

# Leading industrial transition

Bilbao, 6 November 2024



## Today's agenda

09:25 – 10:15	<b>Regional transformation processes</b>
10:15 – 11:15	<b>Session 1: Industrial transformation of the European economy</b>
11:15 – 11:45	Coffee break - networking
11:45 – 13:00	<b>Session 2: Supporting the transformation of specific sectors</b>
13:00 - 14:30	Lunch
14:30 – 15:45	<b>Session 3: Promoting the emergence and growth of new businesses in future-oriented sectors</b>
15:45 – 16:15	<b>Conclusions of the workshop</b>
~ 16:15 – 18:00	<b>Coffee break &amp; Site visit</b>
18:00	<b>Networking cocktail</b>

**Interreg  
Europe**



Co-funded by  
the European Union

# Interreg Europe

In a nutshell

Jason Martinez

*Coordinator - Projects / Interreg Europe Secretariat*

06 NOVEMBER 2024



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# Cohesion policy & Interreg programmes

- 4 strands, each strand with its own scope and objectives
- 86 programmes, 10 billion euros ERDF

<b>A</b>	Cross-border	<b>64</b> programmes EUR 6.7 billion	
<b>B</b>	Transnational	<b>13</b> programmes EUR 2.3 billion	
<b>C</b>	Interregional	<b>4</b> programmes EUR 560 million	Interreg Europe Urbact, Interact, Espon
<b>D</b>	Outermost regions	<b>5</b> areas EUR 330 million	

**MEUR 394**

PROGRAMME  
BUDGET



# Interreg Europe

Sharing solutions for better policies

- Primarily dedicated to policymakers
- Focus on exchange of experience

**36 Partner States**



The designations and the presentation of material on this map do not imply the expression of any opinion whatsoever on the part of the European Union concerning the legal status of any country, territory, city or area, or the status of its authorities, or concerning the delimitation of its frontiers or boundaries. Kosovo: This designation is without prejudice to positions on status, and is in line with UN Security Council Resolution 1244/1999 and the ICJ Opinion on the Kosovo declaration of Independence.

# Programme scope

1 cross-cutting priority on capacity building → **six topics**



Concentration principle (80%)

# Two actions



## Projects

Limited number of regions exchanging and transferring experience on a shared regional development issue



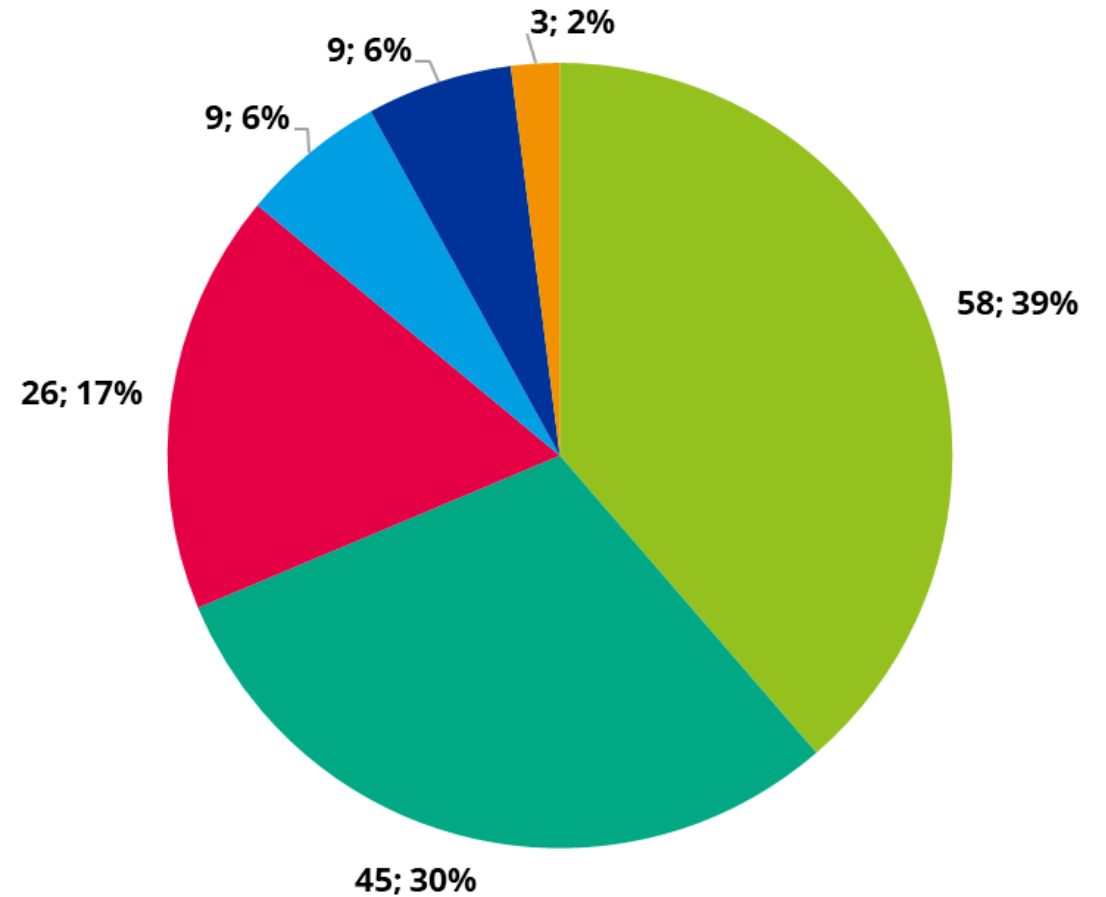
## Policy Learning Platform

Further exploiting projects' achievements and opening up the programme benefits to all

# Overview of projects approved so far:

150 running projects

- 1,494 partners
- 28 countries represented

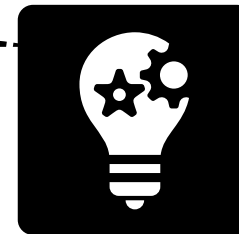
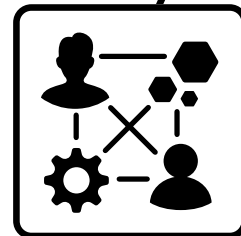




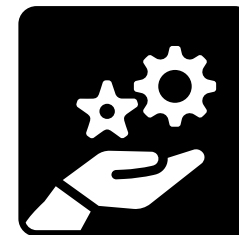
# The Platform in a nutshell

Policy-learning opportunities through access to:

**People**  
Meet our community



**Knowledge**  
Find policy solutions



**Expertise**  
Get policy advice

# Access to **knowledge**



- Wealth of policy solutions available

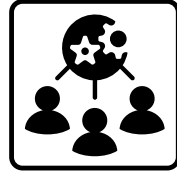


Database of **good practices** from all EU



Analytical **policy briefs**, news and publications

# Access to **people**



- Policy inspiration from practitioner to practitioner



Community of 25,000+  
**practitioners**



Networking and **policy-**  
**learning events**

# Peer learning **IN PRACTICE**

📍 **86 peer reviews** implemented since 2019  
15 peer reviews in the pipeline

📍 **51 matchmaking** sessions

**Apply** to benefit from expert support any time

<https://www.interregeurope.eu/get-policy-advice>



# The platform **TEAM**



**Marc Pattinson**



**Arnault Morisson**



**Luc  
Schmerber**



**Erik  
Gløersen**



**Katharina  
Krell**



**Simon Hunkin**



**Rene  
Tønneson**



**Laura Varisco**



**Mart  
Veliste**



**Astrid Severin**



**Magda Michaliková**



**Thorsten  
Kohlisch**



**Elena Ferrario**



**Karine Gevorgyan**



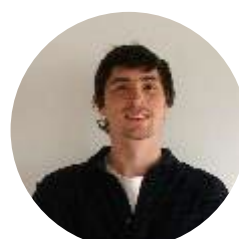
**Mario Vade pied**



**Valentine  
Dufaye**



**Lotte van Meijel**



**Vladimir Sestovic**



**Antoine  
Duquennoy**





# Transition towards a more digital, green, and resilient economy

Key drivers of the industrial transformation are:

- **Digitalization**

The rise of digital technologies offers unprecedented opportunities to enhance industrial productivity and innovation. By leveraging AI, IoT, and big data, industries can improve efficiency, reduce costs, and open up new avenues for growth.

- **Green Transition**

Sustainability is at the core of the European Green Deal, aiming to make Europe the first climate-neutral continent by 2050. Industries must adapt to stricter environmental standards and embrace circular economy principles to thrive in this green future.

- **Resilience and Sustainability**

The recent disruptions, such as the COVID-19 pandemic and geopolitical tensions, have highlighted the need for resilient and adaptable industrial sectors. Strengthening supply chains and fostering community resilience are essential to withstand future shocks.



# Alignment with European Union Priorities

- European Green Deal (2019)
- Shaping Europe's digital future (2020)
- New Industrial Strategy for Europe (2020)

The new European industrial policy includes a dedicated strategy for small and medium-sized enterprises (SMEs) “for a sustainable and digital Europe.”

*“Sustainability Advisors will be appointed within the existing Enterprise Europe Network to help SMEs with environmental and social challenges and improve access to skills.*

*Up to 240 Digital Innovation Hubs will advise SMEs on how to integrate digital innovations into their products, business models and processes.*

*The new European Innovation Council (EIC) will make available €300 million as of next year to encourage **breakthrough innovations** delivering Green Deal objectives.”*

- Circular economy action plan (2020) as part of the European Green Deal
- Recovery and resilience facility (2021)
- 'Green Deal Industrial Plan for the NetZero Age' (2023)



# Skills for S3 and industrial transition

## CCSI4CCSI

Cultural and Creative Sectors and Industries for Collaboration, Competitiveness, Sustainability and Innovation

## LOTTI

Local identity driving traditional industry transition

## ORIGINN

Economic and social transformation in rural areas through industrial innovation, emphasis in agri-food sector

## REWARD

Retaining and attracting knowledge workers and skills for regional development

## SEE

Sustainable Entrepreneurship Education

## TALENT4S3

Retention and attraction of TALENT for a better deployment of Smart Specialisation Strategies

## SKYLA

Smart Specialisation Skills Ecosystems for the Twin Transition





# SME competitiveness & digitisation

## Support to sectors

### ACTIVE ID

Activating Citizens Towards healthy lifestyles In Vital EU-regions with Innovative Data-driven solutions

### FISSH

Food Industry SMEs Sustainability Support and Help

### FBI4EU

Policies to promote the competitiveness of forest-based SMEs in resource-efficient European regions

## Future-oriented sectors

### MAE

Moving towards AErospace

### NOTRE

Novel Methods Improving Production Innovation  
Potential with examples of senior care-related solutions

## Twin transition

### AccelerateGDT

Realign Cluster Policies to Accelerate the Twin Green and Digital Transitions

### TOURBO

Boosting the transition pathway of MSMEs in tourism with green and digital transformation

### GRANDIS

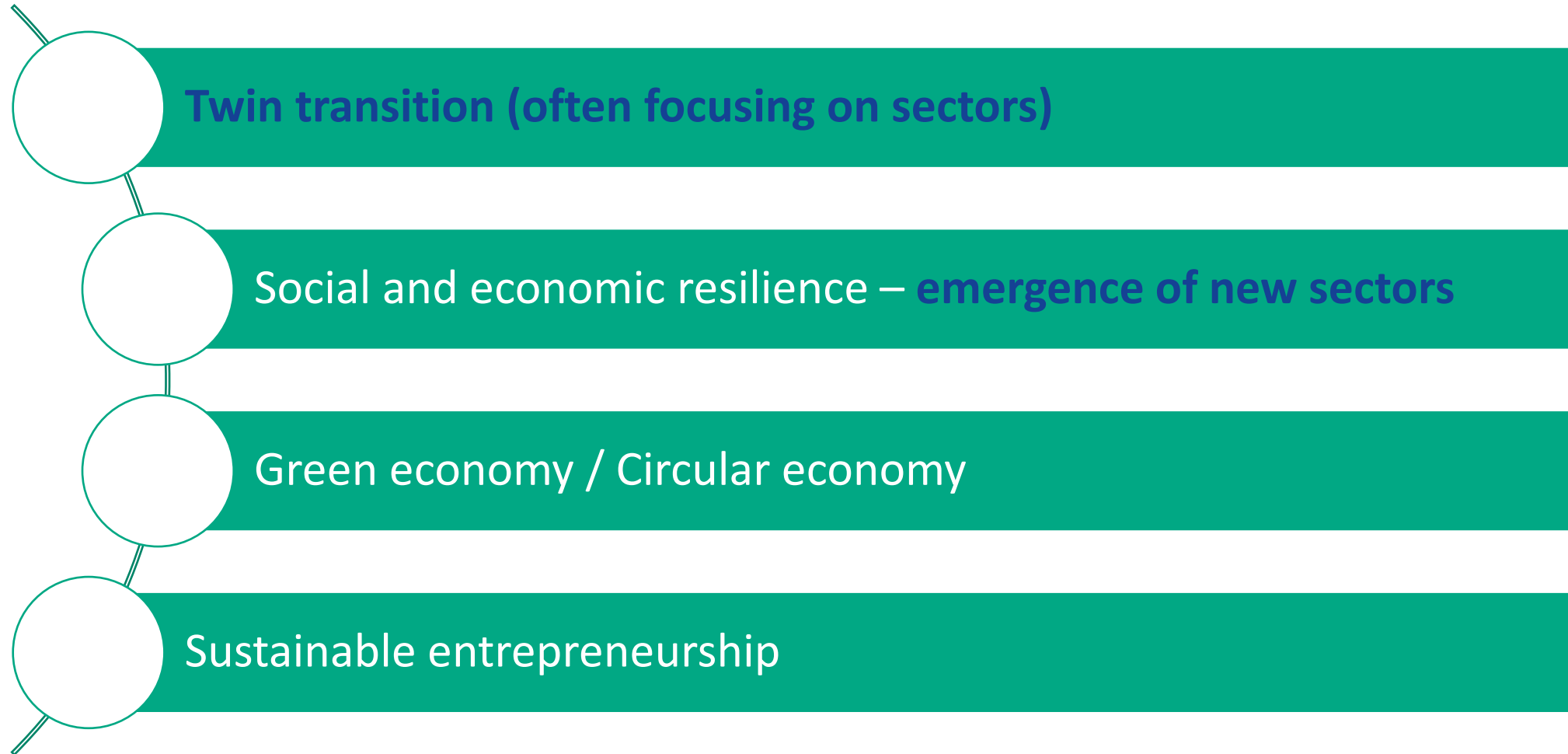
Green, digital, female-driven SMEs

### CEI BOOST

Boosting Circular Economy Innovation through emerging technologies application



# Multi-faceted approaches in Interreg Europe



# Peer review:



## Designing governance to support regional transformation in Heide Region

On 15-16 October 2024, the Policy Learning Platform held an onsite peer review for the Heide Region, which requested advice regarding their policy challenge on how to design a governance arrangement to support regional transformation.



## Strengthening Hungarian Micro, Small and Medium-sized Enterprises in ESG Related Aspects

On 2-3 July 2024, the Policy Learning Platform held an onsite peer review for the Hungarian Economic Development Agency, which requested advice regarding their policy challenge on how to support SMEs in ESG related aspects.



## European Value Chains for the green transition

The Policy Learning Platform hosted a peer review for the Regional Council of Jämtland-Härjedalen, in Östersund, Sweden, on 14-15 November 2023. The Region was looking for inspiration on how to build European value chains for the green industrial transition.



## The Platform helps Tartu set up a Green Deal accelerator

Discover the policy recommendations from the peer review that took place on 29 and 30 June 2021 in Tartu (Estonia).

More information [here](#)

# Regional transformation processes



SMART

## Regional transformation processes

- **Industrial transformation of the Basque country**

Presentation of the local context and the policy strategies in place.

**Amaia Martinez**, Head of Technology, Basque government or Basque economic development agency SPRI

- **From Dark to Grey to Green**

A story on how the region of Duisburg and Ruhr transformed from a coal mining region to a sustainable economy.

**Anna Steinmeier**, Duisburg Business & Innovation GmbH ([Accelerate GDT](#))

These presentations will be followed by a Q&A session moderated by the thematic experts.

### Speakers



**Amaia Martínez Muro**

Head of Technology, SPRI



**Anna Steinmeier**

Duisburg Business & Innovation GmbH

# Groupwork

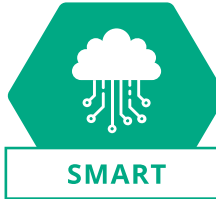








# Regional industrial transformation

Group work on posters/flipcharts, focusing on two aspects of policy approaches to industrial transformation to be discussed during the workshop:

- **Supporting the digital and green transformation of specific sectors**
- **Promoting the emergence and growth of new businesses in future-oriented sectors.**

# Regional industrial transformation



	Digital & green transformation	Emergence of new sectors	Resilience
Objectives in 5-10 years (Major challenges to solve and opportunities to grasp) 	10 years  5 years 		
Measures (Policies and practices) 			

What would be ambitious, but realistic objectives for the **digital** and **green** transformation or our industrial sectors, as well as the need for more **resilient supply chains** in 5 to 10 years?

Considering our three dimensions:

- i. Digital and green transformation
- ii. Emergence of new value sectors
- iii. Resilient value chains



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# Coffee break

**11:15 – 11:45**



# Supporting the transformation of specific sectors





SMART

## Session 2: Supporting the transformation of specific sectors

- **Realign cluster policies to accelerate industrial transformation**  
**John Hobbs**, Munster Technological University ([Accelerate GDT](#)) and **Emma Vendrell**, ACCIÒ ([Accelerate GDT](#))
- **Learnings from the tourism sector** ([TOURBO](#)):  
**Liisa Kokkarinen**, Head of Sustainable Development (Visit Finland) Business Finland on [Sustainable Travel Finland](#)

### Speakers



**John Hobbs**

Munster Technological University



**Emma Vendrell**

ACCIÒ



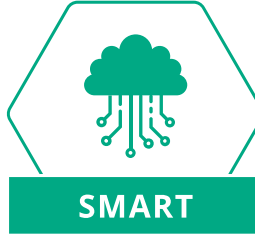
**Liisa Kokkarinen**

Head of Sustainable Development (Visit Finland)

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AccelerateGDT

# Supporting Sectoral Transformation

Realign cluster policies to accelerate industrial transformation

**Emma Vendrell**

*Head of International Projects at ACCIÓ  
University*

[emma.vendrell@gencat.cat](mailto:emma.vendrell@gencat.cat)

**Dr John Hobbs**

*Senior Lecturer, Munster Technological*

[John.hobbs@mtu.ie](mailto:John.hobbs@mtu.ie)



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@AccelerateGDT



AccelerateGDT



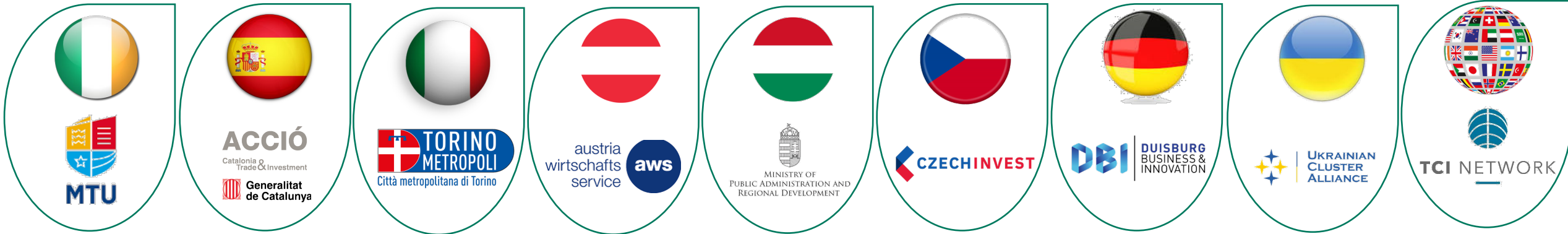
@AccelerateGDT

AccelerateGDT

Climate change and environmental degradation are an existential threat to our entire planet.



- Accelerate GDT is collaboratively updating and advancing 8 national and regional cluster policies across Europe to include supports to ensure that SMEs can collaboratively take steps towards Europe's digital and green transition targets.



## AccelerateGDT

## Accelerate GDT - Knowledge Exchange &amp; Information Sharing:



## CLUSTER ECOSYSTEM ANALYSIS

A CASE STUDY ANALYSIS OF THE CLUSTERING ECOSYSTEM IN IRELAND

EUROPEAN CLUSTER  
COLLABORATION PLATFORMEuropean  
CommissionTCI 2024  
GLOBAL CONFERENCE  
CHIHUAHUA MEXICO

- **Transformative Agendas:** Understanding how public policy is evolving regarding transition
- **Collaborative Model:** How our partners interact to foster transformative agendas
- **Open Interaction:** Want to get all participants involved and engaged with us to co-learn

# Shared value is part of the solution



Economic impact and social impact  
must be two sides of the same coin

*Porter and M. Kramer, HBR, 1-2, 2011*

## Areas of work

48 info sessions  
1.500 companies  
1 Guide on SV

50 internal staff  
+ 60 CEOs &  
clusters

## Coaching programme

27 clusters  
+ 100 finishers  
+800 companies

2M€  
22 cluster projects  
30 individual  
company projects

Cl  
Cases  
Good pract

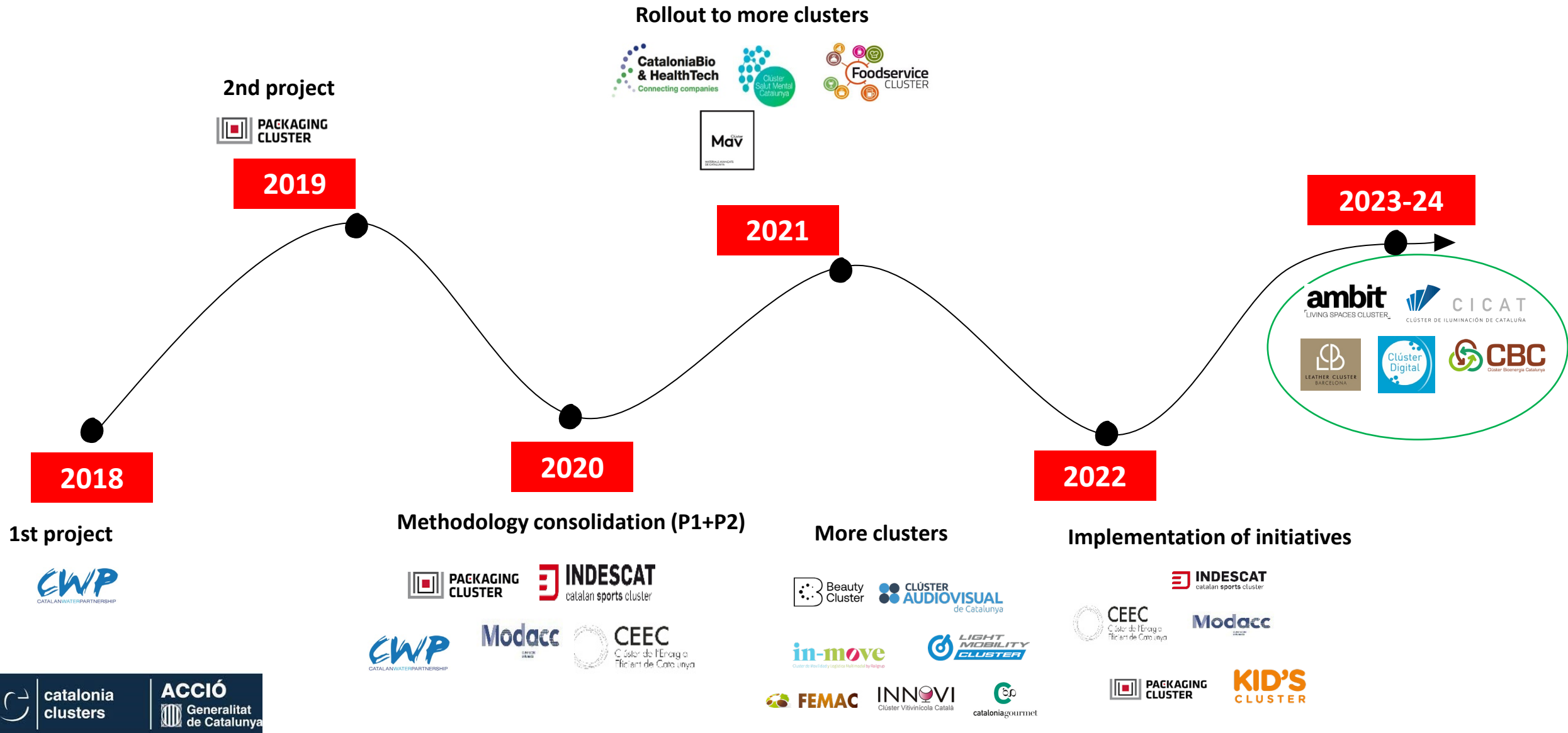
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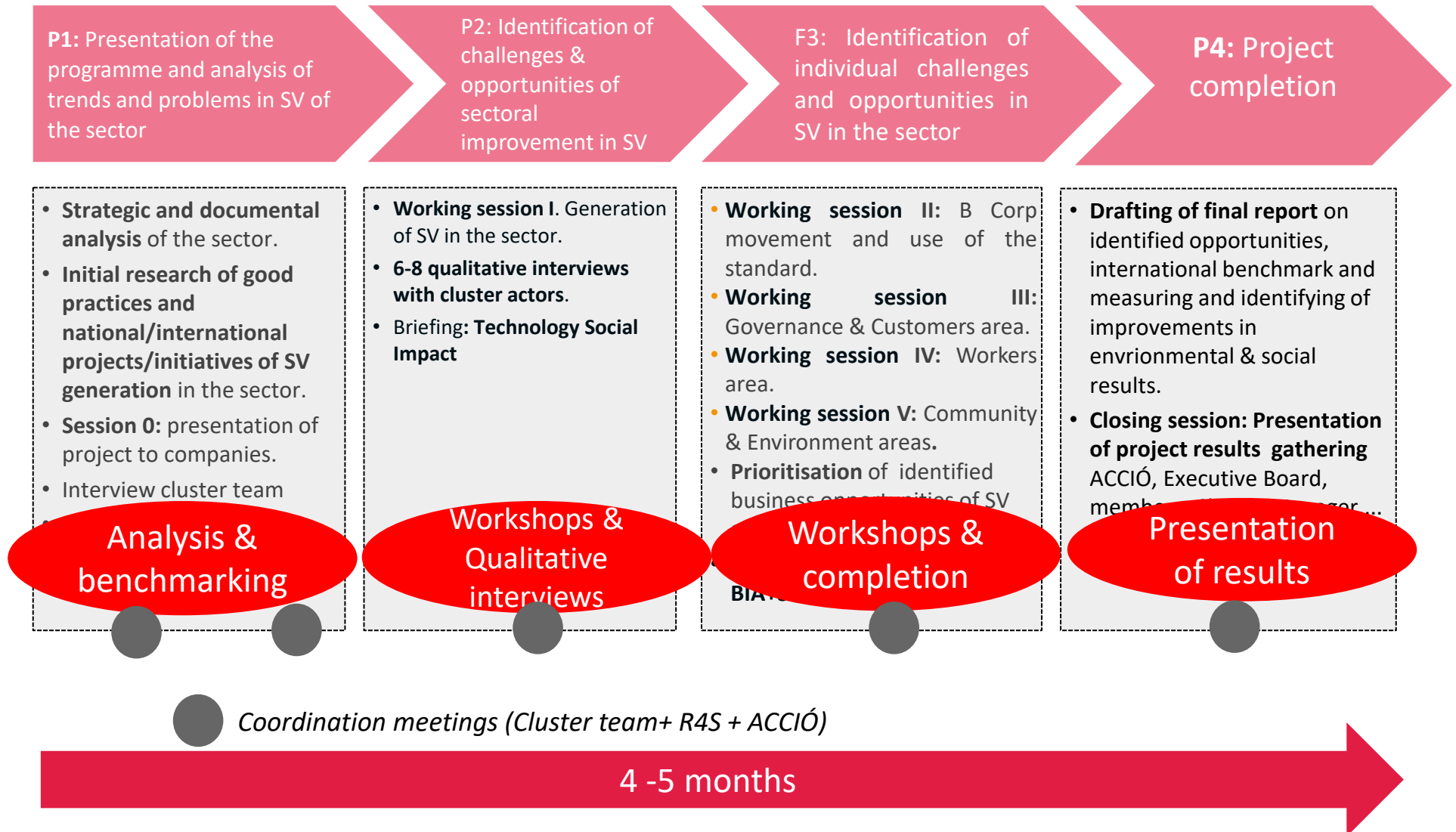
# Track record of work with clusters



# Work methodology: coaching programmes



CLÚSTER  
RESIDUS



# More than 800 impacted companies, more than 130 finishers



## II. Methodology for the identification and prevention of housing energy poverty (Granollers)

### Project description:

Pilot Project, **in collaboration with public administrations**, for the **development of** strategies to tackle this issue through public-private solutions.

10 new opportunities identified

69 International initiatives identified

and implement suitable

### Project objectives:

1. **Limit the impact of the energy poverty phenomenon in vulnerable communities** through the development of identification mechanisms for a **preventive solution** of the problem.
2. Study and implementation, based on preventive modelling, of **innovative strategies to be implemented proactively** (e.g. inclusive financing models, effective solution implementation)
3. **Stable and proactive collaboration with public administration** to tackle this issue and provide mixed solutions based on private capacity.

### Involved Stakeholders:

- Private companies (construction companies, engineering,...)
- Funding bodies
- Research and ICT transfer
- Public administration

### Reference initiatives\*:

- Initiative #16
- Initiative #55
- Initiative #53
- Initiative #56
- Initiative #54

### Challenges addressed:

- Widespread belief that **energy poverty** needs to be addressed solely from the **public sector**.
- **There is a lack of proactive public-private synergies** to rely on the knowledge of the energy market of commercialising companies to tackle the societal problem.

### Contribution to SDGs:



### What kind of value does the project provide?



#### Social Value:

- **Social inclusion** of vulnerable and/or at risk groups through the prevention of lack of access to electricity.
- **Consolidation of a business culture** in the energy efficiency sector focussing on social impact and inclusion.



#### Environmental Value:

- Reduction of problems regarding energy consumption **tackling proactively the lack of access** to traditional energy market or **possible legal infractions generating inefficiencies** in the service



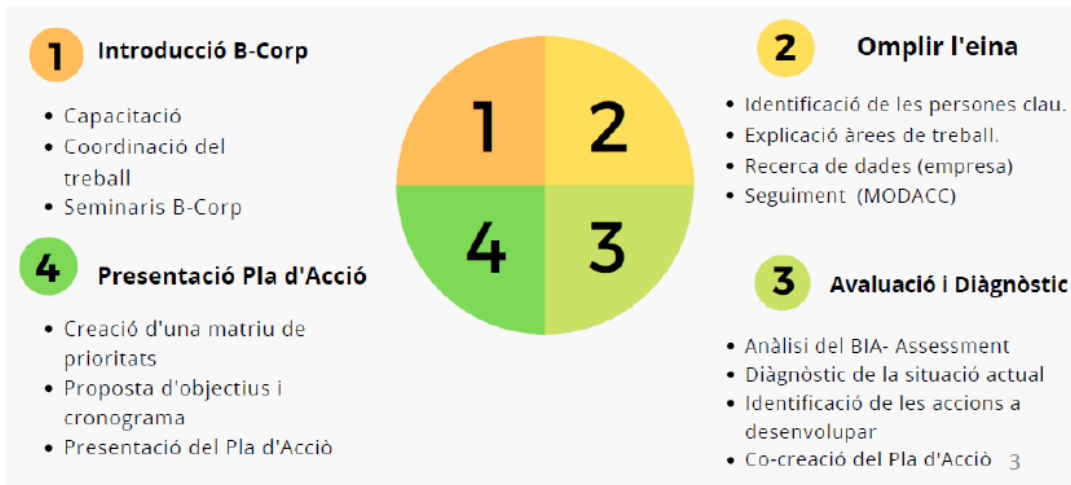
#### Economic Value:

- **Suitable and preventive implementation of funding and/or energy solutions** to vulnerable people in energy poverty situation.
- **Prevention of difficult situations** – relying on public intervention –energy consumption for consumers **at risk of exclusion**.

(\*) Annex II. Complete international database of shared value projects.

# Shared Value Projects 2021-2023

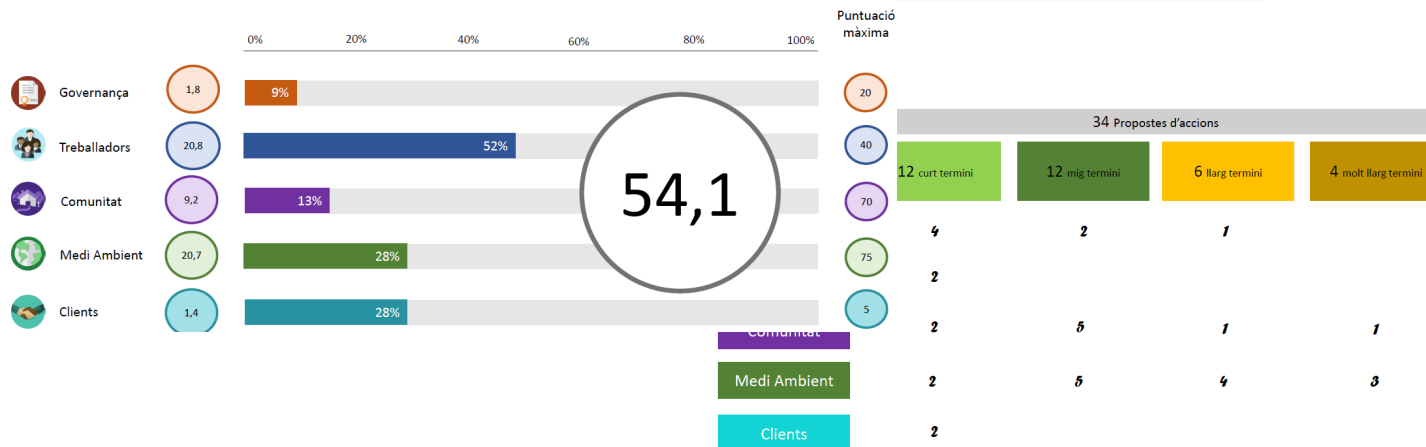
“Fashion in Europe is transitioning from a non-regulated to a regulated sector”  
 “We needed a methodology to help companies make the transition”



**280**  
Professionals  
trained

**16**  
Individual  
strategies and  
action plans

**1**  
Company  
Bcorp  
certified



Turnover of sustainability services (2023): 44.953 € (8%)

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**AccelerateGDT**

**Thanks for your  
Attention**

[www.interregeurope.eu/accelerategdt](http://www.interregeurope.eu/accelerategdt)



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Accelerate GDT



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**Dr John Hobbs,**  
Lead Partner Accelerate GDT,  
Senior Lecturer MTU, Bishopstown, Cork

Email: [john.hobbs@mtu.ie](mailto:john.hobbs@mtu.ie)



Liisa Kokkarinen  
Bilboa, Spain



# SUSTAINABLE TRAVEL FINLAND

*Learnings from the tourism sector*

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*Leading Industrial Transition*  
06/11/2024

**8** DECENT WORK AND  
ECONOMIC GROWTH



**12** RESPONSIBLE  
CONSUMPTION  
AND PRODUCTION



**13** CLIMATE  
ACTION



**TOURBO aims to boost the transition pathway of MSMEs in tourism with green and digital transformation.**

**TOURBO offers an innovative approach to a crucial priority for the EU: Enabling Public Authorities and MSMEs to develop TWIN TRANSITION Strategies to stimulate economic development of the regions.**

**Good practices: Inspiring solutions to improve regional policies**

**Sustainable Travel Finland (STF) and Hiilikuri are projects developed and owned by Visit Finland.**

**Interreg  
Europe**



**Co-funded by  
the European Union**

**TOURBO**



# VISIT FINLAND WANTS TO MAKE SUSTAINABILITY THE NEW TRAVEL INDUSTRY NORM

WELCOME TO HEAR THE STORY OF SUSTAINABLE TRAVEL FINLAND



**SUSTAINABLE  
TRAVEL**  
FINLAND™



# Achieving more together

Since the 1990s, the Finnish travel industry has worked persistently on sustainable travel.

**Finland's tourism strategy for 2022-2028:**

**“Achieving more together - sustainable growth and renewal in Finnish tourism”**

Finland aims to become the most sustainably growing tourist destination in the Nordic countries.

**Finland's tourism strategy identifies four priorities that will facilitate the sustainable growth and renewal of the tourism sector:**

1. supporting sustainable development
2. responding to the digital transformation
3. improving accessibility, taking into account the needs of the tourism sector
4. ensuring an operating environment that supports competitiveness.

# Guiding all our actions

---

## Mission

Visit Finland promotes Finland's international appeal as a sustainable and desirable destination and helps businesses, enterprise groups and travel regions grow sustainably on the global marketplace.

## Vision

Finland is the world's leading sustainable travel destination.

We add value to our society and customers and care for our unique environment.

Finland is the first choice for mindful travellers.

**Sustainable development and climate mitigation & adaptation requires proactive tourism planning and management at national, regional and business levels**

**LET'S DO THIS TOGETHER!**



**SUSTAINABLE  
TRAVEL  
FINLAND™**

# a 7-step sustainable tourism development path which is audited on a regular basis.

**Step 1.**  
*Commitment*



**Step 2.**  
*Competence building*



**Step 3.**  
*Certification*



**Step 5.**  
*Sustainability communication*



**Step 4.**  
*Sustainable Tourism Indicators*



**Step 6.**  
*Development & action plan*



**Step 7.**  
*Application: verification and agreement*

Educational institutions to help with green & digitation transition

# Sustainable Tourism indicators

## A. Company/destination management

- *Sustainable travel policy*
- *Destination management*
- *Customer satisfaction*

## B. Economic value

- *Tourism flow (volume and value)*
- *Travel enterprise(s) performance*
- *Quantity and quality of employment*

## C. Social and cultural impact

- *Community/social impact*
- *Gender equality*
- *Inclusion/accessibility*
- *Protecting and enhancing cultural heritage, local identity and assets*

## D. Environmental impact

- *Transport and climate change*
- *Carbon emissions*
- *Waste management*
- *Water management*
- *Energy usage*
- *Landscape and biodiversity management*

# Hiilikuri CO2 calculator for businesses

Hiilikuri calculator is helping businesses in finding out the company's most significant emission sources in order to make impactful reductions.

The calculator aligns with GHG protocol, and includes scope 1 – 3 emission, including the following:

- Energy (electricity, heating & cooling)
- Property maintenance fuels
- Transport (people & goods)
- Water
- Waste
- Travel (business)
- Procurement (e.g. food & beverages)

1180

COMPANIES PARTICIPATING STF PROGRAM<sup>1</sup>

Environmental actions by companies in the STF programme

99% 

actively participate in actions to mitigate climate change<sup>2</sup>

49% 

measure carbon footprint<sup>2</sup>

41% 

participate in actions to protect biodiversity<sup>2</sup>

62% 

make sustainable choices in catering<sup>2</sup>

90% 

work to reduce water consumption<sup>2</sup>

69% 

share of renewable energy in total energy consumption<sup>2</sup>

9%

OF AREA COVERED BY NATURE RESERVES AND NATIONAL PARKS<sup>4</sup>

1. STF HUB
2. STF Indicator survey 2023
3. PAM Member survey 2023
4. Metsähallitus, Statistics Finland
5. National Board of Antiquities

387

COMPANIES WITH VALID STF LABEL<sup>1</sup>

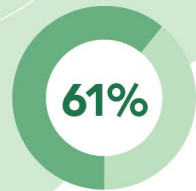
65

DESTINATIONS PARTICIPATING STF PROGRAM<sup>1</sup>

Stakeholder satisfaction

32%

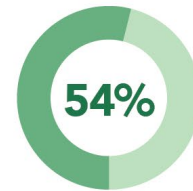
SHARE OF SEASONAL WORKERS AMONG EMPLOYEES<sup>1</sup>



of employees feel comfortable in their work<sup>3</sup>



of employees are satisfied with their work<sup>3</sup>



of employees are considering switching their field<sup>3</sup>

1472

NATIONALLY SIGNIFICANT BUILT CULTURAL ENVIRONMENT<sup>5</sup>

# Sustainable Tourism in Finland 2023



# Why join Sustainable Travel Finland programme?

470 STF  
labels  
awarded

## Better visibility

- Access to tools to systematically adapt sustainable practices to daily operations
- Visit Finland prioritises STF labelled offering and nudge the travellers towards responsible option

## Regulatory landscape

- Better access to finance
- Better ability to respond to sustainability regulations and reporting requirements
- Better risk management e.g. climate change adaptation and avoiding green washing

## Competitive advantage

- Better reputation
- Business opportunities
- Improved employer image
- Stronger brand
- Social licence to operate
- Cost savings
- Resource management

Kiitos! 

**LIISA KOKKARINEN**

*Head of Sustainable Development*

*[Liisa.kokkarinen@businessfinland.fi](mailto:Liisa.kokkarinen@businessfinland.fi)*



**Visit Finland**



**SUSTAINABLE  
TRAVEL  
FINLAND**

# Groupwork

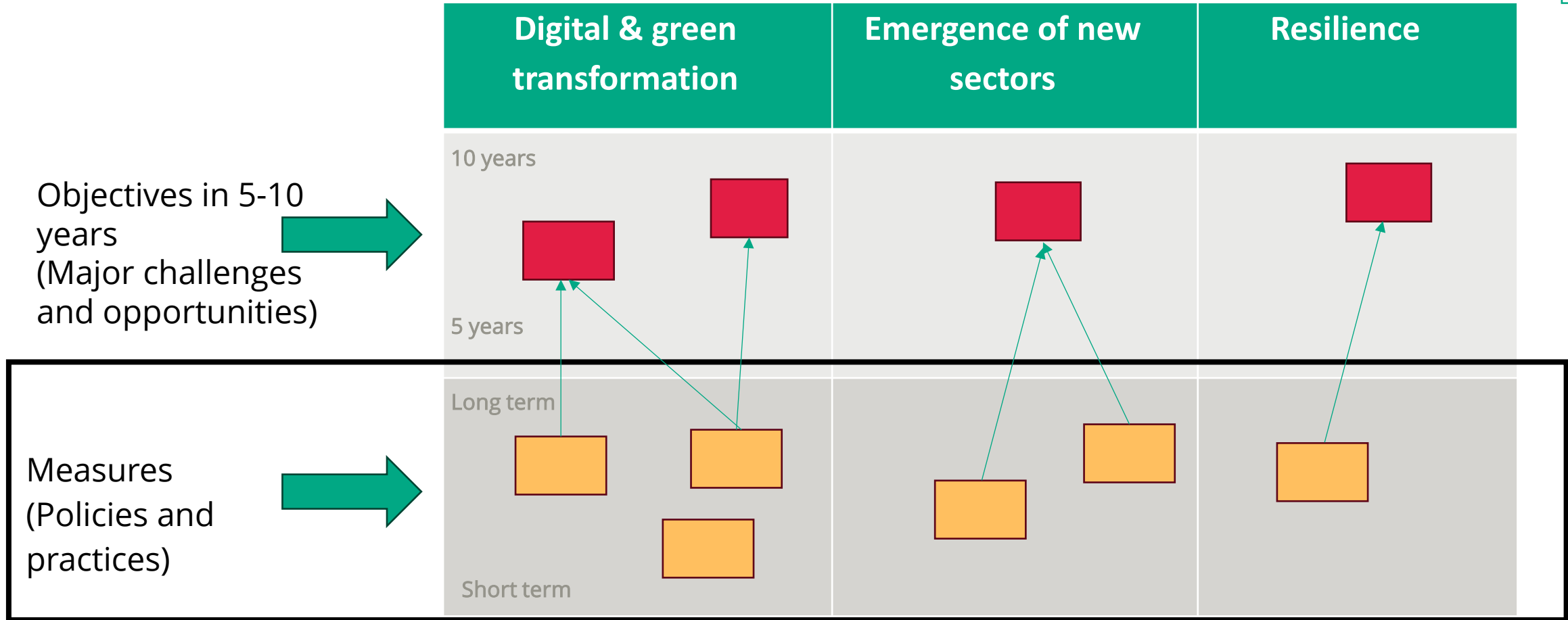
# Supporting the transformation of specific sectors



- Reflecting on what you just heard, how could the presented good practices help reach identified objectives / Overcome challenges / Grasp opportunities?
- How about some other measures / practices in your own regions?
- Can you structure this in terms of short and medium/long terms measures, with their links to the identified objectives?



# Supporting the transformation of specific sectors



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# Lunch

13:00 – 14:30



**Promoting the emergence  
and growth of new  
businesses in future-  
oriented sectors**





SMART

## Session 3: Promoting the emergence and growth of new businesses in future-oriented sectors

- **Policies for developing a knowledge-intensive economy in San Sebastian, Xabier Hualde Amunárriz**, Fomento San Sebastian ([SKALE2CT](#), [NOTRE](#))
- **Aerospace Innovation Hub Delft - Fostering the development of the regional aerospace ecosystem, Jos van den Boom**, TU Delft Innovation & Impact Centre ([MAE](#))

### Speakers



**Xabier Hualde Amunárriz**  
Fomento San Sebastian



**Jos van den Boom**  
Delft University of Technology



# *Policies for developing a knowledge-intensive economy in San Sebastian*



Event: *Leading industrial transformation*  
6th November

Donostia San Sebastian

# About the city

**<25km**

Border with  
France

**189,073**

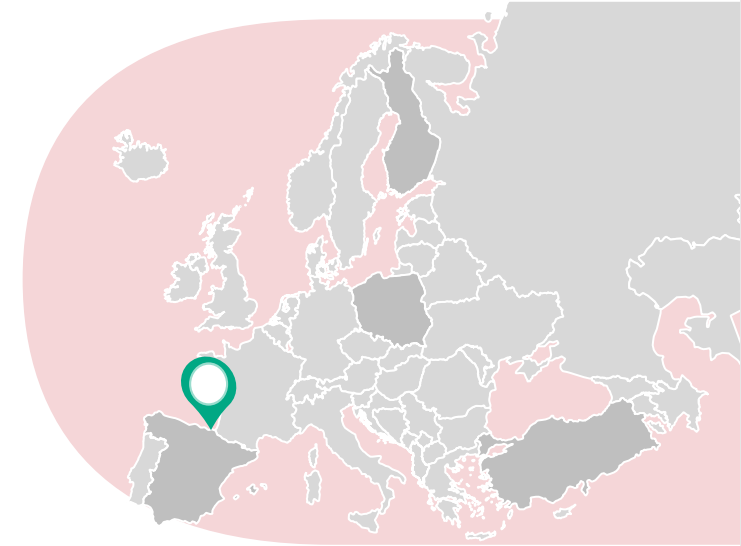
Inhabitants

**328,000**

Including the  
metropolitan area

**7,4%**

Unemployment rate  
(Basque County: 9,8% / Spain  
12,1% / EU: 6,4%)



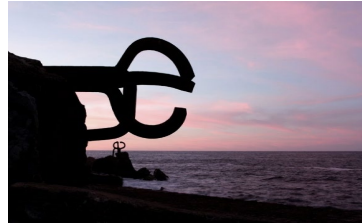
Culture



Good standard of living



Natural beauty



Gastronomy



An emerging city

Business and  
innovation ecosystem



Science and  
Knowledge



Human Capital



# R&D+i Ecosystem

## 3,7%

GDP investment in  
R&D+i  
+44% (2017-22)

## 6.300 people

Working in R&D  
+28% (2016-22)

## 4,60%

Population  
working in R&D+i  
2,3% Basque Country

## 30 agents

Basque Science and  
Technology network

# Business ecosystem

## +15,600

Businesses in the city

## Top 3 business density

3rd city in Spain  
(80 businesses /1.000 inhab)

## 98,6%

SMEs

## 88,2%

Service sector

# KIBS data

## GDP

4.300 €

49%

+ 5.6% (2023)

## EMPLOYMENT

34.797 PEOPLE

35.3%

+ 3.3% (2023)

## BUSINESS FABRIC

6.402 companies

35,4%

Miles et al (2018)

P-KIBS	T-KIBS	C-KIBS
NACE code 69: Legal and accounting activities	NACE code 62: Computer programming and consultancy and related activities	NACE code 73: Advertising and market research
NACE code 70: Head office and business management consultancy activities	NACE code 71: Architectural and engineering activities; technical testing and analysis	NACE code 74.1 and 74.2: Other professional, scientific, and technical activities
	NACE code 72: Scientific research and development	

# KIBS taxonomy

\*NACE Code: standard classification system for economic activities within the EU

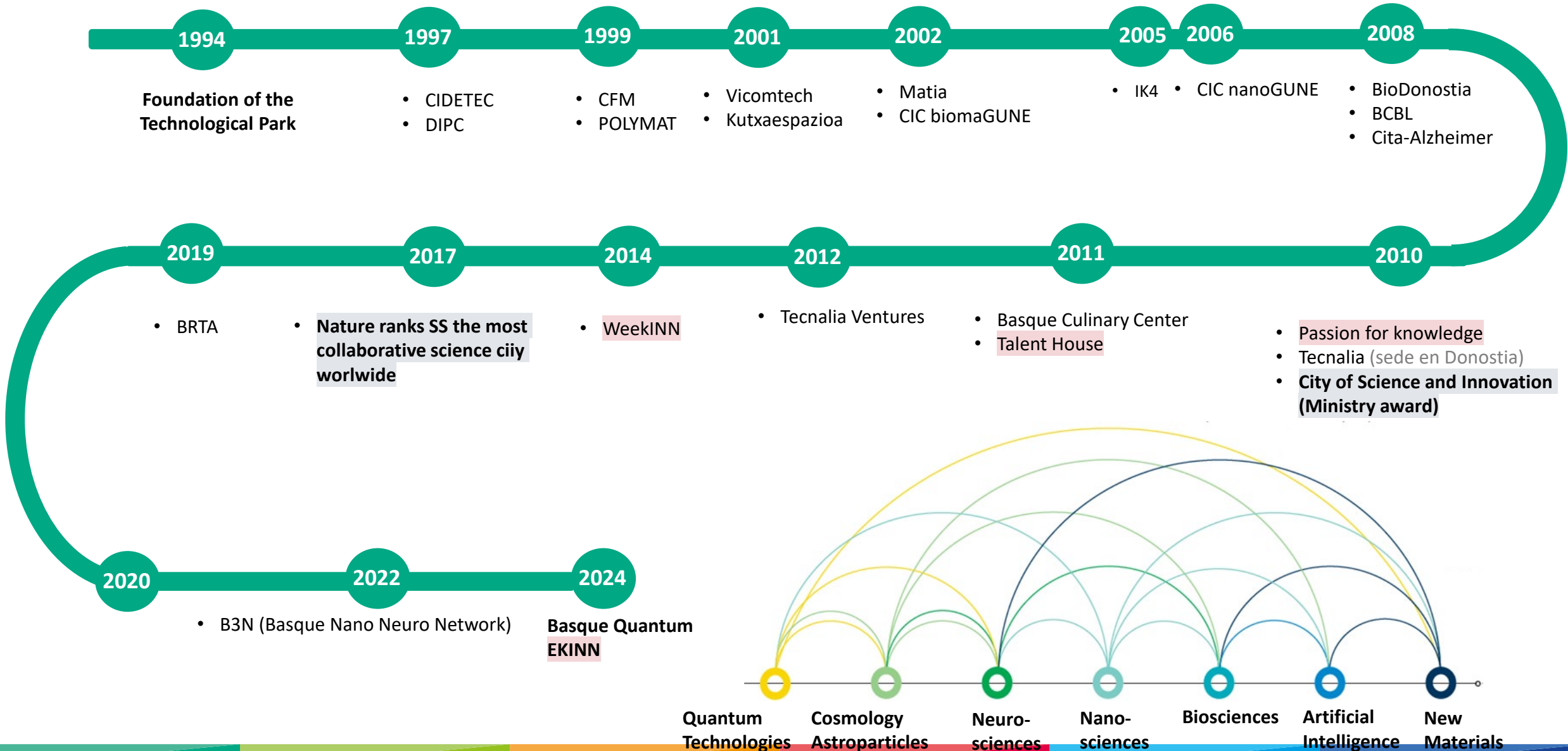
# What and why KIBs?

- **Knowledge Intensive Business Services** (commonly known as KIBS) are businesses providing knowledge in the form of a product or service (both technological and non-technological) in the specific production or innovation processes of other firms. They are composed by highly-qualified professionals.
- KIBS are considered “**bridges of innovation**” because they play a key strategic role in competitive business performance.
- KIBS are considered to **fuel the economy** as they generate knowledge flows and know-how that is critical for continuous growth of the companies and sectors that make use of them.
- KIBS are mostly located in cities and tend to cluster in creative local ecosystems but deliver advanced services to all types of industry located across space.
- KIBS are categorized into 3 typologies: professional (P-KIBS), technological (T-KIBS), and creative (C-KIBS).
- As Europe is demanding industrial firms to step up to the challenges of the Green Deal and digital transformation, **manufacturing companies and KIBS** have the opportunity to **expand jointly** and contribute to the new (smart and clean) industrial revolution, focusing on sustainability, digitalization, new technologies, and social innovation

# A 30 years trip towards an economic model based on Knowledge, science and Innovation



donostiasustapena  
fomentosansebastián



Fomento San Sebastian

1902

# Strategic lines



# Who we are

Municipal public company devoted to promoting and developing innovative projects that boost the economy and employment in the city, with a focus on people through its collaborative model

## Strategic lines 2023 - 2027



Fostering  
municipal  
public  
innovation



Positioning the city  
as a hub for  
innovative  
entrepreneurship



Promoting San  
Sebastian as a  
city of science  
and a platform  
for innovation



Creating job  
opportunities for  
disadvantaged  
groups



Professional  
development of  
young local  
talent



International  
Positioning as  
Innovation Hub



# Goals

- ❖ To **increase the number of innovative projects**, energising the agents of the ecosystem and promoting the city as a space of opportunities.
- ❖ To **increase the number of initiatives linked to science and innovation** by generating spaces for collaboration and connection between key agents.

# Means

## TALENT

- ↓ Awareness raising and **entrepreneurial culture**
- ↓ **EKINN Reception Plan**: Attraction of Entrepreneurs, Accommodation & soft landing

## BUSINESS DEVELOPMENT

- ↓ **Acceleration** and growth of innovative projects
- ↓ **Technology Transfer** and Innovation towards SMEs
- ↓ Development of **new sectors** linked to enabling technologies (AI, Quantum, etc.)
- ↓ Promote the growth of the Biosciences/Biotechnology sector

## ECOSYSTEM

- ↓ Development of a **collaboration model** / platform with key agents linked to innovation and entrepreneurship

# Acceleration and scalability of innovative projects

## 01 EKINN + SCALE-UP

10-month program to launch or accelerate your project. Includes advice, financial aid (up to **25,000 euros** for new hires, intellectual property protection, product or service development, etc.), **access to housing**, **support for financing** and becoming part of the Ekinn+ community.

## 02 FINANCIAL SUPPORT

- **Talent Attraction Fund** – up to 20.000 euro
- **Strategic expenses** for your start-up
- **Tech Transfer**-up to 15.000 euro

## 03 FINANCIAL TOOLS

Support in **access to financing** for innovative business projects with growth potential:

- **Matching service** with the investment field.
- **Microcredits.**
- **Guarantee fund**

## 04 INFRASTRUCTURES

- 7 business centers.
- **WORKING SPACES** (meeting rooms, event venues).
- **CO-WORKING EKINN**
- **Talent House**
- **EKINN and EKINN Academia (Upskilling and Reskilling)**

## 05 CONNECTION WITH THE ECOSYSTEM

- **Connection services** with the city's R&D ecosystem.
- **Tech Transfer programmes:** technological Vouchers
- **Access to FSS institutional knowledge** (calls, programs, etc.).
- **Relationship with the network of international contacts** of Fomento San Sebastián.

# EKINN

## A new boost for KIBS

EKINN is an open space to push **forward advanced innovation and entrepreneurship** in San Sebastian

An open space to help young people, start-ups and businesses with innovative projects find inspiration as well as support to develop their talent and speed up their ideas

An open space that connects key agents of the local and international ecosystem to multiply opportunities and make San Sebastian a city where innovative projects are born and developed.



# The pillars of the project.

## EKINN

**Aims to create innovative projects with high growing potential and impact based in San Sebastian**

### WE INSPIRE

**Inspiring open space to develop and train local talent**

- Programmes to promote entrepreneurial culture
- Advanced training for entrepreneurs
- Training in innovation: re-skilling / upskilling.

### WE PUSH FORWARD

**Advanced entrepreneurship centre to accelerate projects**

- Entrepreneurial and innovative project acceleration programmes.
- Tools to support growth and development

### WE CONNECT

**Hub that facilitates collaboration and connections between key agents of the ecosystem**

- Local advisory council for entrepreneurship.
- Community-Platform for innovation
- Invest SS, investment attraction line
- Connections/alliances hub.
- Investment attraction department/office

## Transversal

### WE SUPPORT

**Fomento San Sebastian provides resources to ensure quality mentoring from early years and suggests itineraries for professional growth**

### WE PROVIDE RESOURCES

**A building that enables access to affordable and quality housing in the city centre**

*Eskerrik asko!*

**Xabier Hualde**  
*Innovation and EU projects Manager*  
**xabier\_hualde@donostia.eus**

[www.fomentosansebastian.eus](http://www.fomentosansebastian.eus)



fomentoss@donostia.eus



@FomentoSS



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# Fostering the development of the regional aerospace ecosystem

Promoting the emergence and growth of new businesses in future-oriented sectors

**Jos van den Boom / Victor Rijkaart**

*TU Delft / Aerospace Innovation Hub*

[j.c.j.vandenboom@tudelft.nl](mailto:j.c.j.vandenboom@tudelft.nl)

[a.c.v.rijkaart@tudelft.nl](mailto:a.c.v.rijkaart@tudelft.nl)

[www.aerospaceinnovationhub.nl](http://www.aerospaceinnovationhub.nl)

06-10-2024 | BILBAO





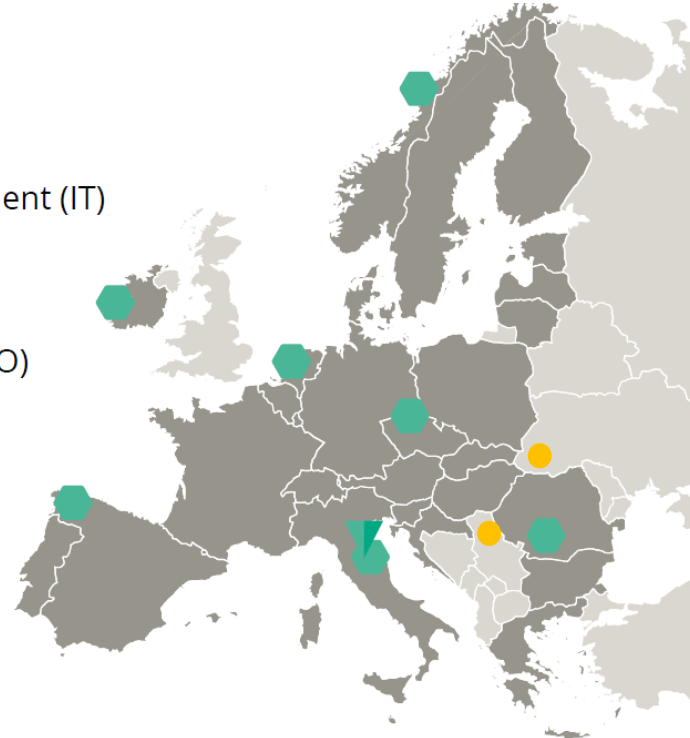
## MAE

## Moving towards Aerospace (MAE)

*The project MAE (Moving Toward Aerospace) is implemented in the framework of the Interreg Europe programme and co-financed by the European Union.*

### MAE's consortium

- ❖ **LP:** CISE – Centre for Innovation and Economic Development (IT)
- ❖ **P2:** Municipality of Forlì (IT)
- ❖ **P3:** South-West Oltenia Regional Development Agency (RO)
- ❖ **P4:** Nordland County Council (NO)
- ❖ **P5:** Galicia Innovation Agency (ES)
- ❖ **P6:** Delft University of Technology (NL)
- ❖ **P7:** Prague Innovation Institute (CZ)
- ❖ **P8:** Clare County Council (IE)



Added partners from EU  
candidate countries:

**P9:** Serbian Automotive and Mobility  
Cluster (AC Serbia)

**P10:** International association of Regional  
Development Institutions "IARDI" (UE)

Fostering the development of the regional aerospace ecosystem  
Promoting the emergence and growth of new businesses in future-oriented sectors



 SMART Skills for S3 and industrial transition

**Leading industrial transition**





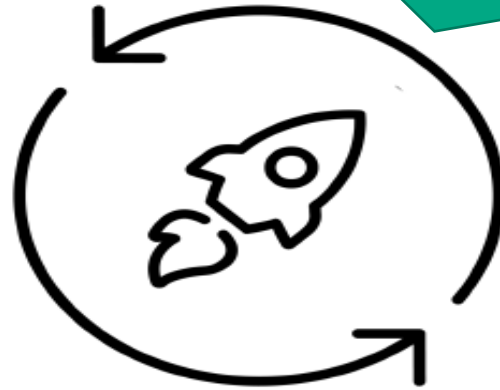
## Leading industrial transition

# Towards a green, digital and resilient economy in Aerospace



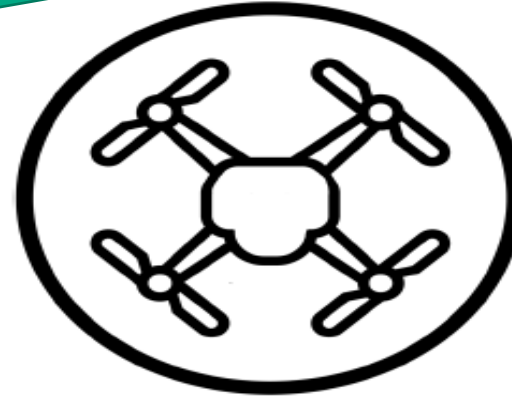
Aviation

- Reducing Noise
- Fuel Consumption
- Airport Innovations
- Digitalisation
- Sustainable Aviation
  - H2
  - Electric
  - SAF



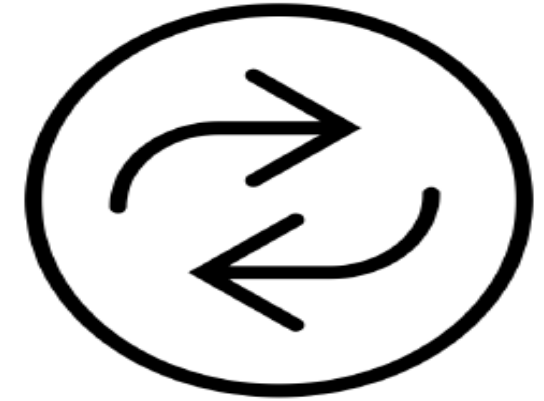
Space

- Upstream and downstream
- digital / data solutions
- green propulsion
- Miniaturization and digital innovation for space applications



Drones

- Rules/laws to be defined
  - Safety issues
  - Privacy
  - Sound
- Development BVLOS
- Data/Communicating technology
- H2
- Market Development



Industry overlap

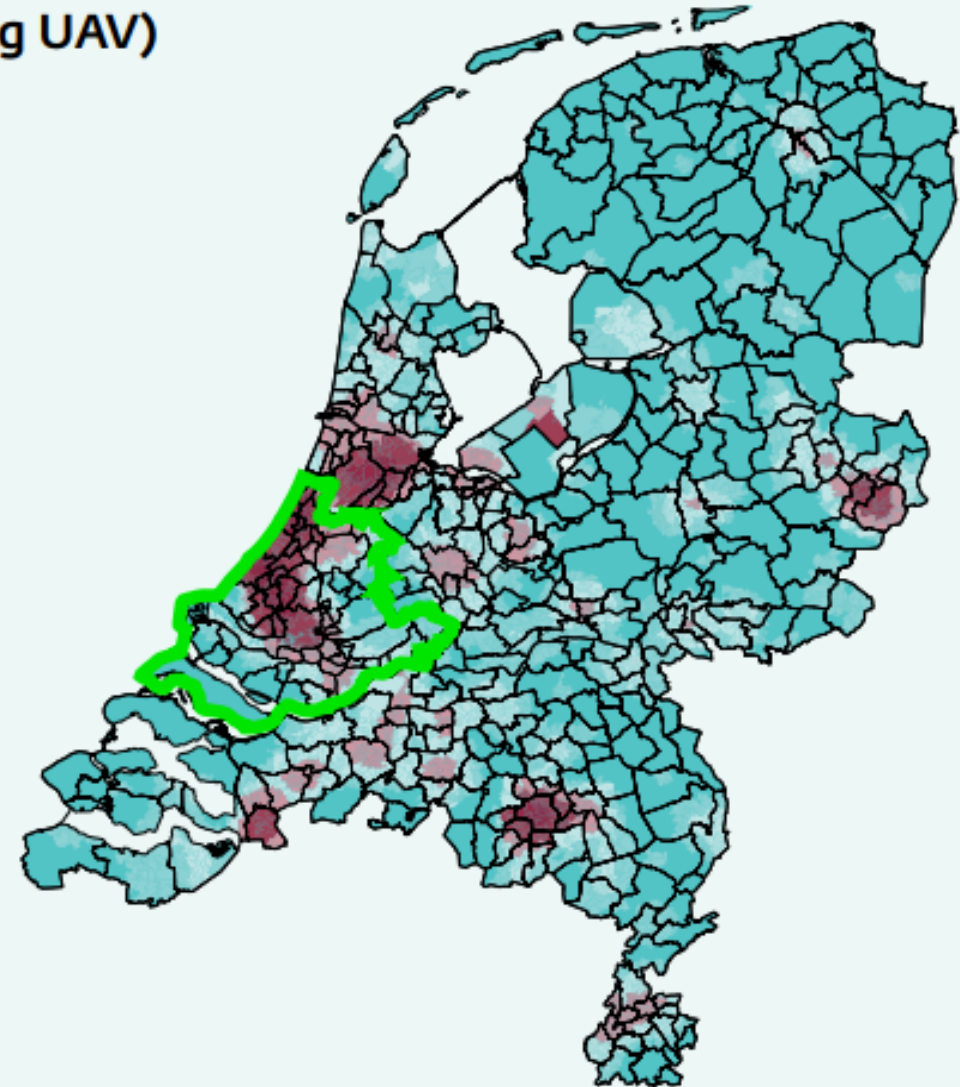
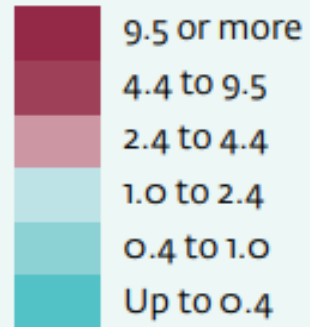
- Example: Composites
  - Industry 4.0
  - Recycling of materials / bio materials

## Leading industrial transition



## Distribution of Aerospace companies (including UAV) in the Netherlands

### SCORE



Source: Aerospace cluster in Zuid-Holland, Bureau Louter, 2016



7,320

Aerospace professionals



€4 billion

turnover in the aerospace industry



157

aerospace companies



12,500

Indirect jobs in the aerospace industry



2,600

Students at TU Delft's Faculty of Aerospace Engineering (largest in Europe). Over 40% of students are international



800

Students enrolled at aerospace courses other than TU Delft



Driving innovation:

In 2023 Regional Aerospace Cluster launched Action Program in Zuid-Holland

 Space

 Aviation

 Drones

**AEROSPACE  
DELTA**

**AEROSPACE DELTA  
AGENDA 2030**

ZUID-HOLLAND

**AEROSPACE  
DELTA**  
ZUID-HOLLAND

<https://www.aerospacedelta.nl/aerospace-delta-agenda-2030/>

POWERED BY:





## Subcluster, Campuses & Fieldlabs



**TU Delft Aerospace Campus**  
*The international breeding ground for radical Aerospace innovations*



**NL Space Campus**  
*Connecting the Curious in Space*



**Unmanned Valley Valkenburg**  
*Europe's most advanced ecosystem for drone development & applications*



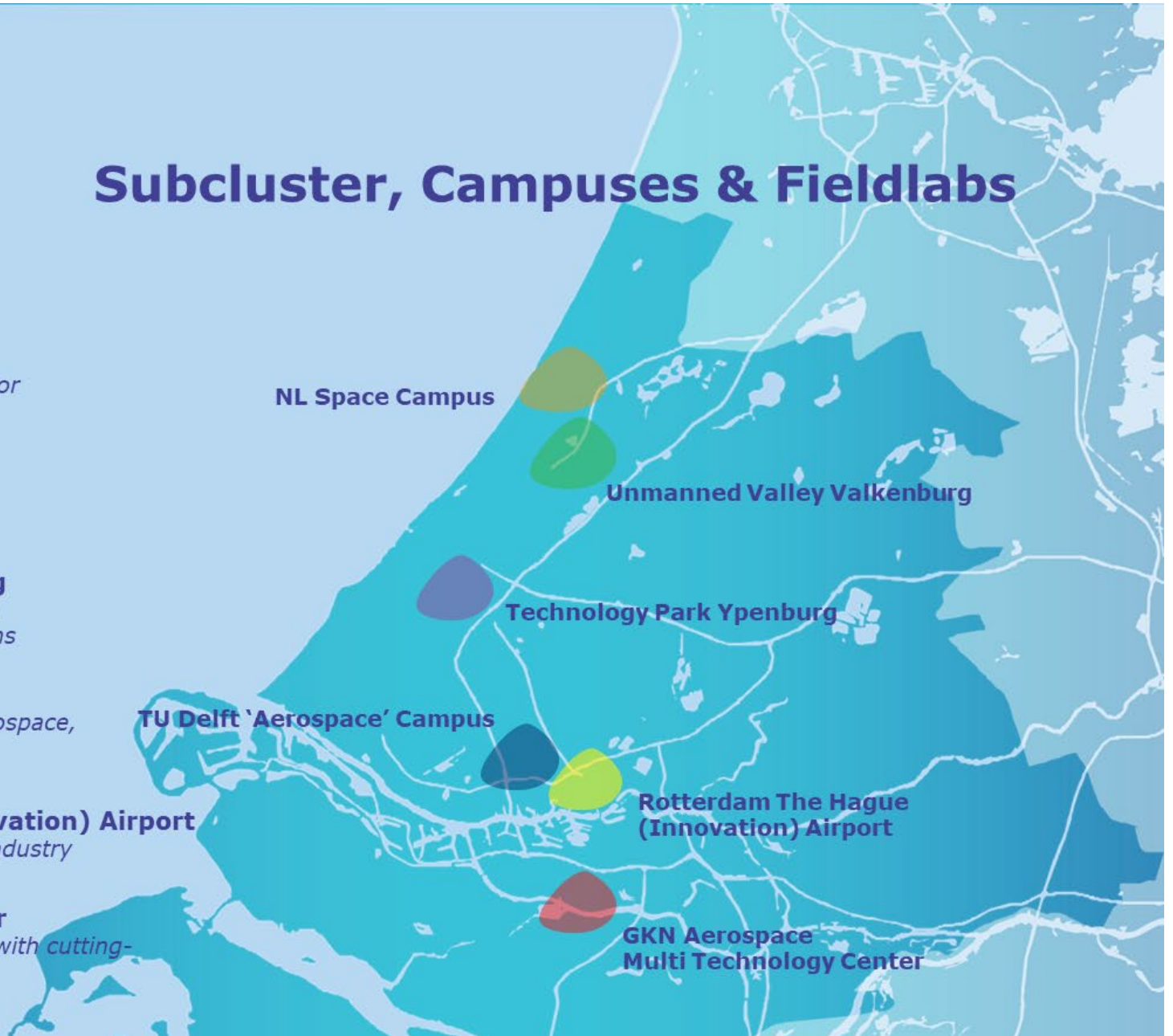
**Technology Park Ypenburg**  
*The High-tech business park in Aerospace, MedTech, Semicon & Composites*



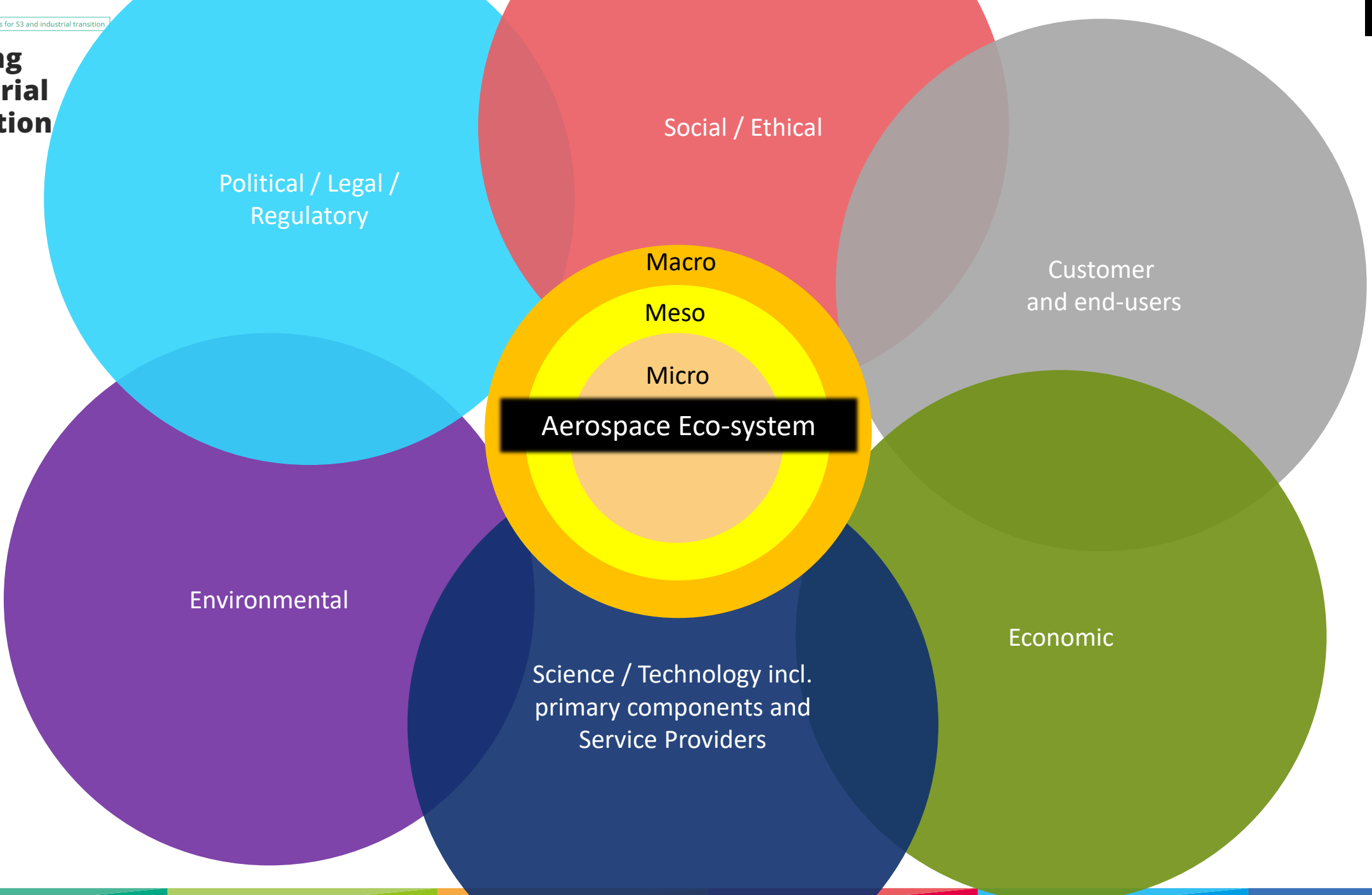
**Rotterdam The Hague (Innovation) Airport**  
*Towards a zero emission aviation industry*



**GKN Multi Technology Center**  
*Empowering the Aviation Industry with cutting-edge technology*

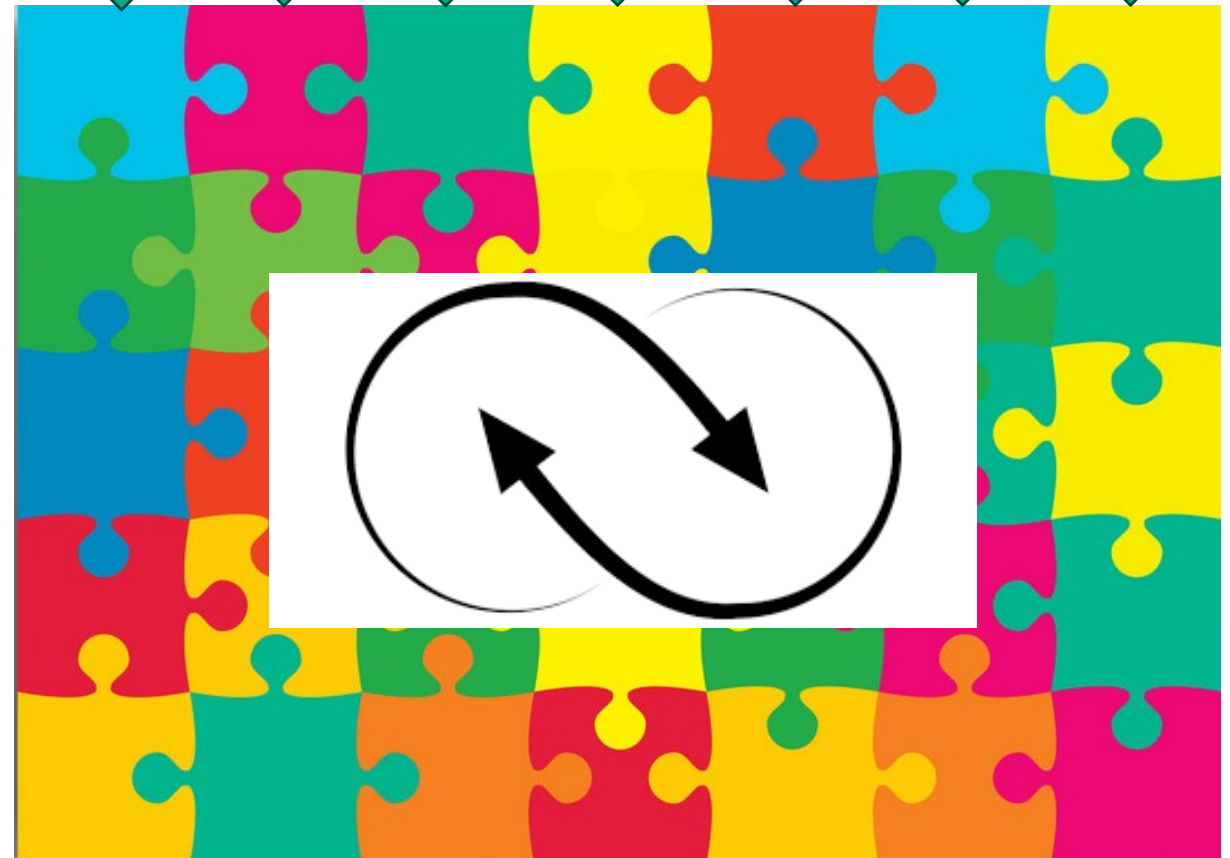
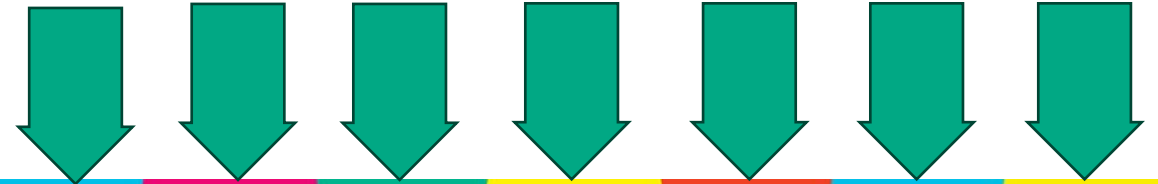
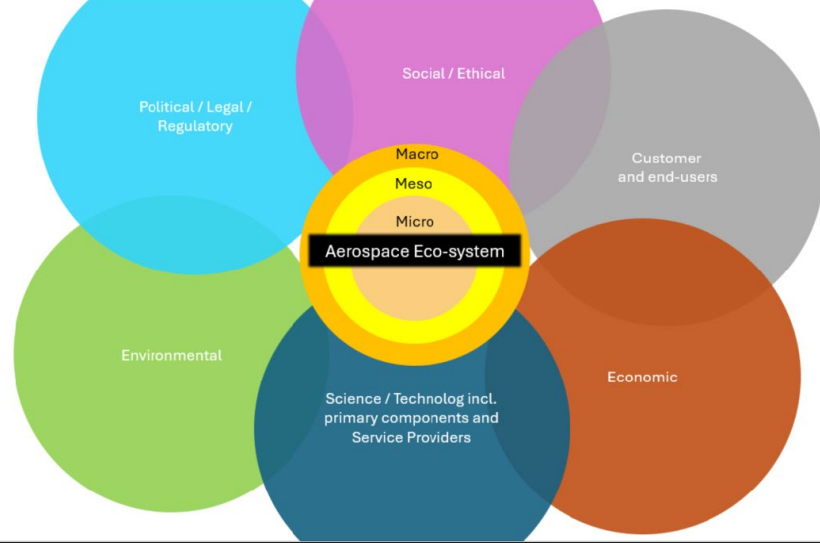


# Leading industrial transition



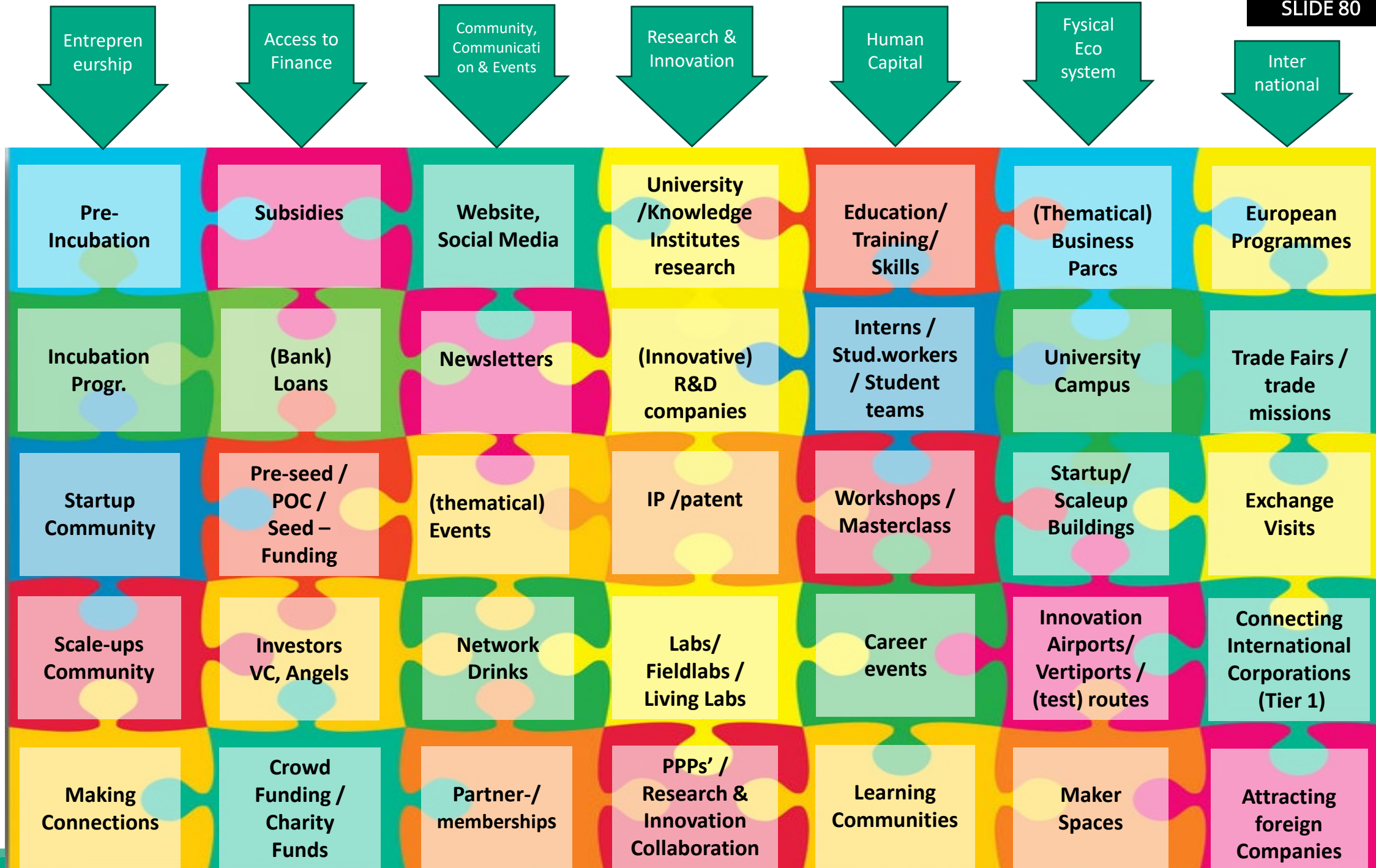


# Building Innovative Aerospace Ecosystem



Quadruple Helix Model







Good Practice

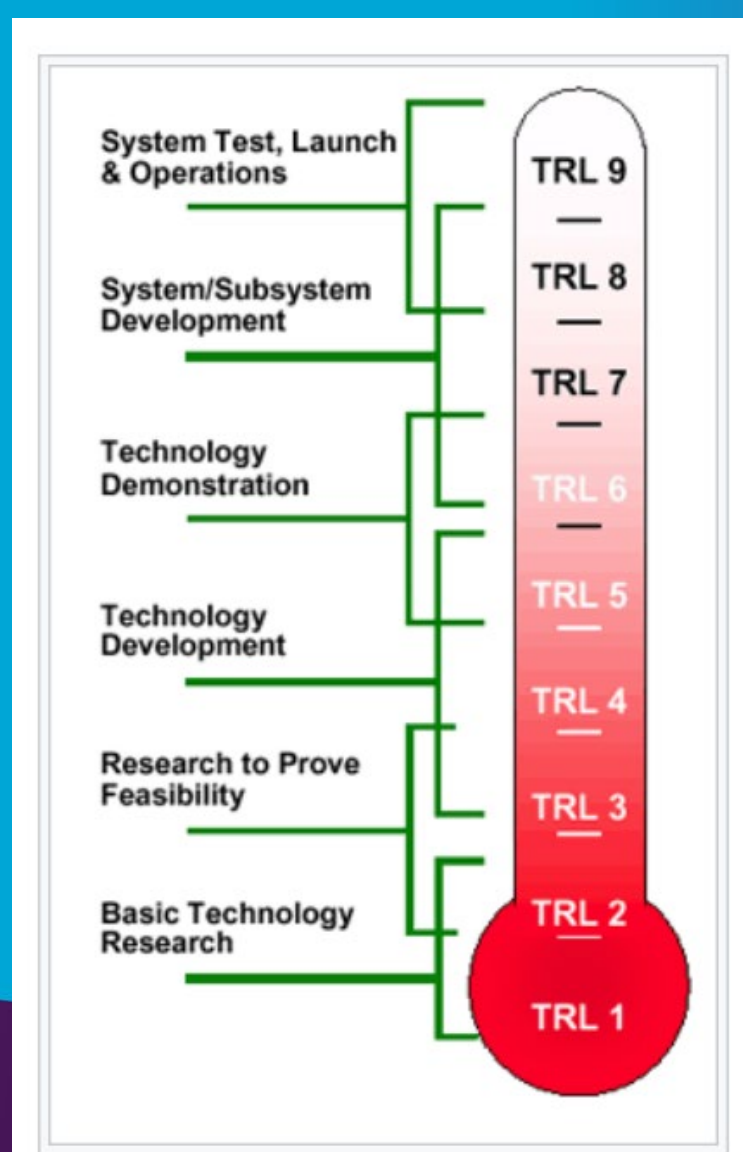
# FIELDLABS

- Co-creation and real-life experimental space / infrastructure (Facilities is essential part)
- Independent and collaboration organization
- Accelerating innovation by collaborating of Knowledge institutes , Companies corporates , SME's , Startups), and Governmental institutes
- Scaling up technology
- (Life long) learning community
- Community around a specific theme
- Events on the theme

Towards a green, digital and resilient economy in Aerospace







Fieldlabs

# SAM|XL Establishment 2018



SAM|XL is an initiative from TU Delft, Fokker-GKN and regional government.

The EFRD program **CADC** (Composite Automation Development Centre) forms part of the seed-funding for establishing SAM|XL



# We are a

# We are not

## FIELDLAB

- Community Membership model (open)
- Co-Creation
- Testing, validating, Demonstrators
- Joint Projects, private or public funded or mix
- Projects with academia and industry
- Knowledge expertise Centre (multi-disciplinary)
- Two way innovation:
  - Demand PULL from Industry
  - Technology PUSH from University
- Brand independent infra structure

## COMPANY

- Selling machines or products with service
- Selling complete solutions ready to implement
- Bring your challenge to us and after few months we bring you the solution
- We work with pre-selected suppliers

## UNIVERSITY DEPARTMENT

- Low TRL research
- Focus on PHD research

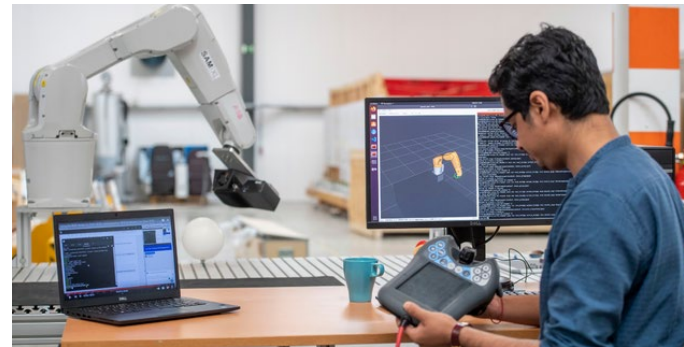
# TU Delft Fieldlab SAM XL



**Prototype Factory of the Future**



**Industry 4.0 Research Institute**

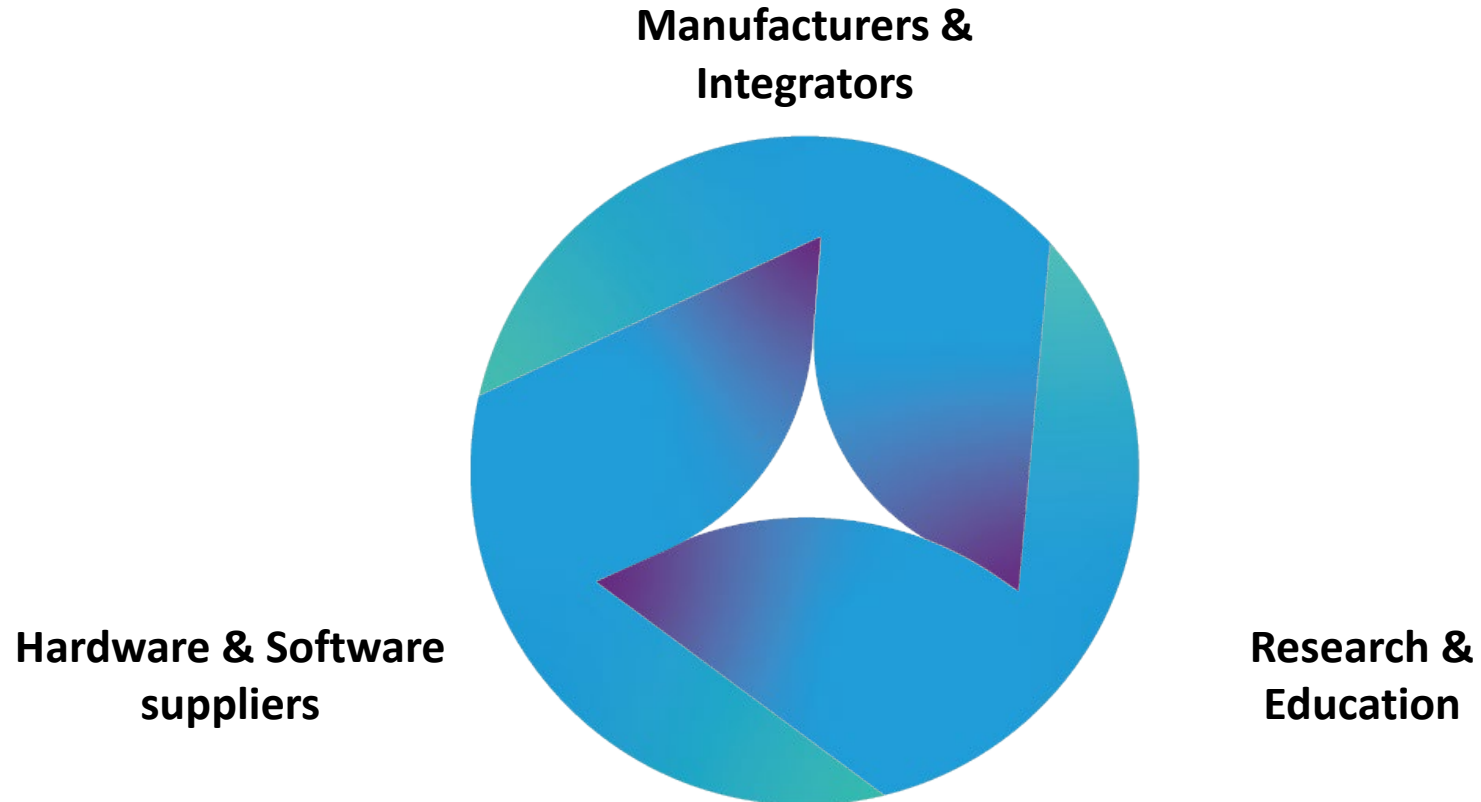


**Didactic Factory**



# Collaboration is key

---



# Pioneering every day

---

## Our expertise

- Automated manufacturing
- Additive manufacturing
- Software and AI
- Mechatronics
- System integration
- Customized hardware
- Materials
- Processes
- Safety
- Education
- Research methods
- Validation

## Robotics



## Partner Benefits

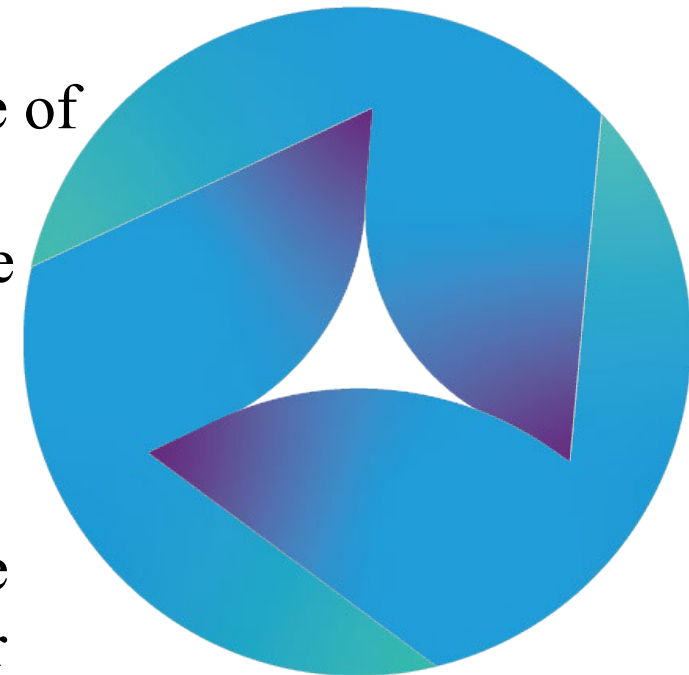
- Smarter
- Faster
- More precise
- Self-learning
- Interactive
- Future-proof

## FIELDLAB as a concept

Field labs can play an important role in the innovation we need in the transition to a sustainable and digital economy.

Promoting and facilitating open innovation is also described as a principle to contribute to research & innovation objectives. An important precondition for this ambition is having a wide range of (open and shared) research and innovation facilities and facilitating public-private partnerships. Field labs are one of the facilities that play a leading role in this.

A field lab is an important vehicle that contributes to achieving impact. At TU Delft, we specifically use field labs to accelerate innovation and the application of knowledge from TU Delft for the benefit of a sustainable economy and a flourishing society.





## CHALLENGES

In the development of the regional aerospace ecosystem

- Public opinion Aviation and Drones (and effect on young people)
- Legislation new innovations (for example BVLOS for Drones)
- Shortage of staff (vacancies)
- Dependence on materials and components from distant regions
- Investment money (long time to market for new innovations)
- Transition Defence Industry
- Government budget cuts on innovation and education





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industrial  
transition**

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**Time for  
questions**





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**TU Delft** Delft  
University of  
Technology



aerospace  
innovation  
hub

# Thank you!

**Jos van den Boom / Victor Rijkaart**

*TU Delft / Aerospace Innovation Hub*

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[www.aerospaceinnovationhub.nl](http://www.aerospaceinnovationhub.nl)

[www.interregeurope.eu/MAE](http://www.interregeurope.eu/MAE)



# Groupwork

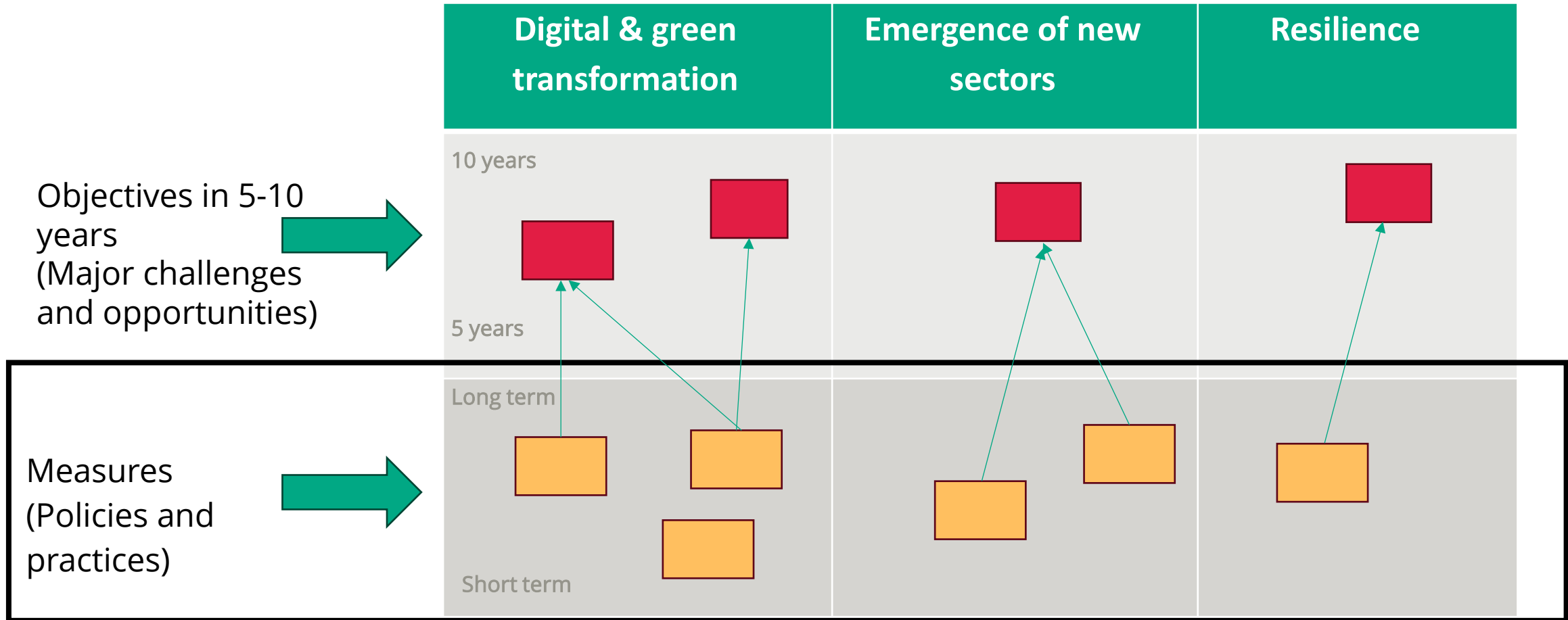


# Promoting the emergence and growth of new businesses in future-oriented sectors

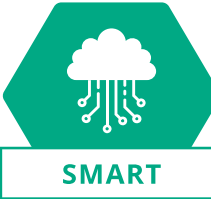
- Reflecting on what you just heard, how could the presented good practices help reach identified objectives / Overcome challenges / Grasp opportunities?
- How about some other measures / practices in your own regions?
- Can you structure this in terms of short and medium/long terms measures, with their links to the identified objectives?



# New businesses in future-oriented sectors



# Closing remarks



	Digital & green transformation	Emergence of new sectors	Resilience
10 years	<p>Lack of skilled workforce</p> <p>Brain drain</p> <p>Policy awareness</p> <p>Push through regulation (challenge and opportunity)</p> <p>Overcome policy silos</p>	<p>Digital in health</p> <p>Tourism</p> <p>agrifood</p> <p>Food (protein development)</p> <p>hydrogen</p> <p>Ecological fuels in aerospace</p> <p>Quantum computing</p>	<p>Circular economy</p> <p>Interconnect Circular value chains</p> <p>Promote the use of renewable energies</p>
5 years	<p>Promote sustainability norms make sustainable the norm</p> <p>Use funding programmes to foster transformation</p>	<p>Increase entrepreneurial activities (BIC, startups)</p> <p>drones</p>	<p>Consumers involvement</p>



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# Next steps with Interreg Europe

Antoine Duquennoy

*Thematic Manager | Interreg Europe Policy Learning Platform*

5 JUNE 2024



Follow us on social media:





# What's next?

## Capacity-building event



Innovation ecosystems

19 November | Skopje, North Macedonia

More information [here](#)

# What's next?

## This Autumn - 4 thematic workshops



**Industrial transformation towards the triple transition**

6 November | Bilbao, Spain



**University-industry collaboration for stronger innovation ecosystems**

7 November | Bilbao, Spain



**Alternative Tourism**

20-21 November | Vittorio-Veneto, Italy



**Energy Communities**

4 December | Budapest, Hungary

# What's next online?

## Next webinars



**Female entrepreneurship**  
Registrations are open!



**Series on active mobility**  
Registrations are open!



**Waste prevention: the power of reuse**  
Registrations are open!



**Innovation and entrepreneurship on islands**  
Registrations are open!

# Stay tuned for more

- Follow our news and events:

<https://www.interregeurope.eu/news-and-events>

- Subscribe to our newsletter:

<https://www.interregeurope.eu/#block-newsletterblock>

- Get in touch with us:

<https://www.interregeurope.eu/our-team>

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# Study visit

16:45– 18:00



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# Networking cocktail and end of the workshop

18:00 – 20:30



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# Thank you!

Follow us on social media:



# Feedback



- <https://www.surveymonkey.com/r/policiesforindustrialtransition>