### 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 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 simulate regional 4H actors so as to collect ideas/proposals related to the priorities, these are then sent to Process Managers.
  3. **PROCESS MANAGERS** organise 1st level - cooperative meetings with 4H experts & 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; 2nd 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.

### KEY RESOURCES
* 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.

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