REPs provide perspectives and ideas from the 'ground-up' and are based on agreed Strategic Objectives in each region. They are informed by an understanding of unique local strengths and assets and seek to translate national policy into regional impact.

Each REP is guided by a Regional Steering Committee (chaired by industry). Reporting to the Steering Committee are a number of collaborative Working Groups, tasked with implementation. To drive implementation, coordination & collaboration a full time Programme Manger is jointly funded by Local Authorities in each region.

Stakeholders: Local Authorities, Higher Education Institutes, Private enterprise &



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ENTERPRISE
IRELAND



IDA Ireland

Difig Fiontair Áitiúil
Local Enterprise Office

Regional Enterprise Plans (REPs)

Resources Needed:

Cost of developing and rolling out the REPs were approximately:

- Set up and run the initiative 1 year, 5 x DBEI Staff % Cost: €300,000
- Programme Manager Staff + Travel & Event Costs: €90,000 per Annum
- Total cost: €390,000 (1 Region) - €90,000 per additional region – for Programme Manager

Evidence of Success:

Concrete outcomes include:

- Process of consultation to formulate the REPs recognised as innovative within the Irish Public Sector
- Employment has risen in all regions in Ireland since 2015,
- REPs have provided regional stakeholders with a mechanism that fosters and encourages greater collaboration and initiatives of scale
- Programme Managers full time role supporting collaboration that would not have occurred in their absence
- Increase in 'bottom-up' initiatives being supported

Timeline:



March 2015

Regional Enterprise Plans (REPs)

Potential for Learning or Transfer:

One of the reasons that the REPs have been successful and could be transferred is that they bring together stakeholders and connect them through the regional programme manager – who works on behalf of all stakeholders. This programme manager then supports regional bids for access to competitive funding streams. These funding streams underpin the REPS for example the national Regional Economic Development Fund (REDF) is a €105 million fund that has had three rounds of funding calls to date to support regional resilience and collaboration.

Furthermore, the REPs have provided regional stakeholders with a mechanism that fosters and encourages greater collaboration and connects them with national policy and its support mechanisms in a more joined up and collaborative mechanism.

Challenges Encountered:

- The simultaneous process of drafting and writing 9 separate REPs concurrently.
- Managing expectations of a diverse group of stakeholders regionally regarding scope of the REPs.
- Articulating the benefits of the process to stakeholders.
- Maintaining the buy-in of stakeholders throughout the process.
- Implementation is more difficult where a dedicated Programme Manager resource is not in place
- Funding in support of the REPs is based on a competitive process.

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FOUNDATION Good Practice

BIC CARTAGENA – CEEIC

Good Practice Owner: Business Innovation Center of Cartagena (CEEIC)

Presented by: Dr José Carlos García Martínez, Projects Coordinator, Business Innovation Center of Cartagena (CEEIC)

FOUNDATION Partner: P1 Business Innovation Center of Cartagena (CEEIC)

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BIC CARTAGENA - CEEIC

Business Innovation Center of Cartagena - CEEIC



The BIC model was proposed by the European Commission (General Direction XVI for Regional Policy) so that declining territories could opt for this type of regional development instruments. Cartagena and its Region lived in the early 90s a strong industrial crisis that affected more than 500 companies and endangered more than 30,000 jobs. **Bic was a public business revitalization tool created to stimulate a new non-existent business network based on the technology and services sector.**



BIC CARTAGENA - CEEIC

The **European Center for Business and Innovation Cartagena (CEEIC)** is a Non-Profit Association established in 1992, at the initiative of the **Regional Development Agency of Murcia**, and in which the main institutions and agencies of Cartagena are also present, as well as financial institutions of the Region as well as public and private companies. It belongs to the **National Association of the European Centers of Spanish Companies and Innovation (ANCES)** and the **European Business and Innovation Centers Network (EBN)**.



BIC CARTAGENA - CEEIC

How Objectives are reached:

Since its creation, BIC Cartagena has promoted the creation of companies and promoted innovation within its territorial scope. Providing the same advice for its growth, consolidation and business diversification.

BIC Cartagena reached the objectives through actions directed to promote innovation and entrepreneurship projects in the regional business network, especially those promoting participation in national, European and international projects. The Regional Administration publishes annually a call for competitive financing for BIC on the strategic axes of action, the regional BICs affected to these funds that describe the activities that have ideal criteria for their territory and the needs of their companies.

Stakeholders: Local Authorities, Higher Education Institutes, Private enterprise & Financial Institutions



BIC CARTAGENA - CEEIC

Resources Needed:

Cost of developing and rolling out the BIC were approximately:

- Building Construction BIC (1 million €). Annual Budget 500.000 Euros
- 50% initial investment subsidy (General Direction XVI of Regional Policy)
- Annual Current Budget: 60% regional public financing and 40% private funds

Evidence of Success:

Concrete outcomes include:

- BIC Cartagena is recognized as a reference center in terms of innovation and digital transformation by the regional government
- Qualified technological employment has risen in Cartagena since 1993
- BIC Cartagena disseminates regional policies in the productive business of the Cartagena region, knowing first-hand the needs of the entrepreneurs
- Institutional collaboration with other agents has been enhanced by improving dynamics and strengthening the business network
- Bic Cartagena contributes annually to create new technology companies and others in the tertiary sector by diversifying the business ecosystem and modernizing it
- Projects Attended: 7273; Companies Created: 683; Fundings Records: 2.597.000€; Creation of qualified employment: 2049

Timeline:

1992

BIC CARTAGENA - CEEIC

Potential for Learning or Transfer:

As a strategic initiative in declining industrial territories, it is considered a new successful tool agglutinating the economic and social forces of the territory and connecting industrial and economic development policies with the business network. It is located between the Regional Administration, the Universities and the companies, gearing the business system itself and allowing the diffusion of a new culture of innovation. It serves as technical and physical support for entrepreneurial initiatives facilitating their transformation into startups with high scalability potential. They allow efficient use of public development funds, aligning them with the needs of companies and entrepreneurs. They also play a fundamental integrating role among local stakeholders and the executing mechanism of business stimulus policies.

Challenges Encountered:

- Political instability that conditions the achievement of tasks and objectives
- Need of external financing based on a competitive process
- Building with very high maintenance costs
- Low qualification of entrepreneurs to meet and undertake innovation improvements
- Greater institutional competitiveness in supporting entrepreneurs of other agents (Chambers of Commerce, Local Development Agencies...)

Further Information:

[Web: http://www.ipyme.org/Publicaciones/informeceeis.pdf](http://www.ipyme.org/Publicaciones/informeceeis.pdf)



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Questions welcome





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FOUNDATION Good Practice

HGC Academy – Hungary

Good Practice Owner: Pannon Business Network Association

Presented by: Dr Krisztina Bárdos, Scientific Association for Mechanical Engineering

FOUNDATION Partner: P6 Pannon Business Network Association



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The goal of the HGC program was to strengthen and extended the Hungarian-owned medium-sized enterprise group.



Image: *International study tour in Strasbourg in September 2018.*

Problem Addressed:

In Hungary there are 1.1 million businesses and over 0.5 million companies registered on court. It is a huge number relative to the population number. However, when we select the businesses that have minimum 5% growth in net sales, export turnover and staff, owned by Hungarian persons, and have at least 10 employees from the manufacturing sector of the convergent regions, then we end up with 150 companies.

Another challenge is that 25 billion euros in the period of 2007-2013, and an additional 20 billion euros in 2014-2020 were allocated and spent for development, and the competitiveness level of Hungary went down on international rankings. All allocation of subsidies was based on the system of open calls.

Based on the two above phenomena such an intention was outlined by policy makers, that a partnership approach should be applied in distribution of funds, reinforced by focus on medium-sized sector reinforcement. It led to the High-Growth-Companies (HGC) program

How Objectives are reached:

The program consists of the following elements:

- thematic workshops
- on-the-job mentoring in 6 different topics
- international study tours
- digitalization training
- individual customized development plan
- branded communication materials
- subsidy program related to the entire development

Stakeholders: Ministry of Innovation and Technology; IFKA Public Benefit Non-Profit Ltd., international consortium (PBN, BizUp, innoAG), Ministry of Finance, Hungarian Intellectual Property Office, Ministry of Foreign Affairs and Trade

Resources Needed:

- HGC Academy program was 1,5 million EUR
- Human resources: 3 persons for the coordination issues and 20 experts in manufacturing to support the implementation and mentoring processes

Evidence of Success:

- cc.300 companies in 20+ thematic workshops around the country with 800 requested developments
- 20 experts in manufacturing in the background
- cc. 140 companies get personal development consultation (in many cases more than 10 meetings/company)
- 200 companies participated in international study tours
- 4 suppliers forums organised
- 2days digitalization training for 46 companies

Timeline:



January 2018

November 2019

Potential for Learning or Transfer:

- The SME development elements which existed previously separated were integrated into one program thus the needs of the companies were solve in a complex way
- The export promotion should be based on R&D activities of the companies

Challenges Encountered:

- Limited number of companies were available which match the basic criteria (minimum sales volume of 300.000 EUR, with over 10 people employed in domestic ownership and 5% increase in sales, export sales and/or headcount for at least two consecutive years on a 3-year basis)
- Overloaded target group – many governmental programs targeted this segment in the last years, they were the target groups of different programs which made it difficult to involve them into the program
- It was hard to maintain the motivation of the stakeholders and follow the fluctuation at the stakeholders (mainly governmental) organisations

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FOUNDATION Good Practice

Industry 4 Panevezys – Lithuania

Good Practice Owner: Panevėžys city municipality

Presented by: Tautvydas Pipiras, Lithuanian Innovation Centre

FOUNDATION Partner: P4 Lithuanian Innovation Centre

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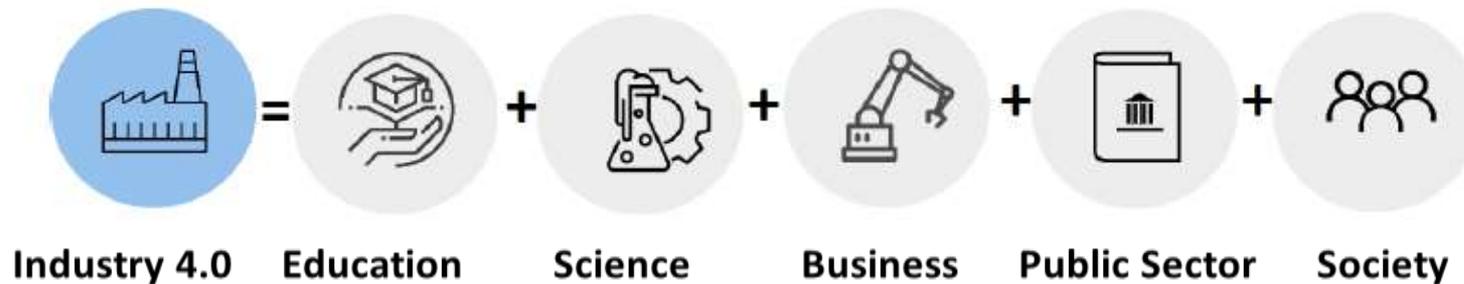


Industry 4 Panevėžys

Industry 4 Panevėžys the initiative that incorporates different activities aimed at the development of the Industry 4.0 in the region of Panevėžys.



**INDUSTRY
4 PANEVĖŽYS**



Source: <https://industry4panevezys.lt/>

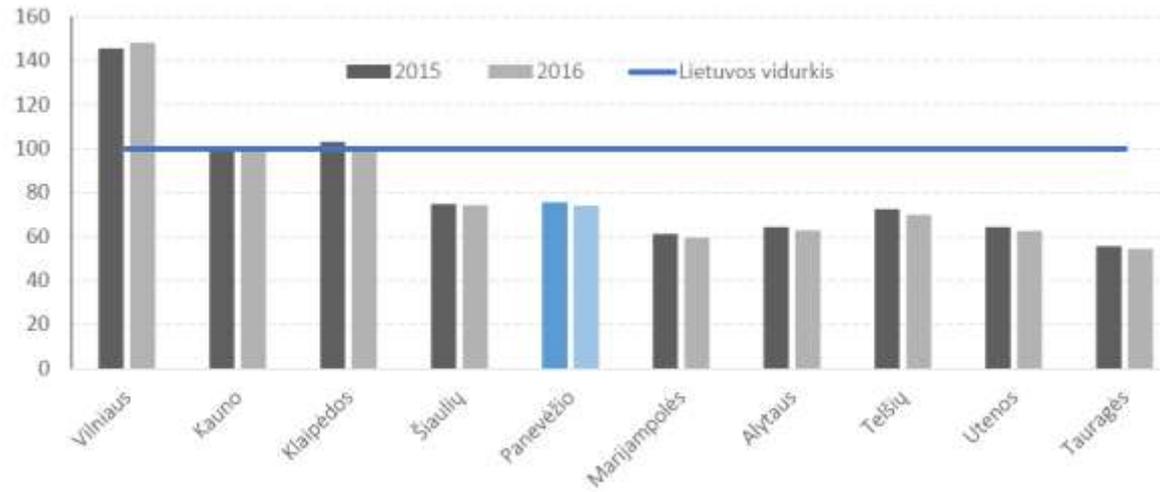
Industry 4 Panevėžys



Industry 4 Panevėžys

Problem Addressed:

GDP per capita, COMPARED TO THE AVERAGE OF THE COUNTRY,%



„Ekranas“ company in 2005



Vs.

„Ekranas“ building in 2020



Industry 4 Panevėžys

Objectives:

- To initiate, strengthen and consolidate the collaboration between different stakeholders, including business, education, science and public sector representatives.
- To thrive for the development of the education and scientific research system that would respond to the future market requirements.
- To seek for the development of the business environment that would foster the establishment, development and growth of enterprises in the region of Panevėžys.
- To develop and strengthen the representation of the region of Panevėžys image as a centre for the Industry 4.0

Main Objective: to become a recognised robotics and industry 4.0 hub in Europe.

Industry 4 Panevėžys

How Objectives are reached:

Two independent Lithuanian NGOs established the Regional advisory board that took a responsibility to initiate ideas how Panevezys county could be revitalized.

The purpose of the Advisory Board is to investigate changes in the development of Industry 4.0 in the Panevezys region, to identify challenges, to make proposals for solving them and to make other strategic decisions. The board helps to streamline the city's vision as a hub for industrial robotics and automation: from regional strategy to "learning robotics" in local educational institutions.

Stakeholders:



Industry 4 Panevėžys: evidence of success

STEAM CENTRE



RoboLabas



Regional Development Agency



Resources Needed:

Establishment: 350 000 + 450 000 EUR
+ staff costs and building maintenance

Establishment: 470 000 EUR
+ staff costs and building maintenance

290 000 EUR annual budget

Timeline:

Autumn 2018

Potential for Learning or Transfer:

- The composition and organisation of the working group.
- The method used for the engagement of the most important regional actors for constructive discussion.
- How start the transformation of the regional strategy in whole innovation ecosystem: starting from primary schools and informal learning and continuing with the R&D institutions that develops solutions for local companies.
- One of the main conditions for transferability is the support from managing authorities or other institutions that have legal power and financial resources to implement those good practices.

Challenges Encountered:

- Articulating the benefits for regional stakeholders especially business companies. It is important to have a high demand for the new initiatives.
- Identification and persuasion of key driving actors that would take care of further actions.
- Getting funding from public institutions

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FOUNDATION Good Practice

**RIC – Innovation Center for Research and Education –
Upper Austria**

Good Practice Owner: RIC (Regionales Innovations Centrum) GmbH
Presented by: Dipl. Wirt.-Ing. (BA) Josef Fuerlinger, CEO RIC GmbH



FOUNDATION Partner: P9 Business Upper Austria – OÖ Wirtschaftsagentur GmbH

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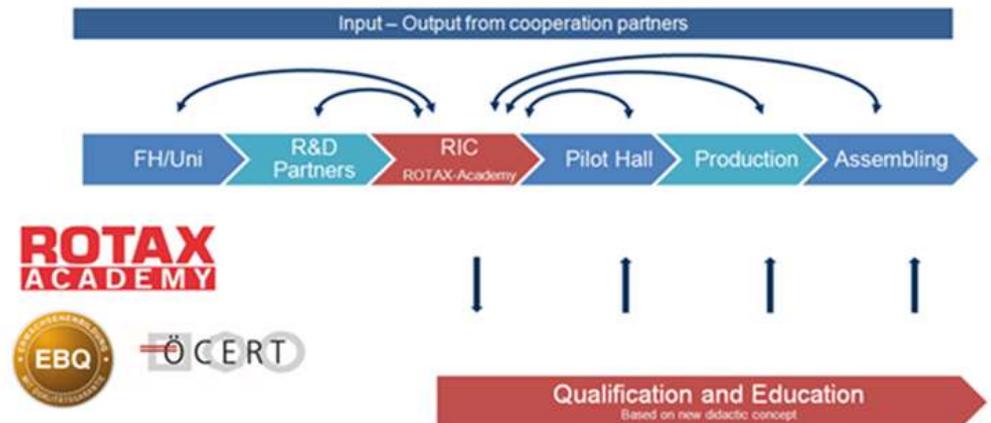


RIC – Innovation Center for Research and Education

The focus of RIC is to enhance Education-Qualification-Innovation

The RIC provides education and training programs for all people (starting at the kindergarten up to adults) which are interested in production methods and processes of the future (Industry 4.0 / digitalisation / lot size one) as well as in the development and improvement of sustainable powertrain systems.

How could a region become resilient and keep people in the region to enhance Education-Qualification-Innovation.



RIC – Innovation Center for Research and Education

Problem Addressed:

The change in demographics (shrinking population in the working age), the trend living in bigger cities, the lower interest in work in technical sectors and the change in technologies (automatization / digitalization) initiated in 2005 a discussion between BRP-Rotax / Upper Austria and communities.

How could a region become resilient and keep people in the region to enhance Education-Qualification-Innovation to a next higher level.

How Objectives are reached:

The RIC infrastructure provides training-, workshop- and seminar-rooms with state of the art equipment (5 axis machine centers, mobile and collaborative robotic, Laser cutting, 3D printing etc.) as well as it offers through the ROTAX Academy specialized and focused training programs to all levels of interested people to increase their know-how and competence in the field of the production of the future.

In addition to the workshop area, RIC has 3 “state of the art” high sophisticated test benches for research and development of environmentally friendly propulsion systems as well as a very excellent collaboration with experts and partners from industry and academia.

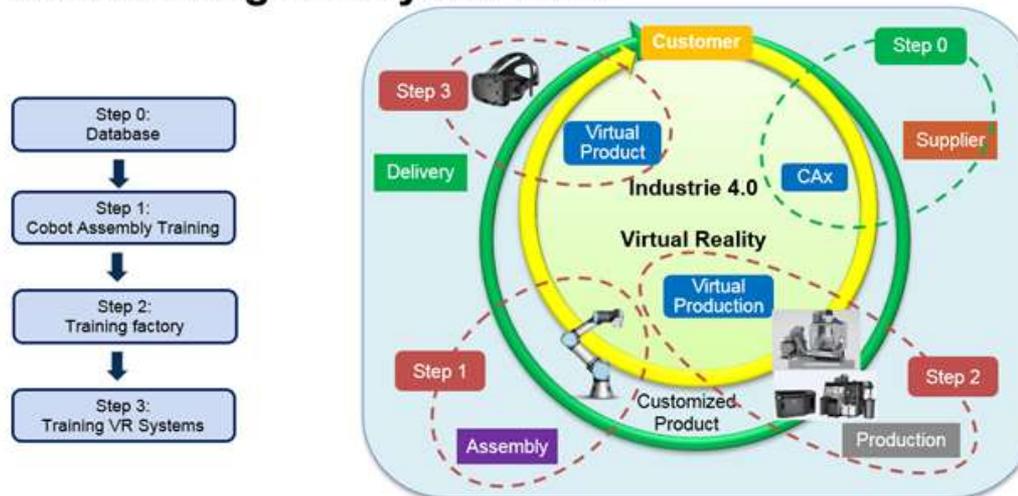
RIC is a place to develop cutting-edge solutions and to create new skills sets to overcome the challenges of the future of the economy, such as industry to be prepared for Industry 4.0, and production of the future in “Lot size 1”.

RIC – Innovation Center for Research and Education

Stakeholders:

The entire Upper Austrian region benefits from the RIC, its expertise in Education-Qualification-Innovation and the very close interaction between People / Education Partners / Science / SME and Industries. The RIC activities are contributing to the improvement of work standards and quality of skills as well as in creation of new jobs in the area.

Innovation targets beyond 2020



Resources Needed:

- Start-up phase (2008): 8,5 Mio. Euro in infrastructure, 5 FTE headcount
- Yearly average investment approx. 0,8 Mio. €
- Actual approx. 35 headcounts to run the current RIC activities

RIC – Innovation Center for Research and Education

Evidence of Success:

The fact that the RIC provides an open access to all, who are interested in new technologies and is located close to one of the leading companies (BRP-Rotax) in the region, as well as RIC's partnership with all the education partners (from kindergarten to universities) the transfer of know-how between Economic and Science or vice versa is provided.

- Currently over 3000 kids/year are visiting the RIC
- Over 2500 kids participating in the 3 day event TEC2move – to learn about technologies
- More than 500 kids / over 15 schools participating in the RIC programs (e.g. flyRIC etc.)
- Over 20.000 training hours/year for adults on industry 4.0 technologies

Timescale:

2007 – foundation of the RIC (Regionales Innovation Center) GmbH by the shareholders

2008 – construction and set-up of the RIC infrastructure

2009 – 1st education and training activities started in January, followed by R&D in October

2010 – opening of the RIC

2011 – starting of Generation Innovation Programs for youth (e.g. Kart4U, E-Mobility4U etc.)

2012 – national Austrian State award in the category “E-Mobility”

2013 – nomination in the EU-award category “Learning” (sole Austrian project in top 5)

2014 – launch of the TEC2move yearly technology event

2015 – 1st collaborative robot for training activities

2016 – foundation of ROTAX Academy

2017 – VR/AR training activities

2018 – investment into 3D-printing (HP Fusion Jet) and training activities

2019 – investment into full 5 axis machining technology combined with mobile robotics

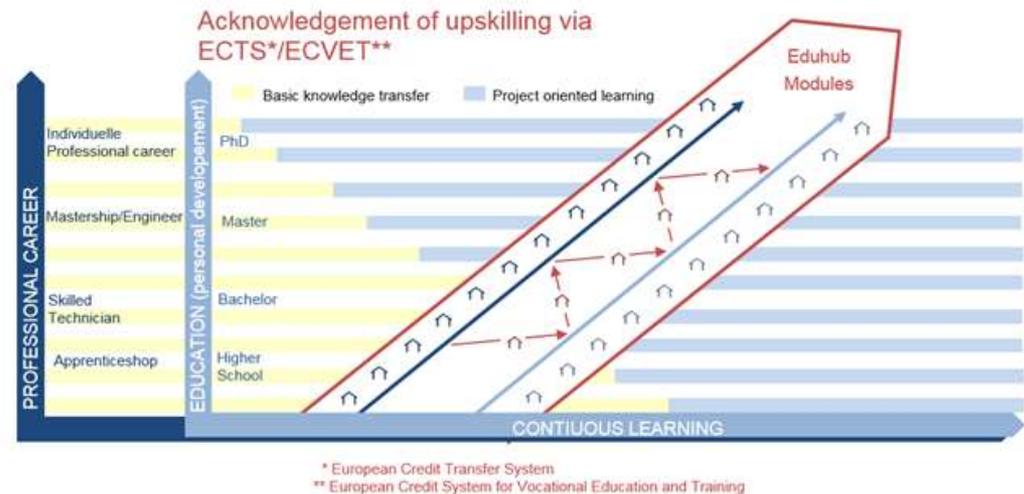
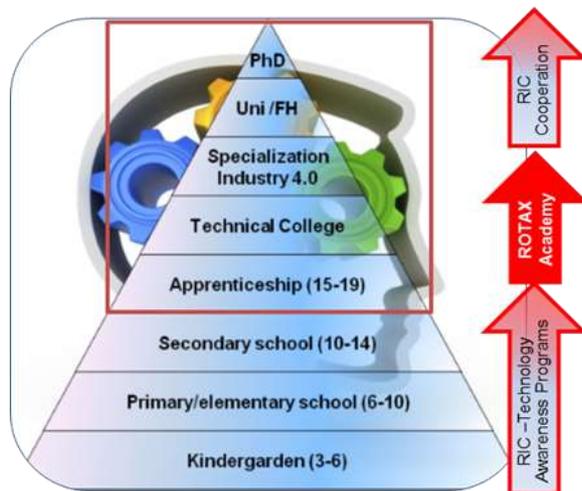
2020 – modular training modules with recognition (ECVET/ECTS) with universities

RIC – Innovation Center for Research and Education

Potential for Learning or Transfer:

Industry 4.0 – the production of the future means a decisive change in all value-added processes through intelligent and smart networking. Therefore, the designing of the customized products play an important role in development – in accordance with customer requirements – “Lot size 1”, aims to produce and deliver with the best customer service.

To deliver on the mission of the RIC – state-of-the-art technological research and training hotspot – the management team ensures constant collaboration with universities, technical and vocational colleges, institutes and other organizations, as well as with independent researchers, experts and knowledge carriers. They ensure that their pool of highly skilled individuals can maximize their knowledge.



RIC – Innovation Center for Research and Education

Challenges Encountered:

- To get the buy-in of the shareholder in the foundation phase → personal contacts and tax sharing between communities
- Financial crisis 2009 → step investment, delay of activities e.g. ROTAX activities
- Participation of youth in technical awareness programs → personal contact to parents / teachers
- Recognition of modular training programs → discussion with regulator authorities - still ongoing

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FOUNDATION Good Practice

ProtoLab within Podkarpackie Innovation Center
Podkarpackie Region, Poland

Good Practice Owner: Podkarpackie Marshall Office

Presented by: Maciej Chrzanowski, PhD, Rzeszow University of Technology, former PCI Innovation Broker

FOUNDATION Partner: Rzeszow Regional Development Agency



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PCI

Place where science and business meet together



PLATFORM 1
Valorisation of R&D projects

Support for research projects with high potential for commercialization (search, valorisation, grants, advisory services)



PLATFORM 2
Structurized commissioned research

First contact window for enterprises and scientists. Building relationships on the science-business line through technology brokers.



PLATFORM 3
ProtoLAB

Physical space for prototyping, targeted at students (for example: 3D printers, CNC machine tools, various tools and machines).

www.pcinn.org



ProtoLab – short description



ProtoLAB is a creative space for prototyping and verification of ideas, in which science connects with business, passion becomes work, and ideas turn into business.

- **Community** - you will meet interesting and creative people implementing projects, enthusiasts of various technologies. If you need to complete your team then you should definitely become part of our community.
- **Knowledge** - interesting, practical and involving open conferences, workshops, trainings, meetings and discussions, thanks to which you will gain valuable knowledge, as well as contact with interesting speakers.
- **Space** - professional spaces, workshops, workshops, rooms for teamwork, training, meetings with the team and the client. If you're looking for a place to work on a start-up, you've just found it!
- **Technology** - modern tools and devices that will allow you to successfully implement your project. If you want to learn how to use programs, applications, tools, devices, come to the trainings conducted by the workshop supervisors.
- **Support** - external organizations, mentors, trainers, coaches, from various fields, whose task is to support your team in the implementation of the project.
- **Business** - the opportunity to cooperate with the largest players on the Polish and global market, exactly access to our Partners who are looking for innovative solutions and are a test environment for start-ups.

ProtoLab - workshops



WARSZTAT

Warsztat

Stolarnia, ślusarnia, spawalnia, montażownia – pomieszczenie techniczne, w którym można realizować wszelkie prace ogólnowarsztatowe.



PRACOWNIA

AR, VR, 360, Audio-Video

Pracownia, w której znajdują się sprzęt pozwalający tworzyć i weryfikować materiały audiowizualne w nowoczesnych technologiach.



PRACOWNIA

Druku 3D i skanowania 3D

Pracownia, w której zeskanujesz przestrzenne obiekty i wydrukujesz projekty w kilku technologiach jak PLA, ABS, PET.



PRACOWNIA

Komputerowa Hi-End

Pracownia wyposażona w wydajny sprzęt komputerowy na 7 stanowiskach do pracy dla najbardziej wymagających projektów informatycznych.



SZKOLENIOWA

Aula

Przestrzeń otwarta, na co dzień służąca jako sala szkoleniowa, miejsce pracy kreatywnej.



PRACOWNIA

Elektroniczna

Warsztat elektroniczny, w którym można realizować podstawowe projekty z zakresu elektroniki.

Problem Addressed:

Industry 4.0 means shift within required skills, and for many people to obtain new skills there is need to have or use best in class, new machines and equipment (like 3D printers, 3D scanning tools, best in class prototyping software, electronic tools). That is why Podkarpackie Marshall Office funded whole PCI and ProtoLab within it (as a result of Lagging Region initiative within European Commission in cooperation with World Bank).

How Objectives are reached:

In 2018 and 2019 Podkarpackie Marshall Office have bought the building for the Podkarpackie Innovation Center, hired a professional team of directors who manages all three platforms of PCI and bought lots of equipment for every single workshops. What is more, every platform have reached some success (Platform 1: Grant Programm for regional scientists, Platform 2: Laboratory Network, Platform 3: ProtoLab events, teams, etc.)

Stakeholders: Podkarpackie Marshall Office, City of Rzeszow, regional universities, clusters, Podkarpackie citizens

Potential for Learning or Transfer:

Podkarpackie Innovation Center (and ProtoLab within it) was designed using best world practices (like Alto Design Factory, Incubators focused on prototyping ins Scandinavia, etc.) which means it pretends to be a benchmark for other regions in the field of encouraging people on prototyping and commercializing their ideas (either way the are students, scientist or employees of regional companies).

Challenges Encountered:

- Convincing students, employees of regional companies, scientists and other stakeholders to be a part of ProtoLab (to prototype ideas)
- Cooperation with other institutions within Podkarpackie Region
- Competition within region on the field of spaces and institutions supporting business idea generation

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Reggiane Innovation Park - Italy

Good Practice Owner: Società per la Trasformazione Urbana in Reggio Emilia (STU Reggiane) and Municipality of Reggio Emilia

Presented by: Rita Piccinini, Senior Project Manager of STU Reggiane

FOUNDATION Partner: P7 Municipality of Reggio Emilia

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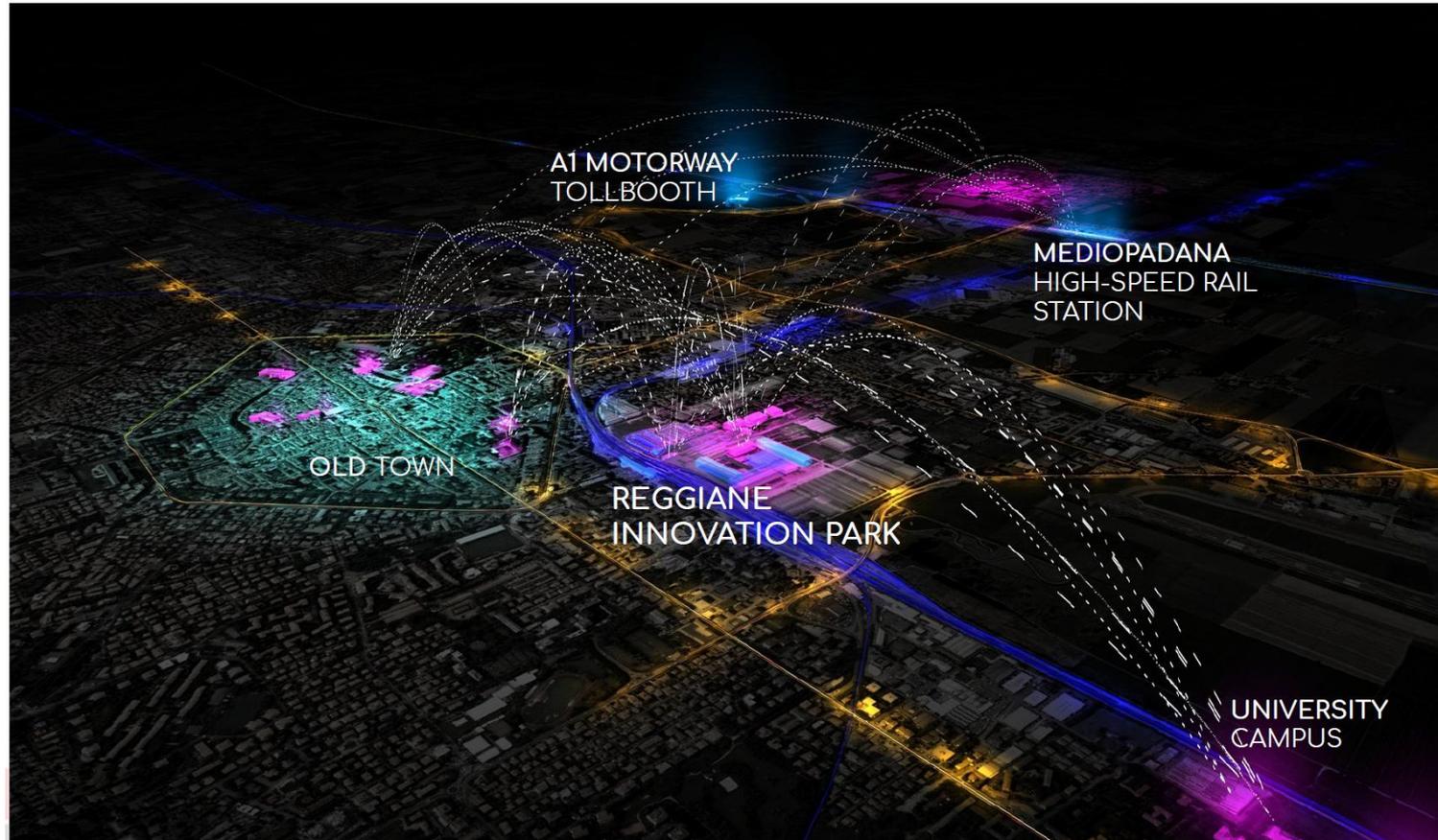


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Reggiane Innovation Park

The Reggiane Innovation Park represents a **territorial hub for industrial research and technological transfer**, designed to increase the economic regional resilience by anticipating innovation and attracting enterprises, talents and investments.



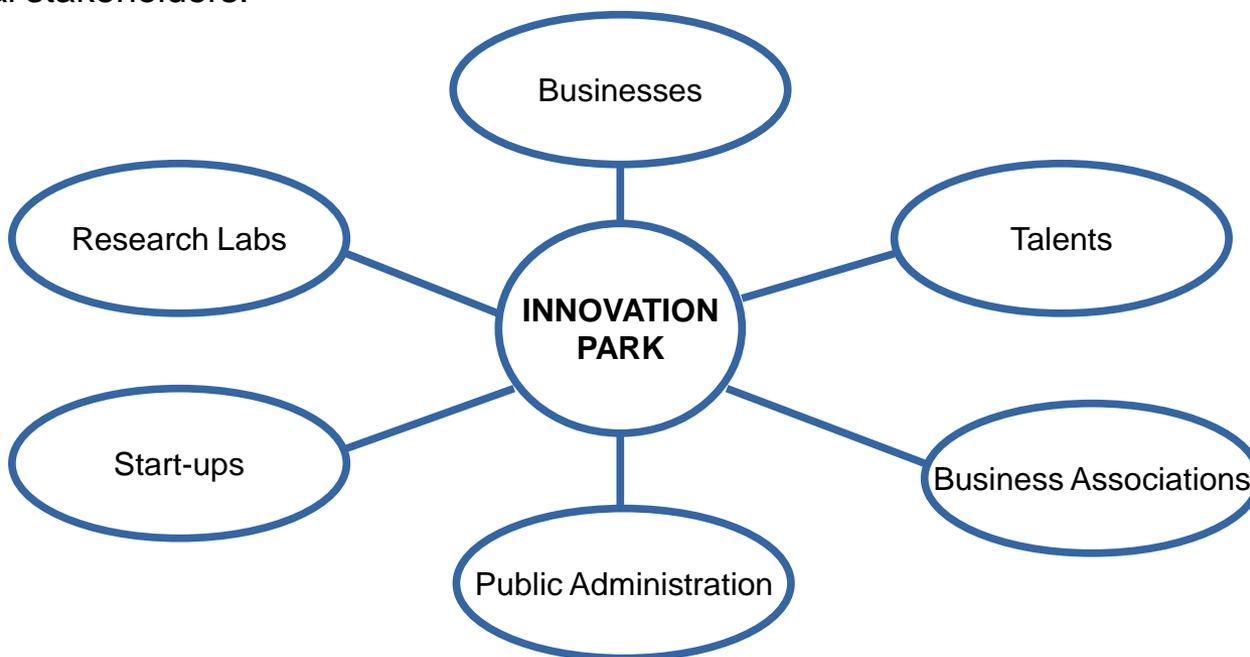
The Reggiane Innovation Park is a multi-level project that connects the whole city as well as the actors of the territory.

Problem Addressed

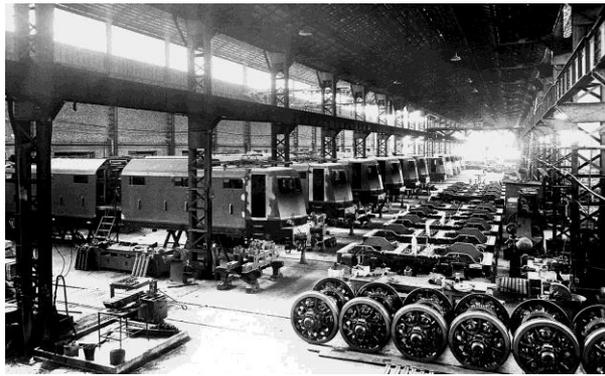
Reggio Emilia has adopted a new strategy of economic development based on the knowledge economy, leveraging on its distinctive competences (education, mechatronics, agro-food, and green economy). In order to maintain a competitive advantage and **tackle structural economic changes and shocks**, the local ecosystem has to **anticipate innovation needs and market requests**. We need to attract investments, competences and knowledge, and be able to retain them.



The Innovation Park was created as a **catalyst** for research, competences, talents and investments. A **physical platform to interconnect** research, businesses and people in order to boost innovative processes and sustainable economic growth. The Park is, thanks to its location and networks, able to gather all relevant territorial stakeholders.



The project consisted in the **renovation of a huge discarded industrial area**, where the mechanical factory *Officine Reggiane* was once located. From the Officine Reggiane to the Innovation Park, the city has managed to build a **history of resilience and innovation** by reshaping the past in order to build an innovative future.



Production of locomotives and railway equipment (1907)

- Passage from agricultural economy towards the **first industry** in Reggio Emilia;
- The role of **women** changed;
- Continuous **technological innovation**;
- **International opening** (United States and Germany);
- High-level and **specialized technicians** from other parts of the world;
- **Apprentice schools** within factory's infrastructures.



Production of military airplanes (1918)



Production of tractors (1950)



Production of port cranes (1987)

Today's structure

The Innovation Park is composed by 3 main infrastructures, where businesses gather specific skills for local production needs. Moreover, the project includes the redevelopment of two other sheds planned in the following years.

- **Technopole**, equipped with mechatronic, energy, environmental and agro-food platforms;
- **Loris Malaguzzi International Centre**, as the main driving force for the national and international dissemination of “Reggio Emilia Approach” in the education field;
- **Shed #18**, where several companies' research centers are located, such as Webranking (digital marketing sector), ASK (automotive sector), Studio Alfa (green economy sector), and Bema (robotics);
- **Shed #17 and #15**, which are ongoing projects to host many other enterprises and research labs.



Back of the Technopole (2013)



Shed #18 at night (2019)



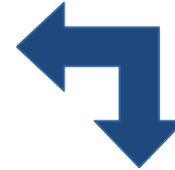
Render of Shed #17

ENDOGENOUS TOOLS

- **Young talent incubator:** Reggio Children Approach applied to early childhood education;
- **Prototyping and applied research phase:** companies test their products and services, anticipating market needs and trends;
- **Incubator for start-ups, spin-offs companies and seed accelerator programs:** a place of talent and creativity, where ideas and skills become concrete business opportunities;
- **Open innovation platform:** resident partners, researchers and private companies work together on innovation projects.

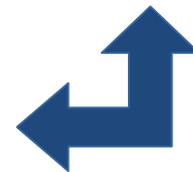
EXOGENOUS TOOLS

- **City hub for economic development:** the Park represents an asset for the relation building system of the actors of the whole territory;
- **Human capital attraction:** attracting, retaining and developing the most talented and qualified human resources available in the job market;
- **International networking process:** international networks to get in touch with cutting-edge innovation.



WORKING GROUP

(Research, Innovation and Internationalization Unit, STU Reggiane, and REI Foundation)



Resources:

The Innovation Park attracted public/private resources for ca. **€ 55 million**:

- € 28 million of national funds;
- € 2 million funded through the Single Planning Document (DUP) of the Emilia-Romagna Region;
- € 25 million of private funds (companies that have invested in the Park).

Evidence of Success:

- 8 companies already settled in the Park;
- 12 actors (businesses and associations) signed agreements to locate in the Park;
- 5 advanced-research centres, more than 100 people among professors and researchers at the labs;
- 6.000 professionals and experts worldwide attending the international education center per year;
- on-going works for 3 new sheds for cultural, research, professional, business activities.

Challenges:

- Committing **stakeholders** to a shared vision and implementation process;
- Committing **companies** as partners of the project;
- Attracting **funds and investments**;
- Designing **services** that meet territorial needs in terms of innovation;
- Maintaining **stakeholders' buy-in** and creating an incremental cooperation process.





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Thank you!

Presented By



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FOUNDATION Good Practice

Peer networked enterprise incubator Yritystakomo (eng. enterprise smithy) – Finland, Oulu

Good Practice Owner: Business Oulu and Yritystakomo OY

Presented by: Katariina Ala-Rämi, University of Oulu

FOUNDATION Partner: P3 University of Oulu

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Peer Networked Enterprise Incubator

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Peer networked enterprise incubator 'Yritystakomo' locally connected the unemployed professionals to develop, share and peer-assess new business ideas together with facilitator.

Image: The start-up company number 109 of Yritystakomo is adding it's registration plate in January 2017. Tecinspire: Teemu Kivioja



Peer Networked Enterprise Incubator

Problem Addressed:

Nokia invested billions to R&D investments at Oulu. This was the biggest factor in “Oulu miracle” resulting 15,000 IT jobs during 2000’s.

Nokia lost its competitiveness leading also many subcontractors and also other big companies down.

In it’s worst there were 3500 – 4500 IT specialist unemployed at Oulu region.

How Objectives are reached:

Peer networked enterprise incubator included:

- highly skilled and networked facilitator
- supporting personnel to management consultation
- open and peer-evaluating information sharing practices
- frequent networking events and training courses.

Incubator was formed by public project funding as a enterprise form.

Attendants were engaged to formal agreement of practices and confidentiality.

Aim was to develop and evaluate business plan and establish a company.

In addition, matchmaking, job and employee services and different training courses.

Stakeholders:

Business Oulu, Centre for Economic Development, Transport and the Environment, local government officials, universities, unemployed professionals and start-ups.

Resources Needed:

Cost of the project was 400 000 € a year, including premises, events, trainings.

There was one full time employee and one or two part-time worker.

The budget was covered together by City of Oulu / (Business Oulu) and Centre for Economic Development, Transport and the Environment.

Evidence of Success:

Concrete outcomes include:

- 1000 people participated in the activities
- 110 start-ups and 400 jobs
- The electronical services for matchmaking and jobs offers delivered 1900 open positions and over 2000 registered job seekers.
- Innovation courses have introduced new industries such as health care, energy and insurance for participants.

Timeline:

May 2010 –

January 2017

Potential for Learning or Transfer:

A highly valuable project by its concrete outcomes.

Originally the project designed to continue 3 years, because of its success extended to 7 years.

The city of Oulu was going through a rapid, prolonged structural change.

More than five years after the worst of the Nokia layoffs, tech employment was higher than ever because of a growing number of startups.

Bring together local government officials, universities, and entrepreneurs to share ideas in the atmosphere of trust.

Challenges Encountered:

- What would be optimal form to run this kind of project, should it be governmental body? Critical mass, continuity
- Gaining critical mass can be difficult and also creating this kind of trusty environment, if people do not know each other at all before.

Further Information:

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Phone +358 40 559 7020

juha.ala-mursula@businessoulu.com

Oulun Yritystakomo Oy: Kari Kivistö

Coming up: <https://businessasema.com/>



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Thank you!

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Janine Smith

Greater Manchester Business Growth Hub (The Growth Company)

4/2/2020

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Economic Resilience and Sub-regional Adaption Through Business Support



Economic Resilience and Business Support

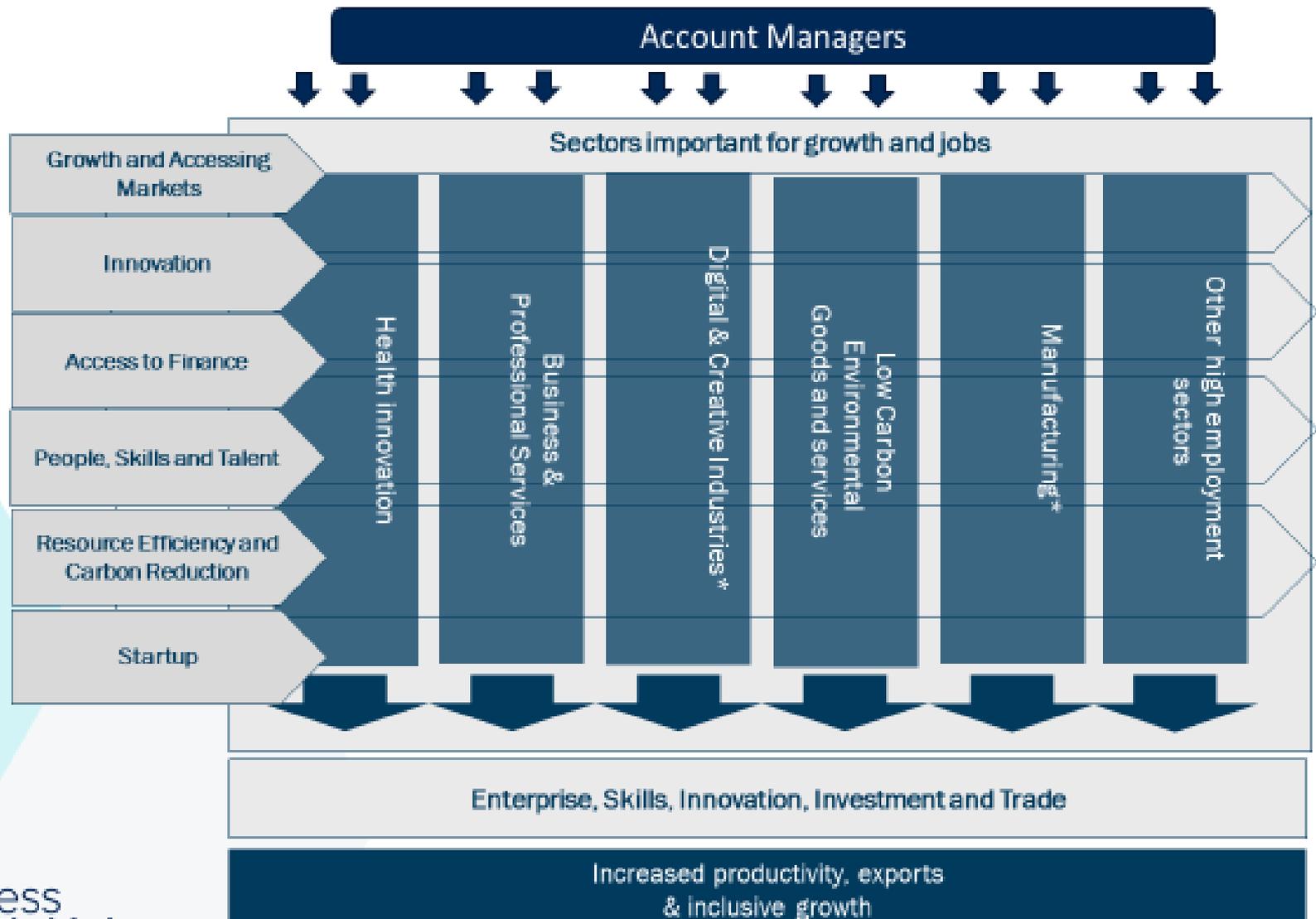
- The Greater Manchester Approach
- Business Support in Greater Manchester
 - The Greater Manchester Business Growth Hub
 - The Growth Company
 - Other support
- Inward Investment and Marketing Manchester
- Focus on Resilience
- Case Studies

The Greater Manchester Approach

- **Based on Policy, Research and Strategy**
 - Greater Manchester Local Industrial Strategy
 - Agreed between UK central government and Greater Manchester
 - Sets out key priorities for Greater Manchester's continued success and focus on increasing productivity
 - Sets out the key priority sectors
 - Actions to achieve these priorities and who is responsible
 - Greater Manchester Strategy (10 key priorities)
 - Greater Manchester Spatial Framework (homes, jobs, environment)
- **Action**
 - Developed the approach to Business Growth Hubs following the demise of Regional Development Agencies and Business Link
 - Now can be found across the country
 - Greater Manchester has the largest business support infrastructure nationally and is the most successful
- **Collaboration**
 - 10 Local Authorities working together to benefit the City Region
 - In partnership with the Growth Company and the Business Growth Hub

The Greater Manchester Business Growth Hub

ified: Internal Personal and Confidential



Local Plans Based on Sector, Place and Theme

1. Business financial & professional
2. Life sciences
3. Advanced Manufacturing
4. Green tech & services
5. Digital creative & tech.



The Support Infrastructure

The Growth Company and the BGH

Started in 1989, the Growth Company has been driving forward business, economic, personal and professional development within communities by boosting employment, skills, investment and enterprise for the benefit of all. A not for profit organisation, all profits are reinvested back in to the business and it now consists of the following subsidiaries...



Inward Investment and Promoting Greater Manchester Globally

- MIDAS and Marketing Manchester
- UK's second city
- 12th place globally for foreign direct investment
- China Forum and India Partnership plus developments into a US partnership
- BBC, ITV, GCHQ – a move away from London
- Locations such as Media City, Trafford Park, Airport City
- Universities, cost of living, talent and skills, culture, collaboration, 'getting things done'.
- Focus on foreign direct investment into Greater Manchester

Amazon

Fitch Ratings Group - global financial services company

Slalom - US-consulting firm

Huawei – global tech provider

SimpliSafe - the fastest growing home security company in the US

Bechtel - Europe's largest IT supplier

Resilience – What do we do?

- Multi-agency Economic Shock Response Plan
- Data Driven – Duedil, Beauhurst, Begbies Reg Flag, GM Business Survey plus our own intel of 20,000 businesses
- Resilience survey on all businesses since June 2016
- Dedicated resource focusing on resilience
- Staff training

Multi-agency Economic Shock Response Plan



The GM Economic Shock Response Plan aims to:

Set out the response arrangements of partner agencies to an economic shock or other incident which causes significant job losses and hardship within Greater Manchester that requires multi agency co-ordination.

However, the primary strategic objectives for the responding agencies in an economic shock are likely to include:

- Identifying and supporting vulnerable people / businesses
- Maintaining critical services
- Providing the public with clear, accurate and timely information including through the media
- Promoting self-help and recovery
- Promoting Business Continuity Management principles
- Facilitating a return to business as usual as soon as reasonably practicable
- Evaluating the incident and response
- Capturing and identifying lessons to be learnt

Case Studies

- Slumberland – Oldham
- Shop Direct – Oldham and wider
- Thomas Cook – Greater Manchester wide

Thank you and any questions?

www.businessgrowthhub.com

www.growthco.uk

www.investinmanchester.com