Work Package 4: Pilots for the RIGHT Project

1. General information	
Title of the pilot project:	**RIF program Gas 2.0**

Main institution involved:	**RIF program Gas 2.0 (a consortium hosted by Drenthe College)**	
Research Coordinator within RIGHT:	Harm van Lieshout & Bas Fokkens	
Location of the practice:	Country:	Netherlands (in particular: the 3 Northern provinces, central location: Groningen)
	Contributors & roles:	1) **RIF program Gas 2.0 (a consortium hosted by Drenthe College)** - A regional multi-level multi-stakeholder program (see consortium and program details in the next section). Program leader Mrs. Anja Hulshof will be our primary 'customer' on behalf of the program 2) **Hanze University of Applied Sciences** – support the RIF gas 2.0 program with data collection and analysis for use in both the RIGH program as well as the Gas 2.0 program itself. Professor Harm van Lieshout will be the main researcher. 3) **Province of Groningen** is itself one of the partners in the RIF Gas 2.0 program consortium (as well as in the RIGHT program) and will cooperate with the other two parties on the joint efforts. Mr. Bas Fokkens will be the primary contact here.

2. Detailed description	
Detailed information on the tool:	Gas 2.0 is a public-private partnership for future-proof vocational education for the Northern Netherlands energy sector, sponsored by the Dutch Regional Innovation Fund (RIF). The RIF GAS 2.0 program combines: • seven vocational colleges; • three provinces; • four municipalities; • 47 SMEs. It consists of three pillars: • recruitment of students and side-entrants (for lifelong learning); • educational innovation: knowledge and skills; • community of practice: active community.

	The five goals are: 1. retain intake inflow from students; 2. increase student's knowledge and skills about the energy transition; 3. increase knowledge and skills of teachers and practical trainers about the energy transition; 4. increase knowledge and skills within companies about the energy transition; 5. realizing an active business community. Thematically, it focuses on five themes: • hydrogen; • energy saving & sustainability; • geothermal energy; • biogas / green gas; • power to gas.
Impact intended/expected:	1. retain intake inflow from students: keep at 1.800; 2. increase student's knowledge and skills about the energy transition: 18/19: 400; 19/20: 500; 20/21: 700; 21/22: 800. (total: 2.400) 3. increase knowledge and skills of teachers and practical trainers about the energy transition; 18/19: 50; 19/20: 70; 20/21: 90; 21/22: 100. (total: 310) 4. increase knowledge and skills within companies about the energy transition; 18/19: 100; 19/20: 200; 20/21: 300; 21/22: 400. (total: 1.000) 5. realizing an active business community. 18/19: 40; 19/20: 10; 20/21: 10; 21/22: 10. (total: 70)
Resources needed:	The RIF Gas 2.0 program is already self-funded. We from RIGHT only need to research it and can do that within the RIGHT hours we budgeted. We (obviously) will share data we collect with them to use in their program, and towards their own evaluation(s).
Timescale (start/end date):	Baseline measurement under students / teachers /firms: spring 2020 'End' measurement students / teachers /firms: spring 2021 Completed evaluation for RIGHT: June 2021 (The Gas 2.0 program itself will continue until (at least) the summer of 2022).
Pilot Evaluation:	The baseline and end measurement will be used for participating firms. Specific questionnaires will be developed for goals 2) and 3) above, also to be used as a baseline and 'end' measurement. Additional desk research (which can shed light on goals 1 and 5), interviews, participation in pilot events, and other field work will be done in accordance between the RIF and RIGHT project, to be used as additional material in the evaluation.
Risk analysis:	The pilot is up and running since 2018, and funded through 2022, so the risk is relatively low. In particular, the theoretical chance of intermittent program stoppage. (And in that unlikely event, an evaluation would be extra relevant: why did the program fail as planned?). The risk of communication or other issues arising between RIGHT and this pilot is also relatively low. The Province of Groningen is involved in both; and a good rapport has already been established since last summer. The largest risk is low responses to the questionnaires. Nothing more can be done there than the usual methodological and communication steps. The existence (and respondents' involvement in) the RIF Gas 2.0 program should help somewhat in the

	response rates. Plus we will at the very least be able to interview and/or have focus group talks) with the three primary stakeholders in the course of the RIF Gas 2.0 program as additional data to use (or to at least have relevant qualitative data).
Potential for learning or transfer:	The pilot concerns a multi-level, multi-actor, systematic, programmatic approach to energy regional innovation in energy transition & related human capital innovation that could be transferable (policy learning) for other regions and other (sub)themes in energy and blue (and other) sectors. This is particularly relevant, as the RIGHT trans-regional report concludes (van Lieshout & Manickam, 2019: 47): "Improving the regional infrastructure for lifelong learning (section 4 and 7) is a key joint challenge. The firms themselves are and have to be a key part of that infrastructure: most learning takes place at the workplace, and - as the cost would otherwise become prohibitive – will have to continue to do so. But schools and living labs can and will have to support and supplement this." This pilot offers us the opportunity to study such a systematic programmatic approach in one our sectors and one of our regions to analyse and further refine (or revise) our findings and help us arrive at more specific policy advice in WP5 next year.
Dissemination:	The advantage (for RIGHT(is that the RIF Gas 2.0 program will already communicate heavily itself in the region (in Dutch): the program as a whole and its channels of communication & dissemination, but also the many partners themselves that participate in the consortium (and their own channels). We (as RIGHT) can spread their lessons through the North Sea Region as indicated in the RIGHT Communication Plan; includes the official website, Marinetraining.eu platform and other RIGHT media channels (Twitter, LinkedIn, etc.)
Further information:	Most relevant material is offline & in Dutch language. There is a one page summary in English we can share (but all data is already included in this template). We will gather primary data in Dutch and report to our RIGHT project in English.

Contact details	
Name	dr. Harm van Lieshout
Organisation	Hanze University of Applied Sciences Groningen, The Netherlands
Email	h.a.m.van.lieshout@pl.hanze.nl

Workpackage 4: Pilot Project

3. General information	
Title of the pilot project:	**Green Hydrogen Booster**

Main institution involved:	EnTranCe – Open Innovation & Test Facilities Centre for Energy Transition	
Research Coordinator within RIGHT:	Rob Wolters & Anu Manickam	
Location of the practice:	Country:	Netherlands
	Contributors & roles:	• EnTranCe – facilitator of Green Hydrogen Booster Project is responsible for developing the pilot in terms of defining the scope of participation of SMEs, providing test and demonstration facilities, project support, including events to invite and disseminate outcomes, etc. and coordination of innovation activities. This includes liaison with different faculties within Hanze University and external partners in the region, SMEs included, to ensure that the Green Hydrogen collaborations are optimal and business will be developed. • Hanze will also develop a regional social and economic impact tool as part of the RIGHT project, to support impact measurements of project activities at EnTranCe with the Green Hydrogen Booster as a test case.

4. Detailed description	
Detailed information on the tool:	Green Hydrogen Booster offers SMEs and other parties to collaborate in an open innovation environment to accelerate Green Hydrogen production, distribution, storage and various usages in household, industry and mobility, grid balancing and related infrastructures for that. The booster facilitates • promoting Green Hydrogen as a viable energy transition solution • greening existing value chains and creation of new ones. • testing equipment • upscaling innovations related to green hydrogen products and services • identifying needs for skills and policy support • new social and economic impact measures of energy transition projects • knowledge development, education and communication.

Impact intended/expected:	1. Participating SMEs increase their innovation capacity and innovation output 2. Strengthen existing and/or creating new Green Hydrogen value chains 3. Better coherence between education programmes and business, societal and industry needs in Green Hydrogen development 4. Visibility of Northern Netherlands as Green Hydrogen innovation accelerator in NSR/RIGHT project 5. Regional impact of Green Hydrogen developments visible through the new impact measurement tool
Resources needed:	EnTranCe will host and carry out the booster and will monitor impact of it on participating SMEs and on educational partners/programmes involved, with support from RIGHT partners.
Timescale (start/end date):	Expected to start in February 2020 and will run till January 2021
Pilot Evaluation:	*Baseline Questionnaire has been circulated for comment and feedback;* *In addition a standard template will be devised for reporting on WP4 pilot outcomes in the RIGHT project format. This will be shared with partners in due course. Each partner will be expected to complete a report for each pilot. The timeline for reporting will be shared following discussions with WP5 leader.*
Risk analysis:	SME participation in innovation projects of Green Hydrogen Booster is difficult to guarantee as it depends on the specific topic and timing of the projects. However, promotional activities on green hydrogen as a new business and innovation venture (1) and strengthening existing value chains (2) is expected to be realized as will research on green hydrogen and possibly new curriculum development (3). In addition, development of the regional impact analysis (5) will also be realized.
Potential for learning or transfer:	The labour needs of the business, society and industry in other partner regions could possibly result in opportunities to connect and share resources developed. In addition, the set-up of SMEs participating in this pilot project can be a valuable reflecting EnTranCe's success in creating an open innovation and test facility space for energy transition. This concept could be relevant to other regions as a good practice even as it offers opportunities for collaborations in co-developing Green Hydrogen value chains and markets across the North Sea Region.
Dissemination:	Regional event and communications to professional network through existing media and communication channels and collaborations. For example, through New Energy Coalition, which has strong links to the energy sector; through Hanze and EnTranCe's newsletters, event publications and local media. Also the university's and ROC's are involved. Through RIGHT communication channels – Interreg NSR website and Marinetraining.eu platform and social media accounts and the external event in Brussels/Antwerp.
Further information:	
Contact details	
Name	Marcel Koenis
Organisation	EnTranCe
Email	m.j.m.koenis@pl.hanze.nl

Work Package 4: Pilots for the RIGHT Project

5. General information	
Title of the pilot project:	**International Business Office Supporting SMEs (IBOSS)**

Main institution involved:	• Gebiedscooperatie Westerkwartier (GCW) • Gebiedscooperatie Oost Groningen (GCOG) • Innovatie Werkplaats Appingedam (IWPA) • Enterprise Europe Network (EEN) • Hanze University of Applied Sciences Groningen, Netherlands (Hanze)	
Research Coordinator within RIGHT:	Anu Manickam & Anja Bos	
Location of the practice:	Country:	Groningen
	Contributors & roles:	**4) Gebiedscooperatives (place-based clusters) & Innovatiewerkplaats (innovation arena)** in the Groningen province participate in the pilot. They will support SME internationalization with the following activities: – outreach to businesses (SME) & member organizations in the local area – identify barriers and needs of local SMEs by organizing thematic sessions – liaise with Educational Institutions (Hanze, etc.) to o develop customized projects that support needs of SMEs (market entry strategies, product and business development, etc.) o co-create International Business Office services in the local areas (‘gebied’) that focus on ▪ business development of SMEs exploring existing global value chains of production and innovation ▪ new business creation by creating new glocal* innovation and value chains (*global-local) o identify skills needs of SMEs related to internationalization (legal and financial aspects, business models, cultural and business practices, capacity building, etc.) o identify policy support mechanisms needed for SME internationalization

		– liaise with EEN on possible match-making events and/or networks in other EU countries matching participating SME needs **5) Enterprise Europe Network (EEN)** – support SMEs in business matching with other SMEs in Europe and provides information on upcoming matchmaking events, etc. **6) Hanze University of Applied** – support participating GCs/IWPs. Within Hanze, different departments could be included: – International Business School (IBS) with their HIBO initiative that coordinates and supports student placements, graduation and other curriculum assignments; – Economic and relevant Schools of Hanze (IBK, FEM, IMM, SIRE) also for graduation and placement projects, assignments, etc.; – Centres of Expertise – Energy and Entrepreneurship and the Digital Society Hub, research groups related to these Centres could be involved if expertise is needed; – HanzePro, which offers consultancy and training, if skills training and certification programmes are required

6. Detailed description	
Detailed information on the tool:	**The 'tool', IBOSS, is an extension of services provided by the participating GCs/IWPs to SMEs focused on exploring international markets, innovation and value chains.** The main aim of IBOSS is • to seek solutions for regional and business challenges faced by SMEs related to internationalization through identifying and developing knowledge and skills gaps and programmes in support of SMEs • to provide SMEs (both members and non-members) of GCW, GCOG and IWPA direct access to internationalization support through student placements and research projects, which could include an IBOSS desk run by international and economic students with support from experts of the university • to connect Enterprise Europe Network (EEN) to SMEs in the local areas • to bring other intermediaries and business support agencies closer to SMEs • to connect Hanze's Centre of Expertise – Energy and energy education to SMEs interested in accelerating energy transition but also to support collaborations with international research and business networks in renewable energy • to connect to other Centres of Expertise and/or research groups that could provide expertise as needed Expected outcomes of the IBOSS pilot are

	• a well-defined IBOSS in the GCs & IWP as a continued service, establishing a long-term collaboration with Hanze (and/or other educational institutions), EEN, and other intermediaries to support SME internationalization in the local area
	• Participating SMEs would have
	  ○ increased capacity for internationalization and innovation
	  ○ better knowledge of and access to intermediaries who could support them in reaching international markets and networks
	  ○ opportunity to cluster in their internationalization efforts with support from intermediaries (EEN) and/or experts
	• Participating students would have
	  ○ better appreciation of regional SMEs and their challenges
	  ○ knowledge of the potential of regional SMEs for innovation and business partnerships
	  ○ insights into future career and start-up opportunities in the region
	• Participating educational institutions/Hanze would have
	  ○ additional access to regional SMEs to strengthen regional capacities
	  ○ better alignment of their curriculum to the needs of practice
	  ○ opportunity to provide practice-based curriculum
	  ○ provide customized/new training for SMEs in internationalization
	• Participating energy transition SMEs and research partners would have
	  ○ additional opportunities to collaborate on energy transition needs, including skills and knowledge gap resolution
	
	Target sectors and stakeholder groups include
	• SMEs and businesses interested to expand into international markets and/or global value chains
	• SMEs and other organizations needing international collaborations for energy transition
	
	Transferability to
	• GCs/IWPs in other parts of the Northern Netherlands and elsewhere
	• cluster organizations, intermediaries and business support agencies in other (partner) regions, whereby educational institutions and applied research groups are willing to support SMEs/industry internationalization

Impact intended/expected:	SME impact - Awareness of Internationalization business - Advise to SMEs on internationalization and related aspects of business developments - Training offer on Intercultural Competences for Internationalization for SMEs - Clustering SMEs for joint internationalization Other impacts - Creating a functional internationalization ecosystem by connecting and facilitating intermediaries, business students, start-ups, etc. in the region - Developing business training and consultancy for SMEs in the region
Resources needed:	No additional resources needed: all parties contribute to the pilot as part of their regular tasks
Timescale (start/end date):	February 2020 - January 2021 Baseline and post-pilot measurements to be carried out: SMEs' Innovation and international capacities and all evaluations completed by February 2021

Pilot Evaluation:	Evaluation consists of interviews of IBOSS partners and participants, including baseline and end evaluations of participating SMEs of their innovation and international capacities through surveys and declaration letters on innovation expenditure and capacity changes as required by RIGHT WP4 methodology.
Risk analysis:	• Creation of IBOSS involves commitments and alignment of needs and resources between the different partners – SMEs, EEN, GCs/IWPs, Hanze/students – can be mitigated if the pilot ensures good communication and flexible implementation of services and activities by all parties • Long-term sustainability of IBOSS is dependent on collective resources and commitments, which can be helped by success of participating SMEs and explicit measurement of impact of such successes on the region • IBOSS needs to meet and manage the diversity of SME needs and expectations and also meet state-aid funding requirements within the scope and capacity of the pilot • Volatility of global markets, access to finance and knowledge and capacities of SMEs, and personal circumstances influence SME success in internationalization which makes risk management difficult • Matching educational programmes (schedules, credit and programme requirements, etc.) and SME needs may be challenging and needs clear communication and planning
Potential for learning or transfer:	This pilot can be easily replicated in other areas as • IBOSS acts as a knowledge and skills transfer office for local SMEs/businesses that connects educational institutions and EEN though a trusted local intermediary (GCs/IWPs) • IBOSS can act as a connector for other intermediaries, start-ups, etc. • IBOSS is a low threshold and low-cost pilot that could be effective to offer SMEs with limited budgets and knowledge on internationalization • IBOSS offers educational programmes interactions with practice at a local level which connects students to regional businesses with the aim to keep talent in the area • The concept of GC/IWP is also a potential good practice which facilitates local and regional agenda-setting and cross-sectoral business developments
Dissemination:	• Dissemination but also announcement of the services of IBOSS will be carried out through communication channels of the GCs, IWPs, Hanze and other intermediaries participating in the pilot. These would include newsletter, mailing lists, website, social media, etc. The pilot will also be announced on 30th January at an event where energy SMEs are invited. • The pilot will be disseminated as with other pilots of RIGHT as indicated in the RIGHT Communication Plan; includes the official website, Marinetraining.eu platform and other RIGHT media channels (Twitter, LinkedIn, etc.)
Further information:	• All SMEs in the local region will be invited to participate in IBOSS activities whereby internationalization support is the key focus and it is open to all SMEs. • Connection to Smart Specialization: Internationalization was acknowledged as a horizontal theme in the Northern Innovation Agenda 2014-2020 (2015), an updated supplement to the RIS3. The new RIS3 (2021-2027) identifies social challenges as the key to sustainable societies and the focus is on transitions and creating new ecosystems. The iBOSS pilot supports Gebiedscooperaties in their aim to accelerate regional transitions by connecting businesses, education

	institutions, civic and government agencies to address regional and global challenges.
Contact details	
Name	Anu Manickam
Organisation	Hanze University of Applied Sciences Groningen, The Netherlands
Email	a.r.s.manickam@pl.hanze.nl