



Towards a digitalized & well-connected innovation ecosystem
BIELSKO-BIAŁA INVESTMENT PLAN



TABLE OF CONTENT

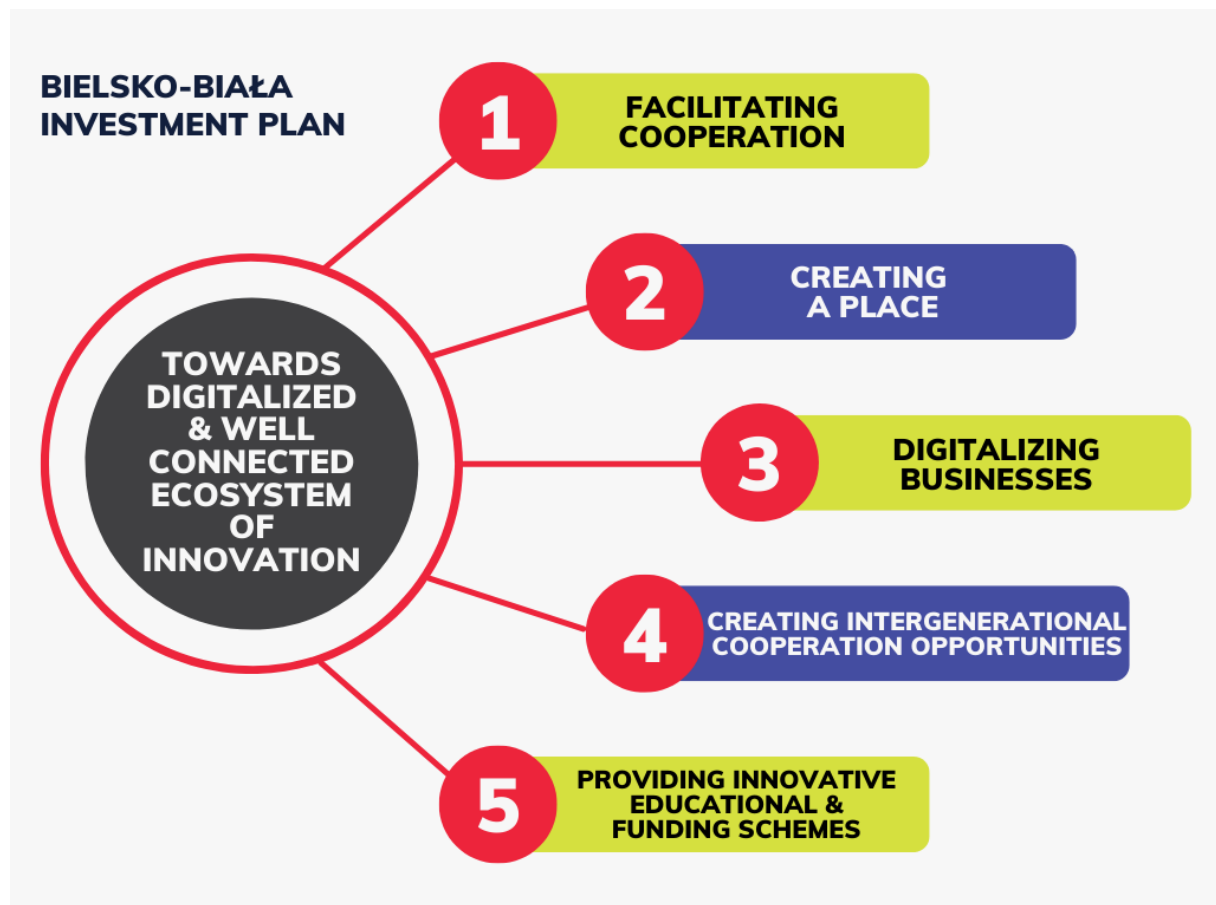
SECTION 1: THE POLICY CONTEXT	3
SECTION 2: THE INVESTMENT PROPOSAL	9
2.1: BACKGROUND TO THE PROPOSAL	9
2.2: OUR STARTING POINT.....	10
2.3: THE ADAPTED VERSION OF THE UIA PROJECT.....	13
2.4: THE INTEGRATED APPROACH AND THE PARTICIPATIVE PROCESS	14
SECTION 3: THE ADAPTED INNOVATION PROJECT.....	15
3.1: THE VALUE PROPOSITION	15
3.2: THE WORKPLAN.....	17
<i>Specific objective I. iLaBB 43300 as a one-stop-shop for innovation.....</i>	<i>19</i>
<i>Specific objective II. To renovate a building and adjust it to new functionalities</i>	<i>20</i>
<i>Specific Objective III: To increase the quantity & quality of linkages among relevant stakeholders in the region</i>	<i>22</i>
<i>Specific objective IV. To increase the quality of digital & business competence building schemes.....</i>	<i>25</i>
<i>Specific objective V. To increase the digitalization level of companies.....</i>	<i>28</i>
<i>Specific objective VI. To set up a framework for intergenerational innovative cooperation.....</i>	<i>30</i>
3.3: RISK ANALYSIS.....	31
3.4: SUMMARY OF THE SPECIFIC OBJECTIVES & ACTIONS PLANNED:.....	33
SECTION 4: BUDGET	36
SECTION 5: MONITORING AND EVALUATION.....	40

SECTION 1: The policy context

The aim of the investment plan is to set up a framework for boosting the competitiveness and digitalization of the region by creating a multi-stakeholder cooperation scheme and establishing a Digital Innovation Hub (DIH) in a renovated building in the city center of Bielsko-Biała.

The hub will be a space for networking, brokering, awareness raising and technological competence building for different target groups:

- startups, entrepreneurs, traditional industry, academic and educational sectors – with the goal to boost regional innovation and facilitate digitalization processes
- community, including young people and elders – to follow social innovation assumptions and combine the innovative thinking of youngsters with experience of the elders



The Investment Plan is aligned with the strategic policy priorities set up in documents (elaborated below), by:

- facilitating cooperation among relevant stakeholders from the quadruple helix (model recognizing four major actors in the innovation ecosystem: science, policy, industry and society) – creating a platform for ideas exchange, common project implementation
- creating a place – the Digital Innovation Hub – a one-stop-shop for innovation for SMEs, as well as the education sector, public entities and community, including seniors – where different activities will be conducted to boost the innovative potential of the city, introduce Industry 4.0 and social innovation concepts, and provide knowledge and expertise in terms of digital transformation
- renovation of an old building – creating a physical place where all the activities would be undertaken
- partnership brokering – facilitating the relations between Knowledge Intense Based Services (Industry 4.0) and manufacturing (mostly automotive) companies – following the idea of shortening value chains and promoting local cooperation – also activities related to awareness raising in terms of technologies and services available in the city
- creating innovative educational schemes from the scope of Industry 4.0 technologies
- exploiting opportunities
- creating intergenerational cooperation opportunities
- participation in international networks of cooperation, cooperation platforms, working groups – which ensures up to date exchange of experience, good practice sharing and development opportunities
- setting up a scheme for intergenerational exchange

Activities foreseen in the Bielsko-Biała Investment Plan will cover the impact area of the Regional Development Agency in Bielsko-Biała (ARRSA), that is the Southern Subregion of Silesia Voivodeship, where Bielsko-Biała is the main urban center. However, as the thematic objective of the document can be considered as relevant on a wider scale, actions to be taken may influence the whole Silesia Voivodeship region.

There are several strategic documents on a different territorial level, that are relevant sources of knowledge and a benchmark for the AS TRANSFER project activities and further implementation of the Investment Plan assumptions.

European & national level:

(1) **Digital Europe Programme**, that aims to reinforce the EU's core digital capacities as a crucial driver for the transformation of the public and private sectors through delivering testing and experimentation facilities with a focus on the manufacturing sector and the medical (health) sector. ARRSA is a partner in the European Digital Innovation Hub-Silesia Smart Systems consortium, which brings added value to the Investment Plan objectives, and will ensure the impact reaches the wider region, as well as enable international cooperation with other EDIHs and similar entities in Europe.

(2) **New Industrial Strategy for Europe and the 2030 Digital Compass: the European way for the Digital Decade** – the newly created Digital Innovation Hub will fulfil the strategic objectives of these documents in supporting digital skills development and enabling digital transformation of public and private entities.

(3) **National Strategy of Regional Development 2030 and the Productivity Strategy 2030**, in which digital skills development and the uptake of digital technologies are acknowledged as a means to strengthen the competitiveness of Polish SMEs towards a low-carbon, circular and data-driven economy.

Regional level:

(1) Bielsko-Biała's Investment Plan focus areas and activities are in line with the **Regional Innovation Strategy of the Silesia Voivodship** (regional smart specializations covering: energy, medicine, information and communication technologies, green economy, emerging industries). Through its activities, it will become a regional facilitator for implementing the strategic objectives of the following priority axes, emphasizing the importance of innovation capacity building:

- **Priority 1 Increase integration to enhance the region's innovative potential:** Supporting change in innovative communities to encourage strong cooperation with knowledge and information production centres on a global scale; Network co-creation and co-usage of research infrastructure; Internationalization of SME sector via specialization of innovation support institutions' services by academic entities, universities, businesses and public utility institutions; Multiplication of knowledge, skills and competence of entities creating the innovation ecosystem
- **Priority 2 Creating smart markets for future technologies:** Co-creation of a competence centre network for the development of smart markets; Raising the quality of public service network, using digitalization, especially in the medical public administration and education sector; Construction of a new infrastructure of smart growth, based on low-emission technologies and energy efficiency; High level of participation of SME sector businesses in regional and meta-regional cooperation networks, increasing its participation in smart markets.

(2) Program for Silesia:

Objective 1: Innovative industry and investments, Increase industry innovation and development investment in the region. The objective concerns the implementation of activities that will strengthen and introduce new forms of highly productive economic activity in Silesia, using the region's industrial potential, which is the largest in the country:

- improvement of the level of innovation in the regional economy, including economic activation and increased use of available instruments to stimulate the economy, investment in modern industry and the development and promotion of cooperation between business and science
- greater focus on the technological and creative sectors as two pillars of the emerging new economy, the so-called Economy 4.0,

- strengthening regional smart specializations consistent with the national smart specializations, i.e.: In the region, it is necessary to strengthen regional smart specialization consistent with national smart specialization, i.e.: energy sector, which is an important economic sector of the region, medicine, which is one of the distinctive features of the Silesia Voivodeship in the country, and information and communication technologies, which are of horizontal importance for the technological, economic and social development of the region,
- support for highly productive sectors which diversify the economic structure of the region so that they become factors which will shape the competitiveness of Silesia and allow it to develop strengths independent of the mining sector, such as: automotive or metallurgical sector,
- testing and full-scale implementation of innovative solutions from the energy sector, which is not only the key economic sector in the region but also in the national economy, using for this purpose the existing infrastructure in Silesia (production, transmission and consumption of energy), as well as the historical location of the industry.

Objective 2: Work and education, increasing professional activity and improving qualifications of the region's inhabitants. Discovering potentials, developing modern economy based on knowledge, boosting innovations (including technological ones):

- stimulating the development of areas of economic activity, which can be alternatives for employees leaving industry, which requires the creation of effective solutions for retraining and preparation for work in different occupations, which are expected to increase the demand for employees in the future
- efforts to ensure that changes in the structure of employment and professional activity, which are the result of the development of modern economy, do not cause permanent loss of employment,
- adjustment of the vocational education offer to the needs of the local labour market and modernization of the vocational education process in schools,
- better adjustment of educational systems to the needs of the labour market, facilitation of transition from education to employment and strengthening of the quality of educational systems, including vocational training, e.g. learning through practical vocational training carried out in close cooperation with employers,
- social innovation.

(3) Technology Development Program of the Silesian Voivodeship

The Technology Development Program of the Silesian Voivodeship for 2010-2020 is a strategic plan for the technological development of the region, the hitherto general objective of which is to identify the potential of the region, taking into account the future programming period.⁵⁵ Thus, TDP is part of a wide range of activities implemented under the Regional Innovation Strategy.

There are three main values were identified as pillars of the Technology Development Program:

1. Integrity
2. Cooperation
3. Innovation

The Investment Plan assumptions are in line with the operational objectives of TDP, which are:

Operational objective 1 A unique resource of knowledge and skills

- 1.1 The development of a unique research infrastructure for the development of knowledge economy
- 1.2. Intensification of participation in the global R&D network
- 1.3. Diffusion of knowledge and technology in industry and services

Operational objective 2 Open cooperation

- 2.1. The development of specialized cooperation and knowledge exchange networks
- 2.2. Professionalization of Business System Information services

Operational objective 3 Flexible strategic orientation

- 3.1. Identification of challenges, needs and areas of technology application
- 3.2. Feedback and interaction with the business sector
- 3.3. Public support mechanisms
- 3.4 Actions for the internationalization and promotion of technologies

City level:

Development Strategy of the city of Bielsko-Biala till 2030 (working document)

The city of Bielsko-Biala is currently in the middle of the process of creating a new development strategy covering the period till 2030. The most relevant part for the scope of the Investment Plan is a section titled **‘Area: Economy’ with strategic objective: Bielsko-Biala as a leading economic center of the Silesian Voivodeship, developing on the basis of local resources**

Public sector intervention described in the Strategy, aimed at creating favorable conditions for the development of the local economy, draws on the tradition of Bielsko-Biala as "the city of a hundred industries". Therefore, the activities promoting the development of automotive, IT and ‘free time’ industries are planned. The answer to the demographic challenges of the city, especially related to its aging population, will be the support for the development of the so-called silver economy, understood as a system of services and production of goods aimed at taking advantage of the purchasing potential of seniors and satisfying their consumption, living and health needs. Initiatives will be undertaken to diversify the local economy by, among others, supporting the development of small and medium enterprises and startups. An important role in the process of supporting local economic development will be played by Bielsko-Biala’s universities. In particular, activities aimed at strengthening their function as a pipeline for talented personnel for the needs of the labour market will be supported. The priority will be both adjusting curricula to the needs and requirements of employers and increasing their

attractiveness for students, including foreign ones. Moreover, the city will support the universities in their efforts to establish partnerships with scientific and research centers from Central and Eastern Europe.

SECTION 2: The investment proposal

2.1: BACKGROUND TO THE PROPOSAL

For years the city of Bielsko-Biała has been implementing the policy of promoting modern technologies and IT innovation.

The City of Bielsko-Biała used to be called “the city of hundred industries” with textile and automotive at the forefront. It has successfully re-industrialised since the 1990s, new branches of services and products with a very strong IT sector have developed. Currently, the next industrial revolution brings new challenges of digitalisation – on industrial, social and economic levels. With a combination of manufacturing traditions and well established advanced, digital services, Bielsko-Biała is very fertile ground for digital changes. Due to its experience and role in the local ecosystem, the Regional Development Agency in Bielsko-Biała (ARRSA) has an ambition to become a facilitator of this process.

Common challenges can be seen between Bielsko-Biała and Bilbao. Both cities have faced the need of changing mindset due to the deindustrialization process and must find their new paths of development. Through participating in the AS TRANSFER project we want to learn from Bilbao’s experience and try to transfer the mechanisms used to activate its ecosystem and enable it to face the digitalization challenge.

AS FABRIK Urban Innovative Action project, conducted by Bilbao, is an example of a comprehensive undertaking that brings relevant actors of the local ecosystem together and creates a framework of cooperation for building competitiveness of the region based on new values. Each aspect of the AS FABRIK – renovation of an unused building, innovative training schemes, partnership brokering, startup boosting and a technology observatory - is important from ARRSA’s point of view.

ARRSA already has experience in these fields – by transferring the UIA we would like to be able to indicate a clear vision and framework for our next steps in terms of boosting regional innovation, as well as set up monitoring and evaluation schemes to be able to measure the changes.

Many aspects of the AS FABRIK project are planned to be transferred. In the new facility that is going to be created in the framework set up within this document, we would like to provide activities that support companies in transforming their operations in accordance with the principles of the Industry 4.0 revolution. On the one hand, we would like to create favourable conditions for the cooperation of traditional industrial companies with KIBS (Knowledge Intensive Business Services) and facilitate the process of digitalization. On the other hand, as the city’s development agency, we will also provide technological support like rapid prototyping, 3D printing & modelling, automation of production processes, training and workshops for different target groups. We will conduct consulting on the digital transformation

processes, as well as study the digital maturity of companies and provide mentoring support for startups and to-be-entrepreneurs. In addition, we would like to organize the exchange of intergenerational experiences, activation of the elderly and enable social innovation processes. The goal would be also to create a space for networking, matchmaking and brokering – both by organizing relevant events/workshops/training, as well as by providing a physical place for already existing initiatives and facilitate already established networks of cooperation.

The core element of the facility is to be the permanent space of the technology laboratory called "FabLab". This will create favourable conditions for the technological development of micro companies, the development of individual skills and needs, the training of young people, senior citizens, professional restructuring, training, workshops, etc.

The idea of the already functioning unit is to create technical conditions and appropriate staff for the creation of prototypes, models, samples, parts, technical projects and small experimental series for experiments, project implementations, patents, technical development, etc. for small businesses and individuals.

2.2: OUR STARTING POINT

Based on our experience and on the conclusions from the ULG we can say that a well-connected innovation ecosystem with a clear framework of cooperation is a key success factor in terms of building local and regional competitiveness.

The problems and challenges that we face in this respect may be defined as follows:

- (1) We lack knowledge on the intrinsic potential of the local innovation ecosystem, as well as products and services available on the local market
- (2) There is a low level of quadruple helix stakeholders' awareness about the benefits of digitalization and how it will impact different aspects of life, economy & industry
- (3) There are gaps (in terms of quality and quantity) in technical education
- (4) There is a need for facilitator/coordinator or physical place/platform for cooperative work of all local stakeholders and actors
- (5) There is no clear cooperation scheme for local stakeholders

ARRSA has been working on solving the above mentioned challenges for many years by implementing different initiatives, projects and actions. In its portfolio of services, it offers comprehensive assistance to entrepreneurs, including pro-innovation counselling, technology transfer, consultations and training, as well as cooperation within international projects, exchange of experience, creation of consortiums and promotion of the region and its economic potential.

An important aspect of ARRSA's activity is to support the development of the local and regional innovation ecosystem. Through cooperation with institutions in the region, such as universities, business support institutions, NGOs or SMEs, ARRSA has created a network of contacts, thanks to which it comprehensively works to develop the region, increase its competitiveness and exploit its potential.

Additionally, since 2014 ARRSA runs FabLab in Bielsko-Biała - the first fabrication laboratory in southern Poland, a place with cutting-edge technologies, open for everyone, where innovative ideas can be implemented and innovative, hands-on training schemes are on offer.

For several years ARRSA endeavours to establish a Digital Innovation Hub (DIH) – based on the infrastructure of FabLab, using ARRSA's experience in terms of innovation and business support and in a cooperation with relevant local stakeholders from the quadruple helix.

Through participation in the AS TRANSFER project we wanted to learn from AS FABRIK how to create a framework of cooperation and how to clarify our vision, specific objectives and actions to be able to identify solutions to our problems and challenges.

In relation to the local economic environment, ARRSA is a natural candidate for leading such a project in the city. We have a strong relationship with the city government (it is the main shareholder of our company), we cooperate on a daily basis both with business & industry as well as with education sector, and we have experience in introduction of technology to different target groups. Moreover, well established experience in international relations gives us an opportunity to exchange knowledge and access to good practices in terms of implementation of similar projects.

Below are some already implemented initiatives that gives ARRSA a mandate to become a facilitator of multistakeholder cooperation and operator of DIH as a technology & competence center:

- (1) Digital Skills workshops – in the formula of 4STEPS, Interreg Central Europe – series of trainings for different target groups – entrepreneurs, students & pupils, local community – in the scope of Industry 4.0 technologies and digitalization. Workshops were provided in the space of our FabLab and were related to a different aspects, depending on a group, e.g. for entrepreneurs – advanced training in terms of possible benefits related to different I4.0 implementations, explanation of basic I4.0 technologies + digital business management and innovative marketing schemes; for students – new competences needed on a labor market, who is Engineer 4.0; for community – workshop for seniors in terms of different digital technologies used in a daily live – like e-banking, e-medicine, using a smartphone etc.
- (2) BBDays4.IT festival and Industrial Hackathon – BBDays4.IT is one of the biggest IT festivals in Poland. ARRSA is a co-organizer together with local IT companies and an NGO related to cutting-edge technologies. It lasts usually around one week and is dedicated to different aspects of IT and innovative technologies. Different formats of

activities are performed: a big conference on a local university, meetups of local IT communities, event for schools, TV studio broadcasted live on a YouTube channel, open-air conference call BBQ4IT and a hackathon. 2022 will be the third year when ARRSA is directly responsible for organization of the hackathon, within the scope of which we matchmake traditional industry (automotive) with IT. We seek the challenges on an industrial market, cooperate with big companies that have headquarters in Bielsko-Biała (like ZF TRW) and introduce the challenges to the IT representatives who divide into teams and work on solutions during a marathon of coding

- (3) EU Industry Week – it is a European Commission annual flagship formula of a big event held in Brussels and satellite local events in different EU countries. The scope of the formula is to indicate new industrial trends, define strategies and priorities for upcoming years and to promote green and digital industry. ARRSA has already organized two editions of the event in 2021 and 2022, both related to cutting-edge technologies and multi-stakeholder cooperation.

In 2021 the title of the event was Industry 4.0: Making locally-going globally. Together with local companies operating in different Industry 4.0 technologies we organized an on-line event, broadcasted live on YouTube. Each panel discussion concerned a different technology – representatives of the companies presented what is their specialization – like IoT, machine learning, augmented and virtual reality – and explained what benefits such technologies make for effectiveness of business. On the event, cooperation agreements were signed between ARRSA and companies stating that we will work together for the sake of building the digital competitiveness of the region. In 2022, we decided to move a step further, focusing on the Industry 5.0 concept and adding human factors to the technology. The title of the event was Career in IT: first steps. How to start and not to get disappointed? Also, in cooperation with different stakeholders – local IT companies, university and students' association - we organized a hybrid event – on-spot and broadcasted live, about how to start work in IT, how to prepare for the job interview, what does on-boarding looks like. We also invited students from a local university to showcase their success stories and story tell about how to have great and interesting job after graduating from a local university

- (4) Beskid Technology Accelerator – seed capital fund operated by ARRSA. We provide equity type funding with a ticket up to 200K EURO to the companies or to-be-entrepreneurs with innovative ideas. After selection based on the pitching provided by an applicant, the idea is rated and if above certain threshold – selected for the preincubation phase. Afterwards, business analysis of the idea is conducted and a final decision about financing is made.

2.3: THE ADAPTED VERSION OF THE UIA PROJECT

AS FABRIK from Bilbao – the UIA to be adapted within the AS TRANSFER project to Bielsko-Biała - was conceived in 2017 to increase the competitiveness of the local KIBS (Knowledge Intensive Business Services) sector of Bilbao and prepare them to supply the digital transformation demands of the manufacturing sector (Industry 4.0). A strategic alliance with the city, businesses, universities, local service providers and entrepreneurs was set up in order to create a new ecosystem based on innovative pillars and hosted in a tailor-made space for experimentation and incubation of new services.

The main scope of the project was to create a physical space by renovating a former industrial building, to implement 4 key pillars of activities:

- (1) Training programmes for university students, entrepreneurs, professionals and city staff, designed to tackle the challenges of industry 4.0 in the digital economy
- (2) Partnership brokering & networking actions between the main stakeholders
- (3) Start-up boosting
- (4) An observatory, where trends in technology, industry 4.0, KIBS, and the digital economy are analysed

Although the AS FABRIK project was very comprehensive, it cannot be transferred exactly one-to-one to Bielsko-Biała, since with the investment plan and ULG work, we tackle each of the topics and propose to implement the activities tailored to our situation and state of the art.

The core transferable element is the renovation of the building and adjustment to the functionalities of the innovation centre. ARRSA is the owner of the building donated by the city as an in-kind contribution to the company. Based on the former experience and AS FABRIK assumptions, a functional and utility plan will be created for the building, including spaces for the activities foreseen in the 4 key pillars mentioned above.

Ad. (1)

In Bielsko-Biała we also see the need for advanced business and technical training programs. With the activities of our Digital Innovation Hub we would like to structure a portfolio of educational schemes that we are already implementing, as well as propose new ones including multistakeholder cooperation, i.e. intergenerational activities, company-university tailored training programs, business and entrepreneurship boosting schemes.

Ad. (2)

A space for networking, matchmaking and partnership brokering is also needed in Bielsko-Biała. What we want to transfer from Bilbao is how to facilitate creation of successful and sustainable partnerships. We have a lot of innovative capacity in the city, what is often the case is a lack of knowledge about available technologies or services that are here.

Ad. (3)

Within the structure of our DIH we would like to offer support for startups and to-be-entrepreneurs in the form of mentoring programs, business analysis, as well as funding opportunities.

Ad. (4)

ARRSA is monitoring the international situation in terms of new technological trends on a daily basis as part of different international projects and by participation in different international initiatives, like Digitalisation Working Group of EURADA (European Association of Regional Development Agencies) or Central European Network of innovative and creative labs.

In terms of technological trends, our activities are even going a step further – with the infrastructure of FabLab Bielsko-Biała we provide testing opportunities for companies and educational programs for everyone interested in the scope of Industry 4.0 technologies.

2.4: THE INTEGRATED APPROACH AND THE PARTICIPATIVE PROCESS

The integrated approach and participative process will be ensured by the creation of local focus groups formed with the representatives of all the relevant entities such as:

- Beskid Technology Accelerator - a venture fund operating within ARRSA that offers financial support and advice to startups
- Startup Podbeskidzie - a foundation supporting widely understood entrepreneurship, mainly among young people; the initiative focuses both on introducing young people to the idea of independent business, as well as meeting and sharing the knowledge of those already experienced.
- Beskidzka Chamber of Commerce in Bielsko-Biała - as an economic self-government it represents the interests of member companies and the local business world, it knows the needs of the market and will be a valuable source of knowledge in this respect; it also has a database of local companies and their characteristics.
- local KIBS (Industry 4.0 technology) suppliers, such as:
 - Evatronix S.A - 3D scanner manufacturer - leader in the local market, operating on a global scale;
 - 4Experience – operating in the field of virtual and artificial reality,
 - Rekord SI – developing IT products in terms of management in the public sector,
 - DaVinci Studio - software house from Bielsko-Biała;
- the City of Bielsko-Biała - as an entity indicating directions and trends of the city and regional development, supporting the business environment, especially in the field of economy and smart specializations
- Bielsko-Biała University
- students' scientific associations such as RESET

SECTION 3: The adapted innovation project

3.1: THE VALUE PROPOSITION

Our vision is to develop a well-connected, innovative and vivid local ecosystem with iLaBB 43300 – Digital Innovation Hub

- (1) as a **FACILITATOR & INNOVATION BOOSTER** - one-stop-shop for technological coherence & digitalization of the region – a place when each person or business can bring, exchange or get knowledge about Industry 4.0 and innovation
- (2) as an **INTERGENERATIONAL INNOVATION BRIGDE** – a place where INNOVATION of youngsters meets the EXPERIENCE of the elders



The value proposition of the Hub will be created around indicated key pillars of the investment in relation to the vision set up above. We will develop a physical space where different stakeholder groups will find tailored activities and services related to technology transfer, networking & brokering, competence building & awareness raising and entrepreneurship boosting.

The value proposition also differs depending on the type of the target group, and may be defined as follows:

- **local society:** the main goal of foreseen activities will be to encourage society to use modern technologies and to make them aware of the benefits and advantages of technologies considered by the majority as unattainable and expensive, which are actually available in their town and can be used for free. We also want to set up a framework for intergenerational cooperation that will lead to exchange of experience and build linkages among the local community
- **startups** – mentoring support in terms of business creation, facilitation in creating networks of possible investors, matchmaking and brokering events, test-before-invest facilities
- **micro and small companies** often lack any digitalization strategy and thus awareness of the benefits brought by digital transformation. There is a need to indicate the direction of development and to raise awareness about the importance of these processes.

Responding to this need, we plan to prepare a comprehensive service, in which firstly the level of digital maturity of the company will be determined, and then an individualized plan for the implementation of digital processes will be created. Moreover, it is planned to organize events, training and workshops aimed at raising the awareness of companies.

- **Medium and large companies** at a higher level of digital maturity: they often lack the resources for internal digital capability development (so-called In house), lack of a coherent digitization strategy, lack of access to high quality equipment. In order to respond to these needs we plan to give an access to our equipment and enable test-before-invest services, demonstrations as well as training and workshops for the technical staff of the companies
- **Education and academic sector:** An important role in shaping the ecosystem of innovative entrepreneurship is played by education, which provides the foundations and shapes competences for the development of new solutions.

Participation of enterprises in the education process from its lowest levels enables adjustment of education curricula to market needs. It is also important to implement original curricula in key knowledge areas for the region in order to build intellectual capital and develop professional staff.

We respond to the market needs in the field of adjusting educational offer by making available the technical base and space for educational purposes. In cooperation with local schools and university we plan to develop a unique educational program in the field of information technologies used in modern industry, including improvement of professional competences of future technical staff.

The overall ambition is to become an efficient resource for increasing regional competitiveness by:

- Being a local innovation center that disseminates cutting edge technologies, raising awareness of digital fabrication, rapid prototyping and innovative technologies through organizing workshops and training - educational program, talent creation and competence building
- Introducing ideas to the market and transferring them into a product
- Merging all parts of the local innovation ecosystem, involving new actors and increasing the existing innovative potential of the region
- Stimulating the regional labor market as a competence development center
- Enabling companies to follow the Industry 4.0 principles and improve efficiency of their services and products
- Activate local society and inhabitants to be active, innovative and inclusive
- Support and stimulate the local education sector to meet the needs and growing interest of employing high qualified and skilled staff
- Building an effective and sustainable cooperation platform for all players of local ecosystem
- Establish a one-stop-shop to merge physical facilities with the innovation potential of the region, digitalization technologies and social needs of the local community
- Funding for startup companies from the seed capital accelerator and loan and guarantee fund – to develop the business and skills
- Brokering and ecosystem building activities

3.2: THE WORKPLAN

The project can be divided into two parts:

- Investment in the infrastructure – construction works, renovation of the building, purchase of equipment etc.
- Soft activities – workshops, training, events, bootcamps etc.

Each of the above-mentioned categories are indicated in the section below. The project implementation has been divided into 6 Specific Objectives (see infographic below), each described with the following the scheme:

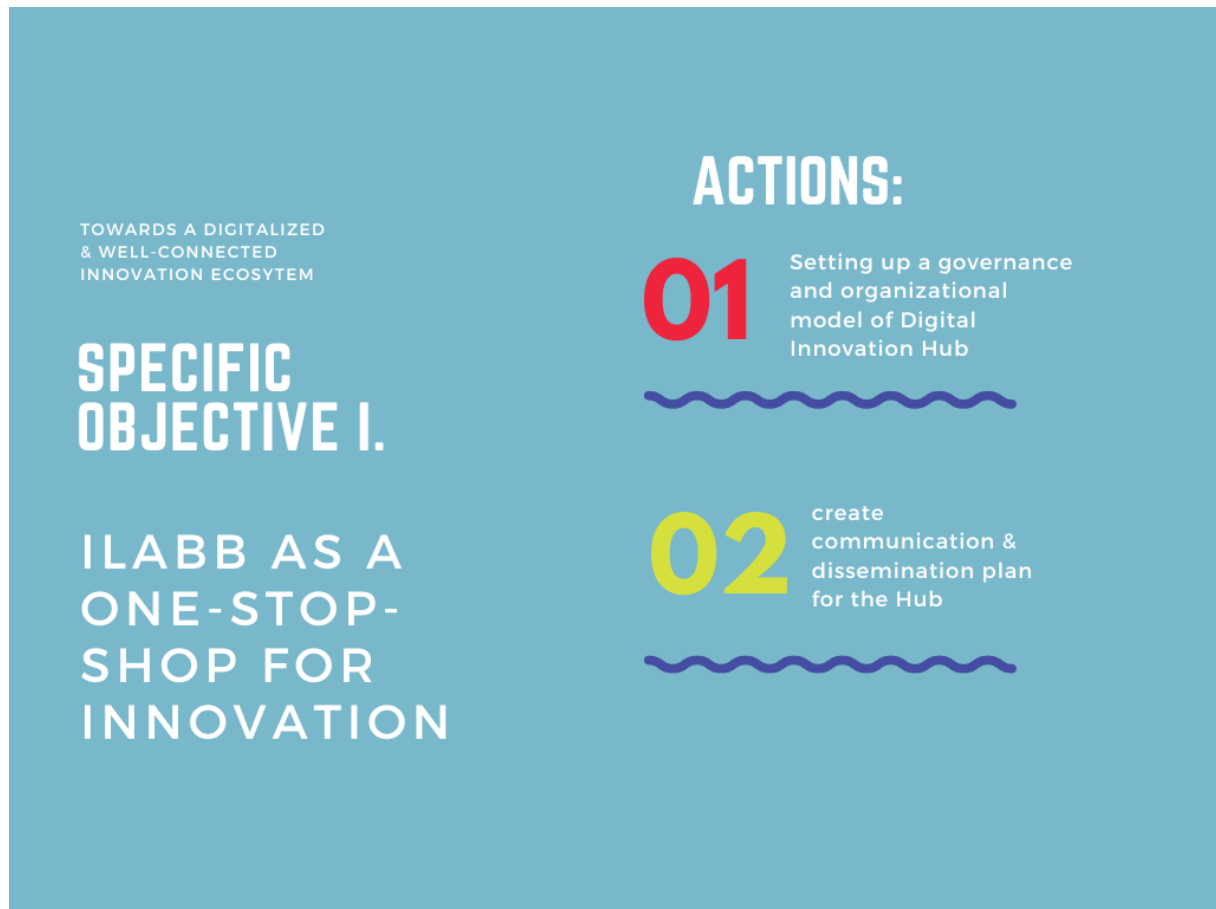
action – intended results – resources needed – leader and key partners – timescale.

Due to the fact that ARRSA has already a smaller scale FabLab and conference space, soft activities can be implemented – in the pilot formula - in parallel with the investment. Core implementation of the assumptions of this document will take place after the finalization of renovation of the building.

TOWARDS DIGITALIZED AND WELL-CONNECTED ECOSYSTEM OF INNOVATION



Specific objective I. iLaBB 43300 as a one-stop-shop for innovation



TOWARDS A DIGITALIZED & WELL-CONNECTED INNOVATION ECOSYSTEM

SPECIFIC OBJECTIVE I.

ILABB AS A ONE-STOP-SHOP FOR INNOVATION

ACTIONS:

01 Setting up a governance and organizational model of Digital Innovation Hub

02 create communication & dissemination plan for the Hub

Action 1. Setting up a governance and organizational model for Digital Innovation Hub

Intended result: to create a clear framework for DIH operations, define a role and obligations of coordinator and partners, define the methods of joining/leaving the hub

Up till now the cooperation between ARRSA and hub partners were conducted on a project basis, ad hoc and related to certain activities. By the fulfillment of this document assumptions we would like to prepare a daily basis cooperation scheme and indicate resources needed for daily operations of DIH.

Strategic Board of DIH (composed of ARRSA project team and representatives of DIH members (who may be indicated, but it isn't mandatory) will meet every quarter to discuss daily issues.

Creating a physical space where the headquarters of DIH will be present and a space with high networking as well as technological capacity, should make this process easier.

Resources/assets: human resources – project team, legal office, input from partners organization,

Lead agency: ARRSA

Key Partners: partners of DIH

Timescale: Q1 2023

Action 2. Create communication & dissemination plan of the Hub

Intended result: to have a strategy on how to communicate and disseminate the activities of DIH, prepared jointly by partners and coordinator.

Communication strategy will include a plan for promotional campaign in social media, mapping and indication of the most effective channels of communication, set up a number of articles per medium a month and will identify responsibilities of DIH Communication Manager (representative of ARRSA).

Resources/assets: human resources - project team, input from DIH members

Lead agency: ARRSA

Key Partners: partners of DIH

Timescale: Q1 2023

Specific objective II. To renovate a building and adjust it to new functionalities



Action 1. Setting up a legal and funding scheme of the investment

Intended result: to fulfill all legal and financial requirements of the infrastructure investment – permits, environmental reviews, financial assembly, loan requirements.

ARRSA following the procedures implemented by the city of Bielsko-Biała in 2020 has become an owner of the infrastructure where DIH is going to be set up and all the activities will be implemented. Based on the ownership and agreement with the Bielsko-Biała Municipality ARRSA has prepared a concept of the revitalization of the infrastructure for the need of Center organization. Based on that concept ARRSA has prepared an application for the national revitalization program and after the evaluation procedure has been approved for the co-financing

The infrastructure investment project involves the use of an unused building of the former palace in the city center, belonging to the municipality of Bielsko-Biała for the purposes of organization of an innovation center being the headquarters of DIH and place for providing all the activities set up within this document.

Lead agency: ARRSA

Resources needed: human resources – project & legal team

Key Partners: City Hall of Bielsko-Biała, National Domestic Bank (Loan provider)

Timescale: Q2 2022 - Q3 2022

Action 2. Renovation and construction works

Intended result: execution of the construction works according to the construction plans and requirements for the revitalization under supervision of Municipal Conservator. Execution will follow the “design and execute construction works” scheme.

Lead agency: ARRSA

Key Partners: City Hall of Bielsko-Biała , Construction company

Resources needed: construction team, funding

Timescale: Q2-Q3 2022 preparation of the call papers and selection of a Prime/General Contractor. Q4 2022 – onwards start of the revitalization and construction works.

Action 3. Fully operational building

Intended result: Innovation center fully operational and equipped. It will consist of laboratories of FabLab and DIH divisions (3D technologies, IoT and Mechatronics/Robotics). Educational center and coworking spaces will start operations. Incubation spaces will be provided for the companies and startups. Multimedia general purpose spaces/conference room will be available for the training and educational activities. Accompanying sport and leisure facilities will start operations and will become available for the local community and entrepreneurs and organizations.

Lead agency: ARRSA

Resources needed: human resources – project team, renovated building

Key Partners: Bielsko-Biała City Hall, local NGO's, University of Bielsko-Biała

Timescale: 1Q 2024 – 2Q 2024

Specific Objective III: To increase the quantity & quality of linkages among relevant stakeholders in the region

TOWARDS A DIGITALIZED & WELL-CONNECTED INNOVATION ECOSYSTEM

SPECIFIC OBJECTIVE III.

TO INCREASE THE QUANTITY & QUALITY OF LINKAGES AMONG RELEVANT STAKEHOLDERS IN THE REGION

ACTIONS:

- 01 Creating a methodology of multi-stakeholder cooperation
- 02 Setting up a calendar of the events
- 03 Hackathon - 2 per year
- 04 Brokering events - 4 per year
- 05 International conference related to DIH activities - 1 per year
- 06 BBDays4.IT festival - 1 per year

Action 1. Creating a methodology for multistakeholder cooperation

Intended result: With a support of external experts, ARRSA will prepare a cooperation scheme with a purpose of creation of multi stakeholder partnerships.

With a support of dedicated local focus group moderated by the expert, and by using the knowledge gained within the framework of ULG, 1 dedicated methodology will be created and published on an ARRSA website.

Methodology should contain cooperation among DIH members as well as wider alliances on a project or event-base or for a longer, strategic cooperation.

On the other hand, it should include tips&tricks and good practices in terms of facilitating and moderating multistakeholder cooperation, especially between KIBS and industrial companies.

Resources/assets: human resources - project team, external expert hired by ARRSA, partners input,

Lead agency: ARRSA (with support of external experts)

Key partners: DIH members

Timescale: Q1 2023-Q3 2027

Action 2. Setting up a calendar of the events

Intended result: Creation of common platform-calendar where partners and DIH members will be able to indicate events related to the scope of DIH activities.

On the Strategic Board meetings organized every quarter, propositions of the events that should be jointly organized as well as external one, where DIH can be promoted, will be discussed and agreed.

An indicative list of the formats that are going to be organized within the structure of DIH is also set up with this document.

Resources/assets: human resources - project team, representatives of DIH members and partners

Lead agency: ARRSA

Key partners: DIH members, local stakeholders

Timescale: Q1 2023 – Q4 2027

Action 3. Hackathons – 2 per year

Intended result: setting up a framework for exchange and matchmake among traditional industry and KIBS companies through an innovative formula of hackathon. Two hackathons a year will be co-organized by DIH and relevant stakeholders from the local ecosystem. The topic of the hackathon will be either related to the needs of specific industrial company and will come up from their daily basis challenges or will be dedicated to wider, horizontal challenge related to green, energy or digital transition.

Resources/assets: human resources – project team, venues, catering, prizes, sponsors

Lead agency: ARRSA

Key partners: all relevant stakeholders from local ecosystem of innovation – both from technological as well as industrial side

Timescale: Q2 2023 – Q4 2027

Action 4. Brokering events – 4 per year

Intended result: once a quarter ARRSA will organize a brokering event, each related to different topic or type of technology. The aim of the event will be to facilitate networking among relevant stakeholders in the region and enable them to create partnerships for the scope of development of future common projects related to digitalization, introduction of innovation to industrial companies, implementation of R&D initiatives. On each brokering event representatives of the quadruple helix will be present to ensure complex and comprehensive offer of the local innovation market.

Resources/assets: human resources – project team, venues, catering,

Lead agency: ARRSA

Key partners: all relevant stakeholders from local ecosystem of innovation – both from technological as well as industrial side, education sector, local government

Timescale: Q2 2023 – Q4 2027

Action 5. International conference related to DIH activities – 1 per year

Intended result: once a year ARRSA will organize a hi-level international conference related to digital development of quadruple helix stakeholders, operations of DIHs and Industry 4.0 technologies. The agenda of the conference will include:

- key-note speeches of hi-level experts from EU institutions, development agencies, innovation centers, European DIHs or other relevant institutions from the scope of digitalization
- networking sessions, including possibility of arrangements of one-to-one meetings
- innovative workshops for participants – from the scope of business development, digitalisation, project management etc.

Resources/assets: human resources – project team, venues, catering,

Lead agency: ARRSA

Key partners: international network of contacts, all relevant stakeholders from local ecosystem of innovation – both from technological as well as industrial side, education sector, local government

Timescale: Q2 2023 – Q4 2027

Action 6. BBDays4.IT festival – 1 per year

Intended result: once a year ARRSA will co-organize – together with local IT companies - the BBDays4.IT festival.

It is a cyclical event, already 4 editions have been conducted. ARRSA will continue its efforts to be a part of it, and be a co-organizer for the next years within the timeframe of the Investment Plan.

The main aim of the event is to boost the potential of the IT community in the city, create new linkages among different stakeholders, both in terms of business-related connections (Industry-KIBS, KIBS-KIBS) as well as those among different type of actors, also from the world of academia, NGOs and local authorities to bring added value and create new initiatives and follow-up projects,

Resources/assets: human resources – project team, venues, catering, event coordinator, promotion & dissemination campaign

Lead agency: Foundation Center of Modern Technologies

Key partners: ARRSA, local IT companies

Timescale: Q2 2023 – Q4 2027

Specific objective IV. To increase the quality of digital & business competence building schemes

TOWARDS A DIGITALIZED & WELL-CONNECTED INNOVATION ECOSYSTEM

SPECIFIC OBJECTIVE IV.

TO INCREASE THE QUALITY OF DIGITAL & BUSINESS COMPETENCE BUILDING SCHEMES

ACTIONS:

- 01 Business mentoring boot-camp - 2 per year
- 02 Youngster FabLab - boosting creativity & business skills of young people - 2 per year
- 03 Guidebook for business creation - 1 e-book
- 04 Investment scheme for innovation
- 05 Learning-by-doing: technological hands-on workshops for schools

Action 1. Business mentoring boot-camp – 2 per year

Intended result: twice a year ARRSA will organize a business mentoring boot-camp for everyone interested in improvement of business management skills. Event will have a practical character – mentors, particularly local entrepreneurs as well as experts well known in the business environment, will provide case study presentations as well as workshops in terms of designing of the business model, business & project management innovative methodologies, investment possibilities and risks and threats of having own company. Participants divided in smaller groups will be working on an imaginary case study and following the steps indicated by mentors. They will be creating business plans that will be pitched at the end of the bootcamp. The best teams will win prizes.

Resources/assets: human resources – project team, venues, catering, external experts, DIH members teams

Lead agency: ARRSA

Key partners: DIH members involved as mentors

Timescale: Q2 2023 – Q4 2027

Action 2. Youngster FabLab – boosting creativity & business skills of young people – 2 per year

Intended result: ARRSA will provide two series of workshops from the scope of creativity, entrepreneurship and technology dedicated to young people from the local community. The complex formula of the action will fulfill the educational gap indicated in the region as well as will equip youngsters with the skills needed on the future labor market. Not only “hard” technological skills will be improved – from the scope of Industry 4.0, workshops, we will also build an entrepreneurial spirit and creativity by “soft” skills related workshops like business model indication, design thinking as a project development methodology etc.

Lead agency: ARRSA

Resources/assets: human resources – project team, venues, catering, external experts, DIH members teams

Key partners: DIH members involved as mentors, institutions from the educational sector – both universities as well as high schools

Timescale: Q2 2023 – Q4 2027

Action 3. Guidebook for business creation – 1 e-book (periodically updated)

Intended result: based on the former experience as well as a result of the ongoing activities and workshops, ARRSA will create a Guidebook for business creation in the digital formula that will be published on the ARRSA website and that will be updated on a case study basis. In the Guidebook there will be basic information in terms of, between others: (1) how to set up a business in Poland from the legal point of view (for locals and for foreigners); (2) how to choose the right business model; (3) how to find funding for the business development; (3) how to tailor the marketing strategy to the particular needs of certain business; (4); how to avoid risks and manage the change.

Lead agency: ARRSA

Resources/assets: human resources – project team, external experts,

Key partners: DIH members, local startup ecosystem, NGOs

Timescale: Q1 2024 – Q4 2027

Action 4. Investment scheme for innovation

Action 5. Learning-by-Doing: technological hands on workshops for schools related to different types of Industry 4.0 technologies – 1 per subaction per year

Intended result: ARRSA will set up a portfolio of workshops dedicated to pupils and teachers from the region, related to boosting the technological skills.

SubAction 5.1. 3D printing for schools

3D printing for schools will be a 4 hours long course with a perfect balance of theory and practice. It is designed for beginners – pupils and students, who start their journey with 3D technologies and will aim to show basic characteristics of 3D printers – how to use them, what can be printed, from what materials and for what purposes this equipment can be used. Each participant will prepare their own models, apply correct

settings of the 3D printer and start the printing process on one of the printers available in FabLab Bielsko-Biała. The course will end with cleaning and quality assessment of the print.

SubAction 5.2. Microcontrollers programming – Arduino for youngsters

Theoretical and practical workshops of 4 hours on programming microcontrollers and designing electronic circuits using the Arduino platform.

During the training, participants will learn exactly what Arduino is, what are its capabilities and limitations and presented examples of its use. For the duration of the workshop, participants will receive individual kits consisting of an Arduino board, electronic components, Arduino peripherals and connection cables. Access to technical specifications of circuits necessary to perform the tasks will also be provided.

SubAction 5.3 Train-the-trainer: 3D printing and rapid prototyping for teachers

Train-the-trainer: 3D printing and rapid prototyping will be a 26 hours long course dedicated for teachers and lecturers with technical background. The aim of the course will be to transfer skills and training tips so that participants can pass the knowledge on and organize their own 3D printing classes in the future. The didactic aspect of the course will be highlighted. The service consists of the audit of training needs, theoretical and practical part, as well as providing recommendations in terms of equipment needed and sharing a handbook that enable providing workshops in the future

Lead agency: ARRSA

Resources/assets human resources – project team, venues, catering, external experts, DIH members teams

Key partners: education sector – schools, universities

Timescale: Q2 2023 – Q4 2027

Specific objective V. To increase the digitalization level of companies

TOWARDS A DIGITALIZED & WELL-CONNECTED INNOVATION ECOSYSTEM

SPECIFIC OBJECTIVE V.

TO INCREASE THE DIGITALIZATION LEVEL OF COMPANIES

ACTIONS:

01

Workshops & demo-days related to different Industry 4.0 technologies

02

Test-before-invest #1 Simulation and testing of manufacturing processes using robotic arms

03

Test-before-invest #2 3D scanning, reverse engineering and quality control

04

Test-before-invest #3 Rapid prototyping: from idea to prototype

Action 1. Workshops & demo-days related to different Industry 4.0 technologies tailored for companies

Intended result: Services implemented on demand of certain companies. ARRSA will publish a portfolio of equipment and competences of DIH and its partners on the website. Company will be able to choose the scope and register a demand of the workshops/demodays that they would like to participate in. ARRSA will check the capacity and organize a tailored event.

Lead agency: ARRSA

Resources/assets human resources – project team, venues, catering, external experts, DIH members teams

Key partners: DIH members, Beskidzka Chamber of Commerce, industrial companies

Timescale: Q1 2024 – Q4 2027

Action 2. Test-before-invest Service #1 Simulation and testing of manufacturing processes using robotic arms

Intended result: The service has a demonstrative character and its aim is to increase the awareness and knowledge of entrepreneurs and future engineers about the technological possibilities, rules of application, needs and benefits offered by the automation of production processes. As part of the service, participants will have access to a demo station – in a form of

open day or tailored training programs with two robotic arms so they can learn about the technology and simulate specific processes according to their company's requirements

Lead agency: ARRSA

Resources/assets human resources – project team, venues, catering, external experts, DIH members teams

Key partners: DIH members, Beskidzka Chamber of Commerce, industrial companies

Timescale: Q1 2024 – Q4 2027

Action 3 Test-before-invest Service #2 3D scanning, reverse engineering and quality control for production processes

Intended result: The service is aimed at conducting a competence audit in the company in the use of 3D scanners for scanning processes and product quality control, as well as reverse and restoration engineering. As a result of the audit, improvement of competence as well as technical support and consulting in the implementation of projects in the field of reverse engineering and quality control using modern visual methods is provided.

Lead agency: ARRSA

Resources/assets human resources – project team, venues, catering, external experts, DIH members teams

Key partners: DIH members, Beskidzka Chamber of Commerce, industrial companies

Timescale: Q1 2024 – Q4 2027

Action 4. Test-before-invest Service #3 Rapid prototyping: from idea to prototype

Intended result: The service aims to identify an idea for a product/service or prototype using 3D printing techniques. The service includes support for the company in the form of consultation, advisory, design. The service meets the challenge of the need to implement new products with specific properties and functionalities, which prototyping, testing and implementation, according to traditional methods, would take too long and would not meet the price expectations. Participants become fully involved in the service, which allow them to experience the advantages of both the use of 3D printing techniques and the method of creative product innovation development.

Lead agency: ARRSA

Resources/assets human resources – project team, venues, catering, external experts, DIH members teams

Key partners: DIH members, Beskidzka Chamber of Commerce, industrial companies

Timescale: Q1 2024 – Q4 2027

Specific objective VI. To set up a framework for intergenerational innovative cooperation

TOWARDS A DIGITALIZED & WELL-CONNECTED INNOVATION ECOSYSTEM

SPECIFIC OBJECTIVE VI.

TO SET UP A FRAMEWORK FOR INTERGENERATION INNOVATIVE COOPERATION

ACTIONS:

01

Trainings for seniors in terms of challenging digital exclusion

02

When innovation meets experience - intergenerational technology & crafts meetups - 4 per year

03

When startups meets 'old school' businesses - intergenerational business meetups - 4 per year

Action 1. Trainings for seniors in terms of challenging digital exclusion – 4 a year

Intended result: To enable elder people with digital skills needed nowadays, ARRSA will organize a series of workshops dedicated to show the possibilities that digitalization gives to people in daily lives. Indicative list of topics will be as follows:

- (1) How to use Internet banking?
- (2) E-medicine – why you shouldn't be afraid of e-prescriptions and e-doctors?
- (3) Smart homes – how Internet of Things may easier your everyday life?
- (4) Smartphone – how to use it safely?

Lead agency: ARRSA

Resources/assets human resources – project team, venues, catering, external experts, DIH members teams

Key partners: city of Bielsko-Biała, social welfare center, University of the Third Age, local community organizations (eg. social cooperatives), NGOs, local community leaders

Timescale: Q1 2024 – Q4 2027

Action 2. When innovation meets experience – intergenerational technology & crafts meetups – 4 a year

Intended result: to enable intergenerational connections in the local community, ARRSA will organize a series of events dedicated both to youngsters and seniors, when they will be able to exchange experience in terms of different technical skills. Either in a showcasing formula, or as a hands-on workshops, participants will be able to share their technical skills – seniors in terms of crafts and “forgotten occupations” that are no longer on the market, young people in terms of usage of innovative technologies like 3D printing or microcontrollers programming. Among 4 events planned per year, one will be in the form of ‘Repair Café’ – local community members will bring their broken household equipment and seniors and youngsters will join their forces and competence in crafts and technology, to fix them.

Lead agency: ARRSA

Resources/assets human resources – project team, venues, catering, external experts, DIH members teams

Key partners: city of Bielsko-Biała, social welfare center, University of the Third Age, local community organizations (eg. social cooperatives), NGOs, local community leaders

Timescale: Q1 2024 – Q4 2027

Action 3. When startup meets ‘old school’ business – intergenerational business meetups – 4 a year

Intended result: To build the capacity of local community and enable exchanging of intergenerational experience ARRSA will organize a dedicated meetups, when young people who want to start their own business will have an opportunity to meet with more mature, already retired entrepreneurs who will share their experience in terms of running own company.

Lead agency: ARRSA

Resources/assets human resources – project team, venues, catering, external experts, DIH members teams

Key partners: city of Bielsko-Biała, University of the Third Age, local community leaders, BSOs

Timescale: Q1 2024 – Q4 2027

3.3: Risk analysis

ARRSA has extensive experience in project implementation. It also has experienced personnel and infrastructural, administrative and financial facilities to minimise the risks of implementing iLaBB 43300 type projects.

Nevertheless, it is possible to identify risks associated with its implementation, which can be determined by the situation on the market, and which can be divided into two areas according to the value propositions and customer segments of iLaBB 43300.

Among the potential risks diagnosed on the basis of the analysis, we can include:

I. Area 1: improving professional competences and selling services in the field of Industry 4.0 technologies - services for entrepreneurs (value proposition 2, 3 and 4):

1. lack of a service on offer that is in demand on the market - risk: 1; solution: ongoing monitoring of the market

3. lack of clients in the province - risk: 1; solution: expanding to other markets through ARRSA's network of contacts

4. poor pricing of the service at the initial stage of iLaBB 43300 activity - risk: 1; solution: ongoing monitoring of the market, evaluation of conducted services

5. offering complementary services in the scope of Industry 4.0 on the basis of partnership - lack of willingness to cooperate (there may be a need to limit offered services to the range of exclusive competences owned by FabLab, i.e. iLaBB 43300) - Risk 3; solution: conducting talks with many institutions, creating a system of incentives, coherent promotion and marketing strategy

6) Competition from new technology companies offering similar services - risk 1; solution: monitoring the market situation in terms of emergence of institutions offering similar services, creating competitive services and training models

7. 3D printing and rapid prototyping services - risk 0; ARRSA has several years of experience in offering such services

II. Area 2: raising awareness among the public

Lack of awareness of the possibilities of using Industry 4.0 technology - risk 2; solution: cyclic and regular events.

Risk 2; solution: cyclical thematic events, FabLab as open space for everyone, enabling access to modern equipment and software, marketing strategy

3.4: Summary of the specific objectives & actions planned:

Specific Objective		List of actions
Number	Title	
I	iLaBB 43300 as a one-stop-shop for innovation	<p>Action 1. Setting up a governance and organizational model for Digital Innovation Hub</p> <p>Action 2. Create communication & dissemination plan of the Hub</p>
II	To renovate a building and adjust it to new functionalities	<p>Action 1. Setting up a legal and funding scheme of the investment</p> <p>Action 2. Renovation and construction works</p> <p>Action 3. Fully operational building</p>
III	To increase quantity & quality of linkages among relevant stakeholders	<p>Action 1. Creating a methodology for multistakeholder cooperation</p> <p>Action 2. Setting up a calendar</p> <p>Action 3. Hackathons – 2 per year</p> <p>Action 4. Brokering events – 4 per year</p> <p>Action 5. International conference related to DIH activities – 1 per year</p> <p>Action 6. BBDays4.IT festival – 1 per year</p>

<p style="text-align: center;">IV</p>	<p style="text-align: center;">To improve the quality of digital and business competence building schemes</p>	<p>Action 1. Business mentoring boot-camp – 2 per year</p> <p>Action 2. Youngster FabLab – boosting creativity & business skills of young people – 2 per year</p> <p>Action 3. Guidebook for business creation – 1 e-book (periodically updated)</p> <p>Action 4. Investment scheme for innovation</p> <p>Action 5. Learning-by-Doing: technological hands on workshops for schools related to different types of Industry 4.0 technologies – 1 per subaction per year</p>
<p style="text-align: center;">V</p>	<p style="text-align: center;">To increase the digitalization level of companies</p>	<p>Action 1. Workshops & demo-days related to different Industry 4.0 technologies tailored for companies</p> <p>Action 2. Test-before-invest Service #1 Simulation and testing of manufacturing processes using robotic arms</p> <p>Action 3 Test-before-invest Service #2 3D scanning, reverse engineering and quality control for production processes</p> <p>Action 4. Test-before-invest Service #3 Rapid prototyping: from idea to prototype</p>

<p style="text-align: center;">VI</p>	<p style="text-align: center;">To improve the quality of digital and business competence building schemes</p>	<p>Action 1. Trainings for seniors in terms of challenging digital exclusion – 4 a year</p> <p>Action 2. When innovation meets experience – intergenerational technology & crafts meetups – 4 a year</p> <p>Action 3. When startup meets ‘old school’ business – intergenerational business meetups – 4 a year</p>
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SECTION 4: BUDGET

The amount of the project financing foreseen in the Investment Plan is over 32.000.000 PLN and will be covered from various available sources:

1. National Bank BGK loan

National Bank BGK commercial credit

The Bank plays a major role in the process of consolidating public finances and in managing European programs and distributing EU funds on a regional and national scale. It expands its offer of debt financing and surety-guarantee financing by investing in funds that support the development of entrepreneurship and infrastructure. Initiating and implementing activities aimed at economic growth and development of enterprises - financing infrastructure and local government projects as well as co-financing export projects and foreign expansion of Polish companies. BGK offers surety and guarantee systems to stimulate entrepreneurship and the development of micro, small and medium-sized enterprises.

2. Just Transition Fund

The Just Transformation Fund (JT) will be used to finance some of the activities. Currently, work is underway to prepare a Territorial Plan for Just Transformation (TPJT), which in the years 2021-2027 is to be the basis for disbursement of the JT Fund's resources, as well as for using other EU sources of financing for the transformation of EU mining regions.

The Territorial Plan of Just Transformation will be created for 7 sub-regions of the Silesian Voivodship, including the Bielsko-Biała sub-region. The plan will include funds for financing activities included in the Investment Plan.

3. Beskid Technology Accelerator Seed Capital and Loan Fund

Since 2014. The Beskidzki Akcelerator Technologiczny (Beskidzki Technology Accelerator) seed capital fund of the Regional Development Agency S.A. in Bielsko-Biała (FZ BAT for short) supports innovative ventures.

FZ BAT is a typical example of a regional seed fund providing entrepreneurs with access to capital at early stages of venture development. The gas pedal is fed with funds coming from capital exits from companies in which Regional Development Agency S.A. in Bielsko-Biała has its shares.

4. European DIH project

European Digital Innovation Hubs will have both local and European functions. EU funding will be made available for hubs that are already (or will be) supported by their Member States (or regions), in order to increase the impact of public funding.

5. Regional, national and international co-financing programs

To ensure the implementation of activities related to trainings and services, ARRSA will look for dedicated funding schemes from various co-financed programs

6. Co-financing of the daily operations and new activities from the local self-governments of the sub-region, fees from the tenants and companies cooperating within innovation and research projects

Budget plan for the implementation of the Investment Plan

Specific Objective	Action	Type of costs	Source of financing	Foreseen amount	Timeline
Management & Communication					
I. IlaBB 43300 as a one stop shop for innovation	1,2,3	Management and communication Completion of the project team Legal office External experts	EDIH Just Transition Fund	Ca. 150.000 EUR	2023 onwards
Infrastructure					
II. To renovate a building and adjust it to new functionalities	1,2	Completion of the documentation for the re-construction of the Hub building	BGK	17.408.000 PLN	End of 2022
		Execution of the modernization and construction works	BGK		2022-2025
Trainings & services					
III. To increase quantity & quality of linkages among relevant stakeholders	1,2,3,4,5,6	External expertise Catering Venues Mentors Prizes in the competitions Staff Legal office Promotion & dissemination social media campaigns	EDIH Just Transition Fund	Ca. 50.000 EUR	2023 onwards
IV. To improve the quality of digital and business competence	1,2,3,5	External expertise Catering	EDIH Just Transition Fund	Ca. 50.000 EUR	2023 onwards

building schemes		Venues Mentors Prizes in the competitions Staff Legal office Promotion & dissemination social media campaigns			
VI. To set a framework for intergenerational cooperation	1,2,3	External expertise Staff Mentors Venues Catering Promotion & dissemination Social media campaigns	Regional, national and international co-financing programs	Ca. 200.000 EUR	2023 onwards
Equipment					
V. To increase the digitalization level of companies	1,2,3,4	External expertise in terms of designing the laboratories according t	BGK		2023-2025
		External expertise in terms of designing the laboratories according t Equipment related to Industry 4.0 technologies (3D printers, robotic arms, 3D scanners, 3D	EDIH Just Transition Fund	Ca. 500.000 EUR	2023 onwards

		<p>modeling working station, microelectronic sets etc.)</p> <p>Office equipment</p> <p>Technical & office staff</p> <p>maintenance</p>			
Startup support and capital investments					
IV. To improve the quality of digital and business competence building schemes	4	<p>Calls for the startup capitalization need and business ideas</p> <p>Business mentoring bootcamps</p> <p>Elaboration of the new funding scheme for innovation</p> <p>External expertise</p> <p>Mentors</p> <p>staff</p>	<p>Beskid Technology Accelerator Seed Capital and Loan Fund</p>	<p>Ca. 3.500.000 EUR</p>	<p>ongoing</p>

SECTION 5: MONITORING AND EVALUATION

The operational responsibility of the implementation lies with the Regional Development Agency in Bielsko-Biała.

Members of the URBACT Local Group which are cooperating with ARRSA on a daily basis will continue to work together and will constitute the framework of the supporting bodies. They will be invited in an advisory capacity to annual seminars devoted to summaries of successive stages of implementation of the Action Plan and consultations on desirable changes and additions. Meeting of the EDIH will be also devoted to the evaluation of the related activities in accordance with the planned indicators of outputs and performance.

Ongoing monitoring of the Action Plan implementation is the responsibility of the Regional Development Agency in Bielsko-Biała. It will be carried out with particular attention to the information resulting from the conducted risk assessment. The data and conclusions from the monitoring, including recommendations for new actions, as well as corrections and improvements, will be provided to the teams responsible for the evaluation of the implementation of the actions.

EDIH activities.

Ongoing evaluation of the implementation of the foreseen actions is the responsibility of the Steering Committee of the EDIH, which will be assisted by the advisory voice of members of the URBACT Local Group formulated during annual seminars.

Regional DIH

The organizer of the evaluation process will be the Regional Development Agency in Bielsko-Biała.

Ex-post evaluation of the implementation of the actions will be carried out once in all following years after final start of the operations. The organizer of the ex-post evaluation process (evaluation surveys, thematic meetings, check lists, interviews) will be the Regional Development Agency in Bielsko-Biała.

Management of the implementation of all operations (including ex post evaluation) will be performed on the basis of a structure of objectives, product and result indicated for all types of activities.