

Report on the regional potential of Baden-Württemberg

EMERGING INDUSTRIES

- Active Aging
- Sustainable Development / Green Economy
- Sustainable / Intelligent Mobility

CROSS-CUTTING ISSUES

- Internationalization
- Technology & Knowledge Transfer
- Gender in Innovation, including diversity aspects

Date:	02.08.2013
Partner organisation:	Steinbeis-Europa-Zentrum
Contact Person:	Verena Neubauer

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Table of contents

1 Introduction - 3 -

2 Emerging Industries - 7 -

3 Cross-cutting Issues..... - 12 -

4 Conclusions for pilot development..... - 16 -

1 Introduction

Economic overview of BW

Baden-Württemberg is, in terms of the number of patents filed per 100 thousand residents, the most innovative region not only in Germany but also throughout the European Union. High place in rankings evaluating innovation for this region results from many different factors (social, political and economic ones) as well as from consistently implemented policies stimulating the development of the entrepreneurship and fostering cooperations between scientific research centres and the private sector. In 2011 14355 patents were produced in BW. Baden-Württemberg is a leader in the EU in terms of the expenditure on the R&D sector (5.1 % of GDP in 2011). It is worthwhile noticing that Baden-Württemberg, putting so much emphasis on the development of the R&D sector, that it leaves far behind its competitors and is ahead of demands raised by the EU (first in the Lisbon Strategy, later in The Strategy "Europe 2020") in order to reach the level of the expenditure on the research-developmental sector in the amount of 3% of GDP (till 2020).

With a GDP per capita with 36.019 €¹ Baden-Württemberg ranges among the regions in Germany with the highest wealth. Also in international comparison the GDP per capita of BW ranks in a good position². In 2012 the GDP in the region amounted to 389.493.000.000 € 10.813600 inhabitants are living in BW. BW is highly export oriented, the export share on GDP was in 2011 45,8%. Around 44% of the economic active people work in Baden-Württemberg in technology and science.³

Baden-Württemberg is strongly industrialised and there are many multinational companies operating in this area. The sectors of small and medium enterprises, specialized in delivering professional products and services, develop "around" these multinational companies. Amongst the companies, in this region, there are such recognized companies as: IBM, Hewlett Packard, Sony, Daimler-Benz, Audi, Porsche and others. The effectiveness in attracting foreign and domestic investments is based on a few factors, which decide about competitive edge of Baden-Württemberg. They include: a very well established network of technology transfer, which is composed of about 534 centres at present (coordinated by the Steinbeis Foundation), well-developed system of vocational training courses, high quality scientific infrastructure in basic research like Max Planck Institutes but even more in applied research as in Fraunhofer or the number of applied research institutes in special thematic fields like textiles, microtechnology or bio- sciences, a highly effective network of clusters (acting in many industries). In general Baden-Württemberg has a very good infrastructure of universities. There are more than 100 universities in the region, among them three universities of excellence. A special

¹ http://www.statistik-bw.de/VolkswPreise/Indikatoren/VW_wirtschaftskraft.asp

² TECHNOLOGIEN, TÜFTLER UND TALENTE

³ <http://epp.eurostat.ec.europa.eu/tgm/table.do?tab=table&init=1&language=en&pcode=tgs00038&plugin=1>

characteristic of the region are the universities of applied sciences and the Baden-Wuerttemberg Cooperative State University. The universities of applied sciences combine science with practical training whereas the Cooperative State University integrates academic studies and work experience.

After all, Baden-Württemberg managed to establish infrastructure as well as a competitive industry not only in the neighbourhood of major cities but also in the rural areas. The presence of many entrepreneurship bunches creates a favourable climate for entrepreneurship in the region and is responsible for a so-called synergy effect. The economic growth in the last years was determined by the automotive industry, health industry, electrotechnology and manufacturing technologies and the related services, especially knowledge-intensive services.

Besides all those impressive facts, BW has to struggle to keep the momentum of innovation, as can also be seen in the annual innovation scoreboards of the EC. The automotive industry, still the main factor in economic growth, has to undergo a huge transformation to more sustainable mobility concepts – and with them their suppliers. Start-up activities are on a low to medium level, as young people still find enough work in well-paid jobs. Companies are urgently looking for talents and qualified workers in engineering. And with the demographic challenge, the health care sector has to undergo transformation, too, with many job vacancies in this sector.

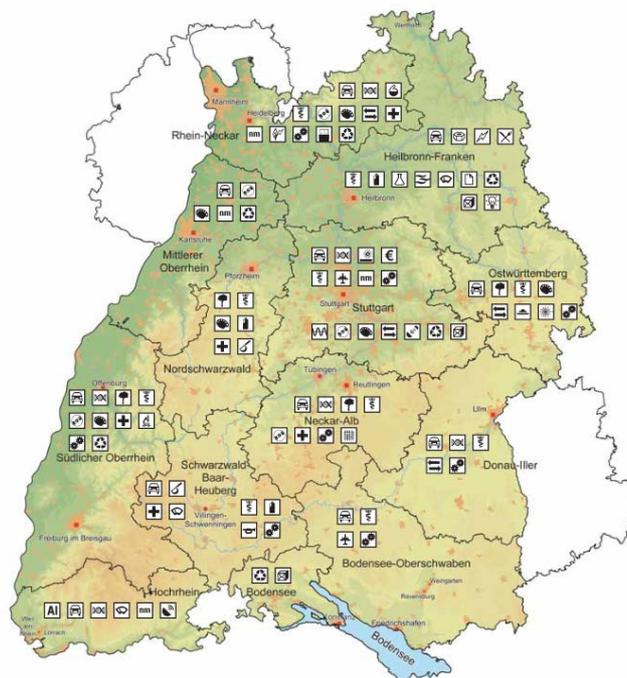
Generally it should be stated that BW has few natural resources / raw materials. Therefore the region is dependent on innovation. BW is famous for basis inventions like the invention of the automobile. Inventions in BW often lead to large steps in innovation. Today requirements for innovation have been changed. Today inventions have to be complex and systemic. They should build on interfaces between different branches and competences. This kind of preconditions a crucial element of the CluStrat project. CluStrat offers the possibility to conduct a pilot project in BW in order to test this kind of innovation and to learn from other partners from Central Europe.

Cluster landscape

The cluster policy constitutes a consequent continuance of the technology and innovation policy in the 80ies and 90ies. In this period the technology and innovation policy was mainly focused on the development of the technological infrastructure and the technology transfer network as well as the joint research between research institutes and small and medium sized companies (SME). A systematic cluster policy is implemented by the Ministry of Finances and Economics Baden-Württemberg. The need for cluster policy and programmes are based on the above mentioned challenges: to keep the momentum and help industries with the transformation to the new age of a digital and sustainable industry, making use of the available knowledge and key enabling

technologies. There are also programmes for cluster support in BW. Therefore, the various cluster-related activities represent relevant and aim-oriented instruments which strengthen the state’s innovation and structure policy. In addition to the financial support of effective cluster management structures with EFRD funds, internationalization measures and support for cluster managers in form of workgroups and cluster-specific qualification events, and the implementation of a clearly defined quality orientation for the cluster management through the BW-label, (which builds on the criteria of the European Cluster Excellence Initiative) it is the state government’s intent to show and promote the diversity of the regional clusters and cluster initiatives.

**Regional cluster map
Baden-Württemberg**



In Baden-Württemberg, a complex and differentiated cluster landscape has developed over the past years. A great number of companies, research institutions and universities is involved in regional cluster initiatives and in state-wide networks. The stakeholders of these cluster initiatives interact effectively, on a high level. With this cluster-oriented approach, innovative processes are enabled through an interdisciplinary and organized exchange of knowledge and expertise. Currently around more than 130 clusters and cluster initiatives can be found in the region. In almost every industry clusters can be found. For more information please see the “Regional Cluster Atlas Baden-Württemberg”⁴ in which all cluster-related networks and initiatives are listed. Also in this atlas the understanding in BW of the terms “cluster”, “cluster initiatives” and “state-wide and cross-regional networks or platforms” is explained. Additionally the Ministry of Finances and Economics Baden-Württemberg provides a data base⁵ which provides an overview on the cluster landscape in BW.

⁴http://www.mfw.baden-wuerttemberg.de/fm7/1106/Clusteratlas_englisch_2012_Internet.pdf

⁵<http://www.clusterdatenbank-bw.de/> (only in German available)

As a specialty of the cluster landscape in BW 5 agencies are established and responsible for the promotion of different branches, financed by the regional government. The decisions for those sectors are based on their potential to support the necessary transformation of industries to stay competitive for the upcoming challenges in the markets. These are:

- E-mobil BW (electric mobility)
- Umwelttechnik BW (environmental technologies)
- MFG Innovationsagentur für IT und Medien Baden-Württemberg (media development and film funding)
- BIOPRO Baden-Württemberg GmbH (biotechnology)
- A newly established agency for lightweight construction

A picture of the variety of clusters and cluster initiatives in BW:

- automotive-bw
- Intralogistics network in Baden-Württemberg
- logistics network Baden-Württemberg
- Brennstoffzellen- und Batterie-Allianz Baden-Württemberg (batteries)
- Environmental technologies platform
- Allianz Faserbasierter Werkstoffe Baden-Württemberg e.V. (new materials)
- Microsystems technology Baden-Württemberg
- Baden-Württemberg: Connected e. V. (bwcon)
- MedicalMountains
- Photonics BW (competence network for optical technologies in BW)
- Mechatronics BW
- German center for satellite communication

Furthermore there has been a competition issued by the Federal Ministry of Education and Research for leading edge clusters in Germany. 15 clusters were selected. Amongst them are four clusters from BW:

- Biotechnologie-Cluster Rhein-Neckar (BioRN), www.BioRN.orgCool
- MicroTEC Südwest, www.microtec-suedwest.de
- Forum Organic Electronics, www.forumoe.de
- Elektromobilität Süd-West, www.emobil-sw.de

Some of these clusters are cross-cutting clusters like Forum Organic Electronics and MicroTEC Südwest (microtechnology).

2 Emerging Industries

Overview of the role of Emerging Industries in BW

It is in the economic structure of Baden-Württemberg that emerging industries play an important role. At this place, it should be mentioned above all: ICT industry (Stuttgart, Karlsruhe), electronic industry (Stuttgart), logistics, biotechnological industry (Heidelberg, Mannheim, Freiburg), industry associated with the environmental protection and the renewable energy (Freiburg, Karlsruhe), aerospace industry (mainly Stuttgart), as well as mechanical, automatic and automotive industry.

The emerging industry sectors stimulate innovation of the entire region (both by the supply of the innovation as well as creating the demand for innovative solutions). The development of these sectors also has a positive effect on modernization of other industries. The best evidence of this process is the example of intensive transforming of the car industry in recent years due to use of modern production technologies, microelectronics and new solutions in the IT industry. At present, the car industry in Baden-Württemberg is a leader in use of robotics and other advanced technologies as well as it allocates the biggest resources on research and development in comparison with all other industries operating in the region. This is a good example of how in the past the implementation of cross-cutting technologies / competences pushed the innovative and economic competitiveness.

The emerging industry sectors are supported by the authorities of Baden-Württemberg. The four priorities of growth for the innovation and economic policy of the regional government overlap to a large extent with the three Emerging Industries in CluStrat. The four priorities are: sustainable mobility / environmental technologies, renewable energies and efficiency of resources / health and care / ICT, green IT and intelligent products. The importance of these sectors for the authorities is reflected by real instruments of support, which were anticipated in order to stimulate their development. It is part of the support policy for emerging industry sectors that those initiatives which are taken are aimed at: strengthening the existing scientific and research infrastructure (research institutes, universities), intensification of research partnerships like in the innovation alliance Baden-Württemberg⁶ (e.g. in the form of joint research actions of clusters, of competence centres), as well as supporting the transfer of knowledge and technology and the promotion of cooperation in frames of clusters. The responsibility for individual tasks is taken by: the Ministry of Science, Research and Arts (Ministerium für Wissenschaft, Forschung und Kunst), Ministry of Environment, Climate and Energy (Ministerium für Umwelt, Klima und Energiewirtschaft), the Ministry of Finance and Economics

⁶ The innovation alliance is an alliance of 12 independent research institutes in the four priority areas. For more information please see http://www.innbw.de/wer_ist_die_innbw.lasso (only in German available).

(Ministerium für Finanzen und Wirtschaft Baden-Württemberg). The currently implemented economic and innovation policy is dialogue-oriented. Concluding it could be stated that the support in BW is mainly implemented by the composition of the regulatory policy and innovative framework conditions. Direct support is in comparison not an important instrument.

It is typical for Baden-Württemberg that the development of emerging industries is tried to be combined with the idea of the economy based on knowledge and with the concept of the sustainable development. Since 2007, the program "Shape the World of Tomorrow Today: The Strategy for Sustainable Development in Baden-Württemberg" has been implemented. This is the response to complex social, economic and environmental problems. It is the creation of new cooperation structures amongst regional authorities, public administration and local organisations that is the aim of the program. At present, the program is implemented in the following areas: sustainable energy, production and labour, sustainable development of towns and regions, quality of life, education and knowledge as driving forces for the sustainable development.

Role of Clusters in emerging industries

Clusters in Baden-Württemberg are all very different in the way they are managed, financed and organized. Their capacity in regard to research, cooperation among cluster members as well as in regard to internationalization varies. The range goes from national excellence labeled clusters with 400 active members to regional associations of mainly SME with some connections to research or development organizations. The clusters with installed managements, that easily receive the European labels of excellence, are all technology driven. In practice this means, that e.g. the Photonics Cluster connects industry, SME and research in Photonics. The same is true for ICT, microtechnology etc.

Companies like Bosch or Festo, which are members of one or several clusters, are connected with relevant key enabling technologies and related clusters. But SMEs will be connected with one, in general with the one technology cluster they mainly relate to. In BW clusters are seen as an ideal instrument in order to implement a permanent organic innovation transfer for SMEs. In BW around 60% of cluster members are SMEs.

Emerging industries, according to the definition of CluStrat, need to exploit all available key enabling technologies to come up with new products and processes, delivering new services. Today the main challenge for policy makers in innovation is everywhere the same – in Baden-Württemberg as well as in other regions of CE: **how to connect SMEs with all necessary knowledge and technology providers to exploit the emerging opportunities in the markets?**

And with regard to the cluster policy: which role do clusters have in this respect and how can policy support clusters to solve this knowledge transfer challenge?

For the different regions in CE this question has to be answered in different ways, due to the high variation of the status quo of cluster policy and established cluster organizations. For Baden-Württemberg, where technology driven clusters are already installed and working well qualified, some kind of new inter-cluster cooperation schemes might be the way to go. The chapter on Pilots will elaborate on this further.

Role of Active Aging, Green Economy and Sustainable / Intelligent Mobility in BW

BW is well-endowed in all 3 chosen Emerging Industries with regard to clusters, firms and research & development institutions. Many actors in all 3 EI can be found in BW. Among them a large variety of clusters can be found (see above, description of cluster landscape). **Green Economy** is very relevant and broadly recognized as an emerging industry. Resource and energy efficiency measures are implemented in many of the classical industries of the region (integrated solutions). Competences are available also in KETs such as biotechnology applications in Green Economy, and in solar power. The advancement of lightweight construction is a recent policy goal. Nevertheless there is still much scope for further improvements especially in production (energy savings, resource efficiency etc.).

Because of the strong automotive industry in the region a lot of projects in electric mobility can be found. The government of BW finances the agency for electric mobility which is called “e-mobil BW”. In BW also well-deployed public transport infrastructures can be found. Concluding it can be stated that **Sustainable and Intelligent Mobility** is a very relevant and well-recognized sector in the region.

In the emerging industry “**Active Aging**” there is also a high potential in the region. However “Active Aging” appears not yet sufficiently recognized as a future market by all the economic players who could potentially benefit / contribute. By interviewing different stakeholders in the region we found out that this term and the related market were not clearly defined. Some of the interviewees asked which technologies and branches can contribute to the exploitation of this sector. Based on these findings and on the discussion with the regional stakeholders in the regional policy dialogues SEZ decided to focus their future project work in CluStrat on the Emerging Industry “Active Aging”.

Developing the term “Active Aging” for CluStrat

During the CluStrat project work the SEZ established contacts with the key actors in this field in the region: among others the Ministry of Labour and Social Affairs, Families, Women and Senior Citizens Baden-Württemberg (SM), the FZI Research Center for Information Technology which has a living lab for Ambient Assisted living, companies which can provide technologies to help older people, architects specialized on building barrier-free homes. Ambient Assisted Living seems at present the focal point for this EI in the region (R&D capacities, several interesting initiatives/projects). But

Baden-Württemberg also has several health/care clusters and is excellent in medical technology and biotechnology; further potentials might lay in tourism. BW is also seen as a center of medical technology in Germany.

Through different policy dialogues and an expert workshop on Active Aging it became clear that we have a lot of research institutes and researchers in the region which already developed a large variety of technologies which can help and assist the elderly in their daily life. In BW there are also architects and crafts men who are specialized in building barrier-free homes, also smart houses but also renovate already existing apartments in order to make them barrier-free. However we found out that there is a gap of information between the technology-providers and crafts.

The Emerging Industry “Active Aging” is tightly connected with the societal challenge “demographic change”. People in Germany become older and older and on the other hand there are fewer and fewer young people. In the near future this leads to discrepancies with regard to retirement payments, but also with regard to care staff. In future we will not have enough personnel to take care of the elderly people who need help. Therefore and also for financial reasons it is important to enable people to stay longer in their own homes by using new technologies in barrier-free homes. With this idea a lot of money could be saved for the regional governments.

Best Practice of the region with regard to Active Aging

In Baden-Württemberg, at the FZI Research Center for Information Technology in Karlsruhe, there is a living lab for Ambient Assisted Living (AAL). AAL solutions enhance the quality of life of older people and assist them in living longer and independent in their own homes despite some of the health or other problems that come with age. In the Living Lab AAL new technologies are tested in environments that are close to the reality (to homes of older people).

Key strategy elements

A lack of **systemic coordination** with regard to supporting the exploitation of EI has been identified:

- Bringing together investors, enterprises and clients for strengthening a needs-based approach in the development of new products and services (presently often technology-driven approach)
- Bringing together actors from different industries / technology fields in a targeted fashion to deliver new solutions for specific problems: strengthening cross-sector R&D / application of KETs for concrete demands

News services, platforms etc. in this respect are thus required.

Furthermore, to exploit the EI, **Ad Hoc thematic cooperations** seem to be promising. In this context, the establishment of metaclusters or other forms of (if need be transnational and / or cross-sector)

cooperations for the achievement of specific goals within a limited time-span is a possible way to bring together different actors / clusters.

At the same time, it seems fruitful to **cross well-established demarcation lines** to enable disruptive innovation – limitations in terms of industries & technologies, but also in terms of clusters and regions / countries. In this approach, we'd need to preliminarily forget any of these structures, entities or borders and just define where do we want to go, and what is needed in order to get there, to enable new solutions.

3 Cross-cutting Issues

Internationalization of clusters, Technology & Knowledge Transfer and Gender in Innovation / Diversity are well known-topics in the regions. There are instruments of the regional government to promote all these topics. In the following text each of the CI will be explained separately.

Internationalization of clusters in BW

The region supplies good conditions for the internationalization of clusters. The regional ministries provide different instruments of support for the internationalization of clusters. There is for example a support programme for clusters which want to internationalize, in both ways: go abroad or invite foreign companies / clusters to BW. This support programme is provided by Baden-Württemberg International (Baden-Württemberg's competence center for the internationalization of business, science and research). Also the leading edge clusters in BW have a special approach on the internationalization of their cluster.

There are different approaches of internationalization of clusters in BW. A cluster manager could go abroad, cluster members could be internationalized. And there are inter-regional clusters which occur along the boarders like Biovalley, in which 3 regions from Germany, France and Switzerland take part.

Nevertheless, the need for internationalization on the one hand and the use of the provided instruments do not correlate: most clusters do not make use of them. Their main reasoning is lack of resources. The problem behind this may be a lack of awareness on the need for internationalization and a prioritization of regional efforts by some cluster management on networking, project development and resulting visibility in the region = in front of their potential financial supporters.

The role of clusters in the internationalization process is seen in a helping / bridging function. The main advantage of the internationalization is seen, according to the conducted interviews, in the opening up of new markets for the cluster members. One idea, developed in the regional dialogues was internationalization via metaclusters. Metaclusters can be created via regional or transnational networks of clusters, a special focus should be in the networks of cluster from different sectors. This should be done with a predefined objective for the cluster for a predefined period of time. For the Ministry of Finances and Economics BW it is important to implement a special understanding of internationalization in the clusters: For cluster initiatives internationalization should mean in the first place to close innovation gaps and to strengthen the innovative value chains by conducting aim-oriented and strategic internationalization activities. Thereby and also through bringing together international knowledge innovation will be pushed and the competitiveness will raise.

Best Practice for Cluster Internationalization: Photonics BW

The cluster Photonics BW conducts many internationalization activities in different ways. Photonics BW participates e.g. in international activities as a member of the national association of regional Competence Networks for Optical Technologies "OptecNet Germany". The cluster also takes part in the support programme of Baden-Württemberg International: For Photonics BW the internationalization vouchers and the business trips of BW clusters abroad are most important measures of this programme. The network also cooperates directly with a photonics network in France.

Knowledge & Technology Transfer

As already described in the introduction Baden-Württemberg has a very well developed infrastructure of knowledge & technology transfer (KTT). In this network the different actors are very well connected with each other. In BW technology transfer is systematically funded and sometimes works out automatically. The interviewees stated that it's important to conduct KTT with a focus on a special technology or a predefined branch in order to be able to implement suitable measures. The main topic of transfers in BW is the transfer of results. Therein also the strength of BW is based: the implementation of research findings into practice. In the different dialogues in CluStrat it turned out that for stakeholders in BW it is important that KTT is conducted with predefined objectives.

In knowledge & technology transfer in BW a large variety of different **actors** can be found:

- 534 Steinbeis-Transfer-Centres (in 2012)
- technology license office
- contract research institutes, like Fraunhofer Institute
- Ministry of Finances and Economics Baden-Württemberg, supports different initiatives, like ifex (agency which supports founders)
- Ministry of Science, Research and the Arts Baden-Württemberg funds technology transfer centers at universities in the region
- Also several clusters are important KTT players.

Looking at the results of KTT in BW, very few universities have yet realized a relevant income through licensing. Technology transfer in their respective TT offices is mainly seen as support for start-ups. An active approach to connect industry and SMEs with to market patents is on a small scale. The most promising patents from Universities are marketed by a Baden-Württemberg technology transfer office, where 10 patent officers select patents from the portfolio of all universities and market them to industry.

Best practice: Steinbeis

The best working technology transfer to SME is through Steinbeis, where professors from universities are offered the administrative and market support to act as entrepreneurs and sell their knowledge to SMEs. Founded in the 1970ies as a foundation of the state of Baden-Württemberg, Steinbeis today is a world-wide company, operating very successful in the field of knowledge transfer with a problem solving approach rather than a technology push approach. Over 850 Steinbeis-companies around the world produce a turnover of 134 Billion Euro with 697 professors, 1.462 employees, 3.361 freelancers. Steinbeis University as private university is the biggest in Germany and at the same time the only one without the need for public money, as companies pay part of the education of their staff. Because the staff receives a tailor made education according to the needs of the companies.

Gender in Innovation

In Baden-Württemberg a large variety of gender projects, documents and experts can be found in the region. At the Ministry of Finances and Economics for example there is one department which is dealing with gender topics, like how to attract more young females for MINT⁷-studies, how to bring mothers back in to work etc. Companies like Bosch or Daimler, but also insurance companies like Allianz have understood the gender issue some time ago and installed several good practices in regard to recruitment and retention of their female workforce, as well as mentoring and coaching schemes. In addition, internal targets for female managers are discussed or installed. Family friendly company policies and part time work for women and men are more or less established and state of the art in companies.

Research funding organizations like DFG have connected their research funding to gender action plans, which achieved some forced turns in thinking and gender approaches for example for recruitment of professors.

We discovered by conducting the interviews and the policy dialogues that it is not clear for key players in BW that gender is an issue of innovation and not just labor policy. Therefore the SEZ organized two workshops which have been implemented in Stuttgart and Linz to show interested stakeholders the economic potential of Gender in Innovation. For these workshops gender experts from the Nordic countries were invited in order to show their best practices.

In BW's clusters gender is almost no topic. But gender awareness is rising because in future there will be a lack of qualified staff; therefore the potential of women has to be taken into account. Big companies in the region are already aware of this fact (see above).

⁷ abbreviation for mathematics, informatics, natural sciences and technology

In 2009 there have been 18 female cluster managers from in total 109 cluster managers. In 2011 the figure raised to 39 female cluster managers from in total von 144 cluster managers.

Concluding, it can be stated that politically, gender equality and gender mainstreaming are no longer a point of discussion, but in practice the necessary transformation of working and research cultures is not yet achieved.

Best practice of gender in BW

The regional initiative “women in MINT jobs” aims at attracting more women to choose jobs in MINT⁸. The initiative was originally planned for 2 years but now it has been extended for 2 additional years because the process takes a long time to initiate changes. The initiative has 30 partners, among them associations, research institutes, foundations, clusters, ministries. There is an overview portal where activities are made transparent. But also activities of the partners have to be made transparent and the attractiveness of MINT jobs has to be shown to women.

In the meantime, in MINT course of studies a significant augmentation in the number of female students as well as in the number of female graduates has been achieved.

General conclusion

Through the systemic approach which we want to implement in CluStrat we will be able to implement the cross-cutting issues as strategic leverages for the Emerging Industries as proposed by Prof. Roberto Grandinetti of the Department of Economics and Management at the University of Padova in his paper on the core strategic elements of CluStrat.

⁸ abbreviation for mathematics, informatics, natural sciences and technology

4 Conclusions for pilot development

The pilot action concept for Baden-Württemberg: Development of a handbook on how an inter-cluster-cooperation can be initiated to enter new markets

- Through different rounds of policy dialogues and expert workshops it became clear that a large range of stakeholders in BW are not aware of the future potential of the Emerging Industry “Active Aging”. Therefore it has been decided to focus the pilot action on “Active Aging” in BW.
- In the third regional policy dialogue in BW the following concept was developed. The participants agreed that in a first step a coordinator for the pilot action has to be chosen: in this case the coordinator will be Steinbeis-Europa-Zentrum. When the coordinator is chosen the region in which the concept should be tested will be chosen. BW is a very large region, for the pilot implementation it has been decided to focus on a smaller area. The region will be chosen because of its high potential in the health industry.
- The process of the development of an inter-cluster-cooperation will be started by organizing a workshop with the topic “Active Aging” and a focus on “living – independent living at home” in order to bring together the targeted key players. The targeted audience of this event will be the relevant regional cluster initiatives and state-wide networks, relevant associations of older people (there are special associations in Germany which aim at representing the concerns of older people to the public), representatives of the care sector, representatives of the health insurance companies, representatives of retirement homes, crafts people, architects, students as well as other relevant experts. The objectives of this event are:
 - To raise the awareness of the chances offered by the Emerging Industry Active Aging
 - To show the opportunities of the CluStrat project for BW
 - To identify the potentials in the region, especially for cluster initiatives with their partners and members
 - To assess and identify the regional needs in this branch
 - To lead potentials and needs by a systemic and conceptual-strategic process to new products and services.
- Then there will be a certain period of time, in which the stakeholders have the opportunity to reflect the event and to think about new products, services and business models and to establish cooperations among the participants of the workshop. In the next step, the stakeholders will be invited to a second workshop in which they can present their ideas.
- The next step will be, after the period of the pilot action phase of CluStrat, the implementation of the relevant initiatives in order to enter new markets.

- The new policy instrument will bring together aim-oriented key players of Emerging Industry who had only few contact so far with each other in order to generate new products / services / business models. This instrument is embedded in a systemic, conceptual-strategic approach because all the key players (end users, associations, industry, public administration) will be included in this process with the focus on one topic. The cooperations which result from this process can be on a short term or long term basis. The process will be initiated and coordinated by an external moderator / coordinator. The financing will consist of staff costs for the coordinator and events costs.
- The concept should be transferable to other regions, Emerging Industries.
- The result of the pilot action will be a kind of handbook, explaining how an inter-cluster-cooperation can be initiated to open up new markets.
- Indicators for the evaluation could be in general focused on the general verified transferability of the new instrument and on the number of newly generated initiatives with the aim for implementation.
- In case this concept proves as successful, it will be possible to implement this instrument into the upcoming EFRE-funding period in BW as best practice but also to transfer this concept into other regions / for other topics.
- A challenge of this process is seen in showing the actors which contribution to be made in order to exploit the new market “Active Aging”. Additionally it will be a challenge to explain to the key players that their new product in the area of “Active Aging” will find a larger application and thus marketing opportunities e.g. in the sports market.