

DEVISE
Interreg Europe

 European Union
European Regional
Development Fund

Digital tech SMEs at the
service of Regional Smart
Specialisation Strategies

ACTION PLAN

PP5 - FOMENTO SAN SEBASTIAN (FSS)

Basque Country, Spain

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fomento**sansebastián**

DESARROLLO ECONÓMICO DE SAN SEBASTIÁN
DONOSTIAKO GARAPEN EKONOMIKOA
SAN SEBASTIAN ECONOMIC DEVELOPMENT

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1 EXECUTIVE SUMMARY

The retail and hospitality sectors are one of the historical mainstays in the production profile of the city of Donostia-San Sebastián and of its job market, and in this context, they will be the beneficiaries of the actions described in this Action Plan on the DEVISE Project.

With data updated to year-end 2019¹, it is estimated that the Retail and Hospitality sectors account for some 32.5% of businesses in the city of Donostia-San Sebastián. Retail, with almost 3,992 businesses (of which 2,756 are small retailers), and hospitality, with 1,410 businesses, respectively account for 24% and 8.4% of economic activity, and their respective contributions to local GDP are 11.8% and 6.3% respectively.

Turning to jobs, both sectors account for 20.7% of the total, with 13,661 jobs in Retail and 8,326 in Hospitality. Small retailers represent 66% of the total jobs generated by Retail in general, and the percentage of freelancers exceeds 20%.

However, it has been forecast that businesses in traditional sectors such as retail and hospitality which do not innovate and do not take up digital transformation processes may experience situations of lower productivity, profits and competitiveness, and may even go to the wall in the medium term.

For example, the number of establishments for every one thousand inhabitants stands at around 14.2%, thereby confirming that the trend of a steady fall in small retail outlets over the last decade in all territories is also true of San Sebastián.

More online shopping and changes in consumer habits have led to the disappearance of approximately 700 outlets in our city since 2008 and in recent years.

The state of alarm caused by Covid-19 has pointed out the need for these traditional economic sectors to step up the pace of transformation and adapt their ways of working and their business models in order to maintain their competitive dimension and survive over time.

In this context, Fomento San Sebastián (FSS) continues to lend its support to businesses in these traditional sectors of the city to help them move into the opportunities offered by the digital framework, and give them proper access to the knowledge and digital solutions available in the sector of companies and organisations providing digital

¹ San Sebastián 2019 Urban Economy Barometer (Fomento San Sebastián)

services. To do this, adopting digital competences and skills is also absolutely essential and necessary.

On these premises, as part of the DEWISE project, FSS has drawn up the **four actions** described in this Action Plan. To this end it has availed itself of the cooperation and participation of digital businesses and companies working in retail and hospitality, and also local business associations, with which it conducts analyses and appraisals, and agrees the specific measures to be included in the plan.

- **“Action 1: Awareness and digital training programme for the retail and hospitality sectors”** in the city of San Sebastián. This is an action to improve upon the recent “Digital Training Programme for retail and hospitality sectors”² posted on the Interreg Europe Policy Learning Platform as a DEWISE project “Good Practice”.
- **“Action 2: Technology Consultancy Programme to boost the digital transformation of retail and hospitality”**, whereby an expert digitalisation consultancy service will advise businesses on the technology solution most suited to each company.
- **“Action 3: Vouchers Programme for the implementation of digital solutions and applications in the retail and hospitality sectors”**, a programme of economic assistance for the implementation of digital solutions.
- **“Action 4: Digital Maturity Assessment Tool (DMAT) to support digital transformation of the retail and hospitality sectors”**. It is the Pilot Action approved under DEWISE project by Interreg Europe JS.

These four actions complement and enhance each other to encourage providers of digitalisation solutions to offer products and services adapted to the retail and hospitality sectors in San Sebastián, a sector mostly composed of small businesses which need to modernise their capacity and their offer if they are to be competitive.

The intention is to use the three programmes/initiatives described in this Action Plan to involve 300 SMEs in a training programme on the potential of new technologies, a

² <https://www.interregeurope.eu/policylearning/good-practices/item/2940/digital-training-programme-for-retail-and-hospitality-sectors/>

customised advisory facility to devise specific solutions for every business with, ultimately, economic investment assistance for more than 200 SMEs operating in the sector.

The specific areas of digital strategy to be addressed are DIGITAL MARKETING, E-COMMERCE SALES and ANALYTIC INTELLIGENCE. The budget for the three actions in 2020 has been put at 380,000 €.

These four programmes - representing a measure of innovation in addition to those already in place in the city - were drawn up within the working framework of the DEVISE project, and the design availed itself of an exchange of experiences and a learning process with other project partners.

In all these cases, actions focus on furnishing content with specific initiatives and on improving the policy instrument "Strategic Plan San Sebastian 2020", and specifically its objective 7 to boost an entrepreneurial culture, training and creation of the proper conditions to implement innovative enterprise initiatives.

2 GENERAL INFORMATION

- **Project:** DEVISE (Digital tech SMEs at the service of Regional Smart Specialisation Strategies)
- **Partner organisation:** FOMENTO SAN SEBASTIAN (PP5)
- **Country:** Spain
- **NUTS2 region:** Basque Country/Euskadi (ES21)
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3 POLICY CONTEXT

The Action Plan aims to impact:

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

Name and reference of the policy instrument addressed:

- **Strategic Plan San Sebastian 2020**

Through the participation in the DEVISE project, Fomento San Sebastian is addressing the local policy instrument "Strategic Plan San Sebastian 2020", and more concretely its objective 7: to boost the entrepreneurial culture, training and offer the adequate conditions for the development of innovative business initiatives, especially considering the capacities the city accounts for. This becomes especially relevant to promote and position the emerging sectors identified in the city.

By means of this Action Plan, FSS aims to design new programmes supporting digital tech SMEs to provide technological solutions and advice on their implementation to companies in the traditional sectors of retail and hospitality. The objective is to help the latter to approach the digital transformation processes in a non-traumatic way, by phases, and that also allows them to acquire digital skills and abilities, and generate innovative solutions to improve their competitiveness.

The impact of COVID-19 made FSS and San Sebastián's municipality react to alleviate the serious economic loss caused by the pandemic in the local SMEs, and in particular, in those belonging to the retail and hospitality sectors. In this context, FSS did a revision process of the annual 2020 programmes in order to adapt them to the new economic situation and to give a better response to the "new" needs of local companies that have had their businesses seriously affected by the pandemic. Learnings and inspiration sources from DEVISE (e.g. GPs like Hangar K, Regional Map of Industry 4.0 Technology enablers, Digital Vouchers, Apollo, Industry 4.0 Technology Audits and Technology gateways) contributed to the redesign of those (new) programmes in a moment in which "digital transformation" processes can play a key role. In any case, all the measures and actions foreseen in this DEVISE's Action Plan, still aim to impact and improve the abovementioned policy instrument.

4 ACTION 1: AWARENESS AND DIGITAL TRAINING PROGRAMME FOR THE RETAIL AND HOSPITALITY SECTORS (“DIGITAL TRAINING PROGRAMME’S” IMPROVEMENT)

4.1 BACKGROUND

The first planned action is Action 1: Awareness and digital training programme for the retail and hospitality sectors (Improvement to former “Digital Training Programme”).

The measure comes against the backdrop we identified in surveys conducted by FSS, matching some of the appraisals in the Conclusions Report on the Questionnaire on local supply of and demand for digital services (Local Supply & Demand Analysis Assessment Report) drawn up as part of the DEVISE project, pointing out that:

- In terms of implementation of digital solutions, **approximately 60% of retail and hospitality businesses have no digital know-how; use of technology is sparse, as is knowledge of tools.** Businesses claim they do not know what to do or how to do it, and companies that do so, mainly operate on social media.
- **11.32% of businesses consider that technological tools can push up their sales,** but:
 - They claim they have no knowledge of strategies and market and consumer tools.
 - They make no distinction between digitalisation trends and digital solutions (social media/E-commerce)

This information tells us that **it is necessary to maintain and improve companies' training in digital solutions and trends**, and to devise a new line focusing on giving employees competences and skills.

This first action on the Action Plan, sets out to improve the FSS digital training programme, with a measure to implement **processes of adaptation, training and transformation** in order to help businesses overcome their lack of know-how, and **boost their capacities, business and working models, adapt to new consumer habits, and new market opportunities.**

An awareness and training plan **targeting:**

- Retail and hospitality companies: training in digital tools and solutions, how to use them, and how to adapt them or discard them.

- People: provide employees with digital skills.

This measure forms part of objective 7 in the "Strategic Plan San Sebastián 2020" to move the spirit of enterprise and capacitation forward, and to create proper conditions for the implementation of innovative business initiatives, in due consideration of the city's capacities. It also addresses the barrier singled out by digital SMEs in the supply and demand questionnaires, to encourage the digital transformation of the local retail and hospitality sectors.

Action 1 is a renewed edition of the "Digital Training Programme" (2016-2019) which is designed on the basis of the conclusions of the previous programme and also on the learning obtained from the DEVISE project.

The action is improved in two ways. On the one hand, with the learning applied from the DEVISE project (see point 4.2). On the other hand, by facing and giving an answer to the challenges encountered in the development of the previous 'Digital Training Programme': lack of strategy and knowledge about available tools-digital solutions and difficulties in adapting their business hours to training programs.

Action 1 "Awareness and digital training programme for the retail and hospitality sectors" proposes a continuous training process over time, based on new methodologies and formats. This allows FSS to design, for each of the areas or issues to be developed, digital training itineraries at different levels: basic, intermediate and advanced. In this way, we adapt the concrete activities to the digital profile and interests of each company, facilitate access to training and advance in the implementation of digital solutions in companies.

The new features of the programme are as follows:

I.-To address the lack of strategy and technological knowledge to decide what and how to implement in their companies' market and consumer tools that allow them to be competitive.

a) Training catalogue and digital roadmap (Itinerary). The previous programme developed training sessions on general topics related to digitalization. With this Action1, it is planned to expand the digital training catalogue and structure it into levels that are better adapted to the digital profiles of companies. In addition, FSS promotes training to enhance the digital skills of the employees.

b) Combine individual and group formats in the same training environment. In the previous programme, the sessions were either group or individual. This Action 1 combines group training and personal advice, in its different formats and training topics, so that each company can follow its digital path and reach the digital maturity adapted to its resources.

c) Use of new methodologies: co-creation, design thinking, etc... In the previous programme the learning methodology was individual. Now, cooperative

learning is promoted and facilitated, and ideas, products, processes... are shared among all participants. This new approach is proposed as an instrument to generate new creative commercial opportunities that allow the participant companies to innovate in their forms and business models towards digitalisation.

II.-As a result of the difficulty that many companies have in adapting their business hours to the schedules and duration of the face-to face training actions, a fact that negatively affects their access to them

-Omnichannel trainings. Use also the online channel as an awareness and training tool. This allows FSS to reach a wider number of companies. This modality facilitates the learning processes at any time and place, making the spatial-temporal barriers to attendance disappear. The situation created by the pandemic has meant for many small companies in the local retail and hospitality sectors a "forced" approach to new technologies and an on-the-go adoption and training in digital solutions that allowed them to manage their businesses. The Covid19 has not given a choice and, as a positive part, it has forced many companies to take a step forward in the use of new digital tools. In this context, the new activities offered in this action (e.g. online ones) are expected to have a higher level of acceptance since their purpose is to assist them in these digitization processes.

The renewed programme is structured into a combination of formats, methodologies and contents, because this enables us to: be more flexible and adapt to a range of situations; provide access to training for a larger number of retail and hospitality SMEs; help a larger number of the SMEs to follow a digital training itinerary, and access an individual practical tutorial on the training topics.

The **formats** are as follows:

- ✓ TRAINING: Online training session with a customised advisory option. 1 hour.
- ✓ CUSTOMISED ADVISORY FACILITY: A space to address specific doubts, challenges and queries on a one-to-one basis, focusing on the needs of the company/employee. 2 hours.
- ✓ ROUND TABLE: Session with a panel of specialists in the area to generate a space for learning and debate.
- ✓ FOCUS GROUP: theme-based reflections with a small group of participants to generate a space to examine and analyse specific proposals/topics, with an explanation of digital solutions by companies supplying digital services.

- ✓ WORKSHOP: Training session format with a practical workshop as part of the session, in order to work with specific tools, for example, and present benchmark experiences.
- ✓ EVENT: in an online format.

4.2 KNOWLEDGE APPLIED FROM DEVISE

Partner good practice/experience (please, detail: good practice name, short description and location)	How this good practice/experience has contributed to the actions developed in your Action Plan (detail any transfers, full or partial of good practice)
<p>[Report]</p> <p>DEVISE Local Supply&Demand Analysis</p>	<p>DEVISE project has provided FSS with a useful methodology that allowed to gain knowledge about the “digital transformation” situation of local SME’s in the retail and hospitality sectors, and to identify and assess the possible solutions and support that could be transferred from digital companies. This analysis was developed by means of different questionnaires and workshops with the local sectors involved in DEVISE and served to identify the transformation needs and new programme(s) to be considered.</p>
<p>[GP]</p> <p>Co-creation hub Hangar K – leveraging local ecosystems (West Flanders – Belgium)</p> <p>Hangar K is an incubator, accelerator, co-creation hub and competence centre all-in-one, that among other actions, creates synergies between start-ups, corporates and knowledge institutions, with focus on digital technology and products.</p>	<p>This is a transfer of an associated and transversal knowledge regarding its philosophy and methodology: co-creation between companies, to define products and services, and at the same time, acquire professional knowledge and skills by means of workshops, conferences, events and exhibitions.</p> <p>FSS was inspired by the philosophy and methodological structure of the West Flanders project that includes co-creation and creativity with experts in order to apply it to this first FSS “Awareness and digital training programme” Action: with personalized tutorials and training in digital skills and abilities.</p>
<p>[GP]</p> <p>Regional Map of Industry 4.0 Technology enablers (Regional Government of Cantabria)</p> <p>Development of a study whose main target is to draw up a list of enabling technologies at the regional level and, at the same time, to show their potential for implementation in the field of Industry 4.0, including the possibility of taking into consideration different good practices already implemented in different business sectors.</p>	<p>One of the issues reflected in the macro-micro analysis (Local Supply & Demand Analysis) of the DEVISE project is the lack of knowledge on the part of local retail and hospitality companies about what digital solutions to use, existing digital service providers, etc...</p> <p>With this first action, FSS intends to bring knowledge of existing digital tools and solutions on the market to companies, while promoting good use practices. This Good Practice of the Government of Cantabria, although originally aimed at Industry 4.0, is understood to be replicable to local strategic economic sectors such as retail and hospitality, and in this sense, it inspired the philosophy of the FSS’s “Awareness and digital training programme”, in which it is expected to show various technologies, digital solutions, and usage comparisons. Demonstrations and showrooms, showing the possibilities of implementing these technologies, trends, user experiences, etc.</p>

4.3 ACTION DESCRIPTION

The description of the first planned Action, can be summarized under these bullet points:

Main objectives	Value brought by this action into the region/city	Players involved and role in the implementation and collaboration between them
<p>Promote and consolidate the digital skills and competencies of those who work in the retail and hospitality sectors.</p> <p>Reduce the digital divide of SMEs in retail and hospitality in terms of digital solutions and tools.</p>	<p>Raise awareness and promote an innovative culture based on digitalization.</p> <p>Generate synergies and collaboration flows and digital interrelation between local companies within the value chain.</p> <p>Foster an innovative economic territory, more competitive at the business level and for working people.</p>	<ul style="list-style-type: none"> • Digital SMEs, local providers of training and digital information. • SMEs of the local retail and hospitality sector, willing to learn and acquire digital skills. • Public and private entities, other SMEs and economic stakeholders through whom be able to reinforce the awareness and dissemination of a local digital culture. <p>FSS will be the main coordinator of this action and the entity in charge to guarantee its development, and it will take care of obtaining funds for its implementation. FSS will carry out the supervision and evaluation of the measure.</p>

4.4 TIMEFRAME AND FUNDING

The timeframe for the project funding application and set-up/implementation process is included in the following table.

<i>Project/Action Investment Line/Funding Source + Amount (please state each source of funding)</i>	<i>Submitted For Funding</i>	<i>Funding Decision</i>	<i>Project Start Date / End date</i>	<i>Other key milestones</i>
Awareness and digital training program for retail and hospitality sectors (Digital Training programme's improvement) / Fomento San Sebastián / 5.000€	Mar 2020	Apr 2020	May 2020 – Dic 2020	Annual calls in 2021, 2022...

In the case of this first action, the Action Plan is meant to improve and strengthen an existing programme. Therefore, some of the activities are already being partly implemented and improvements introduced. In the future editions of the programme (2021, 2022...) actions carried out in 2020 will be evaluated in order to analyse their convenience with the evolution of the socio-economic reality and their effect in the companies involved.

4.5. WORKPLAN

The work-plan for this Action is outlined in the table below:

WP	Tasks
Work Package 1: ONLINE TRAINING SESSIONS (Webinars) Analysis of the starting situation (evaluate capacities and knowledge of the sector). Design of the online training sessions (objectives, measures, recruitment and selection of recipients, communication and dissemination strategies, organization of teams and impact)	Task 1.1 Identify topics, training content and providers
	Task 1.2 Selection of participating companies: digital profile
	Task 1.3 Documents for dissemination: information mailing, dissemination, recruitment, training sheet, evaluation sheet
	Task 1.4 Teaching/delivery of training sessions

<p>Management and launch (duration, schedule, spaces, modality, provider).</p> <p>Impact evaluation and measurement.</p>	<p>Task 1.5 Evaluation form to identify the needs of the companies and improvements for new training sessions</p>
<p>Work Package 2: TRAINING SESSIONS and personalized advising</p> <p>Previous analysis (capacities and needs of retail and hospitality companies.</p> <p>Design of the training and tutorials (objectives, measures, recruitment and selection of recipients, communication and dissemination strategies, organization of teams and impact)</p> <p>Management and implementation (duration, schedule, spaces, modality, provider)</p> <p>Impact evaluation and measurement.</p>	<p>Task 2.1 Identify the topic, methodology of the tutoring and supplier companies</p>
	<p>Task 2.2 Criteria and selection of companies to participate in each session according to digital profiles.</p>
	<p>Task 2.3 Documents for dissemination: information mailing, dissemination, recruitment, training sheet, evaluation sheet</p>
	<p>Task 2.4 Identification and selection for tutorials</p>
	<p>Task 2.5 Evaluation and elaboration of the company's digital training itinerary</p>
<p>Work Package 3 FOCUS GROUPS / WORKSHOPS sessions</p> <p>Initial analysis of the group to which the activity is oriented.</p> <p>Design of the FOCUS GROUPS / WORKSHOPS sessions (objectives, measures, recruitment and selection of recipients, communication and dissemination strategies, organization of teams and impact)</p> <p>Management and launch (duration, schedule, spaces, modality, provider)</p> <p>Impact evaluation and measurement.</p>	<p>Task 3.1 Definition of the format, topic and duration. Criteria for selection of participants.</p>
	<p>Task 3.2. Identify participants.</p>
	<p>Task 3.3 Elaboration of dissemination documents and evaluation</p>
	<p>Task 3.4 Call and development of the sessions</p>
	<p>Task 3.5 Evaluation and analysis of possible improvements for the new Focus Group sessions</p>

4.6 BUDGET BREAKDOWN FOR THE ACTION

The main features for the budget of this action in 2020 (indicative costs) are as follows:

*PROMOTE THE COMPETITIVENESS IMPROVEMENT OF THE RETAIL AND HOSPITALITY

-Webinar programme for the innovation in the retail (talks and workshops): 5.000€

This action will be funded by FSS through the Economic Reactivation Plan 2020 (PREK), a comprehensive plan launched in May 2020 and that includes different measures to alleviate the economic effects caused in the local SMEs by the decrease or cessation of economic activity in the city as a result of the Covid-19 pandemic. Thus, in a first phase, 1.5 million euros were allocated to support these sectors through economic grants. They would allow them, on the one hand, to alleviate their lack of income and face their fixed expenses, and, on the other hand, to develop and implement measures and tools for management improvement, and aimed at maintaining its economic activity, employment and competitive dimension. These grants have been completed with the development of a municipal platform for online sales, through purchase vouchers, that has made possible to strengthen the offline sales channel and maintain customer traffic.

The PREK, provided with a municipal budget of 2,6 million euro, has two main axes (a) Economic Support&Services addressed to SMEs, professionals and entrepreneurs, and b) an Attention&Information service), and put special emphasis on the retail and hospitality sectors, as well as on the group of unemployed people.

4.7 VIABILITY AND SUSTAINABILITY

Action 1 on 'Awareness and digital training for retail and hospitality sectors' has been developed at the end of the first phase of the DEVISE project, and its implementation started in 2020 (with an estimate of annual calls in subsequent years).

The development of this first Action will be the responsibility of the FSS, who will be in charge of obtaining the funds for its achievement, as well as its subsequent supervision and evaluation. Therefore, the execution of this measure is guaranteed as FSS is responsible for its implementation and management.

In principle, the different annual calls (2020, 2021 ...), are expected to be carried out with FSS own funds, but agreed with the local business associations, who participate in the dissemination of the programme among their associates and collaborating

entities, and with the “digital” companies that would be part of the delivery of the training.

4.8 IMPACT EXPECTED

In the Application Form of the DEVISE project, and specifically, in the FSS ‘Policy Instrument 5’ (section B.2.5.1), the following performance indicator was defined: “New programmes supporting digital tech SMEs providing solutions to commerce”.

This Action 1 represents a new action / programme to improve the previous "Digital Training programme for Retail and Hospitality sectors" with the aim of promoting the sector of digital solutions applied to the retail and hospitality sector. It includes enhanced activities in the areas of digital awareness and training to increase knowledge and adoption of these solutions.

The impact measure for this Action 1 in 2020 will include the following indicators:

Performance indicators	Objective value
Online / face-to-face group training activities	15
Individual training activities / brief initial advising	50
Focus Groups / Workshops sessions, seminars, events	10
No. of retail businesses participating in the activities and sessions	170
No. of hospitality businesses participating in the activities	90
No. of people participating in the activities and sessions and sessions	350
No. of companies providing digital solutions and technological partners participating in Action 1.	10

With regard to the annual calls planned for the years 2021 and 2022, the specific indicators will have to be necessarily defined at the time of drawing up these calls. Even so, these indicators will take as a reference the compliance objectives of the 2020 call, and will be adapted based on the performance evaluation made for the previous annual call.

In any case, these indicators will be monitored during the 2nd phase of the DEVISE project.

4.9 MONITORING ACTIVITIES IN PHASE 2

The supervision of this action will be ensured through periodic monitoring of the 'Awareness and Training' programme. The instruments that will be used are as follows:

- Periodic monitoring reports of the programme, which will allow FSS to know the way the activities carried out are managed and developed. These reports will include the degree of progress of the programme, the incidents or unforeseen events that may arise, the actions proposed to address said incidents, ongoing analysis of the programme milestones, and meeting deadlines.
- Periodic follow-up meetings to analyze the progress of the project, activities and objectives, identify incidents, risk points and propose corrective solutions, discover patterns and trends, measure progress and results, assess and adjust the allocated resources. These meetings will be face-to-face (or virtual, depending on the evolution of the pandemic), group and individual since the stakeholders participating in the actions are local
- Telephone calls, e-mails, and field visits to maintain continuous communication with stakeholders.

5 ACTION 2: “TECHNOLOGY CONSULTING PROGRAMME TO SUPPORT DIGITAL TRANSFORMATION OF THE RETAIL AND HOSPITALITY”

5.1 BACKGROUND

The second action tabled by FSS as part of the DEVISE project Action Plan is the launch of a "Technology Consultancy programme to support the digital transformation" of retail and hospitality sectors in the city.

This action comes in response to the situation described in the Conclusions Report on the Questionnaire on local supply of and demand for digital services (Local Supply & Demand Analysis Assessment Report) drawn up as part of the DEVISE project. Following an analysis of the conclusions of individual reports and also common Supply and Demand report, we observe that:

- Some **63% of SMEs supplying digital solutions felt that companies operating in the retail and hospitality sectors did not have sufficient know-how concerning technological applications, and how to use them to maximum advantage.**
- **62.26% of companies operating in the retail and hospitality sectors believed technology and digitalisation were one of the main growth factors for their business.** However, they saw investment in digital solutions as an outlay, and not as an investment.

Analysis and study of the different practices of our partners also helped us appraise the **need to offer an expert individual advisory facility commensurate with the digital profile and necessities of each company, enhancing this subsequently with economic assistance to implement digital solutions.**

*With this action, "Technology Consultancy programme to support digital transformation", FSS is addressing the challenge of digital know-how, investment and adaptability to the profile and characteristics of each local company. It forms part of a programme to boost digital transformation, aiming to **make use of innovation to encourage digitalisation processes in the retail and hospitality sectors, through specific training, one-to-one advisory and assistance with the implementation of tools and technological solutions** at local retail/hospitality businesses, boosting their digital development and sharing experiences. It will also serve to provide its managers with digital skills and competences.*

This action will be based on a diagnosis, and will generate a process to work on a specific intensive 8-hour itinerary with specific digital transformation actions to be carried out. Work will be done on 3 specific areas of the company's digital strategy:

- DIGITAL MARKETING. This area will conduct an analysis of:
 - Communication strategies and actions carried out on Internet channels and media, in order to bolster contacts with customers and position the company in the market.
 - Technological applications and solutions.

- E-COMMERCE SALES:
 - How Internet sales are devised, access and use of platforms, conversion etc.;
 - Technological applications and solutions.

- ANALYTIC INTELLIGENCE:
 - The importance of data analysis, how to monitor actions online, creation of a scorecard and follow-up.
 - Technological applications and solutions.

Technological solutions and tools will be applied on a transversal basis.

5.2 KNOWLEDGE APPLIED FROM DEVISE

Partner good practice/experience (please, detail: good practice name, short description and location)	How this good practice/experience has contributed to the actions developed in your Action Plan (detail any transfers, full or partial of good practice)
<p>[Report]</p> <p>DEVISE Local Supply&Demand Analysis</p>	<p>DEVISE project has provided FSS with a useful methodology that allowed to gain knowledge about the “digital transformation” situation of local SME’s in the retail and hospitality sectors, and to identify and assess the possible solutions and support that could be transferred from digital companies. This analysis was developed by means of different questionnaires and workshops with the local sectors involved in DEVISE and served to identify the transformation needs and new programme(s) to be considered.</p>
<p>[GP]</p>	<p>This is a transfer of an associated and transversal knowledge regarding its philosophy and methodology: co-creation between companies, to define products and services, and at the same time, acquire professional knowledge and skills by means of workshops, conferences, events and exhibitions.</p>

<p>Co-creation hub Hangar K – leveraging local ecosystems (West Flanders – Belgium)</p> <p>Hangar K is an incubator, accelerator, co-creation hub and competence centre all-in-one, that among other actions, creates synergies between start-ups, corporates and knowledge institutions, with focus on digital technology and products.</p>	<p>FSS was inspired by the philosophy and methodological structure of the project to include co-creation and creativity in the program of Action 2 of ‘Technological Consultancy to support digital transformation’, providing inspiring ideas.</p>
<p>[Experience]</p> <p>Digitising Manufacturing - IBN (Innovative Business Networks). (West Flanders – Belgium)</p> <p>Tool developed by VLAIO to create networks of innovative companies. Innovative company networks aim to build a dynamic within a group of companies. These innovation networks are expected to implement concrete action plans, with visible added economic value for the participating companies, through intensive collaboration between them.</p>	<p>This is a cross-cutting knowledge transfer regarding the philosophy of the program: creating networks of innovative companies.</p> <p>FSS was inspired by this experience to include in the ‘Technology Consulting action to support the digital transformation in ‘the retail and hospitality, tools such as Focus groups, workshops, within the advisory service. The objective is to generate community and network with these participating companies that could act as prescribers to promote digital transformation in our local context. The strength of this network lies in the union of these two parts. Generate a community between digital service provider companies and the retail and hospitality companies, which favors the creation of collaborative projects on topics of innovation, digitalization, etc ...</p>
<p>[GP]</p> <p>Digital Vouchers (Région des Pays de la Loire-France)</p> <p>Tool to facilitate the access of SMEs to external digital advisors to guide them on the technological solutions they need in their business. This program finances, in addition to this expert advice, a part of the acquisition of equipment or digital tools.</p>	<p>From this good practice, FSS takes as a reference the use of external consultants to advice / guide local SMEs on what digital / technological solutions exist, which ones they would need and would better adapt to their business-company, in order to allow them to grow, innovate and face challenges in a better way to today’s challenges. It is of interest in this tool, the structure of the co-financing advice and investment in digital solutions.</p> <p>FSS was inspired by this Good Practice in order to develop a “Technology Consulting” action that supports the digital transformation of local companies, through expert and personalized advice, adapted to the digital profile of each company and to its needs. To do this, an itinerary (road map) of the process to be followed, will be define of the digital areas in which to work and of the most appropriate technological solutions, as well as possible financing channels.</p>

<p>[GP]</p> <p>APOLLO</p> <p>(Laval Mayenne Technopole - France)</p> <p>The APOLLO program aims to support companies in their innovation process by adapting the methods commonly used by start-ups.</p> <p>This program is intended for companies that want to innovate (product, service, business model, new technologies, organization ...) but do not really know how to proceed and what to do.</p>	<p>FSS is inspired by this project on its conceptual basis: using management methods used with start-ups undergoing creative transformation (technology, access to new markets, personnel...) and adapting them to companies in traditional sectors (retail, hospitality) that need deep renovation and changes in the business model.</p> <p>The “Technology Consulting” program to advise on the digital transformation of the retail and hospitality sectors, takes the orientation of the APOLLO program to address support for SMEs in San Sebastián with innovation management tools.</p>
<p>[GP]</p> <p>Industry 4.0 Technology Audits (Regional Government of Cantabria)</p> <p>Technology Audits Program to help SMEs in their digitization process and allow them to review their current strategy. The objective is to show companies where their level of maturity is, and offer them recommendations when carrying out their digital transformation.</p> <p>The results of the audits are used to define and implement industrial technology plans by companies. It also serves as a tool for defining other regional business support programmes.</p>	<p>This good practice has a structured methodology to diagnose the current situation of SMEs and guide the steps towards greater digitalization; which in the case of interest of FSS will focus on the digitalization of the services and processes of the retail and hospitality in San Sebastián.</p> <p>FSS will take advantage of the methodological part to develop the ‘Technology Consulting’ programme, and individualized advice based on the digital profile of each participating company.</p>

5.3 ACTION DESCRIPTION

The description of the second planned Action planned, is outlined in the following table:

Main objectives	Value brought by this action into the region/city	Players involved and role in the implementation and collaboration between them
<p>Promote the digitalization in the retail and hospitality sectors, through personalized advice and support for the implementation of tools and technological solutions in local retail and hospitality businesses:</p> <ol style="list-style-type: none"> 1. Advise individually on digital solutions that are adapted to the needs of each company. 2. Promote their implementation, accompanying them in the digital transition process, individually and/or collectively. 3. Support their digital evolution. 	<ul style="list-style-type: none"> -Support and promote the development of new ways of working and new business models, more viable, sustainable and competitive. -Promote an innovative culture based on digitalization and digital cooperation between local companies. -Foster the development of suitable instruments and programmes to strengthen the growth and development of retail and hospitality companies and of the local digital SMEs. -Boost the sector of the offer of digital solutions by directing its services to the retail and hospitality companies of San Sebastián. 	<ul style="list-style-type: none"> • SMEs that provide digital services that can develop and create new products and innovative digital solutions. • SMEs in local retail and hospitality, willing to adapt their business forms and tackle the implementation of digital solutions to be more competitive. • Public and private entities, other SMEs and economic stakeholders and local business associations, to promote the development and growth of digital SMEs, generating innovative competitive environments in the city. <p>FSS will be the main coordinator of this action and the entity in charge to guarantee its development, and it will take care of obtaining funds for its implementation. FSS will carry out the supervision and evaluation of the measure</p>

5.4 TIMEFRAME AND FUNDING

The timeframe for the project funding application and set-up/implementation process is included in the following table.

<i>Project/Action Investment Line/Funding Source + Amount (please state each source of funding)</i>	<i>Submitted For Funding</i>	<i>Funding Decision</i>	<i>Project Start Date / End date</i>	<i>Other key milestones</i>
Technology Consulting Programme to support digital transformation of the Retail and hospitality/ Fomento San Sebastián / 25.000€	Jul 2020	Jul 2020	Sept 2020 – Dec 2020	Annual calls in 2021, 2022...

This second action of the Action Plan is a new programme launched by FSS during the second semester of 2020. In the future editions of the programme (2021, 2022...), actions carried out in 2020 will be evaluated in order to analyse their convenience with the evolution of the socio-economic reality and their effect in the companies/workers involved.

5.5 WORKPLAN

The work-plan for this Action is outlined in the table below:

WP	Tasks
Work Package 1: IDENTIFICATION AND SELECTION OF COMPANIES PROVIDING DIGITAL SOLUTIONS AND COMPANIES OPERATING IN THE RETAIL AND HOSPITALITY SECTORS	Task 1.1 Diagnosis and prospection of companies providing digital solutions and companies operating in the local retail and hospitality sectors, with a view to participation in the TECHNOLOGY CONSULTANCY programme.
	Task 1.2 Identification and selection of local retail and hospitality outlets to participate in the programme.
	Task 1.3 Identification of digital companies to participate in the programme.
	Task 1.4 The retail and hospitality businesses select the digital SMEs with which they will carry out the consultancy service, and notify FSS.

	<p>Task 1.5 FSS validates the consultancy and the work plan, and the expert advisory service starts.</p>
	<p>Task 1.6 Commencement of the digital consultancy service.</p>
<p>Work Package 2: Characterisation and DIGITAL STRATEGIC CONSULTANCY</p>	<p>Task 2.1 DIGITAL CHARACTERISATION</p> <p>The companies supplying digital solutions will draw up a digital diagnosis. The diagnosis is applied to the retail and hospitality businesses on the programme.</p> <p>Task 2.2. DIGITAL STRATEGY.</p> <p>The conclusions of the digital diagnosis will be used to carry out the following tasks:</p> <ul style="list-style-type: none"> a) The SME's digital maturity is identified in the 3 working areas: Digital Marketing, E-commerce Sales and Analytic Intelligence. b) The digital strategy to be employed by the retail/hospitality business is defined: with a focus on specific objectives, and reflection and analysis of how to achieve these. <p>Task 2.3 A DIGITAL ACTION PLAN is developed. The Plan will set out the specific courses of action to be taken (tools, ICT/digital solutions etc.), and the roadmap to be used for the digital transformation of the retail/hospitality business.</p>
<p>Work Package 3: CONSULTANCY FOR THE IMPLEMENTATION OF DIGITAL PROJECTS.</p>	<p>Task 3.1 DIGITAL PROJECTS/ACTIONS TO BE TAKEN.</p> <p>The digital companies report and explain the Digital Action Plan to the retail/hospitality businesses: which actions/projects are to be carried out, budgets and funding options. The retail/hospitality businesses choose the action/project to be carried out, and notify FSS.</p> <p>FSS validates the action/project to be implemented.</p> <p>The digital companies advise the retail/hospitality businesses on the process to implement digital solutions. The digital companies coordinate the process, notifying FSS on the action taken, achievements, risks etc. (reports, meetings etc.).</p> <p>Task 3.2 Assessment of execution and outcome of the programme.</p>

5.6 BUDGET BREAKDOWN FOR THE ACTION

The main features for the budget of this action in 2020 (indicative costs) are as follows:

*PROMOTE THE COMPETITIVENESS IMPROVEMENT OF THE RETAIL AND HOSPITALITY

-Digitalization Programme (Expert advice / training / demo / pilot): 25.000€

This action will be funded by FSS through the Economic Reactivation Plan 2020 (PREK), a comprehensive plan launched in May 2020 and that includes different measures to alleviate the economic effects caused in the local SMEs by the decrease or cessation of economic activity in the city as a result of the Covid-19 pandemic. Thus, in a first phase, 1.5 million euros were allocated to support these sectors through economic grants. They would allow them, on the one hand, to alleviate their lack of income and face their fixed expenses, and, on the other hand, to develop and implement measures and tools for management improvement, and aimed at maintaining its economic activity, employment and competitive dimension. These grants have been completed with the development of a municipal platform for online sales, through purchase vouchers, that has made possible to strengthen the offline sales channel and maintain customer traffic.

The PREK, provided with a municipal budget of 2,6 million euro, has two main axes (a) Economic Support&Services addressed to SMEs, professionals and entrepreneurs, and b) an Attention&Information service), and put special emphasis on the retail and hospitality sectors, as well as on the group of unemployed people.

5.7 VIABILITY AND SUSTAINABILITY

Action 2 of "Technology Consulting" in digitalization for retail and hospitality arose at the end of the first phase of the DEVISE project and its implementation has begun in 2020 (with an estimate of annual calls in subsequent years). Fomento de San Sebastián participates both in the design and in the execution of the Action in order to guarantee its implementation and later evaluation.

Originally, the different annual calls (2020, 2021 ...) are planned to be carried out with FSS own funds, but agreed with local retail and hospitality business associations, who participate in the dissemination of the program among their associates and collaborating entities and with "digital " companies that will be part of the advisory activities.

5.8 IMPACT EXPECTED

In the Application Form of the DEVISE project, and specifically, in the FSS 'Policy Instrument 5' (section B.2.5.1), the following performance indicator was defined: "New programmes supporting digital tech SMEs providing solutions to commerce".

In this context, this Action 2 represents a new programme to promote the participation of digital service provider companies in digital transformation processes and implementation of solutions in companies in the retail and hospitality sectors.

The estimated impact of this Action 2 in 2020 is as follows:

a) Process indicators:

60 participating Retail and Hospitality businesses

5 local technology collaborators

b): Impact indicators:

20 companies in a digital transformation process

18 companies develop a social media and online communication strategy, increasing their interaction with customers in social media.

5 companies launch their e-commerce

With regard to the annual calls planned for the years 2021 and 2022, the specific indicators will have to be necessarily defined at the time of drawing up these calls. Even so, these indicators will take as a reference the compliance objectives of the 2020 call, and will be adapted based on the performance evaluation made for the previous annual call.

In any case, these indicators will be monitored during the 2nd phase of the DEVISE project.

5.9 MONITORING ACTIVITIES IN PHASE 2

The supervision of this action will be ensured through periodic monitoring of this programme. The instruments that will be used are as follows:

- Periodic monitoring reports of the programme, which will allow FSS to know the way the activities carried out are managed and developed. These reports will include the degree of progress of the programme, the incidents or unforeseen events that may arise, the actions proposed to address said incidents, ongoing analysis of the programme milestones, and meeting deadlines.
- Periodic follow-up meetings to analyze the progress of the project, activities and objectives, identify incidents, risk points and propose corrective solutions, discover patterns and trends, measure progress and results, assess and adjust the allocated resources. These meetings will be face-to-face (or virtual, depending on the evolution of the pandemic), group and individual since the stakeholders participating in the actions are local
- Telephone calls, e-mails, and field visits to maintain continuous communication with stakeholders.

6 ACTION 3: VOUCHERS PROGRAMME (ECONOMIC SUPPORT) FOR THE IMPLEMENTATION OF DIGITAL SOLUTIONS AND APPLICATIONS IN THE RETAIL AND HOSPITALITY SECTORS.

6.1 BACKGROUND

The third and final action on this DEVISE project Action Plan is "Action 3: Vouchers Programme for the implementation of digital solutions and applications in the retail and hospitality sectors", a programme of economic assistance for the implementation of digital solutions. This is a programme recently created on the basis of the prior experience with "Dendatics"³, which, against the backdrop of the situation created by Covid-19, sets out to furnish a specific solid response to enable businesses to implement digital equipment and solutions in line with the new requirements in their relations with customers and suppliers. The vouchers are intended to help businesses to fit out their premises with the facilities and adaptations necessary to comply with the health regulations generated by Covid-19.

This action, giving SMEs access to economic assistance (vouchers/economic grants) to deploy digital solutions will act as a complement to the two previous actions: awareness and training, and also technology advisory/consultancy. It is, therefore, a tool that may be secured by companies when they have defined their digitalisation needs and capacities, but it may also be the first step in gaining access to a digital transformation itinerary.

As in the previous two cases, this third action comes in response to the situation described in the Conclusions Report on the Questionnaire on local supply of and demand for digital services (Local Supply & Demand Analysis Assessment Report) drawn up as part of the DEVISE project. Following an analysis of the conclusions of individual reports and also common Supply and Demand report, FSS observes that:

41.51% of retail/hospitality businesses intend to invest around 3,000 euros over the next 3 years, although:

- They are fearful that the results will not materialise.

³ <https://www.interregeurope.eu/policylearning/good-practices/item/2940/digital-training-programme-for-retail-and-hospitality-sectors/>

- They cannot find any suitable suppliers of digital solutions.
- Most businesses, particularly those operating in the retail sector, have only two employees on average, and the level of digital know-how is medium/low.

Additionally, in May 2020, due to the situation generated by the COVID-19 pandemic, FSS posted a simple questionnaire on its website to ascertain the status of local companies amid the state of exception created by the pandemic. The analysis performed on the 200 replies produced a striking observation:

“Despite the enormously complicated situation of the vast majority of companies, many of them claim **to see new business opportunities provided they carry out a process of renovation, by modifying their products and markets, and focusing on investment in technological solutions ...**

- 71% claim they see new opportunities in this situation, for which they need to renovate
- 60% prefer to modify their portfolio of products and/or services, altering the range of their customer typology, and 54% see this as a key factor
- 78% mention the need to open up new markets
- **75% are convinced of the need to invest in new technologies as a means of reactivating and bolstering their business”**

This action entails, in the form of vouchers, **economic assistance for companies and self-employed workers operating in the retail and hospitality sectors to take up solutions in order to make their businesses viable and competitive**, especially in terms of transforming and adapting their work methods, acquiring resources to facilitate digitalisation and access to new sales opportunities.

6.2 KNOWLEDGE APPLIED FROM DEVISE

Partner good practice/experience (please, detail: good practice name, short description and location)	How this good practice/experience has contributed to the actions developed in your Action Plan (detail any transfers, full or partial of good practice)
[Report]	DEVISE project has provided FSS with a useful methodology that allowed to gain knowledge about the “digital transformation” situation of local SME’s in the retail and hospitality sectors , and to identify and assess the possible solutions and support that could be transferred from digital companies. This analysis was developed by means of different

<p>DEVISE Local Supply&Demand Analysis</p>	<p>questionnaires and workshops with the local sectors involved in DEVISE and served to identify the transformation needs and new programme(s) to be considered.</p>
<p>[GP]</p> <p>Technology gateways</p> <p>(Enterprise Ireland - Border, Midland and Western, Ireland)</p> <p>Technology Network that offers knowledge and solutions for industrial partners on a time scale that the industry expects.</p>	<p>This good practice inspired FSS from a structural and content point of view.</p> <p>The Voucher program to support digital transformation has been structured in three key areas and / or technological fields aligned with the needs of the retail and hospitality sectors, avoiding global or general considerations. This will allow FSS to develop or identify more unique, intelligent products and services adapted to these sectors and to their vital needs.</p>
<p>[GP]</p> <p>Digital Vouchers</p> <p>(Région des Pays de la Loire-France)</p> <p>Tool to facilitate the access of SMEs to external digital advisors to guide them on the technological solutions they need in their business. This program finances, in addition to this expert advice, a part of the acquisition of equipment or digital tools.</p>	<p>This good practice has also inspired FSS in the design of this third action: the Digital Vouchers of the French Region include financial assistance to companies to acquire software or equipment for digitalization. The key element in common with FSS is that the economic aid / financial support is produced after a process of analyzing the suitability of the solution to the company's profile ("best fit").</p>

6.3 ACTION DESCRIPTION

The description of this third planned DEVISE Action, is summarized below:

Main objectives	Value brought by this action into the region/city	Players involved and role in the implementation and collaboration between them
<p>Face the scarce digitalization in the retail and hospitality, derived from the technological change and globalization. This situation has become more critical for business due to COVID-19. Therefore, this action drives three elements:</p> <ul style="list-style-type: none"> - Review of the business model as a result of technological change and new forms of consumption. - Physical adaptation of the premises in accordance with the new post-COVID-19 regulations and the new logistics needs of the e-commerce. - Investments for digital transformation in customized solutions for businesses. 	<p>Promote an innovative economic territory through digitalization, more competitive both at the company and at worker level.</p> <p>Update business models in the retail and hospitality and promote the implementation of digital applications tailored to each business.</p> <p>Facilitate investments and equipment that help businesses to adapt to new forms of marketing during / after COVID-19.</p> <p>Strengthen the sector of the offer of digital solutions by directing its services to the retail and hospitality companies of San Sebastián.</p>	<ul style="list-style-type: none"> • SMEs in local retail and hospitality, willing to adapt their business forms and tackle the implementation of digital solutions to be more competitive. • SMEs that provide digital services that can develop and create new products and innovative digital solutions. • Public and private entities, other SMEs and economic stakeholders and local business associations, to promote the development and growth of digital SMEs, generating innovative competitive environments in the city. <p>FSS will be the main coordinator of this action and the entity in charge to guarantee its development, and it will take care of obtaining funds for its implementation. FSS will carry out the supervision and evaluation of the measure</p>

6.4 TIMEFRAME AND FUNDING

This table lists the timeframe for the Action 3 funding application and set-up/implementation process.

<i>Project/Action Investment Line/Funding Source + Amount (please state each source of funding)</i>	<i>Submitted For Funding</i>	<i>Funding Decision</i>	<i>Project Start Date / End date</i>	<i>Other key milestones</i>
Vouchers Programme for the implementation of digital solutions and applications in the retail and hospitality sectors / Diputación Foral de Gipuzkoa (Gipuzkoa Provincial Council)/ 350.000€	Jun 2020	Jul 2020	Oct 2020 – Dec 2020	Annual calls in 2021

This third action of the Action Plan is a new programme launched by FSS during the second semester of 2020. In the future editions of the programme (2021, 2022...), actions carried out in 2020 will be evaluated in order to analyse their convenience with the evolution of the socio-economic reality and their effect in the companies/workers involved.

6.5 WORKPLAN

An outline of the work plan for this third Action is shown in the table below:

WP	Tasks
Work Package 1: Contrast with the sectoral associations of the critical aspects of the Programme to improve the competitiveness of businesses operating in the sector	Task 1.1 Sectoral analyses in the retail/hospitality sectors to qualify the programme.
	Task 1.2 Addition of the specific analysis and support from the associations to the analysis and implementation of the measures on the programme.
	Task 1.3 Selection of the target profile of the companies benefiting from the programme, and the scope of this. Identification of any other grants that may be of interest.

	Task 1.4 Preparation of the terms and details of the programme until it has been approved: duration, schedule, budget etc.
<p>Work Package 2: Sessions to provide information and present the programme. Links to the other training and advisory programmes.</p>	Task 2.1 Design of the contents and formats for distribution, dispatch of information, website posting etc.
	Task 2.2 Realisation of the information sessions.
	Task 2.3 Addition of replies from businesses to programme information.
<p>Work Package 3: Announcement of economic assistance for retail/hospitality businesses for investment in the following areas:</p> <ul style="list-style-type: none"> I. Digital transformation II. Physical adaptation of commercial premises to the new security protocols and new distribution logistics 	Task 3.1 Launch of the initiative and administration of the programme: economic assistance for investment to carry out a digital transformation, and fit out retail and hospitality businesses to improve work methods and consolidate the competitive dimension.
	Task 3.2 Assessment of execution and outcome of the programme.

6.6 BUDGET BREAKDOWN FOR THE ACTION

The main features for the budget of this action in 2020 (indicative costs) are as follows:

*PROMOTE THE COMPETITIVENESS IMPROVEMENT OF THE RETAIL AND HOSPITALITY

- Economic grants for digital transformation and adaptation of premises motivated by Covid19

This action will be funded by the Diputación Foral de Gipuzkoa (Gipuzkoa Provincial Council) and led by FSS within the scope of the Economic Reactivation Plan 2020 (PREK), a comprehensive plan launched in May 2020 and that includes different measures to alleviate the economic effects caused in the local SMEs by the decrease or cessation of economic activity in the city as a result of the Covid-19 pandemic. Thus, in a first phase, 1.5 million euros were allocated to support these sectors through economic grants. They would allow them, on the one hand, to alleviate their lack of income and face their fixed expenses, and, on the other hand, to develop and implement measures and tools for management improvement, and aimed at maintaining its economic activity, employment and competitive dimension. These grants have been completed with the development of a municipal platform for online sales, through purchase vouchers, that has made possible to strengthen the offline sales channel and maintain customer traffic.

The PREK, provided with a municipal budget of 2,6 million euro, has two main axes (a) Economic Support&Services addressed to SMEs, professionals and entrepreneurs, and b) an Attention&Information service), and put special emphasis on the retail and hospitality sectors, as well as on the group of unemployed people.

6.7 VIABILITY AND SUSTAINABILITY

Action 3 of "Vouchers Programme for the implementation of digital solutions and applications in the retail and hospitality sectors", completes the catalog of the three actions designed at the end of the first phase of the DEVISE project for the Action Plan, and its execution was scheduled to begin in September 2020 (with an estimate of annual calls in subsequent years). Although in this case the action has external financing, FSS will be the entity responsible for its implementation / management.

Looking to its execution in 2021, FSS will again analyze the possibility of obtaining co-financing from other administrations, and where appropriate, allocating its own

resources for this purpose. In any case, once again the call for this economic support programme will be analyzed with the local business associations, which will also collaborate in its dissemination among their associates.

6.8 IMPACT EXPECTED

In the Application Form of the DEVISE project, and specifically, in the FSS 'Policy Instrument 5' (section B.2.5.1), the following performance indicator was defined:

-“New programmes supporting digital tech SMEs providing solutions to commerce”.

Action 3 in the DEVISE Project Action Plan is a new programme undertaken by FSS which completes the portfolio of assistance with digitalisation adapted to the retail/hospitality sector, and also takes on board the new situation generated by COVID-19. This is a programme which takes up the experience and structural assistance for these sectors in the past by Donostia/San Sebastián City Council and also by FSS, but attempts to furnish a specific, more solid response for businesses being affected by the pandemic.

This action focuses on an assistance for retail/hospitality businesses and self-employed workers operating in Donostia-San Sebastián. The size of the potential beneficiaries will be defined during the process of preparation of the terms before the assistance initiative is announced. Consideration, however, will be given to the special necessity of assistance for small companies and self-employed workers in these sectors with work premises in the city and with investment, equipment and surveys (to carry out investment) for the purposes of adapting their premises to COVID-19 regulations, and new ways of working with their customers and suppliers.

To carry out this action, collaboration will be sought in the sector (SMEs) offering digital services, in the commercial fabric and in stakeholders operating in the retail/hospitality sectors; most especially, collaboration will be sought with the Gipuzkoa Hospitality Association and with the retail association Donostia Sshops

Impact expected from the Programme

This project expects to provide economic grants for a maximum of 200 retail/hospitality businesses, in the approximate amount of 1,700 € per applicant.

The investment to be carried out by companies will have a clear positive impact on:

- maintaining the economic activity of retail/hospitality businesses in the city
- progress and development of digital transformation in the sector, and the introduction of digital platforms and technology to boost competitiveness
- maintaining jobs at the end of the project
- diversification of products and services and new business models
- implementation of security measures for the companies receiving assistance

Turning to call in the years ahead, the specific indicators must be accurately defined when these calls are announced. The indicators will use the 2020 performance targets as a reference, but will adapt in accordance with the assessment of execution of the call the previous year.

In either case, indicators will be monitored during the second phase of the DEVISE project.

6.9 MONITORING ACTIVITIES IN PHASE 2

The supervision of this action will be ensured through periodic monitoring of this programme. The instruments that will be used are as follows:

- Periodic monitoring reports of the programme, which will allow FSS to know the way the activities carried out are managed and developed. These reports will include the degree of progress of the programme, the incidents or unforeseen events that may arise, the actions proposed to address said incidents, ongoing analysis of the programme milestones, and meeting deadlines.
- Periodic follow-up meetings to analyze the progress of the project, activities and objectives, identify incidents, risk points and propose corrective solutions, discover patterns and trends, measure progress and results, assess and adjust the allocated resources. These meetings will be face-to-face (or virtual, depending on the evolution of the pandemic), group and individual since the stakeholders participating in the actions are local
- Telephone calls, e-mails, and field visits to maintain continuous communication with stakeholders.

7 ACTION 4: “DIGITAL MATURITY ASSESSMENT TOOL (DMAT) TO SUPPORT DIGITAL TRANSFORMATION OF THE RETAIL AND HOSPITALITY SECTORS”

7.1 BACKGROUND

The fourth action tabled by FSS as part of the DEVISE project’s Action Plan is the Pilot Action named “Digital Maturity Assessment Tool (DMAT)” that has been designed in collaboration with PP2 (BAA) and PP5 (NWRA), and that in the case of San Sebastián, it is going to be used as a valuable tool to support the digital transformation process of local companies in the sectors of the retail and hospitality.

This action shares the background described for Action 2 (see point 5.1 for more detail), and emphasizes the objective of giving an individualized expert advice that is appropriate to the digital profile of the participating companies from these traditional sectors.

This pilot action is dedicated “to test a beta version of a Digital Maturity Assessment Tool (DMAT), within a local devoted web portal, that will allow companies from traditional sectors and low-tech SMEs/industries of the participating regions/cities to effectively assess in details their degree of digital maturity against 8 dimensions with free access to the results, a maturity overview and inspiration for a digital vision and a plan for digital transformation presented in a personalised report. It will signpost businesses to public institutions support for digitalisation”.

*With this action DMAT, FSS intends to provide an added value to the other 3 actions contained in this Action Plan, and mainly to Action 2 named “Technology Consulting Programme to support digital transformation of the retail and hospitality”. This pilot will allow traditional companies in the retail and hospitality sectors to identify their digital profile, and to have a **first approach to the digital itinerary they should follow** for the implementation of digital solutions adapted to their real needs and resources (economic, technical, market, skills and human).*

DMAT will provide these local companies with a 24/7 self-paced tool that could act as the “entry point” to the “technology consultancy” service in which, and after an analysis of the results of the questionnaire, the respondent company would be

referred to an individualized follow-up interview and/or consultancy itinerary with specific digital transformation actions, but also to the other tailored public services related to digitalization offered by Fomento de San Sebastián (trainings, economic grants....).

7.2 KNOWLEDGE APPLIED FROM DEVISE

Partner good practice/experience (please, detail: good practice name, short description and location)	How this good practice/experience has contributed to the actions developed in your Action Plan (detail any transfers, full or partial of good practice)
<p>[Report]</p> <p>DEVISE Local Supply&Demand Analysis</p>	<p>DEVISE project has provided FSS with a useful methodology that allowed to gain knowledge about the “digital transformation” situation of local SME’s in the retail and hospitality sectors, and to identify and assess the possible solutions and support that could be transferred from digital companies. This analysis was developed by means of different questionnaires and workshops with the local sectors involved in DEVISE and served to identify the transformation needs and new programme(s) to be considered.</p>
<p>[GP]</p> <p>Industry 4.0 Technology Audits (Regional Government of Cantabria)</p> <p>Technology Audits Program to help SMEs in their digitization process and allow them to review their current strategy. The objective is to show companies where their level of maturity is, and offer them recommendations when carrying out their digital transformation.</p> <p>The results of the audits are used to define and implement industrial technology plans by companies. It also serves as a tool for defining other regional business support programmes.</p>	<p>The main learning from this good practice is the structured methodology to diagnose the current situation of SMEs and guide the steps towards greater digitalization. This methodology has also inspired Action 2 of the Action Plan.</p>

<p>[Experience]</p> <p>Digital Quick Scan</p> <p>(West Flanders – Belgium)</p> <p>Tool developed by VOKA (PP10) as a short online questionnaire in Flemish entitled 'Digital Quick Scan' which allows SMEs to benchmark their level of digitalisation against industry peers. Businesses that complete the online assessment receive concrete tips to strengthen the digital competitiveness of their company (https://www.voka.be/digitale-quick-scan).</p>	<p>This tool develops a working process with the companies with an online self-paced tool that provides them with a 24/7 service in which a complete itinerary can be addressed. The digital scanner compares the score of the participating companies with that of other SMEs in the sector, provide recommendation reports and advice to strengthen the digital competitiveness of their company, and offers customised advice through a personal follow-up interview, in which products and services adapted to their needs can be also offered. It has inspired FSS, because of its easy accessibility for companies (online), its structured pathway and its potential for transferability to other economic sectors in the city.</p>
<p>[Experience]</p> <p>BAA Digitalna-Zrialost</p> <p>(Business Agency Association, Varna, Bulgaria)</p> <p>Tool elaborated and tested by BAA, similar but much simpler than DMAT, that gave feedback on the experience in assisting companies to develop a digital strategy (https://www.vba.bg/uslugi/digitalna-zrialost). The use of this questionnaire proofed for BAA the need for further deploy the service as a more complex software tool.</p>	<p>From this experience, FSS valued the experience gained with the implementation of various types of digital surveys and digital prospecting analysis</p>

7.3 ACTION DESCRIPTION

The description of the second planned Action planned, is outlined in the following table:

Main objectives	Value brought by this action into the region/city	Players involved and role in the implementation and collaboration between them
<p>Promote the digitalization in the retail and hospitality sectors, through personalized advice and support for the implementation of tools and technological solutions in local retail and hospitality businesses:</p> <ol style="list-style-type: none"> 1. To be the entry point to an individual digital advise itinerary on digital solutions 2. To provide valuable information about the digital profile and needs of each participating company 3. To use this information to promote their implementation, accompanying them in the digital transition process, individually and/or collectively, either following the path in Action 2, or even for a reorientation to the other actions in FSS's Action Plan (Awareness and Digital Training Programme, Vouchers Programme). 	<ul style="list-style-type: none"> -Support and promote the development of new ways of working and new business models, more viable, sustainable and competitive. -Promote an innovative culture based on digitalization and digital cooperation between local companies. -Give a better approach and a more precise analysis of the digital reality of the companies in these sectors in order to have a stronger and more oriented public support -Foster the development of suitable instruments and programmes to strengthen the growth and development of retail and hospitality companies and of the local digital SMEs. -Boost the sector of the offer of digital solutions by directing its services to the retail and hospitality companies of San Sebastián. 	<ul style="list-style-type: none"> • SMEs (10) that provide digital services that can offer their solutions to traditional companies • SMEs in local retail and hospitality (50 participating in the test), willing to adapt their business forms and tackle the implementation of digital solutions to be more competitive. • Public and private entities, other SMEs and economic stakeholders and local business associations, to promote the development and growth of digital SMEs, generating innovative competitive environments in the city. <p>FSS will be the main coordinator for the developing and testing of this pilot tool at local level. FSS will carry out the supervision and evaluation of the measure</p>

7.4 TIMEFRAME AND FUNDING

The timeframe for the project funding application and set-up/implementation process is included in the following table.

<i>Project/Action Investment Line/Funding Source + Amount (please state each source of funding)</i>	<i>Submitted For Funding</i>	<i>Funding Decision</i>	<i>Project Start Date / End date</i>	<i>Other key milestones</i>
Digital Maturity Assessment Tool (DMAT) to support digital transformation of the retail and hospitality sectors / Pilot Action DEVISE / Interreg Europe 25.691€ / Fomento San Sebastián 4.534€	Nov 2020	Feb 2021	1st trimester 2021 – 3rd trimester 2022 (18 months duration)	N/A

This fourth action of the Action Plan is a new programme expected to be launched by FSS during the first trimester of 2021, and it will have a duration of 18 months.

7.5 WORKPLAN

The different activities to be implemented at local level for this pilot action during each semester of DEVISE’s phase 2 are outlined below:

Semester 1

- DMAT design and elaboration:** the assignment for the DMAT will be prepared by PP6 BAA experts and discussed with partners. A series of workshops (at least 3) with all partners in the pilot will start this process. All partners will provide specific content related to the industries/sectors preselected (retail and hospitality in the case of FSS). Using a collaborative work platform (e.g. www.miro.com), as in-person meetings are not possible at the moment, partners will thoroughly discuss the detailed content of questionnaires that will serve as a base for the software. DEVISE partners will be invited to take part into this process to ensure all DEVISE existing expertise will be attentively caught up and integrated into the final version. The draft version will be tested in San Sebastián with 50 companies from the retail and hospitality sectors. After the content is approved, the beta version of the software will be elaborated by

BAA in-house. The tool content will be then translated into Spanish and Basque in the case of FSS, and a beta version will be received by FSS in these languages. The tool will be integrated in FSS's website or specific developed local devoted web portal as the tool will be part of the public services provided by FSS to traditional companies. Tests will be made. A series of discussions with partners will be held on mastering the use of the beta version of DMAT and exchange of benchmarking reports to strengthen the interregional cooperation and increase the benefits from applying the tool across partner regions.

- **Target group:**
 - In San Sebastián, it will be tested with 50 companies of the retail and hospitality sectors, which are the sectors already identified as main target group in the FSS's Action Plan.
- **Awareness raising:** engagement with companies in San Sebastián to present the pilot idea and ensure their participation in the pilot. This will be done by carrying out:
 - 1) Info days, specific or as part of other events in the city, i.e. the pending intersectoral networking breakfast could be a good opportunity for this purpose;
 - 2) One-to-one meetings with targeted companies;
 - 3) Communication campaign coordinated at project level and followed by FSS at local level, including bespoke messages if required.

Semester 2

- FSS promotes the beta version of the tool in the city and support the companies to apply it. Tests with 50 companies will be carried out and reports gathered (by consent of SMEs).

The **promotion** will be carried out in three dimensions:

1. Through the networks participated by FSS (data base of companies from both traditional and digital sectors)
2. Through social media/website of FSS
3. Through networks of FSS at local and regional level –clusters, professional associations, municipality, agencies-.

The main aim is to attract companies that have already understood the need for a planned digital transformation. This will further spare time and increase the pace in applying the pilot. Time and speed of change are crucial in these times under the unprecedented pressure of the COVID-19 pandemic on

businesses and especially on traditional sectors. In this context, the local companies involved in this pilot action, and that will benefit from the DMAT, will be identified through an open procedure in order to exclude that any third party might receive a selective advantage. Information will be spread, for instance in FSS's website, and interested companies will be able to participate in the test. The selection planned to be applied is the following: the SMEs will be invited to join based on the principle "first come, first served". Therefore, the promotion will be focused to go mainly through professional channels and not so much on wide publicity (which is also expensive and not much needed in this case).

- FSS is **supporting the interaction** between participating traditional companies from the retail and hospitality sectors, and supplying digital companies and other digital innovation players and policy makers. Specific sections will be open in FSS's website gathering interested parties outside the traditional industries that are offering digital transformation services to traditional SMEs. They will offer information about their services to traditional companies (10 digital companies in San Sebastián will be involved as providers/enablers of digital transformation products/services)
- **Individual and group actions** in order to advice applying companies using DMAT on how to follow a digital transformation itinerary tailored to each digital need are held in San Sebastián with the planned 50 beneficiaries. FSS will be offering free individual and groups sessions consultations – face-to-face and online to SMEs (at least 15 meetings will be held)
- **Matching opportunities** will be explored through the format already tested within DEVISE project. During Phase 1, "networking intersectoral breakfasts" have been held in San Sebastián in which companies from traditional and digital businesses met to explore together how to cooperate in the field of digital transformation, pairing the needs with the opportunities existing and co-creating new solutions. The pilot will promote the facilitation of meetings/focused sessions (at least 2) in order for companies to discuss the application of new solutions based on the vision and action plan, resulting from applying the DMAT. FSS will facilitate this process by supporting the matching interaction through information campaigns in the three regions/city (social media and websites).
- **Implementation support:** assistance to support the implementation of the digital vision and action plan of companies. Starting in this semester, it is expected to organise, in coordination with PP2-NWRA and PP6-BAA, a list of companies that are keen to get involved in interregional cooperation with other companies in relation to their digital transformation

Semester 3

- **Implementation support continues:** reviewing the effectiveness from the application of DMAT and matching with suppliers of solutions with the SMEs from both sectors (traditional and digital) already involved – 50+10 SMEs in San Sebastián city-. Establishing connections with companies involved: 60 feedback questionnaires sent, collected, analysed.
- Assistance for **interregional collaboration** of companies between regions/cities – at least 1 common action at interregional level related to the usage of the beta version of the DMAT. 1 (online) workshops (at least 6 participants) are organised to set up new partnerships/collaborations.
- **Monitoring of activities.**

An evaluation report will be produced by FSS to appraise the impact of the DMAT in the city and the value it offers to SMEs that have completed it and for policy makers. The evaluation report will have a recommendation if the tool would serve as a useful tool for long-term use or if there should be any modifications to the report.

- **Presentation of results to Policy instrument responsible.**

Inclusion of DMAT in the San Sebastián's policy instrument as part of funding schemes – 1 local suggestion will be elaborated gathering all results, outputs, feedbacks received from all stakeholders involved and submitted for the evaluation of the policy owner.

Once the results of the tests are evaluated, and if success has been shown, the pilot will be integrated in the policy instrument addressed by FSS in DEVISE project, that's the abovementioned "Strategic Plan San Sebastian 2020". The aim is to link the DMAT application into the local SMEs support funding schemes related to digitalisation as a first step. The DMAT will serve as an instrument to plan next activities in the funding schemes for digitalisation transformation as a pre-requisite at the beginning of these processes.

7.6 BUDGET BREAKDOWN FOR THE ACTION

The total budget for this 18-month action amounts to 30.225€.

Category of funding	Expenditure Amount
Staff costs	21,500
Office and administration (calculated at 15% of staff costs)	3,225
Travel & Accommodation	0,00
External expertise and services	5,500
Equipmet	0,00
TOTAL budget	30,225

This action will be co-financed by the ERDF at 85% under the Interreg Europe programme. The remaining 15%, will be provided by FSS through the annual Economic Reactivation Plan (PREK).

7.7 VIABILITY AND SUSTAINABILITY

Action 4 of “Digital Maturity Assessment Tool (DMAT) to support digitalization transformation of the retail and hospitality sectors” arose at the end of the first phase of the DEVISE project as a Pilot Action designed in collaboration with PP2-NWRA and PP6-BAA. Its implementation is expected to start during the 1st trimester of 2021, and it will last for 18 months of activity. As explained before, it will be co-financed both by the ERDF (IE) and by FSS, and Fomento de San Sebastián will directly participate in the execution of the Action in order to guarantee its implementation and later evaluation.

If the results prove to be positive, it would generate valuable data for the design of the annual structural Economic Support Programmes launched by FSS to foster the digital transformation of local companies in the retail and hospitality sectors. At the same time, if DMAT serves as a useful tool for those SME’s, there will also potential to discuss with other local stakeholders to make the tool available to other economic sectors.

7.8 IMPACT EXPECTED

In the Application Form of the DEVISE project, and specifically, in the FSS 'Policy Instrument 5' (section B.2.5.1), the following performance indicator was defined: "New programmes supporting digital tech SMEs providing solutions to commerce".

In this context, this Action 4 represents a new programme to promote the participation of digital service provider companies in digital transformation processes and implementation of solutions in companies in the retail and hospitality sectors.

The performance indicators that will be evaluated to measure the impact expected and/or success of this pilot in San Sebastián's local context, is described below:

- FSS (PP5): in terms of impact expected, the following indicators will measure the success and acceptance of this pilot: 30 companies from the retail and hospitality sectors are referred to "technology consultancy" service (Action 2), and 15 to the other actions (Digital Training and Vouchers programme) of the Action Plan after their participation in the test.

7.9 MONITORING ACTIVITIES IN PHASE 2

The supervision of this action will be ensured through periodic monitoring of the "Digital Maturity Assessment Tool (DMAT)" performance. The instruments that will be used are as follows:

- Periodic monitoring reports, which will allow FSS to know the way the activities carried out are managed and developed. These reports will include the degree of progress of the action, the incidents or unforeseen events that may arise, the actions proposed to address said incidents, ongoing analysis of the activities in each semester, and meeting deadlines.
- Periodic follow-up meetings to analyze the progress of the activities and objectives, identify incidents, risk points and propose corrective solutions, discover patterns and trends, measure progress and results, assess and adjust the allocated resources. These meetings will be face-to-face (or virtual, depending on the evolution of the pandemic), group and individual since the stakeholders participating in the actions are local.
- Telephone calls, e-mails, and field visits to maintain continuous communication with stakeholders.

- An evaluation report will be produced by FSS to appraise the impact of the DMAT in the city and the value it offers to SMEs that have completed it and for policy makers. The evaluation report will have a recommendation if the tool would serve as a useful tool for long-term use or if there should be any modifications to the report.

Approval of Action Plan: Please use the model below on headed paper of your organisation

...**Euken Sesé Sarasti**... agrees to implement the Action Plan for the **partner 5** as detailed above. I confirm that I have the required authorisation of to do so and that the required authorisation process has been duly carried out.

On behalf of: **FOMENTO SAN SEBASTIAN**

Signed:



Name:

___ **Euken Sesé Sarasti** ___

Position in Organisation: ___ **Manager** ___

Date:

___ **01/02/2021** ___

ANNEXES

ANNEX 1 - LIST OF MAIN ACTIVITIES AND MEETINGS WITH THE LOCAL STAKEHOLDERS

This Annex includes a description of the different activities and meetings performed during Phase 1 of the project in relation to the involvement of the local stakeholders in order to define the actions included in this Action Plan.

Activity/meeting	Date	Stakeholders involved
1st Local Stakeholders Group meeting (San Sebastián)	22-25/10/2018	<p>With stakeholders of retail/hospitality sectors that took part during the Donostia WeekINN 2018 (Innovation week). A total of five sessions were held in Puntu Denda office and related to the digitalization and innovation in the commerce.</p> <p>-22nd Oct 2018: "Attention Economics within the sphere of innovation." and "Keys and tools to innovate in retail."</p> <p>-23rd Oct 2018: "Connected commerce and big data management."</p> <p>-24th Oct 2018: "Play with virtual and augmented reality."</p> <p>-25th Oct 2018: "Instagram and Influencers marketing in retail."</p>

Activity/meeting	Date	Stakeholders involved
		DEVISE project and its objectives as well as future activities were presented to a total of 108 participants.
<p>-Supply&Demand Analysis: local assessment report</p> <p>a)macro-analysis: update&final writing, and,</p> <p>b)micro analysis: <u>questionnaires</u> supply&demand (64 answers) and <u>workshops</u> with local companies</p>	March-May 2019	Celebration of local <u>workshops</u> : for Demand (1 st session Retail on 26/03/19 and 2 nd session Hospitality on 08/05/19) and for Supply (on 08/04/19) (total 30 participants)
2nd Local Stakeholders Group meeting (San Sebastián)	24/05/2019	With stakeholders of retail/hospitality and digital sectors (10 participants) to present DEVISE progress, S&D analysis conclusions and next steps.
1st Intersectoral Networking breakfast (San Sebastián)	24/05/2019	With representatives from retail/hospitality and digital companies and entities (45 participants) to discuss about S&D analysis conclusions (useful feedback to conclude assessment report) and to present DEVISE progress (e.g. identified local and other regions' GPs) and next steps/possibilities of collaboration.

Activity/meeting	Date	Stakeholders involved
2nd Intersectoral Networking breakfast (San Sebastián)	28/10/2019	<p>With representatives from retail and digital companies and entities (27 participants)</p> <p>FSS organized on October 28, 2019, its 2nd intersectoral networking breakfast in DEVISE project coinciding with the celebration of the workshop 'Retail and technology. Compete and innovate in the digital age'.</p> <p>This event was part of the activities carried out in the city during the San Sebastián's Innovation Week 2019 and was a good opportunity for local retailers to learn more about how to adapt their businesses to the new technological challenges. DEVISE project was presented, as well as the results of the S&D analysis report and the next steps at local level for the definition of the Action Plan</p>
Staff Exchange hosted by Voka (PP10) in West Flanders (BE)	5-6/11/2019	FSS's attendance with visits to different GP's and other digital transformation related activities
3rd Local Stakeholders Group meeting (San Sebastián)	16/12/2019	With stakeholders of retail/hospitality and digital sectors (12 participants) to analyse DEVISE project's progress, identified digital transformation initiatives and GP's, and next steps oriented to the definition of the local Action Plan.

Activity/meeting	Date	Stakeholders involved
		This activity allowed FSS to present not only the main conclusions in relation to FSS's participation in the Staff Exchange hosted by Voka (PP10) in West Flanders (BE) on 5-6/11/19, but also, the questions treated during the 3rd Project Meeting held in Timisoara (RO) on 10-11/12/19.
Staff Exchange San Sebastian	18/02/2020	With 27 participants from representatives of 5 project partners and stakeholders (LMT, BAA, NWRA, GOBCAN and DSCDS), and local stakeholders from retail/hospitality sectors and digital tech companies providing digital solutions (Gipuzkoa Hospitality Association, San Sebastián Shops, Federación Mercantil Gipuzkoa, Dinycon Sistemas S.L., In-situ Consultoría Operativa, Deportes ADA, Cabo Rojo, Deportes Apalategui, Aitor Lasa Gaztategi.). There was a great involvement of the local stakeholders both in the presentations and discussion, and also in the visits that were carried out.
3rd Intersectoral Networking breakfast (San Sebastián) – Virtual-	October 2020 (6 th , 8 th , 15 th and 20 th)	Different (4) virtual sessions with representatives from retail/hospitality and digital companies (25 participants in total). Due the Covid-19 pandemic it took place in virtual format and FSS took advantaged of several sessions organized in the

Activity/meeting	Date	Stakeholders involved
		<p>context of the activities of the Action 2 presented in this Action Plan. These sessions were celebrated with SMEs of the abovementioned sectors on 6th, 8th, 15th and 20th October 2020.</p> <p>DEVISE project was presented, as well as the content of the 3 actions defined in the current Action Plan. The objective was to have the views of the participant SMEs in relation to these actions before final version is concluded.</p>
<p>4th Local Stakeholders Group meeting (San Sebastián) – Virtual-</p>	<p>29th October 2020</p>	<p>With stakeholders of retail/hospitality and digital sectors (16 participants) to present last drafted version of the local Action Plan and analyse and corroborate the content of the 3 envisaged actions.</p> <ul style="list-style-type: none"> ▪ Asociación Hostelería de Gipuzkoa ▪ Plataforma de comercio San Sebastián Shopss ▪ Federación Mercantil de Gipuzkoa ▪ Centro Comercial San Martin ▪ Zaharrear y Zentro-Erdi Asociaciones de comerciantes ▪ Auzoa Berri Asociación de comerciantes ▪ Centro Comercial Arcco Amara ▪ Centro Comercial Bretxa ▪ Asociación Usurioa Bretxa ▪ TIK Donostia, SL (donosTIK) ▪ In situ consultoría Operativa ▪ Dinycon Sistemas S.L.

Activity/meeting	Date	Stakeholders involved
		<ul style="list-style-type: none"> ▪ Gomu <p>This activity allowed FSS to present last novelties included in the actions and to evaluate the initial results of the first activities performed in some cases, all also having in mind the analysis of possible improvements for future calls.</p> <p>This event was part of the activities carried out in the city during the San Sebastián´s Innovation Week 2020. This allowed a wider dissemination of the session.</p>