

COOPERATION GUIDE FOR A SOUND CAMI4.0 POLICY FRAMEWORK AMONG ALL RELEVANT EU PROGRAMMES

D.T3.3.1 - A Manual to Establish the
Capitalisation and Cooperation Grid
Associated to Regional RIS3 Alignment
Instruments and Set a Joint
Transnational Strategy for CAMI4.0 For
2021 to 2027

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Executive Summary

Project Overview

CEUP 2030 aims to generate stable innovation networks which foster better understanding on Central Europe Advanced Manufacturing and Industry 4.0 (“CAMI4.0”) topics, to generate improved knowledge resource exchange on these technologies leading to an upgraded framework for policy-making and implementation.

Ultimately CEUP 2030 creates and tests a common method to promote improved knowledge dissemination to policy-making stakeholders using a collaborative exchange framework based in physical and digital-methods. These methods and the technology show-cases disseminated within these method structures are harvested from existing, high-quality innovation know-how in the CE area.

The project focuses on:

- Identifying the highest-quality innovation know-how in the CE Area, on the CAMI4.0 Topics.
- Enhancing skills capabilities and knowledge of people in charge of local, regional, and (trans)national RTI Policies, associated to the CAMI4.0 Topics.
- Creating a sustainable structure for awareness-raising and shared-sustainable RTI knowledge resource use to enhance policy decision support.
- Anticipating and fast-tracking policy / strategy policy pilot actions to promote a joint RIS3 for CAMI4.0 Excellence in CE/EU.

Work Package and Activity Overview

The overall objective of WPT3 links to the project’s specific objective of anticipating and fast-tracking policy strategies focused on the sustainable and continuous development of CE/EU in order to promote aligned action on a joint Agenda for CAMI4.0 Excellence.

The challenge manifests in two sub-objectives which are:

- 1) To generate triple-helix stakeholder driven dialogue on support mechanisms for CAMI4.0 Excellence (via the RIS3 Round Tables)
- 2) To foster aligned cooperation processes among 30 CE/EU regions on generating support mechanism for CAMI4.0 using the CEUP 2030 Policy Framework

Thus, by synergizing the gained results (T1: lessons learnt, T2: structures & processes), WPT3 aims at creating long-term strategies supported by policy-relevant actions to assure quality & impact for practice.

A.T3.3 (PTP: DT3.3.1, KPT: DT3.3.2, AFIL: DT3.3.3, 3 deliverables) fosters a joint CAMI4.0 policy strategy for 2021-2027 with 30 regions in CE/EU. Some immediate policy actions get started & long-term capitalisation will be agreed among PP, ASPs & further stakeholders. The objectives of this activity lie thus in defining a Joint Transnational Strategy on CAMI4.0 and setting a joint capitalisation agenda for 2021-2027 across Central Europe.

Scope of Document and Deliverable Summary

This document contains the guidance on how to complete Activity A.T3.3 as part of WPT3 of the CEUP 2030 project. It provides detail on the next steps which the CEUP 2030 Partnership needs to take to develop the final stage of the CEUP 2030 Policy Implementation Framework,



as the partners strive for excellence in policy implementation on CAMI4.0 for the EU Term 2021 to 2027

This activity is divided into three components which coincides with two deliverables, and one stakeholder engagement task:

- First, DT3.3.2 (responsibility of KPT and due End of October 2021) should enable PPs to develop, submit and publicize their RIS3 Policy Instrument Pilot Projects (“Flagships”). This document provides more insight regarding the process the Partners must take to choose the 2 Flagship Projects which are pursued from their 4 Use Cases (the Partners Use Case Portfolios). After choosing the Flagship, which is a process connected to the RIS3 Round Table Output and completing tangible next steps to evidence the immediate start of these actions, every partner will have to fill a template regarding each of its Flagship project (2 templates completed per partner, see Annex, section 4.1) and upload it before end of September on Alfresco. Thanks to this deliverable, core TIN working groups per CAMI4.0 topic will be created in order to work on a Common Policy Use Case. Ideally, each group should gather 5 Flagship project in order to have equally 5 Flagship project per CAMI4.0 Topic.
- Second, DT3.3.3 (responsibility of AFIL and due End of February 2022) should enable PPs to think about a Common Policy Use Case for each CAMI4.0 topic. In this matter, the core TIN working groups will work together towards one single common Use Case built on the common elements of the Flagships and key input from stakeholders about future foresight and new emerging instruments. The core TIN working groups will work towards a common roadmap across Central Europe on every specific CAMI4.0 topic. Brainstorming sessions will be organized inside the working groups, at least one per month. In February, 4 Use Case should thus be reported in the DT3.3.3. One template should be completed as a group under the lead of the TIN leader (one per CAMI4.0 topic, see Annex, section 4.2) and one template should be completed by every Partner for each TIN working group the Partner is core member (two templates should be completed, as a minimum per partner, see Annex, section 4.3). All these templates will have to be uploaded before end of January on Alfresco.
- Third, as a part of generating appropriate project indicators, every partner will have to find between 4 and 10 stakeholders who commit to follow and support the Flagships and the Common Policy Use Case with at least 2 of them coming from outside of the territorial area covered by the Partnership. In total the Partnership will gather 40 to 100 Letters of Commitment from their stakeholder network to support the aligned action on implementing synergistic actions in the CAMI4.0 topics to promote the growth of Industry 4.0 and Advanced manufacturing.

This exercise should not only enable PPs to work on a Common Policy Use Case but also to create more synergy regarding implementing CE and EU policy and strategy associated to the 4 CAMI4.0 topics across Central Europe.

Audience

This document is directed to project partners since it is a guidance document which describes their tasks to fulfil the requirements of AT3.3.



Change Control Procedure and Structure

The Deliverable Responsible: Pomurje Technology Park (PTP/PP8), created this guidance document which is hosted on the Project's common repository in the appropriately named deliverable folder.

The document is under project deliverable change control protocols whereby partners are requested to give feedback on the draft version according to the timing proposed in the final section of this document. Feedback will be incorporated and the final version will be issued by PTP.

At any time, partners believe a project methodology should change, the request should be brought to the Deliverable Responsible (PTP/PP8) and the Work Package Leader (PIA/PP3) to consolidate feedback from other partners, and then further integrate and disseminate the final agreed changes. A new version of the document should be created, and recorded in the document's "Document History" table.



Abbreviations

Abbreviation	Explanation
AF	Application Form
AM	Advanced Manufacturing
ASP	Associated Partner (i.e., Strategic Partner)
CAMI4.0	Central European Advance Manufacturing and Industry 4.0
I4.0	Industry 4.0
TIN	Trend and Innovation Network
PIF	Policy Implementation Framework
PLL	Policy Learning Lab
PP	Project Partner
RIS3	Regional Innovation Strategy for Smart Specialisation
S3	Smart Specialisation Strategy
eDIH	European Digital Innovation Hub
Use-Cases	Policy Instrument Use-Cases
Flagships	RIS3 Alignment Policy Pilot Project Flagships



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1. Introduction

This section provides overall information on the project and on the specific activity AT.3.3. “Cooperation Guide for a sound CAMI4.0 Policy Framework among all relevant EU programmes / PP8/PTP”

1.1. Key Background Information

Having an overview of the project is essential to start a new activity. Reading this section, it should enable the partners to understand the context in which the new Activity: AT3.3 is included in and the role they have to play.

1.1.1. Overall overview of the project

CEUP 2030 aims to generate stable innovation networks which foster better understanding on **Central Europe Advanced Manufacturing and Industry 4.0 (“CAMI4.0”)** topics, to generate improved knowledge resource exchange on these technologies leading to an upgraded framework for policy-making and implementation.

Ultimately CEUP 2030 creates and tests a common method to promote improved knowledge dissemination to policy-making stakeholders using a collaborative exchange framework based in physical and digital-methods. These methods and the technology show-cases disseminated within these method structures are harvested from existing, high-quality innovation know-how in the CE area.

The project focuses on:

- Identifying the highest-quality innovation know-how in the CE Area, on the CAMI4.0 Topics.
- Enhancing skills capabilities and knowledge of people in charge of local, regional, and (trans)national RTI Policies, associated to the CAMI4.0 Topics.
- Creating a sustainable structure for awareness-raising and shared-sustainable RTI knowledge resource use to enhance policy decision support.
- Anticipating and fast-tracking policy / strategy policy pilot actions to promote a joint RIS3 for CAMI4.0 Excellence in CE/EU.

1.1.2. Work Package 3

The overall objective of WPT3 links to the project’s specific objective of anticipating and fast-tracking policy strategies focused on the sustainable and continuous development of CE/EU in order to promote aligned action on a joint Agenda for CAMI4.0 Excellence.

The challenge manifests in two sub-objectives which are:

- 3) To generate triple-helix stakeholder driven dialogue on support mechanisms for CAMI4.0 Excellence (via the RIS3 Round Tables)
- 4) To foster aligned cooperation processes among 30 CE/EU regions on generating support mechanism for CAMI4.0 using the CEUP 2030 Policy Framework

Thus, by synergizing the gained results (T1: lessons learnt, T2: structures & processes), WPT3 aims at creating long-term strategies supported by policy-relevant actions to assure quality & impact for practice.



1.1.3. Activity T3.3

A.T3.3 (PTP: DT3.3.1, KPT: DT3.3.2, AFIL: DT3.3.3, 3 deliverables) fosters a joint CAMI4.0 policy strategy for 2021-2027 with 30 regions in CE/EU. Some immediate policy actions get started & long-term capitalisation will be agreed among PP, ASPs & further stakeholders. The objectives of this activity lie thus in defining a joint transnational Strategy on CAMI4.0 and setting a joint capitalisation agenda for 2021-2027 across Central Europe.

In this sense, the flow of information from Activity 3.3 can be viewed as in Figure 1. In this figure, the information flow is observed from outside of the work package, into the functioning activities across all of WPT3. It showcases that thanks to the Harvesting activity (AT3.1) and the RIS3 Round Table (AT3.2), this following activity can be implemented and therefore a Policy Framework can be defined and implemented. This focuses on specific manufacturing challenges and the specific model of targeted solution which can be operationalised to promote the uptake and adoption of advanced manufacturing and industry 4.0 technologies.

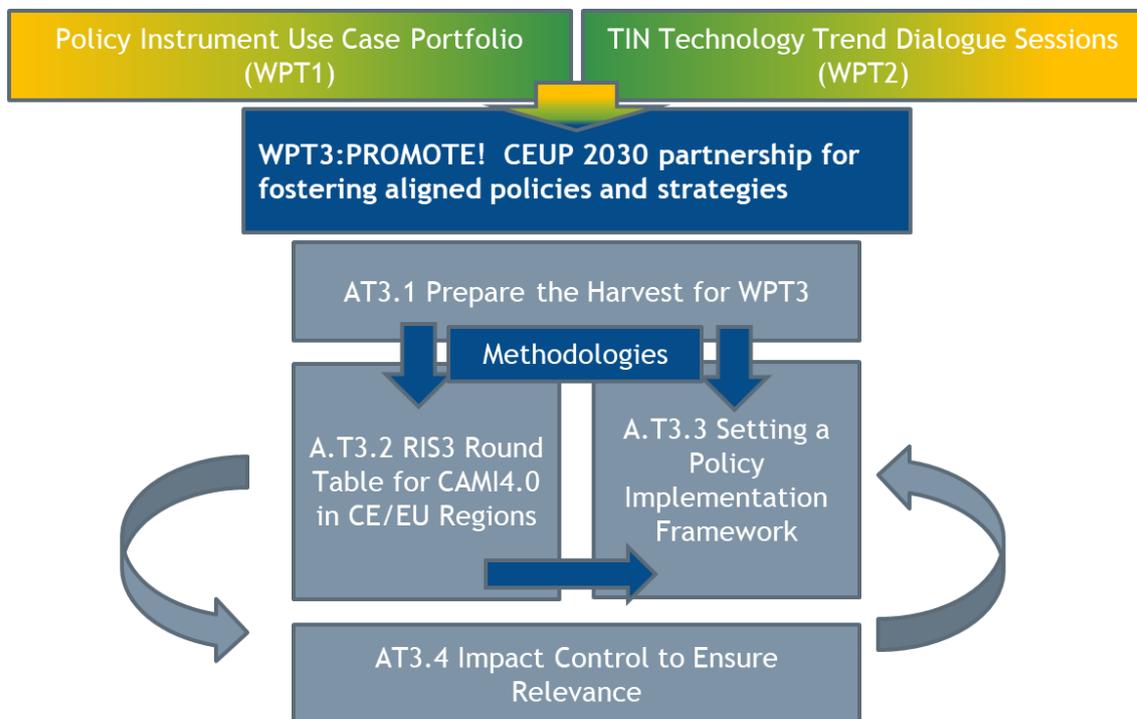


Figure 1 - Activity T3.3 inside WPT3 (Author generated)

The next section will explain the deliverables expected in this activity.



1.2. Purpose of this document

The purpose of this guidance document is to provide information to the CEUP 2030 Partnership on how to complete Activity A.T3.3 - “Setting of a Policy Implementation Framework among complementary policies & strategies / PP8/PTP”. This deliverable provides the process which needs to be followed to achieve the following documents: DT3.3.2 and DT3.3.3. As shown in **Figure 1**, this document follows the deliverable from Activity AT3.1 (Guidance on Harvesting DT3.1.1) and the three strategic deliverables included in Activity AT1.3 (Strategy Upgrade & Boost enhancement and embedding for CAMI4.0 / PP4/IWU) (please refer to these deliverables for more information).

This deliverable describes the process that partners should follow in order to fulfil the activity A.T3.3 (see Application Form for more details). The objective of this document lies thus in helping the partners organize 4 Common Use Policy Cases (one per CAMI4.0 topic). During this process, PPs will have to choose, if not already, 2 flagship projects out of their 4 Use Cases developed to submit and report before end of October. Following this choice should be discussed one common project for every CAMI4.0 topic, (see methodology for more information).

1.3. Key Definitions and Concepts

In this section some terms that will be frequently used in the activities of WPT3 are reported and extensively explained to create better common understanding of projects outputs and related objectives.

- **Policy Instrument Use Cases:** The 10 Use Cases (10 sets, 4/PP), are the output of D.T1.3.3 (**by February 2021**), and should leverage good examples from this programming period, to capitalise in a way which creates a solution for a challenge which is faced within the Central Europe Manufacturing sector. This definition is included, because in WPT3, the PPs have to turn the Policy Instrument Use Cases into Pilot Projects and set the grounding principles behind the Common Policy Use-Cases.
- **Regional RIS3 Alignment Instrument Pilot Projects (Flagship projects):** By WPT3 PPs should have evidence of starting 20 new regional RIS3 Alignment Instrument Pilot Projects (2/PP) (**by October 2021**), where they aim to showcase how specific policy instrument action can improve regional S3 support for chosen CAMI4.0 topics. These pilot projects should be built from the “Policy Instrument Use Cases” identified at the end of WPT1. Ideally, there should be 4 Flagship projects per CAMI4.0 Topics (IPS, Automation and Robotics, Smart Materials, Artificial Intelligence) forming 4 working groups (1 per topic). In order to report on this, the Template 1 (see Annex) should be completed (see section Methodology for more information)
- **Common Policy Use Cases:** In WPT2 and WPT3 emerges the idea of the coordinated “alignment” of policy instruments. This is a key area of discussion which should occur between PPs (in CAMI4.0 Working Groups, aka TINs in WPT2) and their stakeholders (In RIS3 Round Tables, in WPT3). By the end of the project PPs operating across the 4 CAMI4.0 Topics should create 4 Common Policy Use-Cases (**by February 2022**), where the stakeholders involved in each CAMI4.0 working group (TIN) agree a plan to align activities for the coming programming period. These Common Policy Use-Cases will be showcased in the Transnational Strategy, on promoting RIS3 alignment on these topics. In order to report on this part of the activity, every partner has to complete the Template 2 and 3 (see Annex).



- **Policy Implementation Framework - Cooperation & Capitalisation Grid:** This aspect is the first of two strategy documents which emerge from CEUP 2030. The Grid will consist of four action plans, one per CAMI4.0 Topic, which contains 20 (2/PP) Regional RIS3 Alignment Instrument Pilot Project (optimally, 5 flagship projects per CAMI4.0 topic!). These action plans will detail and provide tangible evidence (i.e., submission documents, formal Memorandum of Understanding/Terms of Reference), of the policy pilot actions. The actions should be built with PPs and their regional stakeholders and submitted in an effort to showcase each organisation’s model of how to utilize subsidy finance / policy instruments to better align support /value-creation and ultimately adoption of CAMI4.0 technologies by our target groups.
- **Policy Implementation Framework - Transnational Strategy for CAMI4.0:** This aspect is the second of two strategy documents which emerge from CEUP 2030. The Transnational Strategy sets the groundwork for four (4) Common Policy Use Cases (one lead Flagship per CAMI4.0 topic) which should showcase how to promote transnational RIS3 alignment across the programming period for CAMI4.0 Topics.

1.4. Timeline

	Name of the deliverable	Short Description	Delivery month
Deliverable D.T3.3.2	Policy Framework 1: Coop & Capitalisation grid among policies/ strategies for 2021-2027 / PP1/KPT	2 flagship projects submitted per partners (20 in total) and reported	10.2021 ¹
Deliverable D.T3.3.3	Policy Framework 2: Setting up a joint transnational CAMI4.0 strategy for 2021-2027 / PP6/AFIL	Joint transnational Strategy on CAMI4.0 (1 common project per topic) and between 40 and 100 letter of commitment (4 - 10 per partner)	02.2022

Table 1 - Overview of the Timeline of WPT3 (Author generated)

The report is divided as followed for the next parts:

Methodology, which provides:

- Common goals and objectives
- Process description to enable the writing and reporting of DT3.3.2 and DT3.3.3
- Reporting guidelines and template guidance to report on the actions

Conclusion and Next Steps, which provides:

- Short summary of the document;
- Next steps supported by time-plan and deadlines.

Annexes, which provides:

- Template regarding the Flagship projects
- Templates towards the Common Policy Use Case and Capitalisation Agenda for the 4 CAMI4.0 topics.
- Template of the Letter of Commitment

¹ Delivery from AF has been delayed by one month, to take into consideration other project delays.



-
- List of Associate Partners who can be contacted to sign Letters of Commitment



2. Methodology

This section provides insight on a proposed methodology that the PPs should follow in order to complete the activity and deliver the deliverables required and ultimately deliver Output T3.1 CEUP 2030 Policy Framework-Synergising CE/EU Policies & Strategies for CAMI4.0 Excellence. To fulfil the conditions, every partner should submit and report their two flagship projects before the end of October. Following from this, the Partners work together in core TIN working groups to determine a Common Policy Use Case, and solidify their contribution to the Common Policy Use Case.

The methodological approach presented in this document builds on the experience from the Consortium, and leads to the conception of a roadmap and capitalisation agenda that is based on a common interest to promote capitalisation and implementation of the Partnership's CAMI4.0 Use Cases.

The section starts by providing details of the previous work made (DT3.1.3: Harvesting) leading to the common goals of the activity, before moving into the detailed methodologies for bringing together common implementation and common reporting on the Flagship and Common Policy Use Case. Deadlines within this guidance document could be discussed and postponed if a strong argument emerges as to delaying the Flagship reporting due to the postponement of subsidy calls due to COVID-19.



2.1. Implementation Framework Policy Features From Harvest

During the Activity 3.1, partners were asked to search for initiatives/ project that they did/implemented in order to provide good practices while thinking about the possible outcomes of the CEUP2030 project.

The full detail on the harvesting output from the PPs can be found in the report of D.T3.1.3, the Harvesting Agenda on CAMI4.0 for RIS3 Round Table & Policy Framework. Highlights relevant to the Policy Implementation Framework can be found in the Table below.

PP	Harvest Output	Key Characteristics
AFIL	Lombardy R&I Roadmap on Circular Economy	<ul style="list-style-type: none"> ➤ Objective: Filling the gap between policy maker and the innovation ecosystem. Reference for the update of RIS3 strategy and in the design of 2021-2023 strategic plan. ➤ Methodology: Top-down and bottom-up approach with different type of stakeholders (workshops). ➤ Recommendation: Engage the right stakeholders and focus on topics relevant for the region.
HAMAG	Smart factory hub (Interreg Danube)	<ul style="list-style-type: none"> ➤ Objective: Harmonize and improve Policy Framework for innovation in the manufacturing industry in 10 countries, provide specific recommendations on how to improve funding instruments for each country. Influence policy makers to improve upcoming funding schemes and calls in terms of simplify tender procedure and administrative process and to increase the level of influence of the SMEs in the 3 Helix. ➤ 2017-2019: more cooperation between R&D and businesses. ➤ 3 focus in the RIS3: applying new technologies, applying effective production process, applying effective human resource management system. ➤ Methodology: based on a regional mapping report to the smart specialization strategy + report on current status of digital transformation in the Danube region + list of support schemes and programmes for SMEs + example of good practices. ➤ Recommendations: Engage all type of stakeholders, develop relevant monitoring indicators, encourage businesses to invest in R&D and cooperate with universities, improve instruments and schemes (voucher), invest in technology transfer, create network of experts for project evaluation, support digitalization of production processes (especially for SMEs) with simple funding instruments, raise awareness among SMEs regarding RIS3,



PP	Harvest Output	Key Characteristics
		simplify administrative procedures, support for Digital Innovation Hub to support production-oriented SMEs.
IWU	Smart Roadmap (BMBF funded smart Network)	<ul style="list-style-type: none"> ➤ Objective: Strategic document oriented at the innovation strategy of the Free State Saxony and Germany. Roadmap for the implementation phase of the smart network. ➤ Focus on 3 pillars: technology, interdisciplinary & networking, visibility and acceptance. ➤ Methodology: within a funded strategy project, 10 stakeholders from different backgrounds, work meetings and workshops. ➤ Recommendation: Roadmaps are very useful to have a shared vision, very useful to align different models.
KIT	Synergy Regional Crowd Innovation Strategy (Interreg CE)	<ul style="list-style-type: none"> ➤ Objective: set up and finalise the crowd innovation strategy developed within the Synergy Project. This strategy purpose is to support regional actors to implement Open Innovation in Europe. ➤ Methodology: Different type of stakeholders, dissemination in different formats (posters, pdf...). ➤ Recommendations: define clear goals, performance indicators to monitor the project, build training sessions and workshops, create all the materials in English as a blueprint and translate it into the partner countries' languages to simplify access, any kind of good promotional material is key and the information needs to be targeted.
KPT	Process of preparation and consultation of Air Quality Plan for Malopolska Region	<ul style="list-style-type: none"> ➤ Objective: Air Quality Plan is a strategic legislative document for the region, act of law in force until 2023 that contains the descriptions of long-term remedial activities in order to improve the quality of air in the region. ➤ Methodology: 4 co-creation workshops: open forum of dialogue for the people interested and involved in the improvement of air quality of the region. Design thinking method in the process of co-creating the innovative tools and instruments and find innovative solutions. ➤ Recommendations: Co-creation but well managed with guidelines and frameworks and clear objectives. Encourage every party to be open-minded, transparent. Engage different type of stakeholder to understand variety of opinions and needs.
PBN	Szombathely 2030 Local	<ul style="list-style-type: none"> ➤ Objective: promote Szombathely's higher value-added capacity, to establish a diversified production structure, and to develop a knowledge-based economy. Another goal



PP	Harvest Output	Key Characteristics
	Development Program	<p>is to create a liveable, sustainable built and natural environment, to achieve attractive living conditions for the residents by 2030.</p> <ul style="list-style-type: none"> ➤ 2 main foci: Promoting industrial restructuring, Green Intelligent city with a strong focus in digitalization. ➤ Methodology: local conference and discussions with large employers + policy makers, events and workshops + inclusion of the citizens to get feedback on the policy document released. ➤ Recommendations: Engage a heterogeneous group of stakeholders to have different perspectives (also citizens), define clearly the goals and deadlines with key stakeholders +point out responsibilities, facilitate discussions (workshops, brainstorming sessions).
PIA	Industrie 4.0 F&E Roadmap	<ul style="list-style-type: none"> ➤ Objective: have a common basis for strategy and policy instruments regarding Industry 4.0. Released in 2018, it is a base for decisions-making. ➤ Focus on 8 areas. ➤ Methodology: collaborative process involving stakeholders from different backgrounds (workshops, brainstorming sessions: prioritization process with sticky notes). Define the focused areas, experts worked on each topic to write Policy recommendations. ➤ Recommendations: Realize that getting proper recommendations takes time. Involve right stakeholders (experts to have objective and constructive exchanges), define clearly goals regarding the outcomes and the work that needs to be achieved.
PRO	Upper Austria's #upperVISION2030 business and research strategy	<ul style="list-style-type: none"> ➤ Objective: make Upper Austria future-proof over the long term, act more flexibility. ➤ Focus on 4 key fields: Digital transformation for people, sustainable solutions, human-centred technology (AI and Robotics), new mobility. ➤ Methodology: Include relevant stakeholders and external experts: external, expert-driven strategy development. ➤ Recommendations: build on existing strategies and in a structured process with all relevant stakeholders, monitor continuously, use best practices, focus on the strategic topic relevant for the region.
PTP	Implementation and Renewal	<ul style="list-style-type: none"> ➤ Objective: define national strategic development priorities and niches, which in practice are supported by a targeted,



PP	Harvest Output	Key Characteristics
	of the Slovenian Smart Specialisation Strategy	<p>comprehensive and tailored package of measures. It is one of the key tools for strengthening and upgrading the Slovenian innovation ecosystem. S4 remains the basis for the implementation of European cohesion policy in the programming period 2021-2027.</p> <ul style="list-style-type: none"> ➤ Create SRIPs: Strategic Development and Innovation Partnerships: long-term partnerships between companies, the research sphere, the state and municipalities, as well as facilitators, users and the non-governmental sphere, which were formed at the end of 2016 in each of the nine areas of application of S4 (783 members) → establishing and upgrading value chains at home and connecting them internationally, preparing more demanding joint research and development projects, opening doors to innovation stakeholders in international R&D platforms and also to OEMs, and organizing joint appearances, lobbying and promotion in other regions, countries and networks, while at the same time carrying out pilot activities in the long-term planning of staffing and competence needs. ➤ SRIPs' activities: define the competitive advantages of the Republic of Slovenia, plan joint development activities inside and outside of Slovenia, plan the human resources development, promote entrepreneurship, optimize the regulatory framework. ➤ Methodology: SVRK is responsible for coordinating the management and implementation of S4: funding instruments within the implementation of European cohesion policy, support for SRIPs, monitoring. ➤ Recommendations: Policy implementation requires strong set players who can provide a strong link between economy, politics and research, clearly define goals, actions and tools to be used. Use best cases/ good practices and use indicators to monitor the project.
SIIT	INCONET-GCC2 Info Day (FP7)	<ul style="list-style-type: none"> ➤ Objective: support the institutional bi-regional policy dialogue in Science, Technology and Innovation by engaging the relevant STI stakeholders in both EU and GCC, strengthen the bi-regional cooperation between research and innovation actors by encouraging an increased participation in H2020. ➤ Methodology: Two H2020 Information Days, were organized to raise awareness on the opportunities.



PP	Harvest Output	Key Characteristics
		<ul style="list-style-type: none"> ➤ Recommendations: development of a Roadmap addressed to decision makers and to define clearly the objectives and outcomes expected.

As a summary,

Regarding the initiatives/projects mentioned, most of the partners have:

- Implemented a bottom-up approach including lots of different type of stakeholders
- Used collaborative process: design-thinking processes, workshop, brainstorming sessions

Most of the partners highlights the need to:

- Involve all type of stakeholders with a focus on looking for experts and look to create an ecosystem to link the economy to the politics and to the research fields. According to the harvested templates, it is important to properly choose their stakeholders.
- Define clear objectives and expected outcomes and tasks that need to be done to achieve these objectives.
- Create indicator to monitor the project (KPIs).
- Define clearly the roles between all the involved stakeholders.
- Use Best and Good practices.
- Create a Roadmap to coordinate the project.



2.2. Common Goals

Thanks to the previous activities in CEUP 2030 and other work completed by the Partners during this past programming period, needs and expectations have been set about generating strategic cooperation opportunities to enhance industry 4.0 and advanced manufacturing in Central Europe. Indeed, during the past CEUP 2030 activities, PPs have worked in their TINs to develop the 4 Use Cases thanks to many webinars and alignment discussions organized by the partners with their stakeholder groups on the future of the CAMI4.0 topic areas (IPS, Automation and Robotics, Smart materials, and AI). PPs had the opportunity to exchange on their projects development and different topics included in the four CAMI4.0 topics with the internal project group and external stakeholders. This work should lead now to the choice of 20 Flagship projects (2 per PP) to develop, implement and create a strong agenda for capitalisation through a stakeholder supported roadmap.

After defining the 20 Flagship Projects (5 per CAMI4.0 topic, 2 Flagship Per/PP), the Partners need to work together to determine a common vision for promoting the growth, adoption and uptake of advanced manufacturing and industry 4.0 in Central Europe. This common vision should emerge on a CAMI4.0 topic basis, from a common characteristic analysis of the contributing Flagships. The common policy use case should take advantage of these common themes to generate a model and roadmap for future activity which could promote transnational collaboration across Central Europe in the specific thematic topic area. More specifically it should be a capitalisation agenda which consolidates recommendations on how we build strong connections across territorial areas (30 regions, to be specific), towards a common vision for our manufacturing future. This common stakeholder supported roadmap was mentioned by many partners in their Harvested Templates (AT3.1: Prepare the harvest of outputs/results of chosen CE/EU projects for new outputs of WPT3 / PP3/PIA). At this end of this activity, partners should be able to have a common vision on the four CAMI4.0 topics and clear steps which they will take in order to take advantage of these commonalities to build support for the area of advanced manufacturing and industry 4.0 in Central Europe. Finally, the Partners should build a clear stakeholder network with whom they will work to deliver these steps, which will be codified in the Letters of Commitment for the Policy Implementation Framework.

Indeed, strong capitalization is now required to promote the Partner's work. This is possible especially thanks to the two Outputs delivered during the WPT3:

- O.T3.1 (CEUP 2030 RIS3 Round Tables - Optimising CAMI4.0 policy engagement between CE/EU regions)
- O.T3.2 (CEUP 2030 Policy Framework - Synergising CE/EU Policies & Strategies for CAMI4.0 excellence).

Output 3.1 supports the Project Partners to choose their flagship project (2 out of 4 of their Use Cases), and allows the necessary stakeholder engagement forum so Partners can be confident regarding gaining the Letters of Commitment required from their stakeholders. Indeed, in order to validate the significance of the projects chosen, every partner should have at least 4 and maximum 10 stakeholders signing Letters of Commitment stating their support to the project (see section 2.5 for more information regarding the Letters of Commitment).

At the end of this activity, there should ideally be 5 flagship projects per CAMI4.0 topics where every partner has two flagship projects, with a total of 20 Flagship projects.



IPS	Automation and Robotics	Smart Materials	Artificial Intelligence
Flagship Project 1	Flagship Project 1	Flagship Project 1	Flagship Project 1
Flagship Project 2	Flagship Project 2	Flagship Project 2	Flagship Project 2
Flagship Project 3	Flagship Project 3	Flagship Project 3	Flagship Project 3
Flagship Project 4	Flagship Project 4	Flagship Project 4	Flagship Project 4
Flagship Project 5	Flagship Project 5	Flagship Project 5	Flagship Project 5

Table 2 - Ideal flagships distribution inside CAMI4.0 topics
(Author generated)

This should be reported by KPT in the deliverable DT3.3.2.

Core TIN working groups will be created towards those 4 CAMI4.0 topics, based on how the Flagship project have been sorted across the four topics. These groups will then think about common cooperation projects and initiatives, and complete a co-creation brainstorming process in the TIN. This co-creation process should be influenced by the different backgrounds and experience of the contributing partners, but can be supported by some clear inputs from across the project:

1. The stakeholder feedback from the RIS3 Round Tables;
2. An analysis of the common features of the contributing Flagship projects for the specific CAMI4.0 topic area;
3. The ideations which partners brought in from their Policy Instrument Deep-Dive
4. The changes to or new opportunities within each Partner’s territorial area Smart Specialisation Strategy/RIS3 for Manufacturing related R&D.
5. The changes to the key challenges identified by the European Commission to be the basis for the new programming period 2021 to 2027 (Digital Europe Programme, European Green Deal, etc.)

These ideas should be built into a new project concept, or Common Policy Use Case, with recommendations on what would need to be done in order to activate this idea in reality with a pool of territorial areas beyond those in our partnership.

After this process, the Partners will gain commitment (through Letters of Commitment) from their stakeholders with whom they’ve been working across this project (organisations who attended the different meetings and events, organisations they’ve been building their Use Cases or other new 2021-2027 initiatives, etc.).

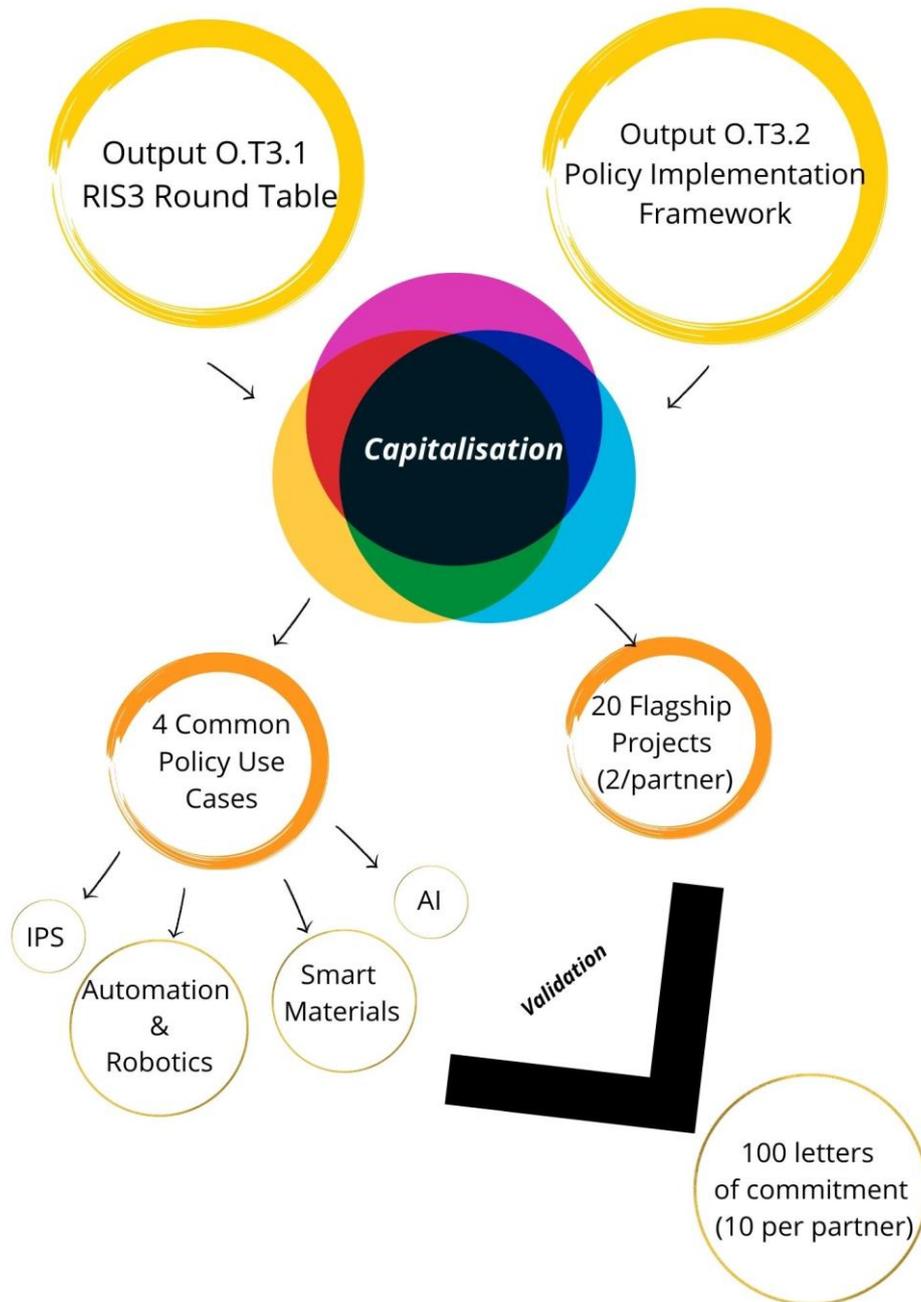


Figure 2 - Overview of WPT3 (Author generated)

Section 2.2 and 2.3 give more information towards those two tasks:

- Choosing the 2 flagships projects
- Working towards the 4 different CAMI4.0 Common Policy Use Cases.



2.3. RIS3 Policy Instrument Pilot Projects (“Flagships”)

As stated in the previous section, partner will have to choose 2 projects out of their 4 Use Cases to be reported before end of October. This section provides a step-by-step guide to complete the first part of the Activity 3.3 “Setting of a Policy Implementation Framework among complementary policies & strategies / PP8/PTP”.

2.3.1. Objectives/ Deliverable

The first part of the activity should enable KPT to realize the deliverable DT3.3.2.

The objective of this deliverable is to report all the Flagship projects into the 4 CAMI4.0 topics. This task should capitalize on WPT1 and WPT2 and knowledge from the new programming period 2021-2027. This task should also integrate the results from RIS3 Round Tables: Multi-sectoral in-region pilot actions on policy implementation /PP9/PBN (D.T3.2.2). Indeed, the partners should include the results from the Use Cases dialogue found during the 10 regional Policy Pilot Action Meetings (RIS3 Round Tables) organized by the PPs (1/ PP region on all 4 TIN topics) on RIS3 Instrument optimisation.

For every CAMI4.0 Topic

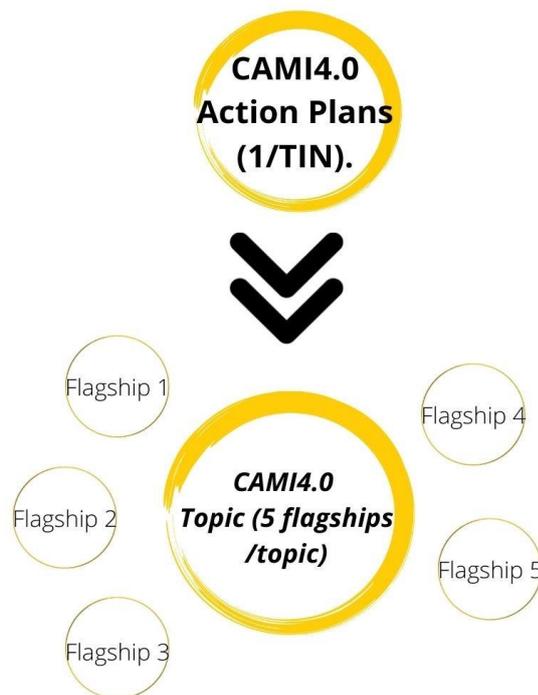


Figure 3 - Action to deliver DT3.3.2 (Author generated)

Ideally, flagship projects should be distributed equally in the 4 CAMI4.0 topic in order to have a group of 5 Flagship projects per CAMI4.0 topic to form the working groups on the common policy use cases (D.T3.3.3).

KPT is in charge of creating the capitalization grid as soon as all the data is available.



2.3.2. Development and Implementation

In the CEUP2030 project, a total of 20 flagship projects shall be initiated during the project duration and realized beyond the end of the project. Indeed, every partner should report 2 Flagship Projects out of their 4 Use Cases by the end of October. Due to Covid, this deadline could be discussed to be postponed to December. Some basis for the delay in deadline should be associated to the opening & closing of first subsidy calls of the new programming period.

As they thought about the development during the WPT1 and WPT2, PPs should now focus on the implementation phase in the WPT3.

As a reminder, Flagship projects:

- are built from the “Policy Instrument Use Cases” identified at the end of WPT1;
- aim to showcase how specific policy instrument action can improve regional S3 (or R&D) support for chosen CAMI4.0 topics;
- are significant initiatives which clearly add value or deliver enhanced competitive advantage to the innovation eco-system surrounding advanced manufacturing and industry 4.0;
- should have clear implementation milestones which bring the flagship to reality;
- should be evidenced by physical submission documents to show that formal next steps have been taken (which also evidence the financial value and committed stakeholders of the initiative)
- tackle specific challenges, and highlight specific solutions to promote the uptake and adoption of advanced manufacturing and industry 4.0 in Central Europe’s manufacturing eco-system.
- take into account new priorities/thematic targets expressed by the European Commission for the new period 2021-2027²

The following bullet points define clearly the tasks that need to be realized in order to be able to deliver the DT3.3.2: “Policy Framework 1: Cooperation & Capitalisation grid among policies/strategies for 2021-2027 / PP1/KPT”:

1. Determine, with your organisation and your close stakeholder network, the two projects which will become your flagship initiatives.
2. Communicate this decision to the TIN Leaders (IPS=KIT, SM=IWU, A&R = PRO, and AI = AFIL)
3. Fill the template section 4.1 to report on your 2 flagship projects, taking into consideration the characteristics laid out above. Two flagship templates required per Partner.
4. Continue to join the TIN working group discussion on your topic to feed into D.T3.3.3 work.

² the flagship projects chosen should enable PPs to answer the new challenges raised by the European Commission. The European Green Deal, the Digital Europe Programme, and even the specific Interreg Central Europe programme for 2021 to 2027, all have a connection to regional, R&I Smart Specialisation. In fact, Interreg will have an entire priority dedicated to this concept in the next programming period, see: New funding - Interreg (interreg-central.eu), for more details.



Additionally, the partners should think about how to involve stakeholders in their flagship projects. Toward this objective, each PP will have to find between 4 to 10 stakeholders ready to follow them in their implementation phase. Those stakeholders will have to commit to the flagship project by signing a Letter of Commitment (more information in the section 2.5: Letter of Commitment), which sets a general vision and statement of support for the work the partners will pursue over the next programming period.

2.3.3. Timeline

Action	Delivery month
Deliverable Finalisation & Partner Q&A	Beginning of September 2021
Choose 2 Flagship projects and fill in the template present in section 4.1	By the End of October 2021
Upload template on Alfresco (Alfresco Template 1 (section 4.1)) to evidence the work done, and upload evidence of Flagship.	By the End of October 2021
DT3.3.2 delivered by KPT: Policy Framework 1: Cooperation & Capitalisation grid among policies/strategies for 2021-2027	By the End of November 2021 (possible extension to December)

Table 3 - Timeline towards DT3.3.2 (Author generated)

In order for KPT to be able to deliver this document on time, it is crucial that all the templates are completed and uploaded by the end of October.

2.3.4. Template

To complete this part of the activity, every partner will have to complete one template (see Annex 4.1) for **each** flagship project. Having to choose 2 flagship projects out of their 4 Use Cases, every partner should have completed 2 templates for this deliverable DT3.3.2.

The Flagship template is broken into four parts, which are reminiscent of the structure used to report on the Partner's Use Cases. Following are some explanations/definitions regarding the questions asked in the template.

1. Administrative Information, which provides some basic information about the project you are pursuing
 - By Milestone, it is asked to define the key events or actions of your flagship projects. For instance, it can be your project submission, when you completed your task of WPT1...
 - By Fiscal Value, it is asked to think about the full financial value/plan of the project. If possible, it is then required to detail as much as possible the full budget plan in euros of the flagship project.



- The final question about evidencing is only to make sure that the right documents are available for auditing. In this document, please write the name of the evidence. It can be an application form, a memorandum of understanding, a signed letter of commitment for a specific initiative. Please upload a screenshot of the evidence to your partner folder on Alfresco.
2. Challenge Explanation, which provides a small space for Partners to write about the challenge their Flagship is tackling and which part of the manufacturing eco-system is impacted by this challenge.
 3. Solution Explanation, which provides a space for the Partners to explore the solution which the Flagship is fostering.
 4. Strategic and Policy Implications, which provides an important area for Partners to clarify the strategic aim of the Flagship.

These 2 templates and evidence of the Flagship's tangible next steps will have to be uploaded on Alfresco in the file "CEUP2030 Public" → "AT3.3 Setting a Policy Implementation Framework among complementary policies and strategies" → "WPT3 PROMOTE!" → "DT3.3.2 Policy Framework 1- Coop & Capitalisation grid among policies (strategies) for 2021-2027" → The name of your organisation. Every Partners' folder should then have 2 templates completed by the End of September 2021.

Hyperlink to upload the 2 templates: [Alfresco Template 1 \(section 4.1\)](#)



2.4. Towards a Transnational Strategy on CAMI4.0 for 2021 to 2027

This section now pivots, to provide a clear summary of the deliverable D.T3.3.3, and how the Partners must work together to achieve the four Common Policy Use Cases.

2.4.1. Objectives and Deliverable Overview

In this Activity AT3.3, there is a second deliverable due by February 2022 and delivered by AFIL. This deliverable DT3.3.3. works to define a Joint Transnational Strategy on CAMI4.0 across Central Europe. Indeed, Partners organized in core TIN working groups will have to use areas of commonalities to capitalize and create a Common Policy Use Case (1 per CAMI4.0 topic).

The final objective of this deliverable is to create a joint capitalisation agenda for 2021-2027 agreed among PPs and ASPs for every CAMI4.0 topic in Central Europe. This joint capitalisation agenda can be seen as a strategic Roadmap regarding one CAMI4.0 topic in Central Europe.

For every CAMI4.0 Topic

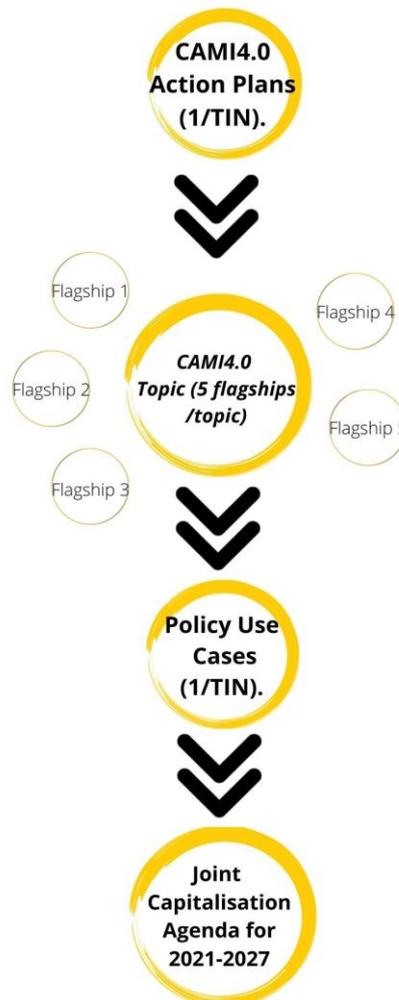


Figure 4 - Towards a Joint Strategy & Capitalisation Agenda (Author generated)



2.4.2. Joint Strategy and Capitalisation Agenda

What is it?

In their TIN working groups, Partners will jointly consider and develop a long-term strategy regarding their CAMI4.0 Topic in Central Europe. Indeed, during the Activity AT3.1: “Prepare the harvest of outputs/results of chosen CE/EU projects for new outputs of WPT3 / PP3/PIA”, we can notice that lots of Partners asked for a Roadmap and a Joint Strategy Agenda for Central Europe. However, there are limits that need to be considered such as time, heterogeneous involvement among the stakeholders and the differences in culture, territories needs and interests.

The CEUP 2030 Joint Strategy & Capitalisation Agenda, should operate like a roadmap, and should respond to the challenges for the future of advanced manufacturing as observed and discussed during the TIN working sessions per CAMI4.0 Topic. It should create a common model for tackling these challenges, and delivering a structure to promote Central European competitive advantage in the topic area. Throughout the process of this activity, Partners are looking to complete analysis on the five key flagships associated to their CAMI4.0 topic. They are looking for commonalities and opportunities for capitalisation, such as:

- common challenges
- common solution
- common instrument use
- common stakeholders targeted

These commonalities should become the basis for a common project idea where partners can work together with their stakeholder network to create cooperative and joint action. These actions promote strategic development and alignment to grow the adoption and uptake of advanced manufacturing and industry 4.0 with our key target groups. The Partners should use the common base determined between all the flagships to build their common model, but also place themselves in context of the wider territorial area. Therefore, it is recommended that Partners utilise the transnational events (Transnational RIS3 Round Table, and their discussions with CE/EU stakeholder groups) to bring in views from regions beyond those represented in the direct Partnership, associated to the common policy use case. Partners should be looking for a diverse stakeholder network to support their ideas, and should each foster outreach to minimum two organisations from different regions. The official evidencing of outreach to these regions, should be codified through the signing of Letters of Commitment from these organisations in support of the common policy use case (see next section).

For instance, regarding the topic AI, we can notice (thanks to the harvested templates collected in AT3.1) that lots of the Use Cases are talking about European Digital Intelligence Hubs (DIH). Thus, the Common Policy Use Case for this CAMI4.0 Topic (AI) could focus on DIH and then the strategic roadmap providing the steps which will be taken to achieve common cooperation on this topic. Partners involved in the development of this Common Policy Use Case, should seek to create a Transnational RIS3 Round Table about this topic, and bring in speakers and collaboration partners from different territorial areas who may also be interesting in collaborating across Central Europe to build a common and aligned service portfolio for AI services via the eDIH network.



Which form does it have to take?

The deliverable will have two parts, the first aspect will consist of an analysis of common features of the five Flagships dedicated to the Cooperation & Capitalisation Agenda. The analysis needs to lead to conclusions and recommendations on a common project concept which could be developed taking advantage of the common features identified between the five flagships.

The second aspect will be a capitalisation agenda which sets each Partner's commitment towards developing the common project concept. Each Partner involved in the TIN must create a self-reflection and underscore five tangible steps on how they will engage with the development of this common policy use-case.

Who will participate?

PPs should all participate in defining this Joint Strategy and Capitalisation Agenda. They should pay a special attention to the opinions of Associate Partners and stakeholders who will sign the Letters of Commitment, making sure that you have a diverse stakeholder group from your region and from other territorial areas who are committed to building elements of this common model with you and the consortium in the years to come.

When does it have to be delivered?

This work needs to be delivered by the end of the project (February 2022). However, the process to build this work should start now (September 2021). The reflection on stakeholder engagement about the Common Policy Use Case should be develop in parallel to the Transnational RIS3 Round Table, and the internal TIN working group sessions. Indeed, these results are linked, and require common planning.

2.4.3. Capitalization Analysis Group Work

This section will provide the expectations of this deliverable DT3.3.3: "Policy Framework 2: Setting up a joint transnational CAMI4.0 strategy for 2021-2027 / PP6/AFIL"

In order for AFIL to be able to deliver their final deliverable by February 2022, PPs will have to work in TIN working groups to create one Policy Use Case per CAMI4.0 Topic.

In this matter:

- More specific work in the PP's TIN working groups will have to be started. Indeed, the core TIN working groups will be formed around the CAMI4.0 Topic in which Partners are enabling their flagships.
- Partners must get organized to work in common together. The first TIN meeting should be organized in September and one meeting should be held then at least every month to talk about the Common Policy Use Case that has to be developed for every CAMI4.0 topic. It means that four Common Policy Use Cases should emerge from those discussion at the end of the Activity. Those meetings should be seen as brainstorming sessions as they enable sharing experiences and the analysis of commonalities and opportunities for further capitalisation.
- One partner (TIN Leader) will lead and make sure the project is in good track for every CAMI4.0 topic, they will also be in charge of reporting regarding their Common Policy Use Case in their respective CAMI4.0 topic:



- Fraunhofer will be in charge of Smart Materials
- AFIL for AI
- Profactor for Automation and Robotics
- Karlsruhe Institute of Technology for IPS
- In this objective, two templates have to be fulfilled.
 - First, the common template will have to be completed by every TIN working group under the leadership of the CAMI4.0 Topic Lead in question.
 - Second, the self-assessment template which has to be completed by every partner individually, for each TIN working group where the PP is a core member.

This dialogue should generate clear and tangible Common Policy Use Cases which should lead to enhanced competitive advantage in Central Europe.

2.4.4. Timeline

Action	Delivery month
Get organized in core TIN Groups per CAMI4.0 Topic	September 2021
Organize and participate in at least one meeting/brainstorming session per months to discuss about common Use Policy Case	Start in September 2021 until January 2022
Fill in the common template (1 per TIN working group) under the lead of the lead partner of every CAMI4.0 topic (section 4.2.1)	End of January 2022
Fill in the self-assessment template (section 4.2.2)	End of January 2022
Upload Templates on Alfresco (Policy Use Case and Joint Capitalisation Roadmap Templates (section 4.2 and 4.3))	End of January 2022
Find between 4 and 10 stakeholders to support the Flagships and the Policy Use Cases and Upload the Letters of commitments (Letters of commitment)	End of January 2022
DT3.3.3 delivered by AFIL: Policy Framework 2: Setting up a joint transnational CAMI4.0 strategy for 2021-2027	Delivery by February 2022

Table 4 - Timeline towards DT3.3.3 (Author generated)

In order for AFIL to deliver this document on time, it is crucial that all the templates are uploaded **by the end of January** 2022 on Alfresco: [Policy Use Case and Joint Capitalisation Roadmap Templates \(section 4.2 and 4.3\)](#)

2.4.5. Template

Included in the work reported in DT3.3.3, and as mentioned earlier in this section, 2 templates **have to be fulfilled**:

- First, the template on the Common Policy Use Case, which is broken into two sections.



- The first half of the template is the Flagship Analysis portion, which asks the Partners to complete a common aspect analysis of the submitted Flagships (consider this the space to record the similarities and differences noticed between the flagships, as part of your steps to determine a common policy use case);
- The second half of the template is the Concept Development portion, which asks the Partners to record the project concept features which were agreed to be the basis of the Common Policy Use Case. It is also where the Partners must place their clear argument about the tangible benefits this will bring and recommendations on how to achieve these benefits across Central Europe.
- Second, the self-assessment template which asks each Partner within the core TIN group (those PPs who delivered a Flagship project in the CAMI4.0 Area) to explain their contribution steps and reflections on the development of the common policy use case.
 - This Template will first focus on the common learning from the Flagships and the brainstorming sessions
 - Then, it will continue with the implementation phase. In this part, every partner will have to define at least five next steps they would like to foster to implement the Policy Use Case. PPs should here look for small strategic steps they would like to make in order to promote the change they have identified. For instance, it can be developing a cooperation with another territorial area which is dealing with the same challenges or to start an open discussion via Workshops with another type of stakeholder.

Full detail of these templates can be found in the Annex of this document. These templates will have to be uploaded on the platform Alfresco before the end of January.

The one template per CAMI4.0 Topic and the self-assessment templates will have to be uploaded in the file “CEUP2030 Public” → “WPT3 PROMOTE!” → “AT3.3 Setting a Policy Implementation Framework among complementary policies and strategies” → “DT3.3.3 Policy Framework 2-Setting up a joint transnational CAMi4.0 strategy for 2021-2027” → “Policy Use case and Joint Capitalisation Roadmap” → The name of the right CAMI4.0 Topic. Only the TIN Leader will have to upload the common template (see section 4.2). However, this can be an easy way to collaborate on a common template inside a TIN working group. Moreover, every partner will have to upload 2 self-assessment templates and upload them in the right folder. Every CAMI4.0 topic folder should thus have 1 common template and 5 self-assessment templates by the end of January 2022.

Hyperlink to upload the templates: [Policy Use Case and Joint Capitalisation Roadmap Templates \(section 4.2 and 4.3\)](#)



2.5. Letters of Commitment

Letters of Commitment, of Intent and of Support are an effective end feature of a project, which can be used to create a clear statement of intent to support and follow the future development of the Partner's next strategic steps in a project. With the difficulty the Partners have faced during COVID-19, to tangibly engage stakeholders outside of virtual meetings, this is a "new" project step which allows us to clearly evidence the stakeholder pool we are working with to deliver our future vision.

In this project, the signed letters will be made used to demonstrate support of the full Policy Implementation Framework (D.T3.3.2 - The Cooperation and Capitalisation Grid of the 20 Flagship projects, and D.T3.3.3. the Strategy and Capitalisation Agenda, of the common policy use case and capitalisation road map). The language of the letter will be specifically to ask the stakeholders to support the Partner's in their work to promote the growth of advanced manufacturing and industry 4.0 in Central Europe. An optional draft template can be found in the Annex, Section 4.4., and will be uploaded on Alfresco so Partners can amend the highlighted areas in the Letter appropriately for their stakeholder pool engaged for the signature. Partners can also utilize their own Letter of Support, Intent or Commitment, depending on the preference of their stakeholder and their own legal department. Their key requirement is that this letter demonstrates the Stakeholder's support of the full CEUP 2030 Strategy (or a sub-element, such as a specific Flagship project).

Every partner should find at minimum 4 stakeholders and maximum 10 stakeholders to sign letters of support. PPs should first try to get their Associated Partners on board to sign the letter supporting the Partner's next strategic steps (see Annex). However, these signing stakeholder can also be the people they talked to during the Impact controlling interviews or people who already helped them building and developed the flagship projects. One element of the Joint Strategy is to engage with 30 Regions (the 10 from the PPs, and 20 more via their common policy use cases). Therefore, we would recommend that Partners find at least two organisations who come from two regions outside of those from our Partnership to sign up to the Letter of Commitment. This does not have to be a regional authority, but should be an organisation based physically in another region.

This is important to specify that these letters of commitment are not supposed to hinder the project and its implementation, but actually facilitate the implementation thanks to the support of stakeholders. These should help demonstrate the impact of the project and support the implementation of the Policy Implementation Framework as a whole. Therefore, it is also ok if Partner's choose to utilise another signed form of evidence to demonstrate commitment, such as a signed Partnership Agreement where legal representatives have created a clear message of support for CEUP2030's PIF or a sub-element of the PIF).

All the letters should be signed and saved in PDF form, and uploaded on Alfresco, in PP folders for Activity 3.3.

The Letters of commitment will have to be uploaded in the file "CEUP2030 Public" → "WPT3 PROMOTE!" → "AT3.3 Setting a Policy Implementation Framework among complementary policies and strategies" → "DT3.3.3 Policy Framework 2-Setting up a joint transnational CAMi4.0 strategy for 2021-2027" → "Letters of commitment" → The name of your organization. All of the letters (at least 4 and maximum 10 per partner) will have to be uploaded before the end of January 2022. Every partner will have to sort these letters of commitment into 2 folders: the ones which are from regions included in



the Partnership and the ones which represent other regions. This distinction enables every partner to make sure they have at least 2 letters coming from regions outside of the project consortium.

Hyperlink to upload them: [Letters of Commitment](#)



2.6. Template Overview

There are 4 different templates in this document (see Annex, section 4):

- 1 template regarding the section 2.2: RIS3 Policy Instrument Pilot Projects (“Flagships”). Every partner should complete 2: one for each flagship project chosen. These templates will enable the delivery of DT3.3.2. This template can be found in section 4.1. This has to be uploaded on Alfresco ([Alfresco Template 1 \(section 4.1\)](#)) before end of September.
- 2 templates regarding the common work that TIN working groups have to realize in order to deliver DT3.3.3 and then define a common capitalisation agenda for each of the 4 CAMI4.0 Topic defined in the CEUP2030 project. These templates have to be uploaded on Alfresco ([Policy Use Case and Joint Capitalisation Roadmap Templates \(section 4.2 and 4.3\)](#)) before the end of January.
 - o Every TIN working group have to complete the Template that can be found in section 4.2. Every TIN lead partner (KPT for IPS, Profactor for Automation and Robotics, Fraunhofer for Smart Materials and AFIL for Artificial Intelligence) will be in charge for this delivery. This template has to be filled during brainstorming sessions.
 - o This template can be found in section 4.3. Every partner has to complete one template for every CAMI4.0 topic he is involved in. Most of the partners will thus have to fill-in 2 templates. This template has to be completed capitalizing on the brainstorming sessions organized between September and January.
- 1 template for an example Letter of Commitment. Each Partner needs to get between 4 and 10 stakeholders (at least 2 outside of their own region and not in the territorial area covered by the current partnership), to promote signed support for the Policy Implementation Framework or a sub-element (such as a Flagship project).



3. Conclusions & Next Steps

3.1. Summary

The purpose of this document has been to provide the Partners with a working methodology to deliver the deliverables DT3.3.2 and DT3.3.3.

In this objective, every Partner will have to:

- Choose its 2 Flagships projects out of its 4 Use Cases;
- Get organized around the 4 CAMI4.0 Topic into TIN working groups, and plan meetings/ brainstorming sessions to discussed about each CAMI4.0 topic, and create the common use case to grow your CAMI4.0 topic
- Determine its organisation's next critical steps to build on this vision, and further capitalise on its idea as part of a capitalisation agenda.
- Fill the templates found in Annex and explain in the section 2.5, to ensure your work is represented in the Policy Framework (Part 1 or Part 2).
- Find at least 4 and maximum 10 signatures of stakeholders willing to help grow the industry 4.0 in Central Europe by supporting one of their flagship projects, and the implementation of the Policy Framework laid out by the PPs through their Common Policy Use Case and Capitalisation Agenda.



3.2. Next Steps

As with other guidance documents developed in CEUP 2030, the Lead Partner and the Project Partners are asked to review this methodology and clarify with the Deliverable Responsible Partner, any questions or comments on the procedure. In this matter, two Q&A sessions will be organized (one in August and one in September) to enable partners to give their feedback and ask their questions. This document should then be finalized and reported in September.

It is very important that every partner read this document very carefully to understand and have a clear picture of everyone's role during the Activity 3.3.

The timeline is also very important to respect, therefore, you will find below a table defining the different deadlines to enable the project to respect its programming period:

Actions	Timeline
Draft Document Submitted to the Partnership	Early August 2021
1 Q&A Sessions for the Partners	Mid-August 2021
2 Q&A Session for the Partners	1 st Week September 2021
Final Version Submitted	2 nd Week September 2021
Choose 2 Flagship projects and fill in the template present in section 4.1	By the End of September 2021 (possible extension to November)
Upload template on Alfresco Hyperlink: Alfresco Template 1 (section 4.1)	By the End of September 2021 (possible extension to November)
Get organized in TIN Groups per CAMI4.0 Topic	By September 2021
DT3.3.2 delivered by KPT: Policy Framework 1: Cooperation & Capitalisation grid among policies/strategies for 2021-2027	Delivery by End of October 2021 (possible extension to December)
Organize and participate in at least one meeting/brainstorming session per months to discuss about Common Use Policy Case	Between September 2021 and January 2022
Fill in the common template (1 per TIN working group) under the lead of the lead partner of every CAMI4.0 topic (section 4.2.1)	By the End of January 2022
Fill in the self-assessment template (section 4.2.2)	By the End of January 2022
Upload Templates on Alfresco Hyperlink: Policy Use Case and Joint Capitalisation Roadmap Templates (section 4.2 and 4.3)	By the End of January 2022
Find between 4 and 10 stakeholders to support your flagships project and Policy Use Cases and make them sign the Letter of Commitment (section 4.3)	By the End of January 2022
Upload Letters of commitments on Alfresco	By the End of January 2022



Hyperlink: Letters of commitment	
DT3.3.3 delivered by AFIL: Policy Framework 2: Setting up a joint transnational CAMI4.0 strategy for 2021-2027	By February 2022

Table 5 - Summary of the actions and timeline of AT3.3 (Author generated)

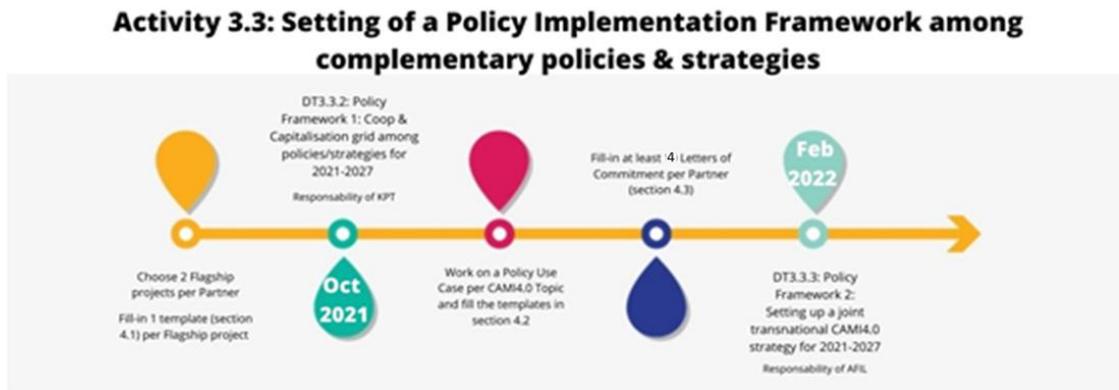


Figure 5 - Timeline of Activity T3.3 (Author generated)



4. Annexes

4.1. Template regarding the RIS3 Policy Instrument Pilot Projects (“Flagships”)

Every Partner has to fulfil 2 templates (1 per Flagship project). Every answer has to be **written in English and not exceed 700 characters** if not mentioned otherwise. Furthermore, please ensure you are not only copying information from other Proposals, tailor your answers to the questions asked in CEUP 2030.



Template for Flagship Project				
Title of Organisation:	Wählen Sie ein Element aus.			
Date of Reporting				
<i>Administrative details over the Flagship project:</i>				
Title of Flagship Project (acronym):				
Short Description of Flagship <i>Describe the challenge addressed in Maximum 1000 characters</i>				
CAMI4.0 Technology Focus - Primary	Choose an item.			
PP's CAMI4.0 Tin Role	Choose an item.			
CAMI4.0 Technology Focus - Secondary	<p>Choose as many secondary influencing technologies that apply;</p> <p><input type="checkbox"/> <i>Intelligent Production Systems</i></p> <p><input type="checkbox"/> <i>Automation & Robotics</i></p> <p><input type="checkbox"/> <i>Smart and Advanced Materials</i></p> <p><input type="checkbox"/> <i>Artificial Intelligence</i></p>			
Project Partners Pool (feel free to create more rows if necessary): <i>Name all the stakeholder involved in your flagship project</i>	PP Name	Org Type	Org Role	NUTS2 Region
		Choose an item.	Choose an item.	
		Choose an item.	Choose an item.	
		Choose an item.	Choose an item.	
		Choose an item.	Choose an item.	
		Choose an item.	Choose an item.	
		Choose an item.	Choose an item.	
		Choose an item.	Choose an item.	
		Choose an item.	Choose an item.	
		Choose an item.	Choose an item.	
Duration of Flagship Project / of each milestones (Intended Start and End):	Milestone	Start date	End Date	



At least 5 Milestones should be identified			
Define the budget of your Flagship project:	What is the fiscal value of the project?		
	What are the different financing unit of the project?		
	What are the funding program(s) used? What are the other potential funding sources?		
List all the evidence documents you can provide regarding your flagship project (MOU, submission document...)			
<i>Challenge addressed by the flagship project</i>			
Which challenges have to be overcome in the context of the project? What's the motivation to foster your flagship? <i>Describe the challenge addressed in Maximum 700 characters</i>			
Who are target groups of the project? Tick the answer relevant for your flagship project	<p>Choose as many which will apply</p> <p><input type="checkbox"/> Large Enterprises</p> <p><input type="checkbox"/> SME</p> <p><input type="checkbox"/> Higher Education & Research Organisation</p> <p><input type="checkbox"/> Business Support Organisation</p> <p><input type="checkbox"/> Schools and Training Institutes</p>		
Evaluate the Manufacturing Value Chain by choosing the area of manufacturing which is impacted by this challenge.	<p>Choose as many which will apply</p> <p><input type="checkbox"/> Research & Development</p> <p><input type="checkbox"/> Design</p> <p><input type="checkbox"/> Procurement</p> <p><input type="checkbox"/> Manufacturing</p> <p><input type="checkbox"/> Distribution</p> <p><input type="checkbox"/> Marketing / Sales</p> <p><input type="checkbox"/> Service and Repair</p>		



	<input type="checkbox"/> <i>De or Re-Manufacturing</i> <input type="checkbox"/> <i>Recycling and End of Life Management</i>
<p>Choose the manufacturing sector which faces the specific challenge.</p> <p>If other, please clarify</p>	<p>Choose an item.</p>
<p><u>Solution to Address the Challenge</u></p>	
<p>What is the solution which your Flagship proposes to address the identified challenge?</p>	
<p>What are the key goals to achieve this project? What are the specific objectives?</p>	
<p>What is the methodology utilised to implement the solution?</p>	
<p>What ´s your intended impact of the flagship project? What results are expected as an outcome of the project?</p>	
<p>How did you manage the development phase? What were the difficulties met and how did you mitigate them?</p>	
<p>Describe the implementation plan and milestones for the Flagship. Please connect to the five milestones raised at the start of this document.</p>	
<p>How is the project being monitored throughout its lifespan (development & implementation) and who is responsible?</p>	
<p>How is your flagship connected with other flagship projects?</p>	



What are the most important connection points?	
On what did you capitalize to build this flagship project? Does it expand previous projects, programs, initiatives and good practices?	
<u>Strategic/ Policy Impact:</u>	
How does the flagship project meet the goals exposed in the Joint Strategy document? (please refer to the WPT1)	
How does the Flagship impact the competitive advantage of Central Europe’s manufacturing eco-system?	
How is the project compatible with strategies and policies pursued on the regional / national / European level? (Please reference your preparatory discussions)	
How this project is going to answer the new challenges raised by the European Commission as a focus area for the programming period 2021-2027?	

Table 6 - Template regarding the flagship projects (Author generated)



4.2. Templates regarding the Joint Capitalisation Roadmap on CAMI4.0 topics in Central Europe

4.2.1. Common Template per TIN

Every TIN group has to fulfil 1 template (1 per CAMI4.0 Topic). This template is a group work that should be filled during the brainstorming sessions. Every answer has to be **written in English and not exceed 700 characters** if not mentioned otherwise. Furthermore, please ensure you are not only copying information from other Proposals, tailor your answers to the questions asked in CEUP 2030.



<u>Common Policy Use Case Report</u>					
CAMI4.0 topic addressed:	Wählen Sie ein Element aus.				
Lead Partner responsible for this topic:	Wählen Sie ein Element aus.				
Dates of the TIN meeting and place:	Meeting short description		Date:		Place / tool and name of the organizer:
Project Partners Pool	<input type="checkbox"/> KPT	<input type="checkbox"/> PRO	<input type="checkbox"/> PIA	<input type="checkbox"/> IWU	<input type="checkbox"/> KIT
	<input type="checkbox"/> AFIL	<input type="checkbox"/> SIIT	<input type="checkbox"/> PBN	<input type="checkbox"/> PTP	<input type="checkbox"/> HAMAG
External stakeholders involved in the definition of the Policy Use Case <i>Feel free to add rows if necessary, all the stakeholders relevant to the Policy Use Case should be mentioned</i>	PP Name	Org Type	Org Role	Description of the role of the organisation in the Use Case	NUTS2 Region ³
		Choose an item.	Choose an item.		
		Choose an item.	Choose an item.		
		Choose an item.	Choose an item.		
		Choose an item.	Choose an item.		
		Choose an item.	Choose an item.		
		Choose an item.	Choose an item.		
		Choose an item.	Choose an item.		
		Choose an item.	Choose an item.		
		Choose an item.	Choose an item.		
		Choose an item.	Choose an item.		

Flagship Analysis Section of the Common Policy Use Case



What are the 5 Flagship projects included in your TIN working group?	1 st :	
	2 nd :	
	3 rd :	
	4 th :	
	5 th :	
What are the commonalities among the Flagship projects	In the challenge addressed?	
	In the sector?	
	In the solutions elaborated?	
	In the methodology used?	
What is the significance of the commonalities in elaborating a common Joint Strategy?		
What are the major differences between the Flagships projects?		
How these differences could hinder the process to elaborate a common Joint Strategy?		
Which stakeholders should be engaged in the Letter of Commitment phase to build this idea?		
Any other comments		

³ For more information regarding the NUTS Regions: <https://ec.europa.eu/eurostat/web/nuts/background> and a list: <https://ec.europa.eu/eurostat/web/nuts/nuts-maps>



<i>Concept Development Section of the Common Policy Use Case</i>	
What is the name (Acronym) of the Policy Use Case?	
Describe the Policy Use Case elaborated during the brainstorming sessions	
What is the challenge addressed by the Common Policy Use Case?	
What is the solution envisaged by the Partnership to overcome this challenge?	
Who are the target groups of this Common Policy Use Case?	<p>Choose as many which will apply</p> <p><input type="checkbox"/> <i>Large Enterprises</i></p> <p><input type="checkbox"/> <i>SME</i></p> <p><input type="checkbox"/> <i>Higher Education & Research Organisation</i></p> <p><input type="checkbox"/> <i>Business Support Organisation</i></p> <p><input type="checkbox"/> <i>Schools and Training Institutes</i></p>
How does this Common Policy Use Case promote Central European manufacturing competitive advantage?	



<p>Elaborate on the relevance and significance of the Policy Use Case for Central Europe.</p>	
<p>How does the Policy Use Case meet the goals of the European Union on the new period 2021-2027?</p>	
<p>How do you plan to finance the Use Case? What are the programs/ initiatives and instruments raised during the brainstorming meetings which could be utilised to bring success of this Common Policy Use-Case?</p>	
<p>What gaps or challenges do you foresee to complete this Use-Case based on the current policy instrument(s) you are targeting?</p>	
<p>What recommendations do you have to promote better policy instrument alignment to achieve Central Europe or European</p>	



Union goals to promote the uptake of your CAMI4.0 Topic.	
What are the lessons learned from this cooperative team work, which could be utilised to promote future strategy and policy alignment?	

Table 7 - Common Template regarding the Policy Use case and Joint Capitalisation Roadmap (Author generated)



**4.2.3. Self-assessment template towards the creation of a common roadmap
 (1 template per Topic you are involved in)**

This template has to be **filled in English** and **not exceed 700 characters per answer** if not mentioned otherwise. Furthermore, please ensure you are not only copying information from other Proposals, tailor your answers to the questions asked in CEUP 2030.

Self-assessment template towards the creation of a common roadmap					
Title of Organisation:	Wählen Sie ein Element aus.				
Title of Common Policy Use Case Discussed (Acronym)					
CAMI4.0 Topic addressed:	Wählen Sie ein Element aus.				
Project Partners Pool Involved in Common Policy Use Case	<input type="checkbox"/> KPT	<input type="checkbox"/> PRO	<input type="checkbox"/> PIA	<input type="checkbox"/> IWU	<input type="checkbox"/> KIT
	<input type="checkbox"/> AFIL	<input type="checkbox"/> SIIT	<input type="checkbox"/> PBN	<input type="checkbox"/> PTP	<input type="checkbox"/> HAMAG

Reference Consideration	Response
What did you find interesting regarding other Flagship projects?	
What are the difficulties you met inside your working group?	
How did these meetings help you improve your own flagship project(s)?	
Why is it interesting for your organisation to be involved in the Common Policy Use Case? What are the benefits for your organisation?	
How does this Policy Use Case benefit your stakeholder involved	



and particularly the one who signed the letters of commitment?		
What could be the challenges met by your organisation to implement this Common Policy Use Case?		
How does the Common Policy Use Case enhance the competitive advantage of your territorial area's manufacturing eco-system?		
What aspects of your territorial area's enabling eco-system can complement the development of the Common Policy Use Case?		
What are the territorial changes that need to be implemented to be able to enable the common Policy Use Case?		
What focus area would you like to work on to implement a common Roadmap around your Common Policy Use-Case		
In order to build a common roadmap for delivering your Common Policy Use Case, Identify at least 5 next steps you would	Action/Next Step Description	Delivery Date



like to work on with your organisation to implement the common Policy Use Case ?		

Table 8 - Self-assessment template regarding the Policy Use Case and the Joint Capitalisation Roadmap (Author generated)



4.3. Letter of Commitment

Every Partner should have at least four (4) and maximum ten (10) letters of commitment signed by the end of January and uploaded on Alfresco. At least two letter of commitment per Partner have to be signed by organisations who come from two regions outside of those from our Partnership.

Partners are encouraged to use the following template, but are allowed to develop their own **signed** letter of support, letter of intent, or partnership agreement, if it is more suitable for their stakeholder group. Please ensure that your preferred template is circulated to AFIL & PTP when you have made your decision on which template you will utilise.

A word version of this document can be found on Alfresco at: [Letters of Commitment](#)

[headed paper of the supporting organization]



LETTER OF COMMITMENT
To help grow advanced manufacturing and industry 4.0 in Central Europe
CEUP2030

Hereby the undersigned [name, function], the legal representative of [name of organization], confirms that our organization appreciates the project CEUP2030 as an excellent contribution with positive impacts for policy making and policy improving. Therefore, through this letter, we commit to support and take part in the follow-up of flagships projects.

In particular, we commit to support the partners in their implementation phase. Those projects should help then in defining the joint transnational Strategy on CAMI4.0 and setting the joint capitalization agenda for 2021-2027 across Central Europe.

Additionally, we commit to play a monitoring role to make sure that expected outputs and results (e.g. the planned methodologies, the addressed technologies, the broad access to target groups and stakeholders, the foreseen long-term market focus) of the project are seen as practicable, durable, useful and valuable for the innovation system in a regional, national and transnational context.

The activities will contribute to improve sustainable linkages among actors of the innovation system to strengthen regional innovation capacity in Central Europe area by:

- Connecting highly competent partners with strong networks;
- Setting transnational, future-robust and repeatable cooperation mechanisms which focus on the co-creation of common tools and methodologies to better understand CAMI4.0 topics across Central Europe.

[Place, date]



Official stamp of the supporting organization
 Signature of the legal representative



4.4. List of Associated Partners

11	Marshall Office of Malopolska Region	PL		AP	KRAKOW TECHNOLOGY PARK LTD
12	Saxon State Ministry for Economic Affairs, Labour and Transport	DE		AP	Fraunhofer Gesellschaft zur Förderung der angewandten Forschung e.V. for its Fraunhofer Institute for Machine Tools and Forming Technology (IWU)
13	Chamber of Commerce and Industry Karlsruhe	DE		AP	Karlsruhe Institute of Technology
14	DIH Lombardy	IT		AP	Lombardy Intelligent Factory Association
15	FundingBox Accelerator	PL		AP	Lombardy Intelligent Factory Association
16	CFI – Intelligent Factory Cluster	IT		AP	Lombardy Intelligent Factory Association
17	DIH Liguria	IT		AP	SIIT S.c.p.a. Intelligent Integrated Systems Technologies
18	Republic of Slovenia - Government Office for Development and European Cohesion Policy	SI		AP	Pomurje Technology Park
19	Vas County Authority	HU		AP	Pannon Business Network Association
20	The Ministry of Economy, Entrepreneurship and Crafts of the Republic of Croatia	HR		AP	Croatian Agency for SMEs, Innovations and Investments
21	Upper Austrian Research GmbH	AT		AP	PROFACTOR GmbH
22	AIT Austrian Institute of Technology GmbH	AT		AP	PROFACTOR GmbH
23	European Factories of the Future Research Association	BE		AP	PROFACTOR GmbH
24	Austrian Federal Ministry of Education, Science and Research	AT		AP	Association Industry 4.0 Austria
25	Austrian Federal Ministry of Transport, Innovation and Technology	AT		AP	Association Industry 4.0 Austria

Table 9 - List of Associated Partners (CEUP2030 Application Form)

This list can be found on page 6 and 7 of the CEUP 2030 Application Form