Case study draft from Italy

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1. GENERAL CHARACTERISTICS OF THE CO-CREATION INITIATIVE

Name of the initiative*: Open Innovation challenges: pilot action towards co-creation process
Start date*: September 2019
Expected end date*: n.a.
Country/ies where partners are based*: Italy
Project budget *:
  Share of budget co-funded by partners:
  Share of public funding (please provide details of the public authorities providing support): 100% Regione Lombardia – public funding
  Share of budget co-funded by VC or other sources (please specify):
Main focus (please select)*: Research / Economic / Innovation

Innovation

Goal and objective of the co-creation initiative

1*. What is the vision of the co-creation initiative?

Lombardy Region Open Innovation Platform (www.openinnovation.regione.lombardia.it) is a collaborative web environment that gathers government, industry, academia and civil participants around strategic Research and Innovation (R&I) topics. Launched in 2015 as a meeting place for experts and professionals, in the last two years the platform’s mission evolved towards an ambitious “quadruple helix” approach, developing tools and initiatives targeted at citizens. This new approach helps effectively bridge the gap between the research community and the civil society, offering all concerned parties the opportunity to get engaged and make their voice heard. Professionals working in companies, research institutions, public administrations, organisations representing the civil society and citizens meet on the platform and discuss by means of a broad range of targeted tools to inform, share and engage, to launch and manage projects, to disseminate results, to create and manage communities and working groups.

The platform has today over 17.000 registered users that represent an asset for the Regional Government as they can be engaged and consulted. Concerning the services to the research and innovation community, the platform has an established base of participants: 2375 organisations and 2852 R&D+I professionals from the regional
innovation ecosystem have registered so far (55% industry, 25% academia and research, 20% public administration and civil society). An overall number of 5365 collaboration opportunities in R&D+I projects has been circulated, receiving over 240 expressions of interest in the past 12 months.

Concerning the impact on the general public, since the “quadruple helix” model was adopted, the number of individuals (‘concerned citizens’) captured by engagement actions on research and innovation topics with an impact on society increased steadily, from 2500 in January 2016 – when the process began - to 7349 in March 2018 to over 17,000 in May 2020. This allowed the Regional Government to establish an immediate relationship and to carry out effective engagement actions involving both the R&D+I community and citizens themselves, reducing both the cost and the time to deliver results, while increasing further the participant base. This capability is proving invaluable in the current situation (covid pandemic), both to cope with the emergency and reboot phase, and to manage the consultation on reshaping the research and innovation strategy for a long term recovery and development strategy. For example, two questionnaires concerning smart working and distance learning during the lockdown caused by covid-19 pandemic received more than 10,000 replies. Usually, Lombardy Region decides the themes of the surveys as the results are used to shape response actions on topics of public interest (i.e. the regional strategy for sustainability) or relevant present issues.

Furthermore, the platform sends personalized digests to its participants, to make sure that they are aware of what is going on. Over 10,000 emails are sent each night, including news of general interest on research and innovation topics and alerts on new contents (news, discussions, collaboration proposals and partner search, project results), covering topics that interest each participant.

The following table presents the set of available tools on the platform:

<table>
<thead>
<tr>
<th>tools to PROFILE</th>
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<tbody>
<tr>
<td>PARTICIPANT PROFILES</td>
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<tr>
<td>Information about interests, skills, experience and</td>
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<tr>
<td>network of each participant</td>
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<tr>
<td>ORGANIZATION PROFILES</td>
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<tr>
<td>Information about competencies of companies, research</td>
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<tr>
<td>centers, universities, and so on. Each participant</td>
</tr>
<tr>
<td>can choose one or more organizations and link them</td>
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<td>to their profile.</td>
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<table>
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<tr>
<th>tools to INFORM AND ENGAGE</th>
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<tbody>
<tr>
<td>NEWS / DISCUSSIONS</td>
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<tr>
<td>Content can be posted online in the form of a ‘news’</td>
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<td>or as a discussion. Other users can comment both. The</td>
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<tr>
<td>former is used for a specific topic while the latter</td>
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<tr>
<td>is used for themes/problems/ideas that need to be</td>
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<td>analyzed and reviewed by users.</td>
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<tr>
<td>SURVEYS</td>
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<tr>
<td>From quick polls to complex consultations</td>
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</table>

<p>| Tools to SHARE COMMON INTERESTS                      |</p>
<table>
<thead>
<tr>
<th>COMMUNITIES</th>
<th>Communities bring together users that want to interact around a shared interest or that have specific knowledge on a certain topic. Communities are a work environment that allows their members to post news and discussions, upload documents, launch polls.</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Matching tools – IDEA TO PROJECT</strong></td>
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<tr>
<td>COLLABORATION PROPOSALS</td>
<td>Search for partners for a specific project idea at regional, national and global level (in collaboration with the Enterprise Europe Network). Publish a cooperation proposal. Search and receive notice of new opportunities directly in your mailbox. Evaluate expressions of interest and begin cooperation</td>
</tr>
<tr>
<td>PROJECT MANAGEMENT</td>
<td>Project management tools for the definition and monitoring of activities and budget. The tool includes document management, video conferencing, distant learning etc.</td>
</tr>
<tr>
<td>OPEN CHALLENGE</td>
<td>A suite of tools that companies can use to prepare, launch and manage open innovation challenges, on topics that fit with the strategic views of the region or address societal needs.</td>
</tr>
<tr>
<td><strong>DISSEMINATION tools</strong></td>
<td></td>
</tr>
<tr>
<td>PROJECTS</td>
<td>Short profiles of R+I projects (regional, national and international, ongoing or completed) carried out in the Region, or with a potential impact on regional strategic priorities. Lombardia 2030 is a new section of the platform that promotes social innovation projects that meet the 17 UN sustainable development goals.</td>
</tr>
<tr>
<td>RESULTS</td>
<td>Short description of research results available for exploitation on topics related to strategic priorities.</td>
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<tr>
<td><strong>tools to MANAGE INFORMATION FLOW</strong></td>
<td></td>
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<tr>
<td>TAG MANAGEMENT FOR CONTENT</td>
<td>Highly customizable taxonomies (trees of tags)</td>
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</table>
INDEXING to alert participants when new content matching their interest is available.

The whole platform is a co-creation environment as its main target is to bring together users around common ideas and topics. ‘Communities’ are the best example of how the different tools of the platform are interrelated and can be activated to build a project with multiple actors.

At the end of 2019 the community tool has implemented in “Open Challenge”, a new instrument that supports companies exploit the potential offered by the open innovation paradigm, i.e. the use of purposive inflows and outflows of knowledge to accelerate internal innovation and expand the markets.

Open Challenge is a free service made available for all companies that want to set up innovation projects, scout ideas and new talents, look for solutions by means of a call to action targeted to a wide variety of subjects.

A company might be looking for talents or skills, solutions to specific problems, plans to boost productivity, new product ideas or any other innovation need which cannot be found within the company.

After a thorough needs analysis, experts from Finlombarda spa and ARIA spa (respectively Lombardy Region’s financial and IT in-house agencies), together with the company, co-create the best possible instrument which will be launched and managed on the platform. It can be a call for ideas, a contest, a competition, talent scouting. The target can vary depending on the type of challenge: students, professionals, start-ups, other enterprises, universities, research centres, citizens coming from Italy or abroad.

Each challenge has a dedicated page and can set up a variety of tools offered by the platform itself (news, communities, document upload, forums, video conferencing, surveys etc.).

The application procedure is very simple: users create a personal profile, fill in a form and apply. From that point on, the process is managed on one side by Finlombarda spa and ARIA spa, which supervise the whole back office procedure, and on the another by the company, which accesses and evaluates the applications.

1A. What is the rationale behind the vision of the co-creation initiative?

With the Regional Government as “catalyser” of co-creation initiatives, Open Challenge wants to promote and support the adoption of open innovation practices among companies, especially in domains where relevant actors do not know each other, as in the case of some emerging industries.

Our programme does not have the ambition to compete with open innovation brokers and crowdsourcing platforms. On the contrary, we are open to collaborate with them. Companies launching open innovation projects that are in line with the strategy of the region have the opportunity to reach our 17000+ participants on the platform (virtually any organisation dealing with research and innovation in the region). We offer them, free of charge, access both to the tools and the best practices that we have already developed.

1B. Was it someone's initiative or was it jointly set by all partners? Please provide details on the mechanisms implemented to co-develop the vision.
Open Challenge was co-created by the regional Government - Lombardy Region Directorate General for Research, Innovation, University, Export and Internationalization (in brief DG Research), with Finlombarda spa spa - the regional Development Agency - and ARIA spa - the regional Digital Company.

The involved stakeholders are:
- 1 public administration
- 2 regional government agencies
- 3 companies as pilot projects (update – Dec 2019)

Companies as pilot projects:

**Gefran spa:** Italian multinational company specialized in designing and manufacturing sensors, drives, systems and components for automation and control of industrial processes.
The challenge on the platform is a scouting for young professionals.
Results: the challenge is ongoing. The participating students are divided in 10 teams that are undergoing mentorship within the company. The three winner teams will be presented at a final workshop in November.

**Sirti spa:** leading technology company specialized in the design and production of network infrastructures and telecoms system integration.
Starting with an analysis based on needs and problems expressed by employees, the challenge is set up as a call for start-ups.
Results: the challenge is ongoing. Twentyseven start-ups have applied, ten have been approved and the winner will have the possibility to work and collaborate with Sirti spa.

**Rold spa:** Rold is an Italian SME leader in the field of household appliances. It has three main divisions: Appliances, Industrial and the R-Lab. The latter aims at ideating innovative solutions by investigating novel technologies and advanced materials. Rold is setting up a multi-disciplinary strategic partnership to find out innovative solutions aiming at reducing microplastics dispersion.
Results: thanks to the challenge, a new partnership has been created and a project proposal to the has been submitted to the EU. Partners will use the platform to carry on all project activities.
In 2020, 9 new challenges have been submitted. One of these is very interesting as it has been launched by the biggest community in Italy on open innovation to look for ideas and start-ups that can respond to the socio-economic situation caused by the covid-19 pandemic. The call for ideas is open to anybody that wants to give a solution to the problems that four industrial sectors (fashion, fairs, tech for smart communities, furniture) will face during the restart phase.

1C. Has the vision of the initiative ever been revised? Why?
Not yet, the tool has just been recently released.

2*. What are the main objectives of the initiative?

Open Challenge supports companies exploit the potential offered by the open innovation paradigm. Companies can launch innovative projects within a much-protected and institutional environment. They benefit from communication campaigns that help them gain visibility and accountability. They enter a network that can be useful for further projects, be ahead on public call for proposals or funding opportunities, as well as sharing knowledge and expertise in a regional and international
environment.

2A. Are there plans to commercialise the co-created products and/or services? Please explain.
It’s a public initiative with public funding so there are no plans to commercialise it.

3. What are the main motivations of the different partners to collaborate in this initiative (e.g., need for finance, competences and skills, network & connections of partners, risk sharing)?
For all partners involved, motivations to collaborate include sharing competences and skills, network & connections to reach common goals.

On one hand Lombardy Region wants to provide companies a free tool that can help them experiment open innovation initiatives. This is especially important for small and medium enterprises, which are the backbone of the regional economy: they might not be able to carry on such projects on their own (too small, no specific budget, no dedicated human resources available) but would if adequately supported. On the other, the regional partner fills in the gap, the distance with the world of enterprises, creating a leverage effect to boost innovation.

Finlombarda has an extensive network of companies as it manages a large number of call for proposals and public funding for SMEs of the region. This means a deep knowledge of the entrepreneurial system and of the needs that companies express. Launching a challenge for Finlombarda is a win win situation, getting the chance to know better a set of innovative companies, their new projects and their ideas; participating companies can benefit of the extensive network of contacts and connections that Finlombarda can promptly activate.

Through a co-creation process that happens entirely on the platform, the participating companies can benefit of the following services/products:

- creation of new products and services, or innovation of old ones
  open challenge allows companies to think ‘outside the box’: good ideas that can have a positive impact on the company might not come from the inside but rather from outside.

- talent scouting in a non-traditional way
  challenging roles require new ways to hire human resources; a call for project ideas targeted to young graduates can be the starting point of a new career within a company.

- community and employee engagement
  a challenge can be built starting from the analysis of the needs of the employees, thus enhancing trust and membership.

- new cooperation opportunities with Lombardy Region
  launching a challenge means building a private-public cooperation that creates a new network of contacts; this is very useful when new business opportunities or public call for proposals might emerge.

- visibility and new marketing opportunities
  challenges are promoted to a very wide public and receive extensive promotion on all social media.
presence in regional or international events
in order to launch a challenge, companies detail their core business, their targets, their needs, their assets. This is precious information when Lombardy Region is looking for success stories to highlight the innovation potential of the region.

Functional roles of co-creation partners

4*. Please fill in the table below with the following information:

4A*. Specify all partners involved in the co-creation process (specifying the number of partners per type)

4B*. Choose the co-creation process project initiator(s)

4C*. Specify where partners are located

4D*. Specify what are the main activities and responsibilities of partners
### A. Partners for co-creation
- Project initiator(s):
- Local/regional
- National
- International
- Priorities setting
- Research
- Designing products
- Experimentation and development
- Commercialization / Support (marketing, consultancy, etc.)
- Product launch
- Financial engagement (share of funding, %)

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<tr>
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<th>A.</th>
<th>B.</th>
<th>C. Location</th>
<th>D. Main activities</th>
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<td><strong>Firms:</strong></td>
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<td>Service</td>
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<td>Manufacturing</td>
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<td>Public research institutes</td>
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<td>Universities</td>
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<td><strong>Civil society:</strong></td>
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<td>Non-governmental organisations (NGOs)</td>
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<td>Personal engagement</td>
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<td><strong>Government:</strong></td>
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<td>Public authorities</td>
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<td>Government agencies</td>
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<td>Transnational organizations</td>
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### Notes:
5*. Were there any conditions to participate the co-creation initiative? (e.g. amount of funding provided, data sharing conditions, type of expertise, etc.)

There are no limits or specifications for companies to submit a challenge.

**Q5A. If there were any criteria for selecting partners, please, name them**

There were no specific criteria to select the first projects as the Open Challenge tool is open to any interested company. The first challenges launched were possible thanks to a set of contacts that were activated because they were identified as possible starters of the new initiative.

For each co-creation partner, please, provide the following information:

**6*. Name of organization and its scope of activities (local/regional/national/international) and website (if available)**

1. **Lombardy Region Directorate General for Research, Innovation, University, Export and Internationalization** (in brief DG Research). The Lombardy Region General Directorate for Research, Innovation, University, Export and Internationalization supports research in emerging strategic sectors, encourages the transfer of results on the market and boosts competitiveness of the economic-social system. Main initiatives promoted by the General Directorate aim at:
   - Strengthening public and private investment in Research and Innovation
   - Encouraging open innovation
   - Enhancing Export and Internationalization strategies for SMEs

   The DG is in charge of managing the Regional Operational Programme of the European Regional Development Funds for the 2014-2020 period.

2. **Finlombarda spa** is a regional in-house financial company, totally participated by the Lombardy Region, whose institutional task is to support regional policies for the economic and social development of the Lombardy territory, enterprises, the governmental authority and the citizen, through financial and management tools and initiatives.

3. **ARIA spa** is an in-house company of the Lombardy Region managing and developing IT systems with a specific focus on digital-health, digital-government and e-procurement solutions.

Companies as pilot projects:

1. **Gefran spa**: Italian multinational company specialized in designing and manufacturing sensors, drives, systems and components for automation and control of industrial processes. The challenge on the platform is a talent scouting for young professionals.

2. **Sirti spa**: leading technology company specialized in the design and production of network infrastructures and telecoms system integration. Starting with an analysis based on needs and problems expressed by employees, the challenge is set up as a call for start-ups.

3. **Rold spa**: is an Italian SME leader in the field of household appliances. It has three main divisions: Appliances, Industrial and the R-Lab. The latter aims at ideating innovative solutions by investigating novel technologies and advanced materials. Rold is setting up a multi-disciplinary strategic partnership to find out innovative solutions aiming at reducing microplastics dispersion.
7*. Please explain the rationale of involving this partner in the co-creation project

As there are no limits on themes, objectives or targets, companies are free to present a challenge that is most suitable to their needs.

Companies of any size or industrial sector can join in.

Even if the tool is promoted as an opportunity for companies, challenges are available also for institutions or organizations that are not specifically SMEs (eg. Public administrations).

8*. Please explain the role and main responsibilities of this partner in the co-creation project

DG Research supports the companies explore and detect emerging strategic sectors, encourages the transfer of results to market and generally speaking, boosts competitiveness of the economic-social system. Finlombarda spa collects and codifies the needs expressed by the companies and participates at the co-design process of the entire released service/product. ARIA spa manages and develops the IT systems.

9*. What is the financial engagement of this partner in the co-creation initiative (i.e. what is the share of funding they provide overall and for each of the activities of the co-creation project)?

Initiative and related services are fully funded by the regional Government, companies participating in the pilots bear their own costs.

2. MANAGEMENT STRATEGY

10*. Who is responsible for co-creation process management?

The regional Government in particular, Lombardy Region Directorate General for Research, Innovation, University, Export and Internationalization (in brief DG Research)

Q10A*. Was a steering group or advisory committee set up? If so, please provide details on its role and frequency of interactions.

There’s a steering group with all involved managers in DG Research, Finlombarda spa and ARIA spa.

11*. What is the frequency of interaction between co-creation partners? (please select)

When necessary (not scheduled).

Q11A*. Please describe the nature and frequency of interaction between all couples of partners

Project meetings and continuous interactions.

12*. What are the main means of communication among co-creation partners? (Please choose all appropriate answers)

X a) Official meetings at the end of the reporting period (quarterly, yearly)
X b) Sharing of documents, reports, publications
X c) Digital tools (e.g., email communication, conference calls, internet platforms)
X d) Conferences, workshops, etc. engaging external stakeholders
x c) one to one meetings

13. Is there a partnership agreement for the co-creation initiative?
Yes, there is a service contract.

13A. Is the agreement formalised?
Yes, it is a document formalised by the participant companies with applicants.

13B. Please specify the type of the agreement:
Legal agreement

13C. Are legal issues related to the ownership of jointly developed IPRs settled in a partnership agreement?
The legal issues related to ownership of jointly developed intellectual property rights are not resolved in a partnership agreement. Companies must, if necessary, take care of these concerns on their own.

13D. In case there is no agreement, please explain how partners’ activities are coordinated

14A*. Who is the owner of data from the co-creation initiative?
DG Research

14B*. Who is the owner of IP from the co-creation initiative?
Each company participating in the Challenge.

15*. How is the process of accessing research results (for partners) organized?
When the challenge is undergoing, all information on applicants and their ideas is managed by the company either within the platform or using other means and IT system that the company prefers. At the end, participating companies decide how to share the results of the challenge.

16*. How do you set the balance between data sharing and IP protection?
As the result of the challenge is a product/idea/project that will be used by the company, it is entirely up to them how to balance data sharing and IP protection.

17. Is public access to either co-creation results or products granted?
It is very important for the platform to promote the results of each challenge. This helps other companies understand the potential of the tool and gives the wide public a new view on the importance of the collaboration between public and private actors.

18*. What types of intellectual property (IP) protection mechanisms are used (e.g., patents, trademarks, industry design, utility model, complexity)?
This decision is a responsibility of the company and varies from challenge to challenge.

18A*. What types of IP are more important for your co-creation processes?
n.a.
3. PROJECT EVALUATION

19*. Are milestones and key performance indicators (KPIs) set for the co-creation initiative?
Yes

19A. Are they settled in a partnership agreement?
Yes, in the service contract

19B. Are they essentially qualitative or quantitative?
Quantitative

19C. Please provide the main KPIs (provide up to 5 indicators)
Number of innovation challenges on line on the Open Innovation Platform and number of participants;
Number of the new expressions of interest from companies or institutions.

20*. At what stages is the evaluation implemented?
Interim / Ex-post

For each evaluation stage, please, provide the following information:

20A. What approaches are used?
Interim: Internal reports
Ex post: Final report

20B. What types of data are used?
The data are the numbers of challenges launched and of their participants.

20C. How is the evaluation process organised? Who is responsible for it? Are there any external evaluations conducted?
On one hand DG Research evaluates the overall performance of the tool.
On the other, each company evaluates the outcome of the challenge they have launched.
Finlombardia spa helps the companies create the best possible challenge proving support in the set up phase in order to clarify targets, define objectives and desired outcomes. This activity can then be capitalized in the final evaluation stage when companies analyse the benefits of the tool.

21. Are the evaluation results open (e.g. published on the website, reports, structured databases, etc.) or closed (used only for the internal goals)? If they are open, please specify.
At the end of the challenge, we publish online the name of the winners and the results of each challenge.

22. What are the implications of any evaluations conducted so far (e.g., revision of KPIs; suspension or termination of funding; penalties and rewards associated to performance)? Please explain.
The tool has just been recently launched so it is too early to draw the line and analyse the implications. As it is a free tool, with very limited boundaries and no funding, the worst scenario is that companies withdraw themselves from the challenge.

23. What are the key success factors of this co-creation initiative?

The tool basically has no limitations for companies, which feel free to apply and launch their challenge in a protected, institutional environment. The only boundary is the match between the theme of the challenge and the Regional Development Strategy, which is very broad and covers the entire spectrum of industrial activities.

24. Were there any challenges during the co-creation process? Please provide details and explain what caused them.

n.a.

25. Based on your experience, what would you recommend to a new co-creation initiative for it to be successful? Please explain the main lessons learned from your experience.

Companies have appreciated Challenges because the application procedure is very simple, cutting red tape and paperwork. Furthermore, no limits on themes or targets allowed high levels of creativity and cross-fertilization allowing them to create a tailor made initiative.

4. THEMATIC FOCUS

Please select one of the two themes below and answer the corresponding questions:

Theme 1. Co-creation’s contributions to digital innovation and AI and effects of data sharing

n.a.

Please explain:

- What are the ways in which the co-creation initiative features digitalization and AI? Please provide examples.
- What are the roles of stakeholders? Are they different from traditional ones? Please provide examples.
- How are data sharing and intellectual property protection organised? Please provide details.
- What are your best practices? What would you recommend to a new co-creation project involving digital innovation and AI?

Theme 2. Effective involvement of NGOs and civil society at addressing societal challenges

The Platform enables citizens, as individuals or as employees/employers in enterprises, to take part of the innovation process of their territory. Citizens are informed about regional R&I initiative and related public surveys.

From the stakeholders’ point of view, the platform provides free collaborative working tools (plugins) hosting communities, work teams, projects, organizations; it maximizes synergies and network capability bringing together individuals with common interests, skills and competencies.
For example, the ‘challenges’ tool, in a broad sense, is directed to civil society since anybody can join in once they are launched.

The Platform has recently launched three initiatives that specifically address societal challenges:

1) a community entirely dedicated to the Covid19 emergency that brings together enterprises, researchers, doctors, startups… anybody who has an idea to solve a specific problem, a medical device to be upgraded, a best practice to be shared, a research project that needs partners or knowhow.

2) a community dedicated to online teaching in order to help teachers, parents, experts, tech companies share experiences on the current situation that interrupted traditional lessons bringing them all online. Within the community, Lombardy Region has launched a survey addressed to all teachers to investigate problems, issues, ideas emerging from the new experience of remote learning.

3) a new section called ‘Lombardia 2030’ that promotes social innovation projects targeted at the 17 UN sustainable development goals. Anybody can share their initiative, filling in a simple form describing the project and how it helps reach the UN goals. Users can vote the project they like the most.

Please explain:

- How are civil society and NGOs engaged in the co-creation initiative? Provide examples.
- At which stages of the co-creation process (e.g. priority setting, research, design, experimentation and development, commercialisation, product launch) is the interaction most intensive? Please explain
- What tools do you use to gather inputs from civil society (e.g. online surveys, social media, organised workshops)?
- Are there mechanism in place to address possible conflicts of interest? Please provide details.
- Was the participation of civil society and NGOs in the co-creation project useful for you? Why?
- What are your best practices? What would you recommend to a new co-creation project involving civil society or NGOs?

5. POLICY CONTEXT

26*. Was the initiative supported by a specific policy initiative? If so, please provide details on the policy initiative and type of support provided (e.g. amount of funding, conditions of support, selection criteria, reporting obligations, etc.).

The initiative is supported by Regional law no. 29 of 23 November 2016 called “Lombardy Is Research and Innovation”. It aims to foster, support and promote the Research and Innovation ecosystem of the Lombardy Region. It is a concise text, made up of just eight articles that concretely eliminate redundant bureaucracies and guarantee a certified timing. An important element is the matching of Business, which needs an innovative push, with the world of Research, which together can provide the necessary know-how and human capital to drive local growth and employment.
THE KEY POINTS OF THE LAW:

Three-Year Strategic Programme
The three-year strategic programme for research, innovation and technology transfer is the key element of all the regional interventions foreseen for the 2018-2020 period. The definition and implementation of the programme is entrusted to the Steering Committee, through direct involvement with the actors of innovation and the tool for public consultation.

Multidisciplinary Steering Committee
The Multidisciplinary Steering Committee has the task of coordinating all the regional policies concerning research, innovation and technology transfer through the "Three-Year Strategic Programme" so that there are no more individual initiatives but rather concerted actions, the result of an overall vision.

Regional Forum for Research and Innovation
Independent body - with consultative, propositional and informative functions - composed of 10 experts in scientific, social and humanistic disciplines with a proven experience on the impact that innovations have on people's lives, selected through an international public procedure.

Research Day Scheduled for 8 November and named after Umberto Veronesi to reward researchers and companies that have distinguished themselves in research and innovation.

STRATEGIC TOOLS

Research Agreements
"Research Agreements" aim to foster the development of research and innovation projects with a high impact on the investments made, the partnership involved and the competitiveness of the territory. They are funded with a 106 million euro block grant (from the resources of the POR FESR 2014 - 2020 - Axis I - Action I.1.b.1.3 "Support for collaborative R&D activities for the development of new sustainable technologies, new products and services"), through negotiation agreements between the Lombardy Region and other public or private entities. A total of 32 projects were financed by the Lombardy Region with this measure.

27*. What are the factors (e.g. related to regulations, policy, business environment etc.) supporting and/or hindering co-creation in your country? Please explain.

Innovation policies at the regional level are very effective: regions have the ideal size to support exchange of knowhow and creation of new products and services in the long run, bringing together companies (small and large), universities, research centers, public and private agencies that act like intermediaries of knowledge (scientific parks, service centers, incubators, consultancy agencies). Struggling on the international markets and under pressure because of globalization, enterprises can find in the open innovation paradigm opportunities to go beyond their boundaries and limits, thus enhancing their overall performance.

28*. What do you think are most effective types of policy support for co-creation?

The concept of Open Innovation is constantly changing and is moving from bilateral transactions and collaborations towards networked, multi-collaborative innovation. This means that a specific innovation can no longer be seen as the result of predefined and isolated innovation activities but rather as the outcome of a complex, intertwined and less-deterministic co-creation process involving knowledge flows across the entire economic and social environment. Open Innovation is a new paradigm based on a Quadruple Helix Model where government, industry, academia and civil participants work together to co-create the future and drive structural changes far beyond the scope of what any one organization or person could do alone. This model encompasses also user-oriented innovation models to take full advantage of ideas' cross-fertilisation leading to experimentation and prototyping in real world setting.
Co-creation in all sectors of society provides for manifold opportunities to fully exploit it. Co-creation builds on new forms of interaction among key actors in modern societies, involving citizens, the market and the state. Collaboration between these actors should be organized to share information, knowledge and resources. Open data help to co-create user-friendly, personalised and proactive services that lower the administrative burden and improve the user experience.

Co-creation, trust and resilience should be at the core of future Research and Innovation policies. These will support in the same time European competitiveness, European sustainability and European citizen’s quality of life. But these policies should enable individuals to engage in innovation as co-creators, promote social innovation, and allows firms to test and roll-out solutions in the new changing world. If Europe, a continent so proud of its roots and shared values, can innovate sustainably, it will become the beating heart of a new and positive union between individual empowerment and the collaborative economy.

[source  https://www.researchgate.net/publication/315924171_Towards_a_new_economy_Co-creation_and_open_innovation_in_a_trustworthy_Europe]

-------- THANK YOU VERY MUCH FOR YOUR TIME -------

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