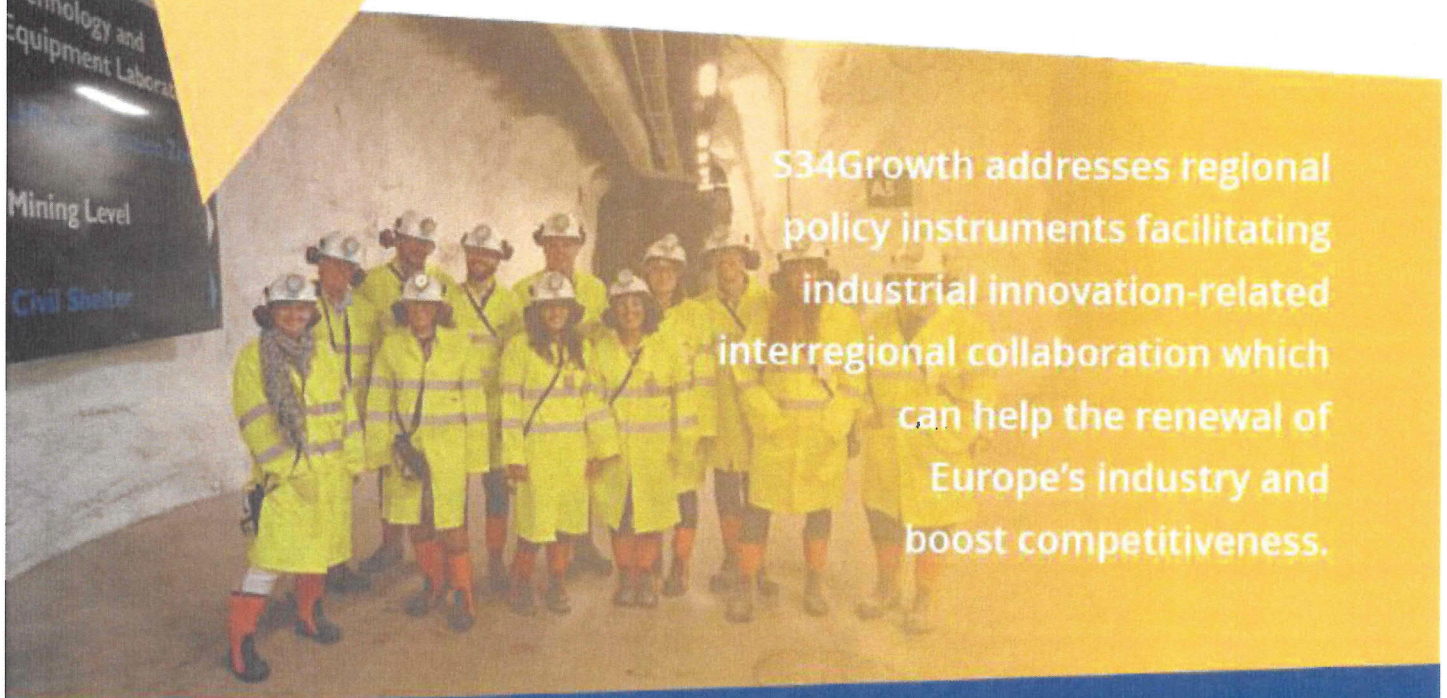


S34Growth

Interreg Europe

Technology and
Equipment Labora
Mining Level
Civil Shelter



S34Growth addresses regional policy instruments facilitating industrial innovation-related interregional collaboration which can help the renewal of Europe's industry and boost competitiveness.

www.interregeurope.eu/s34growth

Regional Action Plan: Lombardy Region

Table of Contents

1. General information.....	2
2. Policy Context.....	2
3. Introduction to the action plan.....	3
3.1 The background	3
3.2 Vision & Objectives.....	5
3.3. Managing organization	5
3.4 Action envisaged	6
3.5 Estimated budget.....	6
4. Action 1: Transfer of good practices	8
4.1. List of activities	8
4.2. Stakeholders and partners involved:	9
5. Action 2 - Improvement and expansion of regional voucher system ...	10
5.1. List of activities	10
5.2. Partners involved:.....	11
6. Endorsement of the action plan	12
Annex I -Gantt chart	13

1. General information

Project: S34GROWTH (PGI01400)

Partner organisation: AFIL-Associazione Fabbrica Intelligente Lombardia

Other organisations involved: STIIMA-CNR (external expert) - Regione Lombardia (stakeholder) - Finlombarda (stakeholder)

Country: Italy

NUTS2 region: Lombardy

Contact person: Roberta Curiazzi

Email address: roberta.curiazzi@afil.it

2. Policy Context

The Action Plan aims to impact:

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

Name of the policy instrument addressed: "**Innovation Voucher**".

The formal name of the instrument, as approved in the Lombardy OP ERDF 2014-2020-Axis1, is: "*Azione I.1.b.1.1 Sostegno per l'acquisto di servizi per l'innovazione tecnologica, strategica, organizzativa e commerciale delle imprese*" (english translation: *Action I.1.b.1.1 Support for purchasing services finalized to technology, strategic, organizational and commercial enterprise Innovation*)

Vouchers support the implementation of innovation actions of SMEs.

Regione Lombardia is using the vouchers' system since 2003 and the instrument is working well from the technical point of view. Up to now, it aimed at supporting generic innovation processes but did not canalized regional resources towards clear focused goals in terms of technologies and applications. At the end of 2013 Regione Lombardia has defined its own Smart Specializations Strategy – RIS3 (last update November 2017). In 2014 the Region has formally recognised 9 Technological Clusters as tools of soft governance between the territory and the local government for the implementation of its RIS3.

Cluster AFIL cooperates very closely with Lombardy Region – Directorate General University, Research and Open Innovation which considers the 9 Lombard Clusters as instruments of soft governance between the Local Authority and the territory in the implementation of its Smart Specialisation Strategy. As a result, Regione Lombardia is considering the opportunity of shaping a new vouchers' system aligned to more precise goals consistent with RIS3 and with the R&I Work Programs of the specialisation.

The improvement process of the policy instrument has already started in parallel with S34Growth and in June 2017, Lombardy Region lunched the call for "**Innodriver-S3**", a new edition of the vouchers in which one of the three measures aimed at supporting SMEs in the acquisition and development of advanced innovation services. The main evolution of Lombardy voucher instrument, compared to the previous one can be summarised as follow:

FROM 2010	TO 2017
Click Day	Evaluation and ranking list
Costs up to	Fixed costs for the service
Analytical financial report	Standard cost for personnel
Regional funds	Structural funds

3. Introduction to the action plan

3.1 The background

The main objective of the S34Growth project is to develop and improve existing regional policy instruments to facilitate interregional collaboration, which in turn will support the renewal of Europe's industry and competitiveness.

AFIL, the Lombardy Technological Cluster on Advanced Manufacturing, received the mandate from Lombardy Region to participate in this project with the twofold aim of improving the addressed regional policy instrument with a better alignment with the needs emerging from local companies and with an innovative interregional element, fostering the interregional collaboration based on smart specialisation. Besides this primary objective, the cluster and the regional authority agreed on a secondary goal to be achieved through this project considering their commitment toward Vanguard Initiative. Indeed, S34Growth was approached as a synergic action to be exploited for the identification of innovative funding instruments to be implemented in synergy with the 10 Regions involved for the development of Vanguard Initiative pilot network that are currently facing several barriers in the implementation phase.

Lombardy Region who is the organisation in charge of policy instrument design and management was therefore fully committed in the project since the beginning, endorsing the proposal as well as Phase I activities and the hereby described plan, proposed and coordinated by AFIL for Phase II. During Phase I, AFIL and Lombardy Region organised frequent meetings with the ERDF 2014-2020 managing authorities. Accordingly, it is well aware of the Phase I results as well as the actions envisaged for the Regional Action Plan. This commitment has been further confirmed by signing this plan.

The first phase of the project served to improve the mutual knowledge of the partners, their innovation ecosystem and the related policy programme. AFIL and Lombardy Region, as stakeholder, participated to 9 OSDDs (Tampere, Norte, Scotland, Basque Country, Eindhoven, Catalonia, South Netherlands, Zuid Holland and Flanders) and hosted the Lombardy OSDD with the involvement of several regional stakeholders. The main outcomes collected from the participation to the meetings were reported in a shared format and they can be summarised as follow:

Lessons learned

- **Priorities and Smart Specialization Strategy implementation in the partner Regions**

Each Region presented its own regional strategy highlighting the priorities identified and methods and tools that leads to the definition of such a strategy. This was particularly useful to identify synergic topics in the advanced manufacturing area and

how the different regions are dealing with the implementation of strategic actions toward the improvement of industrial policies.

- **Opportunities for improving existing instruments and related challenges to be faced**

Besides receiving a detailed overview of the regional strategies and priorities S34Growth project allowed us to discuss with other partners the main policy instruments designed and implemented to finance research and innovation in different areas. This was particularly useful to learn about new instruments using of ERDF for R&D demonstration and pilot projects within programmes based on calls for R&D projects facilitating technology-to-market processes (i.e. Norte demonstration projects). Moreover, the discussions highlighted advantages and/or barriers to be faced during the design and implementation of such instruments.

- **Opportunities deriving from macroregional strategies**

Lombardy Region is actively involved in EUSALP macroregional strategy for the alpine Regions and it was useful to learn more about another macroregional strategy (i.e. EUSBSR - EU Strategy for the Baltic Sea Region) how it is structured and implemented and what are the opportunities generated in this context for companies.

- **Innovation ecosystem and infrastructures in the regions (interactions and connections among regional actors)**

Thanks to the support of regional stakeholders the Regions involved presented during their OSDD an overview of the organisations actively participating in the regional innovation ecosystems and the technology infrastructures already developed in the different regions. First of all, this allowed to better understand the composition of the regional innovation ecosystems and how they are orchestrated with the objective to established future coordinated collaboration action. For example, the Basque Country DIH model was extremely inspiring for Lombardy and it would be further investigated in Phase II to establish synergic actions and stable future cooperation. Moreover, several infrastructures were visited (i.e. Biopilot facility in Delft) with the aim to better understand the funding and organisational model behind these innovation infrastructures.

Improvement suggested for policy instrument

- Re-shape the content of the instrument in a way it will fit better with companies needs expressed and collected by the cluster
- Consider the inclusion of an interregional dimension to the "S3 -INNODRIVER", making the participation of service providers outside Lombardy easier

In addition to the interregional meetings, regional stakeholders' groups have been established with the aim to keep key actors engaged to the project vision and constantly receive feedback and inputs related to the contents discussed. In the following table, a summary of the groups nature and the type of information share with them is provided.

Table 1. Lombardy Regional Stakeholders Groups

Stakeholder Group	Composition	Focus
Political and strategic group	Regione Lombardia (<i>Regional and managing authorities</i>)	Discussions related to policy instruments and interregional cooperation strategies in line with RIS3.

	Finlombarda (Regional development agency)	
Operational group	AFIL and the other Lombardy Technological Cluster	Support to the identification and implementation of improvements to the policy instrument on the basis of the feedbacks and needs collected from companies.
General stakeholders	AFIL members and local public	Dissemination of projects objectives and first results

During these years, the activities carried out contributed to the identification of concrete actions to be implemented in the second phase of the project both at regional level and at interregional level interacting with S34Growth partners. In particular, besides the lessons learnt identified during the OSDDs, the added value of the project is represented by collaborations established with a sub-group of partners interested in the synergic development and/or improvement of voucher instrument. In the following paragraphs, a detailed description of the objectives envisaged, the activities planned both in a regional and interregional perspective, and the resources to be committed will be provided.

3.2 Vision & Objectives

"Improve the competitiveness of local companies supporting them in the implementation of innovation actions and stimulating cooperation toward the creation of European Value Chain".

This is the vision guiding the definition of Lombardy action plan objectives and activities which can be achieved with the support of key players (i.e. Clusters, research centres, universities and companies) and the definition of an innovative and effective industrial policy programme. Accordingly, the objectives to be reached through the implementation of this action plan are the following:

- a. **Improvement of the targeted policy instrument:** S3-Innodriver (Innovation Voucher)
- b. **Implementation of lessons learnt and good practices** identified during the Phase 1 of the project through OSDD activities

In the following chapters the actions planned toward the achievement of these objectives are presented.

3.3. Managing organization

AFIL is the main Lombardy partner involved in the project and it is responsible of the elaboration of the action plan as well as the implementation of the activities proposed. Being a technological cluster officially recognised by Lombardy Region, the active involvement and the commitment of the Regional authority is ensured together with the participation of the other actors in charge of the definition and execution of policy instruments in Lombardy. These actors contributed to the project activities since the beginning through the participation to OSDD events and regional stakeholders meeting. Accordingly, they are all aware of the objectives and the contents of the action plan proposed and the role they will play toward the

achievement of the goals envisaged.

3.4 Action envisaged

In line with the objectives set by the Lombardy team, the actions envisaged in Lombardy action plan are:

- 1. Transfer of good practices:** action planned to further build on the lessons learnt during Phase I and concretely discuss the implementation of some best practices at regional level mobilising the most relevant stakeholders.
- 2. Improvement and expansion of regional voucher system:** set of activities aimed at the development of a survey to identify concrete improvements for the innovation voucher, on the basis of companies feedback, and investigate the potential market for an interregional voucher scheme.

The timeframe of the plan and the activities duration are reported in the Gantt chart attached in **Annex I -Gantt chart**, while a detailed description of the plan and the related budget are reported in the following paragraphs.

3.5 Estimated budget

The budget estimated for Lombardy action plan considers the resources needed for the implementation of the actions planned at regional and interregional level, dedicated in-kind by the different organisations involved. In **Table 2**, a forecast of the budget per actions is provided considering the resources and the effort estimated for each actor involved in the implementation of the action plan.

Table 2. Budget for Lombardy action plan implementation

		AFIL	Regione Lombardia	Finlombarda
Action 1	Hours ¹	192	128	64
	Costs ²	4.800,00 €	4.012,80 €	2.006,40 €
Action 2	Hours	384	256	128
	Costs	9.600,00 €	8.025,60 €	4.012,80 €

¹ Hours of the stakeholders involved have been calculated on the basis of the people that each organisation is involving in kind in the plan implementation (Lombardy Region: 2 people; Finlombarda: 1 Person)

² Costs are calculated on a real basis for AFIL (in line with the project reporting), while for stakeholders a standard cost has been applied (31.35 €)



14.400 €

12.038,40 €

6.019,20 €

In addition to this, S34Growth budget for Phase II will guarantee the implementation of dedicated monitoring actions that will be performed by AFIL and ensure the continuous exchange and collaboration with the other partners involved in the project, with whom some synergies in action plans implementation may arise.

4. Action 1: Transfer of good practices

4.1. List of activities

Task 1.1 Detailed analysis of the good practices identified in Phase 1

As follow-up action of the activities initiated in the regional stakeholders meetings, a detailed analysis of the good practices identified in Phase 1 will be developed involving all the relevant regional stakeholders. In particular, we will focus on the following good practices identified since they will contribute directly or indirectly to the improvement of the Lombardy instrument addressed in this plan:

- Basque Country DIH model
- Digital system for innovation voucher applied in Tampere
- Nuclis and Tecniospring projects from Catalonia

Timing: M1-M12

Task 1.2 Evaluation of the implementation feasibility at regional level

The Lombardy regional stakeholders group, according to the different competencies and capabilities will evaluate the implementation feasibility of the good practices identified. Referring again to the good practice identified as relevant for Lombardy Region, specific activities will be conducted at regional group level with a punctual alignment with the partners owning the good practice.

- **DIH Model**

On the basis of DIH models analysed during Phase I, we will engage Lombardy Region, Finlombarda and DIH Lombardia in a process of structuring a vision and a strategy for the DIH ecosystem in Lombardy defining the role and the tasks of the different stakeholders involved. Besides the relevance of this action in terms of alignment with the EU strategy "Digitalising Europe" that will affect the next programming period, DIH system can be a key resource for the improvement of INNODRIVER-S3. Indeed, DIH can act as a one-stop-shop where companies can address their specific needs and be redirected to highly innovative service providers able to properly respond to companies requests. In addition, the formalisation of this model can build the basis for fostering the interregional collaboration with other DIHs and create an environment where to eventually test and adopt interregional voucher scheme.

- **Digital Innovation Vouchers**

The digital system implemented by Tampere region for the management of its innovation vouchers will be analysed in details with Lombardy Region and Finlombarda. In particular it will be evaluated the benefit of having a digitalised procedure to manage not only the submission of the requests but also the demand and offer matching as well as the finalisation of the voucher emission. Moreover, AFIL will bring to the attention of Lombardy Region the opportunity to make the implemented projects public on the Open Innovation Platform. Indeed this will favour the dissemination of success stories related to the adoption of INNODRIVER-S3 and it could generate a positive effect on companies

not aware of the instruments or willing to receive a service similar to one implemented in previous edition and reported as a success story.

- o **Nuclis and Tecnospring projects from Catalonia**

AFIL will disseminate the opportunities arising from NUCLIS and Tecnospring calls through its network to favour the interregional cooperation among companies and service providers of Lombardy and Catalonia. The establishment of such networks and collaborations will indirectly impact on the instrument targeted in the action plan since it favours the matching among companies and service providers of different regions that will be the basis for a potential interregional scheme of innovation vouchers

Timing: M12-M22

Task 1.3 Identification of synergic implementation with other partners

Following the implementation of such best practices at regional level, the final actions would be the orchestrations of the system with other partner in an interregional perspective. In particular, for what concern the DIH model and the digital platform for innovation vouchers, some efforts would be devoted to the identification of possible interactions and synergies with other Regions and related stakeholders.

Timing: M22-M24

4.2. Stakeholders and partners involved:

At regional level, besides the commitment of Lombardy region and the continuous involvement of its resources together with Finalombarda, other key actors of Lombardy innovation ecosystem will be involved in the different activities according to their competences and interests. In particular, in Action 1 other Lombardy technological clusters will be involved in frequent meetings for the discussion of best practices and the evaluation of the potential benefits related to their implementation. Moreover, for the activities related to the definition of a model for DIH, DIH Lombardia will be involved to conceive a shared model coherent with the activities already ongoing at national level in this regard.

For what concern the interregional perspective, this action will affect partners from Basque Country, Catalonia and Tampere with whom we will be in strict contact throughout the implementation phase.

5. Action 2 - Improvement and expansion of regional voucher system

This action is mainly focused on the fine-tuning and improvement of the instrument addressed by AFIL and Lombardy Region in S34Growth project. In particular, the minimum goal of this action is to re-elaborate the content of the voucher calls in a way that they will better fit with the needs of the Lombardy advanced manufacturing system. In this sense, AFIL will support the regional authority providing inputs from the industrial systems and sharing the best practices identified within S34Growth consortium. In addition to this, AFIL and Lombardy Regions aim to start the definition of an interregional voucher scheme promoting the creation of an interregional coordinated ecosystem of providers offering services that can be accessed by companies in different regions. Indeed, as emerged during Phase I, some regions implementing a voucher system are limiting the geographical coverage of the instrument at regional level, but there could be additional opportunities and added value for companies expanding the instrument in an interregional framework, in coordination with other interested Regions.

Accordingly, action 2 is oriented to demonstrate that there are tangible requests from the industries of an interregional scheme allowing them to purchase high quality services outside their region. In particular when there is absence of specialised technology providers in a region and companies can find dedicated support somewhere else. This action will also coordinate the European ecosystem on the basis of regional S3Strategies identifying the competences in each region and an interregional service offering systems accessible by companies through interregional vouchers.

5.1. List of activities

Task 2.1 - Fine-tuning of "Innodriver S3 - Innovation voucher"

As starting point, AFIL together with Lombardy Region and other relevant stakeholders will discuss some improvements to be implemented at regional level to the existing voucher scheme. In particular, referring to the examples provided by other Regions and considering the objectives fixed at the beginning of the project, it will be discussed the improvement of the governance to better align the voucher instrument with the needs of the companies active in the area of advanced manufacturing.

Timing: M1-M24

Task 2.2 - Preparation of a survey to evaluate the market for innovation voucher

AFIL, supported by Lombardy Region, Finlombarda and the network of Lombardy technological cluster will define a survey to be disseminated among local companies with the aim to collect feedbacks on the previous edition of innovation voucher (INNODRIVER-S3) and to evaluate the potential market for an interregional voucher scheme. Indeed, besides information on the previous experience with Lombardy voucher, companies will be required to mention their needs in terms of innovation services and to express their eventual willingness to purchase these highly innovative services abroad in case the local infrastructures are not equipped with state of the art technologies in specific fields.

Timing: M7-M16

Task 2.3 - Presentation of interregional survey proposal to S34Growth partners and fine-tuning

A first draft of the survey will be shared and discussed with S34Growth partners to evaluate the possibility of spreading this tool at interregional level and collecting information in different regions about the industrial interest on a potential interregional voucher system. This synergic effort will provide even more useful input and information for the future definition of an interregional voucher scheme highlighting if there would be market for interregional collaboration among companies and service providers that could be addressed with vouchers. Moreover, beside the information of market potential, relevant inputs on the type of services needed by companies and their awareness on the EU infrastructures providing such services will be collected.

The tool will be fine-tuned with the support of S34Growth partners and re-elaborated by AFIL and its stakeholders group before the submission to companies.

Timing: M12-M16

Task 2.4 - Survey submission at regional (and interregional level)

After the optimisation of the tool with the support of regional stakeholders and S34Growth partners the survey will be spread among companies at regional level through Open Innovation Platform. The submission of the survey in other regions will be done in a synergic way based on the interest of other partners. In Lombardy, the survey will close at the end of 2019 and a wide group of companies will be reached exploiting different channels, in particular the cluster members networks. A specific attention will be devoted to the companies that received a voucher in the previous edition to make sure they contribute to the feedback collection.

Timing: M18-20

Task 2.5 - Elaboration of survey results and inputs for (interregional) voucher system

The final trimester of the action plan will be devoted to the re-elaboration of the information collected through the survey and to the definition of relevant input and guidelines that would be taken into account by Lombardy Region in the definition of the new edition of INNODRIVER-S3 during the next programming period. In this sense, as particular emphasis will be put in the evaluation of the benefits of an interregional voucher scheme, according to the input collected through the survey

Timing: M20-24


5.2. Partners involved:

While Task 2.1 and Task 2.2 are carried out at regional level with the involvement of the previously mentioned regional stakeholders, the remaining activities will affect a sub-group of S34Growth partners interested in the development of an interregional voucher programme and in particular interested in spreading the survey to investigate the related benefits.

6. Endorsement of the action plan

The Lombardy Region herewith agrees to support and promote the implementation the actions detailed above.

I confirm that I have the required authority of my organisation to do so and that the required authorisation process of my organisation has been duly carried out.

Date	June 10 th 2019
Name and job title	DARIO SCIUNNACH, ERDF Lombardia ROP MA
Signature and stamp of the organisation	 Il dirigente (Dr. Dario Sciunnach)

Annex I - Gantt chart

