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Regional Action Plan  
for Upper Austria

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## Introduction

The aim of this action plan document is to present an elaborated set of proposed innovation support actions for each of the project partner regions to ensure a sustainable transfer of InnoPeer AVM project results into the regional innovation ecosystems of Central European partner countries.

The action plan is based on former project activities and results, such as the of local framework conditions, mapping of relevant key stakeholders and analysis of strengths and weaknesses in the relevant knowledge dimensions (technologies, human resource/organisation, business model development) that were performed for each partner region and summarized in a joint benchmarking study in earlier project phases.

Further inputs for action planning result from local pilot actions that are implemented within the frame of the project for testing the multi-level InnoPeer AVM training curriculum in order to enable Central European SMEs to become part of transnational advanced manufacturing value chains.

The Action Plan itself is structured into three analytical steps: development of regional visions which describe the pursued picture of the future situation in the relevant field in a mid- to long-term perspective, the elaboration and concrete description of recommended innovation support actions to transfer and mainstream InnoPeer AVM results at the level of the partner region's innovation ecosystem in a short-term perspective and finally the presentation of conclusions from the partner region's point of view about innovation policy actions that are needed for a sustainable transfer of the InnoPeer AVM results at the transnational Central European level.

Along the action planning process all project partners undergo a peer review process which is organised in mutual feedback loops among partner organisations that join similar development goals and/or experience in the implementation of local innovation policies to support the qualification of local enterprises in the relevant knowledge dimensions that are addressed by the InnoPeer AVM project. Following this mutual exchange of experience, the final versions of the Action Plans will be developed for each partner region.

Inputs from Regional Action Plans of all Central European partner regions will finally feed into a transnational Central European Roadmap that will recommend joint innovation policy action in order to improve the qualification of SMEs in the AVM-related knowledge dimensions (technologies, human resource/organisation, business model development) in order to raise their involvement in transnational innovative value chains.

Overview of the InnoPeer AVM action planning and road mapping process





# 1. Main regional challenges and development needs

**Note:** Please revisit your regional stakeholder mapping, SWOT analysis and the benchmarking study to identify the most urgent demand for action in order to improve SME capacities regarding the relevant knowledge dimensions. Prioritize the development needs and indicate below approx. 3 main “Main challenges” that need to be tackled by improving AVM-related qualification programmes and innovation support measures in your region.

For each of these “Main Challenges” please describe briefly the deficit that has to be overcome and specify the main target groups that need to be addressed in this context. This will be the basis for the local support actions for improving AVM-related SME qualification and support SME participating in AVM-related value chains to be described in your action plan.

Each “Challenge” should consist of one bold headline describing the visionary goal you want to reach at local level and one or two explaining paragraphs.

- Reference sources: InnoPeer AVM stakeholder mapping, regional SWOT analysis, benchmarking study
- Length of this section: approx. 1 to 1,5 pages

## **Main Challenge #1: Improve R&D activities and knowledge in SME related to AVM**

While there are world market leaders in providing or applying innovative technological AVM solutions present in Upper Austria, the knowledge transfer from these front-runners to less innovative companies (typically SMEs) is not consistent. Typical Upper Austrian examples for these front-runners in providing innovative automation solutions with focus on AVM-technologies are B&R, Hainzl, STIWA or ESA. Since the application or provision of innovative technologies is very costly at first and the return on investment is often not yet quantifiable, companies with smaller budget for research and innovation, which is typical for SMEs with a very traditional production, do not have the resources to make investments in this area. This does not apply to all SMEs, since there are also SME front-runners, often with very visionary leaders. However, the majority of SMEs are lagging behind in this area. Upper Austria is facing a big challenge of increasing the know-how on I4.0 topics in these SME, especially with which actions they can start their digital transformation. To promote the application of AVM-technologies in Upper Austrian SMEs, there are many regional support programmes such as the “KMU Digital” funding of the chamber of commerce, the “Qualifizierungsverbund Digitalregion” and other events and trainings offered by Biz-Up, WIFI and FH.

Additionally, SMEs have only little knowledge about funding opportunities, which are on one hand either offered on regional level or on national level and on the other hand there are general fundings, which are open several years and specific fundings, where calls are open only for a short time. To achieve a high level of innovation in AVM-technologies, either external experts have to be hired or internal knowledge has to be built up by employing separate experts in this area. Since both of these options are very expensive, most SMEs have no budget for these activities, which leaves them on a very basic knowledge level. While knowledge is one aspect, the development and application of AVM-technologies in its own production are also very costly and often set to a low priority, also due to high capacity utilisation. Another challenge is the know-how transfer from universities to SME, because many SME have no contact person there or are just afraid of contacting researchers.

In sum, this leads to a gap between companies with a very high level of knowledge and application of AVM-technologies and the laggards, who have only very basic knowledge and almost no applications - it remains a main challenge to close this gap.

## **Main Challenge #2: Increasing Skilled Labour on the Upper Austrian labour market**

Upper Austria is characterised by a dense network of relationships which has been established and consolidated around certain regionally important and recognised core institutions. The interaction of present economic and political actors leverages social forces that also influence media presence and



reporting. The connectivity of this network to its environment and the permeability of its borders are important prerequisites for the innovative capacity and strength of a region like Upper Austria. New external elements (e.g. humans, ideas and concepts) have to be accepted, granted access and allowed to be integrated in order to generate added value through triggering innovative capacity. In this respect, structures are needed that ensure the opening of this existing network to the outside world and prevent the risk of losing connection. Although tight networks foster the transfer of knowledge (also between large firms and SMEs), this last aspect poses a key challenge in terms of increasing skilled labour on the Upper Austrian labour market.

The majority of Upper Austrian SMEs are just at the beginning of their journey towards Advanced Manufacturing. Upper Austrian SMEs increasingly face challenges not only with implementing, but also with operating, maintaining and further developing Advanced Manufacturing technologies due to a shortage of skilled workers (e.g., software and IT experts). In this respect, especially SMEs feel a competitive disadvantage vis a vis larger companies when it comes to recruiting highly skilled staff in these areas as they have to offer lower salaries than their bigger competitors. In this regard, more emphasis should be dedicated to developing new recruiting, development and organisational design practices to successfully address this challenge. Apart from lacking knowledge on how HRM could facilitate Advanced Manufacturing, Upper Austrian SMEs do not consider the potential of digital technologies for HRM and work design (e.g., people do not need to be onsite because machines can be operated from anywhere) which could be one answer to skill shortages in the region.

In February 2019<sup>1</sup>, the Federal State of Upper Austria (Land OÖ) has published a strategy paper with a special focus on strategies for securing skilled labour in Upper Austria. According to this paper, although the Upper Austrian labour market has a low unemployment rate (5% as of 2018) the issue of skill shortage will become relevant in the near future. Newest estimates even predict an increase of skill shortage to approximately 17% by 2030. Variables leading to the shortage are diverse. For one, there is going to be a decline in the overall number of workers due to demographical shifts, leading to a shortage of skilled workers in many occupational areas, from technical professions to tourism or health services. Additionally, the way work is structured (e.g., switch to more part-time models) and the importance of integrating new lifestyles (e.g., individualisation and work-life balance) have an impact on the supply of skilled workers. In order to address the challenge, new approaches have to be developed in order to engage certain demographic groups, especially women, older people, migrants and people with health restrictions. Therefore, those target groups should be strategically integrated to successfully close the gap between the supply and the demand of skilled labour on the Upper Austrian labour market.

### **Main Challenge #3: Provide improved solutions to enact IPR in the context of I4.0**

There are some general challenges, when dealing with Intellectual Property Rights (IPR):

- Patent offices mostly work quite slowly. Some companies use this fact, by applying for a patent and withdrawing before the patent is granted and using the advantage that no other company can apply for a similar patent. At the same time, they have only rather small costs.
- Rolling out a granted patent to other countries and running a patent is very expensive and thus in most cases not affordable for SME.
- Patent offices in other countries (e.g., in USA and China) grant patents of local companies, which are in conflict with an already granted patent in Europe (e.g., in Germany and Austria). If the SME that holds the DE/AT patent wants to oppose against this US/CN patent, this procedure is quite costly and successful opposition is not guaranteed.

Related to Industry 4.0, there are specific challenges:

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<sup>1</sup> Arbeitsplatz OÖ 2030 (February, 2019). Strategie zur Sicherung der Fachkräfte für den Standort Oberösterreich. Retrieved from: <https://www.arbeitsplatz-oberoesterreich.at/ueber-arbeitsplatz-oberoesterreich/strategiepapier-2030/>



- a. Exchange and transfer of data - who owns the data - the machine producer or the machine owner (=machine user) is one main challenge when talking about IPR in I4.0

This challenge has to be addressed in a Europe-wide context, as Europe is also a front-runner in GDPR and different to other regions such as e.g. the United States and China.

A delicate balance between the service and online maintenance advantages possible by an intensive data exchange with the machine producer, secrecy demands in sensitive applications and generally the security concerns raised by higher vulnerability of data networks with high transfer rates has to be found.

However, data safety is a huge challenge, especially for SME, who have not the exhaustive IT infrastructure as larger enterprises.

- b. IPR of software and apps

Here we have to distinguish between two cases:

- Proprietary software and apps for which the price, either of purchase or probably more often pay-by-use, contains a license fee
- Open software: There are many different Open Software regulations which stipulate different rules to follow. Some of them allow an application by a machine producer as part of a cost-based comprehensive software with proprietary parts. Others exclude such possibilities and only allow changes authorised by the original Open Software contributor.

Hence, if companies, especially SMEs, are developing software and apps for Industry 4.0 applications, they have to check carefully, which available Open Source software they implement into their solution.

- c. IPR for newly developed own **Industry 4.0 software**

In Europe, there are restrictions regarding patenting of software. This can only successfully be accomplished, if a so-called Technicity is present.

Technicity means, that the core invention idea is outside of the software itself. Following common examples fulfil this nicely:

- Innovative new machine control - easiest to be accomplished for new machines
- Innovative new interpretation of signals received by (new) sensors

A good example is the interpretation of sound signals of a machine, which can be used for predictive maintenance.

In this case, at first an interpretation of the different sounds has to be based on tests and human knowledge in comparison and clear allocation to various machine conditions.

In use, the software can then interpret the measured sounds, give warnings and recommendations for maintenance works. Yet, in order to set up the software, the described preparations had to be done, usually by human interpretation of tests.

A new challenge for IPR considerations is the use of Artificial Intelligence for pattern recognition and allocation of proposed actions. The pure pattern recognition by AI cannot be patented. Yet, as in many cases a human-supervised training and a human tagging of pattern takes place, innovative software combined with methods for such a training and tagging have often been successfully patented. Concluding, that explaining the technicity and applying for software patents is quite challenging, especially for SME.



## 2. Visions

**Note:** Please use the visions to depict a pursued future situation with regard to the qualification of SMEs in AVM-relevant key dimensions and their participation in transnational innovative value chains. To define a starting point for future development, regional innovation strategies should be addressed (RIS3) The timeline for these visions to be realized should cover the mid-term perspective, at least 3+ years. In order to boost the impact of InnoPeer AVM action plans and strategy roadmap as a strategic input for regional planning, it is recommended to make reference to the ongoing strategic process for defining “RIS 2030 goals” in your region.

Each Vision should consist of one bold headline describing the visionary goal you want to reach at local level and one or two explaining paragraphs.

- Reference sources: Regional innovation strategies, ongoing RIS 2030 strategy process
- Length of this section: approx. 1 to 1,5 pages

### **Vision #1: Becoming one of the European leading region in providing and applying AVM-technologies**

During the 2nd World War, Upper Austria has strongly benefited from the established structural setup realised through resource creation and resource allocation. The back then built solid industrial structure, characterised by prestigious large-sized businesses, still continues to enact as a major force for the advancement of production technologies. This, in turn, is linked to a strongly pronounced idea and a noticeable willingness to internationalise, which represents another idiosyncratic specificity of the region of Upper Austria. Additionally, compared to many other regions (e.g., Bavaria), Upper Austria provides a more flexible legal environment that seems to promote a more courageous economic approach. In addition to the positive effects of the aforementioned early structural industrial development, this has also led to a more self-confident outward appearance of Upper Austria which has beneficially shaped business conditions also for small and medium-sized enterprises.

Upper Austria is to be a leading European industrial region, withstanding the pressure of globalisation through competitive products and services. Technological leadership and systematic increases in productivity and flexibility in the area of industrial production processes and procedures are critically important. In this way, innovative, sustainable production methods will be implemented to facilitate the greatest possible energy and resource efficiency (circular economy/material flows). A high degree of wealth creation and thus employment will be secured through technically advanced, adaptive, high-quality production processes.

### **Vision #2: Securing skilled labour in Upper Austrian SMEs in the context of AVM**

How can digitalisation and advanced manufacturing (AVM) help to tackle the problem of a lack of skilled labour? How can the InnoPeer AVM project help to tackle this problem? These are the two key questions that need to be addressed when thinking about the vision for Upper Austria. According to the strategy paper of the Land OÖ (2019), strategic goals for securing skilled labour in Upper Austria encompass three pillars: (1) Demand-actuated qualification of the labour force potential, (2) Activation of the existing labour force potential and (3) Prospecting and retention of skilled labour. Pillar 1 specifically includes the reduction of the amount of people with merely a compulsory school finish, the securing of a high proportion of people with apprenticeship (especially in understaffed professions), an increase of the amount of people with technical education at the secondary and tertiary level, an increase of the participation and the scope of further education and an increase of digital competence. Pillar 2 concentrates on increasing labour participation of all groups of persons and an activation of the “silent reserve” as well as a decrease of (long-term) unemployment. Pillar 3 focuses on sufficient and qualified immigration from abroad (also for educational purposes), sufficient immigration from other Austrian regions (also for educational purposes), sufficient number of qualified inbound commuters from bordering regions, the retention of in Upper Austria existing skilled personnel and the decrease of out-migration of good- or highly-qualified personnel or their



retrieval respectively (incl. students). Given these strategic goals, the approach is therefore to integrate the problem of skill shortage with the possibilities that AVM offers. Raising SMEs' competences (e.g., digital competences, processual understanding and technical skills) results in a higher adoption level of Advanced Manufacturing technologies and higher profitability due to the effective use and further development of these technologies. These competences will, in turn, facilitate the overcoming of skill shortage and lack of flexibility of manufacturing firms in the region.

### **Vision #3: Becoming one of the European leading region in patent application related to AVM**

A first important step for increasing the patent applications related to AVM is to raise the awareness, that patenting of software for AVM is under certain conditions a viable and attractive way to protect the R&D investment and the resulted know-how.

Furthermore, especially for SMEs, AVM patents can offer an attractive additional income, either via licensing of AVM software or via selling of well-protected apps. **Nevertheless, it is not only the increased quantity of patent applications that shall be counted, but there should be an increased focus on high-potential patents with expected relevant revenue. The number of patent applications is often taken as index for the innovativeness of a region. However, more relevant for this innovativeness are patents that really have an impact on the economy of the region, with sustainably competitive companies.**

**Apart from established companies,** an additional special focus group are start-ups, especially those in tech2b incubator and in Startup 300 initiative, both in Linz. One observation is that many of them are focussed on innovative software development and roll-out, often combined with large enterprises in coached approaches like PIER 4.

Furthermore, the existing excellence in the field of AVM and Industry 4.0, supported by institutions like Software Competence Center Hagenberg, and many SMEs, among them very active and fast-growing ones, shall be combined even better, using their synergies for pushing Upper Austria forward in AVM & Industry 4.0, resulting in a large increase in patent applications which are then also marketed and lead to a proper monetarisation as basis for further excellent development of the capabilities for cutting-edge Industry 4.0 solutions, targeting the European market and beyond.



### 3. Proposed actions to address the regional challenges

**Note:** The idea of an “Action” is that this will be concrete innovation support activity that could be immediately implemented in your region within the existing innovation policies and framework conditions. Actions should address the local challenges (section 1) and should be oriented towards the visionary goals that have been defined for your region previously (section 2).

Actions should be elaborated as the description of a concrete project that could be immediately discussed and implemented in cooperation with local RIS actors. Depending on the scope of the local actions you propose, you are asked to develop 1-3 actions within this Regional Action Plan. In case of more than one proposed action, single actions should address different actors (RIS stakeholders, like innovation agencies, funding institutions, educational institutes, but also your own organisation) and reach out for different target groups.

- Reference sources: Section 1 and 2 in this document, results and learnings from InnoPeer AVM pilot actions, inputs from ongoing RIS 2030 strategy process in your region
- Length of this section: approx.. 1 page per action

Guiding questions:

- What is the goal of the proposed activities?
- Who will be involved: Which concrete target groups, public business support organisations, further stakeholders and innovation actors, etc.)
- How will actions be organised? Define implementation phases and steps
- Proposed timeframe
- Potential impacts and how these could be assessed
- Required resources / budget needed
- Sustainability considerations – how could the actions be mainstreamed and/or transferred

#### Action #1: Enhancing knowledge transfer to less-innovative SME

This action aims at overcoming SMEs’ restraints to design or apply innovative technologies by developing services in the fields of information gathering and capacity building related to innovation management:

##### a) “Förderradar”

Because SME are often overstrained by the variety of R&I funding opportunities in ICT and AVM (especially thematic funding published only for short time) Biz-Up intends to support them by providing a compact overview on suitable funding tools for their development projects. After carrying out a needs assessment where upcoming R&I activities/requirements are discussed, a periodic summary of matching funding instruments is provided for SME (the so-called “Förderradar”). This information document will include open and upcoming calls as well as interesting network or technical events to exchange knowledge, find cooperation partners etc.

Thus, Biz-Up as a neutral partner delivers the right funding information to the right person at the right time. This service aims at facilitating the participation of regional SME in R&I funding programmes, so that they receive the needed financial resources to develop or deploy innovative technologies. “Förderradar” is currently being tested with pilot customers. After adapting operational procedures to ensure high service quality, roll-out is planned in 2020.

##### b) “Quickcheck”

SME that are aware of funding instruments in their research field often can’t figure out if open or forthcoming calls fit to their planned development activities. Therefore a “Quickcheck” service is being designed to assess the matching between SMEs’ planned R&I projects and available funding options.



Procedure: 1) SME submits a project idea or draft proposal via Biz-Up homepage, 2) expert compares paper with regional, national or European funding programmes and gives feedback within 72 hours, 3) further assistance offered when required (proposal check, partner search, technology assessment etc.)

This easy accessible ex-ante screening without personal contact should lower barriers for SME to gather funding information and should increase the utilization of R&I funding opportunities. “Quickcheck” is at draft stage at the moment. The template for Biz-Up website is being conceptualised and we continuously gain experience from partners with similar support offers. After a trial period in winter 2019 the service will be launched in 2020.

c) Ideas management

Biz-Up offers assessments to improve innovation management of regional SME (so-called INNO-lyze®). There it frequently turns out that many SME run not standardized or very isolated internal processes to gather new ideas, to review them and to decide which ones to pursue.

As a next step after identifying problems in idea generation, a follow-up workshop on professionally executed ideas management is currently being developed. SME should learn about advantages, best practice and methods of how to collect and handle innovative ideas. In 2019 the workshop concept will be elaborated (success criteria, tools, proved procedures etc.) before introducing it as an optional 2<sup>nd</sup> stage of INNO-lyze® assessment in 2020.

d) Innovation controlling

Similar to ideas management INNO-lyze® assessments show that SME often don't run professional procedures when it comes to strategic planning and monitoring of in-house innovation projects. A lack of controlling tools makes confident decision-making difficult. To support regional SME in setting up a consistent innovation controlling system a new thematic workshop is being designed and will be implemented in 2020.

It targets regional SME and will focus on building up know-how concerning the definition of evaluation criteria, supply and presentation of information as well as on coordination of different R&I activities. The main objectives are minimizing uncertainties and increasing SMEs' willingness to initiate own development projects.

e) Experience exchange rounds

Most clusters at Biz-Up offer experience exchange rounds, where company representatives meet for exchanging their experiences on how they implemented innovation, projects, changes, ... They meet four times a year in a closed group, where secrecy is an important pre-requisite. The point is that the company representatives don't talk in detail about their technological implementation but on the methodology and about mistakes or good practices how they implemented new topics.

Usually, these rounds start with a keynote talk from an external, e.g. an expert, followed by the knowledge and experience exchange on the topic of the day.

**Action #2: Leveraging synergies between existing initiatives to secure skilled labour and the InnoPeer AVM project**

Given the already existing initiatives focussing on labour shortage in Upper Austria (see Figure 1), possible synergies with the InnoPeer AVM project can be generated in order to counteract the problem of skilled labour with AVM technologies. Especially for SMEs, it is necessary to facilitate the sensing of opportunities in relation to Advanced Manufacturing by the responsible SME managers, to lower the inhibition level of trying out Advanced Manufacturing technologies not only to optimise efficiency, but also as a means for innovation and to enhance the acceptance when introducing advanced manufacturing technologies in daily work processes. Managers have to create awareness among employees that digital technologies are complementary tools, rather than as substitutive ones. The InnoPeer AVM project, together with supporting



regional initiatives to secure skilled labour, can advance AVM qualification for SMEs and, simultaneously, increase the number of skilled workers. Not only the InnoPeer AVM project, but also the Upper Austrian initiatives to secure skilled labour can additionally enhance knowledge transfer between regional SMEs and extend their networks respectively. Synergies between existing initiatives and the InnoPeer AVM project can be promoted at conferences, meetings and regional events to further integrate the InnoPeer AVM project into current and future regional initiatives.

**Figure 1 Target Groups and Providers of Initiatives to Secure Skilled Labour in Upper Austria<sup>2</sup>**

		Providers		
		Public	Social partners/Lobbies	Firms/Private
Target Groups	(Potential) Employees	Educational institutions	<u>Duale Akademie</u> (WKO) Werken in der Industrie (IV and Landesschulrat OÖ)	<u>z.l.ö. - zukunft.lehre.österreich</u>
	Firms	<u>Qualifizierungsverbund digitale Kompetenz</u> (Business Upper Austria)	<u>WAGE-Netzwerk</u>	Employer branding consulting
	Politics/Public	<u>Fachkräftemonitor</u> and <u>Fachkräfte-Screening</u> (LandOÖ) <u>Fachkräfte Radar</u> (WKO)	Diverse studies Interest-driven politics	Diverse studies

### Action #3: Enhance knowledge transfer about IPR regarding AVM to SME

Creation of IPR knowledge transfer strategy:

The excellent starting conditions in Upper Austria, namely a combination of some leading large enterprises boasting already some IPR with many innovative, some fast-growing SMEs active in software development, partly already for Industry 4.0, research institutions like SCCH and education options, especially in Hagenberg, shall be even better connected and a proper IPR knowledge transfer strategy elaborated, accompanied by trainings.

#### Proposed specific actions

The awareness shall be raised by dedicated IPR trainings with a focus on AVM patenting options, their dedicate requirements, such as Technicity in software-patents, accompanied by information about additional IPR like Trademarks and Design Registration (e.g. for innovative new control screens).

The IPR trainings should also focus on the fact, that only a small proportion of patents leads to revenues (e.g. licensing) whereas the majority of granted patents has no valuable benefit for the applicants. To enhance the amount of valuable patents, a solid research on granted patents as well as on high-potential fields is an essential pre-requisite. In Upper Austria, Biz-Up a.o. offers support services regarding patent research and application, as well as general IPR trainings.

IP Experience exchange workshops, which have been offered in Upper Austria for many years, shall be focused on the special requirements and the legal framework of AVM, Industry 4.0 and AI.

<sup>2</sup> Gusenleitner, N., Siedl, S., Zierler, C. (2019). Entwicklungspfade und Evaluation arbeitspolitischer Maßnahmen zur Fachkräftesicherung. *Wirtschaftspolitische Blätter*, 1|19, 109-123.



Preparations have already been started, with the first such *IP for Industry4.0 Experience exchange workshop* scheduled for March 2020.

The already elaborated and additional aspects of IP for Industry 4.0, AVM, AI and Digitisation shall be disseminated in the following ways:

- Direct counselling - especially for SME
- Workshops for start-ups at tech2b and Start-up 300
- IP for Industry 4.0 - presentations at events for the AVM community in Upper Austria
- IP for Industry 4.0 training, either as new content in existing trainings, or preferably new format.

Regarding the challenge of safe exchange of data, a mutually accepted scenario could be that the openness for transfer of data to the machine producer is honoured by some free or reduced-rate services by the machine producer.

This could e.g. be a sharing of anonymised information about the general performance of similar machines, prototype error possibilities and how to cope with them swiftly. This would constitute a bilateral sharing of data and could lead to higher acceptance rates of data transfer to the machine producer.



## 4. Inputs for the InnoPeer AVM Strategy Roadmap

**Note:** When developing your “Actions” in section 3, please also keep in mind the intended transnational Central European dimension of the strategic results of InnoPeer AVM which will be reflected in project activity A.T1.4 (Development of a Strategy Roadmap on AVM-related capacity building and build-up of AVM value chains in Central Europe).

In this section of the Action Plan you are asked to give input from the partner region’s perspective concerning potential strategic measures to support the project goals at the transnational Central European level. Proposed measures will address a wider geographical scope for successful implementation and will probably need more preparation and substantial innovation policy changes compared to the Regional Actions proposed in section 3.

Section 4 inputs from all Regional Action Plans will be an important reference and further aggregated to a Central European level for the elaboration of the InnoPeer AVM Strategy Roadmap in follow-up project activities..

- Reference sources: former sections of this Action Plan document
- Length of this section: Headline + 1 explanation per suggested Roadmap input

### Input for Central European Strategy Roadmap #1: Changing focus in IPR to high-potential patents as indicators for innovativeness of regions

#### Explanation

The strategic approach regarding intellectual property rights (IPR) should take into account more explicitly that focusing on high-potential patents in highly competitive fields and markets with expected relevant revenue is crucial for regional innovativeness. This is contrary to the prevailing assumption that the quantity of patents alone can be taken as an indicator for the innovative capacity of a region. A positive long-term economic impact can only be achieved through the creation of innovations that have potential for development as well as sustainable and valuable benefits for its applicants.

### Input for Central European Strategy Roadmap #2: Skilled Labour in SMEs

The strategic approach of successfully implementing AVM technologies and securing skilled labour should take into account that SMEs often lack sufficient HRM capacities with regard to size and resources that bigger companies have. Due to the tight network structures that exist in Upper Austria, a transfer of knowledge between bigger companies and SMEs is taking place, but in order for SMEs to compete on the market they have to invest in their innovative capacities by creating networks that are open to outside labour integration. Therefore, in order to counter a skill deficit in the long term, SMEs should put more emphasis on developing new recruiting, development and organisational design practices to successfully address this challenge. The InnoPeer AVM project, together with supporting regional initiatives to secure skilled labour, can advance SMEs’ AVM qualification and knowledge transfer.

*To be continued acc. to the number of suggested inputs for the CE Strategy Roadmap*