



Workshop

SIRR Strategies & Action Plans

APC Laesoe 26/04/16





SIRR

Groups / Tables

Sotenäs

TrENDi

Table 1
Group 1

Louvigné

Skagen

Stenvad M

Table 3
Group 3

VISTRA

HoloHouse

Uni Aarhus

Laesö LTE

Table 2
Group 2

Lysekil

HoloHouse

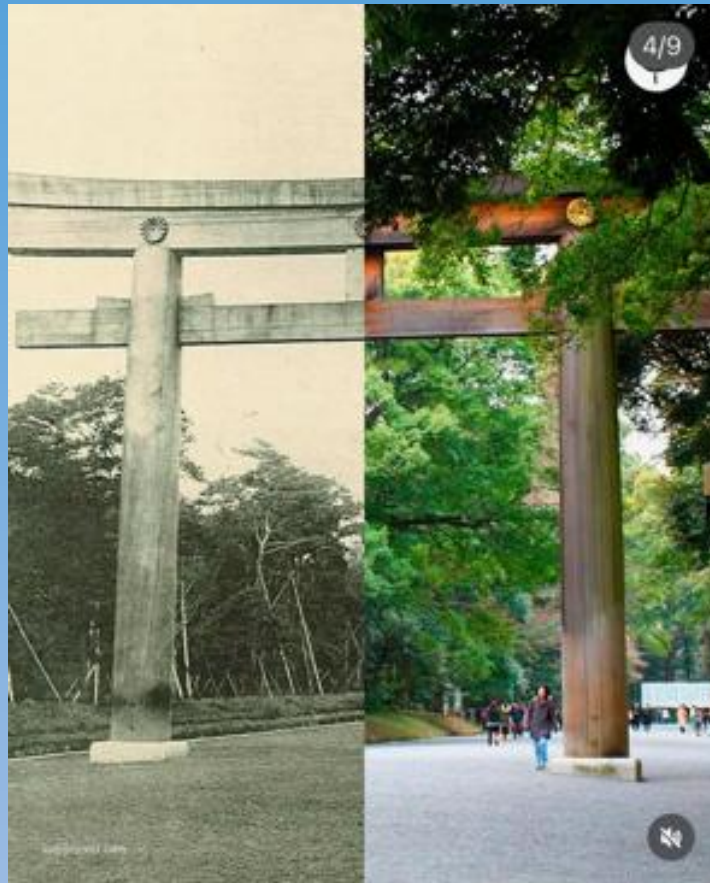
Uni Malmö



Inspiration from Japan and a focus on long-term strategies









Part 1

Workshop

Wider Context, Strategies and Hub **focus**.



Why are we doing this today?

Interreg's Intervention Logic



Interreg
North Sea

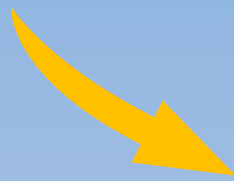


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and



SIRR's Project Work Logic



Prepare important „deliverables“

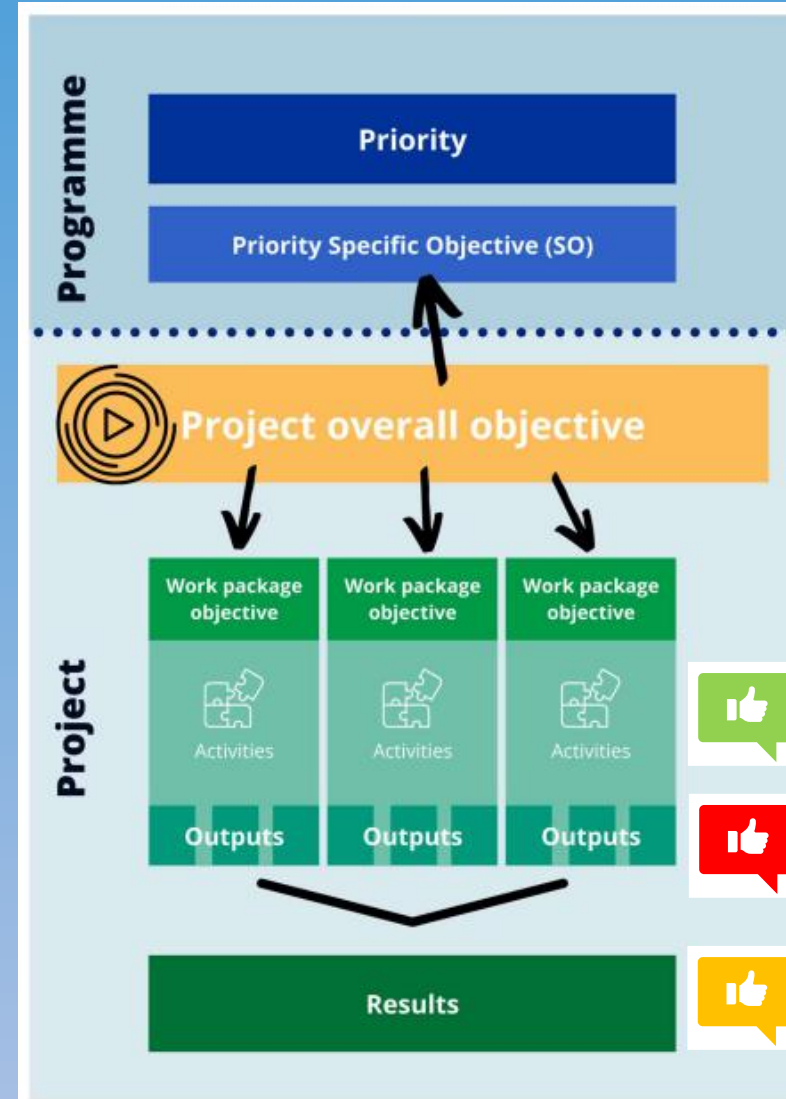


Interreg's Intervention Logic



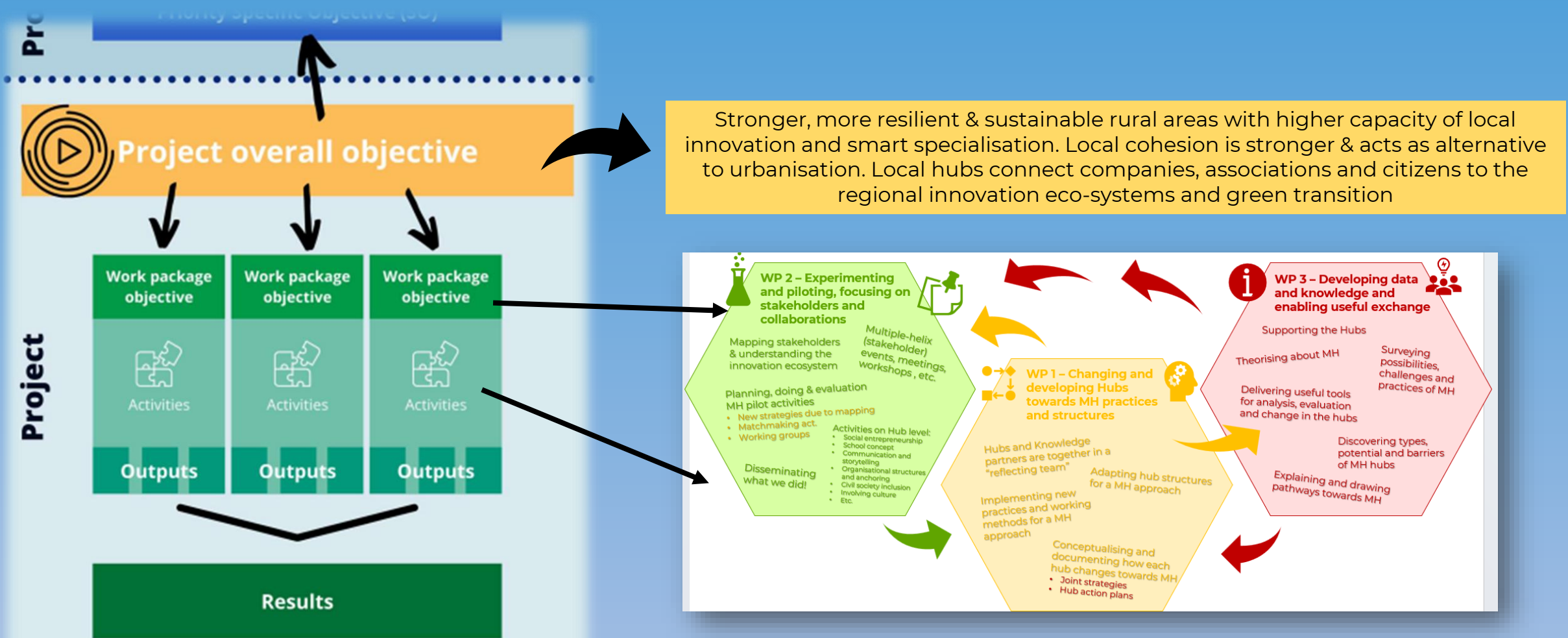
 **Indicators
of different kinds**

You remember?



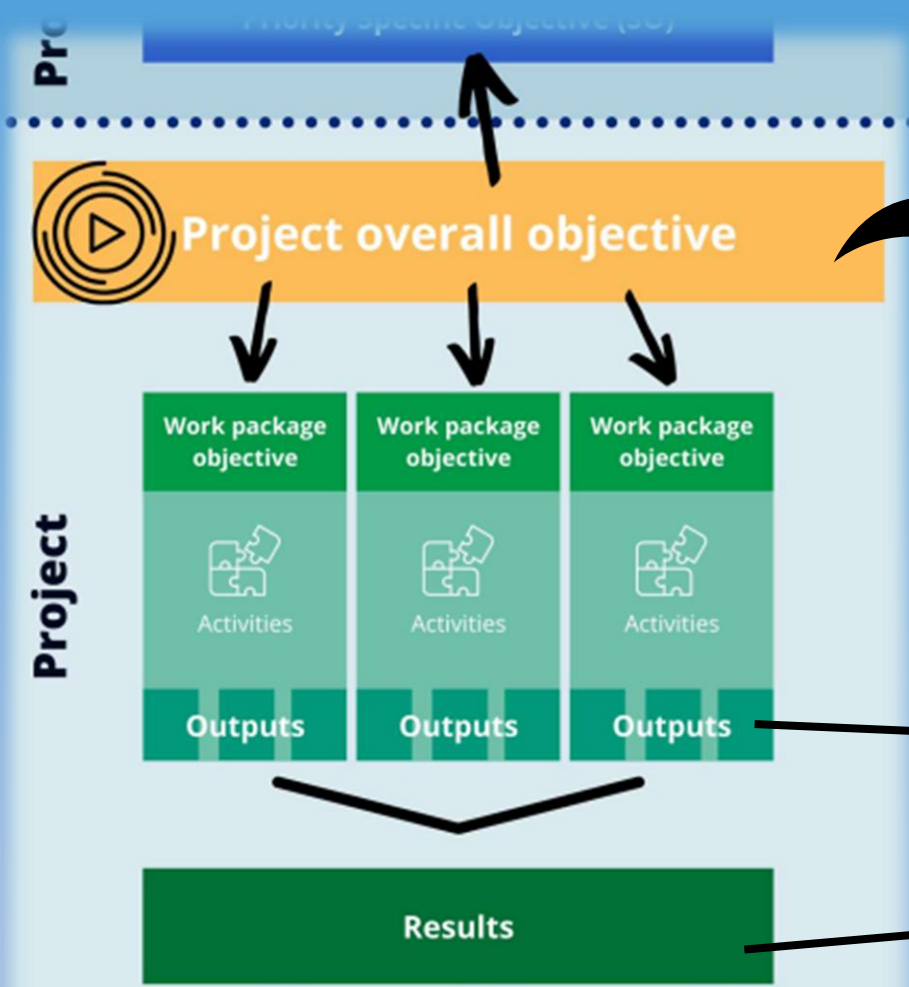
From one logic to the other

SIRR



Interreg's Intervention

SIRR



Stronger, more resilient & sustainable rural areas with higher capacity of local innovation and smart specialisation. Local cohesion is stronger & acts as alternative to urbanisation. Local hubs connect companies, associations and citizens to the regional innovation eco-systems and green transition

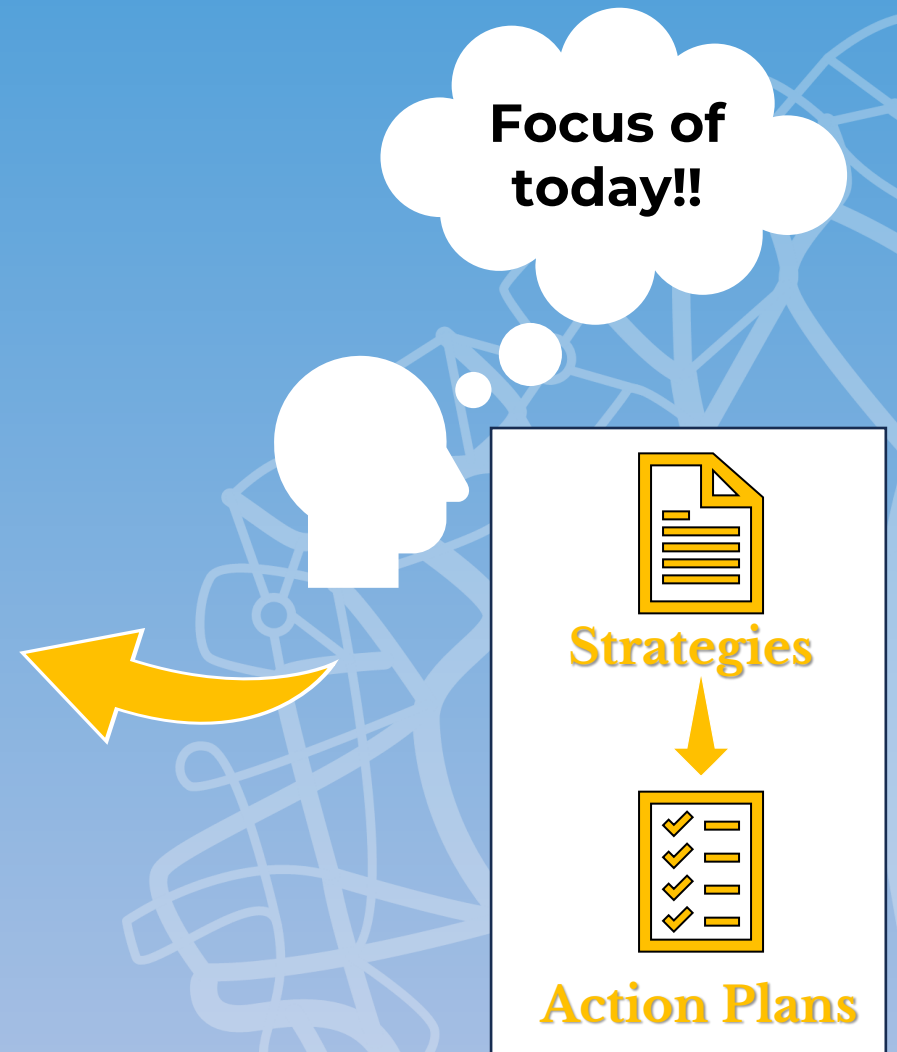
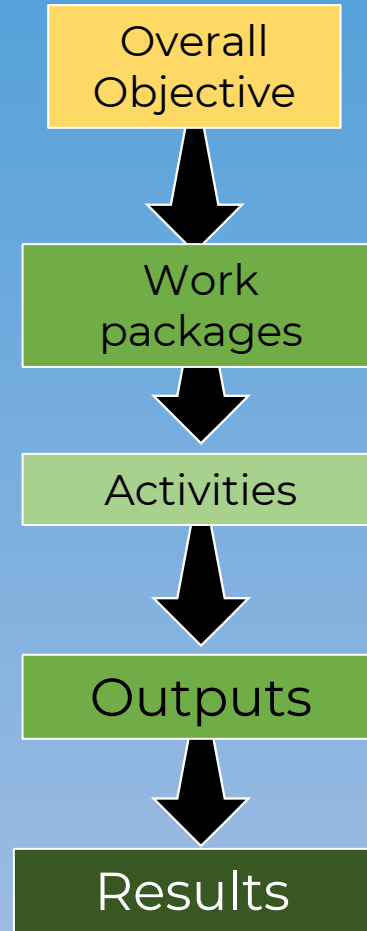
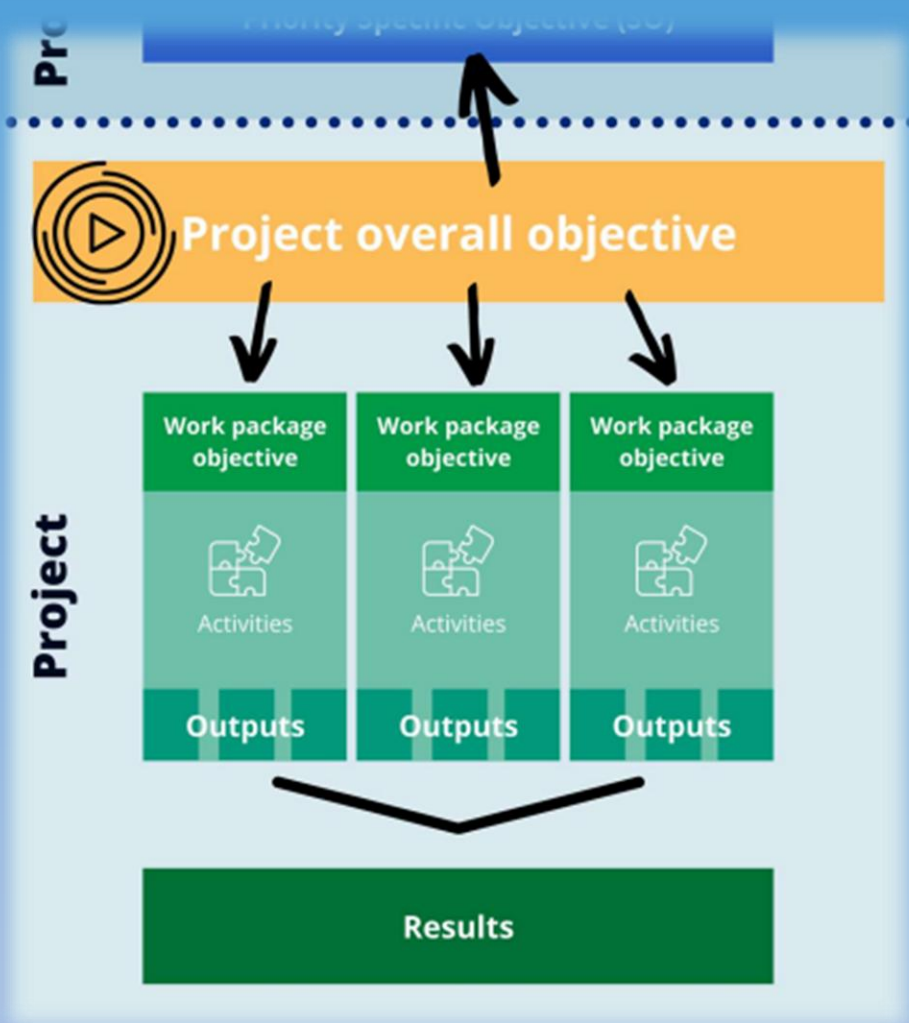
Interreg North Sea 2021-2027 Online Monitoring System
Periodic Reporting: Activity Reports / Indicator Reporting
Home » Periodic Reporting » Activity Reports » Indicator Reporting

Project: SIRR

- Outputs/Pilots
- Outputs/Strategies
- Results/Solutions
- Results/Joint Strategies
- Results/Organisations

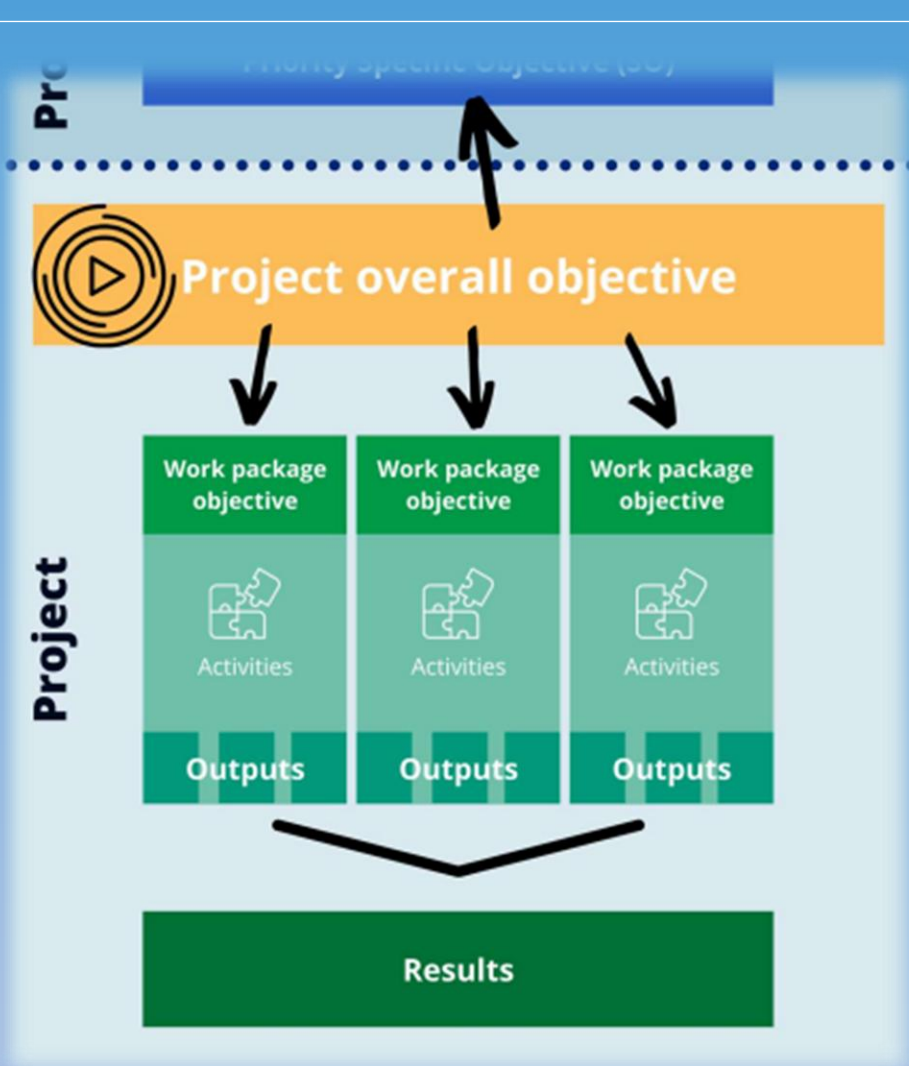
Interreg's Intervention Logic

SIRR



Interreg's Intervention

SIRR



Outputs



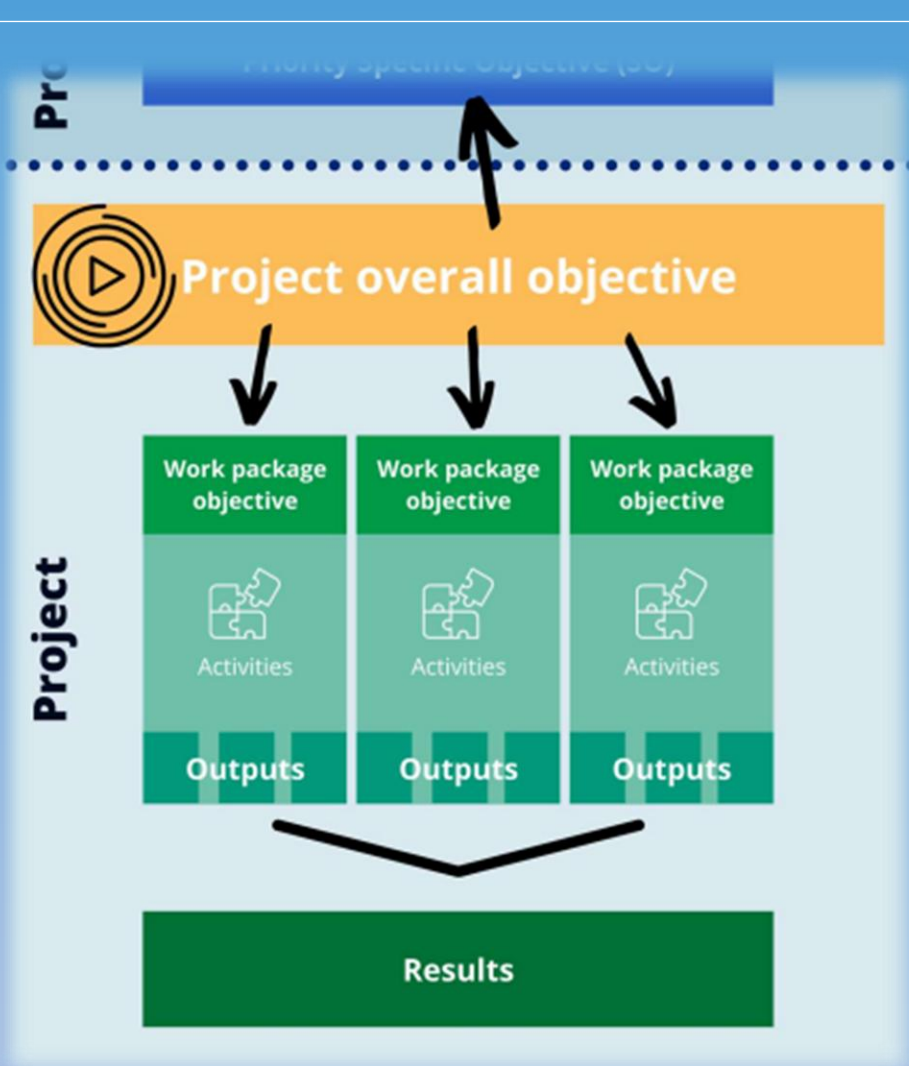
Example from WP 1

Indicator	Output	Target
Strategies and action plans jointly developed	<p>Strategy and action plans on how to strategically and durable use the Multi-Helix helix model at local hubs</p> <p>All hubs have, with support partners, created a joint strategy on how to ensure long-term use of the Multi-Helix model at the hubs. Multi-Helix is implemented in WP2, here we will ensure durable structures.</p> <p>The strategy is broken down into 10 local action plans connected to the hubs.</p>	11
Strategies and action plans jointly developed	<p>Strategy and action plans on how to strategically connect hubs to the regional innovation eco-systems</p> <p>The hubs have jointly, with support partners, created a strategy on how to structurally connect hubs to the regional innovation eco-systems. The strategy also aims to visualise the specific innovativeness of rural areas.</p> <p>The strategy is broken down into 10 local action plans connected to the hubs.</p>	11

E.g.: WP 1.1
1 joint strategy
1 action plan per hub

Interreg's Invention **Translated**

SIRR



Outputs



Example from WP 1

Strategy 1

Written by WP Leaders



STRATEGY ON HOW TO ENSURE LONG-TERM USE OF THE MULTI-HELIX MODEL

Action Plans

Written by each HUB



Strategy 2

Written by WP Leaders



STRATEGY ON HOW TO CONNECT TO THE REGIONAL INNOVATION ECOSYSTEM(S)

Action Plans

Written by each HUB



Interreg's Inventation Translated

SIRR

Outputs



Example
from WP 1

Strategy 1

Written by WP Leaders

STRATEGY ON HOW
TO ENSURE LONG-
TERM USE OF THE
MULTI-HELIX MODEL

Section 1



Section 2

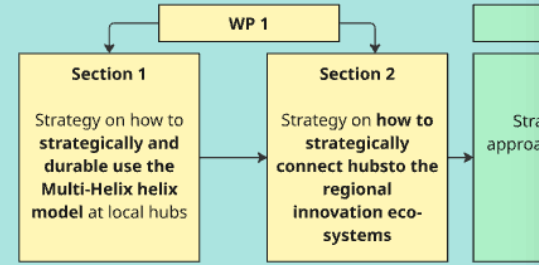
Action Plans

Written by each HUB

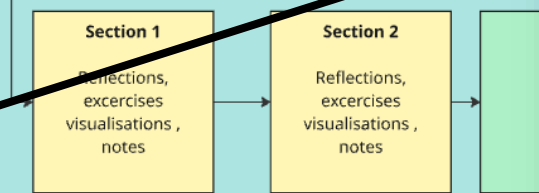


Final Publication/Document - How to become a MH Hub

Descriptive part - Report and exp

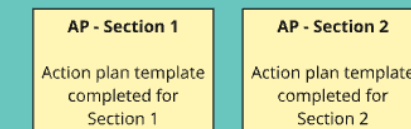


Guidebook part - Reflective and exe



PER HUB

Action plans - How I will become a MH



SIRR Multi-Helix Transformation Canvas

STRATEGY → CANVAS → ACTION PLAN

The SIRR Multi-Helix Transformation Canvas is designed to support the transition from strategic frameworks and multi-helix analysis to concrete, coordinated action plans.

It is intended to help hubs translate insights about actors, activities, capacities, and value creation into clear priorities and actionable steps.

The canvas is used as a facilitated process to align stakeholders, identify gaps, and define where to act to create transformation support transformative action.

SIRR Multi-Helix Transformation Canvas

1. Key System Stakeholders* Who are the key actors, institutions, organisations, individuals, etc. in the system?	2. Key Transformation Activities* What are the key activities, processes, interventions, dialogues, strategic interventions?	4. Hub Value Proposition Why are we here, what makes us unique, what are we offering to the territory?	5. Stakeholder Relationships and trust How do you establish trust to coordinate and collaborate?	7. Target Groups & Beneficiaries* Who are the beneficiaries, who are the system actors?
3. Knowledge & Skills What are the key competences, skills, capacities, knowledge, expertise, know-how, territorial grounding?	6. Engagement Channels How do you engage, who are the key actors, what are the channels, digital dialogue, clusters, networks, etc.?	8. Sustaining the transformation* What enables long-term change?	9. Value Flows & Shared Returns* What are the shared benefits, reduced costs, effects and outcomes, increased attractiveness?	

Summarising ...

Outputs



Example from WP 1

Strategy 1

Written by WP Leaders

**STRATEGY ON HOW
TO ENSURE LONG-
TERM USE OF THE
MULTI-HELIX MODEL**

Section 1



Section 2

Action Plans

Written by each HUB

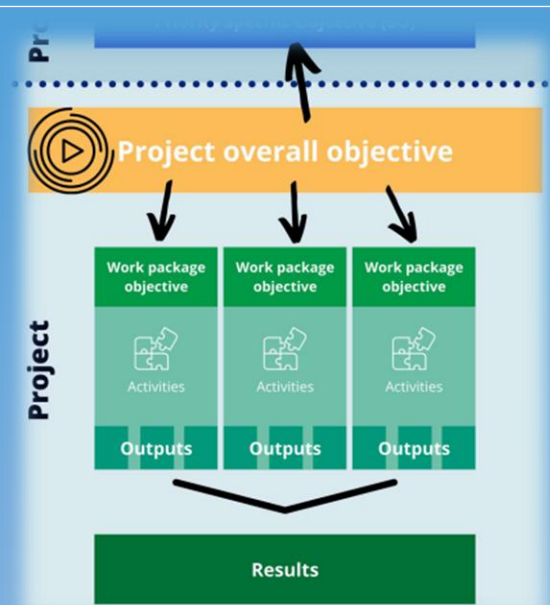


What are we working on today?

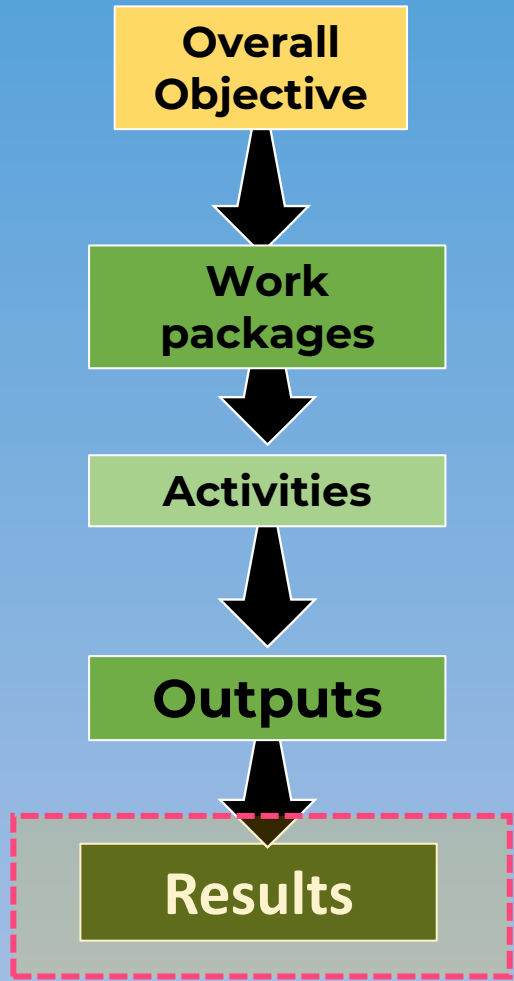
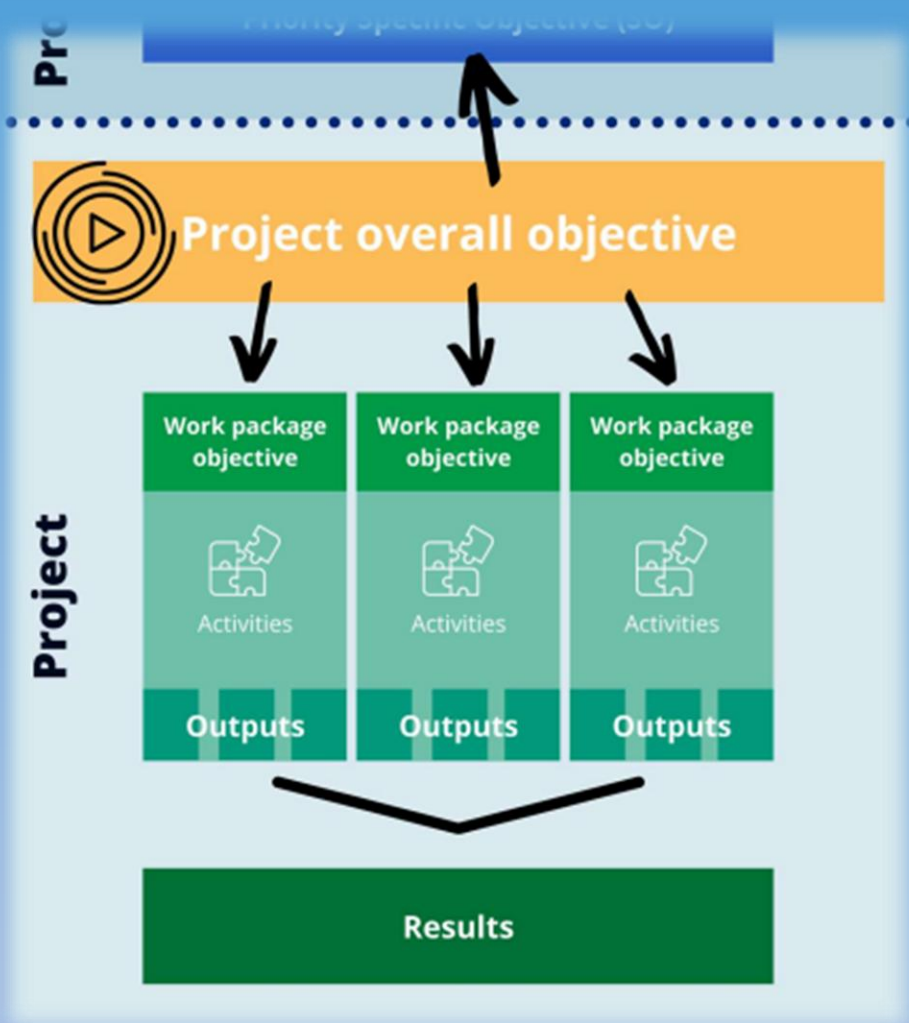
- 1) Integrating previous work and results into the process of finalising the action plans.
- 2) Understanding the intervention logic and what obligations exist to deliver.
- 3) Working on a specific output required by the Interreg Int. Logic at hub level → **Action Plan**

Based on ...

- Previous result documents (e.g.: Stakeh. Mapping)
- Transformation canvas (WPI)
- Today´s WS group discussions



Interreg's Intervention Logic



Results indicators are counted when the Pilot Hubs have **started to adapt/implement the solutions, strategies and action plans.**

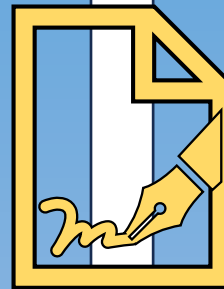
To report on these indicators **we will need a written confirmation** as an official statement by the adopting organisations/Pilot Hubs. This doc. will be handled by the WPMG and shared with you.

Mission accomplished!

Hey! Action plans are easy peasy to write!

Finalise your WP1.1, WP1.2 and WP3.1 Action Plans.

Joint strategies and action plans taken up by organisations



1x signed doc. per Hub

Continue to implement the strategies and action plans

Spring 2026

Summer 2026

Autumn 2026

Winter 2026/27

Spring 2027

Summer 2027

Hub value proposition

The foundation of your existence

*If this is your ambition
– what must actually function over time
for this to be true?*

SIRR Multi-Helix Transformation Canvas

TOOL 4. Hub Value Proposition*
Hub Purpose & Territorial Value

Why does the hub exist?

What transformation does it support?

What is the long-term value it creates for the territory?

Your Core Message
Summarise your hub's purpose and territorial value in 2-3 sentences. We [main role] by [main activity], in order to [transformation], creating [long-term value] for [territory/actors].

1. Key System Stakeholders

- Who is actively involved today?
- Who takes initiative?
- Who holds influence and resources?
- Which helix is strongest in practice?
- Which actors are passive?
- Who is missing?

*Is this a true multi-helix structure
— or is one actor carrying the system?*

SIRR Multi-Helix Transformation Canvas

TOOL 1. Key System Stakeholders*

This section helps you identify the main actors involved in the hub, their roles, and their level of influence. Use the table below to reflect on balance, gaps, and dependencies.

Helix	Main Actors / Organizations	Role connected to the Hub	Level of Influence
Public			Low / Medium / High Low / Medium / High Low / Medium / High
Private			Low / Medium / High Low / Medium / High Low / Medium / High
Academia			Low / Medium / High Low / Medium / High Low / Medium / High
Civil Society/ NGO's			Low / Medium / High Low / Medium / High Low / Medium / High
Other key system actors / enablers*			Low / Medium / High Low / Medium / High Low / Medium / High

*Additions (environment, politics, assemblies) that capture key system functions and enabling roles that influence how the helices interact and create impact.

Reflection

- Which helix is strongest?
- Which helix is weakest or missing?
- Who has the most influence?

-> Use the identified gaps as input to the Action plan

Key Transformation Activities

What the hub actually does

1. Which activities are strong?
2. Which depend on individuals?
3. Which are structured and repeatable?
4. Which actually drive transformation?

SIRR Multi-Helix Transformation Canvas

TOOL 2. Key Transformation Activities*

This section helps the hub analyse how its main activities and ways of working support long-term transformation and main goals.
Instructions: Be concrete and specific when describing activities. • Focus on patterns, not isolated projects. • If a category is not relevant, mark it as "N/A".

2.1 Activity Mapping – What Do We Actually Do?

Activity Type	Main Activities	Frequency	Lead Helix	Main Purpose
Pilots / Experiments / New Practices				
Coordination / Facilitation				
Capacity building / Enabling others				
Learning / Knowledge Exchange / (system) Capacity building				
Dialogue / Co-creation				
Strategic Communication / Narrative / Other				





Title: One-word whip

Time: 3 minutes

How: In each group, go around quickly.

Each person says one or two words
answering a prompt, e.g.:





1. Prompt

Right now, I feel ...





2. Prompt

I think Læsø is an
inspiring example of ...





3. Prompt

This afternoon, I am
going to ...





Part 2

Guidance through the Transformation Canvas & Identifying the Gaps

UNDERSTANDING → INSIGHT → ACTION





Follow your path

* **GOAL (1 or 2)** *Choose one thing you want to achieve*





Follow your path

Now follow the path through the selected parts of the STC

→ Target Group → Channel → Activity → Capacity → Actor

1. Target group and beneficiaries (Target group) – **Who is this for?**
2. Engagement channels (Channel) – **How do we reach them today?**
3. Key system activity (Activity) – **What do we actually do for them?**
4. Knowledge and skills (Capacity) – **Do we have skills/resources?**
5. Key system stakeholder (Actor) – **Who is responsible / driving?**

Group discussion about outcome and present your chosen goals.





Follow your path

Where does this break today?

Group discussion about outcome and present your chosen goals.








Part 3 Canvas to Actionplan

Identified Gaps converted to Action

UNDERSTANDING → INSIGHT → ACTION



Part 3 Canvas to Actionplan



ACTION PLAN TEMPLATE
STRATEGY
How to strategically and durable use the Multi Helix Model at local hubs (OI 1.1)

INTRODUCTION

This document supports Multiple Helix Hubs in developing an Action Plan to strengthen and ensure the long-term use of the Multi-Helix Model within the hub, by embedding collaboration, shared value creation, and sustainable structures over time.

The purpose of the Action Plan is to move from strategy to concrete action by identifying where the hub needs to improve, and defining actions that strengthen collaboration, engagement, and long-term impact.

All hubs are expected to


- Ensure the durable use of the multi-Helix model
- **Strengthen their connection to the regional innovation ecosystem**
- Improve their ability to create and share value across all helices

The Action Plan should support hubs to


- Communicate a clear and relevant **hub offer**
- Reach and engage **identified target groups across all helices**
- Strengthening their **position within the regional innovation ecosystem**
- Understand the ecosystem, its actors, and how value flows
- Ensure **visibility and continuous presence** within the system

The Action Plan contributes to and aligns with SIRR Project Results

1. **Strengthening connections to the regional innovation ecosystem (OI 1.2)**
2. **Further enhancement of the Multiple Helix Approach and the deepening of cooperation within the Hub (OI 1.3)**



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ACTION PLAN TEMPLATE
STRATEGY
How to connect to the Regional Innovation Eco System (OI 1.2)

INTRODUCTION

This document supports Multiple Helix Hubs in developing an Action Plan to strengthen their role as a [Multi-Helix Hub](#) and to connect to the regional innovation ecosystem.

The purpose of the Action Plan is to move from strategy to concrete action by identifying where the hub needs to improve, and defining actions that strengthen collaboration, engagement, and long-term impact.

All hubs are expected to


- Ensure the durable use of the [Multi-Helix](#) model
- Strengthen their connection to the regional innovation ecosystem
- Improve their ability to create and share value across all helices

The Action Plan should support hubs to

- Communicate a clear and relevant **hub offer**
- Reach and engage **identified target groups across all helices**
- Strengthening their **position within the regional innovation ecosystem**
- Understand the ecosystem, its actors, and how value flows
- Ensure **visibility and continuous presence** within the system

The Action Plan contributes to and [aligns](#) with SIRR Project Results

1. **Ensuring long-term use of the Multi-Helix Model (OI 1.1)**
2. **Further enhancement of the Multiple Helix Approach and the deepening of cooperation within the Hub (OI 1.3)**



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Part 3 Canvas to Actionplan

PART 1. GENERAL INFORMATION

1. Name of the implementing organisation:

Official name of the organisation in the national language:

[Click here to add text](#)

Official name of the organisation in English:

[Click here to add text](#)

2. Type or legal form of entity:

E.g. association, municipality, foundation, educational institution, etc.

[Click here to add text](#)

3. Contact persons and team responsible for implementing the subsequent Action Plan:

4.3 Main contact person

This person will be the main working contact and focal point for the [specific title of the action plan in long]

Full name: [Click here to add text](#)

Job title: [Click here to add text](#)

E-mail: [Click here to add text](#)

4.4 Core team members

These team members are responsible for the development and implementation of the Action Plan. Please list the roles that will actively contribute to the team and indicate their intended role.

Specifically, explain how you will engage colleagues from various departments/units and including those outside your organisation.

[Click here to add text](#)



Part 3 Canvas to Actionplan

PART 2. ACTION PLAN DEVELOPMENT

4. Outline of the Multiple Helix Hub's Strategic Planning Framework

Vision → Strategic Objective/s → Goals → Actions (Individual actions in section 3)

1.1 Vision statement of the Multiple Helix Hub

[Click here to add text](#)

1.2 Strategic objective of the Multiple Helix Hub [in order to connect to the Regional Innovation Eco System](#)

Provide a broad, long-term direction that answers, "how to embed the Multi-Helix Model into the hub's structures, processes, and culture, ensuring long-term collaboration, shared ownership, and continuous capacity building across all helices?" This shall set the overall intent and aligns actions with the vision. It is possible to have more than one strategic objective, but it is recommended to focus on one for this AP.

[Click here to add text](#)

1.3 Goal statements for the accomplishment of the strategic objective/s

Provide a specific and measurable goal that will contribute to implement the strategic objective/s. This often includes milestones with a clear outcome and sometimes a specific timeframe. **It is recommended not to set out more than three goals with a maximum of three actions for each**, using the subsequent reflection and description fields of this document in the sections 2. and 3. of the action plan development guidebook.

[Click here to add text](#)

(max: 1.500 characters with spaces)

1.4 Specific development of actions

Each action should

Address a real need or gap
Be concrete and testable
Contribute to long-term change

#1 Goal statement

We will ...
To achieve...

[Click here to add text](#)



Part 3 Canvas to Actionplan

Action 1.1 – Multiple Helix Hub's first action under goal 1

Context and Need?

1.1.1 What are the challenges or gap this action addresses?

[Click here to add text](#)

1.1.2 Why is it important? what happens if it is not solved?

[Click here to add text](#)

Where does the action take place / have impact?

1.1.3 Describe the territorial scope and focus of this action

[Click here to add text](#)

1.1.4 Describe the/other areas where this action might also have an impact on

[Click here to add text](#)



Part 3

Canvas to Action plan

Introduction to Action plan template

In groups of hubs + WP3 partners

Narrow down and prioritize

Goals to get action on

Working on action plan(s)

Group discussion about progress with action plans

Present one action plan per group, connect it to strategies 1.1 or 1.2

Reflections and add on's



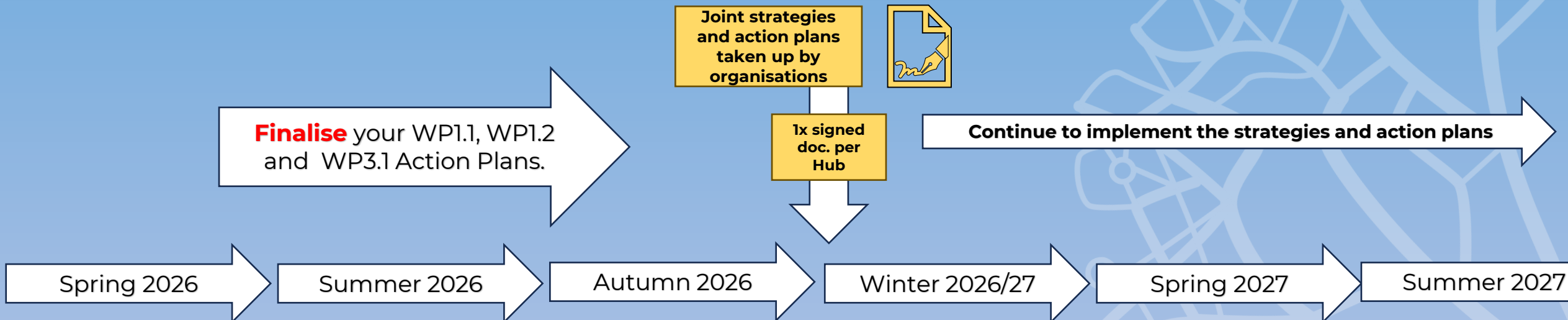
Wrap Up and Outlook

Insights from groups 1, 2 & 3

Short summaries from the facilitators

Outlook for the coming months

Follow-up on MS-Teams in May/June





Workshop

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