

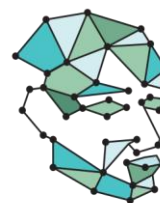


**RIGHT**  
RIGHT SKILLS FOR  
THE RIGHT FUTURE

# RIGHT PILOT REPORT

Two German Shipyards and the  
Hamburg Pilots

Authors: Ulrich Schenck, Rüdiger Weißbach



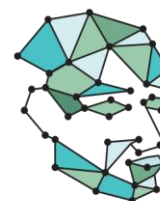
# Content

0.0 Guide for Partners.....	0
<b>1.0 Introduction .....</b>	<b>3</b>
<b>2.0 Regional/ Strategic Context .....</b>	<b>4</b>
<i>[Summary of relevant learnings that describes why we have cho the pilot.]</i>	
<b>3.0 About the Pilot.....</b>	<b>5</b>
<i>[The following sections are as a guide. The language Terminology can be changed to suit your region better.]</i>	
3.1 Description.....	5
3.2 Methodology .....	6
3.2 Stakeholders .....	5
3.3 Results/Outputs.....	5
3.4 Discussion of Findings.....	5
3.5 Case Studies/Examples/Stories.....	6
<i>[examples of success stories relating to, Skills demand, innovation, new business models... etc. Input from WP2***]</i>	
<b>4.0 Conclusions.....</b>	<b>9</b>
5.1 Challenges.....	10
5.2 Opportunifies.....	10
5.2 Recommendations .....	11
5.3 Next Steps.....	11
<i>[Sections 3-4 are flexible, and they can be changed according to your pilot and regional priorities.]</i>	
<b>5.0 Outputs for new strategy and policy for Skills education and SME innovation .....</b>	<b>12</b>
<i>[Either in this section, or the next, Include a section on the Toolbox, Work package 5]</i>	
<b>6.0 Potential for upscaling/learning Transfer/Internationalization.....</b>	<b>13</b>
<i>[Only include this section if relevant to your pilot]</i>	
<b>7.0 Acknowledgements.....</b>	<b>12</b>
<i>[If needed]</i>	
<b>8.0 Annex.....</b>	<b>13</b>
<i>[If applicable]</i>	



**RIGHT**  
RIGHT SKILLS FOR  
THE RIGHT FUTURE

DRAFT



# 0.0 Guide for Partners Completing the Report.

## Why?

It is necessary to report the results, findings, outcomes, and learnings of our pilots for project deliverables in a standard format. The template is set out in a way that tries to show the connectivity (green line) between the work packages, how pilots are linked to skills gaps and Smart Specialization Strategies. It also aims to show learnings and results of the pilot activity and how this can shape a discussion on policy outputs for work package 5. Each pilot report will act as a key input into Work package 5.

In addition to this, the pilot reports will provide the basis for communications activity for work package 2. Some or all of the pilot reports will be transferred into stories and presented at events and through media channels. The Communications Group will work with Work package 2 leader to agree a format for the story telling element in due course.

## What?

Each partner to complete a pilot report for each pilot in line with the project deliverables. The overall target for readers is 500.

6 Pilot reports	Report / Strategy	Overall report per pilot in standardised RIGHT format. Target value will depend on which level we decide to report on - per SME or per sector or type or theme for example.	25	0	Not started	Of these 4 were active and running in this reporting period. <a href="#">20200518094...report.xlsx</a> Not relevant for this reporting period.
Pilot reports (sub)	Number of Readers	These report will be disseminated through WP2. Some examples will be transformed into stories and presented at events and through media channels.	500	0	Not started	Not relevant in this reporting period

The target for readers is the same as the deliverable for Work package 5 combining both into one exercise is the intention of this report template.

Evaluation of project learnings - skills gap and pilots (sub)	Number of Readers	summary and implications for each participating region. Target group will be project partners and external stakeholders, defined during WP2	500	0	Not started	Not Applicable for this reporting period
2 Dialogue with partners to aggregate findings and results	Exchange of Information Event (Internal)	Project partners will meet to discuss findings and results for analysis to be aggregated in WPS	1	0	Not started	Not Applicable for this reporting period
Dialogue with partners to	Number of participants	workshop for project partners. Documentation of workshop	30	0	Not started	Not Applicable for this reporting period

There is a degree of flexibility over the content of the report as outlined on page 1. It is designed to form an input into work package 5 but also to show the link to Work package 3 research, Smart Specialization Strategies as providing space for discussions on opportunities for sustainability, upscaling or knowledge transfer.

## Who?

The target groups defined in WP2 of the project are; project partners and external stakeholders. This will vary from pilot to pilot and from region to region who these Key people are.... You will need to think about this when completing the report and tailor it accordingly. The Work Package 5 policy theme matrix will help to determine the most appropriate stakeholders for your region and pilot. The key objective of the report is to demonstrate project results and outcomes, but another key objective is to tell the story of what we have done. The reports could also be used to validate research and learnings, input into policy discussions or as proof of concept for ongoing sustainability of the pilot.

Each beneficiary can decide who completes the pilot report in the same way as they did with the Work package 3 report. In most cases it will be the RIGHT research coordinator, but this may be done by partners if they are more suitably informed for the completion of the report.

## When? (31/10/21)

The original Target for completion of pilot reports was the end of Spring 2021, **(30/05/2021)**. This was the original target as set out by the project. However, due to the Covid Pandemic most pilots were delayed and are not yet at a point to evaluate the outcome. After consultation with partners and Work package leaders we have decided that these can now be completed by **Autumn 2021 (31/10/21)** It may be the case that pilots are still ongoing at this point but we hope to have enough pilots completed and evaluated to provide the basis for WP5 activity. However, the pilot report template is ready to be used and for the partners that are ready to report are encouraged to do so.

## How?

Each beneficiary will be responsible for the completion of the pilot report for their region. Each beneficiary can decide how and who does the report for each pilot. All pilot reports will be hosted on the RIGHT project website. Guidance can be provided by WP4 leaders on demand and where needed or WP2, WP5 where appropriate. As soon as we have a completed report available, we will share with you as an updated guide. This has not been possible to this point as pilots are still underway.



# 1.0 Introduction.

The Hamburg Metropolitan Area has a long and strong tradition in Marine Industries and also in the energy sector. The Hamburg project partners have long lasting relationships to the Maritime Cluster (Lawaetz Foundation) and the energy branch and some companies in the Marine Industries (especially sea food).

For the energy branch, digitalization was assessed as a highly important factor for innovation. And while HAW Hamburg is engaged in the project "Norddeutsche Energiewende"<sup>1</sup> (North German Energy Shift) with the participation of several North German Federal States and the German "Competence Center for SMEs", the project goal seems to be reachable.

During the time slot of WP4 things developed different than expected. So WP 4 could not be worked out as planned, but even this difference produces results, that are important for the overall goal of the RIGHT! project.

On the other hand – innovation capability is the topic of RIGHT! And the situation during COVID-19 shows how organizations dealt with crisis and uncertainty as well as with digitalization. For this reason the process of WP 4 in Hamburg and Northern Germany is a own result itself. These results are embedded in a multi project situation, in that the Hamburg project partners can add contributions from other projects of their project portfolio to a multi perspective report.

---

<sup>1</sup> <https://www.new4-0.de/>



## 2.0 Regional / Strategic Context.

Details can be taken from the WP3 Regional Report Hamburg. At this place, only the most important aspects should be mentioned.

While City and Federal State of Hamburg have 1.8+ M inhabitants, the Hamburg Metropolitan Area ("Metropolregion"<sup>2</sup>) has more than 5M inhabitants and bridges the area from the Baltic Sea to the North Sea, touching the Federal States of Mecklenburg-Vorpommern, Schleswig-Holstein, Niedersachsen and Bremen too.

In this region, traditional agriculture and aquaculture is sited as well as hitec industries. Even Hamburg itself has still traditional agriculture, specialized on vegetables and fruits.

The different branches in Marine Industries (sea transportation, shipbuilding and maintenance, port technologies, sea food, offshore technology, tourism) are still important for this region, even Hamburg itself is a place for other industries (aviation, medicine technology, land-based transportation) and services (banking and insurances, public services, health-care and tourism, higher education).

The shift towards renewable energy is an important economic and political topic for the whole *Metropolregion*. Due to climatic reasons, wind energy (offshore and shore) has relative long tradition in this region in engineering, construction and running. HAW Hamburg was engaged in the project *Norddeutsche Energiewende 4.0* ("North German Energy Shift 4.0"<sup>3</sup>), a kind of real-world lab, that ended 28.02.2021. In this project, a study<sup>4</sup> shows, that ICT<sup>5</sup> related topics are the most important for trainings and staff skilling.

Independent of the branch, the German Federal Ministry of Economic Affairs and Energy promotes the so-called "Kompetenzzentren Mittelstand" (Competence Centers for SMEs<sup>6</sup>). HAW Hamburg is engaged in the Hamburg Center since 2016 and co-operates with the regional Chambers of Commerce<sup>7</sup> ("Handelskammer") and Crafts<sup>8</sup> ("Handwerkskammer") as well as with Helmut Schmidt University of the Federal Armed Forces Hamburg<sup>9</sup> and Hamburg University of Technology<sup>10</sup>. This project will last until 28.02.2022. A follow-up project is planned, but not signed yet.

<sup>2</sup> <https://metropolregion.hamburg.de/>

<sup>3</sup> <https://www.new4-0.de/>

<sup>4</sup> Düsterlho, Jens-Eric von (Ed.): Aus- und Weiterbildung für die Energiewende. Qualifizierungsstudie mit Angebots- und Bedarfsanalyse für den Energiesektor <http://www.new4-0.de/?wpdmdl=981>;

Düsterlho, Jens-Eric von (Ed.): Aus- und Weiterbildung für die Energiewende. Qualifizierungsstudie mit Angebots- und Bedarfsanalyse für den Energiesektor (Broschüre). <http://www.new4-0.de/?wpdmdl=979>

<sup>5</sup> ICT: Information and Communication Technologies

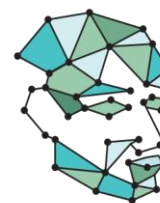
<sup>6</sup> <https://www.mittelstand-digital.de/MD/Redaktion/DE/Artikel/Mittelstand-4-0/mittelstand-40-kompetenzzentren.html>

<sup>7</sup> <https://www.hk24.de/>

<sup>8</sup> <https://www.hwk-hamburg.de/>

<sup>9</sup> <https://www.hsu-hh.de>

<sup>10</sup> <https://www.tuhh.de/>



### 3.0 About the Pilot.....5

#### 3.1 Description.....5

With these Competence Centers the German government and the participating institutions try to foster transfer from Higher Education Institutions (HEI) and other multipliers to SMEs of different branches. The thematic topic of these transfers is "Digitalisation", the Competence Centers are engaged with informing companies, conducting workshops and trainings and small projects. In this context, HAW Hamburg developed some training documents and workshop concepts. Most of these documents and concepts have been used and improved in iterations in different branches. The idea was to offer and adopt these trainings in the RIGHT! project to the specific branches.

#### 3.2 Methodology and Stakeholders

HAW Hamburg and Lawaetz Foundation informed the Maritime Clusters in December 2019 about this offer at the Hamburg Kick-off-meeting. Later, in April 2020, the program was offered to the Hamburg chamber of commerce as well as to the chamber of crafts; they informed their members. In addition, HAW Hamburg and Lawaetz contacted a training company that was training mechanics for manufacturing and construction work on offshore wind turbines.

This training company, bfw<sup>11</sup>, is a spin-off of the German Trade Union Confederation (DGB). This co-operation seems to be very valuable: Shipyards have an important position in the renewable energy shift, because they combine the knowledge in off-shore technologies with mechanical engineering and 3D construction and they are engaged in the wind energy market for a lot of years with wind mills as well as with supply ships. And shipyards and their suppliers are very important for the economic structure in the Hamburg Metropolitan Area.

#### 3.3 Results/Outputs.....5

But the response to the diverse activities must be described as restrained, which was also, but not only, due to the consequences of the Corona pandemic and the consequences for many businesses:

- One shipyard had already been in major economic difficulties for some time (in addition to more problematic access to a sea-deep water). Nevertheless, a first workshop with several employees of the shipyard took place at the shipyard in spring 2021, several concrete starting points of the support of the operational digitalization by the project RIGHT! were discussed, the company emphatically expressed an interest in the cooperation. However, after several months of short-time work, it filed for insolvency in the summer of 2021. In the meantime, almost all employees have been laid off.

<sup>11</sup> Berufsbildungswerk Gemeinnützige Bildungseinrichtung des DGB GmbH (bfw), <https://www.bfw.de/>





- At the second shipyard in northern parts of the state of Schleswig-Holstein the managing director responsible for the RIGHT project left the company immediately after the second online workshop, which his successor had already attended. We sent his successor the minutes again after the summer break with the agreed consultation topics. In addition, the new head of the "Research and Development" department moved to the other company following its insolvency. We have also written to her, she has clearly indicated a need and her interest.
- The cooperation with the Chamber of Commerce as well as the Chamber of Crafts can be described as expandable. The activities of both business associations have so far only led to concrete interest from companies in one case; the initial meeting will take place at the end of October. This very weak interest was different from the demand communicated by the chambers.
- The response from the maritime industry associations (cluster-organization) is also very reserved. The suggestion to jointly inform companies about what the RIGHT! project has to offer, e.g. in the form of a workshop, has not been taken up.

So in Summer 2020 the situation seems to be clear:

- The main activities have been focused on contact building to shipyards and their suppliers with the bfw as additional intermediary.
- Hamburg Handelskammer and Handwerkskammer have been asked to distribute the information about the RIGHT! offer in their own networks.
- The information about the offer was also distributed by [www.marinetraining.eu](http://www.marinetraining.eu), the website of a RIGHT! project partner.
- Some companies in our private networks have been asked for participation.
- The different Maritime Clusters, financed by the Federal Republic of Germany on the one hand and the states of Northern Germany on the other hand, were informed about our project.

### 3.4 Discussion of Findings

The following theses can be named for these reserved reactions of the associations and/or individual enterprises:

- Universities are often considered by companies to be distant from practice and not sufficiently solution-oriented, especially for non-technological problems,
- In Germany, there are various financially supported consulting services that are extensively marketed by freelance consultants. They require a not inconsiderable financial contribution from



the companies themselves, but in view of their high profile they are also competition for the RIGHT! project.

- Digitalization is understood as a strategic issue that requires a trusting and thus longer-term cooperative relationship that goes beyond the duration of a pilot project.
- For craft businesses, the chamber and guild are relevant with regard to further training, and in some cases also manufacturers (for example in the case of energy and heating systems). Vocational training is institutionalised in the German dual training system.
- Additionally, for many small companies, daily problems such as corona or the shortage of skilled workers are in the foreground. This argument has been made several times.

### 3.5 Case Studies/Examples/Stories.....6

The shipyards we worked with had individual "bricolage strategies" (in the meaning of Lévi-Strauss) for the digitalization within industry-specific constraints. Need for upskilling have been seen in both companies in project-specific contexts, less in general topics. The companies also mentioned the relevance of skill building and digitalization along the supply chain. The idea to offer skills in a project context made universities to suitable partners. For basic trainings in the vocational training plan or for upskilling on the shop floor, the co-operation with the chambers seemed to be more relevant and accepted.

A medium-sized sea food company with a 2-decades-co-operation to HAW Hamburg (trainings, workshops, students' projects), a strong desire for technological, product and process innovation and a high acceptance of technology told us it didn't want participate during corona due to uncertainty.

Towards the end of the WP4, a small craft business for heating systems with which HAW Hamburg has project co-operation since more than a year, accepted the participation offer for a workshop within the RIGHT! context for process management trainings. This workshop will be conducted after the deadline of this report. This project shows the problems to establish contacts in short and medium time.

## 4.0 Conclusions.....9

### 4.1 Challenges.....10

A main problem for suppliers of trainings is the knowledge about and the acceptance of their training offers from the customers' perspective. Due to the established dual system for vocational training, the established partners – chambers, guilds, professional associations and workers' unions – build a stable network that is not formally closed for new "players" like HEIs, but it is difficult to enter this network and it needs a lot of time. This stability is a problem for a fast reaction on changing circumstances.

### 4.2 Opportunities.....10

The RIGHT! project offers opportunities for SMEs in a wide range of skill building, also in an international context. For HEIs, RIGHT! offers the possibility to develop and to deploy trainings in several environments and to enforce the transfer competence, for the institution as well as for individual students.

### 4.3 Recommendations .....11



For the Hamburg Metropolitan Area it seems to be necessary to establish person-based, but institutional relationships between HEIs, chambers, companies and other institutions like the Maritime Cluster. The government is typically not directly engaged, but can support “semi-public” institutions like innovation agencies etc.

**4.4 Next Steps.....11**

On the concrete level: Lawaetz Foundation and HAW Hamburg stay in contact with the institutions mentioned above. For HAW Hamburg its Business Innovation Lab will continue to offer trainings and transfer events in co-operations. But these steps are not institutionalized. For a more generalized level see chapter 5.

**5.0 Outputs for new strategy and policy for Skills education and SME innovation .....12**

The German partners HAW and Lawaetz Foundation are sure, that the German model of founding, funding and managing networks for different economical branches is a promising approach of supporting the economic development on a spatial level.

The basic characteristic of such a cluster management is the close cooperation of state or public organizations with private companies with the aim of developing and improving economic perspectives and competitiveness on a company and regional level.

The essential methodological approach is the creation of industry-specific networks, the mediation of contacts between the various groups of actors, such as public administration, chambers, business and trade associations, research and, in particular, numerous companies, with different sizes and diverse product and service portfolios.

**6.0 Potential for upscaling/learning Transfer/Internationalization.....13**

The project shows that the circumstances in Hamburg for the co-operation between the actors are different to the circumstances in other project regions. Even if international transfer is accepted as relevant, the focus of individual companies was more directed on the local, regional or national circumstances. International co-operation needs institutional actors.

**7.0 Acknowledgements.....12**

[If needed]

**8.0 Annex.....13**

[If applicable]