Interreg
CENTRAL EUROPE

InnoPeer AVM

European Union
European Regional
Development Fund

InnoPeer AVM

PEER-to-peer network of INNOvation agencies and business schools developing a novel transnational qualification programme on AdVanced Manufacturing for the needs of Central European SME

5th NEWSLETTER

Cybersecurity

Cloud

Additive Manufacturing

Industry 4.0

Robots

Simulation

Augmented Reality

Internet Of Things

Big dat

System Integration

This project is supported by the Interreg CENTRAL EUROPE Programme funded under
the European Regional Development Fund.

www.interreg-central.eu/Content.Node/InnoPeerAVM.html

About the AVM qualification programme
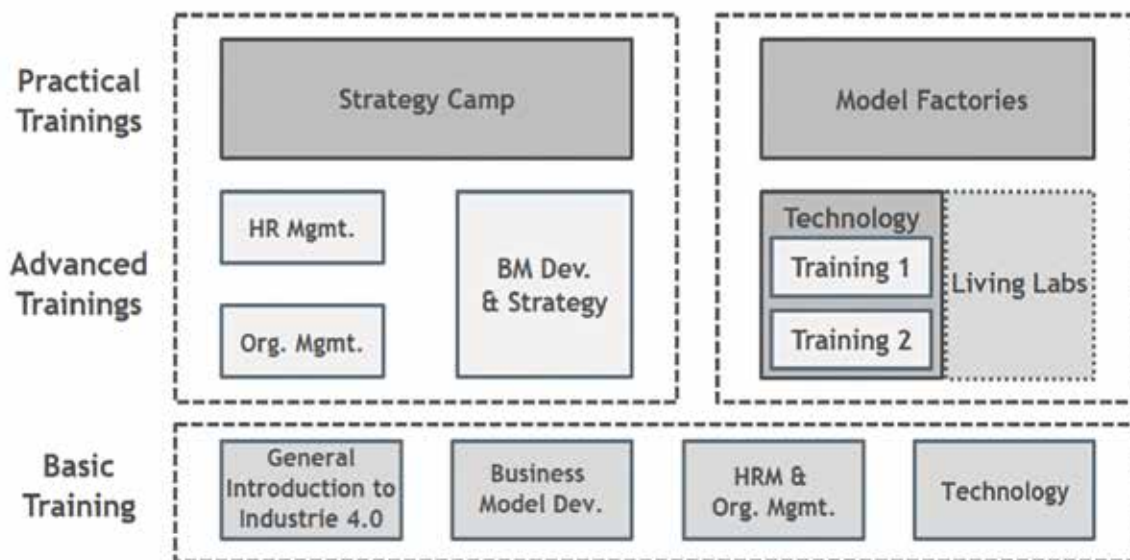
The InnoPeer AVM project would like to develop and test a first comprehensive, transnational AVM qualification programme, shaped to the needs of central European companies. The multi-level programme will use a mix of well-proven and novel training formats and methods for **BASIC**, **ADVANCED** and **PRACTICAL TRAININGS**. Practical trainings will include **LIVING LAB** webinars; practical test runs at a **MODEL FACTORY** and AVM **STRATEGY CAMPS**. Participants attending the complete curriculum will become InnoPeer-certified AVM managers.

The piloted programme will be freely available to other interested regions and companies.

Structure of Basic Training

These trainings are local trainings in native language in all regions of the project. The **BASIC TRAINING** consists of four modules: A general introduction to Industry 4.0, a part for business model development & strategy, a part for human resource & organization management and a part for technology.

The basic training had a duration of three days and was held as a local course in each region.

Since all of the technology topics can be covered very detailed, the basic training has the goal to just give an overview with the most relevant information in addition to the technology-focused introduction in general. This also leads to a broad overlap between the basic and advanced trainings, since most topics are covered more detailed in the advanced trainings.

STRUCTURE OF ADVANCED TRAININGS

The second pillar of the InnoPeer AVM qualification programme is **ADVANCED TRAININGS**
Advanced Trainings are generally overlapping with the modules of the Basic Trainings. All topics of the basic course should be also included in the Advanced Trainings and covered in detail. Since some modules gave only an overview on a broad variety of technologies (e.g. Additive Manufacturing or Connectivity Technologies), the specific technologies, which should be focussed on in the advanced trainings. In addition to that, new modules are specified, which were generally too complex for the basic trainings.

Regarding the advanced trainings, five trainings are held with a duration of two days each. There will be two trainings for technology, one training for human resource management (HRM), one for organizational management and one for business model development in conjunction with business strategy. These trainings will be held as webinar. In the advanced trainings, 1-2 teaching cases per training will be used to further impart the knowledge on the different topics. It is possible to do the elaboration of the teaching cases in local workshops instead of web based.

Aspects of Business Model Development

The InnoPeer AVM advanced course " Aspects of Business Model Development provides information on Business Model Development. The course will focus on the following topics:

- Identification of opportunities for new or changing Business Models made possible by I4.0
- Describing different new I4.0 Business Models

Within the "Identification of opportunities for new or changing Business Models made possible by I4.0" module the two most common methods in developing business models in terms of digitalization will be explained: Business Model Canvas and Design Thinking.
The other module "Describing different new I4.0 Business Models" this section is giving a recap of already mentioned aspects of opportunities to develop digital business models. There are 3 approaches for business development.((1) to optimize an existing business model, (2) to conquer neighbouring business models, (3)to build entirely new business model)

Aspects of Human Resources Management

The InnoPeer advanced course "Aspects of Human Resources Management" provides comprehensive knowledge in the fields of Human Resources Management in the context of "Industrie 4.0". It outlines the effects of Advanced Manufacturing for HRM and the importance of HRM for successful changes towards Advanced Manufacturing. Specifically, the course focuses on the following learning goals:

- The differences between a traditional personnel management and an innovative HRM understanding
- Work designs aiming at execution and work designs aiming at high performance and creativity
- The role of leadership for changes towards Advanced Manufacturing
- The role of individual competencies and learning for changes towards Advanced Manufacturing

Aspects of Organisation

The advanced course "Organisation", gives valuable insights into how to develop and implement new organisational forms as well as organisational aspects that need to be considered during the implementation process of advanced manufacturing (AVM) technologies. Specifically, training participants will learn about the connections between a firm's resources, its (dynamic) capabilities and the environment, how boundaries of the organisation have to be actively ma-

naged, how contingency factors affect organisational structures and how organisational design influences innovative behaviour in the context of AVM. Altogether, the aim is to give a comprehensive picture of the role of organisational management in successfully transforming towards AVM. As in every advanced course, the learnt knowledge is to be solidified by working with a practically oriented teaching case that gives training participants the opportunity to apply their knowledge to a real-life example.

Aspects of Technology Advanced, Part 1

The InnoPeer Advanced Training Technology 1 started mid-October with its first chapter focusing on the topic of Additive Manufacturing. In this chapter, the most important technical and economic aspects of this innovative technology is presented in an interactive webinar. Hereby, embedded interactive elements, videos and accompanying comprehension questions are intended to achieve a sustainable transfer of knowledge. As next chapters, the topic of "big data" will be added in the coming month and made available to interested participants in a second chapter. At the end of the year, Advanced Training Technology 1 will conclude with further chapters on Data Models and Connectivity

Aspects of Technology Advanced, Part 2

In this new section of the InnoPeer AVM's Advanced Course dedicated to 'Technology', you will learn about 4 hot topics regarding the implementation of Industry 4.0 technical solutions in the manufacturing processes:

- Intelligent sensors and retrofit of existing machines (plus a focus lesson dealing with machine learning);

- Condition monitoring and predictive maintenance;

- Simulation, virtual commissioning and digital twins.

The teaching materials at your disposal range from video-lessons to downloadable presentations.
During your learning journey you will be guided by five experts with different professional backgrounds, but all active in carrying out research and consulting on the issues of advanced manufacturing collaborating with academic institutions and companies.

PRACTICAL TRAININGS

The training modules for practical trainings are split in two groups. On the one hand, there are **MODEL FACTORIES** in which the practical test runs in the technological trainings will be held. On the other hand, **STRATEGY CAMPS** offer the possibility to practice use cases in business model development and strategy as well as HRM and organisational management.

Following the advanced trainings on technology, the living labs will be held web-based with a maximal duration of 0.5 days. In the living labs the newly developed teaching cases will by elaborated and the assignments that will further be tested practically in the **MODEL FACTORY** are prepared jointly.

The practical test runs for AVM-rel. technology will be done in Model Factories run by PP11 (FHG), PP10 (WRUT) and PP9 (DEMO), which are based on the results of the living labs.

The **STRATEGY CAMPS** will be held in up to one entire week. Within this module the so-called "Mega-case" will be solved by the participants, which includes the knowledge dimensions:
- Business model development and strategy
- Human Resource Management
- Organisational management

The overall aim of this training is to enable the participating SME representatives to apply learned methods and gained experience from the Mega-case to develop useful strategies for their own companies, as well as to set up a transnational value chain especially together with other SME.

In the following links, you can see the main results of the five Startegy Camp:

Storyboard of the Strategy Camp 1 (Italy)

Storyboard of the Strategy Camp 2 (Germany)

Storyboard of the Strategy Camp 3 (Poland)

Storyboard of the Strategy Camp 4 (Hungary)

Storyboard of the Strategy Camp 5 (Italy)

INVITATION

Dear Subscriber,

We kindly invite you to the online **Case Study Webinar: Dynamising Metalworking Company**, which is a part of the InnoPeer AVM qualification program.

The teaching case (available here) is designed to apply your knowledge in the field of "organisational management" to a real-life practical example. In the online webinar, solution proposals and open questions will be discussed.

How does it work?

1. Before the online webinar: Read the case study attached and prepare answers to the discussion questions at the end of the case
(e.g. by using your experience from practice as well as your knowledge gained in the InnoPeer Advanced Course, the Basic Training or Strategy Camp)
2. Join the online webinar on January 20th, 2020 and discuss the teaching case and your solutions with other participants

When: January 20th 2020, 16:30-18:00pm
Where: Online, GoTo-Link: https://global.gotomeeting.com/join/980299405
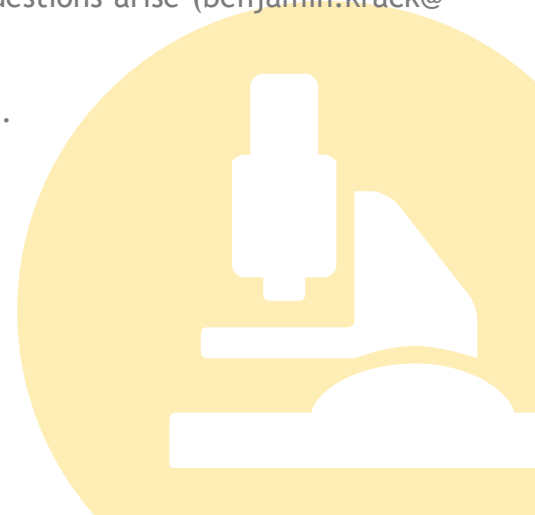Language: English

Important note: Please be aware, that the session is part of the InnoPeer Advanced Course on Organisation and will be audio recorded and published on the open VHB platform.

In order to effectively plan the case study webinar, please send us a short reply regarding your attendance **until January 15th, 2020** and do not hesitate to ask if any questions arise (benjamin.krack@unibw.de).

We are looking forward to your participation and a fruitful discussion.

Best regards,

InnoPeer AVM project Team

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