

# STEP BY STEP GUIDE

FOR THE ELABORATION  
OF REGIONAL STRATEGY AND ACTION PLAN

[www.enteringthegigeconomy.eu](http://www.enteringthegigeconomy.eu)



Co-funded by the  
Erasmus+ Programme  
of the European Union



**GIG**  
ENTERING THE  
GIG ECONOMY

# TABLE OF CONTENTS

01	INTRODUCTION.....	3
02	GIG ECONOMY REGIONAL STRATEGY ELABORATION.....	9
	Dynamics for the elaboration of the SWOT.....	13
	Dynamics for the elaboration of the CAME.....	14
	Schedule the meetings with the Alliance of the Stakeholders.....	15
03	ELABORATION OF THE GIG ECONOMY REGIONAL ACTION PLAN.....	16
	Schedule of the Alliance of the Stakeholders.....	19

# 01

# INTRODUCTION



At first, the term 'GIG' was commonly used to refer to musicians who would play wherever they could, going from place to place to get paid for their performance.

A gig economy nowadays represents an environment in which temporary positions are common and organisations contract with independent workers for short-term engagements.

The whole idea behind the gig economy for its supporters is that individuals – who work as freelancers and do not sign any stable contract of employment – can sell their work on a task to task base.



Millions of workers are now part of what is known as the "GIG" economy in Europe. This new formula for working and demanding services, characterized by its flexibility and the use of new technologies, has broken the patterns of an economy accustomed to formalisms and rigidities, opening the way to new jobs, ways of working and spaces for entrepreneurship.

Although there are several voices that warn of the dangers and risks associated with this trend, such as excessive precariousness and labor exploitation, the GIG economy is a reality in continuous expansion, so it is essential to establish minimum standards for its proper functioning and squeeze its potential. Therefore, it is necessary to contribute to the development of knowledge about the emerging GIG economy, as well as to share, discuss and develop effective methods to face the risks and opportunities of this new formula of economic activity.

To answer these challenges, it has been created a consortium of eight complementary partners which operate in the field of vocational education & training or in education & regional employment policy making and execution, and all possess a regional and international cooperative orientation:

Meath County Council & WIN Consultants (Ireland),  
Friesland College & Learning Hub Friesland (The Netherlands),  
Concello de Vedra & Unión de Cooperativas - Asociación Galega Cooperativas Agrarias (AGACA) (Spain),  
Comune di Capannori & Consorzio Formetica (Italy)

The consortium developed the project “[Entering the GIG Economy](#)” with the main aim to prepare individuals and communities for the opportunities and threats of the gig economy.

To achieve this goal, the GIG project main objectives are to facilitate knowledge development about the emerging GIG economy and to share, discuss and develop effective methods to address the risks and opportunities of the GIG economy. For this, the project develops and implements a dedicated Learning Campaign, a Training programme for those affected most by the gig economy labour market, forms Regional Alliances and develops Regional strategies and resulting action plans (Figure 1).

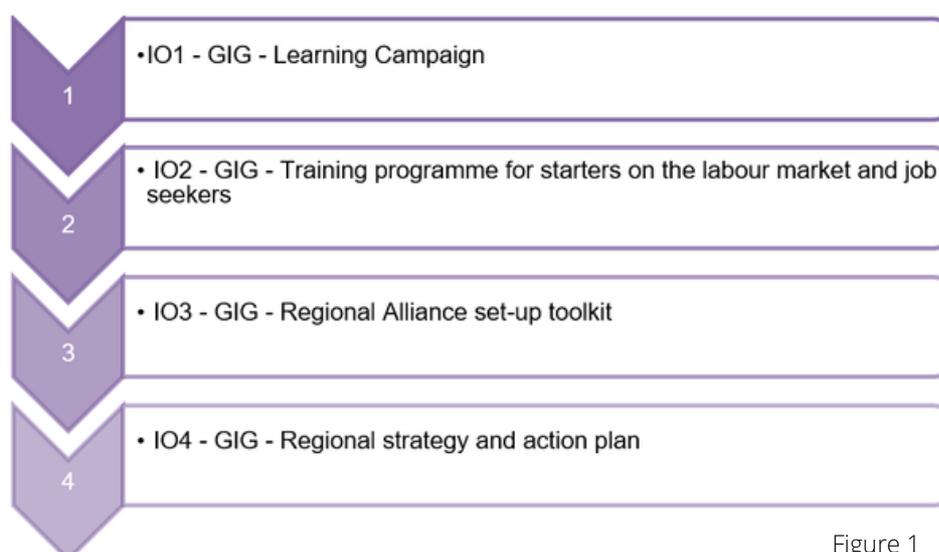


Figure 1

Therefore, upon completion, the “Entering the GIG Economy” Project intends to have achieved the outcomes outlined in Figure 1, which represent the four consecutive steps to develop the four tangible Open Educational Resources mentioned.

Thus, the current “GIG – IO4 Step by Step Guide” builds on the previous project results, with the main aim to provide a common framework for the project partners and other interested groups and consortia to establish a Regional Strategy and Action Plan for the development of the GIG economy at their regional level.

Thus, the GIG Regional Alliance Set-up Toolkit (IO3) will be turned into practice during the project by the establishment of such networks in all partner regions and will be further improved while doing so. Concrete result of the multiple and frequent gatherings of the regional alliances will be the GIG Regional Strategies and Action Plans in Ireland, the Netherlands, Italy, and Spain.

The GIG Economy Regional Strategy and Action Plan is a written document outlining the commitments to action of the stakeholders involved in the GIG Economy regional partnerships, signed by all the parties involved.

The objective of Regional Strategies and Action Plans for the GIG economy is to obtain the commitment of the regional stakeholders by signing a "Communiqué and Action Plan" for each region, guaranteeing the impact and sustainability of the project beyond its duration.

There will be a series of common steps to elaborate the GIG Economy Regional Strategies and Action Plans illustrated in the Figure 2.



Figure 2

The **PLANNING** involves establishing the actions or activities, assigning responsibilities and taking the necessary measures in aspects such as:

Selection and invitation of new potential stakeholders (decision-makers, experts and practitioner stakeholders); 10 stakeholders should be involved by each partner

Establishing the schedule and location of the meetings

Number of meetings, agenda and expected outcomes of each meeting

Key documents required for each meeting and participation of external stakeholders

Establishing the schedule and key information to be collected by email

Any other logistical requirements

The **PREPARATION** of 3 meetings (face-to-face or online), depending on the region and the willingness and commitment of the respective stakeholders. The idea is that the stakeholders of each alliance share information about the resources currently available to them.

Each partner will send out invitations, follow up, take care of the necessary logistical matters and host the plenary meetings of the GIG Alliances. The goal is for the partners to work toward broad agreement on the purpose of these alliances and on the expectations that the various parties have of them.

**DRAFTING** the GIG Economy Regional Strategy and consecutively drafting the GIG Economy Action Plan have the objective not only to develop the strategy and sign the Action Plan, but also to reach a consensus with Alliance stakeholders to develop and commit to an Action Plan, to be implemented in the next 12 months.

The **PROMOTION** concerns the dissemination of the GIG Economy Regional Strategies and Action Plans so that other regions can benefit from them, sharing the experiences and documents developed with other organizations.

The elaboration of the current **Step by Step Guide for the Regional Strategy and Action Plan** is developed by the Concello de Vedra and it is structured into 2 parts:

The first part is dedicated to the **GIG Economy Regional Strategy** development process

The second part is dedicated to the **GIG Economy Action Plan** elaboration process

The both steps are consecutive and the order should be respected to be able to deliver in the end the two documents. Other way around might be possible but implying a different methodology.

# 02

## GIG ECONOMY REGIONAL STRATEGY ELABORATION



GIG Economy Regional Strategy represents the vision of how the region should approach the GIG economy, seize its opportunities and arm itself against its threats.



The GIG project unites different regional stakeholders (decision-makers, experts and practitioners) in the creation of a strategy that will help all regions to make the most of the GIG economy and increase its attractiveness, boost local economies and build a future based on regional resources. To be “actionable” the GIG Economy Regional Strategy and Action Plan, it is very important to work with people that are using the GIG Economy materials, on the ground; that is why, “practitioners” stakeholders will be also involved, playing an important role in the IO4 development.

Therefore, to draft the GIG Economy Regional Strategy a series of meetings are set up to contribute to the best design following the first two common steps describes earlier.

The preparation of the elaboration of the GIG Economy Regional Strategy will consist of the preparation of the **methodology (SWOT & CAME)** implied and **schedule the meetings** with Regional Alliance of the Stakeholders.

The elaboration of the GIG Economy Regional Strategy with the Stakeholders should start with a SWOT analysis, which is a planning methodology to identify strengths, weaknesses, opportunities and threats (the four factors SWOT stands for) pertaining to regional growth

A **SWOT analysis** as a first step in developing the strategy that would allow the following objectives to be achieved:

To reflect on the GIG Economy and its implementation in the regional context, in an objective manner

To visualize the GIG Economy situation from different perspectives

To identify Regional solutions to potential GIG Economy problems

To help decide on a common GIG Economy Strategy in the Region

Identify the future strategy weaknesses, as well as external threats and opportunities

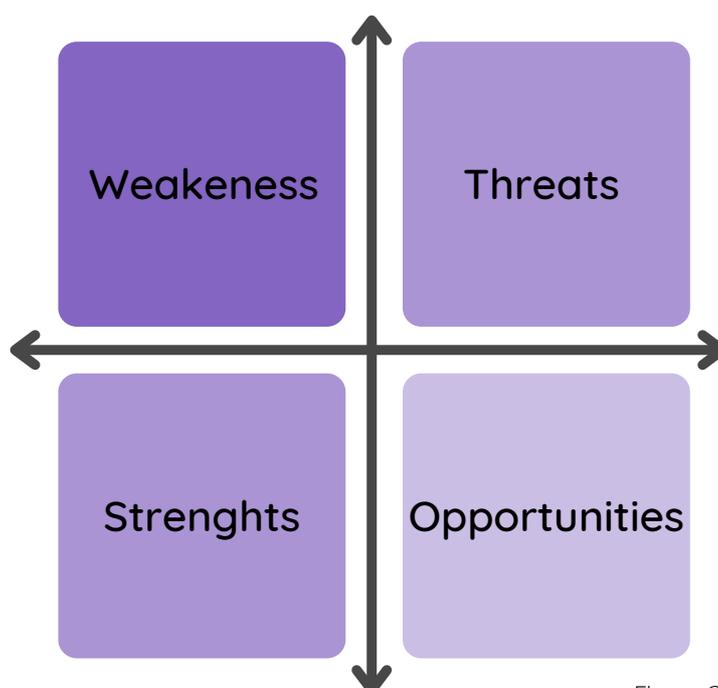


Figure 3

In a SWOT analysis, when we speak of **weaknesses**, we refer to those exclusively internal factors that limit or complicate a GIG Economy Strategy at the regional level, and to which special attention must be paid. Some of the questions that can help to establish the weaknesses for the specific case of the GIG Economy Regional Strategy are the following:

- What are the obstacles to the development of the GIG Economy Regional Strategy?
- Do we have the resources, commitment and expertise to implement it?
- What can be improved?

With regard to **strengths**, the purpose should be to identify those factors that can contribute to the development and success of GIG Economy Regional Strategy. Again, these may be of different types, inherent to the strategy itself (for example, its innovative nature) or to the stakeholders who will implement it (previous experience, to give another example). Some of the questions that can help to reflect on the strengths are the following:

- Which is the innovative part of the strategy that could foster its acceptance at the regional level?
- Do you know any examples of success elsewhere?
- Are significant financial, material and personnel resources available?

It is important to mention that both the questions formulated for the case of weaknesses, as well as those elaborated for strengths, posed in a different way, can also serve to identify their opposite.

With regard to **threats**, the objective is to identify those factors (ex: political, economic, legal) external to the region that may hinder the success of the GIG Economy Regional Strategy. By external threats we mean those difficulties or obstacles that may be encountered in the environment, in the specific context in which the GIG Economy Regional Strategy is to be implemented (e.g. national, European level).

**Political factors:** This refers to those conditioning factors that come directly from the national or EU public authorities and administration, in terms of changes in government, subsidies, and tax policy. Some of the questions that can guide reflection in this category are:

- Do we have the commitment and support from the national & EU public authorities?
- Is there any aid or subsidies for GIG Economy?
- What is the current fiscal policy on GIG Economy? Can it contribute to the development of the GIG economy or slow it down?

**Economic factors:** These may also be related to political factors (regarding taxes and subsidies, for example), but refer especially to the economic situation and the current dynamics of the region's economy. Useful questions:

- Are there many potential beneficiaries of the GIG Economy Regional Strategy?
- Do we have many competitors (e.g. traditional entrepreneurs) and what differentiates GIG Economy from them?

**Legal factors:** Any strategy must comply with legal provisions. In some cases, the existing legal framework is a constraint, but in others (mainly due to its non-existence or laxity) it can be a catalyst. Useful questions:

- Are there any specific regulations regarding GIG Economy? Are they clear?
- Is it expected to change in the short or medium term?

Regional strategy on GIG Economy focuses on external **opportunities** to expand market share and earnings potential. The analysis will uncover opportunities that the GIG Economy is well placed to take advantage of GIG Stakeholders look at their strengths to determine if they offer opportunities. They also look at their weaknesses to determine whether eliminating them will offer opportunities. Events and popular trends unique to a particular region are another source of opportunity. Useful questions:

- Which are the opportunities to expand to other markets?
- In case the previous weaknesses are eliminated are there any additional opportunities for GIG economy development or growth?

## Dynamics for the elaboration of the SWOT

The first step is for each stakeholder to prepare his or her own SWOT analysis, highlighting all the elements that he or she believes to be important for each of the four positions on the graph (Strengths, Weaknesses, Opportunities, and Threats) and answering the proposed questions, as well as any other issues that seem important to the Stakeholder. Subsequently, the SWOTs of each Stakeholder are shared with the rest.

Once the presentation (via email) of each SWOT has been completed, the coordinator will elaborate a single (joint) SWOT, taking the SWOTs presented as a reference. This single SWOT will bring together the elements considered most important by all participants and will be the basis for the GIG Economy Regional Strategy.

The next step for the elaboration of the GIG Economy Regional Strategy is the **CAME Analysis**. Although a SWOT analysis is very useful, it is only a snapshot of the current situation of the GIG Economy in the region, taking into account different internal and external variables.

It is therefore of the utmost interest to complement it with a CAME analysis, which is in itself a strategic plan. CAME is the acronym for "Correct", "Adapt", "Maintain" and "Explore". These actions correspond to each of the situations described in the SWOT, i.e. we are talking about "correcting weaknesses", "adapting to the threats", "maintaining strengths" and "exploring opportunities".

Thus, the four elements of CAME imply action, movement, intervention. Correcting means eliminating weaknesses or, at least, taking the necessary measures to remove them so that they do not have a negative influence. Adapting refers to avoid external threats so that they do not become new weaknesses.

Although these two points may seem to be the most important, as they are the factors that can destabilize and subsequently contribute to the failure of the development of the GIG Economy Regional Strategy, the truth is that knowing how to maintain the strengths and explore the opportunities are aspects that should not be overlooked. It is therefore necessary to reflect on what actions can be taken to ensure that the strengths remain and that all the opportunities we have identified in the SWOT allow us to develop the GIG Economy Regional Strategy in the best possible way. In the end, these elements determine the survival of the GIG Economy Regional Strategy in the long term.

## Dynamics for the elaboration of the CAME

Based on the final SWOT already prepared,, the stakeholders will discuss the most appropriate measures to correct the GIG Economy Regional Strategy's weaknesses, face the threats that compromise it, maintain the strengths it already presents and explore the opportunities that, in the end, will determine the GIG Economy Regional Strategy's success in the long term.

The dynamics proposed for this step is similar to that of the "Brainstorming", where each participant has the space to express his/her ideas freely and without any interruptions. A moderator will have to be appointed (to bring order to the exchange of ideas) and one person will be in charge of taking the notes.

# Schedule the meetings with the Alliance of the Stakeholders

DATE	TASK	MAIN POINTS TO DISCUSS
First Month First Week	1st Meeting (face to face or on-line)	<ul style="list-style-type: none"> <li>• Get to know the members of the Alliance of the Stakeholders</li> <li>• Present the project &amp; step by step guide</li> <li>• Discuss the elaboration of the GIG Economy Regional Strategy</li> </ul> <p><u>Home Task for Stakeholders:</u> Each Stakeholder prepares a SWOT analysis and sends it by email to [coordinator email] by 10th of December 2021</p>
First Month Third Week: Day One	Presentation of the SWOTs (via email) & elaboration of a joint SWOT	<p><u>Home Task for Stakeholders:</u> Each Stakeholder reads the SWOTs and prepare his/her remarks for the 2nd Meeting</p>
First Month Third Week: Day Two	2nd Meeting (face to face on-line)	<ul style="list-style-type: none"> <li>• Presentation and discussion on the joint SWOT, final remarks &amp; validation</li> <li>• CAME Analysis</li> </ul>
First Month Fourth Week	Elaboration the first draft of the GIG Economy Regional Strategy	<p><u>Home Task for Stakeholders:</u></p> <ul style="list-style-type: none"> <li>• Send feedback (via email) on the first draft of the GIG Economy Regional Strategy</li> <li>• Validate the GIG Economy Regional Strategy by 10th of January 2022</li> </ul>

# 03

## ELABORATION OF THE GIG ECONOMY REGIONAL ACTION PLAN



Action Plan is a programming document, which outlines the concrete targets for GIG Economy at the Regional level, drafted in line with GIG Economy Regional Strategy.

The elaboration of an action plan is fundamental after strategic planning (for which SWOT and CAME analysis have been carried out), as it consists of establishing a list of actions to be carried out in order to achieve the vision previously established in the GIG Economy Regional Strategy.

In addition, it details other relevant elements such as the resources of each stakeholder (personal and financial) required for the planning and implementation of the GIG Economy Regional Strategy, and also aims to reach a consensus with the regional Stakeholders of the Alliance to develop and commit to an Action Plan of collaborative actions, to be implemented in the next 12 months.

Therefore, the **GIG Economy Action Plan** should contain the following key elements (Annex I):

Clear description of the **objectives** to be achieved

The concrete **actions** & sub-actions carried out to achieve the established objectives

Establishment of **deadlines** and milestones for the achievement of the objectives

Estimation of the **resources/costs** needed to implement each action

The **stakeholder/persons** responsible for the implementation

Progress **indicators** (Methods for judging the achievement of objectives and evaluating the validity of the action plan)

Reference to the **legal framework** (internal or external regulations/laws/agreements etc. of the Region if any)

It is important to mention that the action plan may be changed due to unforeseen problems or the appearance of any unforeseen obstacles (risks). However, the temptation to postpone the achievement of the objectives or to give up those tasks or steps that have begun to pose difficulties should be avoided as much as possible. Without losing the necessary motivation, whenever we want to stand out and be successful, we must set ourselves the most realistic goals and actions for the following 12 month.

The elaboration of the GIG Economy Action Plan will follow the following **steps**:

Each Stakeholder of the Alliance will undergo and **internal reflection** on the actions that they are going or wish to be implementing the next 12 month

Each Stakeholder of the Alliance will **fill in** the Annex 1 and send it to the Regional Coordinator (ex. Concello de Vedra) by email.

The responsible person from the Regional Coordinator will **analyze** all the stakeholders' information and prepare a common document with all the actions coming from the Stakeholders.

**Presentation** of the GIG Economy Action Plan to the Stakeholders and validation.

The first thing to bear in mind is that, in this case, it will be each stakeholder who will draw up a proposal for a GIG Economy Action Plan based on the "Annex 1", considering their own planning of the GIG Economy actions for the next 12 month.

The "Annex 1" has been designed with the purpose of collecting the data from the stakeholders into a structured way. It is recommended that the Annex 1 to be completed by several people from the same organization or institution, so that it comprises the overall entity's perspectives and possible actions.

# Schedule of the Alliance of the Stakeholders

DATE	WORKING METHOD	MAIN NOTES
Second Month Second Week	<ul style="list-style-type: none"> <li>• E-mail to the Stakeholders to complete the Annex 1</li> <li>• Collecting Data</li> <li>• Data Analysis</li> </ul>	<ul style="list-style-type: none"> <li>• Present the GIG Economy Action Plan template</li> <li>• Each Stakeholder completes the Annex 1 - with their own Action plan for the next 12 months</li> <li>• Collect the data from the Stakeholders a SWOT analysis and send it by email to [coordinator email] by 7th of January 2022</li> </ul>
Second Month Third Week	Meeting (on-line or face to face) with the Stakeholders	<ul style="list-style-type: none"> <li>• Presentation of the GIG Economy Action Plan – 1st draft</li> <li>• Identify synergies among the Stakeholders actions</li> </ul>
Second Month Fourth Week	Email to all Stakeholders	<ul style="list-style-type: none"> <li>• Present the Final GIG Economy Action Plan</li> <li>• Validate the GIG Economy Action Plan</li> </ul>

Annex 1. THE ACTION PLAN TEMPLATE  
 OF [NAME OF THE STAKEHOLDER] for the 2022 year (12 months)  
 (Please add as many lines as you need for each objective & action)

Objective 1. ....						
Actions	Sub-Actions	Deadlines	Indicators	Action costs/budget	Responsible Entity/ Stakeholder	Docs of reference (if available)
1.1 ...	1.1.1 ....		Nr. .... % ....			Law, Regulations, Internal regulatory docs...
Objective 2. ....						
2.1	2.1.1					
Objective 3. ....						
3.1	3.1.1					



The gig consortium consists of 8 complementary partners from IE, IE, ES and ITA which operate in the field of vocational education & training or in education & regional employment policy making and execution, which all possess a regional and international cooperative orientation.

*Follow our journey*



[www.enteringthegigeconomy.eu](http://www.enteringthegigeconomy.eu)