

Strategy canvas

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|---------------------|--------------------|--------------------|
| Timing | | |
| Operational system | | |
| Fostering direction | Ontological nature | Geographical scope |
| Justification | | |

Strategy canvas

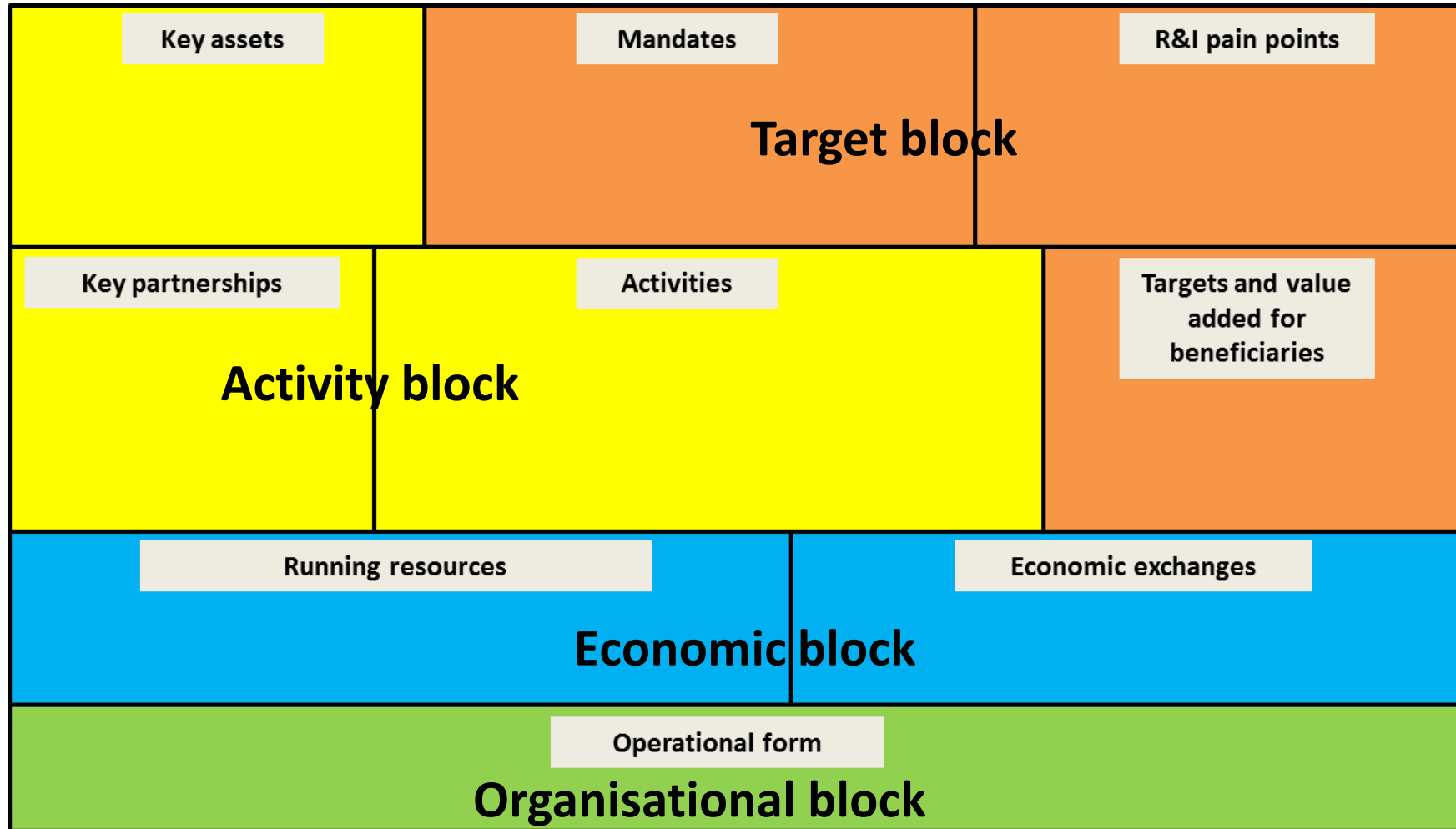
- The **fostering direction**: refers to whether the scenario represents a top-down, bottom-up or hybrid approach to fostering RRI
- The **ontological nature** of the organisations involved: refers to whether the scenario relies on brand new organisation(s) or existing organisations, or a hybrid model
- The **overall operational system**: refers to the way the organisations operate all together and manage their respective responsibility to reach the objective(s)
- The **geographical scope of action**: refers to which geographic levels the organisations will impact
- The **timing of operation**: presents the time horizon the objectives will be reached, and the time horizon of intermediary objectives/outputs of actions
- An **overall justification** of the strategy: this is to justify the soundness of the strategy & overall scenario and their capacity to reach the objectives

An activity model describes the way an **organisation**:

- tackle the shortcomings/failures or **pain points** of the current R&I system in a responsible way
- while sustaining itself through time

It is made of 15 blocks divided in 4 bigger blocks:

- The target block (orange)
- The activity block (yellow)
- The economic block (blue)
- The organisational block (green)



Activity model – target block

The target block (**orange**): this identifies the pain points that are tackled by this activity model and connects them with:

- the mandate(s) of the organisation: the broad mission(s) to tackle the pain points
- the target actors:
 - Actors that benefit from the activity model (added value for them)
 - Actors that are addressed by this activity model but which do not necessarily benefit from it (for e.g. policy makers could be addressed by lobbying actions, but they do not gain an ‘added value’ from lobbying).

Activity model – activity block

The activity block (yellow): this identifies the activities that must be done to fulfill the mandate(s) and connects them with:

- the key assets that are needed to ‘produce’ the activities, including tangible and intangible assets
- the eventual partners that do what cannot be done by the activity model (for various reasons: an activity is too costly, requires a significant network etc.)

Activity model – economic block

The economic block (blue): this constitutes the balance between what the organisation needs to fulfill its mandate and what it gains from it.

It is made of two sub-blocks: running resources & economic exchanges, which differential (economic exchanges – running resources) should be superior or equal to zero.

Running resources are different from key assets. The ‘economic exchanges’ include the remuneration/compensation/valorisation streams when relevant.

Activity model – organisational block

The organisational block (**green**): this is made of:

- The operational form: describes how the activity model function through time and the nature of the organisation

Activity model - guidelines

- An activity model canvas should be filled for each organisation that is different from the others
- In the 'mandate' explain the mission linked with the objectives of the scenario
- In the 'activities' explain how the activities are linked with the objectives of the scenario
- In the 'targets' indicates the added-value for the beneficiaries
- In the 'economic exchanges' do not forget to include the remuneration/compensation/valorisation streams when relevant

Activity model canvas

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| <div>Key assets</div> <p>Assets, either tangible or intangible that the organisation needs to carry out all activities and reach the target actors and address the R&I pain points</p> | <div>Mandates</div> <p>The mandates are the main action lines that allow the organisation to offer an answer to the R&I pain points. Explain how the mandates are linked with the objectives of the scenario.</p> | <div>R&I pain points</div> <p>Problems of the R&I system this activity model tackle</p> |
| <div>Key partnerships</div> <p>Actors that support the organisation for doing the activities that it cannot do itself</p> | <div>Activities</div> <p>Specific actions that are carried out to fulfil the mandates.</p> <p>Explain how the activities are linked with the objectives of the scenario.</p> | <div>Targets and value added for beneficiaries</div> <p>Actors who are addressed or are beneficiaries. For those, indicates the added-value gained</p> |
| <div>Running resources</div> <p>Resources the activity model needs to sustain itself</p> | <div>Economic exchanges</div> <p>Cover all exchanges that take place between the organisation and beneficiaries. Include remuneration/compensation/valorisation streams when relevant</p> | |
| <div>Operational form</div> <p>Way the organisation is organised to carry out the activities and fulfil the mandate</p> | | |

STRATEGY CANVAS

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| Timing <p>The strategic plan is conceived on a three - year basis but subject to yearly review and validation (being the main pillars of the strategy not under discussion, but the relevance, priority and investment in the single pillars, resulting into possible changes to all the elements that implement the strategy).</p> | | |
| Operational system <p>The organization operates through a flexible structure including permanent and temporary staff units and consortium members' personnel, with complementary consolidated expertise, covering main functions such as: direction, administration, scouting, technology transfer and IPR, fund raising, innovation and communication. It counts on a network of stakeholders (public and private) and professionals sharing their knowledge and experience.</p> | | |
| Fostering direction <p>The organization acts within an institutional framework providing top-down inputs, which are integrated with a user-driven participatory process and market oriented approach, addressed by the intermediate role of the private partner.</p> | Ontological nature <p>The specificities of a public-private partnership, are value, enriched and integrated with a broader ecosystem through partnerships, affiliations and finalized projects.</p> | Geographical scope <p>We act on local systems at a regional level as we believe in the potential of place-based innovative actions, connected and oriented to national and International networks.</p> |
| Justification <p>The scenario which the organization strategy wants to build is focused on the affirmation of culture and entrepreneurial practice as a means of transforming society toward an inclusive society, where good and sustainable job opportunities are available.</p> <p>The organization has the capacity to act as intermediary organization between the research, educational and science community and the innovation users and their needs, fostering solutions which could positively impact on the sustainable development of the territory concerned.</p> <p>The organization supports the start-up, scale-up and industrial development of business actors as key players of local growth.</p> <p>It facilitates, too, the empowerment of civil society to work proactively with public administrators to the decision-making process in the local development field.</p> | | |



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| <div>Key assets</div> <ul style="list-style-type: none">- Incubation spaces- Technology infrastructures- Skills in the functions needed to operate the organization vision- Open innovation platform | <div>Mandates</div> <ul style="list-style-type: none">- Incubation process management- Market analysis- Technology watching and auditing- Creation and management of innovation and TT infrastructures- Business mentoring and coaching- Promotion of innovative ecosystems and social networks | <div>R&I pain points</div> <ul style="list-style-type: none">- Lack of entrepreneurial culture and managerial skills- Low ambition of SMEs to grow internationally- Low interaction of citizens with public stakeholders- Low integration between social and technological innovation- Limited capacity of innovation management- Lack of structured connections between the 4-helix actors- Lack of integrated perspective for efficient resource allocation |
| <div>Key partnerships</div> <ul style="list-style-type: none">- Universities and research bodies- Local communities- Business associations- NGOs and third sector actors-Innovation and entrepreneurial policy makers-National and international innovation networks | <div>Activities</div> <ul style="list-style-type: none">- Scouting and coaching new business ideas- Mentoring the scale-up phase of innovative companies- Improving innovation management capacity and internationalization of SMEs-Supporting non-linear innovation process to exploit economic value of innovative solutions- Fostering co-creation and participatory process involving local communities- International networking- Contribute to local development policies in coherence with smart specialization | <div>Targets and value added for beneficiaries</div> <ul style="list-style-type: none">- young people (entrepreneurial training/coaching)- universities and research bodies (exploitation of research results, RRI, boosted technology transfer),- SMEs and SME networks (innovation and internationalization services),- public administrations (advisory services for innovation and development policies) |
| <div>Running resources</div> <p>Staff costs</p> <p>Investments in communication and networking</p> <p>Operational costs for premises and technology</p> <p>Upgrade of technologies and infrastructures</p> <p>External services</p> | <div>Economic exchanges</div> <p>Services delivery to incubated companies and local SMEs</p> <p>Grants from local, national and international projects</p> <p>Delivery of on-demand services (innovation,training,events organization,market research)</p> | |
| <div>Operational form</div> <p>The public-private partnership model has proved to be successful over the years.</p> <p>The operational structure includes permanent and temporary staff units and consortium members' personnel, integrated from a network of stakeholders (public and private) and professionals sharing their knowledge and experience</p> | | |

