



ETORKIZUNA
ERAIKIZ
think tank

WORK OF THE FUTURE
REPORT OF THE 15th MEETING

24/03/2022

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SPACE FOR DELIBERATION ON THE WORK OF THE FUTURE

March 24, 2022, 4:00 pm-6:00 pm

1. Programme

Timetable	Theme	Presenter/Driver
4:00 pm – 4:15 pm	Welcome	Unai Andueza. Director of Strategic Projects at the Department of Economic Promotion, Tourism and the Rural Environment
4:15 – 4:45 pm	Presentation: Experience of cooperative governance in Industry 4.0	Jon Gurrutxaga. Director of Innovation and Internationalisation
4:45 - 5:00 pm	Involvement of new stakeholders	Unai Andueza. Director of Strategic Projects at the Department of Economic Promotion, Tourism and the Rural Environment
5:00 – 5:55 pm	Group dynamic	Unai Andueza. Director of Strategic Projects at the Department of Economic Promotion, Tourism and the Rural Environment
5:55 pm – 6:00 pm	End of session	Jabier Larrañaga. Deputy (Provincial Minister) for Economic Promotion, Tourism and the Rural Environment

2. List of attendees

- Jabier Larrañaga
- Unai Andueza
- Jon Gurrutxaga
- Joseba Amondarain
- Ana Ugalde
- Gorka Artola
- Juan Ángel Balbás
- Nerea Zamacola
- Iker Estensoro
- Anabel Yoldi
- Pili Alonso
- Marian Tapia
- Ángel Martín
- Ismene Tapia
- Aitor Txurruka
- Marta Rosende
- Unai Elorza
- Ane Sarasola
- Miren Larrea
- Mikel Gaztañaga

3. Welcome

The Director of Strategic Projects opened the session. *'Hello everyone! As always, thank you for coming to today's session. I am going to introduce the session. When I finish, I will hand over to the Deputy (Provincial Minister) for Economic Promotion, Tourism and Rural Environment. Today's session will focus on collaborative governance. It will be a new step. From now on, we will have to decide how to complement and develop our collaborative governance. We need to know what we have done so far. In today's session we will look at a specific example. Today we are going to talk about the example of Industry 4.0. Collaborative governance has also been addressed in projects extending beyond Industry 4.0, but today we are going to use this example. Indeed, it has been an experience that can show how best to reach out to companies. There may be great similarities with what we want to develop in this deliberation group. You already know that the ultimate goal of the knowledge we are developing here is to reach our small and medium-sized companies. In other words, the knowledge generated here should generate positive transformations in SMEs. How do we do that? Today's experience can show a number of lessons we have learned.*

'At the same time, you all know we receive and listen to the proposals made in this group. For example, at the beginning you asked for coffee and water to be provided. And at the latest sessions, we've had coffee and water. So, we do listen to your assessments and your opinions. That is the function of the evaluation forms. As well as coffee, you often refer to the issue of language. In other words, to have the slides in both languages. But that's harder than it sounds. You might think that between one session and the next we have time to meet that request, but you have to bear in mind that we spend a lot of time preparing for these sessions. Often, we prepare the presentations shown here the day before. We are often in a hurry. So, we do what we can. We will try to take your request into account in the future. But, as we have said, it will not always be possible to satisfy this request. However, we will do our best.

‘Another recommendation we picked up in the evaluations was related to the papers we print. Someone that we should be paperless. In fact, a lot of documentation is generated in this group and everything is printed. So instead of printing the material, we could send it to you in PDF format. We still haven’t made a decision on this. But it is an option.



‘We talk about building collaborative governance. But, what is behind it? How are we going to organise the transformation of the ecosystem of the Provincial Government of Gipuzkoa? In this group we are developing a product. Let me remind you that we started with a reflection on the meaning of work and we are now conducting some experiments in this area. We are carrying out some pilot projects. We are doing some tests. We at the Provincial Government have committed to introducing a new programme or another programme within an existing one. So that is what we are talking about when we talk about cooperative governance. The Orkestra facilitator gave a presentation on all this. I am going to summarise that presentation. First of all, there is awareness-raising work. We need to generate interest in the companies. We have to arouse motivation. But it’s not just awareness. The role of a cross-cutting expert is also needed. We need the figure

of an expert. A person who is an expert in a specific knowledge or technology. Everything has to be monitored. As you can see in the presentation (Appendix A; Slides 6 and 7), the cycle has to be completed. The Orkestra facilitator presented all this in more detail. And when he presented it, a lot of doubts arose in this deliberation group. So, we reconsidered the presentation. This is where we are now (Appendix A; Slides 8 and 9).

‘We have to build bridges. We need this initial rapprochement. That can be done by development agencies or through vocational education. Then there is work to be done in the companies. Consultancy firms were mentioned as a possibility for this purpose. But that is not all. We need monitoring. Again, reference was made to different agents. For example, there was talk that universities should be linked to companies. There was an emphasis on the role that universities and education can play. It was argued that by the time students reach the companies, it is already too late. The meaningfulness of the work has already been developed before; so the issue needs to be addressed beforehand. We must not forget that. We will gradually improve on the experimentation. In this way, we will complete the cycle. In conclusion, I want to remind you that this is all about reaching out to companies. But that is not an abstract idea. We need to work with people.

‘Today’s session will revolve around another experience, but it could be said to be related to our process. There are many lessons to be learned from the Industry 4.0 project. How to reach companies can help us answer the question. I will now hand over to DFG5. After DFG5’s presentation, we will have a group dynamic. Afterwards, as always, there will be a plenary session. Thank you’.

4. Presentation: Experience of collaborative governance in Industry 4.0

DFG5 took the floor. ‘Thank you all very much. First of all, I would like to apologise. We have done the slides in Spanish. However, we will be presenting them in Basque. We apologise for any inconvenience. The purpose of today’s presentation is to explain the path we have taken from 2017 through to 2022. The trajectory has been in the field of innovation, from Industry 4.0 to digital transformation. I’m going to talk about

technology. But not exclusively. I will also talk about people. The starting point is 2 July 2017. On that day we signed an agreement, which was subscribed by the Provincial Government of Gipuzkoa with the development agencies. It was about building a new political culture. Several processes arose out of this agreement. Our office was assigned the leadership for one of them.



'I think it is worth explaining the context. At that time, companies were very keen on the topic of Industry 4.0. There was a lot of talk about Industry 4.0: additive manufacturing, digitalisation, etc. For our part, we realised that in this process of transformation a major gap was going to emerge between large and small companies. Indeed, even the larger companies did not fully understand the change that was taking place. So, for the smaller ones it was all even stranger. We at the Provincial Government wanted to ensure that this gap did not get any wider. So we focused on SMEs. We introduced them to Industry 4.0 issues and decided to encourage transformation. The Provincial Government and ten development agencies carried out a shared process of reflection. The development agencies went out to visit the companies. From there we started to outline the process.

We wanted to reach out to companies. Our aim was, within collaborative governance, to work on projects related to Industry 4.0 in SMEs, to support small and medium-sized companies in these areas. In this process of collaboration, it was very important to define the different roles. For example, there was a role that we called the role of the family GP. That was the role played by the development agencies and it was very important. However, there were also other actors, who played other roles. For example, technology companies, vocational training centres, etc. Training was very important, as no one knew what Industry 4.0 was.

'We started to hold coordination workshops with development agencies. At these workshops, we developed different lines. On the one hand, we started to organise some training schemes. On the other hand, we started to think about what kind of companies we could develop this project in. As I said, it was in 2017 when we started this project. In 2018 we had a reflection process. We used that year for reflection. Between 2018 and 2019 we started working with ten companies. We reached 83 in total. Specific projects were developed in each company. In early 2020 we decided to take a break. We wanted to get an overview of the process. In two years we had taken a major leap. We achieved a higher level of awareness about Industry 4.0. And we started to see that the gap between small and large companies, when it came to Industry 4.0, was narrowing.

'In this process, we have had to have evaluations, and we believe they play a very important role. In our case, we have had feedback from both the companies and the development agencies. The agencies and the companies have both told us at different times what they needed, what they lacked and what they wanted to develop. So, what we have done has been evaluations. The management team spent time with the development agencies. The aim was for us to find out what they needed. Many things arose out of those interviews. For our part, we also made an evaluation of companies and development agencies. Some lines of work arose out of this. They were all positive. The companies had some major demands. However, it was positive.

'In 2017, when we started the process, Industry 4.0 was viewed as a technological issue. It was highly focused on technology. So, for our part we wanted to turn that round a bit.

Certainly, Industry 4.0 was something that went beyond technology. It wasn't just technology. On the other hand, the development agencies told us that the real situation of the companies in each region was very different. Each region is very different. Therefore, our reflection was that industry is very important, but it is not everything. The development agencies told us they needed more resources. Indeed, they did all the work themselves. They did not work with consultancy firms. However, the development agencies clearly told us that small businesses had to be supported in this area; otherwise they would be left behind. At the same time, by participating in this process, small companies would learn how they should relate to public institutions. For example, they would learn how to apply for public subsidies. Actually, they are not used to participating in this type of process. So, it was very important.

'In 2020, we turned the process around. We wanted to give a twist to the concept. We turned the Industry 4.0 concept into one of digital transformation. As I said, Industry 4.0 was very technology-centred. And we wanted to go beyond technology. We wanted to introduce intangible elements. For example, we wanted to introduce people, leadership and organisation. So, we thought we needed a new concept. We are therefore moving from Industry 4.0 to digital transformation. What type of organisation do companies need to transform themselves? What people or profiles will be needed in this transformation? So, unlike at the beginning, we started to place importance on intangible elements. That's not to say that we didn't give importance to technology. But we also introduced other elements. Therefore, we had a new concept to work on and to promote transformation.

'The budget was also increased. Indeed, some consultants were required to participate in the process. Their participation would be tailored to the needs of development agencies. The process we have is a one-year process. Projects should not be implemented now. The projects have to be specified now, so that they can be implemented later on. In this process of collaboration we are working with different actors. For example, we are working with Innobasque and BDIH. The purpose of this collaboration is always to consolidate the process. In addition, two years ago we started working with Orkestra. The process we have at the moment is oriented towards small and medium-sized

enterprises. It consists of three phases. First, we plan to sensitise fifteen companies for every development agency. They have to decide which consultancy firms they want to work with. A balance is required. As I mentioned, the aim is to sensitise fifteen companies per development agency. The diagnosis will be carried out in eight companies. And finally, we will carry out the specification process at five companies. The process ends when the projects are completed. The minimum aim is to run the specification process in four or five companies. We will do this with the consultancy firms. The consultancy firm will always be the same, or we will change, depending on the context and the needs; if the diagnosis shows the need to develop additive manufacturing, we might turn to one consultancy firm. If, on the other hand, they say that a data analysis is required, we will turn to another one. But we need expert advisors.

'Finally, in this governance model we have established five study themes. On the one hand, we need specific projects. In order to help companies and do specific things, the processes must be set out in specific terms. Projects must be specific. And developing these projects requires processes. Our thinking has been that we need to move from hierarchical to collaborative processes. Because collaboration is essential. The process is usually as follows: What do we have on the table? How do we see the future? What should we do? And, above all, how are we going to do it? it is very important to define roles. In this process at least, it has been very important to define roles. Physical spaces are also very important. For example, in the workshops we have run, there has been a proximity between development agencies. So we need spaces that generate that proximity or that warmth. In this type of space they learn a lot from each other. You can see what each one does and does not have.

'Finally, evaluations are also very important. There must be feedback during the process. In fact, it is of key importance to reshaping the process. The processes must be ever more robust. And that is where the evaluations play their part. So, they are very important. The ultimate beneficiaries will be the companies. I would also like to highlight the role of the facilitators. In collaborative governance, the role of facilitators is essential. In fact, it is necessary to facilitate this type of process in order to do well. So, the role of the

facilitators is also very important. In conclusion, I would like to say that what we do is targeted at the future. And that's all from me. Thank you'.

The Director of Strategic Projects took the floor. *'The explanatory example that DFG5 gave is a concrete example. So, for our part, it would not be very logical to start our reflections from scratch. There are experiences and examples out there and we need to draw lessons from them. An example of Industry 4.0 was given today. Lessons can be learned from this. But in today's example, the development agencies play a very important role. I would even go so far as to say that the example presented today is a model that pivots around the development agencies. But there are other agents: universities, consultancy firms, vocational education, start-ups, etc. They also need to be taken into account. That's not to say that development agencies won't have a role, but we want to involve other players too'.*

5. Involvement of new stakeholders

Following DFG5's presentation, the Director of Strategic Projects opened a discussion. He noted that it had been mentioned in the session that in any process arising out of this deliberation group, other actors as well as the development agencies will also have a role to play. For this reason, there was a desire to begin a debate with these stakeholders.

The Director of Strategic Projects said *'Therefore, I want to turn the spotlight on those actors who have not been mentioned today. What role will you play? I would like to hand the floor over to the Gipuzkoa Chamber of Commerce, ASLE and Adegí. Feel free to say whatever you like. This is an open dialogue. No pressure. We've already mentioned what the aim is: we need to reach out to companies. But how do we go about that? We need to think about this. And we need new players. We have a number of elements of success: There has been a reflection. From the outset we started to develop the product from here, we have the companies from the pilot projects here, and also the actors who will*

be participating later on. So there are factors of success. But you are the protagonists. What is your opinion? Thank you'.

ECO5 took the floor. 'Good afternoon, everyone. I believe that, if you are going to take part in any process, you have to believe in it. And we, the Gipuzkoa Chamber of Commerce, believe in this process. We have to know where we are coming from. We need to know the starting point of this project. And for us, future-oriented work and a sense of work are very important. We work on these issues. I believe that awareness is very important. If you want to address the meaning of work, you have to find the right tools. But what will those right tools be? What tools will we work with? We need to stress the meaning of work. We need results. What is the role of the Chamber of Commerce? Where are we? What is our role? Our general objective is to support the companies in the province. We must be useful to companies. In short, we want to be useful for the province. We want to develop models that favour territorial development.

'We raise awareness on a daily basis. Awareness is important. We are talking about companies. But, at the end of the day, we are talking about people. So, raising awareness is ultimately something you need to do with individuals. That vision has to be transferred to the companies. The first thing we need to do is to determine where we are. Next, we have to decide which tool we are going to use. We work with our own staff. I think every company works differently. Every company is different. So, that will also change the way we work. Different experts, collaborators, or traveling companions will be needed. These are medium and long-term processes. So, we have to keep up the right degree of tension throughout the process. So, in short, the role is going to change in each part of the process'.

The Strategic Projects Director took the floor and thanked ECO5. *'I will now hand over to ECO7'.*

ECO7 took the floor. 'Thank you. I think what really unites us at ASLE is financial participation. Participation is key. And that transforms it. Every 10 years we have a congress. This year it is centring on the meaning of work. So, it coincides with what is

being done in this process. When we talk about the culture of the organisation or the fact that companies need to change, we are referring to the meaning of work. We consider that awareness is key. But where are we now? We are in the process of raising awareness. It is a theme that needs to be socialised. We need to spread that awareness. We can play an important role in this. However, it is up to the Provincial Government to lead the process. That's very important. We can participate in the issue. We also consider monitoring to be important. That's more or less what I wanted to say'.

The Director of Strategic Projects took the floor and thanked ECO7. *'I will now hand over to ECO2'.*

ECO2 took the floor. *'Adegi has always felt comfortable with these issues and this role. The change in the governance model must be related to the meaning and purpose of work. We believe it is necessary to seek synergies between individual and collective objectives. The two objectives must be aligned in a shared project. Values are also important. Context is very important in this matter. Indeed, there is a lot of uncertainty today. And companies have to work with that uncertainty. The situation is changing every day. So, companies need to take this uncertainty on board in their everyday operations if they want to survive. And that requires a change in culture. The way companies are organised has to change. That is very much related to the meaning of work.*

'Adegi wants to promote the strategic development of companies. Since 2013 we have been working on the issue of organisational culture. We have raised awareness with companies in Gipuzkoa. We believe that companies need to get used to the new times. They should increase flexibility, habitability, and efficiency. As we have said, we live in a context of great uncertainty and great changes. Every company is different, and to be competitive, you have to do different things. However, we believe that raising awareness in this area is key. We have been raising awareness for many years. We have raised awareness on many issues, such as leadership, trust, people's well-being, etc.

'We believe companies should be more participatory. They should communicate more. And they should be more transparent. We are working to raise awareness. We feel very comfortable in that role. Our role is to be at the service of the company and the people. In conclusion, there is something I'd like to say. You already know that Adegí promoted and created the Fabrika project. The Fabrika project is closely related to the meaning of work, to new organisational cultures and to new company characters. The aim is to promote a new organisational culture. The aim is to address the meaning of work. Because if we want to be sustainable in the long term, we have to promote this type of change. And if we want to remain competitive and get results, we need to drive those changes. So, our action is closely linked to what has been proposed here today. Thank you'.

The Director of Strategic Projects took the floor. *'Thank you to all three. Now we are going to move on to the group dynamic. You will find the questions on the slides (Appendix A, Slide 22). You have 30 minutes to debate in groups. Then, as always, we will have a plenary session. Each group should choose a spokesperson for the plenary. Thank you'.*

6. Group dynamic

Once the group dynamic had been completed, the Director of Strategic Projects took the floor. *'The spokesperson for each group should now speak'.*

First group:

The spokesperson for the first group was DFG3. *'We spoke about a lot of things in our group. On the one hand, we believe that we need a general framework to undertake them, but on the other hand, every company is different in its history, needs, corporate culture, day-to-day operations, future, etc. So we need to combine specific and general elements. Two elements that we feel are missing are young people and trade unions. In the case of young people, we miss their values and their points of view. And we also miss*

the presence of the trade unions. So, we would include both of these agents. Teamwork must be encouraged. But how do we view teamwork? We see it as an ecosystem or a network. It is necessary to achieve shared objectives and priorities. We have classified the process into different weights. On the one hand, there is the generation of knowledge. On the other hand, there are the initiatives. And, then, we need to socialise the results. At the same time, we think we need elements to stabilise the planned transformation. Thank you'.

Second group:

The spokesperson for the second group was ECO29. *'We have to start at the end. We need a round system. All agents need to be involved. We have to come up with a powerful vision. However, we have a hard time defining specific tools or actions. In other words, we all share general lines and objectives. But then, when it comes down to it, we find it hard to bring them to the practical sphere. During the work with Basque SMEs, there will be different reactions. In fact, there are different types of companies in the Basque Country. So, their reaction will also be different. This is something we need to take it into account. However, we believe that at least some minimum process should be identified. And then, we need to conduct different experiments and pilot projects with different companies. Then there is the issue of responsibility. We believe that the assumption of responsibility should be encouraged. There is often a desire to encourage participation in our society. But then people don't want to take on responsibilities and tasks. So, this element needs to be taken into account'.*



Third group:

The spokesperson for the third group was ECO7. *'In our group we struggled to see what the specific tool should be. In other words, we can't imagine a specific tool of this kind. Subsequently, this tool will also have to be adapted to different situations and companies. Therefore, it will have to be tailored to each particular case. We believe there is a lack of specificity. What role will each actor play? However, we discussed the importance of territory. That is to say, the fact that Gipuzkoa, as a whole, is reflecting on the meaning of work. The central role of the Provincial Government is important, since it is an organisation that represents the province. But each actor has to play a role in this process. Each one will have to assume a different role: development agencies, chambers of commerce, etc.*

'We emphasised the role that development agencies can play when it comes to implementation. Universities and vocational training centres will also have to play their part, in evaluation, for example. We believe that consultancy firms should not have any role or importance in the first phase. Today we think that the example given about

Industry 4.0 is a very good one. We would also like to stress the importance of the technical secretariat. We also discussed issues such as good management of the time and space. And that's all. Thank you'.

Fourth group:

The spokesperson for the fourth group was ECO20. 'In our case, we didn't come up with many ideas. We mainly talked about the impact. In other words, how can we influence the company? How can we generate an impact on the company? There are some examples of some who have experienced an impact. For example, the issue of digitisation is very extensively addressed. In addition, companies are very familiar with these types of issue. But it is not so easy to promote a project on the meaning of work. So, how do we reach companies? How do we induce change? How can this type of process be promoted? We already know that the meaning of work will influence everything. For example, lack of motivation, absenteeism, etc. But then it is difficult for that to be translated into transformation.

'On the other hand, there is the issue of financing. We believe there should be a subsidy from the Provincial Government. But there should also be funding from companies. Each actor must play a role: the Provincial Government of Gipuzkoa, companies, universities, development agencies, etc. This awareness-raising role can be played by development agencies, chambers of commerce or business organisations. The University can generate knowledge. We believe that the consultancy firms should be brought in when the process is already underway. We also talked about start-ups, technology companies and other types of players. Thank you'.

Fifth group:

The spokesperson for the fifth group was DFG8. 'Some doubts arose in our group. We talked about the role that might be played by the development agencies. In the case of the university, we believe they can play a role in the evaluation. Also, we believe it can bring some rigor to what is being done. At the same time, we believe that it is very

important to have a clear message . In fact, the subject may be abstract. This was also mentioned by one of the other groups. In other words, it is not as easy to understand as the digital transformation or Industry 4.0. So, we should think of some clear message and develop some explanations. For example, we should explain that this topic is related to talent, that it will improve competitiveness, that there will be transformations in the culture of the company, etc. So, again, we would stress the importance of the message. We will need clarity. On the other hand, we noted the importance of these experiences. The fact is that there are currently six pilot experiences up and running. And that's very valuable'.

The Orkestra facilitator took the floor. *'We need to draw on the experiences of this process. Right now we have six learning processes underway. There are some studies there. This is something that did not exist before. So, we can say that there is a degree of knowledge in these experiences. We need to take advantage of it'.*

7. End of session

The Director of Strategic Projects took the floor. *'Thank you to everyone who participated in today's session. I will now hand over to the Deputy for Economic Promotion, Tourism and Rural Affairs to close the session. Thank you very much for your participation! Please remember to fill out the evaluation forms. Until next time!'*

The Deputy for Economic Promotion, Tourism and Rural Environment took the floor. *'For my part, I would like to say thank you. I would like to highlight the contribution made by this group. I would also like to emphasise the commitment of the entire team. Sincere thanks to all of you. For us, commitment is essential. We have a long-term vision. But that requires working together. Collaborative governance requires commitment and working together. We need to keep up the process with a degree of tension. I believe the process is on the right track. In this project we are talking about the future. We are talking about people. And, as was mentioned today, the people are enormously*

important in these processes. So, selecting people in the different projects will be key.

Thank you all'.

8. Appendices

a. Presentation used during the session

The Meaning(fulness) of Work

A step in the construction of collaborative governance

23/03/2022

Contents

- *Where do we stand in the construction of collaborative governance?*
- *Lessons learned from the Industry 4.0 experience on how to reach companies*
- *Group dynamic*

The meaning of work and competitiveness: an important issue for the Provincial Government of Gipuzkoa



— Evaluations and other items

- Positive evaluations
- Several points:
 - Slides in two languages?
 - Perhaps instead of paper, we should all work in electronic format

Where do we stand in the construction of collaborative governance?

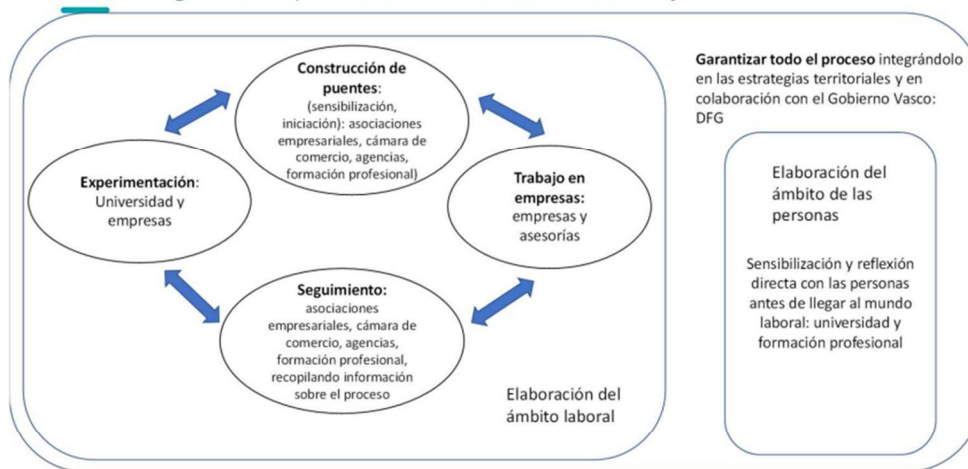
Collaborative governance represents: how we are going to organise collaboration in the Provincial Government's policy ecosystem in order to provide Gipuzkoa's companies with a programme that allows them to develop the meaning of work.

Bases proporcionadas por el laboratorio de desarrollo territorial



Modelo de gobernanza para el desarrollo del sentido del trabajo

Gipuzkoako Foru Aldundia
Euzko Legebiltzariaren
Gipuzkoa Euzko Legebiltzariaren
Gipuzkoa Euzko Legebiltzariaren



An example of collaborative governance in Gipuzkoa



Territorial Development Laboratory ETORKIZUNA ERAIKIZ

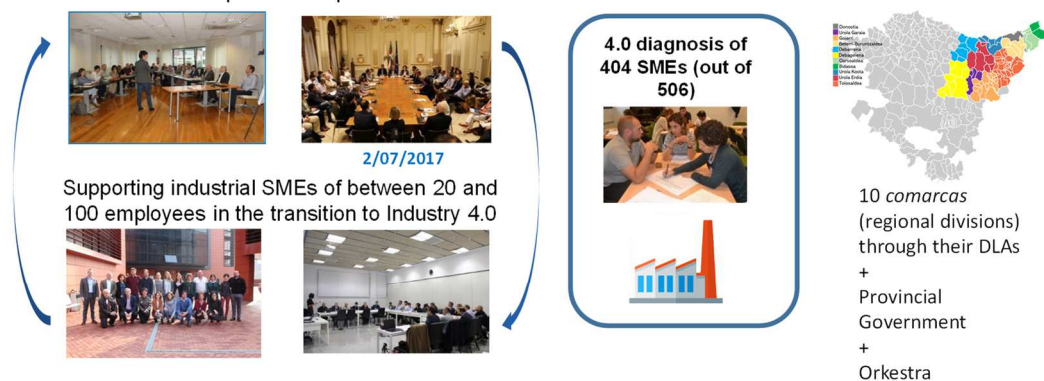
From Industry 4.0 to Digital Transformation The process and its governance. 2017/2022

Dirección de Innovación e Internacionalización

Process: 1 stage (2017/2018) - Diagnosis

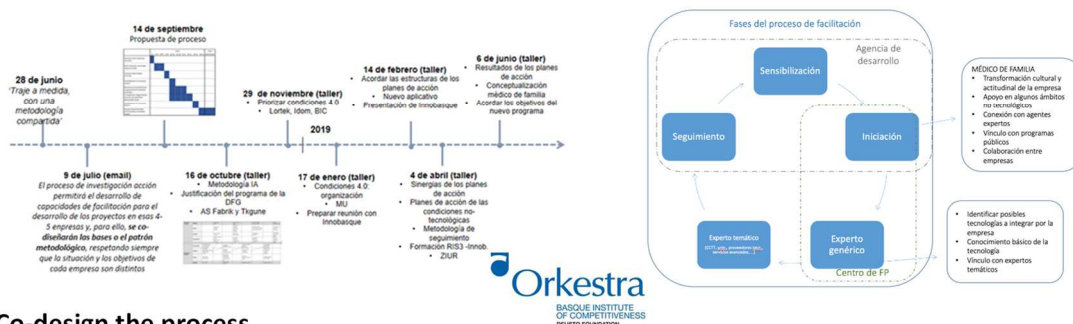
Industry 4.0_FEI_2017-2018

EE LGLab. Building a new model of governance for the territorial
development of Gipuzkoa



Make a diagnosis of Industry 4.0 in industrial SMEs in Gipuzkoa

Process: Stage 2 (2018-2019-2020) - Industry 4.0



Co-design the process

- Define roles (family GP, bidelagun)
- Education
- Coordination workshops
- Facilitation
- Development of 4/5 projects per agency per year
- 83 companies supported in two years
- Evaluation (IKEI-2020)

Define action plans for the transition to Industry 4.0 in industrial SMEs in Gipuzkoa

External evaluation (IKEI - 2020)



The suggestions for improvement made by the companies refer to:

- Greater flexibility and speeding-up of projects.
- Increased resources to cover more ambitious projects.
- Facilitate the participation of SMEs in public programmes in general.
- Focus aid on expert advice so that the SMEs can receive a service that enables them to learn about the potential of Industry 4.0.

The suggestions for improvement made by the Agencies refer to:

- "This experience marks a new departure in the relationship between the agencies with the Provincial Government and also with other agents".
- "It would be a wise move to open it up to other innovations, both technological and non-technological".
- "Incorporate other relevant sectors in the *comarca* (not only industrial)".
- "If we want to implement digitisation projects, the programme should increase its scope of support and the resources devoted to it".
- "The key is to consolidate these dynamics and action research initiatives into routines that will eventually give rise to a new culture of multilevel governance".

Process: Stage 3 (2020-2021) - Pyme Digitala

Digital transformation. Action Research Process

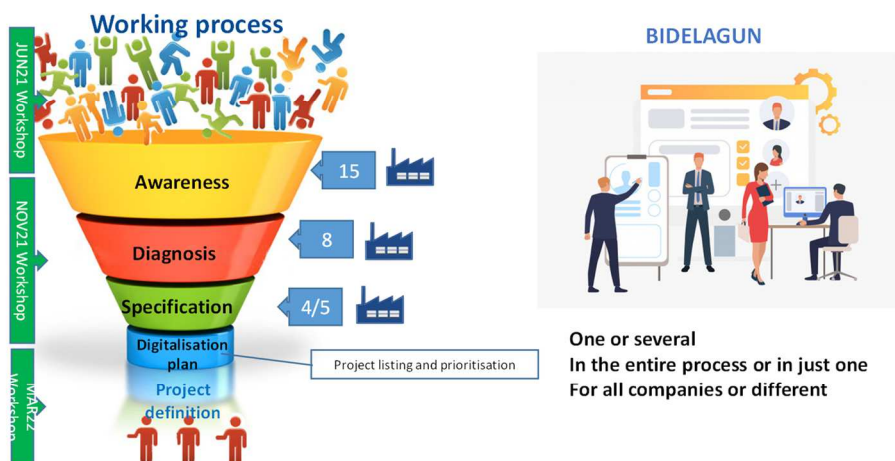


From Industry 4.0 to Digital Transformation

- Introduce intangibles
- 50% industry - 50% other activities
- Increase in allocated budget (x3)
- Incorporation of expert advice
- Adjust the process after one year; definition, not implementation, of projects

- Relations with BDIH/ SPRI/ INNOBASQUE have been restored on a more continuous basis
- The second Orkestra handbook on the results of the action plans was presented during the summer

New programme - Pyme Digital



One or several
In the entire process or in just one
For all companies or different

In the definition, development and monitoring of the process, the Development Agency should play a central facilitating role

Lessons learned

Dirección de Innovación e Internacionalización

Lessons learned from the case

1. Specific shared project
 - Must solve real problems
2. Transform hierarchical processes into collaborative processes
 - Clear and shared objectives
 - Co-design of the process
 - Specification and continuous review of roles
3. Definition of workspaces and formalisation of procedures
 - Close monitoring
 - PDCA (Plan/Do/Check/Act) EFFECTIVENESS / GET RESULTS
4. Long-term perspective
5. Research agents as facilitators of governance

Thank you!

Dirección de Innovación e Internacionalización

Gipuzkoako
Foru Aldundia
Diputación Foral
de Gipuzkoa



ETORKIZUNA
ORAIN
Es futuro

Questions &
Answers

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ERAIKIZ
El futuro de Gipuzkoa



Group dynamic

Group dynamic

Based on the frameworks that we have already discussed in this group and the experience presented

- 1) Raise the **doubts that have arisen** in the group with regard to the idea of making the tool designed to develop the meaning of work available to the companies of Gipuzkoa through collaboration between the participating organisations
 - 2) **What role, if any, could the following organisations have** in this collaboration:
 - a) Provincial Government of Gipuzkoa
 - b) Universities
 - c) The companies that have designed it
 - d) **Business associations**
 - e) **The chamber of commerce**
 - f) Local (*comarcal*) development agencies
 - g) Vocational education centres
 - h) **Consultancy firms**
 - i) Others?
- Group dynamic:
 - 45 minutes for reflection
 - 3 minutes for each spokesperson to summarise the conclusions in the plenary session

— Evaluation and next session



Please answer the evaluation questionnaire; it is of great help to us in preparing the next session



There will be no session in April. The next session will be on 19 May and will address the experiments being carried out by companies and MU.

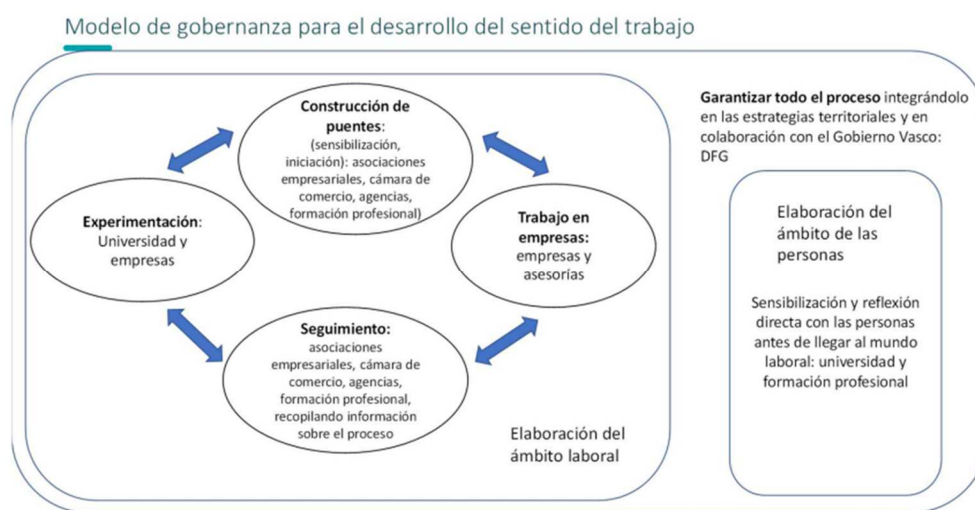
b. Working Document No. 17

THINK TANK

Deliberation process on the Work of the Future: Working Document No. 17
COLLABORATIVE GOVERNANCE: PROCEDURES TO WORK ON THE SENSE OF WORK IN
COMPANIES - EXAMPLE OF INDUSTRY 4.0
(24 March 2022)

Introduction

The deliberation group, as well as contributing to experimentation on the meaning of work, is working on the governance of the transmission of the tools that have been created to companies and individuals. The image below shows the steps taken so far:



This figure was developed based on the work carried out by the group on 21 October 2021. Subsequently, on 27 January 2022, on the right of the image, we worked on what is considered to be the development in the area of people, together with university and vocational training representatives, analysing the contribution of these institutions.

In a complementary fashion, on 24 March 2022, an attempt was made to incorporate the perspective of the different types of business associations, initially including the approaches of Adegi, Asle and the Chamber of Commerce, and subsequently exploring

in greater depth the role that each agent should have in the process. The following sections contain the contributions collected in the working groups.

Results of the deliberation

The aim of the group work was to discuss the governance needed to work on the issue of meaningful work in companies. The contributions made are included in the following sections:

Participants and their forms of relationship

- a) When the pilot project phase is completed, what is done will have to be linked to the strategy for the Autonomous Community of the Basque Country, and the Basque Government should also be involved.
- b) The trade unions are missing from the process.
- c) It may be useful for the different agents involved in the process, in order to work in an interconnected way, to have a platform that facilitates direct relations between them.
- d) The possibility of reaching out to young and unemployed people should also be considered.

Process

- e) In order to know what you want to do, it will be important to have a diagnosis; vocational education and university can help in this regard.
- f) In order to incorporate the subject into the companies, it will be important for each company to have a contact person with an awareness of the theme.
- g) Each person should reflect on his or her possibilities and expectations, and then make a diagnosis of the staff's expectations.

Roles

- h) Awareness-raising is important, and it is also necessary to work on it in the family and in education.
- i) Public institutions will also have an important role to play in the work of awareness-raising.
- j) Business associations, as well as development agencies, universities and vocational training, are good for building bridges between companies and experts.
- k) When it comes to addressing the different lines of the meaning of work, it may be necessary to extend the role of the university and attract experts with different types of knowledge.
- l) Consultancy firms will be needed in the process; some companies already have a number of lines open, working with consultancy firms.
- m) The role of the universities will be, among others, to compile the knowledge generated in these processes.

Task outside the working environment

- n) Once again, it is important to address this issue and reach out to people outside the working environment.

Proposed process

Based on the contributions made at previous sessions and this last dynamic, the process might include the following steps (also taking into account the roles):

Awareness and diagnosis:

- a) The Provincial Government will work in general terms on awareness raising
- b) The agents defined as bridge-builders (Adegí, Asle, Chamber of Commerce, development agencies and vocational education centres) will carry out awareness-raising work specifically with individual companies.
- c) A diagnostic process could be carried out with a common methodology proposed by the universities, where the bridging agents will receive information from their contact companies, in a coordinated manner and without overlaps. The university will take charge of analysing the information.

Addressing the meaning of work in companies:

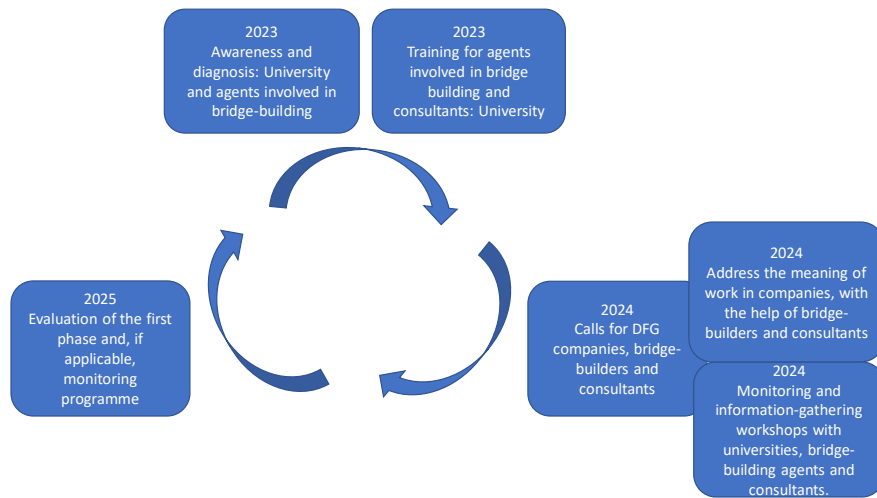
- d) The Provincial Government will define the programmes for processing assistance to companies.
- e) The university will provide the organisations and consultancy firms with training in building bridges where required, to address the meaning of work in companies.
- f) Within the framework of the Provincial Government's programmes, the bridging entities and consultants will start working with companies, using the methodologies created.
- g) To make a coherent use of methodologies, workshops will be held between agents and consultancy firms in order to build bridges working with companies and the university.
- h) The university will compile information on the process.

Evaluation:

- i) Following the initial cycle, the university will make the evaluation, based on the information gathered.
- j) The evaluation will include decision-making on monitoring of the process.

This process is summarised in the figure below.

1. Image. Process of drawing up the meaning of work.



c. Session programme

THINK TANK**DELIBERATION GROUP ON THE WORK OF THE FUTURE
FACE-TO-FACE SESSION (GUNE), 24 March 2022, 16:00 pm****CENTRAL THEME OF THE SESSION**

In the previous session we reflected on the meaning of work and in this session we will return to the topic of governance. More specifically, we will address the governance that will allow us to bring the tool being designed to develop the meaning of work to companies. To this end, the governance that has been built by the Provincial Government, regional development agencies and vocational training centres with a view to bringing Industry 4.0 to small companies will be presented. Later, discussion of this case will serve as a basis for reflecting on the roles that the organisations participating in the think tank may wish to play in future governance.

AGENDA FOR THE SESSION

- Introduction
- The experience of governance for Industry 4.0
- Contributions of the group to the construction of new governance
- Close