

Cluster Sports and Technology

Methodology for Regional State-of-Affairs

The aim of this methodology is to help the regions to describe their current situation on sports ecosystems, as well as by completing a SWOT analysis they can analyse their learning needs (Weaknesses) and knowledge sharing possibilities (Strengths).

As part of the Methodology, partners also need to collect minimum two good practices per region.

1. BASIC DATA ABOUT THE REGION

Name of the Partner	Cluster Sports and Technology (foundation Sports and Technology)
Name of the region	South Netherlands
Number of inhabitants of the region	4.027.788 (2018) Zeeland: 382.304 Noord Brabant: 2.528.286 Limburg: 1.117.198

2. STRATEGIES AND PLANS

<p>Is there an explicit sport strategy of the region? If yes, please indicate the main goals, the date of issue, and other information you find interesting and relevant. If no, please explain....</p>	<p>The region Brabant has end 2015, early 2016 adopted a sports strategy (2016-2019) with 4 (later 5) pillars:</p> <ul style="list-style-type: none"> -event organisation -stimulating sports for disabled -stimulating talent development -innovation; the operations and agenda for this topic is made by the cluster Sports & Technology. <i>The province financially supports the cluster development (project development of larger scale cluster cooperation projects (EU), cluster management, match making and cluster communication/marketing)</i> -urban sports (later added) <p>Goals of the strategy: Social and economic growth by sports in Brabant.</p> <ul style="list-style-type: none"> - 50.000 people with disabilities going to sports/ physical activity - National contribution top athletes and talents in Brabant is higher than 16% and talents are satisfied
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(mark 8)

- Events contribute to: solidarity and togetherness (for 90% of the public), stimulus to move (for 33% of the public), more positive image of the province (for 80% of the public)
- Spend € 15 - € 20 mln. in Brabant
- Execution of 5 European innovation projects with the result: more people move, better sport results and growth of business

(information:

<https://www.brabant.nl/dossiers/dossiers-op-thema/sport/sportbeleid>)

In Limburg (2018-2019)

Goal: stimulating sport and movement and making sport and movement possible for all Limburgers

- Strengthen provincial infrastructure
- Promote an active and healthy lifestyle
- Economy and tourism are benefiting

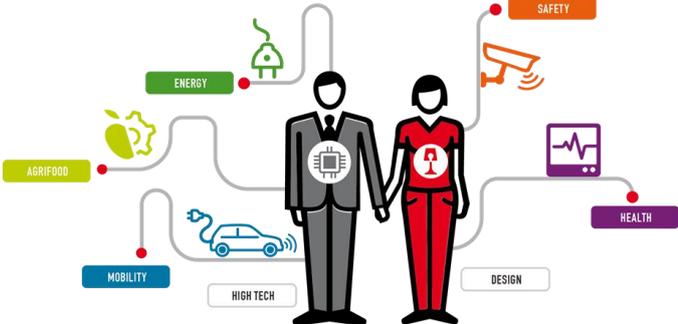
Programs

- Top sport and recreational sport
 - Choosing spearhead sports, core sports and chance sports
 - Review existing contracts with sport associations
 - Optimisation of the supportstructure and/or executive organizations
 - Train the trainer
- Sport and venues
 - Support of municipalities by insight into developments about sport Venues
 - Sportarea Limburg
 - Stimulating an open Club idea
- Sport and Healthcare
 - Prevention
 - Improving sport for people with disabilities
- Sport and economics
 - Vital and healthy employee
 - Development of and event vision
 - Growth of business involvement
 - Stimulation of innovation

	<p>(information: https://www.limburg.nl/onderwerpen/sport/sportbeleid/)</p> <p>In Zeeland Focus on events</p> <ul style="list-style-type: none"> - Events have an sportive and social value Promotion of the desired image: events use Zeeland decor
<p>What does your RIS3 say about sport and sport innovation?</p>	<p>RIS3 strategy Zuid Nederland 2013: Smart specialization: the clusters</p> <p>The strategy of the region is to develop a number of new or emerging clusters in addition to their efforts on existing clusters and to stimulate the crossovers between clusters. Targeting areas where the combined strength of the business and knowledge community can result in maintaining or obtaining technology or market leadership. This can be in a B2B market, B2C market or in very specific niche markets. Built on a solid foundation. And within the HTSM, Chemicals & Materials and Agro & Food, Life Sciences & Health, Biobased, Logistics and Maintenance clusters there is a lot of growth potential. Various partnerships are working on the development and, certainly as important, the rollout of new technologies, products and related services.</p> <p>The areas with growth potential are where innovative solutions are delivered for social issues (including health / care, mobility, food security and safety, sustainable energy, sustainability [circular economy, resource efficiency], ...).</p>
<p>Are there any other plans, strategies and documents that support the sports industry?</p>	<p>Cluster development plan; from the Inno4Sport project we have started working on the regional action agenda for the coming years, based on a bottom up approach. Focus on innovation and business creation for sports and vitality</p>

3. SPORT CLUSTERS AND OTHER ORGANIZATIONS

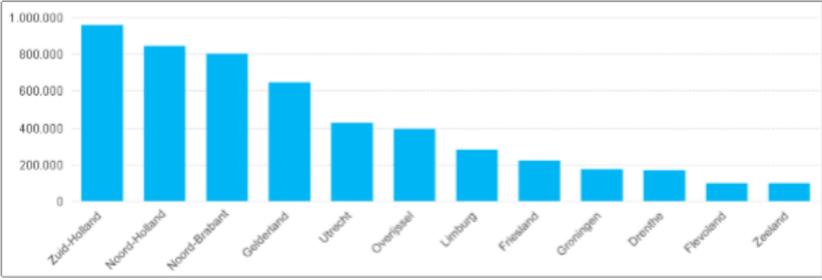
Is there any sport cluster in the region?	Cluster Sports & Technology												
If yes: What type of cluster is it?	Open innovation cluster, managed by foundation Sports & Technology (est. 2005); match making in innovation & acceleration, project development & execution, marketing & communication)												
How many cluster members do they have?	<p>100+ Cluster partners representing Q-helix from Business (100+), research organisations (4+), living labs (10), local/regional authorities</p> <p>Active involvement in cluster in 2017 in projects:</p>  <table border="1"> <caption>Actors in collaborations in 2017</caption> <thead> <tr> <th>Actor Type</th> <th>Count</th> </tr> </thead> <tbody> <tr> <td>Business</td> <td>66</td> </tr> <tr> <td>Knowledge</td> <td>17</td> </tr> <tr> <td>Government</td> <td>17</td> </tr> <tr> <td>Living labs</td> <td>15</td> </tr> <tr> <td>Total</td> <td>115</td> </tr> </tbody> </table>	Actor Type	Count	Business	66	Knowledge	17	Government	17	Living labs	15	Total	115
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What are their main focus areas?	innovation and business creation for sports and vitality												
What is the organizational form of each cluster member? (e.g. SME, University, R&D, agency etc.)	<ul style="list-style-type: none"> -companies (larger, SME and startup) -RTD organisations -network of 10 fieldlabs on sports&vitality (living labs) -participation of local/regional authorities((semi)governmental) 												
Describe in one sentence the main goal of the cluster.	Connect, innovate and create together to strengthening the ecosystems output and outcome												
How many sports related organizations are there in your region?	In Brabant 10 sport fieldlabs (living lab) are active; partly related to particular sports like soccer, urban sports, swimming, etc. About 5.000 sport clubs; partly professional clubs especially in sports like soccer, cycling, swimming, etc												

	<p>Intermediaries active in Brabant:</p> <ul style="list-style-type: none"> • BrabantSport with 4 pillars <ul style="list-style-type: none"> • events, • talent development • sports for disabled • innovation (being Sports&Technology), • others: Sport Service Noord Brabant, Sports & Technology. Communication advise bureaus (such as Tripple Boule, Bureau 9), <p>Business (Shimano, Jansen-Fritsen, Smartgoals, Ato Gear, AAA Lux, Nea International, Schelde international, ...)</p> <p>Sports retail.</p>
<p>How does quadruple helix look like in your region? Please give some examples of it.</p>	<p>There is a strong tradition on Q-helix cooperation in the region; with a hotspot in the Brainport region of Eindhoven (https://www.brainport.nl). The region is an area for technology and design and has been the starting place for all kind of innovations. (4,9% economical growth in 2017); Q-helix collaboration in big societal challenges</p>  <p>Examples:</p> <ul style="list-style-type: none"> • Cluster Sports & Technology: Q-helix in sports and vitality • Cooperation Slimmer Leven: Q-helix in medical and care • Automotive Cluster: Q-helix in automotive/transport

4. SPORT ACTIVITIES IN THE REGION

<p>What are the main</p>	<p>Sports is a major issue in the south of the Netherlands, accents however differs between the three provinces (Noord Brabant, Zeeland and</p>
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<p>sports and physical activities in your region?</p>	<p>Limburg). The province of Noord Brabant has decided to have a focus on development of certain sports as elite (world class) sports. These are: Soccer, Fieldhockey, Swimming, Gymnastics, Athletics, Cycling, Equestrian sports. New is also Urban sports. Apart from that also a lot of people are engaged into: Golf, Fitness, Volleyball, Handball, Korfbal, Most popular in 2013: Fitness, Swimming, Walking, Running, Soccer (source Province NB)</p> <p>In the province Zeeland the main sports are water sports, beach sports and cycling. https://www.sportzeeland.nl/kenniscentrum-events</p> <p>In the province Limburg 2014-2015 Fitness, running, soccer, walking, tennis. https://hvdsi.nl/media/Factsheets/HvdS_factsheets_sportdeelname_april17.pdf</p>
<p>Approximately how many of the inhabitants do sports regularly? (percentage of the population) ; <i>Practising sport, fitness or recreational (leisure) physical activities at least once a week</i></p>	<p>Percentage that sports at least 4 times a month in 2017. Brabant: 66% Limburg en zeeland: 62% https://www.nocnsf.nl/sportdeelnameindex</p>
<p>How many professionals compete in</p>	<p>Brabant: 800.000 members of clubs</p> <ul style="list-style-type: none"> - 103 Top athletes - 623 talents (accredited bij NOC*NSF)

<p>your region? 1</p>	<ul style="list-style-type: none"> - About 300 talents (not accredited by NOC*NSF) - So about 1.000 top athletes and talents. (information province) <p>Limburg: 250.000 members of clubs Zeeland: 100.000 members of clubs</p> <p>6.1 Aantal lidmaatschappen op provincieniveau (2014)</p> 
<p>Please, list the main sport events organized in the region every year.</p>	<p>www.sportevenementenkalender.nl</p> <p>Brabant: Yearly: Cycling event Adrie van der Poel, Equestrian Indoor Brabant Dutch Masters, Tennis Libema Open, World Cup Swimming. Marathon Eindhoven, cyclo-cross Brabant, Warandeloop, NK Jumping Mierlo, European Hockey League Eindhoven. (information BrabantSport)</p> <p>Zeeland: vestingcross Hulst (cyclo-cross), Grote Scheldeprijs (cycling), Zeeland Beachclassics/NEVOBO-beachvoleyccircuit, ZLM-tour (cycling), BinckBank-Tour (cycling), Ride fort he Roses (cycling), Kustmarathon Zeeland (running, walking, cycling), DAM-X (surf), Zwintriatlon, Tack Pro Classic (cycling) (information from Tjitte)</p> <p>Limburg: Amstel gold race (cycling),</p>
<p>What kind of sport venues and how many are there in</p>	<p>Amount of sport venues more than 5060</p> <p>Hart van Brabant 482 (27,6 for 25.000 inhabitants)</p> <p>West-Brabant 809 (29,4 for 25.000 inhabitants)</p> <p>Zuid-Limburg 812 (33,7 for 25.000 inhabitants)</p> <p>Zuidoost-Brabant 1.014 (34 for 25.000 inhabitants)</p>

¹ This figure -as a background - shows the embeddedness of professional sport in the region. It may be relevant in that that the higher the number of competing sportsmen is, the higher the chance of having/producing popular, quality professionals, who can draw attention, advertisements and thus revenues to them and also to their particular branch of sport. Also, a high number of professionals presumes a well developed existing sport infrastructure, which required/requires significant past and future investments to maintain and further develop that. A high number of professionals also signals a large youngsters pool which supplies the newcomers. To train a large youngster pool also requires infrastructure, coaches, trainers and other staff, which translates into investment and operating costs, as well.

<p>the region, and or what kind of sport infrastructures are in the region?</p>	<p>Noordoost-Brabant 862 (36,1 for 25.000 inhabitants) Zeeland 621 (41,2 for 25.000 inhabitants) Limburg-Noord 460 (41,3 for 25.000 inhabitants)</p> <p>Popular are</p> <ul style="list-style-type: none"> - Fitness accommodations (at least 3,5 per 25.000 inhabitants) - Golf accommodations - Hockey accommodations - Korfbal accommodations - Sport halls - Tennis accommodations - Soccer accommodations - Swimming pools <p>https://www.mulierinstituut.nl/publicaties/21399/sportaccommodaties-in-nederland/</p> <p>Sport stadiums in Brabant</p> <p>Soccer</p> <ul style="list-style-type: none"> - PSV – stadium (Eindhoven) - Willen II – stadium (Tilburg) - NAC Stadium(Breda) - Stadium FC Den Bosch (Den Bosch) - Stadium FC Eindhoven (Eindhoven) - Stadion Helmond Sport (Helmond) <p>Other sports</p> <p>Pieter van den Hoogenbandzwembad Eindhoven Hockeycomplex Oosterplan (HC den Bosch) s-Hertogenbosch Tops International Arena (Hippische Sports) (Valkenswaard) Het indoor Sportcentrum in Eindhoven De Maaspoort in 's Hertogenbosch</p>
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5. SPORT ECONOMICS

Sports industry innovation cluster description: >100 companies. The companies are most often SME. On the other hand we also have regional production and distribution of sporting goods from the region.

2017

Revenue cluster Sports and Technology 5.040.220

Revenue innovative projects 4.628.638

Total visitor events 835

Total collaboration partners 114

Describe the size and outline of the sport related production in your region!

In 2018 more than 60 Business club members
(powerpoint impact monitor, innovalor)

2011-2016

Development of 69 prototypes (Innovatie prestatie contract)

Development of 54 products

42 products tot he market

(powerpoint impact monitor, innovalor)

More than 30 start-ups

12M EURO MKB investments for innovation projects in collaboration with the cluster. From which is 9M EURO own contribution

NB limited information about business size

<p>Describe the size and outline of the the sports related distribution in your region!</p>	<p>Facts and figures about distribution on regional level are not easy to find. More research is needed there.</p> <p>In general: More and more actors see sport and vitality as a chance for (new) business. The technological excellence of the region has a worldwide impact. Traditional the impact of the technological excellence for regional business development was underperforming. Innovation for sports and vitality at regional level is regaderd as an area in which this can change: innovation and business creation for sports and vitality @work, @school, @public spaces, @home, @sportclub. producten.</p> <p>Projects to achieve this have been intiaded and lead to investments in the area (in 2018 approx. 1,85 Milion in</p>
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	projects like Nano4Sport, vitality living lab).
Are there any sport related R&D&I activities in the region?	<p>Focus on innovation for sport and vitality</p> <p>Collaboration with business, SportFieldLabs, Tu/e and Fontys. Turnover in projects in M € for 2017:</p> <ul style="list-style-type: none"> • 1 M€ for research, • 1,5 M€ for SportFieldLabs, • 1 M€ for IPC (innovatie prestatie contract), • 1 M€ for EU projects. <p>(source Innovalor)</p> <p>In 2018 about 18 projects in collaboration with knowledge institutes.</p>
If yes: to what industries and services do those R&D&I activities relate? (describe size and outline)	<p>Innovation is focused on smart products for stimulation of sport and physical activity. Companies participate in all kind of projects</p> <p>-multiple SME projects: (IPC). Over the past 5 years more than companies have invested more than 12 Meuro in innovation (9 M€ private investments, 3 M€ public investments</p> <p>-participation in innovation projects: nano4sport (4M€), VLL(5M€, Profit project (5 M€)</p>
How and from what sources are these sport related R&D&I activities financed? (describe size and outline)	<p>EU funding (interreg, ao)</p> <p>National funding (sportinnovator)</p> <p>Regional funding (OP Zuid)</p> <p>Sports funding (federations, NOC)</p> <p>Research funding</p> <p>Private/Company funding</p>
Are sports or any other sports related issues included in the regional development strategy? (describe size and outline)	<p>We have an innovation cluster in the field: cluster Sports&Technology. This is one of the regional clusters within the Brainport Eindhoven network and part of the Brabant region. It is an open cluster on the theme smart technology, a theme that is one of the major assets of the Brainport region.</p> <p>Size: 100+partners; annual turnover on innovation projects 5M€ (growing)</p>
Are there any special marketing activities related to sport? (describe size and outline)	<p>The S3 is linked to three provinces with their own policies</p> <p>-Province of Brabant has Brabant Sport and a clear communication, marketing and event agenda. Stengthening the image, connecting people to Brabant, and activation of healthy active lifestyle are reasons to stimulate the events. Marketing bureaus are involved by Branding Brabant sport</p>

	<p>(for example Triple Double, Touche, Technomy). Social media Marketing but for example also visitor profiles at events (building a fanbase, people with a clubcard(source Brabant Sport))</p> <p>Province of Noord Brabant/Brabant Sport: Impact of events are estimated to be between 15 and 20 M€ (2016-2019); contributing positively to image. (>80%)</p> <p>-Province of Limburg has Topsport Limburg: they act as branding for the region on top sports</p> <p>-Province of Zeeland: Events are important to position Zeeland as 'Sea area'. Earth and Sea as scenery and inspiration for the marketing policy. A marketing event is for example NK headwink cycling). (source: province Zeeland)</p> <p>Beside this each of the professional sporting clubs (e.g. soccer, basketball, cycling, ice hockey, hockey, ...) and events are of course having their own marketing strategy.</p> <p><i>Size description is difficult</i></p>
<p>Is there any sports related tourism in the region? If yes, please specify (describe the size and outline).</p>	<p>Tourism: visit Brabant; via Brabant Sport e Events are tested on economic spin off and social value.</p> <p>Zeeland: Absolutely sport related tourism. Especially watersport (surfing, diving and sailing). The sport activity is the reason to come to Zeeland. Other sport activities (for example biking, running and walking) are mostly a by-product of an holiday in Zeeland. Some events are a tourist purpose itself (for example: Kustmarathon Zeeland, Ride for the Roses, DAM-X)</p>
<p>What sports/events are supported by Government/regional government? (Indicate which government)</p>	<p>Situation is different for each province:</p> <p>-Province Brabant:</p> <ul style="list-style-type: none"> • supports several sports events (by related organisation Brabant Sport): Libema open, champions trophy breda, emoves europeun bowl battle, NK cycling, WK-Zitvolleybal, Rabobank super series, swimming world cup 28-30, Marathon Eindhoven, EK Veldrijden, EK Cross. Some get support by the province, some national support and some sponsoring. • some events are supported by the Province, some national and some by the municipality.

	<ul style="list-style-type: none"> • Municipality supports sport accommodations and sometime events (for example municipality Eindhoven the Marathon) • City of Eindhoven supports living labs for swimming and public spaces • Province and City of Eindhoven supports talent development centre together with NOC*NSF (national sport federation) <p>(source Brabant Sport)</p> <p>-Province (Limburg, Zeeland, Brabant)</p> <ul style="list-style-type: none"> • supports events, top sport, talent development and sport participation <p>-Province Zeeland:</p> <ul style="list-style-type: none"> • Province supports divers events (varying from 1.000 till 25.000 euro), mostly also local support is given (often in natura and less than provincial). Almost never national support is given (only exceptional events such as Tour de France). (informatie Tjitte) <p>National (the Netherlands)</p> <ul style="list-style-type: none"> • has top event policy in which top events are acquired and supported • other supports are: supports top sport, talent development, sport participation and events
<p>How would you evaluate sport business models existing in your region in each sport?²</p>	<p>The awareness of the sports and vitality sector is growing, but still lacks a clear position. The amount of investments in this area are still to low, despite the clear technological, innovation and business chances. Business models are too often based on private investments and earning models alone. A bigger investment in innovation and value creation of public/private business development is needed</p>
<p>Are there any kind of sport related university/college courses available in your region? (describe</p>	<p>Innovation for sports and vitality.</p> <ul style="list-style-type: none"> • Fontys university of applied sciences: <ul style="list-style-type: none"> ○ Sport hogeschool ○ Speco (sport economics, communication and marketing)

² In this section partners can describe the main strategy of the 1 or 2 most important sport businesses in their region. E.g. from which segment of the market do they want to gain profit (TV broadcast, distribution, sport events etc.)

size and outline)	<ul style="list-style-type: none"> ○ ICT ○ .. ● Avans University of Applied Sciences ● HAS Den Bosch (Equestrian) ● University of Technology Eindhoven: 20 university chairs (industrial design, building, landscaping ao: research roadmap on <i>people, sports and vitality</i>).
What kind of cross-sectoral cooperation works in the region? (describe size and outline)	<p>The focus is in the area of sports and vitality, reflecting the big societal issue of inactivity. This topic is not tackled from the healthcare side but starts with care for health (<i>fun on top of exercise</i>). Innovation for sports&vitality is cross sectoral: it has cross overs to ICT, smart and data technology, health, public domain (public spaces).</p> <p>Multiple cross overs in have already been made in innovation projects but can also be seen in the business cases themselves: companies produce not only for sports market, but also for the wider market of vitality (promotion of healthy active lifestyle), and health/care/cure.</p> <p>Recently the topic of innovation for sport and vitality (reducing inactivity, increasing productivity, support the “best possible me”) also has become a bigger part of the HR development in large companies to have a sustainable and fit population, but also to strengthen the link between companies and their employers.</p> <p>Brabant sport is creating collaborations with other sectors to promote.</p> <p><i>Description of size of the cross overs is not well documented</i></p>

6. SPORT INNOVATION

How many companies are active in your ecosystem on sports innovation (based on past 5 ? years)	<p>Over the period of 5 years more than 120 companies have participated in sports innovation</p> <p>In 2018 the S&T businessclub incorporated 68 companies (source: innovalor)</p>
How many startups come on sport innovation from your ecosystem (based on past 5 ? years)	<p>Since 2012 more than 30 start ups have emerged from the cluster (source: innovalor)</p>

	
<p>What is the estimated turnover on sports innovation in your region (based on past 5 ? years)</p>	<p>Total turnover between 2012-2017: approx. 16M€ Turnover cluster Sports and Technology in 2017: 5.040.220 (source: innovalor)</p>

7. SWOT ANALYSIS

	HELPFUL	HARMFUL
INTERNAL ORIGIN	STRENGTHS	WEAKNESSES
	<p>Open innovation cluster with committed stake holders;</p> <p>track record in innovation: 100+ SME: 16 M EUR innovation projects</p> <p>Good crosssectorial collaboration and international network</p> <p>Strong link to excellent technology base in Brainport (cooperative attitude in Q-helix) and sport base in Brabant Sport</p>	<p>Link between components (research, Innovation and value creation) in innovation needs to be stronger</p> <p>Access of SME to knowledge of large knowledge institutes is insufficient</p> <p>No long term innovation policy in sports and sports; public private business cases</p> <p>Small staff base in cluster</p>
EXTERNAL ORIGIN	OPPORTUNITIES	THREATS
	<p>Momentum of stakeholders to strengthen the theme</p> <p>Sports and vitality is gaining position as sector of importance in public and private sector in the region</p> <p>Regional Excellences on innovation for sports and vitality are recognized at National level</p> <p>Growing awareness of EU: INNO4SPORTS and ClusSport cooperation</p>	<p>Short term policies (elections, politics); sports and vitality not seen as a key market (events, hobby and fun)</p> <p>Sports and vitality seen as healthcare</p> <p>Uncertain long term financial basis</p> <p>Lack of innovation and investment funding for sports and vitality</p>

8. GOOD PRACTICE TEMPLATE

PARTNER:

Contact details <i>[Technical: the contact details will be visible only to "Policy Learning Platforms registered members"]</i>	
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Introduction

The good practices are a means of sharing knowledge with people both inside and outside the Inno4Sports project. They will appear on the project's external website, and a version will also appear on the Interreg Europe programme website. All Good Practices identified by an Interreg Europe project and reported in the progress reports have to be submitted to the Programme. In order to submit a practice, you will have to register in the Interreg Europe website. Online submission will be available later on.

Each partner region is expected to produce **three good practices**.

Selecting a good practice.

The good practices should provide examples of innovation and good practice in sport economy. They should also be examples of sustainable development.

1. General information	
Title of the practice	Vitality Living Lab project
Does this practice come from an Interreg Europe Project	No

In case 'yes' is selected, the following sections appear:

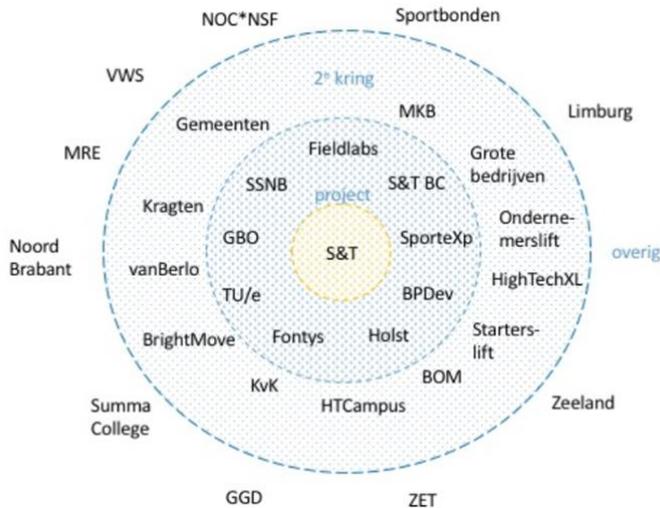
Please select the project acronym	
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Specific objective	Drop-down list of the 6 specific objectives [Technical: In case a project is selected, the specific objective is automatically completed]	
Main institution involved	[Technical: The name of the institution and location of the practice are per default those of the practice author. They remain editable.]	
Location of the practice	Country	
	NUTS 1	
	NUTS 2	

	NUTS 3	
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2. Detailed description	
<p>Executive Summary</p> <p>Briefly summarise the good practice by providing a short description of the enterprise/activity involved and the relevant policy background, highlighting the most important examples of innovation and good practice that could benefit other businesses in the sector.</p> <p>(150 words maximum)</p>	<p>The core objective of the project Vitality Living Lab is to achieve a globally unique ecosystem within 4 years for innovation and business creation within the domain of sport and vitality. We start from the existing infrastructure and strong knowledge base in the Brainport region. Reinforced sport fieldlabs come together in a Vitality Living Lab and connect to business and innovation supporting parties. Together they become the breeding ground for data collection, innovation and business creation, offer a competitive advantage to companies to strengthen their market position, and so ensure an incentive for the regional economy and employment.</p> <p>In line with the objective, the work packages in this project are aimed at:</p> <ul style="list-style-type: none"> • Develop a sustainable data management system • Create innovation for vitality • Strengthen business development • Strengthen the structure of the field labs and the cluster collaboration
<p>Timescale (start/end date)</p> <p>e.g. June 2012 – May 2014/ongoing</p>	<p>January 2018 - June 2021/ongoing</p>
<p>Background to the Good practice</p> <p>Provide relevant background material to the case including: location, a description of the situation that existed before the implementation of the project being described and any previous similar activities in the area. Were there other activities/ enterprises in the area that complemented or competed with the project? Were there particular local needs (e.g. employment, capacity building, regeneration, etc.) that the project had to address?</p> <p>(300 words maximum)</p>	<p>The South Netherlands has built up an excellent starting point in the Sport & Vitality domain.</p> <p>The market opportunities in this area are also great, given the rising costs of healthcare (due to both aging and an increasingly inactive lifestyle), but also the economic opportunities that arise from the demand for health care.</p> <p>The Cluster Sports & Technology has gradually emerged in the recent years as a booster from the strength of the Brainport region, through bundling of the ambitions and opportunities of sports, government, knowledge institutions and business. Partners from the cluster want to capitalize on this favourable starting position by actively seizing the (market) opportunities.</p> <p>They want to strengthen the ecosystem, and thus realize a sporting and vital society with both a social and economic impact. To respond to societal challenges and economic opportunities in the domain of sport and vitality, a substantially different approach is needed. The classic form of linear innovation works very limited due to the complexity of the health care and health chain.</p>

	<p>Innovations that need to be made are:</p> <ul style="list-style-type: none"> • New business concepts that respond to the new market opportunities. • Public-private cooperation is crucial. • Solutions that can be tested for validation in living labs. • A further development of the ecosystem and the Vitality Living Lab, because this is a new market domain with other principles, target groups, etc. • Implementation of an open innovation approach in the field of innovation, business and data. • Strengthening the cluster and a more business development-driven approach. • More and smarter use of data (about market and use) to stimulate new innovations (data driven design, data driven evidence). <p>This project stimulates (new) activity and employment and thereby contributes to the economy of cities and the region as a whole.</p>
<p>Objectives What is the initiative trying to achieve and how does the practice reach its objectives? Who and where is intended to benefit? What processes will produce the benefits? (150 words maximum)</p>	<p>The core objective of this project is to develop within 4 years one (unique worldwide) collaborative innovation and business creation ecosystem for vitality that efficiently can respond to market opportunities, building on the strong knowledge and infrastructure base in the region.</p> <p>Fieldlabs joined together in a Vitality Living Lab form the breeding ground for data collection in the ecosystem, innovation and business creation in the domain of sport and vitality, and offer a competitive advantage to existing and new companies for innovate and strengthen their market position.</p> <p>Through the project, activity and employment are stimulated and with that it contributes to the economy of the cities and the region as a whole.</p>
<p>Key Actors Describe the key individuals, organisations, networks and partnerships involved in this good practice, highlighting any special features relevant to the good practice (e.g. private-public sector partnerships; not-for-profit groups, knowledge exchange networks, etc.). (150 words maximum)</p>	<p>The project works with primary partners who participate in the project and play an executive role in this and parties that participate from a second circle around these primary partners.</p>



This keeps the project organization manageable. The primary project partners carry the project and are responsible for (parts of) the execution and achieving the intended results. They involve the 2nd ring partners in specific parts of the execution.

In addition to the core group of partners, there are many others within the ecosystem. They are involved in the project where necessary.

- Sports associations: specific sports associations are affiliated to almost all Field Labs. They also have a large reach towards recreational sport (club life).
- Eindhoven Metropolitan Area: they have recently become partners in strengthening the economic spin-off of the cluster.
- GGDs: contributes to the process of idea creation of products in the field of vitality.
- Province of Noord-Brabant: as an organization that develops Fieldlabs for Brabant and has supported substantially to date.

Problem/Challenge

Describe the problems or challenges being addressed and highlight the drivers for change in this case. What significant circumstances or trends existed that contributed to the problems/challenges facing participants and what is the context which triggered the introduction of the practice? What were the underlying aims of the project and how did they meet the particular challenges identified?

(300 words maximum)

A shared opportunity: from healthcare to care for health

The sports & vitality market offers great economic opportunities both in the B2C, B2B market and in the public-private domain. Challenges include the rising costs in health care, the aging, the rising costs of inactive lifestyle. But there are also economic opportunities in the field of prevention (care for health), where new products and services have to seduce people into a healthier lifestyle and that make employees and therefore companies more vital (more productive, more creative). The benefits of investments in sports & vitality are both economic and socially large. The business community is starting to discover this market (in addition to the traditional sports market) and try to launch new products and services. It experiences business challenges to develop this market with innovative products.

South Netherlands has strong points of departure and a high-

	<p>potential in the domain of sport & vitality. The partners in the Cluster Sports & Technology see for themselves and together excellent market opportunities and have the ambition to use the innovative power of the BrainPort Region to jointly build the ecosystem needed to be a sporting and vital society with societal and economic impact. Each of the partners in the cluster contributes to this and has secured the continuity of this ambition in multi-year visions and strategies.</p>
<p>Policy Context Identify and describe the key policy instruments/measures that were available to enable the delivery of potential solutions to the problems/challenges described above. Did these instruments/measures have any special features or provide access to specific funding sources that offered particular support to the delivery of solutions? (150 words maximum)</p>	<p>Concretely, this project connects to the following action points within OPZUID:</p> <ul style="list-style-type: none"> - Strengthening the Southern Netherlands innovation system by stimulating crossovers between the international top clusters and between the international and the national top clusters. With attention for SMEs with their cases within this project. - Stimulation of open innovation and methods and processes that connect, such as living labs (all Field labs), test labs (various cases in this application), co-creation (method in Fieldlabs is implemented) and social innovation (to Quadrupel Helix model). - Promotion of cooperation between (SMEs) companies and between (SME) companies, knowledge and research institutions and governments. - Renewal in technologies, products, processes and services in the field of sustainable energy production and energy efficiency. This is in the cases of the companies (specifically in the work package 'prototyping'). <p><i>Societal challenges from the RIS3</i> The most important aspects of the RIS3 that we are implementing with this project are:</p> <ol style="list-style-type: none"> 1. Crossovers between international top clusters. 2. Crossovers between national and international top clusters. 3. Addressing societal challenges in: demography, health and social inclusion. 4. Working from the principle of Open Innovation <p>The activities of S & T and the Field Labs, like the RIS3, are also based on:</p> <ol style="list-style-type: none"> 1. The Brainport 2020 agenda. 2. Economic agenda Province of North Brabant. 3. Roadmaps of the relevant Top Sectors. 4. Ambitions of the Province of Noord-Brabant to invest in smart, sustainable and inclusive growth and employment in the South Netherlands region. 5. Policy regarding the development of promising clusters and

	cross overs
<p>Project Development Briefly describe the process underlying the development of the good practice example. How was the project/business designed to meet the challenge/problem set out above? Who instigated its development and who participated in the planning process? What sources of finance were available (e.g. own money, grants, loans, crowd-funding) and which were used? How did the project any overcome particular legislative or regulatory challenges? (300 words maximum)</p>	<p>Stichting Sports & Technology is the cluster management organization (CMO) of the Cluster Sports & Technology. Since 2015, the various parties in the cluster (knowledge institutions, companies and Field labs) have also been directly represented in the S & T cluster board, which guarantees the role of the S & T foundation as an intermediary between the cluster partners. Like several other parties, the Field Labs are part of the Cluster S & T and the S & T Foundation binds the labs together (for example with regard to joint infrastructure sharing, knowledge experiences and binding of companies). The Sports & Technology Foundation makes connections between partners within the cluster and to third parties, ensures the transfer of knowledge, the opening of doors at companies, institutions and governments and, with the cluster of departments, actively seeks to strengthen innovation and business in the coming years. By means of this project, S & T wants to improve the ecosystem and the field labs as a breeding ground for innovation and business creation, increasing the economic efficiency of the cluster.</p>
<p>Implementation and Reputation How and when was the activity/enterprise implemented? Were there significant barriers to implementation and how were they overcome? Were there innovations in the design, implementation and marketing of the project? What platforms were used to increase awareness of the project and what was the effect of those (e.g. Twitter, Facebook, local networks, farmer markets, etc.) What business support opportunities offered the most help? Were particular resources (human, information, materials, etc.) required and, if so, how were they provided? Did the project overcome any major obstacles and, if so, how was this achieved? How did the policy instruments/measures described above assist implementation? (300 words maximum)</p>	<p>It is important for governance that the joint field labs within the S & T cluster already have an existing structure. The lab managers of the Field Labs have a joint network consultation within which the various tasks (secretary, chairman, etc.) are assigned to one of the lab managers. For this project the lab manager Sport & Beweeg! assume the task of work package leader, leading the way in which the work package is implemented, and taking into account the fact that each lab has its own characteristics and specialisms.</p> <ul style="list-style-type: none"> - Sports & Technology Foundation: becomes leader of the project. S & T is supported with regard to the subsidy administration and additional project management. - Then there are the 4 main themes where each time 1 leader is selected per theme. - Leader Sustainable data system is TU/e because of its great expertise in this area. It coordinates this theme with Fontys, Holst and (on behalf of all labs) with InnoSportlab Sport & Beweeg. - Leader for innovation for vitality is Holst Center, because of its already central position in creating innovation opportunities based on its world-excellent technology portfolio and its ongoing interactions with design-related parties to translate this portfolio into innovative products and services. In this work package it will coordinate with the Field Labs and S & T who bring in the questions and the business cases and (for innovation support) with Fontys, TU/e (industrial design).

	<p>- Leader Business design is Stichting S & T. In this work package it will coordinate with the existing business development parties Brainport Development / NextMove, SporteXperience, the S & T-BC and the connections with the network of 2nd circle partner, such as BOM, Starterslift and HighTechXL. SSNB (because of their relations with the local authorities) will built up the area of the public private alliances and the business design within. Other parties that have experience with this will also be involved (such as Kragten with their experience with public-private alliances and innovations in public space).</p> <p>- The Field Labs are responsible for their structural reinforcement. Field labs are the breeding ground for innovation and also the entry for companies that want to innovate in terms of sport and vitality. That is why the primary responsibility for the Field Labs is to also involve (SME) companies. For this work package, the Fieldlab manager of the InnoSportLab Sport and Beweeg will act as a leader on behalf of the labs. In addition, work will be done on the (structure) reinforcement of the S & T Cluster with support from Brainport Development, which has a lot of experience for the region. And work will be done on the realization of crossovers of sport and vitality to other domains.</p> <p>- Finally, there is the Dissemination work package that will be implemented by S & T and SportService NoordBrabant.</p>
<p>Leadership and Governance Briefly outline the governance arrangements for the activity/enterprise (e.g. cooperative, public-private partnership, etc.). How much did success depend on strong leadership and to what extent was it a product of well-defined structures and processes? (150 words maximum)</p>	<p>For this project, work will be done in steering and working groups. The steering group consists of representatives from the sections of the S & T cluster. The steering committee will meet once a year and be informed by S & T's project manager about the state of affairs of the project. They take the most important decisions on content and finances regarding the project. The project leader is provided by Stichting Sports & Technology. For project management a (financial) contribution is done proportionally by all organizations involved.</p> <p>Furthermore, each work package will have its own working group. The party that leads the work package will also lead the relevant workgroup. It is crucial that a lot of consultation takes place between the working groups. There is a strong connection between the different work packages. (Without companies no innovation and no data. But without business and innovation, successful business cases do not support. And without input of data no strong market propositions.) Therefore, there will be periodic (4 to 6 times per year) a consultation with all working groups takes place under the direction of the project leader.</p>

Involving Stakeholders

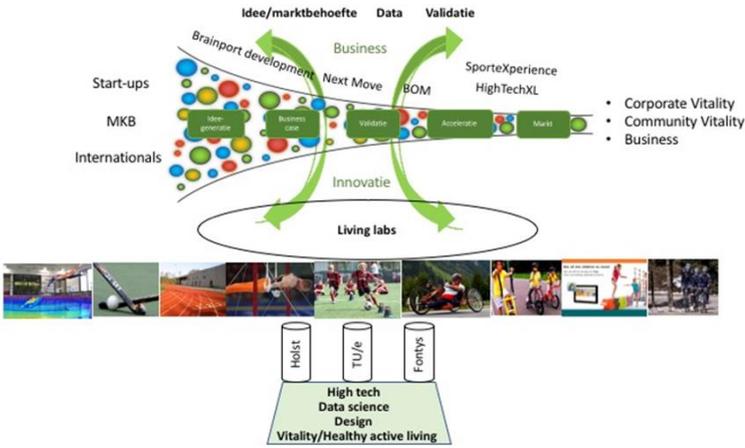
How were other local stakeholders involved (or recruited) in the development of the activity/enterprise? Were any new networks or partnerships established as a result of these developments? Have these relationships extended beyond this particular case?

(150 words maximum)

In addition to core partners, there is also a second group of parties that are very explicitly involved in (parts of) the project implementation, but are not a subsidy partner.

- SMEs: in total there are more than 125 (SME) companies in the S & T cluster that are currently active in developing a product. The project is relevant for a large proportion of these companies, so that their economic potential can increase (inter) nationally. During this project, the number of companies will be further expanded through various open matchmaking events that are set up around specific business cases (aging, vital city etc.) and where new ideas are collected from companies that are linked to companies and knowledge institutions. The cluster is open to all companies. At the end of the OPZUID project, we want to support (at least) 50 SMEs.
- Municipalities: Many innovations in the field of sport and vitality are best achieved in a public-private partnership, but practice shows that realization is often difficult. We will work on this in this project. There are a number of municipalities from the entire OPZUID program area that have expressed interest in this, including: Eindhoven, Helmond, Oss, Vught, Den Bosch, Tilburg, Breda, Maastricht, Kerkrade and Veere. Sport Service Noord-Brabant already maintains contacts with many of these municipalities in sports and physical activity stimulation. Workshops and innovation competitions will also be opened up for parties from Zeeland and Limburg via the network of Sport Service Noord-Brabant.
- Business development & finance specialists: There are already many parties in the Brainport region that specialize in this area. We are not aiming to reinvent the wheel and are going to connect existing entities and structures with our ecosystem, so that they are more explicitly visible at the Field Labs and the companies. This concerns:
 - BOM, Chamber of Commerce, Bright Move, HighTechXL, High Tech Campus, Starter lift, Entrepreneur lift
 - Design specialists: Design is one of the spearheads of the region. In addition to more knowledge-oriented parties such as the TU / e and Fontys, the collaboration will also be explicitly sought with reputable design agencies to support both the design of individual products and services and the embedding of these in public / private alliances. Discussions are already under way with Bureau Kragten (specialized in cooperation with the government) GBO and Van Berlo.

<p>Success Factors</p> <p>How is success measured for this project? What indicators or factors have been used to measure performance? Are there multiplier or spillover effects? What social and environmental benefits does the project generate? How has this case contributed to sustainability and the wellbeing in the region?</p> <p>(150 words maximum)</p>	<p>In quantitative terms, the following main results are to be achieved:</p> <ol style="list-style-type: none"> 1. Enhanced ecosystem based on innovation and business creation for sport & vitality: 1 2. Strengthened number of Field labs / experimental gardens: direct 6, indirect 3. 3. Number of SMEs assisted: 50. 4. Contribution with cases / pilots of gross regional product (on average on an annual basis): 20 million euro. 5. Setting up an integral FAIR data infrastructure: 1 6. 85 FTEs annual employment
<p>Innovations</p> <p>Briefly describe any innovations associated with the implementation of the activity/enterprise. What were the unique or special features of this project? Can our understanding of the benefits of these innovations/features be utilised in other projects both regionally and across the EU?</p> <p>(150 words maximum)</p>	<p>Innovations are on the following areas</p> <ul style="list-style-type: none"> • Sustainable data system <ul style="list-style-type: none"> - Setting up a strong data infrastructure around the Field Labs aimed at economic and social value creation and / or validation of innovations - The development of tools that make data more transparent for use in design, validation and business creation • Innovation for vitality <ul style="list-style-type: none"> - Development and implementation of methodology to put end-users more central in the entire innovation process. - Development and implementation of methodology to make better use of data in the whole innovation process - Setting up a system to signal startups / companies that have an idea faster in the area of (breadth) sport and vitality. - In line with this, we are going to build a system with support to companies focused on inspiration in idea development, technology use, entrepreneurship, technical and substantive support, network and financing. <ul style="list-style-type: none"> • Business design <ul style="list-style-type: none"> - Incorporating business development in the innovation processes at the Field Labs. - Encouraging public-private partnerships with and around the pilot projects aimed at innovation and business creation. - Increasing the economic spin-off at companies. And as a result, increasing the yield at the Field Labs and the entire cluster. • Structure strengthening of living labs <ul style="list-style-type: none"> - Strengthen Field Labs so that they can better respond to new market opportunities (eg aging, obesity, inactivity, 'smart' sports accommodations). - Setting up a structure, using existing infrastructure, including innovations international marketing, creating companies that

	<p>lead internationally will be in technology areas where we are strong in the south of the Netherlands.</p> <p>This can be depicted in an innovation funnel scheme with interdependencies of the various partners.</p> 
<p>Difficulties encountered/ lessons learned</p> <p>Please specify any difficulties encountered and lessons learned during the implementation of the practice.</p> <p>(150 words maximum)</p>	<p>The market opportunities in the area of sport and vitality are great. However, better responding to the societal challenges and opportunities in this area is an essential transition in the total system. In this domain, the traditional form of innovation does not seem to exist to work. This is because innovation (but also the value creation) has to be tackled from a public-private partnership: government and companies will have to work together to introduce new measures, products and services. Government and business will have to join hand in hand in the innovation process to come to solutions (products in combination with services) and test them in a real setting of living labs to prove that innovative solutions work. In addition, the transition of good idea into a proven concept, should be more effectively and more efficiently, with specific attention for business creation in the public-private domain.</p>
<p>Outcomes</p> <p>What have been the impacts of this practice?</p> <p>a. Impacts that were expected (e.g. on 'target' business, other tourism actors, neighbouring province, community, environment, etc.)</p> <p>b. Impacts that were NOT expected (+ and -)</p> <p>c. Stimulation of other activities in sector / region etc. (catalyzer)</p> <p>d. Expected impacts that did not occur (Why not?)</p> <p>e. Who benefits? Who loses out?</p> <p>f. Where DO the benefits/ problems</p>	<p>The project aims to introduce improvements to the system from 4 fields.</p> <p>1. Value creation from data</p> <p>Currently, data is not used strategically. Collecting data is extremely valuable in sports and vitality. But this is not (yet) used to develop new products / services on the one hand and to validate the usability in practice on a large scale. In the efficient collection and efficient storage and smart analysis of data must be invested.</p> <p>2. Boost innovation; incorporating design innovation strategy</p> <p>It is important that more is innovated in a public-private partnership. The government is a potential customer for many issues in the area of sport and vitality. In addition, the existing fieldlabs must connect more strongly with governments, so that product innovations can be tried out in a real field of practice. State-of-the-art technology is still being picked up slowly by</p>

<p>occur? (Local area only? Beyond the local area?) (150 words maximum)</p>	<p>companies and turned into concrete product ideas. This is also because (SME) companies know too little about what is available and promising. Technology options such as those at Holst, Fontys and TU / e must be linked to market demands and business opportunities, taking into account the special setting of the public-private domain.</p> <p>Products must not only be developed from a technology perspective, but also from the perspective of the user and the market demand. This process must be strengthened by incorporating design thinking in the innovation process in and around the labs (design innovation strategy).</p> <p>3. Strengthen business creation and economic spin-off</p> <ul style="list-style-type: none"> - The system must undergo a transition from sportive return (publicly financed) to more economic and social return (public / private or privately financed). - Product developments must be taken up business-driven, with sufficient attention for business development throughout the funnel. Starters (often inventors) and technology-oriented companies are often experts in the field of their application area, product (s) and system, but too often no experts in the marketing of their service / product. Often the skills are lacking to grow with the product to a mature organization and to introduce the product in the market in the right way. <p>4. Strengthening test beds</p> <p>The existing Field Labs were originally strongly oriented towards top sport. It is important that the Field Labs are expanded and strengthened so that they can achieve innovations in the area of recreational sport and vitality.</p>
<p>Recommendations for Good Practice</p> <p>What lessons for other enterprises/organisations can be derived from this case for dissemination across other stakeholders both in the region and across the EU?</p> <p>Please explain why you consider this practice (or some aspects of this practice) as being potentially interesting for other regions to learn from. This can be done e.g. through information on key success factors for a transfer or on, factors that can hamper a transfer. Information on transfer(s) that already took place can also be provided (if possible, specify the country, the region –</p>	<p>The project will be carried out with the open innovation principle. This will not only be reflected in the use of data, but also in the use of technology (for example via Holst), knowledge (TU/e, Fontys), in the innovation business funnel (including in inspiration sessions, business creation). But also expressed in the realization of cross-overs.</p> <p>Chain innovation is also necessary in the process of Public Private Partnership. Entrepreneurship is not restricted to the private sector, and within the domain of sport and vitality even more in the public domain where there are important public questions such as control of health care costs, promotion of active lifestyles, strengthening of social cohesion, designing a vital city, making accommodations smarter, activating the aging target group, etc. So there is a clear need for more public-private cooperation.</p> <p>A suitable way to achieve this is by realizing pilot projects involving a city serves as a 'laboratory'.</p> <p>In addition to the chain / process innovations, this project will also lead to product innovations. By the proposed chain</p>

<p>NUTS 2 – and organisation to which the practice was transferred). Are there examples of good practice in terms of engagement, leadership, governance, collaboration, design, finance or marketing? Make recommendations for the design and implementation of policy instruments and other mechanisms to support similar developments. (150 words maximum)</p>	<p>innovations the ecosystem will function better, resulting in more ideas from companies ultimately also successfully reach the market.</p>
<p>Resources How is the practice financed? Please specify the amount of funding/financial resources used and/or the human resources required to set up and to run the practice. (150 words maximum)</p>	<p>A total of 16 partners are working in a consortium, in a mix of field labs, knowledge institutes and companies, achieving the following results: one unified vitality living lab, a unique infrastructure for data management, 50 supported companies, 50 new product developments with an annual market potential of over 17 million euros for the region and 85 FTEs annual employment. The total costs of this project amount to € 4,895,666, which is 50% financed by the partners themselves and 50% (€ 2,447,833) from ERDF / Province of Noord-Brabant.</p>
<p>Further information Link to where further information on the good practice can be found</p>	<p>https://sportsandtechnology.com/vitality-living-lab/</p>

Selecting a good practice.

The good practices should provide examples of innovation and good practice in sport economy
They should also be examples of sustainable development.

3. General information	
Title of the practice	Profit project
Does this practice come from an Interreg Europe Project	Yes

In case 'yes' is selected, the following sections appear:

Please select the project acronym	Interreg NWE
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Specific objective	Drop-down list of the 6 specific objectives
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	[Technical: In case a project is selected, the specific objective is automatically completed]	
Main institution involved	<p>[Technical: The name of the institution and location of the practice are per default those of the practice author. They remain editable.]</p> <p>Lead Parter was Foundation Sports&Technology, Eindhoven, in the Netherlands</p> <p>Participating universities have been Sheffield Hallam University, University of Ulster, Eindhoven University of Technology, Delft University of Technology and Howest, University College West Flanders.</p>	
Location of the practice	Country	Netherlands, (UK, Belgium_
	NUTS 1	
	NUTS 2	
	NUTS 3	

4. Detailed description

<p>Executive Summary</p> <p>Briefly summarise the good practice by providing a short description of the enterprise/activity involved and the relevant policy background, highlighting the most important examples of innovation and good practice that could benefit other businesses in the sector.</p> <p>(150 words maximum)</p>	<p>ProFit combined public and private partners to stimulating active lifestyle in public areas based on the fieldlabmodel. It aimed to innovate existing sports and physical activities by adding new forms of activity and game play, and to support this by developing the necessary equipment and infrastructure.</p> <p>Within this project the concept of Fieldlabs that was initiated in the Brainport region (Cluster Sports & Technology) was introduced and elaborated in 5 regions in the Interreg area. A supportive research program has provided to better understand the FieldLab concept and scientific rigour to the development and operation of the FieldLabs and the innovative concepts and products. For this research and for future research and tests a number of methods have been developed and tools for monitoring and analysis are installed. Within the ProFit project two PhD candidates performed their scientific work.</p> <p>In the five participating cities cooperation between municipalities, universities and companies created new links or enhanced existing contacts. At the same time a valuable international network for sports, play and movement innovation has been established.</p>
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	<p>The project resulted in a number of new concepts to promote physical activity, that were developed and evaluated in the fieldlab concept.</p>
<p>Timescale (start/end date) e.g. June 2012 – May 2014/ongoing</p>	<p>Jan 2011-march 2015</p>
<p>Background to the Good practice Provide relevant background material to the case including: location, a description of the situation that existed before the implementation of the project being described and any previous similar activities in the area. Were there other activities/ enterprises in the area that complemented or competed with the project? Were there particular local needs (e.g. employment, capacity building, regeneration, etc.) that the project had to address? (300 words maximum)</p>	<p>The sports industry is a significant global business sector, and its consumers have a large appetite for new products driven largely by sport participation and televised sports events. However, this is set in contrast to EU-countries experiencing falling levels of physical activity, which is leading to public health issues, such as increasing levels of obesity, diabetes, and cardiac-vascular disease. Therefore, innovation for economic impact in sport has a symbiotic relationship with the innovation for social impact from sport.</p> <p>However, the economic and social potential of the sports and play sector is still underexploited, mainly because its innovation capacity is limited. This is related to the complexity of the stakeholder networks involved, the sector consisting mainly of small businesses, and having to operate in a complex public-private context. Creation of facilities and knowledge networks that can foster effective innovation (e.g. test locations with measuring and testing equipment) is currently beyond the capability of most individual businesses or city authorities.</p> <p>Therefore, it is important for sport innovators in the EU to gain more insight into the circumstances and environments that will get more people physically active and participating in sport. Cities and regions understand that they have to design public spaces that stimulate people to be active, and to develop attractive spaces that encourage their citizens to do sports. The field-lab is a mechanism that will help achieve this.</p>
<p>Objectives What is the initiative trying to achieve and how does the practice reach its objectives? Who and where is intended to benefit? What processes will produce the benefits? (150 words maximum)</p>	<p>What to achieve: ProFit aims to</p> <ol style="list-style-type: none"> 1) Investigate the needs of potential users in each field-labs as a basis for creating inviting environments; 2) provide businesses with scientific and relevant feedback on the effects of their prototypes/products to facilitate accelerated product development; 3) convince cities, regions and businesses to invest in field labs

	<p>– showing the economic benefits for business creation as well as benefits for health and well-being.</p> <p>Central aspect in the approach is the development of an international network of FieldLabs. A FieldLab is a research and development location in a real-life setting where citizens engage in sports & play activities and where businesses can test their product prototypes.</p> <p>How is it working: ProFit is a vision, a methodology, a network and a project, promoting an open system of innovation.</p> <p>Who/where/what benefits: Governments, businesses, research institutes, NGO's and other parties involved in sport stimulation, product innovation and business creation are invited to get involved in the ProFit project.</p> <ul style="list-style-type: none"> • Businesses can install new product prototypes or production models in the FieldLab where the end-users can use and test them as part of regular sport activity. • Knowledge institutes will use the FieldLab to collect data on the end-user interaction with the products.
<p>Key Actors Describe the key individuals, organisations, networks and partnerships involved in this good practice, highlighting any special features relevant to the good practice (e.g. private-public sector partnerships; not-for-profit groups, knowledge exchange networks, etc.). (150 words maximum)</p>	<p>The area of innovation for sports and vitality is clearly an area where public and private actors have to work together. Governments, businesses, research institutes, NGO's other parties are involved in sport stimulation, product innovation and business creation are invited to get involved in the ProFit project.</p>
<p>Problem/Challenge Describe the problems or challenges being addressed and highlight the drivers for change in this case. What significant circumstances or trends existed that contributed to the problems/challenges facing participants and what is the context which triggered the introduction of the practice? What were the underlying aims of the project and how did they meet the particular challenges identified? (300 words maximum)</p>	<p>The project addressed the question on how to use the social challenge of inactivity as a potential interesting area for new businesses and public-private actions.</p> <p>Drivers for change in this case are the big societal (public) need to find innovative ways and products to activate people in a healthy active lifestyle and thus providing an alternative scenario for the increasing costs of health care and at the same time to create the activation of healthy lifestyle as a potential new market for private businesses and economical benefits.</p> <p>The case builds upon the concept of fieldlabs in which partners work in co creation to find innovative solutions and test them in real life setting. The concept of the labs provided stakeholders with a real life platform to assess and discuss user needs in public setting and to combine it with the innovation and technological potential of knowledge organisations and companies.</p> <p>The underlying aims were to find out common ways of working and methods for public-private innovation actions in this area.</p>

	<p>The project was set up in a practical way: building a network of field labs in the different participating cities. As a result of the public-private setting created within the labs, the project succeeded in bringing different stakeholders together and develop and (scientificly) evaluate methods on how to create innovative solutions from these labs.</p> <ol style="list-style-type: none"> 1) Investigate the needs of potential users in each field-labs as a basis for creating inviting environments; 2) provide businesses with scientific and relevant feedback on the effects of their prototypes/products to facilitate accelerated product development; 3) convince cities, regions and businesses to invest in field labs – showing the economic benefits for business creation as well as benefits for health and well-being.
<p>Policy Context Identify and describe the key policy instruments/measures that were available to enable the delivery of potential solutions to the problems/challenges described above. Did these instruments/measures have any special features or provide access to specific funding sources that offered particular support to the delivery of solutions? (150 words maximum)</p>	
<p>Project Development Briefly describe the process underlying the development of the good practice example. How was the project/business designed to meet the challenge/problem set out above? Who instigated its development and who participated in the planning process? What sources of finance were available (e.g. own money, grants, loans, crowd-funding) and which were used? How did the project any overcome particular legislative or regulatory challenges? (300 words maximum)</p>	

<p>Implementation and Reputation</p> <p>How and when was the activity/enterprise implemented? Were there significant barriers to implementation and how were they overcome? Were there innovations in the design, implementation and marketing of the project? What platforms were used to increase awareness of the project and what was the effect of those (e.g. Twitter, Facebook, local networks, farmer markets, etc.) What business support opportunities offered the most help? Were particular resources (human, information, materials, etc.) required and, if so, how were they provided? Did the project overcome any major obstacles and, if so, how was this achieved? How did the policy instruments/measures described above assist implementation?</p> <p>(300 words maximum)</p>	
<p>Leadership and Governance</p> <p>Briefly outline the governance arrangements for the activity/enterprise (e.g. cooperative, public-private partnership, etc.). How much did success depend on strong leadership and to what extent was it a product of well-defined structures and processes?</p> <p>(150 words maximum)</p>	<p>Profit was organised as a multi stakeholder project. This means that particular goals for the project as a whole were defined but were translated in local actions between stakeholders with the local field lab as the centre point for the actions.</p>
<p>Involving Stakeholders</p> <p>How were other local stakeholders involved (or recruited) in the development of the activity/enterprise? Were any new networks or partnerships established as a result of these developments? Have these relationships extended beyond this particular case?</p> <p>(150 words maximum)</p>	<p>The project has used several ways to incorporate wider networks in the project, some examples:</p> <ul style="list-style-type: none"> • It created a design competition to incorporate new companies in the project • It created a hackathon to stimulate the formulation of new ideas • It organised local meetings and workshops with regional stakeholders <p>The project resulted in several new companies, but also in new alliances between eg the fieldlab, the universities and the city council on how to use the fieldlab concept throughout the city. This has opened the door for a less rigid concept of the fieldlab (not a location, but a way of working)</p>

	<p>The project contributed to the further development of the cluster Sports&Technology and also led to shifting the focus from the region from <i>innovation for sports performance</i> to <i>innovation for sports and vitality</i>.</p>
<p>Success Factors How is success measured for this project? What indicators or factors have been used to measure performance? Are there multiplier or spillover effects? What social and environmental benefits does the project generate? How has this case contributed to sustainability and the wellbeing in the region? (150 words maximum)</p>	<p>The most important achievements during the lifetime of the project have been:</p> <ul style="list-style-type: none"> • Establishing five Fieldlabs that are fully operational as innovative settings for product development in the field of sport and play. Four of them were developed from ‘a blank page’ and the fifth (Eindhoven) was significantly improved. The mini-fieldlab in Ulster is considered to be a bonus (originally not foreseen in the application), especially because the Newtownabbey Borough Council secured funding for a second fieldlab in their city, inspired by the mini-fieldlab and the other ProFit fieldlabs. The fieldlabs have proven to be valuable places, where users, researchers, cities and business come together, and where innovative products for sports and play are being developed. • The development and application of real novel research systems - the ‘user activity capture and data management systems’. This aspect of the fieldlab concept is a real innovation in moving towards the remote digital capture of data in real-world outdoor environments, providing valuable insights into user experience and the effectiveness of products. • The ProFit project has brought forward several product innovations and helped to further develop existing innovations. Best practice examples are the 4D sports pitch, which generated worldwide attention; the Yalp memo, a concept that combines novel hardware and software; and the You.fo, a development of new sports that can be applied in schools. The involvement of students (their energy, out of the box ideas, commitment to research activities) has proven to be of great added value in many innovation projects within ProFit. • The development and application of two novel methods and helpful tools: <ul style="list-style-type: none"> ○ the User as Co-researcher approach, a method to involve users in the innovation process; ○ the Value Design Canvas Method, a method to identify value relations between stakeholders

	<p>and to develop strong business models to sustain the fieldlabs.</p> <p>Furthermore, both PhD researchers succeeded in the delivery of tools with both academic value and practical relevance.</p>
<p>Innovations</p> <p>Briefly describe any innovations associated with the implementation of the activity/enterprise. What were the unique or special features of this project? Can our understanding of the benefits of these innovations/features be utilised in other projects both regionally and across the EU? (150 words maximum)</p>	<p>The fieldlab concept as well as the tools that were developed to support the concept were partly tested in the course of the project. The fieldlab concept is seen as a very interesting way of working for stimulation of innovation and creating new business opportunities in the area of sports and vitality. This concept could be further elaborated, professionalised and implemented in other regions and projects in the EU.</p>
<p>Difficulties encountered/ lessons learned</p> <p>Please specify any difficulties encountered and lessons learned during the implementation of the practice. (150 words maximum)</p>	<p>It is clear that public private innovations and value creation in the field of stimulation of healthy active lifestyle has a lot of potential. However the project showed that differences between cities and regions in the project were rather high: city policy can be both a driver for the innovation but also can be a burden in creating innovations and value. Some particular aspects were seen:</p> <ul style="list-style-type: none"> • Investment in the active lifestyle in the public domain is still regarded as a small item. • The policy on this item in municipalities is still underdeveloped and has a low attention value. • There is no or a weak link between the investment in healthy active lifestyle, innovation and business opportunities, whereas figures show that the area of sport and vitality addresses are a major issue that provides chances for new business.

<p>Outcomes</p> <p>What have been the impacts of this practice?</p> <p>a. Impacts that were expected (e.g. on ‘target’ business, other tourism actors, neighbouring province, community, environment, etc.)</p> <p>b. Impacts that were NOT expected (+ and -)</p> <p>c. Stimulation of other activities in sector / region etc. (catalyzer)</p> <p>d. Expected impacts that did not occur (Why not?)</p> <p>e. Who benefits? Who loses out?</p> <p>f. Where DO the benefits/ problems occur? (Local area only? Beyond the local area?)</p> <p>(150 words maximum)</p>	<p>The ProFit sought to develop new and original forms of physical activity through innovative environments and facilities that add value to the user-experience and promote physical well-being</p> <p>The ProFit project has delivered Five FieldLabs where innovations for sports and play are being developed. Within the ProFit FieldLabs, local governments, knowledge institutes and businesses work together on the development of innovations for sports and play. This collaboration has raised awareness of, and improved capacities with regard to the importance and potential of innovation and business creation, and the involvement of SMEs, in the promotion of sports and play and a healthy active, lifestyle, and the importance of a user-centered approach (experiences and motivations of end users as source of inspiration for the design of innovations).</p>
<p>Recommendations for Good Practice</p> <p>What lessons for other enterprises/organisations can be derived from this case for dissemination across other stakeholders both in the region and across the EU?</p> <p>Please explain why you consider this practice (or some aspects of this practice) as being potentially interesting for other regions to learn from. This can be done e.g. through information on key success factors for a transfer or on, factors that can hamper a transfer. Information on transfer(s) that already took place can also be provided (if possible, specify the country, the region – NUTS 2 – and organisation to which the practice was transferred). Are there examples of good practice in terms of engagement, leadership, governance, collaboration, design, finance or marketing? Make recommendations for the design and implementation of policy instruments and other mechanisms</p>	

<p>to support similar developments. (150 words maximum)</p>	
<p>Resources How is the practice financed? Please specify the amount of funding/financial resources used and/or the human resources required to set up and to run the practice. (150 words maximum)</p>	<p>The project was funded by the Intereg IV-B program with in total a budget of approx. 5,8 M€.</p>
<p>Further information Link to where further information on the good practice can be found</p>	<p>General: https://www.sportsandtechnology.com http://www.fieldlabs.eu</p> <p>Fieldlab Sport Innovation & Stimulation. Progress Report 2015 (Final). Eindhoven: Sports and Technology.</p> <p><i>Brochure</i> http://www.fieldlabs.eu/wp-content/uploads/2016/06/ProFit-Booklet.pdf</p>

5. General information

Title of the practice	Innovation Centre for Sports and Vitality
Does this practice come from an Interreg Europe Project	No

In case 'yes' is selected, the following sections appear:

Please select the project acronym	
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Specific objective	Drop-down list of the 6 specific objectives [Technical: In case a project is selected, the specific objective is automatically completed]	
Main institution involved	[Technical: The name of the institution and location of the practice are per default those of the practice author. They remain editable.] Lead Parter was Foundation Sports&Technology, Eindhoven, in the Netherlands Participating patners are (to be) Imec Netherlands, Eindhoven University of Technology, Fontys University of Appliede Sciences, TNO Research Foundation.	
Location of the practice	Country	Netherlands
	NUTS 1	
	NUTS 2	
	NUTS 3	

6. Detailed description

Executive Summary Briefly summarise the good practice by providing a short description of the enterprise/activity involved and the relevant policy background, highlighting the most important examples of innovation and good practice that could benefit other businesses in the sector.	The Innovation Centre (or Innovation Hub) for Sports and Vitality is the to be centre where the research an innovation activities on the field of sports and vitality will be concentrated in the Brainport region. It will be a collaboration of major knowledge and innovation partners and the cluster Sports and Technology as a gateway to the industrial and societal field
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<p>(150 words maximum)</p>	
<p>Timescale (start/end date) e.g. June 2012 – May 2014/ongoing</p>	<p>Jan 2020 – ongoing</p>
<p>Background to the Good practice Provide relevant background material to the case including: location, a description of the situation that existed before the implementation of the project being described and any previous similar activities in the area. Were there other activities/ enterprises in the area that complemented or competed with the project? Were there particular local needs (e.g. employment, capacity building, regeneration, etc.) that the project had to address? (300 words maximum)</p>	<p>Sport and vitality, in its different forms, is identified as a key driver for economic growth, innovation, and well-being at a European level. It is embedded with other sectors such as tourism, health, education and transport. It can help specific business sectors to develop, depending on the characteristics of sport demand and supply in a specific country. It is a key business development domain for many regions.</p> <p>The key area where the partnership will focus its activities is on the area of Smart Vital Urban regions. The vision here is that instead of creating a better health-care system we create a better care for health system through the adoption of sport & physical activity related innovations into society. This not only creates a healthier & fitter society but also a large economic potential and secures private sector investment leverage.</p> <p>The approach is to develop a regional smart innovation hub for sports and vitality and connect it at a European level through inter-regional cooperation. The innovation hub invests in the regional infrastructure (living labs) which generates testing facilities and data (opportunity mapping), stimulates innovation and SME take up of services and technologies and scale up and attract investors.</p> <p>The hub is a local innovation ecosystem that include quadruple helix stakeholders (e.g. cluster, technology platform etc). It will deliver services to SMEs and support the maturation and transfer of excellent technologies and knowledge towards applications in society and industry. Importantly, the innovation hub will innovate through living labs. These are smart environments where people practice sports and physical activity and generate data and knowledge (through smart places, wearable, soft technology...) and where businesses can test and launch new services & products.</p>

<p>Objectives</p> <p>What is the initiative trying to achieve and how does the practice reach its objectives? Who and where is intended to benefit? What processes will produce the benefits? (150 words maximum)</p>	<p>The partnership intends to use the innovation hub concept to develop activities in the fields of vitality@work, @public spaces @sport by the creation of networks, infrastructures and programmes to support business development ideas, facilitate PPP's and encourage citizens to practice more physical activities.</p> <p>More specific</p> <ol style="list-style-type: none"> 1. create urban living labs that connect social and (smart) product innovation.; 2. Create a facility to enable businesses to invest, co-create and test products and services; 3. create data in the various living labs that will be consolidated into interoperable datasets; 4. provide a network, linking regional excellence and research facilities and spin out businesses with new business models; 5. create public-private programmes to support innovations that stimulate physical activities to secure broader societal impacts for their regional populations; 6. create a viable business-led platform for developing new products and services for a healthier population <p>The Innovation hub will promote the active creation of innovation projects <u>and</u> business investment and creation In the field of Sport & Vitality and consequently boost the initiation of projects with dedicated grants as well as the creation of businesses with dedicated support schemes</p>
<p>Key Actors</p> <p>Describe the key individuals, organisations, networks and partnerships involved in this good practice, highlighting any special features relevant to the good practice (e.g. private-public sector partnerships; not-for-profit groups, knowledge exchange networks, etc.). (150 words maximum)</p>	<p>The area of innovation for sports and vitality is clearly an area where public and private actors have to work together. Governments, businesses, research institutes, NGO's & other parties that are involved in sport stimulation, product innovation and business creation are invited to get involved</p>

Problem/Challenge

Describe the problems or challenges being addressed and highlight the drivers for change in this case. What significant circumstances or trends existed that contributed to the problems/challenges facing participants and what is the context which triggered the introduction of the practice? What were the underlying aims of the project and how did they meet the particular challenges identified?

(300 words maximum)

Over the past decades technology has had a significant impact on our daily lives. While technological developments have improved our quality of life and comfort, they have created serious downsides concerning our health and well-being. Indeed, our society is facing a noticeable increase in sedentary behaviour and physical inactivity. The daily energy spent by an adult in developed economies has reduced by more than 30% over the last fifty years. This decrease is largely due to changes in occupational and domestic activities, with increases in active leisure unable to compensate. Inactivity, sedentary lifestyle, is a ticking time bomb. The lack of exercise poses a growing threat to people's well-being and leads to sky-high costs, rising to 80 billion euros in Europe of avoidable health costs. Per year! Furthermore inactivity also is causing persons to perform less at work, at school, etc, reducing the productivity for our economy and quality of life for our citizens. Despite this increasing risk to our health and increasing negative influence on our economy, there are hardly any initiatives that turn the tide.

Studies show that already a small increase of physical activity has significant health benefits. As stated by the World Health Organization, participation in only 150 minutes of moderate-intensive aerobic physical activity per week is estimated to reduce the risk of ischemic heart disease by approximately 30%, the risk of diabetes by 27%, and the risk of breast and colon cancer by 21–25%. Nevertheless, we have seen obesity in children to increase steadily and have reached levels of over 20% of adults in most European countries, severely hampering the ability to lead active lives.

The awareness that technology and innovations not only caused the problem of inactivity but can also be part of the solution has developed throughout the EU, leading to an increasing interest and call for actions in public, private and public/private alliances and a scatter of regional/local initiatives and actions..

As the ***transition from healthcare to care for health*** is one of the big societal challenges throughout the EU and not an easy task it needs a more comprehensive approach. A set of leading partners within the Brainport region each with their own complementary facilities and know how base in this domain, have joined forces to invest in this area by creating a **smart innovation hubs for sport and vitality** in order to provide a one-stop-shop service centre for innovation and value-creation in this domain.

<p>Policy Context</p> <p>Identify and describe the key policy instruments/measures that were available to enable the delivery of potential solutions to the problems/challenges described above. Did these instruments/measures have any special features or provide access to specific funding sources that offered particular support to the delivery of solutions?</p> <p>(150 words maximum)</p>	<p>As the <i>transition from <u>healthcare</u> to <u>care for health</u></i> is one of the big societal challenges throughout the EU and not an easy task it needs a more comprehensive approach. It is an area where public and private partners are increasingly active. The main challenges here are the public-private collaborations and the creation of sustainable public-private business cases. A more comprehensive public-private approach is needed. In the past years each of the regions has invested in building blocks that are needed to provide the support to the Q-helix actors and the market needs. The current situation is characterized by a scattered approach, with a lack of common strategy, but with a commitment of each of the regions to invest further and above all to professionalize and align their services.</p>
<p>Project Development</p> <p>Briefly describe the process underlying the development of the good practice example. How was the project/business designed to meet the challenge/problem set out above? Who instigated its development and who participated in the planning process? What sources of finance were available (e.g. own money, grants, loans, crowd-funding) and which were used? How did the project overcome particular legislative or regulatory challenges?</p> <p>(300 words maximum)</p>	<p>I PREPARATION PHASE</p> <p>In this phase the collaboration will be elaborated in more detail</p> <p>2 INVESTMENT PHASE</p> <p>To set up the service centre, the founding partners in the Smart Innovation Hub for Sports & Vitality will invest in the alignment of the process steps fitting the particular contexts. This will consist of 3 parts:</p> <ol style="list-style-type: none"> 1. Build the structure: Structure and strengthen the existing building blocks infrastructure in the process of innovation and value creation. We distinguish 4 action lines in the creation process: <ol style="list-style-type: none"> a. Data / Opportunity mapping: tech, market, users - where should we search? b. Idea generation (plus co-creation) - are the ideas worthwhile? c. Concept development plus prototyping; desirable, feasible, viable (pre-acceleration) - should we develop it? d. Business / Value Creation; validation, acceleration, funding - have we developed it and should we bring it to the market? <p>On these lines of action we bring the excellence of the participating partners together and complete missing parts with proven expertise. The use of data and methods for end user involvement (living lab approach) will be dominant parts in the process. Excellences on the action lines will be further developed to optimize the creation process:</p> <ol style="list-style-type: none"> i) Elaborate the governance principles for the Smart Innovation Hub and the collaboration; create access structures for new partners ii) Elaborate data use/ access etc including complying to legal restrictions iii) Identify a private partner for designing bespoke data

	<p>collection, analysis, interoperability and storage.</p> <ul style="list-style-type: none"> iv) Define Innovation protocols v) Harmonize value creation incl. business acceleration programs vi) Identify gaps and overlaps in the overall process <p>The common structure will be elaborated for the different contexts (@work, @public spaces, @sport, @school, @home).</p> <p>2. Activate the structure:</p> <ul style="list-style-type: none"> a. Voucher support/Investment fund the service development of the Smart Innovation Hub for Sports & Vitality will be operationalized in an iterative process by investing in example cases with a special focus on public/private collaborations, innovations and business design. In order to achieve this a voucher system will be created to get real live cases in the project from the different contexts b. Preparation of the roll out: In the roll out phase the business propositions for each of the services will be elaborated, marketed and communicated on EU level <p>3 OPERATE (SERVICE PHASE)</p> <p>After the investment the services from the Smart Innovation Hub for Sports & Vitality will be provided to public and private partners. A supporting (revolving) innovation funds and (public/private) business funds might be appropriate to support the innovation and value creation process</p>
<p>Implementation and Reputation</p> <p>How and when was the activity/enterprise implemented? Were there significant barriers to implementation and how were they overcome? Were there innovations in the design, implementation and marketing of the project? What platforms were used to increase awareness of the project and what was the effect of those (e.g. Twitter, Facebook, local networks, farmer markets, etc.) What business support opportunities offered the most help? Were particular resources (human, information, materials, etc.) required and, if so, how were they provided? Did the project overcome any major obstacles and, if so, how was this</p>	<p>We are still under development.</p>

<p>achieved? How did the policy instruments/measures described above assist implementation? (300 words maximum)</p>	
<p>Leadership and Governance Briefly outline the governance arrangements for the activity/enterprise (e.g. cooperative, public-private partnership, etc.). How much did success depend on strong leadership and to what extent was it a product of well-defined structures and processes? (150 words maximum)</p>	<p>The partners together form the project group. They are advised by a steering group with representations of the region as well as an EU representation. We also plan to put in place a private sector lead advisory group to advise on technology and business development issues.</p> <p>In the South Netherlands region, the cluster has started to secure resources. Knowledge partners (University of Technology of Eindhoven, Fontys University of Applied Science, Imec NL and TNO) in the region have committed to a manifest in which they strive to create an innovation hub and a co-location for innovation for sports and vitality. This can be seen as a stepstone for the development of the innovation hub structure and network.</p>
<p>Involving Stakeholders How were other local stakeholders involved (or recruited) in the development of the activity/enterprise? Were any new networks or partnerships established as a result of these developments? Have these relationships extended beyond this particular case? (150 words maximum)</p>	<p>Backing/commitment of region</p> <p>The region has their own stakeholders from Quadruple-helix (Q-Helix) representatives on innovation for sports and vitality. The South Netherlands region is investing in strengthening the regional sports innovation ecosystem with the Cluster Sports&Technology as a basis. Knowledge partners (University of Technology of Eindhoven, Fontys University of Applied Science, Imec NL and TNO) in the region have committed to a manifest in which they strive to create an innovation hub and a co-location for innovation for sports and vitality. Private sector partners are already playing an important role in the project development and include VDL, ASML, HighTechCampus, PSV sports club. An elaboration of the business plan is currently ongoing. This development of the plan is supported by the management authority in the province of Noord Brabant.</p> <p>From the Netherlands the cluster Sports and Technology is already involving multiple private entities (living labs, companies like ASML, VDL, SAP, High Tech Campus) in this</p>

	<p>project development phase. Further interest from the private sector, in particular from SME's is secured through its cluster partnership (> 100 SME's) and will be engaged through the intended voucher scheme. Also key partners from the knowledge partners (e.g. Samsung, Apple & Philips as key partners of Imec NL) will be engaged. Regional actions will be taken to stimulate the business participation (start-ups, scale-ups and SME and corporate participation). The partnership within the Vitality Living Lab consortium (a 4 years ERDF funded regional project, with 14 public and private partners and engaging about 50 more enterprises in its program, are already a good starting base).</p>
<p>Success Factors How is success measured for this project? What indicators or factors have been used to measure performance? Are there multiplier or spillover effects? What social and environmental benefits does the project generate? How has this case contributed to sustainability and the wellbeing in the region? (150 words maximum)</p>	<p>Success can be divided into 2 main streams:</p> <ol style="list-style-type: none"> 1. co-funding in setting up and driving the infrastructure and its activities <ol style="list-style-type: none"> a. co-investment in infrastructural equipment b. large corporate sponsorship (corporates, health providers, sports organisations) c. regional development agencies 2. spinning out services to the customer segments <ol style="list-style-type: none"> a. renting/use of facilities (showroom, living lab environments, etc) b. purchase of hub-provided services (data, innovation support, business support) c. consultancies to public authorities and end-user related organisations (employers, NGO's) d. SME use of services (vouchers, ...) <p>After the investment the services from the Smart Innovation Hub for Sports & Vitality will be provided to public and private partners. A supporting (revolving) innovation funds and (public/private) business funds might be appropriate to support the innovation and value creation process</p>
<p>Innovations Briefly describe any innovations associated with the implementation of the activity/enterprise. What were the unique or special features of this project? Can our understanding of the benefits of these innovations/features be utilised in other projects both regionally and across the EU? (150 words maximum)</p>	<p>We want to improve the process of innovation and value creation in the field of sports and vitality so that the impact of developed products and services will be maximum! The funnel of innovation and value creation forms the framework for the activities and disciplines that come together in the smart innovation hubs. This needs more than just technology. The end user and his drivers / motivators, barriers and specific context (human centric spaces) (@ home, @work, @school, @public spaces @sport) will be important ingredients as a starting point for innovation and therefore the activities and programs of the Innovation Hubs. A second principle is that data is seen as the driving force behind the generation of innovations and new applications of existing knowledge and solutions.</p>

	<p>We want to combine the regional excellences in this field, creating a network of smart innovation hubs for sport and vitality in order to provide a one-stop-shop service centre for innovation and value-creation in this domain that will leverage private sector investment and drive the growth.</p> <ul style="list-style-type: none"> • To offer public (governmental and societal) and private organisations to connect vitality issues in their environment with innovations of companies and measure the effect (Social ROI, Economical ROI, Sport/performance ROI): data driven and user centred. • To offer companies an approach to innovate in co-creation with end users and to validate these product and service innovations in practice and to accelerate them to the market, while offering showcasing opportunity for next investments.
<p>Difficulties encountered/ lessons learned Please specify any difficulties encountered and lessons learned during the implementation of the practice. (150 words maximum)</p>	<p>We are still under development.</p>
<p>Outcomes What have been the impacts of this practice? a. Impacts that were expected (e.g. on 'target' business, other tourism actors, neighbouring province, community, environment, etc.) b. Impacts that were NOT expected (+ and -) c. Stimulation of other activities in sector / region etc. (catalyzer) d. Expected impacts that did not occur (Why not?) e. Who benefits? Who loses out? f. Where DO the benefits/ problems occur? (Local area only? Beyond the local area?) (150 words maximum)</p>	<p>We are still under development.</p>

<p>Recommendations for Good Practice</p> <p>What lessons for other enterprises/organisations can be derived from this case for dissemination across other stakeholders both in the region and across the EU?</p> <p>Please explain why you consider this practice (or some aspects of this practice) as being potentially interesting for other regions to learn from. This can be done e.g. through information on key success factors for a transfer or on, factors that can hamper a transfer. Information on transfer(s) that already took place can also be provided (if possible, specify the country, the region – NUTS 2 – and organisation to which the practice was transferred). Are there examples of good practice in terms of engagement, leadership, governance, collaboration, design, finance or marketing? Make recommendations for the design and implementation of policy instruments and other mechanisms to support similar developments.</p> <p>(150 words maximum)</p>	<p>Following risks/Bottlenecks have been identified.</p> <p>1. Asynchronicity in the development process of the hub structure and related commitment:</p> <p>Each of the regional partners has its own challenges and risks in the creation of the hub structure., but also its own timeline. Though every partner has commitment, the starting situation is different and also the pace of action. Partners are trying to synchronize the agenda's based on excellences that they can contribute. A clear action goal like an investment project will function as a catalyst, yet will also incorporate some risks</p> <p>2. Creation of sufficient commitment of investment partners</p> <p>Resources on national level could be difficult to secure in the amount that is needed to develop the plans and within the project timeframe although current regional commitments are progressing positively.</p> <p>3. Uncertainty about the RIS strategy for regions</p> <p>At South Netherlands region there is the uncertainty associated to the new OP and S3 period. But, at regional level, thanks to a running Interreg Europe project and the coordination role of S&T (South Netherlands) in the new regional sports/vitality strategy, this risk might be transformed into an opportunity.</p>
<p>Resources</p> <p>How is the practice financed? Please specify the amount of funding/financial resources used and/or the human resources required to set up and to run the practice.</p> <p>(150 words maximum)</p>	<p>The project will be funded by a mix of regional and EU investment means as well as from private partners</p>
<p>Further information</p> <p>Link to where further information on the good practice can be found</p>	

Association Institute of Biomechanics
Methodology for Regional State-of-Affairs

The aim of this methodology is to help the regions to describe their current situation on sports ecosystems, as well as by completing a SWOT analysis they can analyse their learning needs (Weaknesses) and knowledge sharing possibilities (Strengths).

As part of the Methodology, partners also need to collect minimum two good practices per region.

1. BASIC DATA ABOUT THE REGION

<i>Name of the Partner</i>	IBV – Association Institute of Biomechanics
<i>Name of the region</i>	Valencia Region
<i>Number of inhabitants of the region</i>	4,941,509

2. STRATEGIES AND PLANS

<i>Is there an explicit sport strategy of the region? If yes, please indicate the main goals, the date of issue, and other information you find interesting and relevant. If no, please explain....</i>	There is a regional strategic plan for sports which is mandatory under the sports regional law. Currently, the plan is in the process of being defined following a participatory 4DH process. It is foreseen for next june. However, this plan is mostly related to promotion of sports and physical activity, including elite sports, school sports, club sports,...
<i>What does your RIS3 say about sport and sport innovation?</i>	The RIS3 includes health promotion and smart tourism as strategic pillar for QoL. Sports is strongly linked to both.
<i>Are there any other plans, strategies and documents that support the sports industry?</i>	Some cities in the region have their own strategic plans for sports, but as for the regional, they focus on sports promotion. There are also strategic plans for sports facilities, both regional and local. There is a tourism observatory that regularly issues reports on sports tourism. A relevant strategy is that of a private sponsor which includes support to strengthen sports and

	events including a startup programme and support to elite sports. Valencia ciudad del running (Valencia the running city) is a plan for Valencia becoming a worldwide renowned running hub (the marathon is already in the top ten according to the marks)
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3. SPORT CLUSTERS AND OTHER ORGANIZATIONS

<i>Is there any sport cluster in the region?</i>	The Asociación CVIDA (Quality-of-Life Care Association – CVIDA Association)
<i>If yes: What type of cluster is it?</i>	CVIDA involves companies and institutions that aim to contribute to people’s health and wellbeing improvement (the Quality-of-Life Care Sector).
<i>How many cluster members do they have?</i>	88
<i>What are their main focus areas?</i>	<p>The Quality-of-Life Care Sector covers professional and business activities related to:</p> <ul style="list-style-type: none"> • Health and safety. • Health promotion and improvement. • Healthcare technology. • Personal autonomy improvement. • Elderly and long-term care. • Healthful improvement of human performance activities. • Comfort and satisfaction in the use of products, services and environments. <p>This sector includes different products and services aimed at the improvement of people’s quality-of-life: healthcare technology, rehabilitation and personal autonomy, elderly people and ageing, tourism and leisure, sports, occupational health and safety, habitat, clothing, automotive and transportation.</p>
<i>What is the organizational form of each cluster member? (e.g. SME, University, R&D, agency etc.)</i>	<ul style="list-style-type: none"> - Product manufacturers and services providers from several sectors and interconnected business networks. - Government: Health, Social Welfare, etc. - Professionals: rehabilitation specialists,

	<p>geriatricians, gerontologists...</p> <ul style="list-style-type: none"> - Users: general population, older persons, people with disabilities. - Technology centres, R&D&I centres and training centres.
<i>Describe in one sentence the main goal of the cluster.</i>	Association created for boosting the quality-of-life care sector development in Valencia Region.
<i>How many sports related organizations are there in your region?</i>	<p>There are:</p> <ul style="list-style-type: none"> - 59 sport federations. - 10,218 sport clubs. - 96 associations of adapted sports.
<i>How does quadruple helix look like in your region? Please give some examples of it.</i>	It looks healthy and very active. There are plenty of actors in all 4 helix with active stakeholders from the single element to local and regional associations.

4. SPORT ACTIVITIES IN THE REGION

<i>What are the main sports and physical activities in your region?</i>	Swimming, gym exercise, football, running, cycling, hiking and mountaineering. Motor and water sports.
<i>Approximately how many of the inhabitants do sports regularly? (percentage of the population) ; Practising sport, fitness or recreational (leisure) physical activities at least once a week</i>	47%
<i>How many professionals compete in your region?³</i>	2,890
<i>Please, list the main sport events organized in the region every year.</i>	MotoGP: Gran Premio Motul de la Comunitat Valenciana Valencia Trinidad Alfonso EDP Marathon

³ This figure -as a background - shows the embeddedness of professional sport in the region. It may be relevant in that that the higher the number of competing sportsmen is, the higher the chance of having/producing popular, quality professionals, who can draw attention, advertisements and thus revenues to them and also to their particular branch of sport. Also, a high number of professionals presumes a well developed existing sport infrastructure, which required/requires significant past and future investments to maintain and further develop that. A high number of professionals also signals a large youngsters pool which supplies the newcomers. To train a large youngster pool also requires infrastructure, coaches, trainers and other staff, which translates into investment and operating costs, as well.

	<p>Volvo Ocean Race Penyagolosa international trail Santa Pola half marathon.</p>
<p><i>What kind of sport venues and how many are there in the region, and or what kind of sport infrastructures are in the region?</i></p>	<p>Main sports venues are:</p> <ul style="list-style-type: none"> - Football fields: 580 - Frontenis courts: 726 - Sports centres (indoor): 215 - Sports centres (outdoor): 2.422 - Swimming pools (indoor): 159 - Swimming pools (outdoor): 1,856 - Tennis courts: 824 - Gymnasiums: 1,637 - Running tracks: 85 - Golf courses: 24 - Padel courts: 82 - Squash courts: 76 - Horse racing: 21 - Aquatic facilities : 42 - Petanque courts: 122 - Another sports venues (small and non-reglamentary facilities): 1,474 <p>Others include bike parks, climbing spots, ..</p>

5. SPORT ECONOMICS

<p><i>Describe the size and outline of the sport related production in your region!</i></p>	<ul style="list-style-type: none"> - Companies: manufacturing of sport goods (number of companies: 23), management of sport facilities (213), sport training (60), sport products rental (21), sport clubs (61), gymnasium activities (97), and other sport related activities (186). - Total: 661 companies. - Aggregate turnover: 399,97 million euros (year 2016).
<p><i>Describe the size and outline of the the sports related distribution in your region!</i></p>	<ul style="list-style-type: none"> - Retail of sport goods (number of companies: 203). - Aggregate turnover: 369,3 million euros (year 2016).
<p><i>Are there any sport related R&D&I activities in the region?</i></p>	<p>Yes, supported by the Spanish and Regional Government, and pointed by Universities, consulting companies and IBV (as a research</p>

	centre).
<i>If yes: to what industries and services do those R&D&I activities relate? (describe size and outline)</i>	<ul style="list-style-type: none"> - Sectors: manufacturing of sports goods, gymnasium activities, management of sport facilities and retail of sports goods. - Number of companies: 536. - Aggregate turnover: 498,6 million of euros.
<i>How and from what sources are these sport related R&D&I activities financed? (describe size and outline)</i>	<p>How: R&D&I projects financing, and promotion of sport activities in society</p> <p>Sources: Spanish and Regional Government (e.g. CDTI, Instituto de Salud Carlos III, and IVACE).</p>
<i>Are sports or any other sports related issues included in the regional development strategy? (describe size and outline)</i>	No
<i>Are there any special marketing activities related to sport? (describe size and outline)</i>	No
<i>Is there any sports related tourism in the region? If yes, please specify (describe the size and outline).</i>	<p>Tourism is one of the basic pillars of the economy in the Valencia Region. When sports tourism is analyzed, a distinction is made between (i) <i>spectator sports</i> tourism where tourists act as spectators (related to major sporting events and elite clubs, especially football), and (ii) <i>practice sport</i> tourism, in which the visitor comes with the purpose of practice a sport or participate in a sporting event.</p> <p>In the first case, the Valencia Region already has (or has counted in recent years) experience in the organisation of large and regular events, such as the World Indoor Championships, the Global Champions Tour, the Tennis Open 500, Formula 1, the World Motorcycle Championship, the Volvo Ocean Race, and especially the America's Cup.</p> <p>On the other hand, in the section of participative sports events, the Valencia Region offers a great number of events, specially the Marathon and the Triathlons.</p> <p>It is estimated that more than 3 million tourists carry out sports activities during their trip to</p>

	the Valencia Region and 400,000 attend sporting events.
<i>What sports/events are supported by Government/regional government? (Indicate which government)</i>	Regional and Spanish Government: sports sponsorship (e.g. main sports events organized in Valencia Region), promotion of sports in educational centres, support to disabled sports, financial aid to athletes, and public funding for building and maintenance sports facilities
<i>How would you evaluate sport business models existing in your region in each sport?⁴</i>	A business model based in the impact of major sports events, as the MotoGP Gran Premio Motul de la Comunitat Valenciana, in other sectors of the Valencia Region: accommodation and food services activities; arts, entertainment and recreation activities; and retail sales of goods.
<i>Are there any kind of sport related university/college courses available in your region? (describe size and outline)</i>	There are Degrees, Masters and Doctoral Studies offered by 4 Universities in the Valencia Region: <ul style="list-style-type: none"> - Public institutions: Universitat de València (e.g. Degree in Physical Activity and Sports Science/1st year available places: 200), Universidad de Alicante (e.g. Degree in Physical Activity and Sports Science/1st year available places: 100), Universidad Miguel Hernández de Elche (e.g. Degree in Physical Activity and Sports Science/1st year available places: 150). - Private institutions: Universidad Católica de Valencia - San Vicente Mártir (e.g. Degree in Physical Activity and Sports Science/1st year available places: 300).
<i>What kind of cross-sectoral cooperation works in the region? (describe size and outline)</i>	There is a cooperation between Government, Research and higher education institutions, and private companies to develop new products and services. On the other hand, companies of diverse sectors (e.g. products manufacturers, retailers and tour operators) work together to improve

⁴ In this section partners can describe the main strategy of the 1 or 2 most important sport businesses in their region. E.g. from which segment of the market do they want to gain profit (TV broadcast, distribution, sport events etc.)

	the value proposition offered to their customers.
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6. SPORT INNOVATION

<i>How many companies are active in your ecosystem on sports innovation (based on past 5 ? years)</i>	70 companies are active in our ecosystem on sports innovation.
<i>How many startups come on sport innovation from your ecosystem (based on past 5 ? years)</i>	Around 30 startups.
<i>What is the estimated turnover on sports innovation in your region (based on past 5 ? years)</i>	Annual turnover: 44 million euros.

7. SWOT ANALYSIS

		HELPFUL	HARMFUL
		STRENGTHS	WEAKNESSES
INTERNAL ORIGIN		<ul style="list-style-type: none"> • Entrepreneurship and creativity • R & D institutions and talent • Regional assets such as climate, culture, gastronomy, facilities and events • Existence of sports centers with good infrastructure distributed in many municipalities • Third Spanish region in clubs by regional federations • Clubs and athletes at International Level in various sports • High level athletes training in the Valencian Community • Solvency in the organization of major sporting events such as the Marathon of Valencia or the motorcycling GP of the CV • Existence of an autochthonous sport like the Valencian Ball • Improved sport management • Several universitie offering sports sciences degree throughout the Community • Possibility of exploiting water activities and mountain activities • College of graduates in sports sciences with a high activity • Sector with diversity of users with different needs • Great variety of sports practices 	<ul style="list-style-type: none"> • Lack of coordination of actions at the local and regional level • Size (small/ medium) of the companies in the sector in Comunidad Valenciana • Very atomized sector • Limited capacity of clubs for acquisition of sports equipment • Lack of culture of technological application in sport • Absence of brand and image of the CV regarding the development of sports technology • Lack of coordination among the different agents of the sector that makes it difficult to detect needs • Lack of venture capital investment in the sports technology sector • Lack of closed stadiums or sports complexes to host world-class sporting events • Absence of congresses / forums / fairs related to the world of sports and innovation • Absence of a powerful sponsorship law for the incorporation of sponsors in clubs and events • Lack of professionalization • Interference between the public and private sectors. Advantages and disadvantages • Autonomous Sports Law is lacking development • Lack of contemplation of the licensee in sports sciences within the programs of health of the Community • Loss of public sector activity in the promotion of grassroots sports

		<ul style="list-style-type: none"> • Speed in adapting to the needs of the moment • Ability to generate innovative products
EXTERNAL ORIGIN	OPPORTUNITIES	THREATS
	<ul style="list-style-type: none"> • Cross overs: sports-tourism, sports-medicine • The creation of the Comunidad Valenciana brand associated with sport • Increase in people who incorporate sports practice in their daily habits • Inclusion of the elderly in the world of sports (active aging of the population) • Take advantage of the impact of sporting events that are held for the application of innovative solutions. • Senior sportpeople • Positioning of the CV as an ideal area for practicing outdoor sports • Application of innovative solutions that link eSports with physical activity especially aimed at the young population • Development of technological projects that link health and sports • Take advantage of the current moment of irruption of new technologies: Artificial Intelligence, 5G, new materials, printing of intelligent inks to create value solutions and position the CV • Application of physical activity as 	<ul style="list-style-type: none"> • Relocation of companies and pressure of low-cost sports products • Sports consumption trends are led by large manufacturers and distributors • Rapid changes in emerging technologies make it difficult for developers to keep up with the technological pace • Increase in sedentary lifestyle for part of young people due to the lack of balance between videogame and physical activity • Minority sports do not have the resources to progress through the application of technology (technological gap) • Deterioration of existing sports facilities due to lack of adequate maintenance • Pass the train of new technologies that will be deployed in the next 2/3 years • Impediment of costs for the development of beach activities • Exploitation of sports activities under professionals who are poorly or incorrectly qualified • Decrease in physical activity at early ages

	<p>a tool in the prevention of pathologies</p> <ul style="list-style-type: none">• Use of physical activity to improve the quality of life in certain diseases• Inclusion tool for people with disabilities• Inclusion tool for groups in social exclusion• Wide community of foreign residents (especially central and northern Europe) with education towards sports practice• Possibility of exploiting water activities and mountain activities• Living-field labs• Continuous innovation in sports products (associated with sports practices that are trend)	
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SWOT	Debrecen,	27/09/2018			
Partner	Sports and Technology Foundation	IBV. Association Institute of Biomechanics	MSE Cluster Ltd. & University of Debrecen, Institute of Sport Sciences	Regional Council of Lapland	Verde Foundation for Innovative Sports Surfaces
Strengths	Cluster	Rich, strong & diverse 4D network	Strong academic background/support	Nature	Some very popular clubs as flagship
	Track record in innovation: 100+ SME; 42 MEUR investments from SME; 16 MEUR innovation projects	R&D institutions & talent	Sport strategy at city and university level	Ounasvaara Sport Ecosystem	Strong public funding of sports infrastructure
	Good cross sectorial collaboration	Existing key stakeholders	Good infrastructure	Tourism - Sport Ecosystem	IT start-up potential
	Brainport (cooperative attitude in Q.helix)	Creative & entrepreneur people		Good education and cooperation at multiple levels	
		Regional assets like climate, culture, gastronomy, events, facilities		Lapland's sport federation, with it's networks	
	Health services & system				
	Strong industrial & services, sectors: clothing, furniture, tourism, health				
Weaknesses	Innovation, climate	Lack of companies, innovation culture	No regional strategy	Few people	No regional policy for sport
	Research agenda	Lack of specific policies	Cooperation is not coordinated at regional level	Few businesses	Social policy does not follow the real needs of the society
	No long term innovation policy in sports	Lack of political coordination at regional & local levels	No traditional sport industry	Long distances	No financially strong players
	Links between SME and large knowledge institutes insufficient			Demographics	No infrastructure for sport activity in rural areas
					No connection between the public education system and the amateur sport
Opportunity	Sport is gaining position as sector of importance	Cross sectorial initiatives: sports-tourism; sports-medicine	Tenders available (Operational Programmes)	Nature	Many sport events planned in future
	National attention for regional excellences in sport innovation	Influence existing policies	New university courses	Tourism	Growing sports related identity of region
	Momentum of stakeholders	Thematic innovation poles around events crumming or sports (football, outdoor and watersports)	International connection	China	Healthy lifestyle growing in popularity
	INNO4SPORTS and ClusSport cooperation Large public private attention for sports + vitality				
Threats	Short term politics (elections)	Loose TMG Momentum... now or never feeling	Lack of experts	China	No stable longterm financing system for sport stakeholders
	Uncertain long term financial basis		Too much focus points in sport economy	Climate change	Short term management in the official policy (4-year perspective)
	Small staff base in cluster			Weakening public economy	

8. GOOD PRACTICE TEMPLATE

PARTNER:

Contact details <i>[Technical: the contact details will be visible only to "Policy Learning Platforms registered members"]</i>	
Name	Enrique ALcántara Alcover
Organisation	IBV – Association Institute of Biomechanics
Email	Enrique.alcantara@ibv.org

Introduction

The good practices are a means of sharing knowledge with people both inside and outside the Inno4Sports project. They will appear on the project's external website, and a version will also appear on the Interreg Europe programme website. All Good Practices identified by an Interreg Europe project and reported in the progress reports have to be submitted to the Programme. In order to submit a practice, you will have to register in the Interreg Europe website. Online submission will be available later on.

Each partner region is expected to produce **three good practices**.

Selecting a good practice.

The good practices should provide examples of innovation and good practice in sport economy. They should also be examples of sustainable development.

GP1.

7. General information

Title of the practice	Support to sport and cultural activities with international tourism impact by the Valencia Regional Government
Does this practice come from an Interreg Europe Project	No

In case 'yes' is selected, the following sections appear:

Please select the project acronym	Drop down menu with all acronyms
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Specific objective	Drop-down list of the 6 specific objectives [Technical: In case a project is selected, the specific objective is automatically completed]	
Main institution involved	[Technical: The name of the institution and location of the practice are per default those of the practice author. They remain editable.]	
Location of the practice	Country	
	NUTS 1	
	NUTS 2	
	NUTS 3	

8. Detailed description

Executive Summary Briefly summarise the good practice by providing a short description of the enterprise/activity involved and the relevant policy background, highlighting the most important examples of innovation and good practice that could benefit other businesses in the sector. (150 words maximum)	Entity: Generalitat Valenciana – Turisme Comunitat Valenciana (Valencia Regional Government). Description: Encourage the development of sports and cultural activities of international impact in the Valencia Region and that favor the generation of tourism flows to our destination, also contributing to the creation of unique tourism product and the positioning of our destination in international markets. Source of finance: Public financing activities.
Timescale (start/end date) e.g. June 2012 – May 2014/ongoing	December 2017 – ongoing.
Background to the Good practice Provide relevant background	There were not cross-sectorial public financing activities in the Valencia Region to boost and develop sports and cultural

<p>material to the case including: location, a description of the situation that existed before the implementation of the project being described and any previous similar activities in the area. Were there other activities/ enterprises in the area that complemented or competed with the project? Were there particular local needs (e.g. employment, capacity building, regeneration, etc.) that the project had to address? (300 words maximum)</p>	<p>activities of international impact to generate tourist flows to our region. As the tourism is a key economic sector in the Valencia Region (by employment, number of enterprises and share of GPD), it will help to boost the sport sector, considering manufacturing of goods and services activities.</p>
<p>Objectives What is the initiative trying to achieve and how does the practice reach its objectives? Who and where is intended to benefit? What processes will produce the benefits? (150 words maximum)</p>	<p><i>Encourage the development of sports and cultural activities with international impact in the Valencia Region, and assist the generation of tourism flows to our destination, also contributing to the creation of unique tourism product and the positioning of our destination in the international markets.</i></p>
<p>Key Actors Describe the key individuals, organisations, networks and partnerships involved in this good practice, highlighting any special features relevant to the good practice (e.g. private-public sector partnerships; not-for-profit groups, knowledge exchange networks, etc.). (150 words maximum)</p>	<p>Applicants to the public financing are sport federations, foundations, associations and companies that organize sports and cultural activities related to tourism that are based on the Valencia Region. The organising entity is the Generalitat Valenciana – Turisme Comunitat Valenciana (Valencia Regional Government).</p>
<p>Problem/Challenge Describe the problems or challenges being addressed and highlight the drivers for change in this case. What significant circumstances or trends existed that contributed to the problems/challenges facing participants and what is the context which triggered the introduction of the practice? What were the underlying aims of the project and how did they meet the particular challenges identified? (300 words maximum)</p>	<p>Challenge: loss of competitiveness and synergies due to lack of not cross-sectorial financing activities in the Valencia Region. Context: globalisation and the need to build and maintain regional competitive advantages.</p>

<p>Policy Context</p> <p>Identify and describe the key policy instruments/measures that were available to enable the delivery of potential solutions to the problems/challenges described above. Did these instruments/measures have any special features or provide access to specific funding sources that offered particular support to the delivery of solutions?</p> <p>(150 words maximum)</p>	<p>There are specific public founding sources to support the primary, secondary and tertiary sectors, but there were less cross-sectorial funds.</p>
<p>Project Development</p> <p>Briefly describe the process underlying the development of the good practice example. How was the project/business designed to meet the challenge/problem set out above? Who instigated its development and who participated in the planning process? What sources of finance were available (e.g. own money, grants, loans, crowd-funding) and which were used? How did the project any overcome particular legislative or regulatory challenges?</p> <p>(300 words maximum)</p>	<p>It was an initiative promoted by the Regional Government, taking into consideration regional initiatives such as the <i>Smart Specialization Strategy for Research and Innovation of the Comunitat Valenciana (RIS3 CV)</i> and prioritizing the axes identified in the <i>White Paper for a new Tourism Strategy of the Valencia Region</i> analysis.</p> <p>The initiative has a budget of €650,000.</p>
<p>Implementation and Reputation</p> <p>How and when was the activity/enterprise implemented? Were there significant barriers to implementation and how were they overcome? Were there innovations in the design, implementation and marketing of the project? What platforms were used to increase awareness of the project and what was the effect of those (e.g. Twitter, Facebook, local networks, farmer markets, etc.) What business support opportunities offered the most help? Were particular resources (human, information, materials, etc.) required and, if so, how were they provided? Did the project overcome any major</p>	<p>The call for proposals was announced through the official channels of the Generalitat Valenciana (DOGV – the official gazette, web, media, social networks, dependent institutions and local corporations of the Region).</p> <p>As a resources, the Generalitat Valencia used its Participant Portal and their technical, material and human resources for the implementation.</p>

<p>obstacles and, if so, how was this achieved? How did the policy instruments/measures described above assist implementation? (300 words maximum)</p>	
<p>Leadership and Governance Briefly outline the governance arrangements for the activity/enterprise (e.g. cooperative, public-private partnership, etc.). How much did success depend on strong leadership and to what extent was it a product of well-defined structures and processes? (150 words maximum)</p>	<p>n/a</p>
<p>Involving Stakeholders How were other local stakeholders involved (or recruited) in the development of the activity/enterprise? Were any new networks or partnerships established as a result of these developments? Have these relationships extended beyond this particular case? (150 words maximum)</p>	<p>There are not results yet, but one of the purposes of the activity is the creation of new relationships between sectors.</p>

<p>Success Factors</p> <p>How is success measured for this project? What indicators or factors have been used to measure performance? Are there multiplier or spillover effects? What social and environmental benefits does the project generate? How has this case contributed to sustainability and the wellbeing in the region?</p> <p>(150 words maximum)</p>	<p>The KPI are not defined.</p>
<p>Innovations</p> <p>Briefly describe any innovations associated with the implementation of the activity/enterprise. What were the unique or special features of this project? Can our understanding of the benefits of these innovations/features be utilised in other projects both regionally and across the EU?</p> <p>(150 words maximum)</p>	<p>n/a</p>
<p>Difficulties encountered/ lessons learned</p> <p>Please specify any difficulties encountered and lessons learned during the implementation of the practice.</p> <p>(150 words maximum)</p>	<p>n/a</p>
<p>Outcomes</p> <p>What have been the impacts of this practice?</p> <p>a. Impacts that were expected (e.g. on 'target' business, other tourism actors, neighbouring province, community, environment, etc.)</p> <p>b. Impacts that were NOT expected (+ and -)</p> <p>c. Stimulation of other activities in sector / region etc. (catalyzer)</p> <p>d. Expected impacts that did not occur (Why not?)</p> <p>e. Who benefits? Who loses out?</p>	<p>There are not measured impacts, as it is an ongoing activity.</p>

<p>f. Where DO the benefits/ problems occur? (Local area only? Beyond the local area?) (150 words maximum)</p>	
<p>Recommendations for Good Practice What lessons for other enterprises/organisations can be derived from this case for dissemination across other stakeholders both in the region and across the EU? Please explain why you consider this practice (or some aspects of this practice) as being potentially interesting for other regions to learn from. This can be done e.g. through information on key success factors for a transfer or on, factors that can hamper a transfer. Information on transfer(s) that already took place can also be provided (if possible, specify the country, the region – NUTS 2 – and organisation to which the practice was transferred). Are there examples of good practice in terms of engagement, leadership, governance, collaboration, design, finance or marketing? Make recommendations for the design and implementation of policy instruments and other mechanisms to support similar developments. (150 words maximum)</p>	<p>Extend the support to sport and cultural activities that favor the generation of tourism flows to other European regions, in order to create unique tourism products.</p>

<p>Resources</p> <p>How is the practice financed? Please specify the amount of funding/financial resources used and/or the human resources required to set up and to run the practice.</p> <p>(150 words maximum)</p>	<p>The most convincing and excellent proposals can be funded after a thorough evaluation (criteria in section 8: http://www.dogv.gva.es/datos/2017/12/27/pdf/2017_11983.pdf), considering the budget availability.</p> <p>The amounts of funding:</p> <ul style="list-style-type: none"> - Amount of funding: project lump sum of €50,000. - The lower amount requested is €10,000. - Between 30% and 50% of the eligible cost.
<p>Further information</p> <p>Link to where further information on the good practice can be found</p>	<p>http://www.dogv.gva.es/datos/2017/12/27/pdf/2017_11983.pdf http://www.gva.es/es/inicio/procedimientos?id_proc=17992</p>

Please supply supporting visual material to accompany the good practice in the form of photographs, maps and other relevant images.

GP2

9. General information

Title of the practice	LABeSPORTS. Sports lab under the process of stratetgic definition of the RIS3CV
Does this practice come from an Interreg Europe Project	No

In case 'yes' is selected, the following sections appear:

Please select the project acronym	Drop down menu with all acronyms
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Specific objective	Drop-down list of the 6 specific objectives [Technical: In case a project is selected, the specific objective is automatically completed]	
Main institution involved	[Technical: The name of the institution and location of the practice are per default those of the practice author. They remain editable.]	
Location of the practice	Country	
	NUTS 1	
	NUTS 2	
	NUTS 3	

10. Detailed description

Executive Summary Briefly summarise the good practice by providing a short description of the enterprise/activity involved and the relevant policy background, highlighting the most important examples of innovation and good practice that could benefit other businesses in the sector. (150 words maximum)	Entity: Generalitat Valenciana – IVACE (Regional Development Agency Valencia Regional Government). Description: IVACE holds the secretary of RIS3 in valencia. Has launched a series of 4DH stakeholders groups to discuss and identify challenges and related actions that could feed the exnt RIS3 in the Region. Labesports focusses in sports considering its crossovers. At this moment, four big challenges (increasing sports practise, developing sports tourism, increasing sports practices among the teens, sports and tradition) have been identified and two pilot actions defined: sports as a 'treatment' for different diseases and tourism based in water sports activities Source of finance: NONE.
Timescale (start/end date) e.g. June 2012 – May 2014/ongoing	July 2017 – ongoing.
Background to the Good practice	Sports is not in RIS3CV. However, after initiatives as Clusport

<p>Provide relevant background material to the case including: location, a description of the situation that existed before the implementation of the project being described and any previous similar activities in the area. Were there other activities/ enterprises in the area that complemented or competed with the project? Were there particular local needs (e.g. employment, capacity building, regeneration, etc.) that the project had to address? (300 words maximum)</p>	<p>and others, regional authorities have become aware of sports potential to contribute to RIS·Cv in a crosssectorial manner to the pillars of smart tourism and health promotion.</p> <p>At this time, the potential for socioeconomical development and innovation was becoming clear thanks to the impact of events like Valencia Marathon and the work of different stakeholders in the region.</p> <p>Thus, when the government decided to create teh 'labs', sports appeared as a clear choice.</p>
<p>Objectives What is the initiative trying to achieve and how does the practice reach its objectives? Who and where is intended to benefit? What processes will produce the benefits? (150 words maximum)</p>	<p><i>Identify actions, projects, etc. That could be included in the next Ris3cv</i></p>
<p>Key Actors Describe the key individuals, organisations, networks and partnerships involved in this good practice, highlighting any special features relevant to the good practice (e.g. private-public sector partnerships; not-for-profit groups, knowledge exchange networks, etc.). (150 words maximum)</p>	<p>It includes representatives (20) from entities of the 4 helix of innovation and also from the different sectors implied: sports, tourism,health and culture.</p>
<p>Problem/Challenge Describe the problems or challenges being addressed and highlight the drivers for change in this case. What significant circumstances or trends existed that contributed to the problems/challenges facing participants and what is the context which triggered the introduction of the practice? What were the underlying aims of the project and how did they meet the particular challenges identified? (300 words maximum)</p>	<p>The challenge was to unleash the power of sports to influence regional RIS3 strategy. The cross-sectoral nature of sports is a huge advantage but also a big source of barriers: different government departments involved, not a single industrial sector, services sector,... made difficult to bring up sports a sector to be in RIS3cv. However, the motivation was big and thus, stakeholders are highly implied.</p>

<p>Policy Context</p> <p>Identify and describe the key policy instruments/measures that were available to enable the delivery of potential solutions to the problems/challenges described above. Did these instruments/measures have any special features or provide access to specific funding sources that offered particular support to the delivery of solutions?</p> <p>(150 words maximum)</p>	<p>None</p>
<p>Project Development</p> <p>Briefly describe the process underlying the development of the good practice example. How was the project/business designed to meet the challenge/problem set out above? Who instigated its development and who participated in the planning process? What sources of finance were available (e.g. own money, grants, loans, crowd-funding) and which were used? How did the project any overcome particular legislative or regulatory challenges?</p> <p>(300 words maximum)</p>	<p>The process was set by the regional secretary of sustainable economy, productive sectors and commerce. IVACE and the companies association of the region started the development of the lab with the assesment of IBV.</p> <p>Then there were a set of physical meetings as well as debate in a we based forum. A methodology was used to identify challenges, actions and projects.</p>
<p>Implementation and Reputation</p> <p>How and when was the activity/enterprise implemented? Were there significant barriers to implementation and how were they overcome? Were there innovations in the design, implementation and marketing of the project? What platforms were used to increase awareness of the project and what was the effect of those (e.g. Twitter, Facebook, local networks, farmer markets, etc.) What business support opportunities offered the most help? Were particular resources (human, information, materials, etc.) required and, if so, how were they provided? Did the project overcome any major</p>	<p>There was a launching meeting and then a set of physical meetings as well as debate in a we based fórum (in the regional govemnt participation portal). A methodology was used to identify challenges, actions and projects. New stakegoldrs wer included as challenges and projects advanced.</p>

<p>obstacles and, if so, how was this achieved? How did the policy instruments/measures described above assist implementation? (300 words maximum)</p>	
<p>Leadership and Governance Briefly outline the governance arrangements for the activity/enterprise (e.g. cooperative, public-private partnership, etc.). How much did success depend on strong leadership and to what extent was it a product of well-defined structures and processes? (150 words maximum)</p>	<p>IVACE was the leader of the initiative with the support of IBV</p>
<p>Involving Stakeholders How were other local stakeholders involved (or recruited) in the development of the activity/enterprise? Were any new networks or partnerships established as a result of these developments? Have these relationships extended beyond this particular case? (150 words maximum)</p>	<p>Stakeholders have been recruited progressively to represent all entities in the region's ecosystem but also related to challenges and actions identified. Two pilot actions have been defined. It is expected to get regional funding for developing both.</p>

<p>Success Factors</p> <p>How is success measured for this project? What indicators or factors have been used to measure performance? Are there multiplier or spillover effects? What social and environmental benefits does the project generate? How has this case contributed to sustainability and the wellbeing in the region?</p> <p>(150 words maximum)</p>	<p>There are not KPI, but the number of Sg involved and the quality of pilot actions is reasonable high.</p>
<p>Innovations</p> <p>Briefly describe any innovations associated with the implementation of the activity/enterprise. What were the unique or special features of this project? Can our understanding of the benefits of these innovations/features be utilised in other projects both regionally and across the EU?</p> <p>(150 words maximum)</p>	<p>n/a</p>
<p>Difficulties encountered/ lessons learned</p> <p>Please specify any difficulties encountered and lessons learned during the implementation of the practice.</p> <p>(150 words maximum)</p>	<p>'Cross sectorality' of governing bodies is a huge problem. SG are terrifyingly busy. Involve them accordingly</p> <p>Identify people well balanced between representation and capability to contribute.</p>
<p>Outcomes</p> <p>What have been the impacts of this practice?</p> <p>a. Impacts that were expected (e.g. on 'target' business, other tourism actors, neighbouring province, community, environment, etc.)</p> <p>b. Impacts that were NOT expected (+ and -)</p> <p>c. Stimulation of other activities in sector / region etc. (catalyzer)</p> <p>d. Expected impacts that did not occur (Why not?)</p> <p>e. Who benefits? Who loses out?</p>	<p>Two pilot actions in the process of being defined for getting economic support:</p> <ul style="list-style-type: none"> - sports as a 'treatment' for different diseases, and - tourism based in water sports activities

<p>f. Where DO the benefits/ problems occur? (Local area only? Beyond the local area?) (150 words maximum)</p>	
<p>Recommendations for Good Practice What lessons for other enterprises/organisations can be derived from this case for dissemination across other stakeholders both in the region and across the EU? Please explain why you consider this practice (or some aspects of this practice) as being potentially interesting for other regions to learn from. This can be done e.g. through information on key success factors for a transfer or on, factors that can hamper a transfer. Information on transfer(s) that already took place can also be provided (if possible, specify the country, the region – NUTS 2 – and organisation to which the practice was transferred). Are there examples of good practice in terms of engagement, leadership, governance, collaboration, design, finance or marketing? Make recommendations for the design and implementation of policy instruments and other mechanisms to support similar developments. (150 words maximum)</p>	<p>This GP could be of help for regions that do not have sports in RIS3CV but also for those ahving them to consider sports cross-overs.</p>

<p>Resources</p> <p>How is the practice financed? Please specify the amount of funding/financial resources used and/or the human resources required to set up and to run the practice.</p> <p>(150 words maximum)</p>	<p>N/A</p>
<p>Further information</p> <p>Link to where further information on the good practice can be found</p>	<p>(http://www.ris3cv.gva.es)</p> <p>http://participa.gva.es/web/plataforma-participacion-ris3cv/inici/-/message_boards/category/4382602</p>

Please supply supporting visual material to accompany the good practice in the form of photographs, maps and other relevant images.

GP3.

11. General information

Title of the practice	Sports Recippee
Does this practice come from an Interreg Europe Project	No

In case 'yes' is selected, the following sections appear:

Please select the project acronym	Drop down menu with all acronyms
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Specific objective	Drop-down list of the 6 specific objectives [Technical: In case a project is selected, the specific objective is automatically completed]	
Main institution involved	[Technical: The name of the institution and location of the practice are per default those of the practice author. They remain editable.]	
Location of the practice	Country	
	NUTS 1	
	NUTS 2	
	NUTS 3	

12. Detailed description

Executive Summary Briefly summarise the good practice by providing a short description of the enterprise/activity involved and the relevant policy background, highlighting the most important examples of innovation and good practice that could benefit other businesses in the sector. (150 words maximum)	In some municipalities of Valencia, doctors recommend some patients to do physical activity as part of their treatment. In some areas, patients have set a walking club so newcomers find easy and safe to start exercising. Some municipalities include sports professional and sports facilities managers to improve the 'recippee'.
Timescale (start/end date) e.g. June 2012 – May 2014/ongoing	ongoing.
Background to the Good practice Provide relevant background material to the case including:	This initiative is born after similar ones in other regions of Spain such as Catalonia or Madrid. However, it is not under any policy from valencia government (competences in health are

<p>location, a description of the situation that existed before the implementation of the project being described and any previous similar activities in the area. Were there other activities/ enterprises in the area that complemented or competed with the project? Were there particular local needs (e.g. employment, capacity building, regeneration, etc.) that the project had to address?</p> <p>(300 words maximum)</p>	<p>Regional) and municipalities are somewhat organizing themselves. There is not funding and there are a lot of needs in terms of knowledge, ICT solutions, sports facilities,...</p> <p>There is a network called xarxa salut (https://www.fvmp.es/destacat/xarxa-salut/). They organize a workshop with this topic next 1/2/2019 in collaboration with the valencian Associatin fo sports managers (http://www.gepacv.org/jornada-la-promocion-de-la-salud-a-traves-de-la-actividad-fisica-y-el-deporte/?fbclid=IwAR2o4wMQ66TlJEK78eLBGDeMMQUZYN5Q1840_MdDz2sF1LzDoC5KfvEsAeg)</p>
<p>Objectives</p> <p>What is the initiative trying to achieve and how does the practice reach its objectives? Who and where is intended to benefit? What processes will produce the benefits?</p> <p>(150 words maximum)</p>	<p><i>The initiative attempts to really apply sports and physical activity as a health vector by having patients exercising. Due to lack of knowledge, very general and conservative physical activity is ercommended to groups like people suffering from diabetes.</i></p>
<p>Key Actors</p> <p>Describe the key individuals, organisations, networks and partnerships involved in this good practice, highlighting any special features relevant to the good practice (e.g. private-public sector partnerships; not-for-profit groups, knowledge exchange networks, etc.).</p> <p>(150 words maximum)</p>	<p>Individual municipaloties and their network: xarxa salut (https://www.fvmp.es/destacat/xarxa-salut/).</p> <p>DG public health from the reginal government</p> <p>Professional managers of Sports facilities</p> <p>The walking club (http://clubdelpaseo.blogspot.com/)</p>
<p>Problem/Challenge</p> <p>Describe the problems or challenges being addressed and highlight the drivers for change in this case. What significant circumstances or trends existed that contributed to the problems/challenges facing participants and what is the context which triggered the introduction of the practice? What were the underlying aims of the project and how did they meet the particular challenges identified?</p> <p>(300 words maximum)</p>	<p>The challenges to be addressed are:</p> <ul style="list-style-type: none"> Lack of funding Lack of authorities coordination Lack of knowledge Lack of Ict tools and plaforms Lack os sports facilities, sports products,... adapted to the needs of different patients groups.
<p>Policy Context</p> <p>Identify and describe the key policy</p>	<p>N/A</p>

<p>instruments/measures that were available to enable the delivery of potential solutions to the problems/challenges described above. Did these instruments/measures have any special features or provide access to specific funding sources that offered particular support to the delivery of solutions?</p> <p>(150 words maximum)</p>	
<p>Project Development</p> <p>Briefly describe the process underlying the development of the good practice example. How was the project/business designed to meet the challenge/problem set out above? Who instigated its development and who participated in the planning process? What sources of finance were available (e.g. own money, grants, loans, crowd-funding) and which were used? How did the project any overcome particular legislative or regulatory challenges?</p> <p>(300 words maximum)</p>	<p>Isolated initiative from doctors, patients, municipalities...</p>
<p>Implementation and Reputation</p> <p>How and when was the activity/enterprise implemented? Were there significant barriers to implementation and how were they overcome? Were there innovations in the design, implementation and marketing of the project? What platforms were used to increase awareness of the project and what was the effect of those (e.g. Twitter, Facebook, local networks, farmer markets, etc.) What business support opportunities offered the most help? Were particular resources (human, information, materials, etc.) required and, if so, how were they provided? Did the project overcome any major obstacles and, if so, how was this achieved? How did the policy</p>	<p>N/A</p>

<p>instruments/measures described above assist implementation? (300 words maximum)</p>	
<p>Leadership and Governance Briefly outline the governance arrangements for the activity/enterprise (e.g. cooperative, public-private partnership, etc.). How much did success depend on strong leadership and to what extent was it a product of well-defined structures and processes? (150 words maximum)</p>	<p>Individual initiatives dependent on some persons</p>
<p>Involving Stakeholders How were other local stakeholders involved (or recruited) in the development of the activity/enterprise? Were any new networks or partnerships established as a result of these developments? Have these relationships extended beyond this particular case? (150 words maximum)</p>	<p>Isolated initiatives resulting of linking to existing networks like xarxa salut and the walking club</p>

<p>Success Factors</p> <p>How is success measured for this project? What indicators or factors have been used to measure performance? Are there multiplier or spillover effects? What social and environmental benefits does the project generate? How has this case contributed to sustainability and the wellbeing in the region?</p> <p>(150 words maximum)</p>	<p>The KPI is not defined but should measure the number of patients exercising with benefits.</p>
<p>Innovations</p> <p>Briefly describe any innovations associated with the implementation of the activity/enterprise. What were the unique or special features of this project? Can our understanding of the benefits of these innovations/features be utilised in other projects both regionally and across the EU?</p> <p>(150 words maximum)</p>	<p>n/a</p>
<p>Difficulties encountered/ lessons learned</p> <p>Please specify any difficulties encountered and lessons learned during the implementation of the practice.</p> <p>(150 words maximum)</p>	<p>The challenges to be addressed are:</p> <ul style="list-style-type: none"> Lack of funding Lack of authorities coordination Lack of knowledge Lack of ICT tools and platforms Lack of sports facilities, sports products,... adapted to the needs of different patients groups.

<p>Outcomes</p> <p>What have been the impacts of this practice?</p> <p>a. Impacts that were expected (e.g. on 'target' business, other tourism actors, neighbouring province, community, environment, etc.)</p> <p>b. Impacts that were NOT expected (+ and -)</p> <p>c. Stimulation of other activities in sector / region etc. (catalyzer)</p> <p>d. Expected impacts that did not occur (Why not?)</p> <p>e. Who benefits? Who loses out?</p> <p>f. Where DO the benefits/ problems occur? (Local area only? Beyond the local area?)</p> <p>(150 words maximum)</p>	<p>There are not measured impacts, as it is an ongoing fragmented activity.</p>
<p>Recommendations for Good Practice</p> <p>What lessons for other enterprises/organisations can be derived from this case for dissemination across other stakeholders both in the region and across the EU?</p> <p>Please explain why you consider this practice (or some aspects of this practice) as being potentially interesting for other regions to learn from. This can be done e.g. through information on key success factors for a transfer or on, factors that can hamper a transfer. Information on transfer(s) that already took place can also be provided (if possible, specify the country, the region – NUTS 2 – and organisation to which the practice was transferred). Are there examples of good practice in terms of engagement, leadership, governance, collaboration, design, finance or marketing? Make recommendations for the design and implementation of policy instruments and other mechanisms to support similar developments.</p>	<p>The first lesson is "A journey of a thousand miles begins with a single step"</p> <p>Authorities are needed and relevant, but things can be done at a low scale to show the benefits and the grow by networking.</p> <p>It is necessary that all stakeholders in the area are involved: doctors, sports professionals, public bodies, spors clubs,...</p> <p>The role of individuals is fundamental</p> <p>Communication of the initiatives is fundamental</p>

(150 words maximum)	
<p>Resources How is the practice financed? Please specify the amount of funding/financial resources used and/or the human resources required to set up and to run the practice. (150 words maximum)</p>	<p>- N/A</p>
<p>Further information Link to where further information on the good practice can be found</p>	<p>https://www.fvmp.es/destacat/xarxa-salut/.</p>

Please supply supporting visual material to accompany the good practice in the form of photographs, maps and other relevant images.

INSTITUTE OF SPORT

SCIENCES UNIVERSITY OF

DEBRECEN

Regional State-of-Affairs of Hajdú-Bihar county

The aim of this methodology is to help the regions to describe their current situation on sports ecosystems, as well as by completing a SWOT analysis they can analyse their learning needs (Weaknesses) and knowledge sharing possibilities (Strengths).

As part of the Methodology, partners also need to collect minimum two good practices per region.

5. BASIC DATA ABOUT THE REGION

<i>Name of the Partner</i>	INSTITUTE OF SPORT SCIENCES UNIVERSITY OF DEBRECEN
<i>Name of the region</i>	Hajdú Bihar County
<i>Number of inhabitants of the region</i>	530.464 (2018)

6. STRATEGIES AND PLANS

<i>Is there an explicit sport strategy of the region? If yes, please indicate the main goals, the date of issue, and other information you find interesting and relevant. If no, please explain....</i>	<p>The sports strategy developed at the University of Debrecen is linked to the strategy of the City of Debrecen, which also relates to the regions.</p> <p>According to the Hajdú-Bihar County Territorial Development Program, the strategic goal is to develop high-quality medical services related to the unused capacities of the available medicinal thermal water, relying on the faculty and human resources of the University of Debrecen and the development of sports tourism.</p> <p>Within the framework of the development of tourism based on the values of the county, developments aimed at sports rehabilitation should be supported, primarily based on the potential of medical tourism. Within the framework of the Intelligent Society Priority, the</p>
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development of sports facilities in Hajdú-Bihar County, the expansion of human resources (teachers of physical education) and the purchase of sports equipment are also objectives within the framework of the daily physical education.

Also, the objective of a healthy and caring society is to develop the public health institutional system, which should be complemented by other developments aimed at improving the health of the population, such as healthy eating, lifestyle programs, health culture, promoting school and mass sports, investments in infrastructure and developments.

Moreover, the development of health awareness programs and services, including targeted population screening and initiatives to improve their efficiency, is essential to increase public health awareness. Priority is also the development of a quality-oriented sports economy.

According to the Hajdú-Bihar County Public Development Plan, the county government, as stipulated in the Sports Act of Hungary, is responsible for the physical education and sports organization tasks of the county. The current scope in secondary school education is the provision of physical education lessons and other sporting activities, which served by 27 gyms and ten gym rooms.

Furthermore, the most important area among the scope of duties is the field of sports associations.

The University of Debrecen manages its sports concept to solve all the sports tasks that help the university's citizens to develop a healthier lifestyle, fulfill their classroom responsibilities, meet their mobility needs, and enhance the university's reputation

	<p>through sport. Operating a complex structure of different areas of sports life makes these areas more transparent and more predictable.</p> <p>In terms of cooperation with the environment, the program has a particular focus on the sporting aspirations, a conception of the city of Debrecen strives for the implementation of a cooperative operating model that makes the best use of synergies, especially in the field of educating young people, competing sports and athletic career models.</p> <p>As a result of the collaboration between the city and the university, the Hungarian Sport and Lifestyle Development Cluster has been set up as the task of coordinating the activities of organizations and companies working in the field of sport and health-conscious lifestyle.</p>
<p><i>What does your RIS3 say about sport and sport innovation?</i></p>	<p>In Hungary there are no regional S3, only it exists at national level. It does not say about sport/sport industry specifically, only in some priority mentions health which refers to sports indirectly:</p> <p>Priority: ICT and information services: “This is a horizontal priority intending to support sectoral priorities, such as bioinformatics or diagnostic imaging in the health industry, or the intelligent transport systems in the vehicle industry, or “smart city” in the energy domain.”</p> <p>Priority: Healthy society and wellbeing: “The priority wants to cover the entire health care industry innovation chain ranging from the better understanding of the diseases, through prevention and recognition, to curing and personalized doctoring through the use of advanced technologies, such as biotechnology in health industry, biomedicine and pharmaceutical industry, systems biology-based remedy, advanced diagnostic and therapeutic methods.”</p>

	Priority: Healthy local food: “The priority targets the development of Hungarian food industry in terms of the production of high-quality foods of high added value, foods supporting a healthy diet, functional foods and Hungarian specialities, as well as the shortening of food chains and in the field of food safety.”
<i>Are there any other plans, strategies and documents that support the sports industry?</i>	At the beginning of 2019 Hungary’s Digital Sports strategy was developed. Its aim is to formulate a database in which those people who regularly do leisure sport activities can register, and they can get useful information from other database which can ease and help their sport activities. There are 4 segments of the strategy: 1. adult competitive sport, 2. youth sport providing new generations of competitive sport, 3. leisure sport activities and 4. e-sport. In case of all segments the strategy recommend different measures.

7. SPORT CLUSTERS AND OTHER ORGANIZATIONS

<i>Is there any sport cluster in the region?</i>	MSE Cluster Nonprofit Ltd.
<i>If yes: What type of cluster is it?</i>	Innovative & ‘accredited cluster’ (MSE was awarded in 2018 as an ‘accredited cluster’. Those clusters get this title, where the innovation and export potential is high, as well as, they can implement huge international projects, and they are very active at regional level as well.
<i>How many cluster members do they have?</i>	31
<i>What are their main focus areas?</i>	the main focus areas are sport and lifestyle
<i>What is the organizational form of each cluster member? (e.g. SME, University, R&D, agency etc.)</i>	mainly SMEs, university, sport associations, big companies
<i>Describe in one sentence the</i>	Increasing the cooperation between cluster

<i>main goal of the cluster.</i>	members in the filed of sport and lifestyle
<i>How many sports related organizations are there in your region?</i>	about 130
<i>How does quadruple helix look like in your region? Please give some examples of it.</i>	There are many cooperation between the university and SMEs, but there is no example of quadruple helix.

8. SPORT ACTIVITIES IN THE REGION

<i>What are the main sports and physical activities in your region?</i>	Football, handball, waterpolo, basketball, ice-hockey, futsal, volleyball, athletics, fencing, tennis, thriathlon, swimming, rugby, baseball, American football
<i>Approximately how many of the inhabitants do sports regularly? (percentage of the population) ; Practising sport, fitness or recreational (leisure) physical activities at least once a week</i>	<p>According to the published study (Eurobarometer, 2017) „Sport and Physical Activity”, in Hungary, 9 percent of the respondents said that they were doing sports regularly. It can be the same rate in Hajdú-Bihar county, which means about 45-50 thousand people.</p> <p>According to the summary study of 2012 called “Exploring the Physical Activity and Sport Dimensions in Hungary” 50,2 percent of Hungarians (over the age of 18) answered yes to the following questions: Used to do sports? or Used to do medium or high intensity excercises at least 10 minutes long without interruption? (for exapmle cycling, walking or, garden work).</p>
<i>How many professionals compete in your region?⁵</i>	The football team DVSC ("Loki"), founded in 1902, is am seven-time national champion, six-time winner of the Hungarian Cup, five-time

⁵ This figure -as a background - shows the embeddedness of professional sport in the region. It may be relevant in that that the higher the number of competing sportsmen is, the higher the chance of having/producing popular, quality professionals, who can draw attention, advertisements and thus revenues to them and also to their particular branch of sport. Also, a high number of professionals presumes a well developed existing sport infrastructure, which required/requires significant past and future investments to maintain and further develop that. A high number of professionals also signals a large youngsters pool which supplies the newcomers. To train a large youngster pool also requires infrastructure, coaches, trainers and other staff, which translates into investment and operating costs, as well.

	<p>winner of the Super Cup, as well as a one-time winner of the League Cup, played in the UEFA Champions League and Europa League, and its academy was qualified by Double Pass of Belgium as the best in Hungary.</p> <p>Handball is also an important sport besides football, the woman's team of DVSC, which recently won two Hungarian title, five-time winner of Hungarian Cup, two-time winner of EHF CUP and two-time winner of EHF Cup Winner Cup. They are currently playing in the national first class.</p> <p>The waterpolo team of the city has been playing in the first division for years while the ice-hocky team of DEAC is a resuscitated formation on the palette.</p> <p>The abovementioned university sport club is regarded as an extraordinarily unit which has a university student-based basketball team in the Hungarian elite league.</p> <p>One of most successfull futsal teams in the last few years is also related to this region namely the three-times champion, two-times winner of Hungarian Cup and two-times winner of Super Cup. This club is Mezei-Vill FC, which is pride of Berettyóújfalu.</p> <p>Above all, many athletes among fencers, swimmers or triathlonists won national titles or are called up to the national team. At a rough estimate the number of these individual sportsman in the county is about 150.</p>
<p><i>Please, list the main sport events organized in the region every year.</i></p>	<p>Debreceni Sportcentrum: International competitions organised by Debrecen, 2001-2017</p> <p>12-15 June 2001: IAAF/Westel Youth Championship in Athletics 19-24 November 2002: Artistic Gymnastics World Championship</p>

24-26 October 2003: European Aerobic
Championship
28 March - 4 April 2004: IIHF World U18,
Division II Ice Hockey Championship
9-16 December 2004: European Women's
Handball Championship
17-23 April 2005: IIHF World Ice Hockey
Championship, Division I
15 May 2005: ETU Duathlon European
Championship
2-5 June 2005: Siemens 1st European
Individual Championships, Men's and Women's
22 October 2005: Judo European Team
Championship
08 October 2006: IAAF World Road Running
Championship
12-15 June 2007: European Athletic U23
Championship
13-16 December 2007: LEN European Short
Course Swimming Championship
26 July - 3 August 2008: U18 European
Basketball Championship
8-10 May 2009: U23 European Fencing
Championship
13-19 December 2009: World Junior Ice
Hockey Championship - Division II
5-7 March 2010: Rhythmic Gymnastics World
Cup
9-13 April 2010: European Kendo
Championship
15-19 July 2010: European Modern Pentathlon
Championship
21-27 May 2012: European Swimming
Championship
8-10 March 2013: ISU World Short Track Speed
Skating Championship
14-16 March 2014: Rhythmic Gymnastics
World Cup
7-21 December 2014: European Women's
Handball Championship
12-18 April 2015: Ice Hockey U18 World
Championship - Division I
4-7 June 2015: U18 B3x3 (basketball) World
Championship
17-21 June 2015: European Women's
Basketball Championship
14-20 March 2016: World Junior Figure Skating
Championship
7-11 September 2016: 3x3 World Tour Masters

	<p>round and U18 European Championship 31 August - 3 September 2017: 3x3 World Tour Masters round and U18 European Championship 1-15 July 2018. World Junior Women's Handball Championship 29 August-2. September 2018. 3x3 World Tour Masters round and U18 European Championship.</p>
<p><i>What kind of sport venues and how many are there in the region, and or what kind of sport infrastructures are in the region?</i></p>	<p>A unique portfolio of facilities at the national level:</p> <p>Debreceni Sportcentrum: Oláh Gábor Street Sport Hall Oláh Gábor Street Sports Complex (István Gyulai Athletic Stadium, Sports Hall, grass and artificial grass football pitches, football stadium, tennis courts),</p> <p>"Hódos Imre" Events Hall Imre Hódos Events Hall (underground passway connects to the Phoenix Hall. The number of fixed seats are 1300),</p> <p>Debrecen Swimming Arena (one of the most modern sports facilities in Hungary, its specialty is that the 50-meter competition pool can be converted into a 25-meter or 33-meter one with a pull-out wall. The complex also has a 25-meter training pool, a splash pool for beginners, a jacuzzi, a Finnish sauna and an outdoor swimming pool with thermal water. Debrecen Ice Hall (The hall is a unique lightweight construction made in Finland, housing a five-hundred-person auditorium with noise insulation).</p> <p>Phoenix Hall: the second largest multifunctional arena in Hungary.</p> <p>Debrecen Football Academy: Its mission is to increase the grassroots foundation of football, finding and training local and regional talents. The facility has a</p>

floor space of 2,000 square meters (grass and artificial grass pitches, a two-story clubhouse and changing rooms)

Nagyerdei Stadium:

The multifunctional facility is used throughout the year, whereas the unique concept of the City of Debrecen – Debrecen-University - Stadium unity was created.

Stadium: UEFA Category 4, LEED Gold Qualified Stadium, accommodates 20,340 people.

Sports Diagnostics and Therapy Center: The Hungarian Sport and Lifestyle Cluster provide the service infrastructure. It fits well with the strategy of the city because Debrecen intends to play a key role in the region through innovation, and this facility also provides high added value in sports and health.

Stadium Unifit Fitness & Gym Center is an ultramodern sport and community space of 2600 m².

Table Tennis Center: close to 700 m² with 15 tables.

The center of Debrecen University's Sports Facilities is a three-story DESOK Hall (DE Sporttudományi Oktatóközpont- Sports Science Education Center): a facility for sports science education, research, and university competition and leisure sports. In addition to this, the university also operates 2 other gymnasium halls, 4 gyms, an artistic gymnastics hall, 9 gyms and a street workout gym, 2 natural grass and 7 artificial grass pitches, 16 clay tennis courts, and beach football, beach volleyball and cage football pitches.

Also, in 2019, the University of Debrecen **Tennis Center** - ITF standard indoor with rebound ace flooring and outdoor clay tennis

	courts, changing rooms, offices and seminar rooms - will be built.
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5. SPORT ECONOMICS

<i>Describe the size and outline of the sport related production in your region!</i>	There is no information about sport related production in Hajdú-Bihar county.
<i>Describe the size and outline of the the sports related distribution in your region!</i>	There is no information about sport related distribution in Hajdú-Bihar county.
<i>Are there any sport related R&D&I activities in the region?</i>	Yes
<i>If yes: to what industries and services do those R& D&I activities relate? (describe size and outline)</i>	Two of the MSE Clustser members invented a sport equipment: tegball and outdoor gym, but we haven't got any info about the size. The outdoor gym is a complex 'playground' equipped with different machines. They export this complex equipment and they also assemble it on spot.
<i>How and from what sources are these sport related R&D&I activities financed? (describe size and outline)</i>	Be Strong outdoor gym is financed from the market.
<i>Are sports or any other sports related issues included in the regional development strategy? (describe size and outline)</i>	In Hajdú-Bihar County Spatial Development Programme is sport is mentioned in the following contexts: <ul style="list-style-type: none"> - the county government wants to improve the quadruple helix model in key areas, like sport health - they want to develop sport tourism - one of the goals is to increase the number of investment in sport rehabilitation based on health or medical tourism potential - In this strategy in priority 7 (economic and innovation development) one of the projects is complex sport economics development programme
<i>Are there any special marketing activities related to sport? (describe size and outline)</i>	
<i>Is there any sports related tourism in</i>	Yes, there are more facilities/events can attract

<p><i>the region? If yes, please specify (describe the size and outline).</i></p>	<p>people from a broader area, or abroad.</p> <ol style="list-style-type: none"> 1. Diagnostic Sport, Lifestyle and Therapy Center (hereinafter: SET of the University of Debrecen has been inaugurated in Nagyerdei Stadion. This special sports health facility is unique in Hungary and even in Central Europe due to its complex nature, as it does not only cater for sport science related needs but also offers specific training programs and provides individually tailored services. 2. Lots of visitors come to Debrecen every year to see major sport events. Visitors consist of sportsmen, their relatives, volunteers, staff, fans. Some past events: 2016: Junior Figure Skating Championship, 2018: Junior Womend Handball Championship. In the future in 2024 Debrecen together with Miskolc will organize European University Games. The expecting number visitors: 5000-6000 sportsmen, 1000 volunteers, 300 participants and fans. 3. Since 2009 every year Campus Sport Contest has been orgnaized by the University of Debrecen as the accompanied event of Campus Festival. The goal of the sport event is to popularize sports and create a place where competitors and fans from different campuses can built long-term relationship. Unviersities can compete in four sports in two days (Be-Strong, football, basketball and beach volleyball). More than 700 sportsmen come to compete from 25 Hungarian institutions and 10 foreign institutions.
<p><i>What sports/events are supported by Government/regional government? (Indicate which government)</i></p>	<p>2024 European University Games will be organized by Debrecen, Miskolc, University of Miskolc and Hungarian University – Collage Sport Association (MEFS) together. This is the biggest international multi sports event organized in Hungary ever. It is supported the</p>

	<p>organization fully by the Hungarian Government, Secretary of State for Sport of the Ministry of Human Resources.</p> <p>Improving university sport contribute to reach the goals of Healthy Hungary Strategy, National Public Health Strategy 2017-2026, Sportstrategy, as well as EU Sport for All Strategy. It is required by the EUSA (European University Sport Association) to organize test competition before the University Games. In Debrecen in 2021, the city would like to organize the European Universities 3 x 3 Basketball Championship, they prepare a proposal to apply for it.</p>
<p><i>How would you evaluate sport business models existing in your region in each sport?⁶</i></p>	<p>In Hungary, hence in our region the organizational framework of sport market is the following:</p> <ul style="list-style-type: none"> - Competitive sport: in approx. 100 sports 78 sport associations and 5 umbrella organizations deal with sport activity of the 1300 sport clubs and 485.000 sportsmen (at country level). It is financed by public moneys and market. - Business (professional) sport: As part of competitive sport, but partially separated from it, only in 15 sports, less than 7500 sportsmen can provide high level performance where market remunerates. It is financed by public moneys and market. - Recreational sport: students, NGOs and individual sportsmen do it, their number in Hungary is about 1,5 million. <p>The total size of the Hungarian sport industry can be estimated only (e.g. from balance sheets, business report of associations, umbrella organizations etc.). The economic size of</p>

⁶ In this section partners can describe the main strategy of the 1 or 2 most important sport businesses in their region. E.g. from which segment of the market do they want to gain profit (TV broadcast, distribution, sport events etc.)

	<p>indirect actors of sport market can be estimated only. Sport industry represents about 1.7-1.9% of national economy, which is about 1 Mrd EUR of which about 73% is public moneys. The rest 27% comes from the market.</p>
<p><i>Are there any kind of sport related university/college courses available in your region? (describe size and outline)</i></p>	<p>University of Debrecen started physical education teacher course fro 2017, in which the number of students countinuously increase. There is MSC course in physical education teacher for teachers, as well as the following courses: sport analytics specialization, handball coach training (B, C, D license), handball goalkeeper training, sport and recreation organizer, sport economist, physiotherapist, complex sport rehabilitation, sport masseur and referee.</p> <p>Institute of Sport Sciences offers 200 courses, 44 different type of lectures in 4 Campuses with the lead of 27 PE teachers by semesters for 3500 Hungarian students and 1000 foreign students.</p> <p>Competitive sport: University of Debrecen offers a walk of life in studying and sport for excellent sportsmen. UD is one of the most successful institutions in university championships in Hungary; UD has olimpic champion, world and European champion students as well. First amongst universities UD launched a mentor programme for professional athletes.</p> <p>Recreational sport: In every semester more than 25 sport programmes, competitions are organized primarily for amateurs. The main goal of this programme is to show new and popular sports for ‘normal’ students, as well as involve employees of the university.</p> <p>Nyirkos Istvan Sport Sciences College for Advanced Studies at University of Debrecen: Its goal is to develop new talent in the field of sport and sport related sciences.</p>

<i>What kind of cross-sectoral cooperation works in the region? (describe size and outline)</i>	
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9. SPORT INNOVATION

<i>How many companies are active in your ecosystem on sports innovation (based on past 5 ? years)</i>	MSE Cluster Nonprofit Ltd.: Cooperation with University of Debrecen and its partner companies will contribute to the innovation and developments in sport. Kondipark Ltd.: It is a Debrecen based innovative SME, who invented and produce and sell their innovation, the Be Strond Outdoor Gym. In Hungary more than 300 facilities have been installed until now.
<i>How many startups come on sport innovation from your ecosystem (based on past 5 ? years)</i>	In Hungary and in the region as well, more and more startups are established on sport innovation. The exact number of startups on sport innovation can be only estimated. In Hajdú-Bihar county it is about 5-10 per year.
<i>What is the estimated turnover on sports innovation in your region (based on past 5 ? years)</i>	There is no data available.

10. SWOT ANALYSIS

		HELPFUL	HARMFUL
INTERNAL ORIGIN	STRENGTHS		WEAKNESSES
	<ul style="list-style-type: none"> - Existing sport strategy of the city - Existing sport strategy of University of Debrecen - Strong academic background/support - Good infrastructure - Strong city support - Well balanced relationship among the city and university - Strong sport cluster operates in the region - Local/regional organizations have wide-ranging international network - There are good practices implemented in the last few years 	<ul style="list-style-type: none"> - No regional sport strategy for industry - Cooperation is not coordinated at regional level - Form of a cluster has no long tradition (mainly “grant based” operation) - International experience is limited 	
EXTERNAL ORIGIN	OPPORTUNITIES		THREATS
	<ul style="list-style-type: none"> - Wide approach of sport sciences and sport economics - Tenders are available for developments (OPs) - New university courses are available year by year - University has a wide range of international relations - More and more high quality sport infrastructures are being built - Leisure sport is more and more popular - Sport is part of country image - Sport is an important strategic industry since 2010 	<ul style="list-style-type: none"> - Huge system - Competitive sport, leisure sport and professional (business) sport are financed by public moneys - Lack of experts - No traditional sport industry in the region - There is no tradition in cooperation between academic and business sector - The added value of sport is very small comparing other European countries - Sport associations are established and maintained by public moneys - Supporting branch of sport based on individual decision (financed by public money or by corporate tax allowance), there is no normative support - Youth sport is financed exclusively from public moneys - Relatively underdeveloped sport market - The biggest advertisers in local/national sport events are mainly state or state related companies 	

Partner	Sports and Technology Foundation	IBV. Association Institute of Biomechanics	MSE Cluster Ltd. & University of Debrecen, Institute of Sport Sciences	Regional Council of Lapland	Verde Foundation for Innovative Sports Surfaces
SWOT	Debrecen,	27/09/2018			
Strengths	Cluster	Rich, strong & diverse 4D network	Strong academic background/support	Nature	Some very popular clubs as flagship
	Track record in innovation: 100+ SME; 42 MEUR investments from SME; 16 MEUR innovation projects	R&D institutions & talent	Sport strategy at city and university level	Ounasvaara Sport Ecosystem	Strong public funding of sports infrastructure
	Good cross sectorial collaboration	Existing key stakeholders	Good infrastructure	Tourism - Sport Ecosystem	IT start-up potential
	Brainport (cooperative attitude in Q.helix)	Creative & entrepreneur people		Good education and cooperation at multiple levels	
		Regional assets like climate, culture, gastronomy, events, facilities		Lapland's sport federation, with it's networks	
	Health services & system				
	Strong industrial & services, sectors: clothing, furniture, tourism, health				
Weaknesses	Innovation, climate	Lack of companies, innovation culture	No regional strategy	Few people	No regional policy for sport
	Research agenda	Lack of specific policies	Cooperation is not coordinated at regional level	Few businesses	Social policy does not follow the real needs of the society
	No long term innovation policy in sports	Lack of political coordination at regional & local levels	No traditional sport industry	Long distances	No financially strong players
	Links between SME and large knowledge institutes insufficient			Demographics	No infrastructure for sport activity in rural areas
					No connection between the public education system and the amateur sport
Opportunity	Sport is gaining position as sector of importance	Cross sectorial initiatives: sports-tourism; sports-medicine	Tenders available (Operational Programmes)	Nature	Many sport events planned in future
	National attention for regional excellences in sport innovation	Influence existing policies	New university courses	Tourism	Growing sports related identity of region
	Momentum of stakeholders	Thematic innovation poles around events crumming or sports (football, outdoor and watersports)	International connection	China	Healthy lifestyle growing in popularity
	INNO4SPORTS and ClusSport cooperation Large public private attention for sports + vitality				
Threats	Short term politics (elections)	Loose TMG Momentum... now or never feeling	Lack of experts	China	No stable longterm financing system for sport stakeholders
	Uncertain long term financial basis		Too much focus points in sport economy	Climate change	Short term management in the official policy (4-year perspective)
	Small staff base in cluster			Weakening public economy	

11. GOOD PRACTICE TEMPLATE

PARTNER:

Contact details	
Name	<i>Tamás Dékán, Dr. László Balogh</i>
Organisation	<i>MSE Cluster Nonprofit Ltd., University of Debrecen, Institute of Sport Sciences</i>
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Introduction

The good practices are a means of sharing knowledge with people both inside and outside the Inno4Sports project. They will appear on the project's external website, and a version will also appear on the Interreg Europe programme website. All Good Practices identified by an Interreg Europe project and reported in the progress reports have to be submitted to the Programme. In order to submit a practice, you will have to register in the Interreg Europe website. Online submission will be available later on.

Each partner region is expected to produce **two good practices**.

Selecting a good practice.

The good practices should provide examples of innovation and good practice in sport economy. They should also be examples of sustainable development.

13. General information	
Title of the practice	Debrecen's Football University
Does this practice come from an Interreg Europe Project	No

In case 'yes' is selected, the following sections appear:

Please select the project acronym	Drop down menu with all acronyms
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Specific objective	Drop-down list of the 6 specific objectives [Technical: In case a project is selected, the specific objective is automatically completed]
Main institution involved	[Technical: The name of the institution and location of the

	practice are per default those of the practice author. They remain editable.]	
Location of the practice	Country	
	NUTS 1	
	NUTS 2	
	NUTS 3	

14. Detailed description

<p>Executive Summary</p> <p>Briefly summarise the good practice by providing a short description of the enterprise/activity involved and the relevant policy background, highlighting the most important examples of innovation and good practice that could benefit other businesses in the sector.</p> <p>(150 words maximum)</p>	<p>The international Football Conference and coach training program with educational and research background called "Debrecen's Football University".</p> <p>The international conference and workshop has been grouped around several topics, these goals are: young footballers to join to the international system, participate in foreign Universities sports projects, and inform Hungarian experts about the international experiences.</p>
<p>Timescale (start/end date)</p>	<p>Sept. 2015 – Nov. 2015</p> <p>May 2016</p> <p>Aug. 2017</p> <p>March 2018</p>
<p>Background to the Good practice</p> <p>Provide relevant background material to the case including: location, a description of the situation that existed before the implementation of the project being described and any previous similar activities in the area. Were there other activities/ enterprises in the area that complemented or competed with the project? Were there particular local needs (e.g. employment, capacity building, regeneration, etc.) that the project had to address?</p> <p>(300 words maximum)</p>	<p>The Good Practice is part of a project granted in one of the Operational Programme of Hungary (TÁMOP - Social Renewal Operational Programme), titled as '3rd mission' Sport and science for society in Eastern Hungary. Grant was about 2 million EUR.</p> <p>The project came from the cooperation with University of Debrecen, the Hungarian Football Association and the Olasz Focisuli in Debrecen.</p> <p>The program was open to all interested professionals. During the program series, Italian, Dutch, Spanish, German and English professionals, who are carrying out scientific activities in the field of associational and university football, gave over their experiences to Hungarian colleagues to apply them under hungarian conditions. There was a great need for sharing these themes among university professionals, football coaches in Eastern Hungary, PE teachers, and university students (in sports sciences).</p>

<p>Objectives</p> <p>What is the initiative trying to achieve and how does the practice reach its objectives? Who and where is intended to benefit? What processes will produce the benefits? (150 words maximum)</p>	<p>During the program, the experts held all day trainings 2-3 times a week. It was theoretical lectures and practical presentations. The program has made it possible for the coaches, who are working with young footballers to have access to modern, international knowledge. The training series includes a complex education according to age, career size and age group, from basic to adult teams, for professional and amateur associations too.</p>
<p>Key Actors</p> <p>Describe the key individuals, organisations, networks and partnerships involved in this good practice, highlighting any special features relevant to the good practice (e.g. private-public sector partnerships; not-for-profit groups, knowledge exchange networks, etc.). (150 words maximum)</p>	<p>The key actors of this Good Practice were University of Debrecen, Debreceni Honvéd Olasz Focisuli ('Italian Football School') and Hungarian Football Federation (MLSZ). University of Debrecen initiated the cooperation with 'Olasz Focisuli' and Hungarian Football Federation's Coaching Institute, in order the training courses offered in Debrecen belong to official MLSZ training programmes for acquiring credit point. The Italian Football School is supported by the Hungarian Football Federation (TAO money), which is one of the sections of Honvéd Sport and Youth Sport Association. The 'Olasz Focisuli' gave their networks to this project and MLSZ helped in advertising the courses.</p>
<p>Problem/Challenge</p> <p>Describe the problems or challenges being addressed and highlight the drivers for change in this case. What significant circumstances or trends existed that contributed to the problems/challenges facing participants and what is the context which triggered the introduction of the practice? What were the underlying aims of the project and how did they meet the particular challenges identified? (300 words maximum)</p>	<p>One of the aims of the University of Debrecen is to broaden their training spectrum in sport. As a consequence of the development in the last decade means, that sport training courses require interdiscipline knowledge and development. The challenge was how can UD can bring the international programmes, developments to Debrecen to train the coaches and youth. The solution was to establish the Debrecen Football University. The objectives of this training programme comprise connecting Hungarian youth teams to international organizations, cooperating with foreign institutions of higher education on sports-related projects, as well as involving international experience in domestic professional considerations.</p>
<p>Policy Context</p> <p>Identify and describe the key policy instruments/measures that were available to enable the delivery of potential solutions to the problems/challenges described above. Did these instruments/measures have any special features or provide access to specific funding sources that offered particular support to the delivery of solutions? (150 words maximum)</p>	<p>The main policy instrument was Social Renewal Operational Programme (SROP) which supported the project in 100% with 2 million EUR. The main goal of SROP priority axe 4 is developing the content and organisation of higher education to create a knowledge-based economy. In priority axe 4, the specific objectives of SROP 4.1.2 is to foster regional competitiveness and employment and modernising organisational and training capacities in the field of sport, as well as fostering international networking activities. This construction helps to find solution to the deficiency connected to higher education services in the field of sport, physical activities in a complex way.</p>

<p>Project Development</p> <p>Briefly describe the process underlying the development of the good practice example. How was the project/business designed to meet the challenge/problem set out above? Who instigated its development and who participated in the planning process? What sources of finance were available (e.g. own money, grants, loans, crowd-funding) and which were used? How did the project any overcome particular legislative or regulatory challenges?</p> <p>(300 words maximum)</p>	<p>The project was initiated by the University of Debrecen which was supported by Social Renewable Operational Programme. The University of Debrecen wanted to establish connections with partners who can bring the most modern international expertise to Debrecen. Hungarian football coaches could find out about the most recent international proceedings and information by participating in Debrecen’s Football University, a training programme for coaches launched in September 2015. The project objectives met the main and specific objectives of SROP mentioned above, because participants (more than 4000 sportsmen) could learn about the most advanced methods in football delivered by world class Football Clubs, like among the lecturers and practical instructors, the “coach of coaches,” Horst Wein, the Italian youth director, Maurizio Viscidi, coaches from clubs like AC Milan and Ajax FC, Spanish and Portuguese coaches and the German Matthias Lochmann, a professor at the University of Nuremberg. In May 2016, the representatives of youth training at the Spanish club Real Madrid gave lectures to more than 1800 coaches; Juan Luis Martinez, a director responsible for youth training methodology and philosophy discussed the overall philosophy and specific methods of youth training at Real Madrid, while Celador Rodriguez Tristán, coach of the U17 team of Real Madrid showcased a demonstration practice session given to the U17 team.</p>
<p>Implementation and Reputation</p> <p>How and when was the activity/enterprise implemented? Were there significant barriers to implementation and how were they overcome? Were there innovations in the design, implementation and marketing of the project? What platforms were used to increase awareness of the project and what was the effect of those (e.g. Twitter, Facebook, local networks, farmer markets, etc.) What business support opportunities offered the most help? Were particular resources (human, information, materials, etc.) required and, if so, how were they provided? Did the project overcome any major obstacles and, if so, how was this achieved? How did the policy instruments/measures described above assist implementation?</p> <p>(300 words maximum)</p>	<p>The project was implemented in Social Renewable Operational Programme between June and November 2015, and most of the activities were implemented after the end of the project.</p> <p>It was a unique initiative: Europe’s best experts in training new players. Hungarian football trainers could acquire the most up-to-date knowledge on Debrecen University’s training course. The institute has organised the International Football Conference which focuses on football’s educational and research background as part of the “3rd Mission – Sport and Science for Society in Eastern Hungary.”</p> <p>University of Debrecen, Italian Football School and Hungarian Football Federation cooperated in this project.</p> <p>It was promoted in several media: project website, Facebook, UD websites, radio, TV and articles in local/regional media.</p> <p>The University of Debrecen Multimedia Competence Centre has produced a short film summarizing the ten-week program.</p> <p>There wasn’t any obstacles during implementation.</p>

<p>Leadership and Governance Briefly outline the governance arrangements for the activity/enterprise (e.g. cooperative, public-private partnership, etc.). How much did success depend on strong leadership and to what extent was it a product of well-defined structures and processes? (150 words maximum)</p>	<p>The initiator was the University of Debrecen and they cooperated with the Ezsterhazy Karoly College of Eger in the SROP, but the Football University they cooperated with the Italian Football School and Hungarian Football Federation. The main idea comes from the University and its objectives fit to the objectives of the SROP priority axis 4. The Italian Football School's network both at country level and international level is widened, and through this Association world class actors came to Debrecen to train trainers and youth. The Hungarian Football Federation was also part of the cooperation, and they gave a permit to make it possible for training courses offered in Debrecen to belong to official MLSZ training programmes for acquiring credit points. The 10 week course was a huge success and more than 4000 participants participated in the programme.</p>
<p>Involving Stakeholders How were other local stakeholders involved (or recruited) in the development of the activity/enterprise? Were any new networks or partnerships established as a result of these developments? Have these relationships extended beyond this particular case? (150 words maximum)</p>	<p>Main stakeholders of the project were local/regional football coaches and youth. Several new connections have been built up during the two years.</p>
<p>Success Factors How is success measured for this project? What indicators or factors have been used to measure performance? Are there multiplier or spillover effects? What social and environmental benefits does the project generate? How has this case contributed to sustainability and the wellbeing in the region? (150 words maximum)</p>	<p>The project was a huge success, more than 4000 participants were trained during the two years implementation. It has a spillover effect, since the University would like to continue the programme financed by themselves. They already established a company with the name of the project: Debrecen Football University. The project had a huge social benefit, because hundreds of youngsters and coaches were inspired by their icons in some cases, as well as they participated in competition abroad and could learn about the most up-to-date methods in Europe in football. In order for society to be more healthy it is necessary that advanced methods be built-in to the curricula, as it happened in this project.</p>

<p>Innovations</p> <p>Briefly describe any innovations associated with the implementation of the activity/enterprise. What were the unique or special features of this project? Can our understanding of the benefits of these innovations/features be utilised in other projects both regionally and across the EU?</p> <p>(150 words maximum)</p>	<p>The unique features of this project was that in order to improve the knowledge of the coaches and students and youth, the partners brought state-of the art methods in football trainings, and through this programme the goal was to connect youth into the international circle on the long run, as well as to connect to the sport project of international universities.</p> <p>The project can be replicated in any other region of Europe.</p>
<p>Difficulties encountered/ lessons learned</p> <p>Please specify any difficulties encountered and lessons learned during the implementation of the practice.</p> <p>(150 words maximum)</p>	<p>There were no difficulties during implementation.</p>
<p>Outcomes</p> <p>What have been the impacts of this practice?</p> <p>a. Impacts that were expected (e.g. on ‘target’ business, other tourism actors, neighbouring province, community, environment, etc.)</p> <p>b. Impacts that were NOT expected (+ and -)</p> <p>c. Stimulation of other activities in sector / region etc. (catalyzer)</p> <p>d. Expected impacts that did not occur (Why not?)</p> <p>e. Who benefits? Who loses out?</p> <p>f. Where DO the benefits/ problems occur? (Local area only? Beyond the local area?)</p> <p>(150 words maximum)</p>	<p>a: Participants involved into the programmes gained modern, innovative knowledge about international practice, like complex youth sports, educational practice, new tools can be used. By this means they can work in a more effective way. Besides building long-term relations in the field of sports have been started.</p> <p>b: n.a.</p> <p>c: at local level: Supporting the university’ sport experts by universtiy courses. Improving the quality of coach education by compulsory university courses.</p> <p>d: there were not any</p> <p>e: All the stakeholders of the programmes, about 3000 participants in total</p> <p>- coaches of DEAC Football Academy, Italian Footbal School, Sport School of Debrecen; sport expert of the university; PE teachers, students learing sport studies; coaches participated on courses organized at country, international participants.</p> <p>f: The series of the programmes affected tha coach education not only at local level, but at national level as well by open courses</p>
<p>Recommendations for Good Practice</p> <p>What lessons for other enterprises/organisations can be derived from this case for</p>	<p>The main lessons learnt is that there is a huge demand for learning from international experts in order to give opportunity to the youth and coaches to compete abroad and gain knowledge about the state of the art methods in sport. This Good Practice can be adaptad in other European regions easily, becuse the project structure is quite simple, but it has huge</p>

<p>dissemination across other stakeholders both in the region and across the EU?</p> <p>Please explain why you consider this practice (or some aspects of this practice) as being potentially interesting for other regions to learn from. This can be done e.g. through information on key success factors for a transfer or on, factors that can hamper a transfer. Information on transfer(s) that already took place can also be provided (if possible, specify the country, the region – NUTS 2 – and organisation to which the practice was transferred). Are there examples of good practice in terms of engagement, leadership, governance, collaboration, design, finance or marketing? Make recommendations for the design and implementation of policy instruments and other mechanisms to support similar developments.</p> <p>(150 words maximum)</p>	<p>effect on local/regioinal sport life.</p> <p>The key success factors are to find a local organization with wide-range international connection, and bring the most famous coaches, trainers, players to the region to participate in the 10 weeks programme, as well as find out the needs of the youth and coaches. Other success factor can be a good marketing campaign.</p>
<p>Resources</p> <p>How is the practice financed? Please specify the amount of funding/financial resources used and/or the human resources required to set up and to run the practice.</p> <p>(150 words maximum)</p>	<p>The Good Practice was supported in 100% from Social Renewal Operational Programme, titled as '3rd mission' Sport and science for society in Eastern Hungary. Grant was about 2 million EUR.</p>
<p>Further information</p> <p>Link to where further information on the good practice can be found</p>	<p>http://sportestudomany.unideb.hu/debreceni-futball-egyetem/ https://www.facebook.com/debrecenifutballegyetem/</p>

Please supply supporting **visual material to accompany**
the good practice in the form of photographs, maps and other relevant images.

15. General information

Title of the practice	Sports Diagnostics, Lifestyle, and Therapy Center
Does this practice come from an Interreg Europe Project	No

In case 'yes' is selected, the following sections appear:

Please select the project acronym	Drop down menu with all acronyms
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Specific objective	Drop-down list of the 6 specific objectives [Technical: In case a project is selected, the specific objective is automatically completed]	
Main institution involved	[Technical: The name of the institution and location of the practice are per default those of the practice author. They remain editable.]	
Location of the practice	Country	
	NUTS 1	
	NUTS 2	
	NUTS 3	

16. Detailed description

<p>Executive Summary Briefly summarise the good practice by providing a short description of the enterprise/activity involved and the relevant policy background, highlighting the most important examples of innovation and good practice that could benefit other businesses in the sector. (150 words maximum)</p>	<p>SET - The Sports Diagnostics, Lifestyle, and Therapy Center of the University of Debrecen is truly unique both in Hungary and in the whole of Central Europe in its complexity of sports health services rendered. The center provides the team of its professionals, comprising physicians and sports science experts, with state-of-the-art equipment and appliances. SET Center can conduct physical and medical examinations in the fields of exercise physiology, musculoskeletal rehabilitation, ultrasound bone healing, laboratory research, sports psychology, anthropometry, sports genetics, and even manager screenings. The Center can also provide a variety of treatments in physical therapy, including shockwave, ultrasound, laser, iontophoresis, lymphatic drainage massage, magnetic therapy, game-ready and spine liner. This is the cooperation between the University, the</p>
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	City of Debrecen and MSE Cluster Nonprofit Ltd.
<p>Timescale (start/end date) e.g. June 2012 – May 2014/ongoing</p>	September 2016 – ongoing
<p>Background to the Good practice Provide relevant background material to the case including: location, a description of the situation that existed before the implementation of the project being described and any previous similar activities in the area. Were there other activities/ enterprises in the area that complemented or competed with the project? Were there particular local needs (e.g. employment, capacity building, regeneration, etc.) that the project had to address? (300 words maximum)</p>	<p>Few years ago there was a demand from MSE Clulster Members to be a center, where sport related (health) services, science and sport meet in order to gain all the benefits from this cooperation, and SMEs can also benefit from this center. As a result of raising the demand, Univeristy of Debrecen decided to built this center inside the Nagyerdei Stadium. The investment project, including the construction and the installation of equipment and appliances, took 18 months to be completed, and it was financed partly from EMMI Struktúraváltási Alap (Ministry of Human Capacities Fund for Structural Transfers) and partly by using the university's own resources in the total amount of 1,25 million EUR. Since sport clubs are very active in the region with relatively high number of professionals, a Sports Diagnostics, Lifestyle, and Therapy Center was justified.</p> <p>This special sports health facility is unique in Hungary and even in Central Europe due to its complex nature, as it does not only cater for sport science related needs but also offers specific training programs and provides individually tailored services. What is truly remarkable about it is that it has been implemented in a stadium through the cooperation of the university and the municipality within the framework supplied by a cluster infrastructure.</p>
<p>Objectives What is the initiative trying to achieve and how does the practice reach its objectives? Who and where is intended to benefit? What processes will produce the benefits? (150 words maximum)</p>	<p>The new center, which offers services in the fields of diagnostics, lifestyle, and therapy, is available for both professional and amateur athletes as well as for patients receiving musculoskeletal rehabilitation treatments or, in fact, any member of the general public, including even employers. Furthermore, it serves as a venue for researchers in applied sciences and for students taking related practical courses at the University of Debrecen. Not only local people can benefit from the center, but Hungary and also Middle-Europe based on its complexity and the wide range of services offered. SET's mission is to assist the UD's research and development efforts besides it's principle operations.. The next similar center is located in Budapest, 250 km from Debrecen, and it not as complex as the SET Center is.</p>

<p>Key Actors</p> <p>Describe the key individuals, organisations, networks and partnerships involved in this good practice, highlighting any special features relevant to the good practice (e.g. private-public sector partnerships; not-for-profit groups, knowledge exchange networks, etc.).</p> <p>(150 words maximum)</p>	<p>The main actors of this GP are the University of Debrecen, Institute for Sport Sciences, MSE Cluster Nonprofit Ltd. and municipality of Debrecen. The cooperation between the main actors are special, because University supported the implementation of the SET center, who rent the place from the Municipality of Debrecen, and the responsible partner of the operation of the Center is MSE Cluster Ltd. The owner of the Center is the University.</p>
<p>Problem/Challenge</p> <p>Describe the problems or challenges being addressed and highlight the drivers for change in this case. What significant circumstances or trends existed that contributed to the problems/challenges facing participants and what is the context which triggered the introduction of the practice? What were the underlying aims of the project and how did they meet the particular challenges identified?</p> <p>(300 words maximum)</p>	<p>The main aim of the project was to establish a center where state-of-the-art technologies can be found combined with research and education in the region. Before the center has been built, professionals had to go to Budapest for sport diagnostics. Besides sport diagnostics, therapies, advisory activities, education and research are also part of the SET Center, which, in this way is unique initiation in Hungary. One of the main challenges is the long term financing, e.g. employing more and more full-time doctors, increasing and developing technologies, research.</p>
<p>Policy Context</p> <p>Identify and describe the key policy instruments/measures that were available to enable the delivery of potential solutions to the problems/challenges described above. Did these instruments/measures have any special features or provide access to specific funding sources that offered particular support to the delivery of solutions?</p> <p>(150 words maximum)</p>	<p>Establishment of the SET Center is described in the Sport Strategy of the University of Debrecen (2016).</p> <p>The investment was financed by the State via two different sources. First was the Ministry of Human Capacities Fund for Structural Transfers, it was a special fund for higher education institutions, second source was the own financial resources of the University of Debrecen. Total amount of the investment was about 1,25 million EUR. Ministry of Human Capacities supports educational institutions.</p>

<p>Project Development</p> <p>Briefly describe the process underlying the development of the good practice example. How was the project/business designed to meet the challenge/problem set out above? Who instigated its development and who participated in the planning process? What sources of finance were available (e.g. own money, grants, loans, crowd-funding) and which were used? How did the project any overcome particular legislative or regulatory challenges?</p> <p>(300 words maximum)</p>	<p>The basic objectives in sports are community building and the increasing of health awareness, both of which are very important for the University of Debrecen. As sports activities are extremely popular in Debrecen both for competitors and spectators, the management of the university had, more than ten years ago, decided to offer its sports related research findings as well as its infrastructure in order to serve the sports efforts of Debrecen and the broader region around it.</p>
<p>Implementation and Reputation</p> <p>How and when was the activity/enterprise implemented? Were there significant barriers to implementation and how were they overcome? Were there innovations in the design, implementation and marketing of the project? What platforms were used to increase awareness of the project and what was the effect of those (e.g. Twitter, Facebook, local networks, farmer markets, etc.) What business support opportunities offered the most help? Were particular resources (human, information, materials, etc.) required and, if so, how were they provided? Did the project overcome any major obstacles and, if so, how was this achieved? How did the policy instruments/measures described above assist implementation?</p> <p>(300 words maximum)</p>	<p>The project idea comes from the memembers of the Cluster and University of Debrecen to establish a complex center with several different activities related to sport health. Currently the main services of the SET Center are the followings:</p> <ul style="list-style-type: none"> - For sport associations: sport (specific) diagnostic, monitoring before competition period, before and after training camp - For undertakings/companies: occupational health - Manager screenings - Physiotherapy (schock-wave therapy, magnetic therapy, lymphatic massage, ultra sound therapy, laser therapy, GAME READY, iontophoresis, spine liner, kryosauna) - dietetics, sport spychology, anthropometrics, laboratory diagnostics, therapeutic gymnastics etc.) <p>This Center located in the Nagyerdei Stadium is uniqe in Hungary, because of its complexity in one hand, other hand, services of the SET Center can be combined with other services of the Stadium, like gym, which is next to the center. The Center operates on market base, and one of the main marketing tools is that professional football players of DVSC (Debrecen FC) and player from other nearby citys (Diósgyőr) the overall health check and analysis of training loads happen here.</p> <p>The Center has a website and Facebook page, and Unviersity of Debrecen, MSE Cluster also participate in marketing activities. Currently two full-time doctors are employed, but the goal is to be more.</p>

<p>Leadership and Governance</p> <p>Briefly outline the governance arrangements for the activity/enterprise (e.g. cooperative, public-private partnership, etc.). How much did success depend on strong leadership and to what extent was it a product of well-defined structures and processes?</p> <p>(150 words maximum)</p>	<p>This is a special cooperation between the University, the cluster and the city. The owner of the place is the city, the owner of the SET Center is the University and the cluster is responsible for the operation. The university background is necessary, their network is one of the key of the success.</p>
<p>Involving Stakeholders</p> <p>How were other local stakeholders involved (or recruited) in the development of the activity/enterprise? Were any new networks or partnerships established as a result of these developments? Have these relationships extended beyond this particular case?</p> <p>(150 words maximum)</p>	<p>The main stakeholders in this project are the local/regional (or broaden) sportsmen, both professionals and not professionals, but due to the wide range of services all people related to sports somehow from the eastern part of the country are potential stakeholders. More and more professional sport teams use the services of the center.</p>
<p>Success Factors</p> <p>How is success measured for this project? What indicators or factors have been used to measure performance? Are there multiplier or spillover effects? What social and environmental benefits does the project generate? How has this case contributed to sustainability and the wellbeing in the region?</p> <p>(150 words maximum)</p>	<p>The most effective operation of the center can be ensured in the long run, if every unit of the center works together and their work is based on each other, and all the operations are coordinated by an independent operator. Units can be existing enterprises, which profile fits to the aims of the Center. One of the success factor is that between undertakings do not evolve unreasoning redundancy, and they should use the given region's health facilities (spa, sport venues, university etc.) in a most effective way. This kind of organization form can reduce the implementation costs, and improve the payback time.</p>
<p>Innovations</p> <p>Briefly describe any innovations associated with the implementation of the activity/enterprise. What were the unique or special features of this project? Can our understanding of the benefits of these innovations/features be utilised in other projects both regionally and across the EU?</p> <p>(150 words maximum)</p>	<p>The innovation in this GP is the complexity of the center, as well as the location of the center. They provide wide range of services for sport associations, professional sportsmen, companies etc. in several field related to sports, like diagnostics, therapy, advisory activities etc.</p> <p>It can be replicated, if the city government, the university and a sports related organization work together and find money for the investment, or if a grant or any other financial support is available.</p>

<p>Difficulties encountered/ lessons learned</p> <p>Please specify any difficulties encountered and lessons learned during the implementation of the practice.</p> <p>(150 words maximum)</p>	<p>There were no difficulties during the implementation.</p>
<p>Outcomes</p> <p>What have been the impacts of this practice?</p> <p>a. Impacts that were expected (e.g. on 'target' business, other tourism actors, neighbouring province, community, environment, etc.)</p> <p>b. Impacts that were NOT expected (+ and -)</p> <p>c. Stimulation of other activities in sector / region etc. (catalyzer)</p> <p>d. Expected impacts that did not occur (Why not?)</p> <p>e. Who benefits? Who loses out?</p> <p>f. Where DO the benefits/ problems occur? (Local area only? Beyond the local area?)</p> <p>(150 words maximum)</p>	<p>a: Impacts were as expected, because local professional sport teams (DEAC Football Team, DVSC Debrecen Football Team etc.) and sport teams from a wider area use the therapies of the center, as well as amateur athletes. The center also generates sport tourism due to the wide spectrum services.</p> <p>b: there were not any</p> <p>c: The center is located just next to UNIFIT gym, a sports bar, and these services are strengthened each other.</p> <p>d: there were not any</p> <p>e: professional and amateur athletes are benefitted from the center from Debrecen and from the whole country, because complex services of the SET is unique in Hungary.</p> <p>f: local level mainly, but also at country level</p>

<p>Recommendations for Good Practice</p> <p>What lessons for other enterprises/organisations can be derived from this case for dissemination across other stakeholders both in the region and across the EU?</p> <p>Please explain why you consider this practice (or some aspects of this practice) as being potentially interesting for other regions to learn from. This can be done e.g. through information on key success factors for a transfer or on, factors that can hamper a transfer. Information on transfer(s) that already took place can also be provided (if possible, specify the country, the region – NUTS 2 – and organisation to which the practice was transferred). Are there examples of good practice in terms of engagement, leadership, governance, collaboration, design, finance or marketing? Make recommendations for the design and implementation of policy instruments and other mechanisms to support similar developments.</p> <p>(150 words maximum)</p>	<p>A complex center, like SET Center can effect the number of jobs in a city/region in a positive way, can increase local inland revenue. The effects can trigger a development process in the city/region.</p>
<p>Resources</p> <p>How is the practice financed? Please specify the amount of funding/financial resources used and/or the human resources required to set up and to run the practice.</p> <p>(150 words maximum)</p>	<p>The establishment of the SET Centre was financed by the University of Debrecen. The operation is hadled by MSE Cluster. The Centre offers several services and they have incomes from these services.</p> <p>Besides, thanks to the outstanding activities and success of the University of Debrecen in applying for grants and other kinds of support, a sub-programme headed by Institute of Sports Sciences will commence as of February 1, 2017, which will cater for the full-scale sports and performance diagnostics, socio-demographic, and longitudinal surveys of the athletes in the regional academies (football, basketball, and handball) as well as in the youth sports clubs involved in training the future members of sporting elite (DSI-DSC).</p>
<p>Further information</p> <p>Link to where further information on the good practice can be found</p>	<p>http://www.setcenter.hu/</p>

Please supply supporting visual material to accompany the good practice in the form of photographs, maps and other relevant images.

Regional Council of Lapland

Methodology for Regional State-of-Affairs

The aim of this methodology is to help the regions to describe their current situation on sports ecosystems, as well as by completing a SWOT analysis they can analyse their learning needs (Weaknesses) and knowledge sharing possibilities (Strengths).

As part of the Methodology, partners also need to collect minimum two good practices per region.

9. BASIC DATA ABOUT THE REGION

<i>Name of the Partner</i>	Regional Council of Lapland
<i>Name of the region</i>	Lapland
<i>Number of inhabitants of the region</i>	Approx. 179 000

10. STRATEGIES AND PLANS

<p><i>Is there an explicit sport strategy of the region? If yes, please indicate the main goals, the date of issue, and other information you find interesting and relevant. If no, please explain....</i></p>	<p>Yes Date of issue: 02/11/2017 Main goals:</p> <ol style="list-style-type: none"> 1. Increasing the sense of community, rising awareness, compiling expertise and knowledge 2. Vitality through sports 3. Strengthening expertise in competitive and top sports <p>Other relevant information:</p> <ul style="list-style-type: none"> - Cooperation with tourism sector is a chance to increase the amount of sport services and improve the recognition of sports in Lapland - Creating a common service chain for sports - Supporting sport innovation on regional level
<p><i>What does your RIS3 say about sport and sport innovation?</i></p>	<p>At the end of the year 2018 in the revised RIS3 Sports was noted as one of the emerging industries in Lapland. The exact working in the new RIS3 is: "We have strong knowledge and expertise in the field of sports business and</p>

	physical education reaserch, especially in tourism sector. Sport expertise and education export in this sector have significant potential in Lapland.”
<i>Are there any other plans, strategies and documents that support the sports industry?</i>	S3 Partnership in Sport -ClusSport Lapin Hyvinvointiohjelma 2025 (Lapland's Wellbeing programme 2025) revised 2019

11. SPORT CLUSTERS AND OTHER ORGANIZATIONS

<i>Is there any sport cluster in the region?</i>	No
<i>If yes: What type of cluster is it?</i>	
<i>How many cluster members do they have?</i>	
<i>What are their main focus areas?</i>	
<i>What is the organizational form of each cluster member? (e.g. SME, University, R&D, agency etc.)</i>	
<i>Describe in one sentence the main goal of the cluster.</i>	
<i>How many sports related organizations are there in your region?</i>	<p>350 sport clubs Lapland Sports Federation 70+ associations promoting wellbeing 4 educational institutions</p> <ul style="list-style-type: none"> • Lapland University of Applied Sciences • University of Lapland • Lapland Education Centre REDU <p>➔ Lapland Sports Academy as a network of educational institutions</p> <ul style="list-style-type: none"> • Peräpohjolan opisto • Vocational College Lappia <p>Public sector: 21 municipalities maintaining sports infrastructure Lapland Regional State Administrative Agency (Lapin AVI) coordinating public sports facilities and services Metsähallitus (Forest Administration)</p>

	<p>maintaining national parks and their services <i>Finnish Defence Forces</i> supporting physical activity of soldiers, partner in Lapland Sports Academy</p>
<p><i>How does quadruple helix look like in your region? Please give some examples of it.</i></p>	<p>Living labs bring together local actors from different sectors. Sport centers around Lapland act as living labs and test beds for local businesses, education and research institutions, municipalities and sport clubs.</p> <p>For example the living lab/test bed in Ounasvaara, specialised in winter sports, brings together city of Rovaniemi, local educational and research institutions, businesses and end-users. The city maintains the basic sport infrastructure (trails, ski tracks, sport fields), education and research institutions can use and develop the infrastructure in their activities, and businesses bring their own infrastructure in addition as well as clients. Ounasvaara's infrastructure is also in the use of local sport clubs and residents. User experiences are retrieved from the environment especially from nature based sports and from tourism.</p> <p>Also implementation of ICT and other technology in sport centers is being developed in cross sectoral cooperation. For example use of augmented reality or different kind of digital services.</p>

12.SPORT ACTIVITIES IN THE REGION

<p><i>What are the main sports and physical activities in your region?</i></p>	<p>Winter sports:</p> <ul style="list-style-type: none"> • ice hockey • cross country skiing • alpine skiing • ski jumping <p>Nature based sports:</p>
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	<ul style="list-style-type: none"> • orienteering • hiking • trail running • cycling <p>Other:</p> <ul style="list-style-type: none"> • football • volleyball
<p><i>Approximately how many of the inhabitants do sports regularly? (percentage of the population) ; Practising sport, fitness or recreational (leisure) physical activities at least once a week</i></p>	<p>Approx. 20% of the population in Finland do physical activities the required minimum of 2,5h/week according to the national study done in 2018 (Lapin Urheiluopisto, Santasport was part of the conducted study) The whole study in Finnish available here</p> <p>According to the Lapland's Wellbeing programme 2025 (Lapin hyvinvointiohjelman) There is not much deviation from Lapland to the whole nation in regards to level of physical activity but within Lapland there can be quite large differences between areas and municipalities. On average the numbers have dropped and people lead more passive lifestyles and the amount of sport activities they participate in have declined. Some indicators displaying the situation among the young people in Lapland:</p>

	Indicators (youth)	National level	Lapland
	Physical endurance at good level among 5. & 8. graders	29,5% 32 %	28,5% 22 %
	At max 1h/wk heavy exercise among 8. & 9, graders	23,7%	25,6%
	At least an 1hr/day heavy exercise among 4. & 5. graders	45,1%	44,1%
	At max 1h/wk heavy exercise among high school students 1. & 2. graders	22,5% 38,9%	23,2% 36,3%
	Lapland wellbeing programme 2025 in Finnish available here		
<i>How many professionals compete in your region? ⁷</i>	<p>In 2018 10 athletes in Lapland received a sports grant of 6000-10 000 euros. The purpose of athlete grants is to create the financial conditions for professional and full-time training.</p> <p>In addition players in Rovaniemi Football Club Rops and RoKi Hockey earn approx. 1000-1800€/month (25 in Rops and 29 in RoKi).</p> <p>Because of the financial conditions most athletes have a secondary occupation.</p>		
<i>Please, list the main sport events organized in the region every year.</i>	<p>FIS World Cup, Levi Arctic Lapland Rally Arctic Challenge (Winter & Summer) Ylläs-Levi (Visma Ski Classics) Rovaniemi 150 Arctic Winter Race</p>		

⁷ This figure -as a background - shows the embeddedness of professional sport in the region. It may be relevant in that that the higher the number of competing sportsmen is, the higher the chance of having/producing popular, quality professionals, who can draw attention, advertisements and thus revenues to them and also to their particular branch of sport. Also, a high number of professionals presumes a well developed existing sport infrastructure, which required/requires significant past and future investments to maintain and further develop that. A high number of professionals also signals a large youngsters pool which supplies the newcomers. To train a large youngster pool also requires infrastructure, coaches, trainers and other staff, which translates into investment and operating costs, as well.

	<p>National cross-country skiing and alpine skiing events</p> <p>Reindeer Cup</p> <p>Nuts Pallas</p> <p>Ruska marathon</p> <p>Ivalo Watercross</p> <p>Arctic Weekend</p>
<p><i>What kind of sport venues and how many are there in the region, and or what kind of sport infrastructures are in the region?</i></p>	<ul style="list-style-type: none"> • 12 ski resorts • 8 national parks • 2600+ sport venues (incl. sports halls and fields, ski tracks, hiking paths, boat docks etc.)

5. SPORT ECONOMICS

<p><i>Describe the size and outline of the sport related production in your region!</i></p>	<p>Manufacturing:</p> <ul style="list-style-type: none"> • BRP Finland Oy: Snowmobile manufacturer, Turnover 293,4M in 2017 (12% increase from 2016). Employs 341 people. • Lappset Group: playground and outdoor sport equipment manufacturer, Turnover 50,7M in 2017 (8,7% increase from 2016). Employs 333 people. <p>Sport services: Gyms, personal trainers, physiotherapists etc.</p> <ul style="list-style-type: none"> • Santasport Finland Oy: Sports and other related services Turnover 4,6M in 2017. Employs 46 people. <p>Tourism: 12 Ski resorts</p> <ul style="list-style-type: none"> • Oy Levi Ski Resort Ltd: Turnover 15,7M in 2017. Employs 88 people. • Ylläs-Ski Oy: Turnover 2,9M in 2017. • Hiihtokeskus Iso-Ylläs Oy: Turnover 4,1M in 2017. <p>A number of activity providers. Mainly</p>
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	<p>micro enterprises.</p> <ul style="list-style-type: none"> • Lapland Safaris Group Ltd: Turnover 1,7M in 2017
<i>Describe the size and outline of the the sports related distribution in your region!</i>	
<i>Are there any sport related R&D&I activities in the region?</i>	YES
<i>If yes: to what industries and services do those R& D&I activities relate? (describe size and outline)</i>	<p>Sport tourism Snow infrastructure Sport and education Nature sport Research and development in sport (in fields of sports, health, business and administration)</p>
<i>How and from what sources are these sport related R&D&I activities financed? (describe size and outline)</i>	<p>Local EU funds: ERDF, ESF Direct EU Funds: Preparatory Actions in the Field of Sport 2009, Erasmus + Sport programme, Knowledge Alliances programme, Interreg Europe programme</p>
<i>Are sports or any other sports related issues included in the regional development strategy? (describe size and outline)</i>	<p>In the Lapland Regional Programme 2018-2021 sports is seen as a way to increase well-being and as an important part of preventive activities.</p>
<i>Are there any special marketing activities related to sport? (describe size and outline)</i>	<p>Mainly marketing activities related to tourism (sports and physical activities are a big part of products offered to tourists visiting Lapland):</p> <ul style="list-style-type: none"> • House of Lapland: marketing and communications house established in 2015 to do marketing and communication for the region of Lapland under the “The Above Ordinary” Lapland brand and runs the marketing website www.lapland.fi • Visit Finland and regional tourism marketing organisations
<i>Is there any sports related tourism in the region? If yes, please specify (describe the size and outline).</i>	<p>Yes. The revenue impact of tourism in Lapland is approx. 1 billion euros. Sports, physical activities and wellness are a big part of products offered to tourists visiting Lapland. Focus mostly on wintersports but summer</p>

	sportstourism (i.a. hiking, trail running, mountainbiking) is growing.
<i>What sports/events are supported by Government/regional government? (Indicate which government)</i>	Ministry of Education and Culture (OKM) grants funds to sports in Finland. In Lapland Lapin AVI allocates the funds on regional level to sport clubs and municipalities. Regional ERDF and ESF funding and local Leader funds can be used for development projects. These funds are managed by Regional Council of Lapland and Lapland ELY-Center.
<i>How would you evaluate sport business models existing in your region in each sport?⁸</i>	The biggest sport related businesses in Lapland are focusing on manufacturing: Lappset Group (playground and outdoor sport equipment) and BRP Finland (snowmobiles). Other big sector is tourism where most of activities are based on different forms of sport. Sports tourism supports other sport activities in the region. Currently winter season is the main tourism season in Lapland but development of summer season and summer activities is one of main priorities in tourism sector today.
<i>Are there any kind of sport related university/college courses available in your region? (describe size and outline)</i>	Lapland University of Applied Sciences offers Bachelor's and Master's degrees in sports related fields: Physical education instructor and Physiotherapist Bachelor of Sport degree 200 ects and Master of Sports and 300 ects. On average 3,5 year to BA and 5 years to MA. Usually 80% continue from BA to MA. Approx 40-50 students start every year. University of Lapland educates sport teachers (Master's degree 300ects, 5 years)
<i>What kind of cross-sectoral</i>	In Lapland there is wide cooperation between

⁸ In this section partners can describe the main strategy of the 1 or 2 most important sport businesses in their region. E.g. from which segment of the market do they want to gain profit (TV broadcast, distribution, sport events etc.)

<p><i>cooperation works in the region? (describe size and outline)</i></p>	<p>tourism businesses and other sectors. Tourism has a clear spill-over effect on other sectors.</p> <p>There is a need for more structural cooperation between different stakeholders on how sports clubs and sport and tourism businesses could use their expertise and know-how on development of tourism activities and services. There is a lot of un-used expertise in sport clubs and sport businesses.</p> <p>Cooperation between higher education institution (Lapland University of applied Sciences) and sports federations. At the core of the cooperation idea is that the federation, who has the expertise in the specific discipline provide the sport specific skills education/coaching and they provide the internship positions through the sports federations. Lapland University of Applied Sciences provides the rest, meaning the higher education tailored into the mix. At the moment this cooperation is very well established with the Finnish Football Federation, but more federations are waking up to this need to cooperate with higher education institutions.</p> <p>Oiva project – cooperation between different faculties to enable individualised educational paths for students (defection studies from different faculties). Individualised educational paths are based on the idea that students can widely take courses that support their future career competence building. f.ex. a physical education instructor can take courses from the faculty of psychology and education theory to build on their individual competence map.</p> <p>Public sector and municipalities have a big role in making sport easily accessible for everyone. The sport infrastructure maintained by municipalities is in the use of citizens, sport</p>
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clubs and businesses.

12. SPORT INNOVATION

<p><i>How many companies are active in your ecosystem on sports innovation (based on past 5 ? years)</i></p>	<p>No data.</p> <p>Companies in Lapland's sport ecosystem include:</p> <ul style="list-style-type: none"> • Services (personal trainers, physiotherapy, massage services etc.) • Sport venues (gyms, sport halls etc.) • Product manufacturing • Retail • Rental • Sports equipment maintenance services • Construction and maintenance of sport facilities • Sport tourism
<p><i>How many startups come on sport innovation from your ecosystem (based on past 5 ? years)</i></p>	<p>1-2 i.a. Ilahu – wooden snow surf boards, RollOutdoors – Mountainbiking tours and rental</p>
<p><i>What is the estimated turnover on sports innovation in your region (based on past 5 ? years)</i></p>	<p>No data.</p>

13.SWOT ANALYSIS

	HELPFUL	HARMFUL
INTERNAL ORIGIN	STRENGTHS	WEAKNESSES
	<ol style="list-style-type: none"> 1. Ounasvaara Ecosystem in Rovaniemi – Sport Innovation Hub 2. Sport – Tourism ecosystem, 3. Good education and cooperation at multiple levels 4. Lapland’s sport federation with its’ network 5. Expertise in winter sports 6. Easy to practice and do sports within city and municipality limits (compact infrastructures in sports) 7. Natural conditions for sport 	<ol style="list-style-type: none"> 1. Seasonality 2. Innovations develop slowly 3. Lack of cooperation 4. Lack strategical leadership in sports from national level 5. Lack of resources – human & financial 6. Fracmented educational systems 7. Lack of knowledge in sports coaching 8. Lack of public transport inside the region - poor accessibility of sport centers 9. Demographics
EXTERNAL ORIGIN	OPPORTUNITIES	THREATS
	<ol style="list-style-type: none"> 1. Lapland is attractive tourism destination 2. China is interested about Arctic Sport knowhow 3. Winter sport training conditions 4. Climate change 5. Sport events 6. ICT knowledge and E-sports 	<ol style="list-style-type: none"> 1. Climate change - Challenging conditions 2. Emission policy effecting tourism 3. Expensive travelling 4. Continuing lack of knowledge in sports coaching also in the future 5. International competition

SWOT	Debrecen,	27/09/2018			
Partner	Sports and Technology Foundation	IBV. Association Institute of Biomechanics	MSE Cluster Ltd. & University of Debrecen, Institute of Sport Sciences	Regional Council of Lapland	Verde Foundation for Innovative Sports Surfaces
Strengths	Cluster	Rich, strong & diverse 4D network	Strong academic background/support	Nature	Some very popular clubs as flagship
	Track record in innovation: 100+ SME; 42 MEUR investments from SME; 16 MEUR innovation projects	R&D institutions & talent	Sport strategy at city and university level	Ounasvaara Sport Ecosystem	Strong public funding of sports infrastructure
	Good cross sectorial collaboration	Existing key stakeholders	Good infrastructure	Tourism - Sport Ecosystem	IT start-up potential
	Brainport (cooperative attitude in Q.helix)	Creative & entrepreneur people		Good education and cooperation at multiple levels	
		Regional assets like climate, culture, gastronomy, events, facilities		Lapland's sport federation, with it's networks	
	Health services & system				
	Strong industrial & services, sectors: clothing, furniture, tourism, health				
Weaknesses	Innovation, climate	Lack of companies, innovation culture	No regional strategy	Few people	No regional policy for sport
	Research agenda	Lack of specific policies	Cooperation is not coordinated at regional level	Few businesses	Social policy does not follow the real needs of the society
	No long term innovation policy in sports	Lack of political coordination at regional & local levels	No traditional sport industry	Long distances	No financially strong players
	Links between SME and large knowledge institutes insufficient			Demographics	No infrastructure for sport activity in rural areas
					No connection between the public education system and the amateur sport
Opportunity	Sport is gaining position as sector of importance	Cross sectorial initiatives: sports-tourism; sports-medicine	Tenders available (Operational Programmes)	Nature	Many sport events planned in future
	National attention for regional excellences in sport innovation	Influence existing policies	New university courses	Tourism	Growing sports related identity of region
	Momentum of stakeholders	Thematic innovation poles around events crumming or sports (football, outdoor and watersports)	International connection	China	Healthy lifestyle growing in popularity
	INNO4SPORTS and ClusSport cooperation Large public private attention for sports + vitality				
Threats	Short term politics (elections)	Loose TMG Momentum... now or never feeling	Lack of experts	China	No stable longterm financing system for sport stakeholders
	Uncertain long term financial basis		Too much focus points in sport economy	Climate change	Short term management in the official policy (4-year perspective)
	Small staff base in cluster			Weakening public economy	

14. GOOD PRACTICES



PARTNER: Regional Council of



Lapland- PP6

Contact details of the good practise	
Name	Heikki Hannola
Organisation	Lapland University of Applied Sciences
Email	heikki.hannola@lapinamk.fi

17. General information	
Title of the practice	Dual career model
Does this practice come from an Interreg Europe Project	No, but other European networks and sources of funding since 2001-

18. Detailed description

<p>Executive Summary</p> <p>Briefly summarise the good practice by providing a short description of the enterprise/activity involved and the relevant policy background, highlighting the most important examples of innovation and good practice that could benefit other businesses in the sector.</p>	<p>All over the world top athletes face difficulties after their active athletic careers are over. Many have solely focused on pursuing their athletic careers and have not prepared in any way for the life after the career. This good practice attempts to make it easier to combine sports career with more flexible educational path in higher education.</p> <p>The key function of Lapland Sports Academy is to combine education and sports. The dual career model has been developed together with Lapland UAS both regionally and in interregional cooperation.</p> <p>The main point of dual career model is to identify and recognise skills gained from sport. To put it simply, in dual career model there are methods for students to earn credit from sport.</p> <p>In the Dual Career model the focus is on 8 competences of which 5 are generic competences driven from sports itself. The key is in understanding what sports in itself teaches us and how those skills are identified and put to use in working life:</p> <ol style="list-style-type: none"> 1. Learning skills 2. Ethical skills & Accountability 3. Work community skills 4. Innovation skills
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	<p>5. International skills</p> <p>The remaining 3 competences are driven from the educational programme:</p> <ol style="list-style-type: none"> 1. Physical education pedagogy 2. Wellness coaching 3. Sports coaching <p>As a result the dual career will make more use of the skills of athletes and to help former athletes to pursue a new career (tackling social exclusion). On top of that the model supports a healthy lifestyle.</p>
<p>Timescale (start/end date)</p>	<ul style="list-style-type: none"> - Regional development since 2001: Lapland Sports Academy - Interregional development through INTECS project 2010-2011, WINNER project 2013-2017 and AmiD project 2018-2020.
<p>Background to the Good practice</p> <p>Provide relevant background material to the case including: location, a description of the situation that existed before the implementation of the project being described and any previous similar activities in the area. Were there other activities/enterprises in the area that complemented or competed with the project? Were there particular local needs (e.g. employment, capacity building, regeneration, etc.) that the project had to address?</p>	<p>The dual career model was developed mainly for two needs: bringing out the potential of athletes as experts and lowering the risk of social exclusion after sports career is over.</p> <p>Lapland Sports Academy is a network of educational institutions and partner organizations in Lapland and Rovaniemi. Activities are supported by the Ministry of Education and Culture, the City of Rovaniemi and the participating institutions.</p> <p>Development of the dual career model began in 2001 when Lapland Sports Academy was established. The main task of the Sports Academy is to enhance the training of top athletes and athletes seeking to reach the top, and to support athletes' education. The Finnish Olympic Committee has awarded Lapland Sports Academy a special task in the focus areas of winter sports.</p> <p>In the beginning, the model was developed in cooperation with the local educational organisations. The need was to develop pedagogies supporting athletes' training and education. Also as a tool for the local training and sports related RDI-activities sport centres have been developed. Since 2009 the model has been taken further in international cooperation.</p>

<p>Objectives</p> <p>What is the initiative trying to achieve and how does the practice reach its objectives? Who and where is intended to benefit? What processes will produce the benefits?</p>	<p>The objective of the Dual Career model is to make it easier for athletes to combine sports career and education. With the Dual Career model, athletes don't need to sacrifice either education or sports career, but they can do both.</p> <p>The interregional cooperation makes it also possible for students to train and study abroad.</p> <p>The model decreases athletes' chances for social exclusion after sport career and supports healthy lifestyle. It also supports recognition of skills gained from sports and brings the athletes' knowledge to the use of local economy and RDI-activities of the region. Athletes gain knowledge and skills for working life.</p> <p>Together with the dual career model regional sport centres have been developed. The sport centres support the implementation of the dual career model and vice versa.</p> <p>By recognising both informal and nonformal learning one can recognise skills gained from sport. Flexibility in studies (i.e. studying not bound to time and place) makes it possible to acquire a career while training full-time.</p>
<p>Key Actors</p> <p>Describe the key individuals, organizations, networks and partnerships involved in this good practice, highlighting any special features relevant to the good practice (e.g. private-public sector partnerships; not-for-profit groups, knowledge exchange networks, etc.).</p>	<p>Regional actors:</p> <ul style="list-style-type: none"> - Lapland University of Applied Sciences (2014-) - Rovaniemi University of Applied Sciences (2001-2013) - Rovaniemi Development Ltd. (City of Rovaniemi) - Lapland Sports Academy (Santasport) <p>INTECS –project partners (2010-2011):</p> <ul style="list-style-type: none"> - Schi Gymnasium Stams, Austria (AT) - University of Tartu, Faculty of Exercise and Sports Sciences, Estonia (EE) - Oberschulzentrum "Claudia von Medici" Mals, Italy (IT) - Academy of Physical Education and Sport Gdansk, Poland (PL) - University of Cluj Napoca, The Faculty of Physical Education and Sports, Romania (RO) - Comenius University in Bratislava, Faculty of Physical Education and Sports, Slovakia (SK) - University of Maribor, Slovenia (SI) - Lulea University of Technology and especially the centre for Distance-spanning technology Sweden (SE)

<p>Problem/Challenge</p> <p>Describe the problems or challenges being addressed and highlight the drivers for change in this case. What significant circumstances or trends existed that contributed to the problems/challenges facing participants and what is the context which triggered the introduction of the practice? What were the underlying aims of the project and how did they meet the particular challenges identified?</p>	<p>Many professional athletes are not prepared for the life after sports career, since they have been focusing on their training instead of education. On the other hand, many potential athletes end up in choosing education instead of time-consuming training.</p> <p>The dual career model has been established to prevent the exclusion of former athletes and for making it easier to combine sports and studies. One of the main activities is the pedagogical development including flexibility in studies and recognition of skills. The other aspect is the development of sport infrastructure that makes the athletic training and studying in the region possible.</p>
<p>Policy Context</p> <p>Identify and describe the key policy instruments/measures that were available to enable the delivery of potential solutions to the problems/challenges described above. Did these instruments/measures have any special features or provide access to specific funding sources that offered particular support to the delivery of solutions?</p>	<p>On a regional level the dual career model supports the goals of Lapland Agreement (regional development strategy) and Lapland's S3. Dual career supports both regional economy and RDI-activities as well as well-being and vitality of the local communities.</p> <p>Funding for the development of the model has been received from regional ESF and ERDF funds. Taking part in European Parliament's Preparatory action in 2009, Lapland, for it's own part, contributed to making sports one of the themes in Erasmus+ programme.</p> <p>Interregional cooperation has been funded from Erasmus+ and EU Life Long Learning programmes.</p>
<p>Project Development</p> <p>Briefly describe the process underlying the development of the good practice example. How was the project/business designed to meet the challenge/problem set out above? Who instigated its development and who participated in the planning process? What sources of finance were available (e.g. own money, grants, loans, crowd-funding) and which were used? How did the project overcome particular legislative or regulatory challenges?</p>	<p>The dual career process has begun already in 2001 when Lapland Sport Academy was established. Lapland Sport Academy is based on the idea of combining athletic career and a degree. The development started in Rovaniemi together with the city, vocational school and Lapland University of Applied Sciences. The model has since been adopted in other parts in the region and other organisations (i.e. University of Lapland).</p> <p>Since 2009 the model has been developed in cooperation with other European regions. INTECS project in 2010-2011 focused on development winter sports centres, WINNER project (2013-2017) developed athlete education models and ongoing AMID (2018-2020) project focuses on the mobility of athletes.</p> <p>The funding of the development has been done mainly with different EU-funds (see above).</p>

<p>Implementation and Reputation</p> <p>How and when was the activity/enterprise implemented? Were there significant barriers to implementation and how were they overcome? Were there innovations in the design, implementation and marketing of the project? What platforms were used to increase awareness of the project and what was the effect of those (e.g. Twitter, Facebook, local networks, farmer markets, etc.) What business support opportunities offered the most help? Were particular resources (human, information, materials, etc.) required and, if so, how were they provided? Did the project overcome any major obstacles and, if so, how was this achieved? How did the policy instruments/measures described above assist implementation?</p>	<ul style="list-style-type: none"> – Lapland Sports Academy since 2001-, Lapland UAS as partner from the very beginning (regional) – INTECS 2010-2011 (European networks) – WINNER 2013-2017 (European networks), www.winner-project.eu – AmiD 2018-2020 (European networks), www.amid-project.eu
<p>Leadership and Governance</p> <p>Briefly outline the governance arrangements for the activity/enterprise (e.g. cooperative, public-private partnership, etc.). How much did success depend on strong leadership and to what extent was it a product of well-defined structures and processes?</p>	<p>The development of dual career model was led by higher education institution and the development was made mainly in cooperation with other educational institutes.</p>
<p>Involving Stakeholders</p> <p>How were other local stakeholders involved (or recruited) in the development of the activity/enterprise? Were any new networks or partnerships established as a result of these developments? Have these relationships extended beyond this particular case?</p>	<p>Relevant stakeholders in the process were athletes and students. Their needs and feedback was collected through surveys.</p>
<p>Success Factors</p> <p>How is success measured for this project? What indicators or factors have been used to measure performance? What is the scope for the economic benefits associated with this project to extend into the wider rural economy (e.g. are there multiplier or spillover effects)? What social and environmental benefits does the project generate? How has</p>	<p>The dual career model has been adopted all over Lapland, which is one example of success. The model also works as an attraction, attracting students from elsewhere.</p> <p>The sports expertise also benefits other sectors such as tourism.</p>

<p>this case contributed to sustainability and the wellbeing in the region?</p>	
<p>Innovations Briefly describe any innovations associated with the implementation of the activity/enterprise. What were the unique or special features of this project? Can our understanding of the benefits of these innovations/features be utilised in other projects both regionally and across the EU?</p>	<p>Recognising competences: 5 generic competences driven from sports itself:</p> <ol style="list-style-type: none"> 1. Learning skills 2. Ethical skills & Accountability 3. Work community skills 4. Innovation skills 5. International skills <p>The remaining 3 competences are driven from the educational programme:</p> <ol style="list-style-type: none"> 1. Physical education pedagogy 2. Wellness coaching 3. Sports coaching <p>Adoption of virtual study methods and distance learning make it possible to focus on physical training when studying is not depending on time and place.</p>
<p>Difficulties encountered/ lessons learned Please specify any difficulties encountered and lessons learned during the implementation of the practice.</p>	<p>Not all athletes study in fields where the sport related competences can easily be applied. The next challenge is, how to implement dual career model in fields not related to sport.</p> <p>One challenge is the old-fashioned thinking and the lack of flexibility in educational organisations.</p> <p>In interregional cooperation the mismatches between curriculums and procedures has been a challenge.</p>

<p>Outcomes</p> <p>What have been the impacts of this practice?</p> <p>a. Impacts that were expected (e.g. on ‘target’ business, other tourism actors, neighboring province, community, environment, etc.)</p> <p>b. Impacts that were NOT expected (+ and -)</p> <p>c. Stimulation of other activities in sector / region etc. (catalyzer)</p> <p>d. Expected impacts that did not occur (Why not?)</p> <p>e. Who benefits? Who loses out?</p> <p>f. Where DO the benefits/ problems occur? (Local area only? Beyond the local area?)</p>	<p>The dual career model benefits students that aim at/have an athletic career. The model makes it possible to study and train simultaneously.</p> <p>With dual career there are now practices for accreditation of skills gained through sports in educational programs both locally and internationally. Recognising all forms of learning: formal, informal and non-formal.</p> <p>There are also more functional individual study paths for athletes and methods of digital pedagogy that make distance learning possible.</p> <p>International cooperation between universities: shared block of studies and student exchange possibilities for athletes (AMID project).</p> <p>The model increases educational organisations’ and teachers’ abilities to help athletic students in their study path.</p> <p>Possibility to train and study simultaneously makes educational organisations in Lapland more interesting for students coming from outside the region.</p>
<p>Recommendations for Good Practice</p> <p>What lessons for other rural tourism enterprises can be derived from this case for dissemination across other stakeholders both in the region and across the EU?</p> <p>Please explain why you consider this practice (or some aspects of this practice) as being potentially interesting for other regions to learn from. This can be done e.g. through information on key success factors for a transfer or on, factors that can hamper a transfer. Information on transfer(s) that already took place can also be provided (if possible, specify the country, the region – NUTS 2 – and organization to which the practice was transferred). Are there examples of good practice in terms of engagement, leadership, governance, collaboration, design, finance or marketing? Make recommendations for the design and implementation of policy instruments and other mechanisms to support similar developments.</p>	<p>In the dual career model sports and education can be combined effectively. It prevents the social exclusion of athletes and makes it possible to recognise skills that sports develop. At the same time it develops the skills and knowledge that support local RDI activities.</p> <p>This good practice is also interesting since it is an example how to combine the regional needs to match the aims and objectives in the European funding. This creates also commitment from the end-users point of view, since the RDI activities truly meet their needs. In our case, the need has been to develop international sports center, developing the sports academies in our region and in other regions and developing European cooperation for the topic of sports (both professional sports and health enhancing physical activity).</p> <p>Good practices include: company involvement, developing European networks, combining forces in terms of expertise, team building and innovation.</p> <p>Recommendation to the policy instrument is to keep and update the aspect of sport as part of Erasmus+ funding and give opportunities also to sparsely populated areas to develop by using these instruments. Furthermore, in the innovation policies, support the approach where the regional instruments and European instruments are able to facilitate cooperation.</p>

Resources How is the practice financed? Please specify the amount of funding/financial resources used and/or the human resources required to set up and to run the practice.	The development of the practice is done through several projects and co-funded by the European union.
Further information Link to where further information on the good practice can be found	<ul style="list-style-type: none"> - www.lapinamk.fi/en - www.winner-project.eu - www.amid-project.eu - http://santasport.fi/en/sports-training

19. General information	
Title of the practice	Winter sport cluster of Sister Cities
Does this practice come from an Interreg Europe Project	No

Contact details <small>[Technical: the contact details will be visible only to "Policy Learning Platforms registered members"]</small>	
Name	Esko Lotvonen
Organisation	City of Rovaniemi
Email	esko.lotvonen@rovaniemi.fi

20. Detailed description

Executive Summary Briefly summarise the good practice by providing a short description of the enterprise/activity involved and the relevant policy background, highlighting the most important examples of innovation and good practice that could benefit other businesses in the sector. (150 words maximum)	Actively using the network between sister cities (Rovaniemi/Harbin) within the framework of thematic winter sport year between China and Finland and for the years after that. Cities start the creation of common business in training activities. Companies are selling knowhow in training, providing accommodation, transport and other services. Combining winter sport activities to larger concept of sustainable tourism resorts.
Timescale (start/end date) e.g. June 2012 – May 2014/ongoing	March 2017 – March 2022

<p>Background to the Good practice</p> <p>Provide relevant background material to the case including: location, a description of the situation that existed before the implementation of the project being described and any previous similar activities in the area. Were there other activities/ enterprises in the area that complemented or competed with the project? Were there particular local needs (e.g. employment, capacity building, regeneration, etc.) that the project had to address?</p> <p>(300 words maximum)</p>	<p>Background for cooperation is the geographical location of both cities in the north where real cold climate is the natural base for winter sports. Chinese policy, having linkage to Beijing Winter Olympics 2022, is to enhance winter sport activities among Chinese athletes and public. This creates great demand and markets for products and services for businesses. There is now good possibility to increase exports of products having cleantech and sustainable development content. This benefits employment and job creation in SMEs in Rovaniemi area and Lapland. It is important also to integrate local educational institutions to the project resulting in strenghtening their competence building and international networks.</p>
<p>Objectives</p> <p>What is the initiative trying to achieve and how does the practice reach its objectives? Who and where is intended to benefit? What processes will produce the benefits?</p> <p>(150 words maximum)</p>	<p>Initiative is trying to achieve business agreements for training and education services as well as enhancing export for developing tourism and sport resorts. The main beneficiaries are Rovaniemi based institutions and companies but also Chinese sport and business partners in the Olympic sites benefit from the project.</p>
<p>Key Actors</p> <p>Describe the key individuals, organisations, networks and partnerships involved in this good practice, highlighting any special features relevant to the good practice (e.g. private-public sector partnerships; not-for-profit groups, knowledge exchange networks, etc.).</p> <p>(150 words maximum)</p>	<p>Key partners are the leaders of Rovaniemi and Harbin cities, Santa Sport Institute, Finnish network of Sport Institutes, Business Finland, Rovaniemi Business Development Agency, Ministry of Education and Culture, Chinese Ministry of Sports, Cities of Beijing Olympic sites, Lapland University Consortium and local enterprises. There is very strong public-private partnership in the process. In exchanging know-how, the main partners are Santa Sport Institute, University of Lapland, Lapland University for Applied Sciences and their Chinese partners. The process needs to have functional cooperation between political and operational stakeholders on national, regional and local levels.</p>

<p>Problem/Challenge</p> <p>Describe the problems or challenges being addressed and highlight the drivers for change in this case. What significant circumstances or trends existed that contributed to the problems/challenges facing participants and what is the context which triggered the introduction of the practice? What were the underlying aims of the project and how did they meet the particular challenges identified?</p> <p>(300 words maximum)</p>	<p>The challenges are both operative and cultural. Winter sports are not so highly prioritized in China and specific knowhow in winter sports is on low level. There is increasing competition in this market. In China it is important to get support and acceptance from the government level. So good diplomatic relations between states are vital. Chinese business culture is still quite different from European. Long-term planning, patience and financial resources are needed in order to run processes successfully. Geographical distance creates certain challenges. There is a need to have reliable Chinese business partners to help keeping the contacts alive all the time. In some cases Finnish stakeholder may need to establish a subsidiary or find an agent in China to ensure successful outcome.</p>
<p>Policy Context</p> <p>Identify and describe the key policy instruments/measures that were available to enable the delivery of potential solutions to the problems/challenges described above. Did these instruments/measures have any special features or provide access to specific funding sources that offered particular support to the delivery of solutions?</p> <p>(150 words maximum)</p>	<p>Diplomatic relations are responsibility of states. Relevant cooperation between ministries on question is important. Certain agreements are there needed. Same instruments must be operational in regional but specially at local political level. The project is easier to implement if there is financing available from different engaged stakeholders. This is a case in this process when Business Finland is running the national process.</p>

<p>Project Development</p> <p>Briefly describe the process underlying the development of the good practice example. How was the project/business designed to meet the challenge/problem set out above? Who instigated its development and who participated in the planning process? What sources of finance were available (e.g. own money, grants, loans, crowd-funding) and which were used? How did the project any overcome particular legislative or regulatory challenges?</p> <p>(300 words maximum)</p>	<p>The best practise in this case is the use of multilevel networks. The Sister City relation between Rovaniemi and Harbin city is important. Bilateral local level relation between the cities was connected to the regional and national processes. Direct contacts between the City of Rovaniemi to Chinese Ministry of Sports and Chinese Olympic Committee (COC) were created by meetings of the Mayor of Rovaniemi and Minister of Sports and President of COC. The project was instigated by several stakeholders in local, national and international level. The City of Rovaniemi played a special role through its longterm cooperation with Harbin. City of Rovaniemi finances its own operations as well as do the other stakeholders. There has not been any legislative or regulatory challenges to be solved.</p>
<p>Implementation and Reputation</p> <p>How and when was the activity/enterprise implemented? Were there significant barriers to implementation and how were they overcome? Were there innovations in the design, implementation and marketing of the project? What platforms were used to increase awareness of the project and what was the effect of those (e.g. Twitter, Facebook, local networks, farmer markets, etc.) What business support opportunities offered the most help? Were particular resources (human, information, materials, etc.) required and, if so, how were they provided? Did the project overcome any major obstacles and, if so, how was this achieved? How did the policy instruments/measures described above assist implementation?</p> <p>(300 words maximum)</p>	<p>Initially process started on idea based on the visit of Chinese Vice Premier Mrs. Liu Yang Dong to Rovaniemi on June 2015. Preparing the project took some time and more concrete work has started in the beginning of 2017. Time was needed for creating networks on different administrative levels and engaging the business sector and enterprises into process.</p> <p>The whole project is very unique with regard to the networks on different levels, strong public private relationship, political and cultural differences between the countries and winter sports being a quite new business field in China. Thus the process can be considered very innovative in finding large amount of new possibilities for many stakeholders. The final goals will cover cleantech solutions and multiuse of built infrastructure that have strong sustainable features of operations.</p> <p>After this special thematic year 2019 of Winter Sports between China and Finland, the practical work continues between different partners. This process is for many years to come and hopefully it has spinning effects to many sectors. From Rovaniemi point of view there are big targets in enhancing tourism business and export services of our companies.</p> <p>In many ways this project has the character of learning by doing. There are so many new concepts, cultural and business differences that need time to be understood in order to be handled successfully.</p>

<p>Leadership and Governance Briefly outline the governance arrangements for the activity/enterprise (e.g. cooperative, public-private partnership, etc.). How much did success depend on strong leadership and to what extent was it a product of well-defined structures and processes? (150 words maximum)</p>	<p>The leadership and governance is divided. There is a national project taking care of national network by Business Finland. Project offers its stakeholders participation to thematic fairs and expos. Coordination between local stakeholders is done by cities involved. The cooperation was greatly assisted by the thematic year agreement signed by the presidents of China and Finland on April 2017.</p>
<p>Involving Stakeholders How were other local stakeholders involved (or recruited) in the development of the activity/enterprise? Were any new networks or partnerships established as a result of these developments? Have these relationships extended beyond this particular case? (150 words maximum)</p>	<p>Each participating city can offer the various activities of the project to 6 local enterprises. When the project proceeds it will be seen if new partnerships are created and relations can extend beyond this case.</p>
<p>Success Factors How is success measured for this project? What indicators or factors have been used to measure performance? Are there multiplier or spillover effects? What social and environmental benefits does the project generate? How has this case contributed to sustainability and the wellbeing in the region? (150 words maximum)</p>	<p>Success will be measured by economical benefits, sustainable networks and the number of new business agreements made.</p>

<p>Innovations</p> <p>Briefly describe any innovations associated with the implementation of the activity/enterprise. What were the unique or special features of this project? Can our understanding of the benefits of these innovations/features be utilised in other projects both regionally and across the EU?</p> <p>(150 words maximum)</p>	<p>Precise innovations and special features can be evaluated later when project goes on further. The created partnerships on many levels and with many stakeholders can be considered to be quite unique and special one.</p>
<p>Difficulties encountered/ lessons learned</p> <p>Please specify any difficulties encountered and lessons learned during the implementation of the practice.</p> <p>(150 words maximum)</p>	<p>Creating partnership with Chinese stakeholders takes time and requires patience. Final agreements and secure financing take time and are prerequisites for practical implementation.</p>
<p>Outcomes</p> <p>What have been the impacts of this practice?</p> <p>a. Impacts that were expected (e.g. on 'target' business, other tourism actors, neighbouring province, community, environment, etc.)</p> <p>b. Impacts that were NOT expected (+ and -)</p> <p>c. Stimulation of other activities in sector / region etc. (catalyzer)</p> <p>d. Expected impacts that did not occur (Why not?)</p> <p>e. Who benefits? Who loses out?</p> <p>f. Where DO the benefits/ problems occur? (Local area only? Beyond the local area?)</p> <p>(150 words maximum)</p>	<p>a) Practical and political partnerships have been created. Some of the agreements are already signed and under implementation. Many business projects are still on pipelines and in negotiation phase. Quite many business, regional and city delegations have visited on sites.</p> <p>b) Cultural differences have been greater than expected. Support from the presidents of the states was unexpected.</p> <p>c) Tourism has been stimulated in this context.</p> <p>d) Quite slow proceeding of process.</p> <p>e) Enterprises and educational institutions benefit. Cities strengthen their relations. Nobody loses.</p> <p>f) Benefits stay on the local level.</p>

<p>Recommendations for Good Practice</p> <p>What lessons for other enterprises/organisations can be derived from this case for dissemination across other stakeholders both in the region and across the EU?</p> <p>Please explain why you consider this practice (or some aspects of this practice) as being potentially interesting for other regions to learn from. This can be done e.g. through information on key success factors for a transfer or on, factors that can hamper a transfer. Information on transfer(s) that already took place can also be provided (if possible, specify the country, the region – NUTS 2 – and organisation to which the practice was transferred). Are there examples of good practice in terms of engagement, leadership, governance, collaboration, design, finance or marketing? Make recommendations for the design and implementation of policy instruments and other mechanisms to support similar developments.</p> <p>(150 words maximum)</p>	<p>Lesson learned is that in cooperation with Chinese partners you should create functional networks from local level, regional level to national level. The higher you can go the better!</p> <p>Engage enterprises that have competence and resources to international markets in this special theme or on a sector relating to theme. Think globally, act locally!</p> <p>When heading to Chinese markets, one needs to create strong public-private partnership due to the fact that positive attitude of the Chinese political and administrative stakeholders are of vital importance to the project. One has to be patient while waiting for the results and take care of good communication and transfer of information between different partners.</p> <p>The real engagement in the project is confirmed by financing from different stakeholders. Try to create spinoffs and products that are sustainable both economically and environmentally. Be aware of cultural differences.</p>
<p>Resources</p> <p>How is the practice financed? Please specify the amount of funding/financial resources used and/or the human resources required to set up and to run the practice.</p> <p>(150 words maximum)</p>	<p>On local level, the cost of human resources is covered by normal annual budgeting. Extra funding is needed for some operational costs (travelling costs, fees to expos and fairs, marketing, information transfer, consultations and so on..). The basic annual cost is roughly around 100.000 euros. This cost can be divided with other partners. Enterprises cover their own operational expenses.</p>
<p>Further information</p> <p>Link to where further information on the good practice can be found</p>	

**Please supply supporting
the good practice in the form
other relevant images.**



**visual material to accompany
of photographs, maps and**

The aim of this methodology is to help the regions to describe their current situation on sports ecosystems, as well as by completing a SWOT analysis they can analyse their learning needs (Weaknesses) and knowledge sharing possibilities (Strengths). As part of the Methodology, partners also need to collect minimum two good practices per region.

13. BASIC DATA ABOUT THE REGION

Name of the Partner	Verde Foundation for Innovative Sports Surfaces
Name of the region	Lodzkie Voivodship
Number of inhabitants of the region	2.472 million

14. STRATEGIES AND PLANS

<p>Is there an explicit sport strategy of the region? If yes, please indicate the main goals, the date of issue, and other information you find interesting and relevant. If no, please explain....</p>	<p>Currently there is no explicit sport strategy, either of the region, or of the city of Lodz.</p> <p>This situation comes from the particular situation of the Lodzkie voivodship (region), which stands however for a good example of the situation in the whole country, and even Central & Eastern European countries.</p> <p>After the EU enlargement of 2004, the main objective of national, regional and local governments was to catch up with EU-15 in terms of hard infrastructure. That is why most planning (and spending) was directed towards construction investments; the societal aspect of development wasn't a top priority. As a result, the region is lagging behind in terms of "soft" strategies (like health, education, vitality etc). it is only now, that the upcoming end of EU budget 2014-2020 enforces change of this approach.</p>
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	<p>At the regional level, however, there are 2 strategic documents, that consider the sport issues:</p> <ul style="list-style-type: none"> - "The long-term program for the development of a sports base in the Lodzkie region for the years 2016-2020" issued on 22.03.2016) - "Tourism development program in the Lodz region for the years 2007-2020" issued in Dec. 2007 - containing a reference to sports tourism
<p>What does your RIS3 say about sport and sport innovation?</p>	<p>Regional Innovation Strategy for Lodzkie Region - LORIS 2030 (acting as RIS3 for Lodzkie Region) - the strategy does not directly refer to the areas of sport but definitely supports the development of the region's innovation and R & D, not excluding the area of sport.</p> <p>The current "DEVELOPMENT STRATEGY FOR THE LODZKIE REGION 2020" is saying very little about sport, and even less about sport innovation. It is very much infrastructure- and economy-oriented, with 3 pillars of development: Economic, social and spatial cohesion.</p> <p>Sport is not considered as a separate factor, that could boost the region neither in the business, nor the tourist level. As such, it is only mentioned as one of "public services", that are supposed to be improved in order to achieve the region's vision:</p> <p>REGION WITH TERRITORIAL AND REPUTATIONAL COHESION, CREATIVE AND COMPETITIVE AT THE NATIONAL AND EUROPEAN LEVEL, WITH THE BEST ACCESSIBILITY BY DIFFERENT MEANS OF TRANSPORT, DISTINGUISHING BY ITS</p>

ATTRACTIVENESS FOR INVESTORS AND HIGH QUALITY OF LIFE.

Getting into details, sport is concentrated in the Strategy under the Pillar 2 - Social cohesion, Strategic line of action no. 5.3 - Development of services and improved access to the sector of culture, sport, tourism and recreation:

Actions planned: "Supporting the creation of integrated tourist products and training courses aimed at increasing quality of cultural, sport, tourism and recreational services, stimulating activities aimed expanding scope of services offered by sports and recreation institutions, supporting the creation of a cooperation network among entities involved" According to the Strategy, the so-called leisure industries will strengthen the quality of social capital, economic potential of the region and make it possible to promote healthy lifestyle. As far as the infrastructure of sport, tourism and recreation is concerned, it is assumed that the tourist base and sports facilities will be upgraded and integrated efforts will be taken for the development of active, wellness and cultural tourism.

Also, sport is part of the Territorial and functional policy:

1. Urban and rural policy: sub-objective 6: "Supporting actions aimed at improving access to essential public services, including health care, pre-school education, cultural and sports services"
2. Functional areas - "Tourist areas in the Pilica, Warta and Bzura river valleys". Strategic objective: "Areas of development of wellness, conference, sports and active tourism of

	<p>supralocal importance and using endogenous potential of the natural environment and cultural heritage".</p> <p>As one can see, sport is always only a part of social environment, that the region aims to develop; it never stands for a separate area itself. Also, it is never regarded as a progress factor for the industry. Sport or sport innovation are not mentioned in the list of Regional Intelligent Specialisations.</p>
<p>Are there any other plans, strategies and documents that support the sports industry?</p>	<p>On the local level (that means the City of Lodz), the process of writing new Sport and Leisure Strategy is ongoing. It is supposed to be one of 6 urban sectoral policies. Currently, the Office of Municipal Strategic Planning in co-operation with the Department of Sport of the City Hall are working over blueprints of this document. The idea is to base on so-far actions (i.e. heavy public investment into hard infrastructure) and develop it, taking into account a more "soft" or "human-oriented" approach.</p>

15. SPORT CLUSTERS AND OTHER ORGANIZATIONS

<p>Is there any sport cluster in the region?</p>	<p>VERDE Cluster of Innovative Sport and Recreational Surfaces</p>
<p>If yes: What type of cluster is it?</p>	<p>industrial cluster</p>
<p>How many cluster members do they have?</p>	<p>11</p>
<p>What are their main focus areas?</p>	<p>The cluster supports its members in testing certain equipment, networking activities and promotes business. It works with the economic, financial, and scientific sector, research institutes, schools, training centres, lawyers, consulting companies and other organizations dealing with education, culture, new</p>

	technologies, innovation, local and regional development
What is the organizational form of each cluster member? (e.g. SME, University, R&D, agency etc.)	Industry (SMEs), R&D institutions located mainly in the Lodzkie region, in the sport infrastructure sector
Describe in one sentence the main goal of the cluster.	VERDE promotes interregional cooperation, works on linking the cluster members to share knowledge and experience, develops a common strategy, creates and implements projects consistent with the goals of the foundation
How many sports related organizations are there in your region?	<p>Basing on defferent statistics, this question can be answered in various ways.</p> <p>For instance:</p> <ul style="list-style-type: none"> • the Lodz Sport Federation has 46 regular members, understood as sport federation of numerous sports (even like judo, bridge, chess or taekwondo). • In 2016, there were 218 units of physical culture and sport in the Lodzkie region with 10521 practicing members. • there were 924 sports clubs with 1,597 sports sections operating in the Łódź Voivodship <p>Basing on the data given we might presume that a total amount of sports related organizations in the region is of c.a. 3-5 thousand, including industry.</p>
How does quadruple helix look like in your region? Please give some examples of it.	<p>The region needs strong incentives to improve the recognition of Sports and related innovation as the clue to health and economic prosperity. Sport potentially representing regional smart specialization via innovation will impose positive influence on society and thus - improving competitiveness.</p> <p>Current strategies (mentioned above) are mostly out of date (dating back at best to early</p>

	<p>2010's). As such, they don't grasp the on-going social change, neither the specific needs of the Clusters</p> <p>The main issue to be treated is that no deeper cluster co-operation can be observed in the Lodzkie region in the field of sports, and especially no cluster is related to observed socio-economic changes (but rather to the industry or commerce).</p> <p>As a consequence, the q-helix looks pretty poor: in Poland the co-operation between industry and R&D is modest, as a result of lack of confidence and proper offer from the public / private scientific institutions.</p> <p>As a consequence, in the Lodzkie region we suffer from the same phenomenon, which is even deepened by low representation of the civil society agents and the industry within the process.</p>
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16. SPORT ACTIVITIES IN THE REGION

<p>What are the main sports and physical activities in your region?</p>	<ul style="list-style-type: none"> • urban sports (jogging, Nordic walking, cycling, cross-country running, gyms) • swimming • volleyball • Football / soccer • Rugby <p>Taking into account the number of members of sport clubs in the region, the most popular types of sports have been team games for many years, such as football and volleyball. 33.8 thous. people were training them in 2016. Further places in the popularity ranking are occupied by: karate, athletics and swimming. The fastest growing types of sports (measured by the number of persons practising sports in</p>
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	sports clubs) include kick-boxing, baseball and sport shooting. Source: GUS Report 2017
Approximately how many of the inhabitants do sports regularly? (percentage of the population) ; <i>Practising sport, fitness or recreational (leisure) physical activities at least once a week</i>	41% (source: 2018 Multisport Index) According to the survey “The level of physical activity of Poles (2018)” more than 60% respondents (age 15-69) were doing sports, fitness or recreational <u>physical activities</u> that cause at least a small increase in breathing or heart rate for at least 10 minutes continuously at least once a week.
How many professionals compete in your region? ⁹	According to the Central Statistical Office data, in 2016, there were 924 sports clubs with 1,597 sports sections operating in the Łódź Voivodship. They counted a total of 62,719 exercising sportsmen and women (25 professionals on each 1000 inhabitants). Among the total number of exercising people, 15,685 were women, and 44,301 were children and juniors, including 12,751 girls.
Please, list the main sport events organized in the region every year.	As for 2018: <ul style="list-style-type: none"> • Rugby Europe Trophy 2017/18 and 2018/19 (PL national team games in Lodz) • DOZ Lodz Marathon • Piotrkowska Street Rossman Run (10 km) • Volleyball League of Nations 2018 (PL national team games in Lodz) • Marcin Gortat Camp (basketball)

⁹ This figure -as a background - shows the embeddedness of professional sport in the region. It may be relevant in that that the higher the number of competing sportsmen is, the higher the chance of having/producing popular, quality professionals, who can draw attention, advertisements and thus revenues to them and also to their particular branch of sport. Also, a high number of professionals presumes a well developed existing sport infrastructure, which required/requires significant past and future investments to maintain and further develop that. A high number of professionals also signals a large youngsters pool which supplies the newcomers. To train a large youngster pool also requires infrastructure, coaches, trainers and other staff, which translates into investment and operating costs, as well.

	<ul style="list-style-type: none"> • International Youth Volleyball Tournament (Zakrzewska Memorial) • Otylia Swim Tour • Swim for a Dream • International Tournament for the Cup of the Mayor of the City of Lodz in wheelchair basketball • International Cycling Race of "Solidarity" and Olympians • Open Beach Volleyball Lodz championships • Icemaniacs with Czerkawski (skating for amateurs) • Orlen cup international athletics meeting https://www.pzla.pl/imprezy/4576-orlen-cup-2019 • "Złota klinga" – fencing tournament in Lodz • Cross Enduro in Kleszczów • Polish Distances Speed Skating Championships in Tomaszów Maz.
<p>What kind of sport venues and how many are there in the region, and or what kind of sport infrastructures are in the region?</p>	<p>Due to recent heavy investments in the infrastructure, the region has a relatively well-developed network of sport venues, mostly for professional sport:</p> <ul style="list-style-type: none"> • Central Sports Center - Olympic Preparation Center (COS OPO) in Spała (Athletics stadium, modernized athletics hall, sports halls for games, martial arts, beach soccer fields, courts, swimming pool, fitness) • European Baseball Center in Kutno • Track for mountain kayaks in Drzewica • Cycling track at KS "Społem" in Łódź • Motocross track in Stryków • Tomaszów Mazowiecki Ice Arena - the

	<p>first Polish all-year ice skating track used for fast speed skating, figure skating, ice hockey, short track, roller skating</p> <ul style="list-style-type: none"> • speedway stadium "Orzel" in Lodz (10300 seats) • urban stadium Widzew FC (18090 seats) • urban stadium ŁKS Lodz (5500 seats) with the basketball / volleyball hall (3000 seats) • Atlas Arena (multipurpose indoor arena, 13800 seats) • "SOLPARK" complex in Kleszczów (full-size football pitches, sports hall, swimming pool) • Sports complex of the Academic Sports Association of the Lodz Uni (indoor swimming pool, sports hall, tennis hall, LA stadium, tennis courts) • Zatoka Sportu (The Sports Bay) - olympic pool, basketball courts, climbing wall, squash / badminton courts) • Baseball stadium in Kutno • Canoe track in Drzewica <p>However, the infrastructure for amateurs is still lagging behind. In the Lodzkie Voivodship there is a total of 7 communes in 6 counties which do not have a full-size school gym. In two poviats there are no indoor swimming pools. There are no certified athletics facilities in the voivodship in 9 poviats. In the Lodz region there are only 5 large halls with sports and entertainment functions: in Kutno, Bełchatów, Zgierz and 2 in Łódź.</p> <p>A very important place on the map of sport</p>
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	<p>venues in the region has a network of artificial grass soccer pitches called “Orliki”. Orlik 2012 or simply Orlik is a Polish government project to build a football (soccer) and joint volleyball–basketball fields in each commune in Poland before 2012 (time of UEFA Euro 2012 cohosted by Poland). As of 2010 there were 2.479 communes throughout the country. Orlik is usually built within elementary (grade 1-6) or junior high school (grade 7-9) arena. The name (small eagle) refers to the coat of arms of Poland, while the Polish national teams are called the eagles.</p> <p>The region hosts 178 of these pitches.</p>
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5. SPORT ECONOMICS

Describe the size and outline of the sport related production in your region!	<p>No data is available based on regional statistics: sport is not counted by the National Statistical Bureau as a separate branch of economy. Sport related activities are being measured under several different categories, like IT (for instance for sports apps on smartphones) or textile (like in the case of members of the Verde cluster)</p> <p>Also, the Managing Authority (the Marshal’s Office of the Lodzkie region) is not having economic data that could show the scale of sport related production / distribution.</p> <p>According to the Polish Ministry of Sport and Tourism in 2010: total demand for sports goods and services was c.a. 8 billion EUR which was 2,26% Polish GDP. More than 294 000 people were employed in sport (which was more than 2% of employed population in Poland), the value added to sport production was c.a. 5.5 billion EUR.</p>
Describe the size and outline of the the sports related distribution in your region!	
Are there any sport related R&D&I activities in the region?	
If yes: to what industries and services do those R&D&I activities relate? (describe size and outline)	
How and from what	

<p>sources are these sport related R&D&I activities financed? (describe size and outline)</p>	
<p>Are sports or any other sports related issues included in the regional development strategy? (describe size and outline)</p>	<p>Regarding the regional development strategy, the situation has been explicitly described under the point 2, paragraph “What does your RIS3 say about sport and sport innovation?”. The Development Strategy of the Lodzkie Region 2020 includes issues related to sport. Operational objective 5 "High standard and access to public services" assumes the development of services in the field of sport, increasing access to the sports base and increasing the attractiveness and modernization of sports facilities</p> <p>Regarding the EU funds: the objective of the Regional Operational Programme (ROP) for the Lodzkie region 2014-2020 is to increase the competitiveness of the Łódzkie region, ensuring in parallel the improvement of living conditions of its inhabitants through the principles of sustainable development. The priorities are aligned with the EU 2020 Strategy for a smart, sustainable and inclusive growth. Alike in the regional development strategy, sports in not stated as a separate issue.</p> <p>At the local level „The Integrated Development Strategy for Lodz 2020+” forms a following vision: “A friendly, innovative and dynamic City of sustainable development with competitive living, working and investing conditions, exploiting its historical, infrastructural and creative potential”. Sports in included (although not explicitly) in the Strategy under the pillar “SPACE AND ENVIRONMENT”, Strategic objective 2: “Green, well-ordered Lodz – improvement of the quality of life of Lodz citizens and enhancement of attractiveness of the City by exploiting potential of the environment, by preserving and ordering the biologically active space and areas intended for recreation and for establishing a healthy lifestyle”.</p> <p>Also, the city of Lodz runs its Sectorial policy „Health policy for Lodz 2020+” of March 2013:</p>

	<p>Mission: Improving health condition of the urban population Strategic objective 1: To upgrade the health-related potential of Lodz citizens</p>
<p>Are there any special marketing activities related to sport? (describe size and outline)</p>	<p>The authorities Lodz since mid-2000's implements a strategy to promote the city and the region through big sports events. The first step was to develop modern infrastructure: speedway stadium "Orzel" (10300 seats), football stadium Widzew FC (18090 seats), football stadium ŁKS Lodz (5500 seats) with the basketball / volleyball hall (3000 seats), the Atlas Arena (multipurpose indoor arena, 13800 seats) were constructed between 2010 and 2018, along with numerous smaller facilities for amateur sport.</p> <p>The next step was to provide a proper usage of this newly-built venues. Following big international sport-related events took place in Lodz in last couple of years as a result of this policy:</p> <ul style="list-style-type: none"> • World Championship in Men Volleyball 2014 • European Championship in Women Volleyball 2019 • European Championship in Men Basketball 2009 • World Cup U20 (men) 2019 • EUSA Games 2022 (EUSA Games is the biggest University sports event in Europe, which brings together about 6 thousand student athletes from at least 40 countries) • EXPO Horticultural 2024 <p>Also, organisers of events in the region can ask for Marshal's Office of the Lodzkie Region support in terms of promotional activities</p>
<p>Is there any sports related tourism in the region? If yes, please specify (describe the size and outline).</p>	<p>The region has underdevelopped sports-related tourism. It is a consequence of its geographical circumstances: low-land area with very little natural attractions (lakes, rivers, hills or mountains). Main sports related tourism areas include:</p> <ul style="list-style-type: none"> • Functional areas of river valleys: Pilica (east), Bzura (northeast) and Warta (southwest) – canoeing, deep forests, hiking, cycling • The Kamieńska Mountain (386 m – highest hill of the region) – ski and winter sports resort • Spała - Olympic Preparation Center (Athletics stadium,

	<p>modernized athletics hall, sports halls for games, martial arts, beach soccer fields, courts, swimming pool, fitness)</p> <ul style="list-style-type: none"> • Uniejów - landscape park and geothermal waters (a popular spa and tourist destination)
<p>What sports/events are supported by Government/regional government? (Indicate which government)</p>	<ul style="list-style-type: none"> • As a general rule, the regional government is supporting amateurs (not commercial events). • list of events sponsored by public authorities has been listed in the paragraph “<i>marketing activities related to sport</i>” • financing model towards pro & amateur sport clubs is described in the paragraph “<i>sport business models</i>” • Also, there are other means of support for sports / events, i.e.: • The KLUB program is an innovative model of direct support for small and medium sports clubs. Co-financing can be obtained by any club operating for at least 3 years in the form of an association and conducting sports training, which is addressed to children and youth up to 18 years of age (central government programme, annual budzet 10 M EUR, https://www.msit.gov.pl/pl/aktualnosci/7738,Rusza-III-edycja-Rzadowego-Programu-KLUB.html) • “Sport for everyone” – governmental programme aimed at promoting amateur sport within the society through campaigns, events etc. (https://www.msit.gov.pl/pl/aktualnosci/7934,Ruszyl-nabor-wnioskow-do-Programu-Sport-dla-Wszystkich-w-2019-r.html) • "LODZKIE FOR ACTIVE SENIORS" is a pilot project of the region, which targets the senior population by sport, recreation and promotion of vitality (SG member Lodz Sport Federation is the responsible party)
<p>How would you evaluate sport business models existing in your region in each</p>	<p>The vast majority of professional sports clubs of the region are situated in the city of Lodz. For several years, the city is developing a unique formula of sports financing: it is based not on injecting money into daily clubs’ operations, but rather into usage of municipal sports facilities (stadiums, courts,</p>

<p>sport?¹⁰</p>	<p>halls).</p> <p>In 2018, the city spent 1.1 million euro on donations to sports clubs, out of which:</p> <p>0.6 million as direct operational donations</p> <p>0.5 million as a refund of municipal infrastructure rental from the municipal limited company MAKiS.</p> <p>List of top beneficiaries:</p> <ul style="list-style-type: none"> • Budowlani (female volley): 0.27 M • ŁKS (female volley): 0.21 M • Orzeł (speedway): 85 k • Budowlani (male rugby): 86 k • ŁKS (male soccer): 0.16 M • Widzew (male soccer): 0.15 M • Widzew (female basket): 40 k • SMS (female soccer): 35 k <p>The city, however, allocates money not only to supporting professional league teams, but also to sports training. For this purpose, 4 million zlotys (c.a. 0.9 M euro) was allocated in 2018. This support will go to 47 clubs and the Łódź Federation of Sports (a stakeholder of the project from Verde Foundation).</p> <p>Case study: Widzew Football Club</p> <p>Widzew is the biggest football club of the city. Established in 1910, it is a 4-time champion of Poland (1981, 82, 96, 97), participant of the Champions League (1996) and of the semi-final of the European Cup (1982). In 2014 due to financial problems, it was relegated to the 4th division; under new management and the brand-new stadium it currently leads the 2nd division. Remarkably, it has the country's highest weekend participation per game (16.5 k) and healthy finances. Its annual budget for sports operations is estimated on c.a. 2 M euro, and for 2017 the club had a net profit of 0.8 M euro. What is especially interesting, is the fact that up to 50% of clubs income comes from the ticket sales. 100% of seats are</p>
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¹⁰ In this section partners can describe the main strategy of the 1 or 2 most important sport businesses in their region. E.g. from which segment of the market do they want to gain profit (TV broadcast, distribution, sport events etc.)

	<p>sold out for annual membership cards, but at each game c.a. 2-3 thousands seats are being released by those who (for different reasons) cannot show up. These tickets are sold again, which provides an extra cas inflow to the club.</p>
<p>Are there any kind of sport related university/college courses available in your region? (describe size and outline)</p>	<p>Lodz Academic Sports Association (AZS) is an association of physical culture, founded in 1946. It is associating university clubs operating in the Lodz region (six operating at Lodz universities, four from the province) and eight professional sections (judo, women's basketball, athletics, swimming, men's volleyball, olympic taekwondo, tennis, windsurfing). The AZS also supports the basketball league team for men. It currently has three league teams appearing in the competition under the name AZS University of Lodz - men's volleyball (2nd div), women's basketball (1st div), men's basketball (2nd dive). Thanks to cooperation with the university and technical university (Politechnika), it was possible to set up a swimming section a few years ago, supported today by both universities. The AZS also manages an Academic Center for Sports Training, which means that not only it focuses on pro sport, but also on the amateur one.</p> <p>On the level of primary or secondary education the most important actors are so-called Athletics Schools (szkoła mistrzostwa sportowego; a private or public school with a sport specialization). Students have a minimum of 16 hours per week of sports classes, with a specialization narrowing within the years.</p>
<p>What kind of cross-sectoral cooperation works in the region? (describe size and outline)</p>	<p>In general, the q-helix model and cross-sectoral cooperation in the Lodzkie region can be assessed as below desired level. Even though there is a relatively strong co-operation between the public agents and academia, we lack input of industry and society.</p> <p>Although the interest of academic circles in cooperation with entrepreneurs is growing, still too many barriers can be observed. The major problems are: mentality, money and legal regulations.</p> <p>In its 2018 Report, the Taylor Economics Ltd. states that there is a lack of stimulus that would encourage scientists to cooperate with companies, but also lack of managerial skills in</p>

	<p>CTT centers. The academic community, in turn, claims that there is a deficit of attractive offers for cooperation from the industry.</p> <p>Also, there is an issue with social participation in public or academic projects, mostly due to (generally) low responsiveness of population towards inclusive projects, but also due to the lack of real interest of the administration to truly consult its actions with the people.</p> <p>The result of this phenomenon can be observed via Verde Foundation's experience in creating the Stakeholders Group: out of its members, 3 represent public agents, 2 – academia, 1 – NGOs and none comes from the industry.</p>
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15.SPORT INNOVATION

<p>How many companies are active in your ecosystem on sports innovation (based on past 5 ? years)</p>	<p>No data is available based on regional statistics: sport is not counted by the National Statistical Bureau as a separate branch of economy. Sport related activities are being measured under several different categories, like IT (for instance for sports apps on smartphones) or textile (like in the case of members of the Verde cluster)</p> <p>Also, the Managing Authority (the Marshal's Office of the Lodzkie region) is not having economic data that could show the scale of sport related production / distribution.</p> <p>In the Lodzkie region there are companies active in the area of sport innovation, however the monitoring system of ROP for Lodzkie Region 2014-2020 does not distinguish sport innovation from the general innovation projects</p>
<p>How many startups come on sport innovation from your ecosystem (based on past 5 ? years)</p>	
<p>What is the estimated turnover on sports innovation in your region (based on past 5 ? years)</p>	

16.SWOT ANALYSIS

	HELPFUL	HARMFUL
INTERNAL ORIGIN	STRENGTHS	WEAKNESSES
	<ul style="list-style-type: none"> - strong basis of clubs – both professional flagships, proving high public participation, as well as amateur - Strong public funding for infrastructure combined with innovative policy towards financing clubs (no direct cash injections) - IT start-ups potential: occasion to create a wider environment linking sport and new technologies 	<ul style="list-style-type: none"> - lack of regional / local policy in the field of sport - even in the existing documents, the public policy does not follow the on-going social change - poor finances of many amateur clubs - still poor infrastructure in rural areas, despite recent investments - amateur sport is disconnected from education system
EXTERNAL ORIGIN	OPPORTUNITIES	THREATS
	<ul style="list-style-type: none"> - many sport events planned in near future – sport as an important part of regional / local branding - sport is growing as a distinctive feature of the region - growing awareness of wider public about advantages of healthy lifestyle 	<ul style="list-style-type: none"> - no stable longterm financing system for the stakeholders - short-term management perspective, mostly on the regional level - few tangible tools at the regional level to upgrade the position of sport

SWOT	Debrecen,	27/09/2018			
Partner	Sports and Technology Foundation	IBV. Association Institute of Biomechanics	MSE Cluster Ltd. & University of Debrecen, Institute of Sport Sciences	Regional Council of Lapland	Verde Foundation for Innovative Sports Surfaces
Strengths	Cluster	Rich, strong & diverse 4D network	Strong academic background/support	Nature	Some very popular clubs as flagship
	Track record in innovation: 100+ SME; 42 MEUR investments from SME; 16 MEUR innovation projects	R&D institutions & talent	Sport strategy at city and university level	Ounasvaara Sport Ecosystem	Strong public funding of sports infrastructure
	Good cross sectorial collaboration	Existing key stakeholders	Good infrastructure	Tourism - Sport Ecosystem	IT start-up potential
	Brainport (cooperative attitude in Q.helix)	Creative & entrepreneur people		Good education and cooperation at multiple levels	
		Regional assets like climate, culture, gastronomy, events, facilities		Lapland's sport federation, with it's networks	
	Health services & system Strong industrial & services, sectors: clothing, furniture, tourism, health				
Weaknesses	Innovation, climate	Lack of companies, innovation culture	No regional strategy	Few people	No regional policy for sport
	Research agenda	Lack of specific policies	Cooperation is not coordinated at regional level	Few businesses	Social policy does not follow the real needs of the society
	No long term innovation policy in sports	Lack of political coordination at regional & local levels	No traditional sport industry	Long distances	No financially strong players
	Links between SME and large knowledge institutes insufficient			Demographics	No infrastructure for sport activity in rural areas
					No connection between the public education system and the amateur sport
Opportunity	Sport is gaining position as sector of importance	Cross sectorial initiatives: sports-tourism; sports-medicine	Tenders available (Operational Programmes)	Nature	Many sport events planned in future
	National attention for regional excellences in sport innovation	Influence existing policies	New university courses	Tourism	Growing sports related identity of region
	Momentum of stakeholders	Thematic innovation poles around events crumming or sports (football, outdoor and watersports)	International connection	China	Healthy lifestyle growing in popularity
	INNO4SPORTS and ClusSport cooperation Large public private attention for sports + vitality				
Threats	Short term politics (elections)	Loose TMG Momentum... now or never feeling	Lack of experts	China	No stable longterm financing system for sport stakeholders
	Uncertain long term financial basis		Too much focus points in sport economy	Climate change	Short term management in the official policy (4-year perspective)
	Small staff base in cluster			Weakening public economy	

PARTNER:



Contact details <i>[Technical: the contact details will be visible only to "Policy Learning Platforms registered members"]</i>	
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Organisation	Verde Foundation for Innovative Sports Surfaces
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Introduction

The good practices are a means of sharing knowledge with people both inside and outside the Inno4Sports project. They will appear on the project's external website, and a version will also appear on the Interreg Europe programme website. All Good Practices identified by an Interreg Europe project and reported in the progress reports have to be submitted to the Programme. In order to submit a practice, you will have to register in the Interreg Europe website. Online submission will be available later on.

Each partner region is expected to produce **three good practices**.

Selecting a good practice.

The good practices should provide examples of innovation and good practice in sport economy. They should also be examples of sustainable development.

21. General information	
Title of the practice	The Lodzkie Horse Trail
Does this practice come from an Interreg Europe Project	NO [Technical: Good Practices outside the IR-E projects relevant to the topics and validated by the Policy Learning Platforms experts will also be included in the database]

In case 'yes' is selected, the following sections appear:

Please select the project acronym	Drop down menu with all acronyms
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Specific objective	Drop-down list of the 6 specific objectives [Technical: In case a project is selected, the specific objective is
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	automatically completed]	
Main institution involved	[Technical: The name of the institution and location of the practice are per default those of the practice author. They remain editable.]	
Location of the practice	Country	Poland
	NUTS 1	PL7
	NUTS 2	PL71
	NUTS 3	PL711, PL712, PL713, PL714, PL715

22. Detailed description

<p>Executive Summary</p> <p>Briefly summarise the good practice by providing a short description of the enterprise/activity involved and the relevant policy background, highlighting the most important examples of innovation and good practice that could benefit other businesses in the sector.</p> <p>(150 words maximum)</p>	<p>The Lodzkie Horse Trail is a tourist (amateur or pro) horse trail covering the area of the Lodzkie Voivodeship. The length of 1817 km makes it the longest route of this kind in Europe. The trail was created as part of the EU project "Tourism in the saddle - infrastructure of an innovative and unique tourist product", the beneficiary of which is the Łódź Voivodeship.</p>
<p>Timescale (start/end date)</p> <p>e.g. June 2012 – May 2014/ongoing</p>	<p>2010-2012 (Project funded by the ERDF Funds 2007-13 within the OP Innovative Economy Poland)</p>
<p>Background to the Good practice</p> <p>Provide relevant background material to the case including: location, a description of the situation that existed before the implementation of the project being described and any previous similar activities in the area. Were there other activities/ enterprises in the area that complemented or competed with the project? Were there particular local needs (e.g. employment, capacity building,</p>	<p>In the region, as a result of the conducted research, the need for a project promoting broadly understood active tourism was identified. It was later on translated into a product capable of satisfying a bunch of needs (and not only one) and addressed to different groups of recipients (not only those actively practicing equestrianism).</p> <p>In the assumption of its creators, this project, while promoting the newly created horse trail in connection with the existing routes in the region (cycling, pedestrians, water) should contribute to the formation of the so-called „belt of active tourism”, addressed to various segments of tourists</p>

<p>regeneration, etc.) that the project had to address? (300 words maximum)</p>	
<p>Objectives What is the initiative trying to achieve and how does the practice reach its objectives? Who and where is intended to benefit? What processes will produce the benefits? (150 words maximum)</p>	<p>The aim of the project was to:</p> <ol style="list-style-type: none"> 1. Spread the tourist activities into the more distant communes of the region in order to emphasise their beauty and natural values, undertaking the rule of sustainable development, 2. Boost the economic activity of these areas in relation to high added-value industries and a in so-far underdevelopped fields of business. <p>The project was being targeted within the rules of multi-polar regional development policy, which is also promoted by the EU. This new approach means that the public policy moves towards areas with high risk of social exclusion; sport is being regarded as one of key driving factors of the approach.</p>
<p>Key Actors Describe the key individuals, organisations, networks and partnerships involved in this good practice, highlighting any special features relevant to the good practice (e.g. private-public sector partnerships; not-for-profit groups, knowledge exchange networks, etc.). (150 words maximum)</p>	<p>The key organization involved in the project development was the Department of Sport and Tourism of the Marshal's Office of the Lodzkie Region.</p> <p>The project is a good example of how public authority may launch vivid private-public partnership: the trail is being maintained and operated by businesses, although the idea was initiated by the public.</p> <p>Along or close to the trail, there are over 200 horse riding centers offering also accommodation and catering services. The size of individual facilities and the range of services provided is very diverse.</p> <p>As a consequence, the public intervention boosted the private touristic industry. It is very important to mention that the horse-riding sport is of a high value-added, so it also influences the local communities and economy.</p>

<p>Problem/Challenge</p> <p>Describe the problems or challenges being addressed and highlight the drivers for change in this case. What significant circumstances or trends existed that contributed to the problems/challenges facing participants and what is the context which triggered the introduction of the practice? What were the underlying aims of the project and how did they meet the particular challenges identified?</p> <p>(300 words maximum)</p>	<p>Following challenges were identified at the beginning of the project:</p> <ol style="list-style-type: none"> 1. Social: lack of demand towards proposed services, stemming from the fact that the trail was designed in the areas not recognized as touristically attractive, 2. Economical: individual (and existing) private-owned horse stations had to be linked within proper network, which provides extra synergy effect. However, this had to be proven to the stakeholders, 3. Infrastructure: even though often existing already, it had to be connected physically into one coherent trail, which required developing solutions for signs, marking, crossing private properties or public roads, communication, management, etc
<p>Policy Context</p> <p>Identify and describe the key policy instruments/measures that were available to enable the delivery of potential solutions to the problems/challenges described above. Did these instruments/measures have any special features or provide access to specific funding sources that offered particular support to the delivery of solutions?</p> <p>(150 words maximum)</p>	<p>Due to its location and geographical conditions, the Lodzkie region does not have any distinctive tourist attractions that constitute its advantages over neighboring areas. For this reason, there is a need for "top-down" creation of strengths of regional tourism, including in the field of sport. This often requires using the opportunities offered by the natural environment in an unconventional way, due to the lack of other resources. The Lodzkie Voivodship has the lowest forest cover among all regions of Poland - only 21.1%.</p> <p>In the context of limited resources and opportunities in the field of tourism, it is important to involve stakeholders from outside the public sector who can develop and revive their initiatives. This aspect was also a key challenge from the point of view of the policy context.</p>

<p>Project Development</p> <p>Briefly describe the process underlying the development of the good practice example. How was the project/business designed to meet the challenge/problem set out above? Who instigated its development and who participated in the planning process? What sources of finance were available (e.g. own money, grants, loans, crowd-funding) and which were used? How did the project any overcome particular legislative or regulatory challenges?</p> <p>(300 words maximum)</p>	<p>The project preparation was initiated by the Department of Sport and Tourism of the Marshal's Office of the Lodzkie region. Planning and development process was coordinated by its personel, as well as the application form, submitted to the OP Innovative Economy administration. The entire process of AP's submission, verification and implementation was carried out the the DoST of the Marshal's Office. Critical legislative or regulatory challenges were not detected.</p>
<p>Implementation and Reputation</p> <p>How and when was the activity/enterprise implemented? Were there significant barriers to implementation and how were they overcome? Were there innovations in the design, implementation and marketing of the project? What platforms were used to increase awareness of the project and what was the effect of those (e.g. Twitter, Facebook, local networks, farmer markets, etc.) What business support opportunities offered the most help? Were particular resources (human, information, materials, etc.) required and, if so, how were they provided? Did the project overcome any major obstacles and, if so, how was this achieved? How did the policy instruments/measures described above assist implementation?</p> <p>(300 words maximum)</p>	<p>Initially, the route was designed and constructed as a 1817 km long route, divided into two loops: an external one - 45 sections with a total length of 1461 km and an internal one - 12 sections with a total length of 356 km. At the initiative of local horse riding centers, the route has been extended by more than 200 km of new routes. In the future, further new episodes are planned.</p> <p>The biggest investment of the Lodzkie Horse Trail is the complex on in Łagiewniki Forrest near Łódź. In addition to the function of a parking space, its buildings on a plot of 3.76 hectares house the Management Center of the Trail.</p> <p>The key factor in promotion of the project was the website wsiodle.lodzkie.pl and mobile apps, which allow a shooth and undistrubed usage of the trail.</p> <p>Moreover, the trail is equipped with Tourist Information and Monitoring Sites - self-service points where every tourist can plan his or hers horse journey. In the region there are 30 TIMS, equipped with a wireless access point, VoIP telephone, multifunction device, monitoring camera, color printer, chargers set, popular portable devices, GPS information and navigation devices acting as e-guides and GPS monitoring devices for the tourist and horse.</p> <p>At the Tourist Information and Monitoring Site one can plan a horse rally based on the active tourism portal www.wsiodle.lodzkie.pl, rent a GPS Tracker device informing about the current location of the rider and horse, allowing to</p>

	<p>monitor the tourist's movement and specify its location in detail</p>
<p>Leadership and Governance Briefly outline the governance arrangements for the activity/enterprise (e.g. cooperative, public-private partnership, etc.). How much did success depend on strong leadership and to what extent was it a product of well-defined structures and processes? (150 words maximum)</p>	<p>The project was carried out by one organization, the Marshal's Office of the Lodzkie region via its specialized subsidiary – the Department of Sport and Tourism. The importance of the project was in exploring new opportunities in limited tourist resources of the region. Project implementation was supported by several actors from the q-helix model (mostly business and other public organisms) and different ongoing other projects.</p>
<p>Involving Stakeholders How were other local stakeholders involved (or recruited) in the development of the activity/enterprise? Were any new networks or partnerships established as a result of these developments? Have these relationships extended beyond this particular case? (150 words maximum)</p>	<p>The implementation of the project involved:</p> <ul style="list-style-type: none"> • public authorities (regional and local self-government – communes and counties), • National forests • non-governmental institutions operating in the field of horse tourism – PTTK • entrepreneurs, service providers for horse tourism - equestrian and agritourism centers <p>As noted, a very important factor of the project was to involve new players (mostly businesses) into the a brand new network and promote further usage of the project's results via local agents. Participating businesses have managed to utilize the networks in their individual ways quite effectively.</p>

<p>Success Factors</p> <p>How is success measured for this project? What indicators or factors have been used to measure performance? Are there multiplier or spillover effects? What social and environmental benefits does the project generate? How has this case contributed to sustainability and the wellbeing in the region?</p> <p>(150 words maximum)</p>	<p>The number of local businesses engaged in the project (both at the stage of implementation and usage) measures the project's success. The main significance of the project was social and tourism innovation in terms of introducing new functions in the existing rural environment. This could have significant wider impact in changing the image of rural areas from 'agrarian', 'stagnant' and 'backward' to innovative and future-oriented, by exploiting hidden opportunities of the province.</p>
<p>Innovations</p> <p>Briefly describe any innovations associated with the implementation of the activity/enterprise. What were the unique or special features of this project? Can our understanding of the benefits of these innovations/features be utilised in other projects both regionally and across the EU?</p> <p>(150 words maximum)</p>	<p>The involvement of the local actors seems to be the key innovation of the project, through which a social innovation in the rural areas is being achieved.</p> <p>Also, a technological innovation has been put in place. Traveling on the Łódź horse trail, it is easy to find one of 21 parking spaces that will ensure a comfortable rest and relaxation. They constitute the main element of the new infrastructure of the route and are located on its various sections. They were equipped with everything necessary during stoppages and rest, including equines, pens, places of bait for horses and sheds and gazebos.</p> <p>Access to the infrastructure of these facilities is free. The area around each place is surrounded by a wooden fence, and the plot also includes a paddock for horses.</p>
<p>Difficulties encountered/ lessons learned</p> <p>Please specify any difficulties encountered and lessons learned during the implementation of the practice.</p> <p>(150 words maximum)</p>	<p>This project played well its role as a trigger of social innovation in rural areas. The lesson learnt is that the cross-regional approach (that took place within the project) works well to foster innovation, networking and creativity in rural and distant locations.</p> <p>Major obstacles encountered:</p> <ul style="list-style-type: none"> • Construction of new roads in the region which caused the need to change the course of the trail and passages safe for horses • Difficulties with the implementation of the IT system • Quick changes in technology, which resulted in the need to adapt the project to these changes

<p>Outcomes</p> <p>What have been the impacts of this practice?</p> <p>a. Impacts that were expected (e.g. on 'target' business, other tourism actors, neighbouring province, community, environment, etc.)</p> <p>b. Impacts that were NOT expected (+ and -)</p> <p>c. Stimulation of other activities in sector / region etc. (catalyzer)</p> <p>d. Expected impacts that did not occur (Why not?)</p> <p>e. Who benefits? Who loses out?</p> <p>f. Where DO the benefits/ problems occur? (Local area only? Beyond the local area?)</p> <p>(150 words maximum)</p>	<ol style="list-style-type: none"> 1. increase in the importance and recognition of the "Lodzkie" brand thanks to the creation of the first in Europe horseback tourism trail with such a large geographical and infrastructural range, 2. raising the level of competitiveness of tourist infrastructure through a holistic approach to a tourist product, created at a high level of uniqueness, creating business and social environment that is friendly to local entrepreneurs, 3. increasing tourist traffic in the region
<p>Recommendations for Good Practice</p> <p>What lessons for other enterprises/organisations can be derived from this case for dissemination across other stakeholders both in the region and across the EU?</p> <p>Please explain why you consider this practice (or some aspects of this practice) as being potentially interesting for other regions to learn from. This can be done e.g. through information on key success factors for a transfer or on, factors that can hamper a transfer. Information on transfer(s) that already took place can also be provided (if possible, specify the country, the region – NUTS 2 – and organisation to which the practice was transferred). Are there examples of good practice in terms of engagement, leadership,</p>	<p>The given good practice is regarded as potentially interesting for other regions because:</p> <ol style="list-style-type: none"> 1. in forces interactions between the public and the private as a key success factor, 2. it spreads popularity of a pretty niche sport among wider public 3. in introduces use of modern technologies into amateur sport and tourism 4. the project creates a unique tourist product, that is outstanding on the European scale

<p>governance, collaboration, design, finance or marketing? Make recommendations for the design and implementation of policy instruments and other mechanisms to support similar developments. (150 words maximum)</p>	
<p>Resources How is the practice financed? Please specify the amount of funding/financial resources used and/or the human resources required to set up and to run the practice. (150 words maximum)</p>	<p>The project was funded by the ERDF Funds 2007-13 within the OP Innovative Economy Poland. Total value of the project: 33.32 M PLN (= c.a. 7.93 M EUR), total value of ERFR funding: 16.18 M (= c.a. 3.85 M EUR). The project required a dedicated team of 2-3 persons to run but with a different engagement level, depending on processing the AF and during the implementation phase.</p>
<p>Further information Link to where further information on the good practice can be found</p>	<p>http://www.wsiodle.lodzkie.pl/pl/app/wycieczki/2</p>

Please supply supporting visual material to accompany the good practice in the form of photographs, maps and other relevant images.

Map of the Trail throughout the region (source: official website)



Mapa Łódzkiego Szlaku Konny

Managing Centre of the Lodzkie Horse Trail (source: Archcenter Architects)





Signs along the Trail (source: official website)

1. General information

Title of the practice	My friend – sports lesson
Does this practice come from an Interreg Europe Project	NO [Technical: Good Practices outside the IR-E projects relevant to the topics and validated by the Policy Learning Platforms experts will also be included in the database]

In case 'yes' is selected, the following sections appear:

Please select the project acronym	Drop down menu with all acronyms
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Specific objective	Drop-down list of the 6 specific objectives [Technical: In case a project is selected, the specific objective is automatically completed]	
Main institution involved	[Technical: The name of the institution and location of the practice are per default those of the practice author. They remain editable.]	
Location of the practice	Country	Poland
	NUTS 1	PL7
	NUTS 2	PL71
	NUTS 3	PL711

2. Detailed description

Executive Summary	<p>Briefly summarise the good practice by providing a short description of the enterprise/activity involved and the relevant policy background, highlighting the most important examples of innovation and good practice that could benefit other businesses in the sector.</p>
	<p>The project, launched in 2015, aims at limiting the number of sick leaves for children from the sports classes at school. The Lodz Department of Sports identified that a real reason for a huge number of sick leaves is actually a result of fear from children to get low marks due to their poor performance during the class. Thus, the actual goal of the project is to work with teachers and headteachers in order to change their attitude towards kids who have problems at sports classes, so that they are not assessed for the final result of an exercise, but rather – engagement, technique and persistence.</p>

<p>(150 words maximum)</p>	<p>The project brought astonishingly good effects – number of sick leaves dropped by 55% from 2393 (for the full school year) in 2014 to only 1067 in 2017.</p>
<p>Timescale (start/end date) e.g. June 2012 – May 2014/ongoing</p>	<p>1st edition: 10/2015-03/2016 (further editions year to year)</p>
<p>Background to the Good practice Provide relevant background material to the case including: location, a description of the situation that existed before the implementation of the project being described and any previous similar activities in the area. Were there other activities/ enterprises in the area that complemented or competed with the project? Were there particular local needs (e.g. employment, capacity building, regeneration, etc.) that the project had to address? (300 words maximum)</p>	<p>An analysis of the current situation in Poland (and Lodz) regarding the number of exemptions from physical education lessons allows to conclude that it does not have to correspond to the number of students who do not like sport. There are many reasons for the number of dismissals. Starting from students' health problems, to lack of motivation and commitment, but also formal considerations. The binding legal regulations do not take into account the possibility of limited participation in PE classes and the implementation of issues related to health education with students being dismissed from classes. The fact that a pupil who is exempted at the request of his parents does not have to be in school during physical education classes, is often abused, which results in an increased number of absences.</p> <p>Analysis of all aspects affecting the number of exemptions indicates that the actions taken should be addressed to:</p> <ul style="list-style-type: none"> • headteachers, in order to prepare them for effective supervision of PE classes, • teachers, to improve their work skills, • pupils, to encourage them to participation in physical activity, • parents, in order to make them aware of the importance of physical activity in the physical, emotional and social development of their children

<p>Objectives</p> <p>What is the initiative trying to achieve and how does the practice reach its objectives? Who and where is intended to benefit? What processes will produce the benefits?</p> <p>(150 words maximum)</p>	<p>The main objective of the program was not only to reduce number of exemptions in PE classes in Lodz, but above all to promote a healthy lifestyle and the positive impact of practicing sports on junior and high school students.</p>
<p>Key Actors</p> <p>Describe the key individuals, organisations, networks and partnerships involved in this good practice, highlighting any special features relevant to the good practice (e.g. private-public sector partnerships; not-for-profit groups, knowledge exchange networks, etc.).</p> <p>(150 words maximum)</p>	<p>The representatives of the Department of Labour, Education and Sport of the City of Lodz, the Lodz Center for Teachers' Training and Practical Education and the Municipal Sports and Recreation Center participated in the development of the program.</p> <p>It was implemented via schools under municipal supervision and directed to its target groups: head teachers, PE teachers, pupils and their parents.</p>
<p>Problem/Challenge</p> <p>Describe the problems or challenges being addressed and highlight the drivers for change in this case. What significant circumstances or trends existed that contributed to the problems/challenges facing participants and what is the context which triggered the introduction of the practice? What were the underlying aims of the project and how did they meet the particular challenges identified?</p> <p>(300 words maximum)</p>	<p>In the era of massive exemptions of pupils and students from physical education classes in schools in Lodz, there was a need to implement the program which aim is to improve the situation currently occurring in institutions run by the City of Lodz.</p> <p>Children in Poland were classified in 10th place in the number of overweight or obesity on 22 rated European countries. This issues is emerging as one of major health problems within the society.</p> <p>The situation was particularly alarming in colleges and high schools: whereas for primary schools there was (2014/15) 1 exemption per 171 pupils, in colleges – 1 per 29 pupils, and in high schools – even 1 per 10!</p>
<p>Policy Context</p> <p>Identify and describe the key policy instruments/measures that were available to enable the delivery of potential solutions to the problems/challenges described above. Did these instruments/measures have any special features or provide access to specific funding sources that offered</p>	<p>The project was delivered and developed within the municipal „Education Development Policy Lodz 2020+”, especially its goals:</p> <ul style="list-style-type: none"> • Strategic goal 2 - Schools and educational institutions with high level of education, care and upbringing • Operational objective 2.2 - Ensuring the safety of children and students and care for their physical and mental health. <p>It is important to note that the project was indeed a result of some in-depth studies, conducted by the municipal authorities</p>

<p>particular support to the delivery of solutions? (150 words maximum)</p>	<p>throughout years before the implementation phase. The Policy mentioned stated clearly the identified problem: although surveys from the years 1998, 2003 and 2009 claimed an improvement in active leisure in the junior population, the key exception were girls from high schools, among whom there was a significant decrease in physical activity. Thus, the project filled in very well into the policy context.</p>
<p>Project Development Briefly describe the process underlying the development of the good practice example. How was the project/business designed to meet the challenge/problem set out above? Who instigated its development and who participated in the planning process? What sources of finance were available (e.g. own money, grants, loans, crowd-funding) and which were used? How did the project any overcome particular legislative or regulatory challenges? (300 words maximum)</p>	<p>The project preparation was initiated within Department of Labour, Education and Sport of the City of Lodz. Planning and development process was coordinated by its personel, in particular by an intra-departmental working team, consisting of employees of the Sub-Department of Education and the Sub-Department of Sport. The further development of the project required co-operation with a wide coalition of dedicated and specialized institutions: the Lodz Center for Teachers' Training and Practical Education and the Municipal Sports and Recreation Center, as well as schools, teachers and headteachers. A critical point was to connect the sphere of public administration with the experts in the field of education. Critical legislative or regulatory challenges were not detected.</p>
<p>Implementation and Reputation How and when was the activity/enterprise implemented? Were there significant barriers to implementation and how were they overcome? Were there innovations in the design, implementation and marketing of the project? What platforms were used to increase awareness of the project and what was the effect of those (e.g. Twitter, Facebook, local networks, farmer markets, etc.) What business support opportunities offered the most help? Were particular resources (human, information, materials, etc.) required and, if so,</p>	<p>During each school year since 2015, the project was implemented by undertaking several steps:</p> <ul style="list-style-type: none"> • Organizing workshops for headteachers and teachers • Individual support for schools with a high percentage of exemptions - classes promoting attractive solutions in the field of various forms of physical activity • Individual support for schools with a high percentage of exemptions from PE - consultations in schools with headteachers • observation by teachers of classes conducted by pro sports instructors with groups of youth presenting various, also atypical forms of activity • Meetings at schools with outstanding personalities from the world of sport • Preparation of tools for monitoring exemptions • providing follow-up in forthcoming years

<p>how were they provided? Did the project overcome any major obstacles and, if so, how was this achieved? How did the policy instruments/measures described above assist implementation? (300 words maximum)</p>	
<p>Leadership and Governance Briefly outline the governance arrangements for the activity/enterprise (e.g. cooperative, public-private partnership, etc.). How much did success depend on strong leadership and to what extent was it a product of well-defined structures and processes? (150 words maximum)</p>	<p>The strong leadership and governance of the project was provided by the Department of Labour, Education and Sport of the City of Lodz. However, the project's success required a smooth co-operation with a vast coalition of educational institutions.</p> <p>Aftermath analyses prove that the strong leadership was one of project's success factors.</p>
<p>Involving Stakeholders How were other local stakeholders involved (or recruited) in the development of the activity/enterprise? Were any new networks or partnerships established as a result of these developments? Have these relationships extended beyond this particular case? (150 words maximum)</p>	<p>The proper implementation of the project required close co-operation with:</p> <ul style="list-style-type: none"> • academia – in this case, professional institutes within education, which provided know-how for headteachers and teachers; also the aspect of supervision and assistance was crucial, • mid-level actors – schools involved in the project, deeply engaged in project's objectives, • target group of pupils/students and parents. <p>The project, which proved the ability of education to improve itself, extended the relationships between teachers and parents + pupils, as it helped to build bridges and strengthen the confidence.</p>

<p>Success Factors</p> <p>How is success measured for this project? What indicators or factors have been used to measure performance? Are there multiplier or spillover effects? What social and environmental benefits does the project generate? How has this case contributed to sustainability and the wellbeing in the region? (150 words maximum)</p>	<p>The top success factor, reflected in the dropping amount of PE exemptions, is a result of a coherent effort of all the stakeholders</p> <ul style="list-style-type: none"> • public authorities • academia • teachers • pupils • parents <p>in order to achieve the aims. Thus, what seems to be crucial is the spread understanding of common goal and joint work of all SG members.</p> <p>It is also worth paying attention to the fact that in the year following the implementation of the program, as many as 2,597 pupils were practicing PE with the opinion of a doctor about their limited capabilities. The learning process was adapted to needs of these students. Probably in previous years these students would have had complete exemption from PE. The fact that they practice during classes another proof the project's success story, but it also testifies the parents' trust in teachers</p>
<p>Innovations</p> <p>Briefly describe any innovations associated with the implementation of the activity/enterprise. What were the unique or special features of this project? Can our understanding of the benefits of these innovations/features be utilised in other projects both regionally and across the EU? (150 words maximum)</p>	<ol style="list-style-type: none"> 1. Close co-operation and cross-overs between different parts of the q-helix model (especially: public, academia and education facilities) is regarded as a key innovation of the project, leading to its unexpected success. 2. What also seems to be of crucial importance is the on-going communication towards the target groups. Parents and children were aware of the project aims and benefits it delivered. 3. Last but not least, a precise identification of target groups turns out to be decisive. Although one could guess that most of actions should be directed at parents & pupils, it was actually the teachers & head-teachers that need attention in order to improve their skills and pass the good habits onto the parental environment.
<p>Difficulties encountered/ lessons learned</p> <p>Please specify any difficulties encountered and lessons learned during the implementation of the practice. (150 words maximum)</p>	<p>The project serves perfectly as a vehicle to spread good practices on active and healthy lifestyle among families. The lesson learnt is that the interdisciplinary approach (with strong involvement of the educational branch) is necessary to obtain demanded results.</p>

Outcomes

What have been the impacts of this practice?

- a. Impacts that were expected (e.g. on 'target' business, other tourism actors, neighbouring province, community, environment, etc.)
- b. Impacts that were NOT expected (+ and -)
- c. Stimulation of other activities in sector / region etc. (catalyzer)
- d. Expected impacts that did not occur (Why not?)
- e. Who benefits? Who loses out?
- f. Where DO the benefits/ problems occur? (Local area only? Beyond the local area?)

(150 words maximum)

The project brought astonishingly good effects – number of sick leaves dropped by 55% from 2393 (for the full school year) in 2014 to only 1067 in 2017.

Drop of number of exemptions per 1 pupil at different levels of educations:

- primary schools 1/ 171 pupils to 1 / 265
- junior high school – 1 / 29 pupils to 1/ 42
- high schools – 1 / 10 to 1 / 15.

Comparing the number of exemptions for the entire school year as compared to the year preceding the implementation of the program, it can be stated

- in primary schools, amount of exeptions is c.a. 32% lower,
- in junior high school amount of exeptions is c.a. 23% lower,
- in high-school general secondary amount of exeptions is c.a. 34% lower.

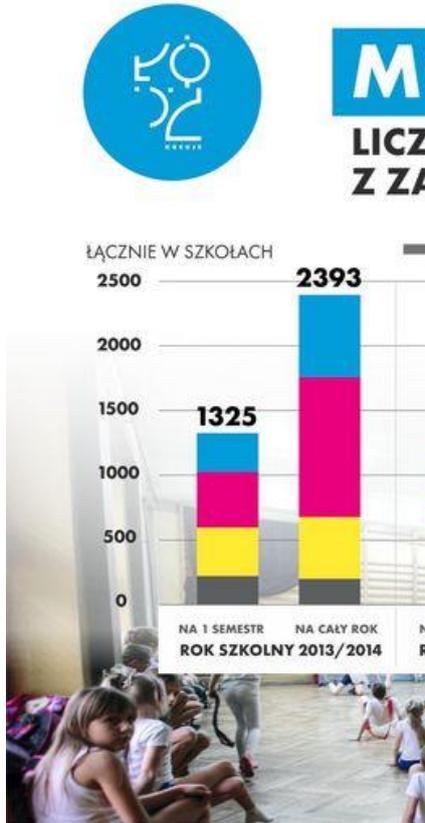
The greatest improvement (and also – the biggest unexpected outcome) can be seen in the schools at the last stage of education, which is even more satisfactory because all studies conducted so far in Poland indicate the highest percentage of exemptions in this age group.

<p>Recommendations for Good Practice</p> <p>What lessons for other enterprises/organisations can be derived from this case for dissemination across other stakeholders both in the region and across the EU?</p> <p>Please explain why you consider this practice (or some aspects of this practice) as being potentially interesting for other regions to learn from. This can be done e.g. through information on key success factors for a transfer or on, factors that can hamper a transfer. Information on transfer(s) that already took place can also be provided (if possible, specify the country, the region – NUTS 2 – and organisation to which the practice was transferred). Are there examples of good practice in terms of engagement, leadership, governance, collaboration, design, finance or marketing? Make recommendations for the design and implementation of policy instruments and other mechanisms to support similar developments.</p> <p>(150 words maximum)</p>	<p>The given good practice is regarded as potentially interesting for other regions because:</p> <ol style="list-style-type: none"> 1. it shows the path of operations that would likely bring good effects, 2. it concerns a universal issue, important in all EU countries (the question of obesity within U18 age group and low vitality) 3. the project can be implemented basing on existing resources: it doesn't require new investments, but proper usage of structures already in place 4. the costs are low compared to the outcomes
<p>Resources</p> <p>How is the practice financed? Please specify the amount of funding/financial resources used and/or the human resources required to set up and to run the practice.</p> <p>(150 words maximum)</p>	<p>The project was costless for the City of Lodz and involved stakeholders: all the activities were enforced within daily responsibilities of each party.</p> <p>The managing team of the leading institution (Dep. Of Sport, City of Lodz Office) is made up of 4 persons: Project Manager (deputy head of the Department) and 3 employees.</p>
<p>Further information</p> <p>Link to where further information on the good practice can be found</p>	<p>https://uml.lodz.pl/aktualnosci/arttykul/moj-przyjaciel-wf-id16872/2017/11/29/</p>

Please supply supporting the good practice in the form other relevant images.



visual material to accompany of photographs, maps and



Graphics showing decrease in number of sickleaves from PE classes 2014-2017

1. General information

Title of the practice	The „Orlikowa” Champions League
Does this practice come from an Interreg Europe Project	NO [Technical: Good Practices outside the IR-E projects relevant to the topics and validated by the Policy Learning Platforms experts will also be included in the database]

In case 'yes' is selected, the following sections appear:

Please select the project acronym	Drop down menu with all acronyms
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Specific objective	Drop-down list of the 6 specific objectives [Technical: In case a project is selected, the specific objective is automatically completed]	
Main institution involved	[Technical: The name of the institution and location of the practice are per default those of the practice author. They remain editable.]	
Location of the practice	Country	Poland
	NUTS 1	PL7
	NUTS 2	PL71
	NUTS 3	PL711, PL712, PL713, PL714, PL715

2. Detailed description

Executive Summary Briefly summarise the good practice by providing a short description of the enterprise/activity involved and the relevant policy background, highlighting the most important examples of innovation and good practice that could benefit other businesses in the sector.	The „Orlikowa” Champions League, organized by the Lodzkie Region, in 2018 was held for the tenth time, and its formula developed in eight disciplines: football, handball, volleyball, basketball, rugby, high jump, tennis, and games and games. The event, led by the Marshal’s Office of the Lodzkie region, at the beginning consisted only of a football tournament. Now in became one of the best and most popular sports events in Poland dedicated to children and young people.
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<p>(150 words maximum)</p>	
<p>Timescale (start/end date) e.g. June 2012 – May 2014/ongoing</p>	<p>June 2009 - ongoing</p>
<p>Background to the Good practice Provide relevant background material to the case including: location, a description of the situation that existed before the implementation of the project being described and any previous similar activities in the area. Were there other activities/ enterprises in the area that complemented or competed with the project? Were there particular local needs (e.g. employment, capacity building, regeneration, etc.) that the project had to address? (300 words maximum)</p>	<p>As mentioned before in the document, a very important part of regional sports infrastructure for children and amateurs is made up of the „Orliki” pitches and courts. Orlik 2012 was a joint government-region-cummune project to build a football (soccer) and join volleyball–basketball courts in each commune in Poland before; the Lodzkie region hosts 178 of these pitches. Until c.a. 2010, the lack of modern and safe infrastructure for youth sport was one of major obstacles in promoting and developing vitality among children. Investments accomplished under the Orliki programme solved this issue; since then the challenge is rather to make sure of proper use of existing infrastructure.</p> <p>The „Orlikowa” Champions League answers that challenge by organizing a long-term tournament. It also adresses local needs by involving communities and activating their members. The project goes along with the concept of sustainable development as it moves the dynamics of the region until its furthest corners.</p>
<p>Objectives What is the initiative trying to achieve and how does the practice reach its objectives? Who and where is intended to benefit? What processes will produce the benefits? (150 words maximum)</p>	<p>The „Orlikowa” Champions League is set to achieve following objectives:</p> <ul style="list-style-type: none"> • boosting sports activity of school children and youth, • increasing the psychomotor skills of the participants, • to popularize the idea of an active lifestyle, fair-play attitudes and integration of the student environment. <p>The project was also aimed at finding talented youth, that has predisposition to professional sports.</p> <p>An extra horizontal aim it to build a culture of filling up free time with practicing sport, which is particularly important among the children and the youth.</p>

<p>Key Actors</p> <p>Describe the key individuals, organisations, networks and partnerships involved in this good practice, highlighting any special features relevant to the good practice (e.g. private-public sector partnerships; not-for-profit groups, knowledge exchange networks, etc.).</p> <p>(150 words maximum)</p>	<p>The key organization involved in the project development is the Department of Sport and Tourism of the Marshal's Office of the Lodzkie Region.</p>
<p>Problem/Challenge</p> <p>Describe the problems or challenges being addressed and highlight the drivers for change in this case. What significant circumstances or trends existed that contributed to the problems/challenges facing participants and what is the context which triggered the introduction of the practice? What were the underlying aims of the project and how did they meet the particular challenges identified?</p> <p>(300 words maximum)</p>	<p>Several research prove that children of junior school age (6-12 years old) are characterized by high readiness for movement, the need to "exercise" and a lot of spontaneous physical activity. This is called the „golden period” of mobility, in which the purposefulness and the economy of movements, as well as the control of the body gradually appear. The child easily masters basic motor skills (eg swimming, cycling, skiing, ice skating), enjoys the sport's achievements and competition.</p> <p>At the same time, nowadays children are exposed to many distracting factors, that limit their natural physical activity. A mentioned before, obesity and overweight are issues of social importance. This is combined with the booming infrastructure, provided in every municipality by the local and regional authorities.</p> <p>As a result, a need for publically-driven sports competitions and tournaments is growing, in order to both encourage the children's physical activity and provide proper use of sports objects.</p>
<p>Policy Context</p> <p>Identify and describe the key policy instruments/measures that were available to enable the delivery of potential solutions to the problems/challenges described above. Did these instruments/measures have any special features or provide access to specific funding sources that offered particular support to the delivery of solutions?</p> <p>(150 words maximum)</p>	<p>The project was corresponding with all major strategic documents of the region and statutory activities of the Marshal's Office of the Lodzkie Region in the field of shaping policies and promoting sport.</p>

<p>Project Development</p> <p>Briefly describe the process underlying the development of the good practice example. How was the project/business designed to meet the challenge/problem set out above? Who instigated its development and who participated in the planning process? What sources of finance were available (e.g. own money, grants, loans, crowd-funding) and which were used? How did the project any overcome particular legislative or regulatory challenges?</p> <p>(300 words maximum)</p>	<p>The „Orlikowa” Champions League is addressed to children and adolescents aged 11-16. Football and handball games take place in two age categories: 11-13 years old and 14-16 years old, volleyball and basketball for junior high school students aged 14-16. The open formula includes games in high jump, rugby for children and youth from elementary and junior high schools, tennis for primary schools grades 1-3 along with and games and PE games.</p> <p>The Champions League is carried out at the level of municipality / commune (1st stage of eliminations), of the county (2nd stage of eliminations), between county winners (regional semi-finals), ended by the regional final. In total, about 400 smaller tournaments are organized in individual sport disciplines on all 178 Orliks (artificial grass pitches at schools, managed by communes) of the region. Each year, more than 20,000 participants take part in the OLM efforts.</p>
<p>Implementation and Reputation</p> <p>How and when was the activity/enterprise implemented? Were there significant barriers to implementation and how were they overcome? Were there innovations in the design, implementation and marketing of the project? What platforms were used to increase awareness of the project and what was the effect of those (e.g. Twitter, Facebook, local networks, farmer markets, etc.) What business support opportunities offered the most help? Were particular resources (human, information, materials, etc.) required and, if so, how were they provided? Did the project overcome any major obstacles and, if so, how was this achieved? How did the policy instruments/measures described above assist implementation?</p> <p>(300 words maximum)</p>	<p>Throughout the years, the project was implemented by undertaking several steps:</p> <ul style="list-style-type: none"> • providing financial background by the Managing Authority • contacting stakeholders – making sure of their continuous participation as well as having new partners onboard • Individual support for schools and clubs that need special assistance • Cooperation with sports instructors and coaches • Organizing the tournaments • Putting together dozens of locally-played qualifications into a big regional event • providing follow-up in forthcoming years

<p>Leadership and Governance Briefly outline the governance arrangements for the activity/enterprise (e.g. cooperative, public-private partnership, etc.). How much did success depend on strong leadership and to what extent was it a product of well-defined structures and processes? (150 words maximum)</p>	<p>The strong leadership and governance of the project was provided by the Department of Sport and Tourism of the Marshal's Office of the Lodzkie Region. However, the project's success required a smooth co-operation with a vast coalition of sports institutions: clubs, associations, federations, as well as schools and school teachers.</p> <p>Aftermath analyses prove that the inclusive governance, which encouraged the participation of a wide stakeholders coalition, was one of project's success factors.</p>
<p>Involving Stakeholders How were other local stakeholders involved (or recruited) in the development of the activity/enterprise? Were any new networks or partnerships established as a result of these developments? Have these relationships extended beyond this particular case? (150 words maximum)</p>	<p>In the „Orlikowa” Champions League several regional stakeholders were involved: mostly amateur and youth clubs, associations, foundations and sports associations from the entire region. In total, more than 100 organizations participate in each edition</p>
<p>Success Factors How is success measured for this project? What indicators or factors have been used to measure performance? Are there multiplier or spillover effects? What social and environmental benefits does the project generate? How has this case contributed to sustainability and the wellbeing in the region? (150 words maximum)</p>	<p>According to the Managing Authority, the key success factor of the project were:</p> <ul style="list-style-type: none"> • cooperation with the organizers of competitions in each sport discipline and schools and an open, inclusive formula that encouraged the engagement of a wide stakeholders group. • the fact that the sport disciplines that were chosen for competitions gave the chance to participate for all willing children without regard to their level of fitness. • A wide promotion of the event in regional media was also ensured (i.e. Dziennik Łódzki, TV Toya).

<p>Innovations</p> <p>Briefly describe any innovations associated with the implementation of the activity/enterprise. What were the unique or special features of this project? Can our understanding of the benefits of these innovations/features be utilised in other projects both regionally and across the EU?</p> <p>(150 words maximum)</p>	<p>In the initial period (2009) it was the only project on such a large scale in entire Poland that promoted a healthy lifestyle among children and youth, as well as the only such a large sports tournament for children and youth in the country</p>
<p>Difficulties encountered/ lessons learned</p> <p>Please specify any difficulties encountered and lessons learned during the implementation of the practice.</p> <p>(150 words maximum)</p>	<p>The organizers initially had difficulties with encouraging the participation of children who were not affiliated with sports clubs and showed little interest in sports activities. Often the plans were influenced by the weather, which made it impossible to play tournaments on the Orlik stadiums. The challenge was also to match the dates of individual games so that school children could take part under the supervision of their teachers</p>
<p>Outcomes</p> <p>What have been the impacts of this practice?</p> <p>a. Impacts that were expected (e.g. on 'target' business, other tourism actors, neighbouring province, community, environment, etc.)</p> <p>b. Impacts that were NOT expected (+ and -)</p> <p>c. Stimulation of other activities in sector / region etc. (catalyzer)</p> <p>d. Expected impacts that did not occur (Why not?)</p> <p>e. Who benefits? Who loses out?</p> <p>f. Where DO the benefits/ problems occur? (Local area only? Beyond the local area?)</p> <p>(150 words maximum)</p>	<p>It was possible to promote and spread among children and teenagers healthy lifestyle and vitality, especially in rural communities. In total, about 400 tournaments in different sport disciplines were held, on almost all Orlik stadiums in the Lodzkie region. Through this, an initial aim (to provide proper use of modern infrastructure) was achieved.</p> <p>Every year, approximately 20,000 participants took part in the OCL competitions - children and young people, mostly not affiliated with any sport clubs. The „Orlikowa” Champions League has become a recognizable brand on at least regional scale. It was also possible to identify people who are predisposed to work in sports professionally.</p>

<p>Recommendations for Good Practice</p> <p>What lessons for other enterprises/organisations can be derived from this case for dissemination across other stakeholders both in the region and across the EU?</p> <p>Please explain why you consider this practice (or some aspects of this practice) as being potentially interesting for other regions to learn from. This can be done e.g. through information on key success factors for a transfer or on, factors that can hamper a transfer. Information on transfer(s) that already took place can also be provided (if possible, specify the country, the region – NUTS 2 – and organisation to which the practice was transferred). Are there examples of good practice in terms of engagement, leadership, governance, collaboration, design, finance or marketing? Make recommendations for the design and implementation of policy instruments and other mechanisms to support similar developments.</p> <p>(150 words maximum)</p>	<p>The given good practice is regarded as potentially interesting for other regions because:</p> <ol style="list-style-type: none"> 1. it proves that a good use of existing infrastructure by the local communities can be reached, 2. it concerns a universal issue, important in all EU countries (the question of obesity among children) 3. the expenses are relatively low which means that high participation (20k+ annually) can be obtained though basic measures 4. close cooperation with intermediary units (like clubs, sport associations) is a key success factor
<p>Resources</p> <p>How is the practice financed? Please specify the amount of funding/financial resources used and/or the human resources required to set up and to run the practice.</p> <p>(150 words maximum)</p>	<p>The „Orlikowa” Champions League games have been going on since 2009. The Managing Authority of the Lodzkie Voivodship, allocated following financial resources via public tenders:</p> <p>2011 - PLN 291,200 (c.a. 70 000 EUR), 2012 - PLN 280,000 (c.a. 66 000 EUR), 2013 - PLN 342 900 (c.a. 82 000 EUR), 2014 - PLN 364,000 (c.a. 87 000 EUR), 2015 - PLN 280,000 (c.a. 67 000 EUR), 2016 - PLN 290,000 (c.a. 69 000 EUR), 2017 - PLN 340,000 (c.a. 81 000 EUR).</p> <p>The following costs cover the organization and administration.</p>

	The participation of the youth is free.
Further information Link to where further information on the good practice can be found	http://www.lzpn.org/aktualnosci/orlikowa-liga-mistrzow-zapisy/

Please supply supporting visual material to accompany the good practice in the form of photographs, maps and other relevant images.



Project logo (source: lodzkie.pl)



Winners of the 2017 high jump competition (source: Dziennik Lodzki)



2018 football tournament final the Widzew FC stadium (source: Dziennik Lodzki)