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**TRANSFORM  
4EUROPE**

**Transform4Europe:**

The European University for  
Knowledge Entrepreneurs

Erasmus+ European Universities  
EPP-EUR-UNIV-2020  
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# **TRANSFORM4EUROPE: THE EUROPEAN UNIVERSITY FOR KNOWLEDGE ENTREPRENEURS**

## **Work Package 5**

**Smart Transformation Ecosystem**

**T5.1. Smart Transformation Strategy**

**(D5.1) Smart Transformation Strategy  
paper**

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## Contents

1.	Introduction to T4EU Smart Transformation Space: Alliance and the regions.....	4
2.	Common definitions, challenges and opportunities.....	9
2.1.	Common definitions .....	9
2.2.	SWOT analysis .....	11
3.	Strategic framework for the T4EU Alliance Smart Transformation network .....	14
4.	Mission of the T4EU Alliance: .....	17
5.	Plan of Actions (PoA).....	21



## 1. Introduction to Transform4Europe Smart Transformation Space: Alliance and the regions.

Transform4Europe (T4EU) Smart Transformation Strategy exploits the potential for universities to function as true engines of development for cities and regions not individually, but as a joint knowledge and innovation hub. This will position the T4EU Alliance as a key driver of networked regional competitiveness in Europe, cross-fertilizing activities and sectors and the diversity of European higher education and entrepreneurialism, harnessing the full potential of this cross-fertilization as a driver for job creation and economic growth, and strengthening the link between higher education to the research and innovation landscape in Europe and its outreach towards society and the economy. The task will exploit key synergy potential between the T4EU partners and their major stakeholders to create adaptable, innovative solutions to major challenges from a transnational perspective based on the different entrepreneurial foci of the partners.

Finally, the Strategy aims to expand partnership opportunities within the entire transformation space of the alliance, providing the necessary prerequisites for attracting other partners and networks whose mission and activities correspond to the goals of the alliance and the project. Through the development and implementation of the strategy, the Alliance aims to become a leading model and engine for a developing vibrant network of partners and stakeholders, through whose joint efforts to ensure the necessary prerequisites and conditions for the more effective transformation and adaptation of our common T4EU space, in relation to the great educational, digital, climate and socio-economic challenges of our time.

Through the established and established network, the weight of individual members in the Alliance will be increased, the practical applicability of our educational and research efforts will be expanded. Based on the synergy of the combined academic, teaching and institutional resources of the Transform4Europe Alliance and the active participation of the key stakeholders involved, we aim to achieve the transformation of this partnership into an innovative interregional knowledge and innovation ecosystem, generating the necessary knowledge



entrepreneurship, high quality research and science as well the future of our T4EU space: our students.

This partnership will be implemented between different categories of stakeholders and the Transform4Europe Alliance, based on the perceived common interest in creating a shared innovative academic ecosystem that provides human capital and scientific knowledge to meet the needs of the regions.

We believe, that transform4Europe Partnerships are built on common vision, values, goals and the need to achieve measurable results related to the effective integration of the academic sector and the products it provides to overcome the challenges and solve the problems of the regions in process of their deep transformation, which is happening here and now!

The integrated innovative interregional ecosystem will create the necessary nutritious environment, which will help the Transform4Europe alliance to educate a new generation of highly motivated and highly skilled European knowledge-entrepreneurs: agents of change with the interdisciplinary, entrepreneurial, digital, multilingual, and intercultural competencies needed to actively contribute to and shape upcoming challenge-related transformation processes in Europe.

We consider the regions in which the partners are located to form the common space of the alliance. Specifically, this space includes the following regions:

#### **Saarland (DECO), Germany**

Population, 2021 – 983 991 inhabitants 34 out of 38 regions in Germany

Employment rate (ages 20-64), 2021 – 78,1% in position 29 out of 38 regions in Germany

Unemployment rate (15 years or over), 2021 – 3,2% in position 22 out of 38 regions in Germany

Tertiary educational attainment (ages 30-34), 2021 – 34,1% in position 24 out of 38 regions in Germany

GDP per inhabitant in PPS (% of EU-27 avg.), 2021 – 105% in position 25 out of 38 regions in Germany

Gross domestic expenditure on R&D, 2020 – 1,85% of GDP in position 26 out of 38 regions in Germany



### **Alicante, Comunitat Valenciana (ES52)**

Population, 2021 – 5 047 045 inhabitants in position 4 out of 19 regions in Spain

Employment rate (ages 20-64), 2021 – 66,2% in position 13 out of 19 regions in Spain

Unemployment rate (15 years or over), 2021 – 15,9% in position 6 out of 19 regions in Spain

Tertiary educational attainment (ages 30-34), 2021 – 43,3% in position 12 out of 19 regions in Spain

GDP per inhabitant in PPS (% of EU-27 avg.), 2021 – 73% in position 12 out of 19 regions in Spain

Gross domestic expenditure on R&D, 2020 – 1,09% of GDP in position 6 out of 19 regions in Spain

### **Eesti (EEOO) Estonia (1 region)**

Population, 2021 – 1 330 068 inhabitants

Employment rate (ages 20-64), 2021 – 79,3%

Unemployment rate (15 years or over), 2021 – 6,2%

Tertiary educational attainment (ages 30-34), 2021 – 43,1%

GDP per inhabitant in PPS (% of EU-27 avg.), 2021 – 86%

Gross domestic expenditure on R&D, 2020 – 1,63% of GDP

### **Silensia/Slaskie (PL22), Poland**

Population, 2021 – 4 450 220 inhabitants in position 1 out of 17 regions in Poland

Employment rate (ages 20-64), 2021 – 73,1% in position 15 out of 17 regions in Poland

Unemployment rate (15 years or over), 2021 – 2,9% in position 12 out of 17 regions in Poland

Tertiary educational attainment (ages 30-34), 2021 – 43,1% in position 7 out of 17 regions in Poland

GDP per inhabitant in PPS (% of EU-27 avg.), 2021 – 76% in position 4 out of 17 regions in Poland

Gross domestic expenditure on R&D, 2020 – 0,89% of GDP in position 8 out of 17 regions in Poland



### **Yugozapaden (BG41), Bulgaria**

Population, 2021 – 2 085 071 inhabitants in position 1 out of 6 regions in Bulgaria

Employment rate (ages 20-64), 2021 – 78,9% in position 1 out of 6 regions in Bulgaria

Unemployment rate (15 years or over), 2021 – 3,5% in position 6 out of 6 regions in Bulgaria

Tertiary educational attainment (ages 30-34), 2021 – 43,1% in position 1 out of 6 regions in Bulgaria

GDP per inhabitant in PPS (% of EU-27 avg.), 2021 – 86% in position 1 out of 6 regions in Bulgaria

Gross domestic expenditure on R&D, 2020 – 1,63% of GDP in position 1 out of 6 regions in Bulgaria

### **Friuli-Venezia Giulia (ITH4), Italy**

Population, 2021 – 1 201 510 inhabitants in position 15 out of 21 regions in Italy

Employment rate (ages 20-64), 2021 – 72,3% in position 4 out of 21 regions in Italy

Unemployment rate (15 years or over), 2021 – 5,7% in position 17 out of 21 regions in Italy

Tertiary educational attainment (ages 30-34), 2021 – 43,1% in position 14 out of 21 regions in Italy

GDP per inhabitant in PPS (% of EU-27 avg.), 2021 – 102% in position 8 out of 21 regions in Italy

Gross domestic expenditure on R&D, 2020 – 1,63% of GDP in position 4 out of 21 regions in Italy

### **Vidurio ir vakaru Lietuvos regionas (LT02), Lithuania**

Population, 2021 – 1 965 697 inhabitants in position 1 out of 2 regions in Lithuania

Employment rate (ages 20-64), 2021 – 74,7% in position 2 out of 2 regions in Lithuania

Unemployment rate (15 years or over), 2021 – 8,2% in position 1 out of 2 regions in Lithuania

Tertiary educational attainment (ages 30-34), 2021 – 50,7% in position 2 out of 2 regions in Lithuania

GDP per inhabitant in PPS (% of EU-27 avg.), 2021 – 71% in position 2 out of 2 regions in Lithuania



Gross domestic expenditure on R&D, 2020 – 0,66% of GDP in position 2 out of 2 regions in Lithuania

### **Auvergne – Rhône-Alpes (FRK), France**

#### **Rhône-Alpes**

Population, 2021 – 6 740 730 inhabitants in position 2 out of 27 regions in France

Employment rate (ages 20–64), 2021 – 75,4% in position 4 out of 27 regions in France

Unemployment rate (15 years or over), 2021 – 7,2% in position 2 out of 27 regions in France

Tertiary educational attainment (ages 30–34), 2021 – 52,6% in position 2 out of 27 regions in France

GDP per inhabitant in PPS (% of EU-27 avg.), 2021 – 105% in position 2 out of 27 regions in France

Gross domestic expenditure on R&D, 2020 – N/A

#### **Auvergne**

Population, 2021 – 1 373 075 inhabitants in position 14 out of 27 regions in France

Employment rate (ages 20–64), 2021 – 73,9% in position 11 out of 27 regions in France

Unemployment rate (15 years or over), 2021 – 7% in position 20 out of 27 regions in France

Tertiary educational attainment (ages 30–34), 2021 – 46,4% in position 7 out of 27 regions in France

GDP per inhabitant in PPS (% of EU-27 avg.), 2021 – 85% in position 14 out of 27 regions in France

Gross domestic expenditure on R&D, 2020 – N/A

### **Área Metropolitana de Lisboa (PT17), Portugal**

Population, 2021 – 2 869 033 inhabitants in position 2 out of 7 regions in Portugal

Employment rate (ages 20–64), 2021 – 77,5% in position 1 out of 7 regions in Portugal

Unemployment rate (15 years or over), 2021 – 6,8% in position 4 out of 7 regions in Portugal

Tertiary educational attainment (ages 30–34), 2021 – 50% in position 1 out of 7 regions in Portugal

GDP per inhabitant in PPS (% of EU-27 avg.), 2021 – 98% in position 1 out of 7 regions in Portugal



Gross domestic expenditure on R&D, 2020 – 1,67% of GDP in position 1 out of 7 regions in Portugal

### **Zahodna Slovenija (S104), Slovenia**

Population, 2021 – 1 003 931 inhabitants in position 2 out of 2 regions in Slovenia

Employment rate (ages 20–64), 2021 – 78% in position 1 out of 2 regions in Slovenia

Unemployment rate (15 years or over), 2021 – 4,5% in position 2 out of 2 regions in Slovenia

Tertiary educational attainment (ages 30–34), 2021 – 53,3% in position 1 out of 2 regions in Slovenia

GDP per inhabitant in PPS (% of EU-27 avg.), 2021 – 106% in position 1 out of 2 regions in Slovenia

Gross domestic expenditure on R&D, 2020 – 2,38% of GDP in position 1 out of 2 regions in Slovenia

## **2. Common definitions, challenges and opportunities.**

### **2.1. Common definitions**

The present strategic document includes specific definitions, which are in the fundament of the T4EU partnership, established Alliance of Universities and the future smart transformation network. Most important definitions are:

**Smart Transformation:** the ability effectively to use combination and integration of information, knowledge and technologies to improve the quality of life of the cities and regions in times of constant change of our geography, climate and environment.

**Smart Transformation Space:** this is our common Transform4Europe space, within which our Alliance is the main structural, organizing and driving force supporting the effective transition and smart transformation of cities and regions.

**Social innovation:** development of new social ideas, transfer and implementation of working innovative methods and practices from other sectors (products, services, mechanisms) to meet social needs, solve long-standing social and environmental problems and create new social relationships and promote cooperation.



**Smart Social System (country, city, region, organization):** stakeholders who are able to see critical signs or their system, respond quickly and resourcefully to challenges and opportunities relevant to their development, adapt to the external environment with adequate solutions and use it to achieve their goals; has the qualities of an intelligent, knowledge, learning, innovative, networked, sustainable and socially responsible system

**Smartness:** the ability to use local and external resources in the best way to achieve one's goals, to quickly adapt to the environment; a quality that is primarily human, social systems, and in the age of high technology, also material things and digital systems.

**Signs of smartness:** the characteristics and abilities of people and systems that are revealed when interacting with the environment; qualities and abilities that enable both passive action and active reaction and adaptation to changed conditions; qualities related to continuous learning, creativity, performance, thinking, control, goal setting, decision-making, evaluation, forecasting, prevention, digital technologies.

**Smart transformation network:** it is the major infrastructure of our Alliance and project for effective support the smart transformation of the common Transform4Europe Space.

**Knowledge entrepreneurship:** Knowledge entrepreneurship is special kind of entrepreneurship, based on creating, acquiring, and leveraging knowledge for entrepreneurial purposes. It involves recognizing and capitalizing on opportunities to generate economic value from knowledge, science, research and innovation as well as other intellectual assets.



## 2.2. SWOT analysis

STRENGHTS	OPPORTUNITIES
<ul style="list-style-type: none"><li>• T4EU Alliance covers diverse parts of Europe, with regions that have potential for smart, sustainable, and inclusive growth.</li><li>• The Alliance is engaging active academic institutions that can become major drivers for the positive transformation of their regions.</li><li>• Our Alliance includes partners whose innovation potential is key to the development of the regions and the whole T4EU area.</li><li>• All Alliance partners embrace as their mission the preparation of tomorrow's most valuable capital – knowledge entrepreneurs.</li><li>• The formed sustainable network of academic institutions with strong research potential is a guarantee for the successful development of the regions and the common T4EU space, creating its key comparative advantage and significantly increasing its competitiveness in the European context.</li><li>• The innovation, research and entrepreneurial potential of the Alliance is a major pull and inclusiveness factor for active institutions and is an important prerequisite for building a strong partnership community, creating security for the regions in the context of a profound transformation of the socio-economic landscape and</li></ul>	<ul style="list-style-type: none"><li>• New communication and information technologies and channels for intensification of collaboration between partners and other actors form T4EU space.</li><li>• Development of common strategic framework for partnership development within the Alliance.</li><li>• Establishment of effective environment for engagement of key stakeholders for active participation of the Alliance and Smart transformation network activities.</li><li>• Establishment of strong identity and branding of T4EU and their transfer to the Smart transformation network.</li><li>• Representing the Alliance and its Smart transformation network on all notable events and initiatives across the T4EU space and its forming regions.</li><li>• Establishment of virtual Alliance and Smart transformation network office.</li><li>• Active participation in large collaborative research and educational projects, funded under EU programs.</li><li>• Engaging the Alliance and its Smart transformation network in the policy making across the T4EU space.</li></ul>



its adaptation to the changing climate and geography.

- The structure of Alliance includes a variety of academic partners who are willing to share resources, knowledge, and partnerships- this is a good basis for the formation of the future Smart transformation network our common T4EU space.
- Our partnership is having strong emphasis on the most crucial issues in the European level among all the partners of the alliance;
- Regional basis of the Alliance is including central as well as Cross border regions, with enormous potential for fruitful networking and partnerships;
- The alliance is forming the basic educational and research infrastructure of the regions, forming the common T4EU space.
- The partners are active in communication and information, the necessary communication infrastructure is in place, which provides the opportunity for effective promotion of the Alliance and the future Smart transformation network.
- Through the Alliance and its potential, the regions of our common space are enabled to access high quality international research and education potential for the population and key stakeholder countries.
- The Alliance provides an opportunity for the formation of a broad diverse common inter-university



<p>campus that is a nurturing environment for the development of entrepreneurial spirit, intercultural dialogue and for stimulating the formation of diverse partnerships at all levels;</p> <ul style="list-style-type: none"><li>• The combined resources, researchers, administration, and students are the foundation for strengthening the Alliance and incorporating important partnerships for its development;</li><li>• Elevated level of engagement of local and regional authorities with the activities of the Alliance and the Transform4Europe project.</li></ul>	
WEAKNESSES	THREATS
<ul style="list-style-type: none"><li>• The Alliance and most of its initiatives are highly dependent on project funding.</li><li>• Limited mobility and internationalization.</li><li>• Insufficient activity/problems in engaging the research communities in partner academic institutions.</li><li>• Limited collaboration on joint research projects within the Alliance.</li><li>• Problems with effective communication of the project and the Alliance within the regions and among potential members of the future Smart transformation network.</li><li>• Unfinished process of creating a common sustainable identity by partners.</li><li>• Lack of commonly accepted definitions of the understandings</li></ul>	<ul style="list-style-type: none"><li>• The underfunding of some initiatives may cause problems in maintaining the future Smart transformation network.</li><li>• Lack of activity on the part of participants in the future network could have a serious negative impact on its development and limit the Alliance's potential.</li><li>• Limited access to finance for students prevents full utilization of existing international partnerships/mobility schemes.</li><li>• Limited number of networking activities across the T4EU space and its forming regions</li><li>• Limited engaging of the Alliance partners in Smart transformation network activities</li><li>• Poor communication within Smart transformation and beyond;</li><li>• Poor planning and organization of network activities;</li></ul>



<p>that underpin the formation of our Alliance – digital, social, environmental transformation as well as knowledge externalism;</p> <ul style="list-style-type: none"><li>• Communication of the R&amp;D activities, projects and possibilities of the alliance is not communicated well to the stakeholders.</li><li>• Not having a mutual understanding of the Intellectual Property issues when developing new projects and research together with the companies, need for understanding of IP policies of each partner and forming a common rule of engagement in this matter.</li></ul>	<ul style="list-style-type: none"><li>• Lack of activity from non-academic partners in the network, which may lead to the gradual encapsulation and limitation of the smart transformation network.</li><li>• Insufficient participation of the network in Transform4Europe activities and other Alliance initiatives;</li><li>• Non-continuing funding after the present phase of the project</li><li>• Failing in elaboration, the smart transformation network of the Alliance- it will limit the collaboration opportunities and the poisoning of the alliance in the T4EU space.</li></ul>
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### 3. Strategic framework for the T4EU Alliance Smart Transformation network

As members of the T4EU Alliance, together with our partners from the common T4EU space, we share the common concept of smart transformation. We are acknowledging that our major goal is to train and educate the future **agents of change**, towards a more just, sustainable, and resilient future, thereby acting as drivers of transformation ourselves. We also consider that our Alliance has significant innovation and research potential, the realization of which depends on securing the necessary quality and effective partnerships within our common T4EU space and beyond. Finally, we see our Alliance and its adjacent ecosystem of regions, partners, and stakeholders as an environment for building and empowering a new generation of entrepreneurs who will deliver the sustainable and balanced expansion of our home Europe that we desire.

Proactive transformation as we understand it is the result of complex process based on transformative knowledge-entrepreneurialism, in which we believe and for



which we are committed to work, together with our close regional and transregional partners, forming the T4EU Alliance and its common space.

Based on this mutual understanding and our own individual transformation profiles relating to our individual experiences of historical, regional, and institutional transformation, we base our approach on the following four pillars of transformation:

- 1) **T4EU INDIVIDUAL MINDSET:** Individuals as drivers of transformation should be at the center of the process, as the orientation and mind-set of each individual actor are the starting point for any form of comprehensive transformation. Thus, European transformation needs individuals who, through their knowledge entrepreneurial mind-set, can actively contribute to shaping a world in which well-being and sustainability are achievable. This is particularly important in challenging times characterized by global crises caused by armed conflicts, societal and economic instability, or migratory movements.
- 2) **T4EU UNIVERSITIES:** To empower students, staff, and stakeholders to act as agents of transformation, universities are responsible for conveying the values, skills and knowledge needed by all-round citizens with both academic and societal responsibilities, starting from the local regions of the alliance and moving towards global citizenship.
- 3) **T4EU REGIONS:** In collaboration with their universities, the regions have major potential to drive the transformation of Europe and the EEA as knowledge and innovation ecosystems. To reach their highest potential, the regions represented in the T4EU Alliance must be interlinked in an interregional network so to expand their impact at the continental level.
- 4) **T4EU EUROPE:** The complex societal challenges that Europe and the entire world are facing cannot be solved by individual actors. European transformation concepts must be as diverse as Europe itself and require different perspectives, approaches and solutions linked with and shared by the local and regional communities. T4EU will pursue true European added value by networking complementary regional transformation networks from across Europe that share a joint vision for facing major challenges.

We believe these four pillars are crucial for a successful transformation of university-region cooperation, which will impact the enhancement of European integration.



The present Smart Transformation Strategy is the major strategic document for establishment of sustainable and fruitful partnerships between our T4EUAlliance and our common T4EU space. In regard of this, the strategy is based on the following guiding principles:

- Comprehensive approach, meaning that it builds on the assets and resources of all Alliance members and their sustainable regional and interregional partners;
- Develop authentic partnerships that align with and support the Alliance mission of collaborating teaching, research, and public service, while prioritizing diversity, equity and inclusion, sustainability, and social responsibility.
- Focus of our smart transformation network development on the competitive strengths and advantages of the partner Universities and their ecosystem of partnering institutions;
- The fundamentals of the smart transformation network are the mutual understanding of the smart transformation processes in the field of the environment, digitalization, social and economic development, as well we are regarding knowledge entrepreneurialism as major driver of sustainable prosperity of our T4EU common space;
- Inclusive process of stakeholders' involvement centered on "knowledge entrepreneurial discovery" that is an interactive process in which market forces and the private sector are discovering and producing information about new activities, and the government assesses the outcomes and empowers those actors most capable of realizing this potential;
- Broad view of innovation, supporting technological as well as practice-based and social innovation. This would allow each region and Member State to shape choices according to their unique socio-economic conditions.

Regarding these guiding principles, the **Vison** behind the present strategy is defined as follows:



**Effective, inclusive and jointly beneficial transformation of the T4EU partnership into innovative, interregional knowledge and innovation ecosystem, based on sustainable and Smart transformation network. The Alliance will become one of the major drivers in “Engine” room for the smart transformation and adaptation of the common T4EU space.**

#### 4. Mission of the Transform4Europe Alliance.

T4EU Alliance will act as a key driver of networked regional competitiveness in Europe, cross-fertilizing activities and sectors and the diversity of European higher education and entrepreneurialism, harnessing the full potential of this cross-fertilization as a driver for job creation and economic growth, and strengthening the link between higher education to the research and innovation landscape in Europe and its outreach towards society and the economy.

T4EU Alliance become the role model for networked regional ecosystems, working for sustainable and effective transformation of the European regions. The major driving force for this transformation are the T4EU Universities, in partnership with cities and regions.

#### STRATEGIC GOALS

**Strategic goal 1:** Establishment of an integrated, innovative, interregional partnership network across the common Transform4Europe space.

This goal is directly linked to the development, consolidation and expansion of the network. Through the activities and initiatives included under this objective, we aim both to provide an identity and sense of community among the partners and to create the conditions for its effective integration within the common space of the Alliance and its member regions.

##### Activities and initiatives:

- Mapping the practices and policies of alliance partners for networking activities and establishment of partnerships
- Establishment of organizational structure of the Smart transformation network



- Development of the necessary mechanisms and administrative organization and procedures for effective functioning and development of the Smart transformation network
- Development of a common policy framework by partners regarding the development of the T4EU Smart transformation network

**Strategic goal 2:** Achieve the institutional goals of the Universities as effective mediator between young people and requirements of the labor market in the processes of transformation.

This goal is directly related to one of the main goals of the Transform4Europe Alliance, to play the role of a main engine actively supporting the transformation processes of the regions of our common Transform4Europe space. One of the main tools for this to happen is through the labor market. Our mission is to prepare the future human capital of the regions, which is crucial for their sustainable development. In this regard, through the future Smart transformation network, we aim to: - Make it possible for more institutions and interested parties from the regions to receive adequate information about the potential of our students; - To provide feedback from stakeholders in the regions, our partners and the labor market on the future human capital requirements of the regions in order to prepare and adapt our academic and vocational training programs; - To provide an opportunity for effective partnership, cooperation and opportunities for collaboration

#### **Activities and initiatives:**

- Organizing and holding an annual career fair within the annual meeting of the Smart transformation network
- Organization and conduct of workshops on the professional and career development.
- Development within the network of guidelines for professional development and training within the Alliance, tailored to the needs of our common T4EU space.
- Promotion of the T4EU Alliance as a generator of the regions' future human capital and Knowledge entrepreneurship potential
- Start-up boost camp- collaboratively organized by the partner universities and the members of the STN



**Strategic goal 3:** Effective interregional and cross border cooperation and innovative transformation, based on the development of knowledge entrepreneurialism potential of the common T4EU space.

This strategic goal is directly focused on the content creation within the network, knowledge exchange and sharing of best practices between the university alliance and regional partners. It is aiming to encourage joint research projects, faculty and personal exchanges, student internships, and collaborative workshops or conferences.

#### **Activities and initiatives:**

- Organizing thematic match-making events/workshops for collaborative projects within the network
- Series of workshops, devoted to entrepreneurship skills and attitudes, especially focused on knowledge entrepreneurialism.
- Annual conference of the Smart transformation network
- Transformation lab fair- as generator of joint research activities, boosted through the creation of links between research groups from different partner universities and the partners from the network.
- Workshops for networking of research and business centers
- Research and innovation workshops, organized by Smart transformation labs (TLabs)

**Strategic goal 4:** Creating a broad collaborative and communication space for sharing ideas, knowledge, and research within the Transform4Europe space, where the T4EU alliance has the role of the major engine room;

Through this goal we are aiming to create effective mechanisms for sharing research findings, publications, innovative ideas, knowledge and information within the STN. This will include the setting up effective communication channels to facilitate interaction and collaboration between the alliance and its regional partners. Not at the last place, very important part of this goal is the branding of the network and its promotion through the common interregional space and beyond.



**Activities and initiatives:**

- Elaboration of common communication strategy of the Alliance
- Setting up multichannel communication: website, mailing list, and integrated agenda planning
- Creating and popularization of the T4EU Smart transformation network brand

**Priorities and strategic topics of the STN in the next 5 years cycle is defined as follows:**

*Priority 1: Strengthen collaboration between teaching, research, and practice by effective integration of learning, teaching, research, and practice- bringing together students, educators, researchers, and practitioners.*

*Priority 2: Meeting the demand for innovative, cross-border and cross-disciplinarily educational programmes*

*Priority 3: Setting up common research agenda of the Alliance, in partnership with the key stakeholders form Transform4Europe space*

*Priority 4: Establishment and development of broad and diverse collaboration between the members of the Smart Transformation Network by effective use of available Alliance tools and platforms (including Smart transformation labs, Entrepreneurial centers, lecturing and research activities)*



## 5. Plan of Actions (PoA).

Action	Results/benefits	Involved stakeholders	Period
<b><i>Mapping the practices and policies of alliance partners for networking activities and establishment of partnerships</i></b>	As a result of the implementation of this activity, the practices and policies of the individual members of the alliance regarding the development of partnerships will be identified and conditions will be created for the exchange of good practices.	All Alliance partners.	2024
<b><i>Development of a common policy framework by partners regarding the development of the T4EU Smart transformation network</i></b>	As result of this we are going to harmonize of T4EU policies regarding partnership with regions, common T4EU area and potential partners for the Smart transformation network	All Alliance partners.	2025
<b><i>Expansion of the partner network by actively attracting important new partners.</i></b>	This is an activity of a constant nature, and one of the main goals is to attract new partnerships with the aim of increasing the influence of the created Smart transformation	All Alliance partners. STN partners	On going



	network and its confirmation as a key factor in the development of the general T4EU space and supporting the transformation processes in the adjacent regions		
<b><i>Organizing and holding an annual career fair within the annual meeting of the Smart transformation network</i></b>	Through this event, conditions will be created for better communication between partners regarding the development of human capital, while at the same time it will be useful for the career development of students.	All Alliance partners. STN partners	2025-2028
<b><i>Organizing virtual and regional career development workshops</i></b>	It will contribute to creating better conditions for professional and career development of students, while enabling network partners to develop their human capital	All Alliance partners. STN partners	2026-2028
<b><i>Common STN guidelines for professional development and training</i></b>	Development within the network of guidelines for professional development and	All Alliance partners. STN partners	2025



	training within the Alliance, tailored to the needs of our common Transform4Europe space		
<b>Start-up boost camp-</b>	This aims to promote entrepreneurial skills and attitudes among students. It will be collaboratively organized by the partner universities and the members of the STN	All Alliance partners. STN partners	2027
<b>Match-making events/workshops for collaborative projects within the network</b>	Organizing thematic match-making events/workshops for collaborative projects within the network	All Alliance partners. STN partners	2025-2028
<b>Annual conference of the Smart transformation network</b>	This is the main annual event of the STN, where partners can share knowledge, information and good practices	All Alliance partners. STN partners different regions	2025-2028
<b>Workshops for networking of research and business centers</b>	Regional events, aiming to network partners from the Transform 4 Europe space	All Alliance partners. STN partners different regions	2025-2028
<b>Research and innovation workshops, organized by Smart transformation labs</b>	Training events organized by the Tlabs	Smart transformation labs leaders	2024-2028



<b><i>Transformation labs fair</i></b>	Annual event, every Tlab will organize one event under defined topic, presenting research and innovation projects	Smart transformation labs leaders	2025-2028
<b><i>Elaboration of communication strategy of the smart transformation network</i></b>	That will help better to communicate achievements, principles and goals of the STN	All Alliance partners. STN partners	2024
<b><i>Establishment of common collaboration platform</i></b>	It includes multichannel communication opportunities: website, mailing lists etc.	All Alliance partners. STN partners	2024