

# WP T3

## D.T3.2.8

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Joint implementation report for the pilot **Version 1**  
in the health sector **03.2022**

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## 1 EXECUTIVE SUMMARY

The discussions and online meetings allowing the ideation on collaboration area have been initiated during early months of 2021 and entered into the productive phase around June 2021. The COVID pandemic has not allowed to launch a smooth networking face-to-face process and it required to build the relations between the ecosystems represented by CCIAA (Veneto region) & GAPR (Upper Silesia region) and internally between their value chain stakeholders mainly with the support of ICT tools. It was mainly representatives of the IGA (BSOs, RTOs, HEIs and other regional stakeholders, incl. regional public authorities) but also the beneficiaries of the transnational pilot actions in health sector – SMEs and LCs who took part in the pilot actions. Online meetings secured the content-building of the pilot actions and their transnational components. During the course of the implementation of the pilot actions cross-disciplinary links were set-up including Industry 4.0/ICT.

Having strong economic and scientific players around biomedicine sector (Veneto) and MedTech sector (Upper Silesia), we joined forces to bring new knowledge on innovative value chains in the regions as well as between them. Even though, each of the pilot actions was implemented with the intention to bring as much opportunities to regional economy as possible (through the competence building of SMEs), we strongly supported the idea of mutual learning and trust building of the stakeholders from both Veneto and Upper Silesia in the preliminary phase. Therefore, in the mature phase of the pilot action, we introduced workshops between the institutional ecosystems supporting biomedical sector in Veneto and MedTech sector in Upper Silesia by bridging CCIAA, Regional Innovation Network, Galileo Visionary District, Biomedical Sector Observatory with GAPR, MedSilesia cluster, Foundation for Cardiological Surgery Development and Silesian Health Sector Observatory. We firmly believe that the collaboration which started during the course of the pilot action - that was targeting SMEs - will be expanding by joining common interests of the two institutional ecosystems as described in Memorandum of Cooperation (O.T4.3)

The Transnational Pilot Action carried out in Veneto region was mainly focusing on delivering trainings in innovation skills of local enterprises in order to foster a culture of innovation as well as provision of innovation suppliers working with SMEs on potentially successful briefs. The Transnational Pilot Action carried out in Upper Silesian region was built around competence development targeting SMEs and RTOs. It has had three pillars including web-based support, webinars and dedicated coaching session on innovative business model. The joint path has been set around boosting collaboration opportunities for stakeholders from both Veneto and Upper Silesia. It has led to the development of a joint transnational innovation agenda and its operationalisation towards the upgrade of health-related ecosystems in both regions (O.T4.2).



## 2 REPORT ON ACTIVITIES IMPLEMENTED

**Table 1.1: Activities performed – PP3**

Nr	Date	Location <sup>1</sup>	Type of activity <sup>2</sup>	Target group involvement*						
				LRPA	SA	HE&R	SME	BSO	IGA	Other PP
1	27.09.2021	online	Bilateral workshop for Polish and Italian SMEs			2	18	1		1
2	30.09.2021	online	Pilot action's launch event	1			15	6		
3	22.10.2021	online	Training event nr. 1: Technology and Innovation for innovative and sustainable Business				83	6		
4	25.10.2021	online	Training event nr. 2: Innovation Leadership				47	4		
5	29.10.2021	online	Training event nr. 3: Technology and Tools for Innovation				46	2		
6	01.10.21 – 10.11.21	Online and on-site	1:1 assistance for briefs' generation				34			
7	10.11.21 – 26.11.21	online	Briefs' generation				18			
8	10.11.21 – 23.12.21	Online and on-site	Matching with innovation providers				10			
9	03.02.22 – 31.03.22	Online and on-site	SMEs' projects implemented				10			

<sup>1</sup> City, country / online

<sup>2</sup> Type of activity: workshop, conference, training, bilateral meeting, other (please, name the activity)



**Table 1.2: Activities performed – PP11**

Nr	Date	Location <sup>3</sup>	Type of activity <sup>4</sup>	Target group involvement*					
				LRPA	SA	HE&R	SME	BSO	Other PPs
1	December 2020-February 2020	Online / email	<b>Consultations with cluster members</b> (SMEs and RTOs) on the content of IT platform – Virtual Competence Center			10	100	1	
2	25.02.2021	Online	All-day <b>e-learning workshop for SMEs</b> – Technical documentation standards based on the new Medical Device Regulation (MDR)				25	1	
4	March 2021 – March 2022	Online	Supplying and regular <b>updating of the Virtual Competence Center</b> with content	1		10	100+	1	
3	21.04.2021	Online	All-day <b>e-learning workshop for SMEs</b> – New regulation on public procurement legislation				16	1	
	7.05.2021	Online	All day <b>e-learning workshop for SMEs and RTOs</b> - Introduction to the analysis and optimization of the Technical Cost of Manufacturing				10	1	
5	June 2021	Online, emails	<b>Joint development of transnational components of the pilot action</b> with PP3 (CCIAA PD) planning actions for July 2021 – December 2021					2	PP3
	17.09.2021	Katowice	All-day <b>workshop for SMEs and RTOs</b> on Limits of healthy promotion of medical devices and interaction with the health service - theory and practice.				9	1	
	27.09.2021	Online	Organization of <b>workshop seminar for Italian and Polish SMEs</b>			2	18	1	
	2.12.2021	Online	Intensive facilitation with training on <b>applying innova-</b>			2	2	1	

<sup>3</sup> City, country / online

<sup>4</sup> Type of activity: workshop, conference, training, bilateral meeting, other (please, name the activity) – check the activities in your work plan and if possible, break them down into sub-tasks that have been implemented so far.



Nr	Date	Location <sup>3</sup>	Type of activity <sup>4</sup>	Target group involvement*					
				LRPA	SA	HE&R	SME	BSO	Other PPs
			<b>tion business model</b> for internationalisation – Lab for innovative business models						
	21.03.2021	Online	<b>Joint development of transnational components of the pilot action</b> with PP3 (CCIAA PD) planning the sustainability of actions for 2022+			2		2	PP3
	24.03.2022	Online	All-day <b>e-learning workshop for SMEs and RTOs</b> on Pre-clinical evaluation of a medical device				30	1	
	25.03.2022	Online	All-day <b>e-learning workshop for SMEs and RTOs</b> on Biological assessment - assessment of medical devices according to EN ISO 10993-1: 2020				30	1	

**\* Target group involvement – number of involved:**

LRPA – Local / regional public authority

SA – Sectoral agency

HE&R – Higher education and research

SME – Small and medium sized enterprises

BSO – Business support organisation

IGA – Innovation and Growth Alliance

Other PP – other project partners

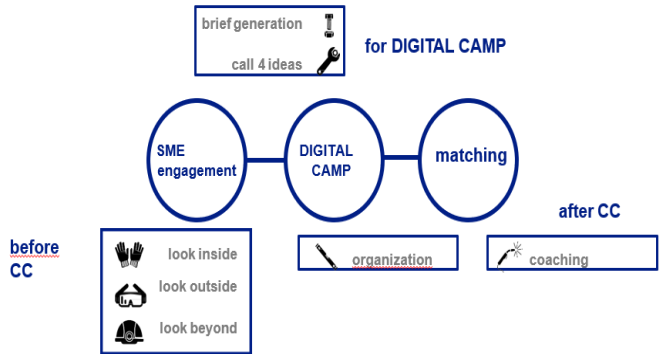


**CHAIN REACTIONS**

<b>Project partner implementing the pilot</b>	PP3 – Chamber of Commerce of Padova
<b>CHAIN REACTIONS' sector</b>	Health
<b>Sub-sector</b>	Biomedical sector
<b>Description of pilot work plan</b>	<p>CCIAA PD with the support of external experts (Galileo Visionary district - GVD) implemented in the pilot action the following activities:</p> <ul style="list-style-type: none"> <li>- Local launch event;</li> <li>- 3 Training events in order to improve the innovation skills of local enterprises and foster a culture of innovation;</li> <li>- Participation in a bilateral workshop together with a polish partner on the new Regulation 2017/745 for medical devices;</li> <li>- Analysis and definition of SMEs' needs in terms of innovation;</li> <li>- Definition of innovation briefs;</li> <li>- Identification of solutions for the above needs;</li> <li>- Selection of innovation suppliers able to provide the above required solutions;</li> <li>- Selection of the most potentially successful briefs;</li> <li>- Definition of actions to be financed from CCIAA;</li> <li>- Selection of innovation suppliers;</li> <li>- Supervision on suppliers works and related activities' implementation.</li> </ul>
<b>Detailed description of activities performed</b>	<p>CCIAAPD, with the support of the external experts Galileo Visionary District (GDV) implemented in the pilot action the following activities:</p> <ul style="list-style-type: none"> <li>- Local launch event with the participation of stakeholders, IGA's members, SMEs, etc;</li> <li>- 3 Training events in order to improve the innovation skills of local enterprises and foster a culture of innovation;</li> <li>- Participation in a bilateral workshop together with a polish partner on the new Regulation 2017/745 for medical devices;</li> <li>- Analysis and definition of SMEs' needs in terms of innovation with 1:1 meeting;</li> <li>- Definition of innovation briefs in agreement with SMEs involved and with experts from GVD;</li> <li>- Identification of solutions for the above needs;</li> <li>- Selection of innovation suppliers able to provide the above required solutions;</li> <li>- Selection of the most potentially successful briefs;</li> <li>- Definition of actions to be financially supported by CCIAA with the selection of most appropriate service providers;</li> <li>- Selection of innovation suppliers and implementation of the projects;</li> <li>- Finalisation of 10 innovation projects (matching between briefs and innovation providers via a public tender procedures)</li> </ul> <p>Supervision on suppliers works and related activities' implementation.</p>





<p><b>Use of value chain innovation models and instruments</b></p>	<p>Design thinking methods and instruments used with the following main approach (summary):</p>  <p>GVD performed project’s activities through instruments that usually uses in implementing innovation projects for customers. Particularly relevant in this pilot action was the use of assessment’s interviews as a starting point to define SMEs’ innovation needs. The survey was really useful to collect SMEs’ needs and the following analysis gave the input to understand the kind of expertise they were looking for.</p> <p>The analysis wanted to evaluate the “as-is” status of each enterprise, their innovation attitude, potential internal barriers and development perspectives in the direction of strategy, marketing, communication, design and technology.</p> <p>After this activity, GVD team discussed together simulating a design thinking workshop in order to define the most potentially successful innovation briefs and match each of them with the right innovation suppliers.</p> <p>The Brief represents a useful instrument to summarise project’s contents, enterprises’ expectations and a guide for the correct development of the project</p>
<p><b>Involved actors</b></p>	<p>In pilot action’s activities were involved SMEs from biomedical and related sector.</p> <p>As innovation suppliers were involved organizations as trade association, business support centres, consulting companies specialized in innovation-related subject</p> <p>IGA’s members participated to the launch and the final event. Additionally, some of them, being innovation service providers, have been fully involved for the matching with the briefs developed with the innovation assessment process carried out with the SMEs.</p>
<p><b>Monitoring of performance indicators</b></p>	<p>All performance indicators have been fully achieved.</p> <p>Number of SMEs involved (totally 240); number of innovation projects successfully developed (10); funds fully allocated to support SMEs’ in-</p>



**CHAIN REACTIONS**

	novation projects (50.000 euro); number of SMEs trained on digitalisation and tools to support innovation processes according to the CHAIN REACTIONS toolkit (200).
<b>Key results</b>	<ul style="list-style-type: none"> <li>a) More than 150 SMEs dealing with or interesting in health sector have been involved and their attitude to implement innovation processes raised with training activities and thematic workshops</li> <li>b) More than 30 SMEs have been assisted to assess their innovation needs and identify relevant actions to be undertaken</li> <li>c) 15 SMEs developed “briefs” to match the innovation providers and implement the processes required</li> <li>d) 10 SMEs have been assisted by 10 innovation providers to develop specific actions in forms(projects).</li> </ul>
<b>Follow-up</b>	We have decided to jointly develop and test a business model for the design service for MedTech products in Upper Silesia with the direct involvement of Veneto best practice author – Galileo Visionary District.
<b>Delays, problems</b>	<p>Due to budgetary issues (connected with the original budget in the Application Form), the pilot action started very late (June 2021) and have been implemented till March 2022. However, all performance indicators have been fully achieved and met.</p> <p>Due to COVID-19 health emergency, all activities have been carried out online.</p>



**CHAIN REACTIONS**

<b>Project partner implementing the pilot</b>	PP11 - GAPR
<b>CHAIN REACTIONS' sector</b>	Health
<b>Sub-sector</b>	Medical devices and equipment
<b>Description of pilot work plan</b>	Creation of "knowledgeable one stop shop" offering pre-defined as well as tailor-made services for the medical industry. Namely, to timely and accurately respond to the needs of SMEs in med-tech sector who aim at internationalising regional value chains and industrial transition. The pillars: An IT platform – “virtual competence center”, E-learning on health sector internationalization combined with cross-sectoral collaboration, Laboratory for innovative business models.
<b>Detailed description of activities performed</b>	<p>We have been working together with the MedSilesia cluster members and the IGA members on the ideation of the knowledgeable one stop shop for business and research organisations dealing with MedTech (technologies for medical devices and equipment). The decision was to provide the activities with the use of mainly online-based instruments due to COVID restrictions and to capitalise on the knowledge gained during the pilot action in building the competences and transnational opportunities.</p> <p>Thus, the IT-based platform has been launched offering up-to-date information on business opportunities as well as providing training and learning materials. During the implementation of pilot action, we extended the knowledgeable one stop shop with trainings to MedTech stakeholders offering webinars on selected topics of relevance to SMEs and RTOs. Finally, we introduced the value chain innovation toolbox by coaching some organisations (SMEs and HEIs) and introducing the innovative business model concept.</p> <p>The activities covered not only local (regional) actions but also transregional actions including two workshops for IGA members to look for common aims and collaboration projects. Here we managed to agree on three joint initiatives that will bridge the health (med/bio) ecosystems Veneto and Upper Silesia.</p>
<b>Use of value chain innovation models and instruments</b>	The mapping of needs of the MedSilesia cluster members and IGA members was possible thanks to the discussions and ideation where some combination of the deBono hats were used. Thus, we modified the tool introducing the analytical combination of the tool already introduced in the toolbox. At the same time, we worked on the three pillars of the pilot action trying to reflect on the needs. Here, we introduced the business model canvas as a main tool to help the beneficiaries of business model innovation lab and allow more efficiency in strategic actions, including the internationalisation of activities.
<b>Involved actors</b>	The pilot action was actively involving both local (regional) stakeholders such as SMEs, LCs, RTOs, HEIs and BSOs as well as transnational partners of the same categories. The transnational activities included mainly workshops and virtual study visits (limitation of COVID did not allow to hold a study visit onsite) and they gathered partners from Italy



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	(PP3) and Hungary (PP1). When it comes to PP3, our duo partner it was naturally a direct sectoral link and the meeting with PP1 was planned to look for synergies on the cross-domain level as health sector is very much dependent on IT and Industry 4.0.
<b>Monitoring of performance indicators</b>	<p>According to the planned indicators, we managed to fully apply the measures and reach the goals. More than 30 unique organisations were involved in the process of getting knowledge during 7 webinars with 3 countries involved and all the offers came with very positive feedback. The laboratory provided service to 4 organisations.</p> <p>The indicators as set during the planning phase:</p> <ul style="list-style-type: none"> <li>• Improved knowledge and competences of 30 actors (SMEs + RTOs) in health sector, confirmed by a feedback questionnaire - at least 75% positive feedback</li> <li>• Min. of 2 webinars on recent solutions/ challenges in health sector, at least 30 participants from at least 3 countries. Questionnaire - at least 75% positive feedback.</li> <li>• Laboratory for innovative business models concept implemented and tested by least 1 entity (SME or BSO)</li> </ul>
<b>Key results</b>	We managed to launch a very successful initiative for Medtech ecosystems that is sustainable and will be still developed. That also includes the future plans – outcomes to be reached – that are link to the transnational collaboration as defined by Transnational Open Space for Collaboration. The SMEs taking part in the workshops (webinars) and transnational meetings were able to gain new knowledge both on the markets and on the new external forces driving them.
<b>Follow-up</b>	We have decided to jointly develop and test a business model for the design service for MedTech products in Upper Silesia with the direct involvement of Veneto best practice author – Galileo Visionary District.
<b>Delays, problems</b>	Due to COVID, many of the actions were held online and that provided a slightly limited interaction possibility.



### 3 CONCLUSIONS AND LESSONS LEARNED

The transnational implementation of the pilot actions with SMEs from Poland and Italy brought to the following conclusions:

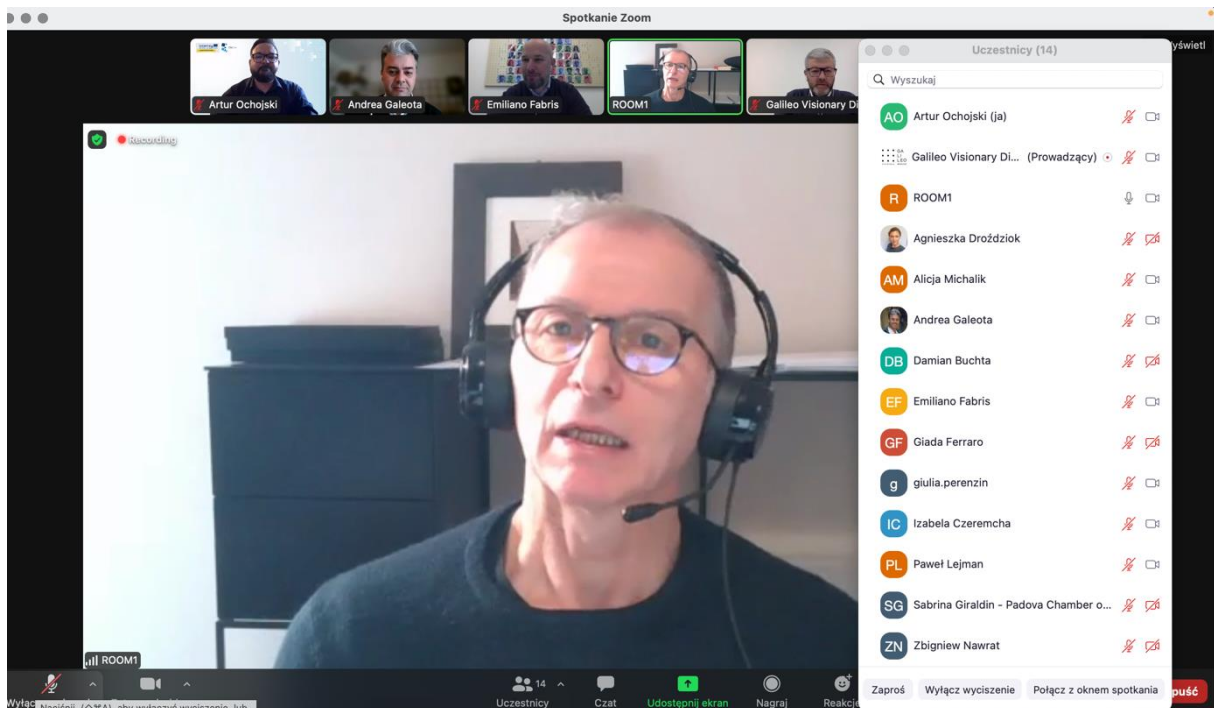
- a) SMEs need to be supported to assess innovation needs and define proper innovation paths to be implemented for the achievements of the expected results;
- b) SMEs need to be financially supported considering both private and public investments opportunities; particularly to apply EU, National and Regional funds for innovation and internationalization can be a great opportunity to strengthen innovation processes and enhance their competitiveness;
- c) SMEs can better implement innovation processes, particularly addressed to the sustainable growth with the support of:
  - a. digital technologies if they are part of local networks and value-chains; the innovation approach is much more effective when the SME is in this ecosystem,
  - b. good knowledge on legal and regulatory aspects imposed on the sectoral (health) value-chains;
- d) Service Providers (Technological Parks, Chamber of commerce, sectoral agencies, etc.) need to improve their skills and competence, including:
  - a. design thinking and customer-oriented methods and instruments to better meet SMEs' needs & expectations,
  - b. instruments allowing to boost science to business collaboration and new markets uptake across innovative value chains;
- e) Service providers need to be included in one rich innovation eco-system, where other actors are able to monitor trends and main technological opportunities, together with the link to investors, both public and private;
- f) Observatories and other innovation networks are of high value to identify most interesting technological and marketing trends to be offered to SMEs and service providers to better define the innovation processes.



**ANNEXES**



21/03/2022 – workshop dedicated to defining new avenues for the pilot action sustainability with BSOs and RTOs from Veneto and Upper Silesia regions – planning to continue the collaboration on health sector (MedTech and biomedical sector).



21/03/2022 – workshop dedicated to defining new avenues for the pilot action sustainability







Presentazione di PowerPoint - Presentation RIR Tech4Life EN.pptx - PowerPoint



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## Companies and Universities involved

 **Companies**  
Over 50 companies have supported the project

 **Universities**

- Università Cà Foscari – Department of Environmental Sciences, Informatics and Statistics, Department of Molecular Sciences and Nanosystems, Department of Economics
- Università degli Studi di Verona – Department of Computer Science, Department of Business Administration, Department of Neuroscience, Biomedicine and Movement
- Università degli Studi di Padova – Interdepartmental Center for Mechanics of Biological Materials

21/03/2022 – workshop dedicated to defining new avenues for the pilot action sustainability