

ACTION PLAN

Strengthening SME capacity to engage in Industry 4.0 (40 READY)



40Ready
Interreg Europe

 European Union
European Regional
Development Fund

 **Silesia.**

General Information

Project	Strengthening SME capacity to engage in Industry 4.0 40Ready
Partner organisation	Marshal's Office of the Silesian Voivodeship
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NUTS2 region	Silesia
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Policy Context

Name of the Policy Instrument(s) addressed:
Regional Operational Programme of the Silesian Voivodeship for 2014-2020 and Regional Operational Programme of the Silesian Voivodeship for 2021-2027

Type of policy instrument	
Investment for Growth and Jobs programme	YES / NO
European Territorial Cooperation programme	YES / NO
Other regional development policy instrument	YES / NO

Details on the regional context and results of recent research on Industry 4.0
<p>The fourth industrial revolution imposes enormous challenges on the enterprise sector. The main emphasis is placed on the use of the latest digital technologies in order to increase productivity of enterprises. This directly translates into the need to implement the latest technological solutions related to digitization of industry.</p> <p>The Silesian Voivodeship remains one of the main engines of the Polish economy, confirmed by the 2nd place in the country's GDP generation and 4th place in the GDP per capita share. The region's economic and scientific potential results in part from the concentration of enterprises from various economic sectors, including those belonging to the group of high and medium-high technologies or knowledge-intensive services. It also comes from the many research centres, with diverse educational, research and development competences. As such, the region is one of the leading national innovators, ranking 7th place among regions in the country and 198th place among European regions according to the Regional Innovation Scoreboard 2017 report. However, data indicates that regional innovation has been characterised by declining dynamics in recent years.</p> <p>According to research entitled “<i>On-going evaluation of the implementation of the Technology Development Programme of the Silesian Voivodeship for the years 2010-2020</i>” in the field of Industry 4.0, enterprises from the Silesian region (compared to other countries) are lagging behind. However, the study indicates that due to the high investment attractiveness of the Silesian Voivodeship, the inflow of FDI and the activities of the Katowice Special Economic Zone, the level of computerization and robotization of industry in the voivodeship may be slightly higher than the national average. The research also shows potential for automation and, thus, to increase productivity and efficiency of production companies. It is noted that in regional ICT, automotive and banking sectors, the Industry 4.0 concept is now being implemented almost automatically. This is particularly noticeable in international companies operating in the Silesian Voivodeship. There are many companies and units with high readiness to implement technological solutions included in the concept of Industry 4.0. Moreover, in terms of infrastructure, the Silesian Voivodeship is prepared to implement the concept of Industry 4.0. This is facilitated by the densest industrial network in the country and a well-developed network of roads, transport and logistics solutions.</p>

According to nationwide research *“The concept of Industry 4.0 Competence Centres aimed at transforming the manufacturing industry”*, the main barriers to the implementation of Industry 4.0 in the country are finances and competences (lack of sufficient preparation of employees in the company and difficulties in recruiting competent employees) and the lack of R&D centres in the company's structures. Similar difficulties are experienced by companies from the Silesian Voivodeship. Among the barriers, a significant factor is also the concern of many companies as to the long-term profitability and effectiveness of investments in Industry 4.0 solutions. Research results also indicate the importance of external conditions at the interface between the private and public sectors. The two biggest barriers to the digital development of industry are bureaucracy and the lack of public administration support.

In Poland, the Future Industry Platform Foundation only started in 2019 to promote digital transformation in enterprises and the first group of Digital Innovation Hubs was also selected. In the Silesia Voivodeship, this includes organisations such as: Agencja Rozwoju Regionalnego SA in Bielsko-Biała, Górnośląska Agencja Rozwoju Przedsiębiorczości Sp. z o.o., Katowice Special Economic Zone SA, Science and Technology Park "Technopark Gliwice" Sp. z o.o., the Silesian University of Technology and the Łukasiewicz Research Network (composed of: Institute of Ferrous Metallurgy, Institute of Non-Ferrous Metals, Institute of Welding, Institute of Innovative Technologies EMAG), as well as the Marshal's Office of the Silesian Voivodeship.

In order to minimise barriers, the Silesian Competence Centre of Industry 4.0 was initiated in the region. The Centre was established on the initiative of the Silesian University of Technology in Gliwice and the Katowice Special Economic Zone S.A. in February 2018 and is located in the Gliwice economic zone. It enables the acquisition of knowledge and skills necessary in the area of Industry 4.0, being the first point of contact for industrial SMEs that want to drive digital transformation, facilitating access to technology and cooperation with large entrepreneurs.

The Silesian Cluster of the Internet of Things (SINOTAIC) was also created in the region. Its purpose is primarily to use the potential of entities operating in the region in the area of the Internet of Things, as well as to create new jobs, enable companies from the region to develop, expand and gain sales markets abroad for selling services and products on a global scale.

The research *“On-going evaluation of the implementation of the Technology Development Programme of the Silesian Voivodeship for the years 2010-2020”* results emphasise that activities for the technological development of the Silesian Voivodeship should mainly focus on competency support, market support, technical support and institutional support.

In the research carried out under the 4.0 Ready project, entitled *“Report on the study on the analysis of needs in the field of key competences of SMEs in the Silesian Voivodeship according to Industry 4.0 and the assessment of the level of readiness for Industry 4.0 in terms of resources in enterprises, business environment institutions and research and development institutions”*, entrepreneurs report the need primarily for grants to finance investment projects and training and advisory projects on digital transformation.

In the opinion of experts, it is important that instruments supporting training and counselling are coherent with instruments supporting investments. According to this research, the expectations that SMEs have towards Industry 4.0 technologies are closely correlated with the success rates of the

company's development in the years 2021-2027.

Recognising the role of Industry 4.0 technologies, SMEs are aware that they must first introduce organizational, cultural and process changes. Proper communication about change processes, teamwork and the development of new process diagrams must precede Industry 4.0 projects.

42-45% of the surveyed SMEs expect support from business environment institutions as part of free services related to: specialist training related to a specific area of Industry 4.0, training in changing the business model, training in innovation and managing innovative projects, consulting and coaching for senior management and mid-level in the creation of a digital transformation strategy as well as consultancy and coaching for senior and middle management in the preparation of digital transformation action plans.

According to the analysis, the expectations regarding systemic activities include mainly those related to integration activities. Thus, the research proposes:

- consolidation of the forces and competences of business environment institutions and research and development institutions within the framework of the regional cooperation platform (regional digital hub);
- an instrument of financial support for consortia of enterprises that jointly analyse a topic, identify potential solutions, implement individual investment projects and share experiences;
- launching shared service centers, within which digital services and specialist equipment rental services will be offered to small companies who cannot afford such solutions, but due to new market conditions are forced to apply them;
- organising regional information campaigns on Industry 4.0, which help to debunk the myths surrounding this topic. Companies and residents should be made aware of the consequences of the digital transformation of the economy, including the disappearance of certain professions and the need to acquire digital competences.

61% of the surveyed SMEs expect free training in general concepts related to Industry 4.0. On the other hand, 32-35% of the surveyed SMEs would provide partial payment for services provided by business support institutions and private training centres.

19% of the surveyed SMEs see the role of universities at the stage of training in general concepts related to Industry 4.0, and 16% at the stage of consulting and coaching for senior and middle management in the preparation of digital transformation action plans. In turn, 25% consider engaging individual trainers and consultants in the field of consulting and coaching for senior and middle management in the creation of a digital transformation strategy, or at the stage of preparing digital transformation action plans.

The study also assessed human resources potential and identified needs in terms of the necessary competences for the development of the company in the field of Industry 4.0. It showed that surveyed SMEs planned to hire the following human resources in the years 2021-2027:

- 21% programmers;
- 19% process automation specialists or robotics engineers;



- 18% process automation engineers or supply chain and logistics specialists, with competences related to IT platforms to communicate with suppliers and customers;
- 15% analysts for management and organisation, software and robot support specialists or sales and marketing specialists with competences related to operation of IT platforms for communication and sales online;
- 11% database and industrial network specialists, risk management specialists, product innovation specialists with IT competences to create offers to sell a product as a service, or specialists in organisational culture and interpersonal relationships.

The study also emphasised the need for employees to improve their competences as well as the need to adapt the current curricula to the requirements of the changing labor market.

Furthermore, a project implemented by the Marshal's Office, *Silesian. Professionals (Śląskie, Zawodowcy)* denotes insufficient professional experience and inadequate adjustment of professional competences to the real needs of the regional labour market, resulting from the discrepancy between education programmes and expectations/requirements of employers. The reasons for this situation are:

- lack of dialogue between the sphere of education and business;
- systemic conditions;
- lack of funds to finance the costs of practical education of employers;
- insufficient involvement of entrepreneurs in the process of practical education.

Moreover, incompatibility of education and training systems to the needs of the labour market causes difficulties in the transition from the stage of education to the stage of employment of graduates of schools with a vocational profile. The diagnosis highlights how changing external conditions also affect the need to develop key competences – training, mainly in the field of ICT. The needs analysis also shows the need to develop local partnerships and to implement a regional awareness campaign and build an information exchange space (ŚREZ) regarding advantages and benefits of improving the quality of vocational education and training, education system institutions with the socio-economic environment.

The diagnosis also showed that apprenticeships in technical techniques and practical classes in industry schools are insufficient to acquire appropriate skills. The size, programme and method of practical education are insufficient to acquire the skills required in the labour market.

One of the most important conclusions of the study is that **over 40% of the surveyed SMEs expect support from business environment institutions as part of free services** related to: specialist training in a specific area of Industry 4.0; training in changing business models, in innovation and managing innovative projects; consulting and coaching for senior management and mid-level in creation of digital transformation strategies and action plans.

Further details on the policy context

Operational Programme

In the Silesia Voivodeship, in the 2014-2020 period, there was no uniform strategy for the development of Industry 4.0. Support in this regard was implemented through the existing support mechanisms for the SME sector under the Regional Operational Programme of the Silesian Voivodeship for 2014-2020. Until now, entrepreneurs wishing to develop their enterprise under RPO WSL 2014-2020 could apply for the following priorities and goals:

Priority Axis III - Competitiveness of SMEs

Measure 3.2 Innovation in SMEs: activities contribute to development of innovation in micro, small and medium-sized enterprises. Support is given to projects for acquisition and implementation of product and process innovations, with the possibility of using non-technological innovations as support, along with the possibility of promotion in the national and international arena. The implementation of technological innovations is possible through investments in modern machinery and equipment, as well as production equipment. Innovation projects must be in line with the Regional Innovation Strategy of the Silesian Voivodeship for 2013-2020.

Measure 3.3 Information and communication technologies in business operations, the aim of which is to increase the use of information and communication technologies in business processes of SMEs: The measure enable SME to introduce, expand or modernise the e-economy model. As a result of project implementation, enterprises are able to introduced automated / optimised management, operational and auxiliary business processes based on the latest information and communication solutions.

Priority Axis VIII Regional staff of the knowledge-based economy:

Measure 8.2. Strengthening the adaptive potential of enterprises, entrepreneurs and their employees, the aim of which is to improve the competences and qualifications of the staff of SME sector employees in accordance with their needs: Micro, small and medium-sized enterprises and self-employed persons wishing to improve qualifications or use advisory services, can apply for funds under the Entity Financing System (PSF), a model for financing development services from EU funds. PSF allows the entrepreneur to independently select a development service corresponding to his individual needs from the Development Services Database.

The analysis carried out in this area indicate that **regional policy instruments aimed at innovation in SMEs encounter difficulties in supporting Industry 4.0 projects**. Support for enterprises in the field of digitalisation and the development of organisations and production processes was not transparent and did not correspond to the area of enterprise needs. Moreover, the existing support instruments did not take into account the specificity of the digital transformation process.

Regional Innovation Strategy of the Silesian Voivodeship for 2013-2020

Within the Regional Innovation Strategy, strategic objective 2.2. *"Raising the quality of public service delivery networks using digitalisation, especially in the medical, public administration and education sectors"* referred to the digitalisation of public services. Strategic objective 2.5. *"Strengthening the activity of prosumer groups"* pointed to the need to digitise the economy and administration as a condition for the development of prosumer markets. The Strategy, developed

almost 10 years ago, focused mainly on creating sustainable partnerships and cooperation networks between the sphere of science and business to strengthen the innovation ecosystem in the region. It focused to a lesser extent on the need to support entrepreneurship in the area of digitalisation and raising competences in the context of implementing Industry 4.0 solutions in SME.

As it results from the evaluation report “*Ex-post evaluation of the Regional Innovation Strategy of the Silesian Voivodeship for the years 2013-2020*” on the technological development of the region to the full extent, the digital transformation will include three stages: changes in awareness, changes in relationships and changes in the quality of life. The Silesia Voivodeship is on the border of the first two. The challenge for the coming years remains the effective (including in many situations systemic) creation and adoption of digital solutions of a global standard. Therefore, it translates into the stability of economic processes and the quality of life of the inhabitants.

Due to development or updating of strategic documents at the national level, it has been necessary to ensure integrity of strategic assumptions at national and regional levels. Therefore, all regional strategic and planning documents in the Silesia Voivodeship have been updated. The process of updating the documents made it possible to respond to new EU policies, which will be the subject of programming in 2021-2027. Updating strategic documents at regional level also enables a smooth transition to programming at the operational level, including, first of all, the preparation of another Regional Operational Programme. The process of updating industry strategies can contribute to a more detailed coverage of the subject of intelligent economic transformation, including digital transformation.

Changes in the approach to smart specialisations at the technology level were initiated in 2019 with the update of the **Technology Development Programme for the Silesian Voivodeship for 2019-2030**, which is the technological framework for the RIS document, in which descriptions of individual regional specialisations refer to technologies related to Industry 4.0.



The process of **entrepreneurial discovery** in Silesia is supported by the **Network of Regional Specialized Observatories (SO RIS)**. Its task is to integrate the actors of innovation ecosystems around the regional areas of specialisation. 7 Observatories currently operate in the region (*Technologies for Medicine, Technologies for Energetics, Information and Telecommunications Technologies, Technologies for Environmental Protection, Production and Materials Processing,*

Technologies for the Aviation Industry, Nanomaterials and Nanotechnologies).

SO RIS focus on regional scientific and technological potential by: strengthening regional specializations and adaptive capacity; building regional market for research services; bridging the R&D sector, enterprises, BSOs and regional authorities; developing knowledge and competence. SO RIS is a tool for implementing the Technology Development Programme. They are a key element of the Silesian ecosystem for innovation, consistently developed since 2002 by the Marshal's Office, using a bottom-up approach to address real regional needs.

Thanks to the present Action Plan both the ROP of the Silesian Voivodeship 2014-2020 and 2021-2027 are improved. The activities adopted in the Action Plan are based on the Regional Innovation Strategy - the program document which is a guideline for the region's innovation policy as well as the distribution of EU funds under operational programs The RIS updated thanks to the 40Ready exchange addresses a timeframe up to 2030, therefore both the ROP 2014 – 2020 and 2021 – 2027 are consequently influenced.

40Ready Action Plan overview

The exchange of experience within 40 Ready allowed the elaboration of 2 actions addressed to Regional Operational Programme of the Silesian Voivodeship. Both aim at increasing the competitiveness of SMEs through the development of governance infrastructure and competences in the area of Industry 4.0. The present Action Plan is thus composed by the following 2 Actions:

1 - Scaling up activities and tools aimed at disseminating digitalisation in SMEs, through the implementation of 2 pilot projects on improved BSI services and vocational education offer

Action 1 focuses on improving the support offered through RPO WSL to enterprises in the field of digitalisation, development of organisations and production processes. This objective is pursued thanks to the implementation of two pilot actions: one supporting professionalisation of Business Support Institutions services for SMEs in the area of Industry 4.0; the second improving the quality of vocational education and adapting the educational offer to the needs of the labour market. The results of these pilot projects will be used to provide input into medium/long-term policy change.

2 - Support for the comprehensive digital transformation of SMEs, by improving the regional policy in support to digitalisation and updating the RIS

Action 2 focuses on development and implementation of Industry 4.0 solutions in SMEs. The objective is pursued through the integration of the Industry 4.0 paradigm into the Regional Innovation Strategy 2030. In addition, implementation of the planned action supports implementation of Strategic Objective A. *The Silesia Voivodeship as a region of responsible economic transformation* provided for in the Development Strategy of the Silesia Voivodeship “Śląskie 2030” in the context of implementing Industry 4.0.

The action affects the future programming period and its financing tools for projects, meeting the scope of the European cohesion policy under Objective 1. "Smarter Europe", SO2. "Benefiting from digitalisation for citizens, enterprises and governments" and SO4 "Developing skills for

smart specialisation, industrial transformation and entrepreneurship”.

Policy Improvement achieved in 40Ready Phase 1

A policy improvement for Action 2 was already achieved in Phase 1 of the 40Ready project (as reported to the programme authorities in PR4). The Regional Innovation Strategy (RIS) was updated, with input from the 40Ready project. The update of the RIS was considered a key moment to strengthen activities (and thus also tools) for the digital transformation of the region.

The process of RIS updating was carried out in the regional project "Network of Regional Specialist Observatories (SORIS) in the Entrepreneurial Discovery Process - 2nd edition", led by the Marshal's Office of the Silesian Voivodeship. This involved a wide group of regional experts - the SO RIS, who are the stakeholders involved in 40Ready.

RIS 2030 now emphasises the need to support the comprehensive digital transformation of SMEs, the creation of intelligent products and services and the continuation of activities aimed at improving the competences of employees in the regional economy and increasing the adaptability of both themselves and companies. Regarding support for digitalisation and digital transformation, the following specific objectives and scope of necessary activities were formulated:

- C2. Ensuring an inclusive digital transformation in the region's economy and society (*D.2.1. Supporting comprehensive digital transformation of SMEs / D.2.2. Creating intelligent products and services of the public sector, meeting social challenges*);
- C4. Developing the competences of employees and entities of the regional innovation ecosystem for smart specialisation, digital transformation and innovative entrepreneurship (*D.4.1. Development of employees' competences for competitiveness of the regional economy / D.4.3. Strengthening competences for internationalisation of entities in the regional innovation ecosystem*).

On June 30 2021, the Board of the Silesian Voivodeship officially adopted the updated RIS as the basis for the 2021-27 period, which is the directional document to develop the operational programme (European Funds for Slaskie Voivodeship 2021-2027) for innovation and research, research infrastructure for enterprises, scientific institutions and research units.

This Strategy creates the overall framework in which the 40Ready Action Plan can be implemented and is integrated into Action 2.

ACTION 1
Scaling up activities and tools aimed at disseminating digitalisation in SMEs, through the implementation of 2 pilot projects on improved BSI services and vocational education offer

Policy Need	Typology of Policy Improvement
<p>According to research carried out within 40Ready, the support offered so far under RPO WSL for enterprises in the field of digitalisation and development of organisations and production processes, was not transparent and did not correspond to the expectations and needs of enterprises. The support instruments did not take into account the specificity of the digital transformation process.</p> <p>The development of the idea of Industry 4.0 in Silesia requires, increased awareness of entrepreneurs, improved employee qualifications, identification of new development paths by enterprises in cooperation with universities and research and development centres and investments in new production technologies.</p> <p>The need to increase the role of BSIs (business support institutions) and to professionalise the services they offer for the implementation of comprehensive solutions in the field of digitalisation and industry 4.0 in SMEs was also noted.</p>	<p>1) Initially “new projects”, by integrating ongoing projects with learnings from 40Ready</p> <p>2) future strategic change, with results used to provide recommendations for the 2021-27 programming period.</p>

Description of the proposed Action
<p>Action 1 focuses on the implementation of two pilot actions (own projects of the Voivodeship Self-Government selected in the non-competition procedure). The results of these pilot projects will be used to provide input into medium/long-term policy change. Pilot actions are carried out in cooperation with the team of the Marshal's Office and regional stakeholders involved in the implementation of the 40 Ready project. Thanks to this, all the experience and knowledge gained during 40Ready project implementation will be used to improve the planned pilot actions.</p> <p>The first pilot project concerns the support and professionalisation of BSI services for SMEs in the area of Industry 4.0. The second one concerns the improvement of the quality of vocational education and adapting the educational offer to the needs of the labour market. Both tools will be tested in regional projects implemented under RPO WSL 2014-2020, as described here.</p> <p>1. Network of Regional Specialist Observatories in the Entrepreneurial Discovery Process - 2nd edition (RPO WSL 2014 - 2020; measure 1.4. Support for the innovation ecosystem)</p> <p>One project tasks focuses on developing new solutions and tools for building competitive advantages of SMEs in the region. Activities carried out in the project will make it possible to improve quality of services provided by BSI and R&D units and to develop a path for their commercialisation. The developed services are to constitute model solutions enabling the</p>

development of entrepreneurship in the Silesian Voivodeship. As part of the task, it is planned to carry out pilots to test the service model.

One of the project partners will work on the development of services for companies in the field of ICT. This is the service that can be realistically adapted to meet the needs identified in 40Ready, in the field of Industry 4.0- These services will focus on assistance in developing / changing the business model of an idea and in developing a service / product and Scale-up. Operatively, new IT services will be developed along with a model for their commercialisation. These services will be tested in selected enterprises.

This action will contribute to the development of new pro-innovation services tailored to the needs of regional entrepreneurs, complementary and complementary to those currently available on the market. New services addressed to the actors of the innovation ecosystem include both intermediary services in the process of technology transfer and commercialization, as well as advisory and training services. Pro-innovative services mean broad support in introducing innovative solutions in companies. The recipients of these services are entrepreneurs who conduct activities based on innovation and scientists who are interested in commercializing the results. These services will contribute to the development and implementation of the idea of Industry 4.0 and thus to the development of digitalisation, innovation in enterprises and increasing the competitiveness of SMEs in the region. This action will also help to increase the competitiveness of business environment institutions.

2. Silesia. Professionals (ROP WSL 2014 - 2020; action 11.2 Adjusting the vocational education offer to the needs of the local labor market - vocational education for students)

The aim of the project is to increase the quality of vocational education in the Silesian Voivodeship and to improve and adapt the educational offer to the needs of the labour market. This includes creating conditions for practical classes for students through participation in student internships, trainings, courses and counselling. The project should raise competences of teachers, representatives of teaching staff and instructors of practical vocational training, as well as develop a model solution - cooperation between education and business.

In principle, the project focuses on supporting professions in the area of innovation, including those related to the implementation of Industry 4.0. It is implemented in partnership, and due to its scope, the key partner is the Katowice Special Economic Zone S.A., which also runs the Silesian Competence Centre for Industry 4.0. One of the results of the pilot will be the development of recommendations that will be reflected in the implementation of the regional policy in the analysed scope and the work of the Silesian Council for Vocational Education (ŚRKZ).

As part of the action, the Silesian Council for Vocational Education (ŚREZ) will be established, which will provide consultancy for schools on the basis of diagnostic tests performed using the Foresight method. The aim of ŚREZ is to build permanent mechanisms and links between schools and employers in the field of labour market needs analysis, counselling and animation of cooperation between schools and entrepreneurs, and constituting the beginning of a permanent institutional solution in the educational policies of the voivodeship. ŚREZ will focus on the development of professions of the future related to the implementation of Industry 4.0, in accordance with the provisions of the Regional Development Strategy "Śląskie 2030" and the

Regional Innovation Strategy. The long-term result of the implementation of the plans will be the development of innovation and entrepreneurship in the region.

The results of these pilot projects, integrated thanks to the exchange carried out in 40Ready, will be used to provide input into medium/long-term policy change. The experience from their implementation will be used, among others during the implementation of the continuation of projects in the new financial perspective. It will be an important experience in the context of programming tools in the future financial perspective, both in the area of ESF (European Social Funds) and ERDF (European Regional Development Funds) support.

Background – Regional and Interregional Inspiration	
Regional / National input, including input from Stakeholder Groups	<p>Action 1 was developed in consultation with regional stakeholders, as follows:</p> <ul style="list-style-type: none"> - Marshal's Office of the Silesian Voivodeship - Silesian Centre of Entrepreneurship - Voivodship Labor Office - Park Naukowo – Technologiczny "Technopark Gliwice" - Network of Regional Specialist Observatories (SO RIS) - Katowice Special Economic Zone together with the Silesian Competence Centre of Industry 4.0 (ŚCKP 4.0) - Regional Chamber of Commerce in Katowice - Chamber of Crafts and Small and Medium Enterprises in Katowice <p>During meetings with regional stakeholders, we discussed the needs detailed above (results of research), proposals for new approaches and possibilities of implementing activities in the area of improving the policy in the field of Industry 4.0 implementation. Action 1 was defined and approved in this context and stakeholders are involved in the pilot projects.</p>
Transfer of Good Practices (interregional input)	<p>Action 1 is based on a number of good practices presented by 40Ready partners.</p> <p>The pilot on professionalisation of services will be based on the Made Different methodology (Wallonia), exchanged in Semester 2 through the GP template. This methodology programme is based on the 7 key changes (i.e. Advanced manufacturing technology, Integrated engineering, Digital Factory, Human centred organisation, networked facility, Eco factory, Smart manufacturing) that transform business of a manufacturing industry into an authentic Factory of the Future. The designed and tested services will use tools enabling the company to enter the 4.0 path:</p> <ol style="list-style-type: none"> 1. the Ambition: what are the needs? Is the enterprise ready to be involved

	<p>in the transformation process?</p> <ol style="list-style-type: none"> 2. the Diagnostic: conducting a screening based on the 7 transformations 3. identifying the transformation which is the most important to work on 4. setting an action plan 5. assisting the enterprise for the implementation of the action plan 6. monitoring and evaluation reports <p>The goals of the tested service are in line with the Made Different goal:</p> <ul style="list-style-type: none"> - to help the manufacturing industry which faces challenges like new markets, new competitors, new technologies and new social requirements. - to strengthen the manufacturing sector in Wallonia. - to offer a specific guidance (tailor-made support) for reaching a level of excellence within the next years. <p>The pilot project on increasing the quality of vocational education will also be based on the experience of Foundations ITS (Higher Technical Education) Tuscany, exchanged through the GPs template in Semester 2 and presented by the LP ASEV and Regione Toscana. Foundations activities are a good example of cooperation between companies, schools and training bodies for supporting training for managers and entrepreneurs and updating of workers' skill.</p> <p>In this area, the ESF financing measure No. 09.4.3-ESFA-K-814-03 "Competence LT" (Lithuania) was also important. This was exchanged through the GPs template in Semester 2 and it aims to ensure a constant level of employee qualification, their professional mobility and ability to quickly re-orientate towards activities of other economy sectors, reaching for a possibility to provide employees the highest quality trainings. Supported activities include preparation of trainings, which provide the set of competences, necessary in order to start working for professions for which high professional qualification is necessary and for which is a big lack of employees in LT. Possible applicants are business associations, Chambers of trade and industry, cluster coordinators, DIHs, public institutions, which consult about innovation or financial aid, which promote entrepreneurship and increase, which improve investment environment.</p> <p>The best practices described above are particularly important in terms of building lasting mechanisms and links between schools and employers in terms of analysing the needs of the labour market, consulting and animating cooperation between schools and entrepreneurs.</p>
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ELABORATION of the Action

Activities carried out within Phase 1

As part of the 40Ready project, a study was carried out called *Report on the analysis of needs in the field of key competences of SMEs in the Silesian Voivodeship according to Industry 4.0 and the assessment of the level of readiness for Industry 4.0 in terms of resources in enterprises, business environment institutions and research and development institutions*. This study is a starting point for programming activities in the field of SME support for transition to level 4.0. The results of the study were the basis for the development of activities and provisions in the Action Plan.

As part of the preparatory work, the project Team participated in the two rounds of bilateral meetings to exchange of good practices within 40Ready. Content was exchanged in particular in regards to the field of development and support for digitalisation, as described above for the GP Made Different from Wallonia. The topic of broadening and improving the training offer for digital competences was also deepened in several occasions, in particular discussing the GPs ITS Foundations from Tuscany and Competence LT from ESFA. The exchange of knowledge and mutual sharing of experiences resulting from exchange activities was one of the foundations for directing actions under the Action Plan.

The results of the exchange of Good Practices was reflected in the works of the Silesian Council for Vocational Education to develop permanent institutional solutions in the educational policy of the Voivodeship. At the same time, they were used as guideline for the programming of funds in the new financial perspective from the ESF funds. Thanks to the implementation of the 40 Ready project, ŚRKZ gained additional experience in the area of building cooperation and integrating communities (entrepreneurs and schools) operating in the field of vocational education, as well as providing information on forms of support for vocational education.

The RIS Team organized a virtual study visit (online) at EMT Systems. EMT-Systems is the largest and most comprehensive technical training centre in Poland, specialising in the organization of courses and training in the field of mechatronics and broadly understood engineering techniques. This visit made it possible to get to know the technological base in our region in the field of staff education, and also showed the demand of enterprises for specific competences and indicated the direction of future changes in regional policy in the field of supporting the development of competences and educating both future employees and training staff.

In addition, three workshops with regional stakeholders were carried out within the 40 Ready project (18.02.2020, 28.09.2020, 29.07.2021). The workshops were attended by representatives of leading institutions in the region in the field of IT, SORIS experts with knowledge and competences in the field of entrepreneurship and innovation development in the region. During the workshops, discussions were held on the needs of SMEs and the possibility of implementing Industry 4.0 solutions. Stakeholder discussed the issues related to the development of the concept of "Industry 4.0" in the region and the necessary measures to support SMEs in increasing their potential for the absorption of digital solutions and automation of manufacturing processes.

The project Team participated also in a peer review meeting of the proposed activities on 23 June 2021. This interregional exchange was used to verify and clarify the assumptions of the planned activities.

IMPLEMENTATION of the Action		
Activity Number	Activity Description	Timing
<i>Activities initiated in Phase 1 and planned to continue throughout Phase 2</i>		
1	Scaling up activities and tools aimed at disseminating digitalisation in SMEs - professionalisation of services. The purpose of the action is to develop new solutions and tools to build competitive advantages of SMEs from the IT sector. It will also make it possible to improve the quality of services provided by BSI and R&D units and to develop a commercialization path for new solutions/service in the field of digitization.	Expected to be completed by the end of 2022
1.1	Preparation of the services in 5 steps	
a	Analysis of existing services and similar services on the domestic and foreign market	ongoing process end planned for the 2nd quarter of 2022
b	Cooperation and analysis of the work of external advisors	ongoing process end planned for the 2nd quarter of 2022
c	Preparation of the service methodology	ongoing process, end planned for the 2 nd quarter of 2022
d	Testing the services on a sample of 4 companies for each service (due to the possibility of providing services comprehensively or separately, the entire path including all 3 services will be tested on 1 selected company)	3 rd quarter of 2022
e	Updating and preparation of the final methodology of the service (after testing)	4 th quarter of 2022
1.2	Regular meetings Marshal's Office of Silesian Voivodeship (RIS team) with Technopark Gliwice aimed at mutual cooperation and	once per

	exchange of experiences on development of Industry 4.0 competences in the region - business support institution.	quarter
1.3	Meetings with partners (Steering Group) under the SORIS in PPO – II edition project (regional stakeholders) - discussing individual stages of work.	once per quarter
1.4	Preparation and approval of final reports, publication on the Innobservator Silesia website	planned for the 4 th quarter of 2022

Activities initiated in Phase 1 and planned to continue throughout Phase 2

2	<p>Scaling up activities and tools aimed at disseminating digitalisation in SMEs - vocational education. The action will be aimed at:</p> <ul style="list-style-type: none"> - increasing the professional competences of students, - improving competences and acquiring qualifications by vocational teachers through training, courses and postgraduate studies, - establishment of a network of cooperation and local partnerships, bringing together educational and business entities, - as well as popularizing a positive image of vocational education through a social campaign. <p>The action will allow for the promotion and development of professions in line with the expectations of the market, including, in particular, the development of competences in the area of industry 4.0.</p>	Expected to be completed by 31-03-2023
2.1	Establishment of the Silesian Council for Vocational Education to build a permanent mechanisms and links between schools and employers in the field of labour market needs analysis, counselling and animation of cooperation between schools and entrepreneurs.	June 26, 2020
2.2	<p>Meetings with the working group of the Department of the European Social Fund.</p> <p>The meetings will be aimed at mutual (at the level of the Marshal's Office) exchange of experiences in the field of policy making in the area of enterprise support, both in the area of infrastructure development, as well as strengthening competences.</p>	February 2020 / end of 2022

2.3	Regular meetings Marshal's Office of Silesian Voivodeship (RIS team) with stakeholders (see also list below) aimed at exchanging experiences and working out the right direction of support and integration of environments related to vocational training.	once per quarter
2.4	Development of recommendations which will be reflected in the implementation of the regional policy in the analysed scope and the work of the ŚRKZ	End of 2022

Activities planned for Phase 2

3	Dissemination and monitoring of results	Expected to be completed by 4th quarter of 2022
3.1	Dissemination of results (both activities and tools aimed at disseminating digitalisation in SMEs) with the participation of regional stakeholders. Presentation within a conference of the first results of activity 1.1 Information on the websites and social media of the partners involved in the implementation of the activities.	planned for the 3 rd quarter of 2022
3.2	Monitoring and evaluation of activities and tools aimed at disseminating digitalisation in SMEs	planned for the 3 rd /4 th quarter of 2022
3.3	Presentation of the results of activity 2 on the website of the Marshal's Office and project partners	March 2023

Activities initiated in Phase 1 and planned to continue throughout Phase 2

4.	Further improvement of the tools developed	Expected to be completed by end of 2022
4.1	Identification of new projects, the implementation of which will constitute a continuation and development of the activities described above in the field of supporting the development of digitalisation of entrepreneurship and raising competences in the area of I4.0 Non-competitive projects potentially useful in the 2021-2027 perspective could be the following: - PPO WSL 2030. Establishment of the Regional Innovation Observatory	2 nd quarter of 2022

	- Silesian. Professionals (project continuation/next edition)	
4.2	Development of –new projects in the field of support to I4.0 digitalisation in SMEs,–taking into account the experience and conclusions of the 40 Ready project	planned for the 4 th quarter of 2022

Activities to be carried out at interregional level		
Activity Number	Activity Description	Timing
1	<p>Participation in study visits organised at home, abroad and on-line, related to the development of new services and getting acquainted with good practices related to their counterparts in other domestic and foreign institutions, in order to create a service most suited to the needs of the market.</p> <ul style="list-style-type: none"> • Study visits and testing the model methodology on a sample of 4 enterprises / originators (selected companies in the region) • One/two study visit(s) and exchange of experiences with foreign entrepreneurs e.g. Namur (depending on the possibilities related to the prevailing conditions and Covid-19 requirements) 	To the end of 2022

Stakeholders involved	
Name of Organisation	Role in Action Plan
Marshal's Office of the Silesian Voivodeship	institution responsible for coordination and management of the operational programme
Silesian Centre of Entrepreneurship	institution responsible for the implementation of activities targeted at enterprises, co-financed under the ERDF providing knowledge about the needs of enterprises in the field of applying for EU funds
Voivodship Labour Office	institution responsible for the implementation of activities in the area of the labour market, co-financed by the ESF providing knowledge about the needs of entrepreneurs in the field of improving competences and requirements on the labour market
Park Naukowo – Technologiczny "Technopark Gliwice"	business support institution, observatory in the ICT field responsible for the development and implementation of the pilotage on improved services methodology

Network of Regional Specialist Observatories (SORIS)	<p>entities involved in the implementation of the project Network of Regional Specialist Observatories in the Entrepreneurial Discovery Process - 2nd edition</p> <p>an advisory body in the field of entrepreneurship development and the possibility of implementing new technologies in regional technological areas</p>
Katowice Special Economic Zone together with the Silesian Competence Centre of Industry 4.0 (ŚCKP 4.0)	<p>supports digital transformation in industrial enterprises from the area of the Silesian Voivodeship, including development of employee and management competences.</p> <p>knowledge about the needs of entrepreneurs, participation in the pilot</p>
Regional Chamber of Commerce in Katowice	<p>an organisation of economic self-government associating economic entities conducting business activity</p> <p>knowledge about the needs of entrepreneurs, participation in the pilot</p>
Chamber of Crafts and Small and Medium Enterprises in Katowice	<p>an economic self-government organisation promoting the education system</p> <p>knowledge about the needs of entrepreneurs, participation in the pilot</p>

Risk and Contingency Plans

Description of Risk	Level of probability	Description of Contingency Plan
Companies are not interested in participating in the pilot project	Low	Conducting an extensive information / promotion campaign
Project delays	Low	Constant monitoring of project implementation - coordination of activities

Costs and funding sources

Costs	Funding Sources
460 000 PLN	RPO WSL 2014-2020 (priority axis: I. Modern economy; action: 1.4. Support for the innovation ecosystem; sub-action: 1.4.1. Management and implementation of the regional innovation ecosystem) within the project <i>Network of Regional Specialist Observatories in the Entrepreneurial Discovery Process - 2nd edition</i>

	financing of activities is included in the project budget
1 410 000,00PLN	RPO WSL 2014-2020 (priority axis: XI. Strengthening the educational potential; action: 11.2. Adjusting the vocational education offer to the needs of the local labour market - vocational education of students; sub-action: 11.2.3. Support for vocational education) within the project <i>Silesian. Professionals</i> financing of activities is included in the project budget

Monitoring		
Self-defined Performance Indicators		
Indicator	Target	Means of Verification
Number of supported enterprisers <i>(inserted in the Application Form)</i>	12	Reports resulting from the activities carried out
Output Indicators		
Indicator	Target	Means of Verification
Number of pilots carried out	2	Reports resulting from the activities carried out
Number of stakeholders involved	17	Number of institutions involved in the implementation of projects

Territorial Impact
<p>The first action focuses on the activities of planned projects implemented as part of the Regional Operational Programme WSL 2014-2020 and thus in line with the Programme assumptions and regional policy.</p> <p>In addition, the implementation of the planned action will allow the implementation of the strategic objective A. <i>The Silesia Voivodeship as a region of responsible economic transformation</i> provided for in the Development Strategy of the Silesia Voivodeship “Śląskie 2030” in the context of implementing the idea of Industry 4.0. These activities are also in line with the provisions of the updated Regional Innovation Strategy of the Silesia Voivodeship 2030 and the goals set in it for the digital transformation of the region.</p> <p>The action described above will affect the programming of the future perspective and financing tools for projects in the analysed scope.</p> <p>The implementation of activities under the first action allowed for the need to continue supporting the development of innovation in enterprises towards digitalisation and to imply further activities in the field of competence education and support for the education and business sector networks. As part of shaping the support policy in this area, two non-competitive projects were identified, the</p>

proposal of which was included in the draft of the European funds for Śląskie Voivodeship:

- PPO WSL 2030. Establishment of the Regional Innovation Observatory – The aim of the project will be to support and improve the management of the region's development in terms of regional innovation and scientific and technological potential, including compliance with the new / updated RIS strategy in the area of supporting subsequent industrial revolutions
- Silesian. Professionals (project continuation/next edition) - Increasing the attractiveness of vocational education in the Silesian Voivodeship by improving the quality of vocational education through the implementation of student internships, training courses, courses for students, cooperation with employers, implementation of activities related to the organization of training, courses and studies for teachers, representatives of teaching staff, instructors of practical vocational education, aimed at in order to increase the competences and qualifications of the teaching staff of vocational schools - implementation period 2023-2029.

In the near future, work on the projects will focus on detailing the scope of the actions, clarifying the mandates and the expected results. The Silesians 40 Ready project team will participate in the work related to their development, taking care to use the experience gained so far and to develop those elements that will concern the development and support of digitalisation.

As part of the first of the activities under the described action, services will be developed to support entrepreneurs in the field of digitalisation and openness to the implementation of modern solutions. Thanks to this service, entrepreneurs will have an easier path of innovative development, which will contribute to their competitiveness on the market. The implementation of the measure will also increase the level of awareness of the needs and opportunities for entrepreneurship development both for entrepreneurs themselves and for business environment institutions offering support for entrepreneurs. The developed services will be published in the form of a report on the websites of the Marshal's Office and regional stakeholders.

As a result of the second activity carried out in Action 1, the Silesian Council for Vocational Education (ŚREZ) is established, as the operation body contributing to build a permanent mechanisms of links between schools and business. The task of the Council is to define the necessary directions for the development of education in the region, to integrate the communities operating within vocational education, to create partnerships and platforms for the exchange of experiences, to provide information on possible ways and forms of support for vocational education. The tasks carried out by the Council support entrepreneurship and the labour market, which translates into sustainable and innovative development in the region. The Council will continue its activities after the end of 40Ready project, and the project “Śląskie. Professionals” will contribute to strengthening and streamlining its tasks.

ACTION 2

Support for the comprehensive digital transformation of SMEs, by improving the regional policy in support to digitalisation and updating the RIS.

Policy Need	Typology of Policy Improvement
<p>The RIS 2013 – 2020 objectives, did not directly take into account the development and implementation of Industry 4.0 solutions in SMEs. RIS 2013-2020 objectives also did not refer to the need of raising competences in this area. Industry 4.0 in the document was a rather marginal topic.</p> <p>An overall need is therefore to bridge the gaps in the scope of Industry 4.0 and the need to introduce systemic changes at the level of regional policy</p>	<p>Type 3 - change in the strategic focus of the policy instrument. Changes in regional policies (strategic change), through the update of the RIS, taking into account learnings from 40Ready</p>

Description of the proposed Action

Action 2 supports the comprehensive digital transformation of SMEs, by changing relevant regional policy. In particular, it entails updating the Regional Innovation Strategy, which is a strategic document - the tool for building a regional innovation system. It supports regional authorities in building permanent structures to develop innovation in the region and contributes to the identification of development priorities, defining directions of innovation policy and ways to optimise regional infrastructure supporting innovation, especially for the needs of SMEs.

The action is implemented under the system project "Network of Regional Specialist Observatories in the Entrepreneurial Discovery Process - 2nd edition" co-financed under the ROP WSL 2014-2020 and assumes a wide participation of regional stakeholders (all representatives of the regional innovation ecosystem). The process was led by the Marshal's Office of the Silesian Voivodeship.

The implementation of the Action 2 assumes:

1. workshops with experts from the Network of Regional Specialist Observatories (in the field of digital transformation) - supervision of the operation by the ICT Observatory:

- delineating the significance and scope of digitalisation at the level of regional policy → The updated RIS assumes that in order to ensure the widest possible absorption of information and communication technologies by micro, small and medium-sized enterprises, the subject of digital transformation should be approached holistically, taking into account all aspects of digitization. Digital transformation, next to the green transformation of the region, is considered crucial in the development of the region's economy;
- identifying possible forms (instruments) of support for the implementation of digital transformation projects;

- financing of consulting, training and analytical services preceding the investment project,
- financing investments related to digital transformation with elements of technical consulting and employee training at the implementation stage (up to 6 months after the implementation of the investment).

2. Conducting an extensive process of public consultation.

3. Conducting the procedure of identifying and selecting flagship projects for further processing under the European Funds for Silesia 2021-2027 Programme (new Operational Programme). Due to their role in the region, the experts were responsible for developing regional flagship projects (in their technological areas, important for implementation under RIS), as well as for verifying, as a research body, proposals of flagship projects submitted by other institutions.

4. Development and adoption of a RIS document - taking into account: goals and activities dedicated to them. The description of measures includes types of possible projects, the implementation of which is necessary to achieve the objectives of the policy in the field of innovation development. This is the basis for using resources from the Structural and Cohesion Funds for innovative activities.

5. Initiating a debate with business environment institutions, research and development institutions, as well as consulting companies, suppliers and integrators of Industry 4.0 solutions.

6. Works on maintaining complementarity of the provisions of the RIS document with the provisions of the European Funds for Silesia 2021-2027 programme, in particular regarding support for digital transformation. Expert knowledge in the field of knowledge of development trends and support policy in the areas of regional technological specialisations.

As described above (policy change reported to the programme), on June 30 2021, the Board of the Silesian Voivodeship officially adopted the updated RIS as the basis for the 2021-27 period. The document defines flagship projects, the implementation of which is recommended for implementation under the EU funds of the new perspective. Being RIS the directional document of the operational programme European Funds for Silesia 2021-2027 for innovation and research, research infrastructure for enterprises, scientific institutions and research units, direct reference to it will be required in projects funded under the objectives of increasing R&I potential, SME growth and competitiveness and skills for smart specialisation.

Background – regional and interregional inspiration

<p>Regional / National input, including input from Stakeholder Groups</p>	<p>The process of updating the RIS strategy was carried out as part of the regional project "Network of Regional Specialist Observatories in the Entrepreneurial Discovery Process - 2nd edition", led by the Marshal's Office of the Silesian Voivodeship.</p> <p>This action involves a wide group of regional experts representing leading institutions in the region corresponding to Specialist Observatories in seven technological areas recognized as smart and regional specializations, It is composed by experts from the science</p>
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	<p>sector, BSIs, clusters, with extensive knowledge in the field of technology development in the areas of regional specialization as well as knowledge of the market and regional entrepreneurs –</p> <p>During the workshops on updating the RIS document as well as the workshops aimed at disseminating the experiences resulting from the exchange within the 40 Ready project, experts pointed to the need to strengthen support in the field of digital transformation in the region with a holistic and comprehensive approach. Possible support tools were discussed, matching the regional conditions and the experience of the 40 Ready project partners.</p>
<p>Transfer of Good Practices (interregional input)</p>	<p>At the stage of creating the RIS document, the process of identifying and selecting flagship projects was carried out. Good practices from 40Ready fed into this.</p> <p>The practice of Demonstrators 4.0 (Wallonia), exchanged on 05/02/2021, was particularly inspiring. Its goals which coincide with the aspirations of our region, e.g. raise awareness among industrial companies and demonstrate in practice the need to integrate new 4.0 technologies, and accompany them in the technological and digital transformation by enabling technological tests to be carried out at the position of skills, as well as facilitating and accelerating implementation in companies. One flagship project (IT HUB in Gliwice) was directly influenced by this. It aims to intensify activities to support innovation, improvement of the regional investment climate and digitalisation of enterprises through further professionalisation of the provision of services by Technopark Gliwice.</p> <p>The experience of the ITS Foundation (Higher Technical Education) Tuscany is interesting for improved quality of vocational education. ITS is a good example of cooperation between companies, schools and training institutions to support training for managers and entrepreneurs. It inspired the focus on improved professional competences and qualifications in Objective C4 (development of employee competencies for competitiveness of the regional economy).</p> <p>The "LT Competences" programme (Lithuania) aims to ensure a constant level of employees' qualifications, their professional mobility and the ability to quickly reorient themselves towards activities of other sectors of the economy. RIS emphasises the need to continue activities to improve employee competences and increase their adaptability and digital competences. It encourages a focus on advanced competences in cybersecurity and data economy.</p> <p>Such content, from Tuscany and Lithuania, exchanged through the GPs templated during Semester 2 and further discussed throughout the</p>

	<p>project, inspired the strategic focus of the RIS.</p> <p>The GPs ITS Foundations and LT Competences were also included in the flagship project "Laboratory of New Technologies in Żory", part of the RIS to develop new models of education with the use of innovative technologies, including ICT.</p> <p>Moreover, the good practice "Digitalisation of LT industry" (Lithuania), exchanged on 29/01/2021, is of particular interest in terms of conditions, criteria for participation in the competition, possible level of support and financial tools and monitoring indicators. It will provide input to projects supported under Objective 2. Exchange with the Lithuanian partner is ongoing, as the RIS is rolled out into the new ERDF programme and flagship projects.</p>
<p>Other input from the project (interregional input)</p>	<p>An important contribution to the formulation of activities under the Action Plan is the study carried out under the project entitled <i>Report on the study on the analysis of needs in the field of key competences of SMEs in the Silesian Voivodeship according to Industry 4.0 and the assessment of the level of readiness for Industry 4.0 in terms of resources in enterprises, business environment institutions and research and development institutions</i>. This study is a starting point for programming activities in the field of SME support in the area of transition to level 4.0.</p> <p>In addition to the diagnostic part, the study contains conclusions and recommendations relating to the regional policy, which relate directly to the provisions of the document of the Regional Innovation Strategy. The report emphasises the need to consider whether regional policy is to refer to a narrower or wider scope of Industry 4.0 issues, and whether regional policy is to be carried out separately on the basis of a programme or integrated, for example as part of the Regional Innovation Strategy. In addition, the document presents good EU practices, also refers to possible financial tools and their use, as well as activities aimed at the development of Industry 4.0 in the perspective of 2027.</p>

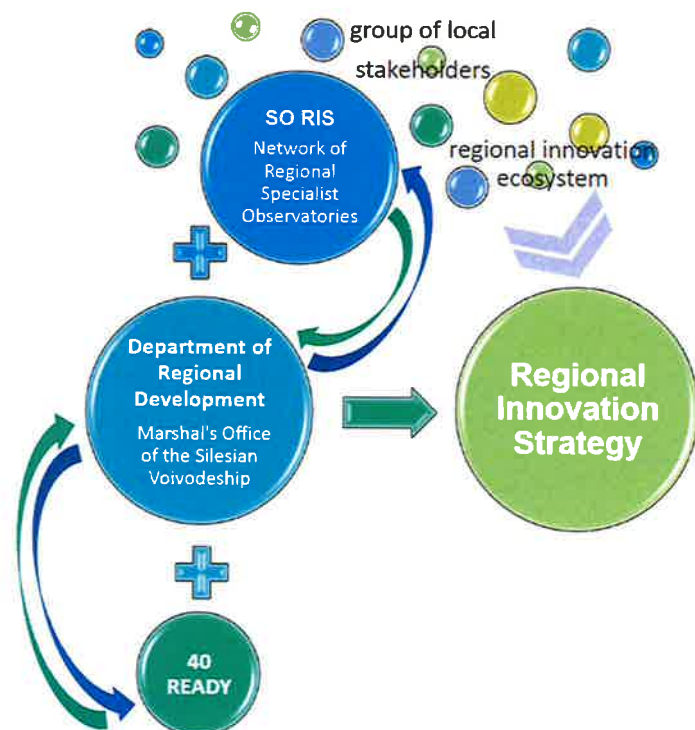
<p>ELABORATION of the Action</p> <p><i>Activities carried out within Phase 1</i></p>
<p>As part of the 40Ready project, in Semester 1 and 2 the above mentioned study was carried out and time was spent analysing the results of the study, with the regional stakeholder group, to translate findings into policy change.</p> <p>At interregional level, bilateral meetings were also held, devoted to both the exchange of good practices and work on the Action Plan. The exchange of knowledge and mutual sharing of</p>

experiences resulting from the implementation of actions in individual regions was one of the foundations for directing actions under the Action Plan.

In parallel to the analysis of the regional policy context and the creation of the stakeholder group, content input and a common methodological approach was shared with the 40Ready partners. Starting from Semester 2, the selection of experiences and good practices suitable to address the identified policy needs began. The exchange of information was carried out in several rounds, in order to evaluate step-by-step the input proposed by the interregional partners. The GPs recognized as more significant were then shared in specific GPs virtual meetings. On such basis, a number of GPs from Tuscany, Wallonia and Lithuania were discussed with regional stakeholders throughout the exchange process in order to elaborate the actions aimed to improve the selected policy instrument.

At the same time, the Project team participated in the exchange of experiences in the region - workshops with regional stakeholders were held (18.02.20, 28.09.20, 29.07.21, 12.10.21, 09.12.21) The institutions involved in SO RIS constitute an important expert base for the implementation of the 40 Ready project (regional stakeholder) as well as for the implementation of this Action Plan.

Simultaneously with the activities carried out under the project, work was carried out on the development of the RIS 2030 document (*see Action Plan implementation below*).



IMPLEMENTATION of the Action

Activities carried out within Phase 1

Activity Number	Activity Description	Timing
1	Meetings with regional stakeholders as part of the Network of Regional Specialist Observatories (workshops) Representatives of the Network of Regional Specialist Observatories participated in the creation of RIS.	October 2020 - May 2021

	<p>The meetings were held cyclically and were devoted to such themes as: adoption of the RIS structure, objectives and directions of activities, selection - development of flagship projects, monitoring and implementation of the strategy. Moreover, each of the Observatories participated in the development of the diagnostic part of the document in its specialist area.</p> <p>In addition to discussions during the meetings, the Observatories exchanged knowledge and developed materials via email.</p>	
2	<p>Presentation of the RIS project on the Board Marshall's Office of Silesia</p> <p>Adoption of the preliminary version of the RIS document by the Management Board and commencement of public consultations.</p>	March 10, 2021
3	<p>Workshop with the Silesian Innovation Council</p> <p>The aim of the Silesian Innovation Council (ŚRI) is to conduct substantive work on the main tasks resulting from the current needs of the region in the field of innovative development. The result of the work of ŚRI is the presentation of expert opinions and reports at the meetings of the the Steering Committee of the Regional Innovation Strategy (KS RIS).</p> <p>During the meeting, members of the ŚRI approved the draft RIS document and recommended it for further consultations.</p>	April 8, 2021
4	<p>Public consultation – 4 online meetings, addressed to:</p> <ol style="list-style-type: none"> 1. representatives of universities, 2. business support institutions, 3. enterprises, 4. local government units and NGOs <p>The aim of the consultations was to involve the inhabitants of the region in the process of creating this strategic document. The consultations were attended (among others) by representatives from enterprises, clusters, NGOs, business environment institutions, economic chambers and associations, universities, research organisations and financial institutions.</p> <p>The meetings were conducted by experts responsible for the development of the document and allowed to discuss important issues in the field of support and development of entrepreneurship.</p>	<p>March, 30 - April 15, 2021</p> <p>30.03.2021</p> <p>12.04.2021</p> <p>13.04.2021</p> <p>15.04.2021</p>
5	<p>Meeting with the RIS Steering Committee</p> <p>The purpose of the meeting was to provide an opinion on the</p>	April 16, 2021

	<p>proposed provisions in the document.</p> <p>The Steering Committee of the Regional Innovation Strategy (KS RIS) is a consultative and advisory body of the Voivodship Board in matters related to programming, coordination, implementation, monitoring and evaluation of the Voivodship's development policy in the field of innovation.</p> <p>Members of the RIS Steering Committee represent opinion-forming scientific and economic circles, support institutions and local government units. Formal issues related to the organization of KS RIS work and the scope of activities are regulated by the KS RIS Regulations.</p>	
6	Adoption of the final version of RIS by the Voivodship Board	April 2021
7	Adoption of the final version of RIS by the Voivodship Parliament	Jun 2021
8	Presentation of the new RIS strategy at a public conference	October 2021
9	Works on the detailed provisions of the Programme European Funds for Silesia 2021 - 2027 (new programming period)	Starting from January 2022 – ongoing until Programme approval / initial implementation
<i>Activities initiated in Phase 1 and planned to continue throughout Phase 2</i>		
10	<p>Identification and selection of non-competitive projects in the area of digitization of key importance for the development of the region. Projects of strategic importance are identified on the basis of the provisions adopted in the improved Operational Program and resulting from the updated RIS strategy (with specific reference to industry 4.0 and innovation themes).</p> <p>These projects are selected as measuring indicators of the implementation of the updated RIS 3.</p>	Starting from January 2022 – ongoing until Programme approval / initial implementation
11	<p>Monitoring and evaluation of implementation of activities related to industry 4.0 in accordance with the indicators adopted in the updated version of RIS3.</p> <p>This applies to those provisions developed on the basis of the experience resulting from the 40Ready project.</p>	ongoing periodic task under the RIS strategy
12	Working in groups for smart specialization (expertise, research, meetings) - establishing a working group in the area of digitalisation. The work of the team will be carried out taking into account the previous experience resulting from the 40Ready	ongoing periodictask under the RIS strategy

	project (group experts and stakeholders).	
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Activities to be carried out at interregional level		
Activity Number	Activity Description	Timing (month/year or specific date where possible)
1	Presentation of the RIS document during the meeting within the InnoHeis project (another Interreg Europe project, to promote synergies)	March 2022
2	Presentation of the RIS document during the conference within the Design for Innovation project's partners	October 2021/ March 2022

Stakeholders involved	
Name of Organisation	Role in Action Plan
Marshal's Office of the Silesian Voivodeship Department of Regional Development (Regional Innovation Strategy Unit)	institution responsible for coordination and management of the operational programme the institution responsible for supervising the development of the RIS document as well as the implementation and monitoring of performance indicators
Park Naukowo – Technologiczny "Technopark Gliwice"	entity responsible for the development of the document of the Regional Innovation Strategy 2030
Network of Regional Specialist Observatories	a network of experts, representing various institutions, participating in the work on the RIS2030 document and providing supervision over its provisions in the field of the adopted methodology and regional specialisations
Silesian Innovation Council (ŚRI)	an advisory body responsible for giving opinions on the document for further work on the document
Steering Committee of the Regional Innovation Strategy (KS RIS)	a consultative and advisory body of the Voivodship Board, in programming, coordination, implementation, monitoring and evaluation of the Voivodship's development policy in the field of innovation.
Silesian Centre of Entrepreneurship	institution responsible for the implementation of activities targeted at enterprises, co-financed under the ERDF providing knowledge about the needs of enterprises in the field of applying for EU funds

Risk and Contingency Plans		
Description of Risk	Level of probability	Description of Contingency Plan
<p>Due to the fact that the strategy has already been developed, the risk of implementing this action will no longer occur.</p> <p>Possible risks may be related to the implementation of the strategy provisions in the operational programme</p>	Low	<p>Constant cooperation with the authorities responsible for programming and creating a new operational programme.</p> <p>Constant supervision over the implementation of activities provided by appropriately qualified employees of the Marshal's Office.</p> <p>Collaboration within various departments and units of the Office.</p>

Costs and funding sources	
Costs	Funding Sources
549 114,75 PLN	<p>RPO WSL 2014-2020 (priority axis: I. Modern economy; action: 1.4. Support for the innovation ecosystem; sub-action: 1.4.1. Management and implementation of the regional innovation ecosystem) within the project <i>Network of Regional Specialist Observatories in the Entrepreneurial Discovery Process - 2nd edition</i></p> <p>financing of activities is included in the project budget</p>

Monitoring		
Self-defined Performance Indicators		
Indicator	Target	Means of Verification
Number of identified flagship projects	12	RIS document records
Output Indicators		
Indicator	Target	Means of Verification
Number of official documents released (Updated RIS)	1	documents released
Number of stakeholders involved	226	list of participants
Number of consultation meetings organized (workshops and meetings as part of public consultations)	8	Website https://ris.slaskie.pl/ list of participants, reports, recordings

Territorial Impact

RIS 2030 is a strategic document, which is also the tool for building a regional innovation system. It supports regional authorities in building permanent structures for the development of innovation in the region and contributes to the identification of development priorities, defining directions of innovation policy and ways to optimise regional infrastructure supporting innovation, especially for the needs of small and medium-sized enterprises.

The document defines the structure of strategic provisions, including goals and activities dedicated to them. The description of activities includes types of possible projects, the implementation of which is necessary to achieve the objectives of the policy in the field of innovation development. This is the basis for using resources from the Structural and Cohesion Funds for innovative activities.

In addition, the document defines the flagship projects that are proposed for further processing as part of the work on the *European Funds for Silesia Programme* (new Operational Programme).

RIS emphasises the need to continue activities aimed at improving the competences of employees in the regional economy and increasing the adaptability of both themselves and companies. From the perspective of digitalisation, it is important to support the development of digital competences of employees for the efficient functioning of both business and modern administration. It is necessary, inter alia, focus on advanced competences in the field of cybersecurity and data economy/big data. Activities undertaken in this area will be supplemented with direct support for BSI's and cluster initiative managers, in response to the need for further professionalisation of their activities.

The implementation of the RIS of the Silesian Voivodeship 2030 will support the digital transformation and the implementation of the idea of Industry 4.0 in the region. The implementation of projects in this area will allow the integration of intelligent machines and systems and the introduction of changes in production processes. It will also contribute to the implementation of changes in the way people work and the role of people in industry. Thanks to the implementation of the strategy's goals, it will be possible to create new business models. All of this will contribute to increased competitiveness of regional entrepreneurship.

Date *19.05.2022r.*

Name of the organisation(s)

Signatures of the relevant organisation(s)

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