



# KEEP IMPROVING YOUR SKILLS

De gebiedscoöperatie als vraagsturing voor LLO

*November 2018*

Gebiedscoöperatie Westerkwartier als best practice EURADA

## EURADA's best practice transfer: Gebiedscoöperatie Westerkwartier



### KEY PARTNERS

\*Gebiedscoöperatie Westerkwartier is a Regional Cooperative open to all the actors of the quadruple helix (4H) in the region.

\*The Cooperative's board is formed by a representative of each of the 4H sector.

\*The Cooperative's board has:

**Standard board members** with voter status

- SMEs (max. 3/4)

- civil society organisations (max. 3/4)

**Strategic board members** with advisory status

- university; local cooperative banks; regional / local authorities (max. 3).

\*The Cooperative also has a **Research group**.

→ Board design's logic: large corporations/civil servants/politicians undermine the decision-making process due to conflicts of interests.

### KEY RESSOURCES

\*regional VET/university institutions;

\*SMEs;

\*decision makers' support for bottom-up and participative processes to define middle-term regional development pillars.

### COST STRUCTURE

\*Cooperative personnel: president; director; acquisition manager; process manager; communication officer; accountant; administration; 2 researchers; 1 project manager for each defined regional development pillars.



### KEY ACTIVITIES

\*Facilitation of participative processes with regional actors of the quadruple helix (4H) to define middle-term regional development PILLARS (e.g. energy transition) linked to S3.

\*The WORK CYCLE of the Cooperative builds on:

1. PILLAR LEADERS (knowledge/field experts) set priorities (e.g. biomass) within their pillars according to which they contact Acquisition Managers.

2. ACQUISITION MANAGERS organise public meetings (e.g. for 3 pillars / 12 yearly meetings) to stimulate regional 4H actors so as to collect ideas/proposals related to the priorities, these are then sent to Process Managers.

3. PROCESS MANAGERS organise 1' level - cooperative meetings with 4H leaders supervised by pillar leaders; whereby the idea/proposal is: A) rejected or B) validated.

4. If B), PROCESS MANAGERS select relevant regional VET/ university institutions; 2' level - cooperative meetings are then held between idea/proposal's owners and students/researchers to co-create a research plan.

5. The research plan's outcome can be: A) direct implementation of idea/proposal or B) development of idea/proposal into a project with local/regional/EU funds to then implement.

\*RESEARCH GROUP: monitors the activities of Acquisition Manager and Process Manager; B) evaluates implemented projects and disseminates their outputs.



### VALUE PROPOSITION

#### PROBLEM

\*Regions where the cooperation amongst regional actors of the quadruple helix (4H) can be improved so as to address structural challenges (e.g. lack of SME competitiveness and innovation capacities).

#### SOLUTION

\*The Gebiedscoöperatie Westerkwartier (Cooperative) was developed to solve this problem.

\*The Cooperative brings together all 4H actors in the region to collectively define regional development pillars (e.g. energy transition; regional food chain; social inclusion), and jointly mobilising actors of diverse domains / sectors / levels to create solutions in line with the pillars.

\*Through the Cooperative a transition to a more community and systemic paradigm of regional development is enabled.



### KEY BENEFICIARIES

\***Regions** – with max. 1 ml population (trust relevant), mainly rural / non-urban, SMEs-dominated regional economy (fewer large corporations) best profit from the Cooperative.

\***Regional development** –

Cooperative's Process Managers facilitate regional actors of the quadruple helix to co-work so as to implement ideas/proposals with potential for the region through R&I of regional VET/academia.

\***Regional cohesion** –

Cooperative's Acquisition Managers ensure through public meetings and ideas/proposals' collection that all the quadruple helix regional actors participate in the regional development agenda, coherently with the co-defined regional development pillars and the regional S3.



### REVENUE STREAMS

\*National / regional / local funds: 60%; \*EU Funds: 25/30%; Membership fees: 5% (ca 50.000€). \*Annual turnover: € 800 000.

