

RIS3 Guide: Developing Smart Specialisation Strategies in 6 Steps

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S3 Platform

Belgrade, 11-12 April 2013



Research vs. Innovation

Research:

Basic vs. Applied
(Frascati Manual)

Innovation:

New ideas,
successfully applied
in organisational
outcomes and
processes

Governments increasingly trying to bring both together: **use-inspired (basic) research**
(Donald E. Stokes, *Pasteur's Quadrant*)

Smart Specialisation: Why now?

- Search for **more efficient + effective regional development policies**, avoiding overlaps and imitation
- Setting **innovation as priority for all regions** (Europe 2020) and improving innovation (strategy) process
- Better use of **scarce public resources**, aiming at synergies between EU, national/regional and private funds (PPPs)
- Driving **economic transformation**, focusing on regional profiles in global value
- **New academic insights and concepts** in the fields of growth, competitiveness, clusters and related diversity

R&I Strategies for Smart Specialisation

= economic transformation agendas

- 1) Focus and align policy support and investments on key national/regional **priorities**, challenges and needs for knowledge-based development (= tough choices)
- 2) Build on each country's/region's strengths, **competitive advantages** and **potential for excellence** (= critical mass, differentiation)
- 3) With an **outward looking** dimension
- 4) Support **all forms of innovation**
- 5) Get **stakeholders fully involved** and encourage experimentation and private sector investment
- 6) **Increased transparency** in priority setting
- 7) **Evidence-based** and include sound monitoring and evaluation systems



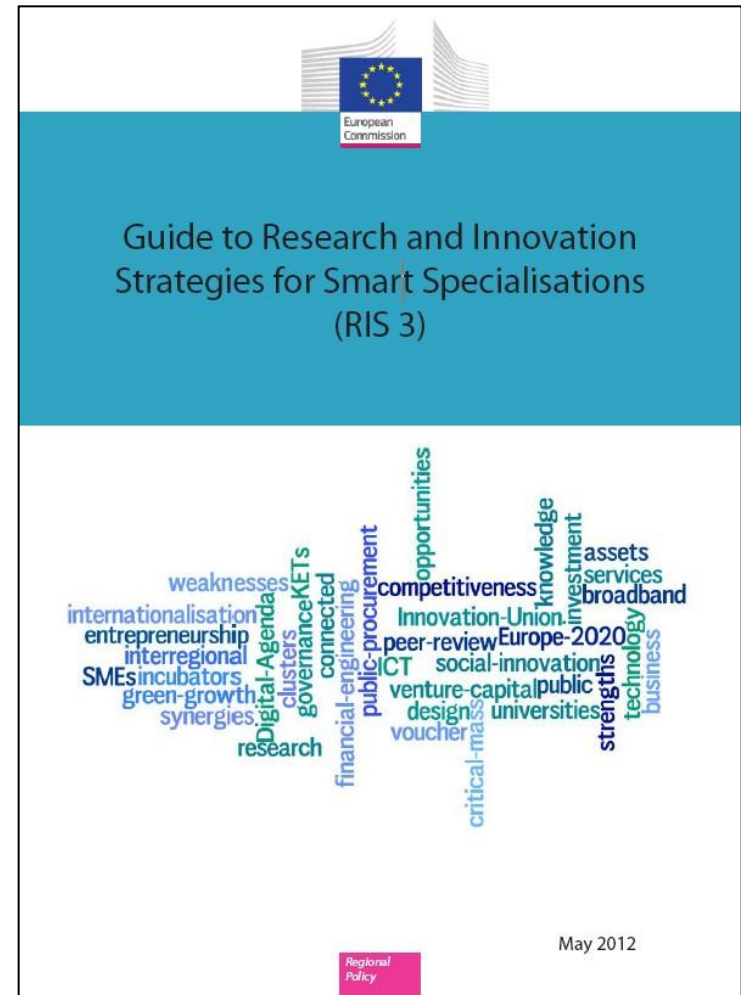


The RIS3 Guide

Edited by JRC-IPTS in association with
DG REGIO and with contributions from:

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K. Morgan, C. Nauwelaers, R. Ortega
- Commission officials from various DGs
- S3 Platform research team

Available on the S3 Platform webpage
<http://s3platform.jrc.ec.europa.eu>



Thematic guides

- ❑ Incubators
- ❑ Universities & regional development
- ❑ Broadband
- ❑ Cultural and creative industries
- ❑ Service innovation
- ❑ Energy efficient innovation through procurement

Soon available:

- ▶ Clusters
- ▶ Social Innovation
- ▶ Green growth
- ▶ Entrepreneurial spirit
- ▶ Digital Agenda



RIS Methodology: The tree structure

Policy delivery instruments



Methodological support & policy rationale

Smart Specialisation GUIDE
CP Regulations 2013-20
(COM) "The contribution of Regional Policy to smart growth"
(COM) "The contribution of regional policy to sustainable growth"
Innovation Union Flagship

Innovation Union self-assessment tool
Regional Innovation Monitor
OECD 2011 "Regions and Innovation Policy"
IRE-RIS Guide
Directory "No-Nonsense" to build S³
Diagnostic Systèmes d'Innovation (Prager)

Economic Rationale

"Knowledge for Growth"
FWP Evaluation
Endogenous Growth

Innovation Systems
"Innovative milieux"

Evolutionary Economics
Economic Geography

Policy Experimentation
RIS-RITTs 1994-2004

Competitive Advantage – M-Porter
Industrial districts



RIS3 guide - Key steps for developing a RIS3

Step 1 – Analysis of regional context/potential

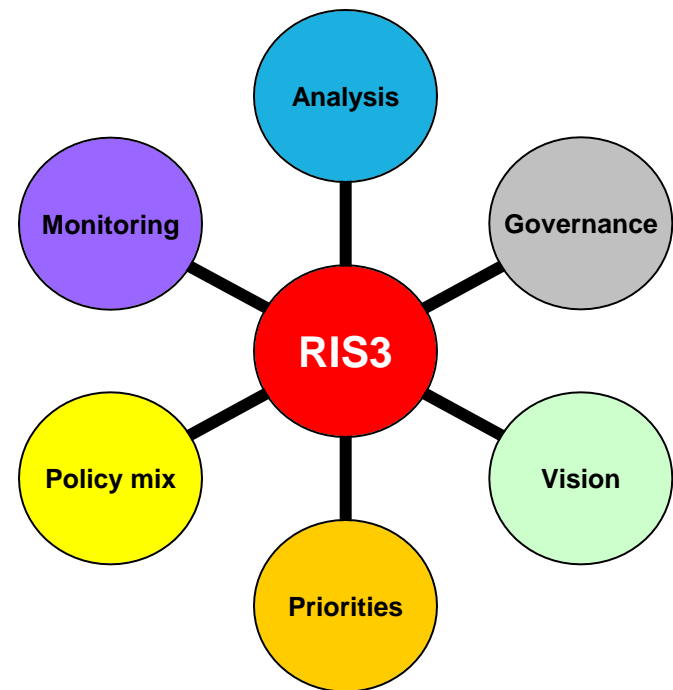
Step 2 – Governance

Step 3 – Vision for the future

Step 4 – Selection of priorities

Step 5 – Policy mix

Step 6 – Monitoring & Evaluation



Step 1 – Analysis of regional context and potential for innovation (I)

- A broader definition of innovation, not just RTD-oriented
- Assess existing regional assets
- Identify regional competitive advantage and weaknesses
- Detect emerging niches for smart specialisation
- Existing data and reports and new ones
- Combine methods, e.g.:
 - Regional profiling
 - Quantitative studies of STI potential
 - Case studies
 - Capabilities
 - SWOT approach
 - Surveys
 - Foresight



Step 1 (cont.)

Outward-looking Analysis:

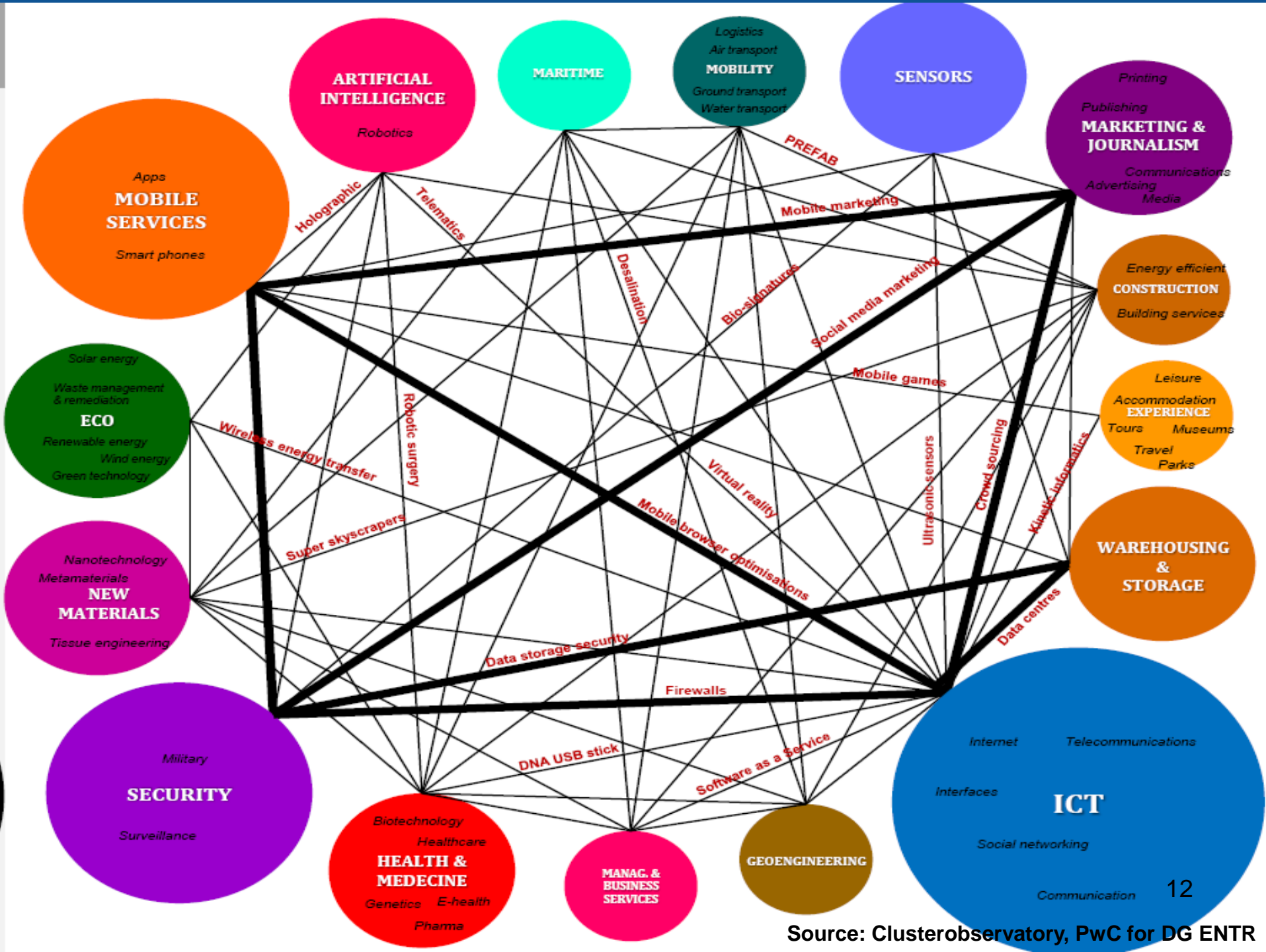
- Assess region's position within the EU
- Be aware of global companies and value chains
- Flows of knowledge and skills in and out of region
- Avoid 'blind' duplication & discover possibilities for collaboration
- Combine methods (e.g. studies, interviews, interregional work groups, statistical analyses etc.)



- In which areas critical mass exists but also
- BUT ALSO: Which sectors have growing activity, more new firms & more growing firms.
- In which areas are companies investing

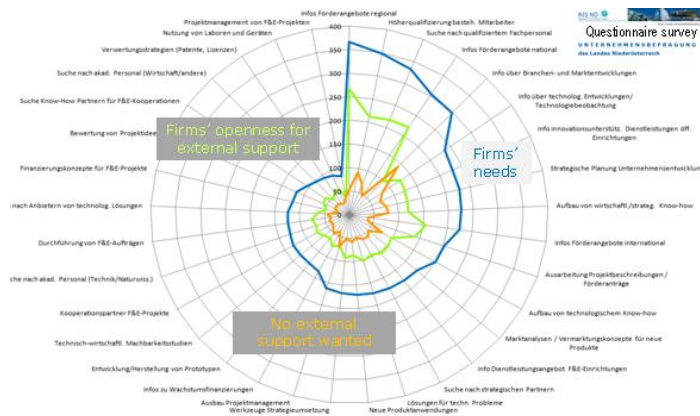
- Firms, but also universities, technology centres, venture capitalists, innovation support agencies and intermediaries





Lower Austria - Large scale questionnaire surveys

- Carried out approx. every 5 years (1997 – 2002 – 2008)
- Approx. 6.000 questionnaires sent out to regional firms
- Response rate between 8% and 12%
- Monitoring and analyses of firms
- Strategic key activities
- Innovation activities and needs in innovation support
- Satisfaction with offered services
- Innovation partners



Step 2 – Governance: Ensuring participation and ownership

Wider engagement of stakeholders:

- Include the demand-side perspective → *Triple helix*
- Collaborative leadership
- Boundary spanning individuals and organisations
- Dedicated steering group/ knowledge leadership group, management team, working groups

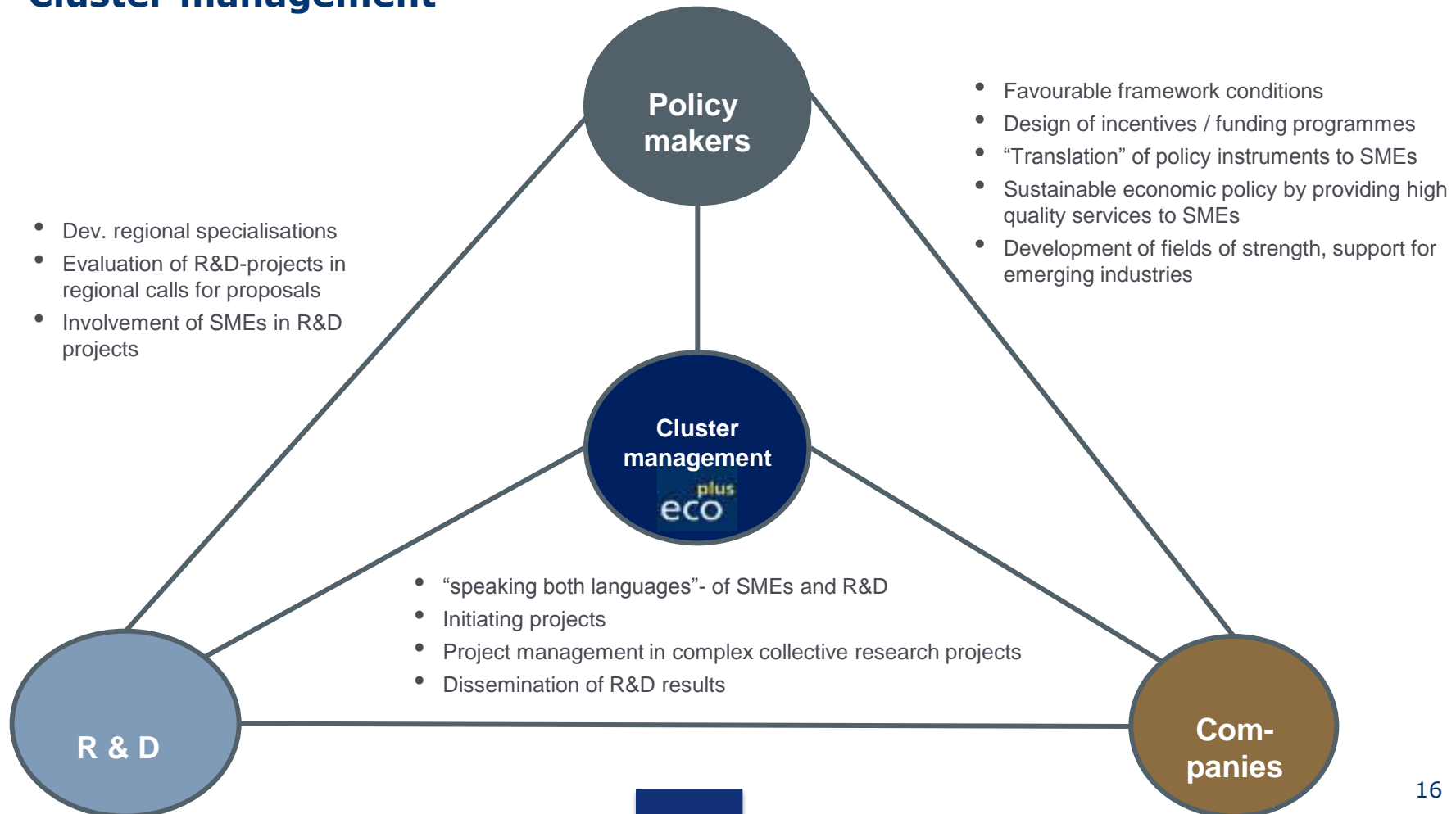


Step 2 (cont.)

- Involve SMEs or representatives?
- Depends on time and resources
- Different parts of the process, overall programmes and projects
- Regional champions
- Not only “incumbents”, but secure innovative companies and economic areas
- Areas of interest:
 - Pilots – to show activity - not talk shop and try out new measures
 - Market co-creation, important in societal challenges-based markets, but also in other new emerging markets with long “valley of death” periods
 - Formulating agendas for skills development and research and innovation agendas
- Be aware that project fatigue and overly bureaucratic procedures can kill interest in participation

Bridge between policy makers, companies and R&D

Cluster management



Step 3 – Developing an overall vision of the region's future

Shared vision of the region's potential and main directions for its international positioning:

- Formulate different scenarios based on analyses and debate where your region wants to go
- Produce a positive tension towards the future
- Be realistic, but also inspired
- Guarantee long-term engagement of stakeholders – co-creating the future

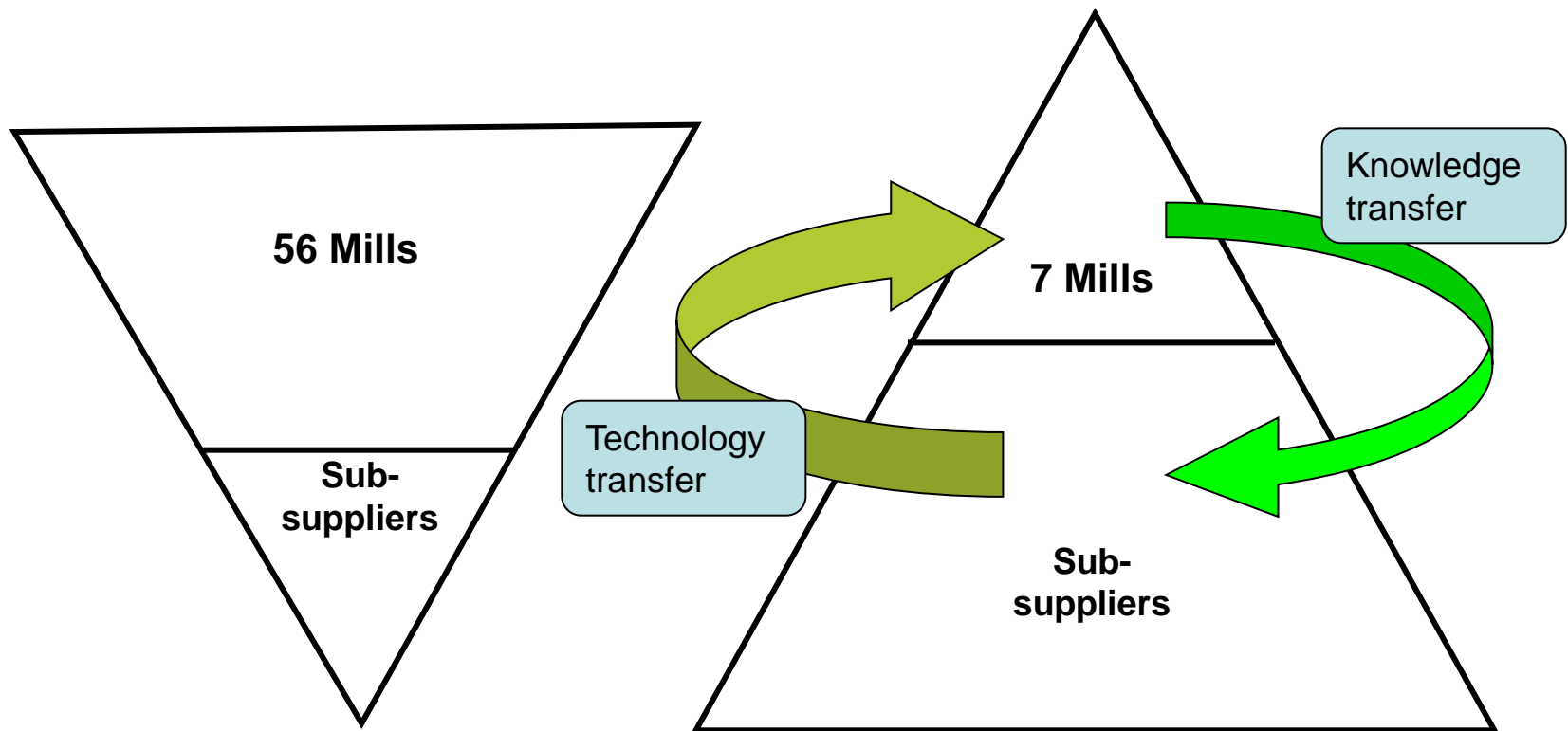




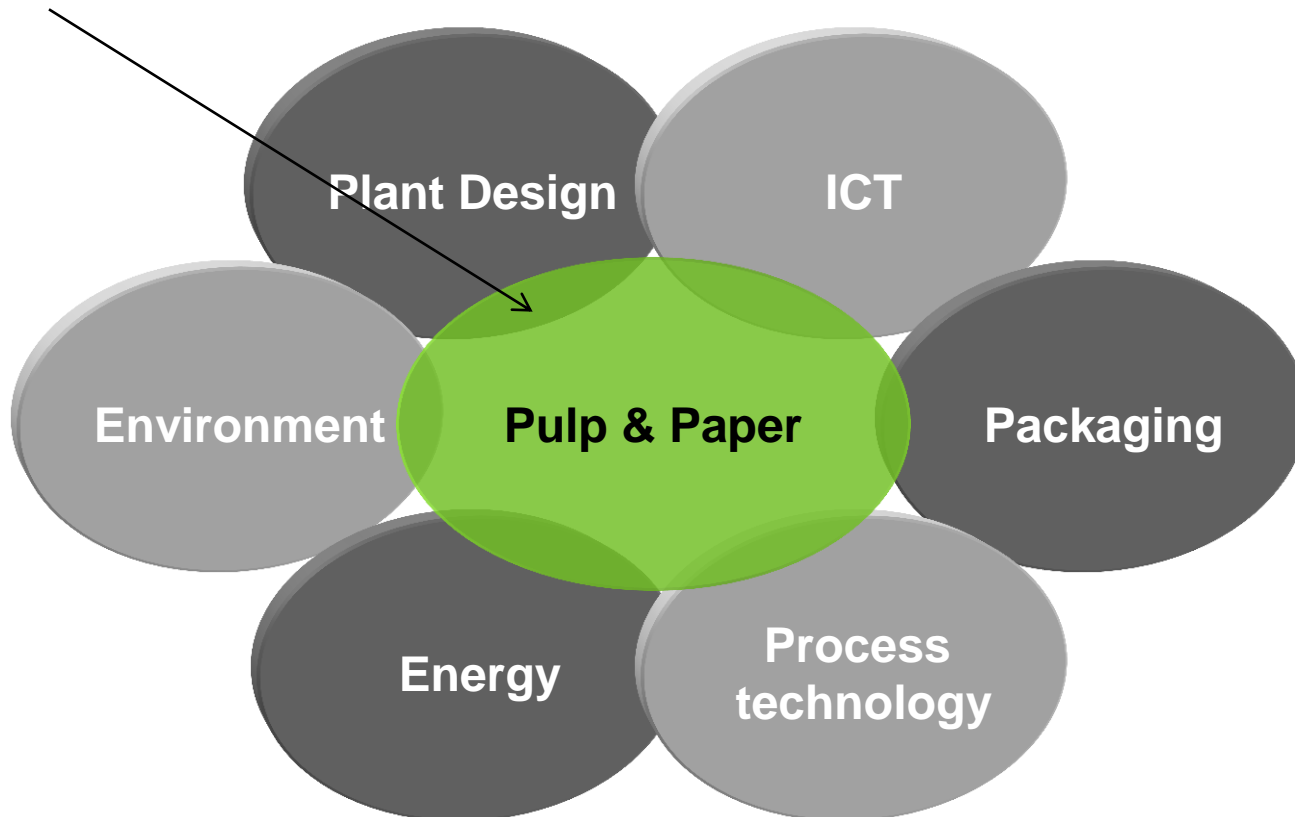
THE PAPER PROVINCE

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Reconstruction of a mature cluster



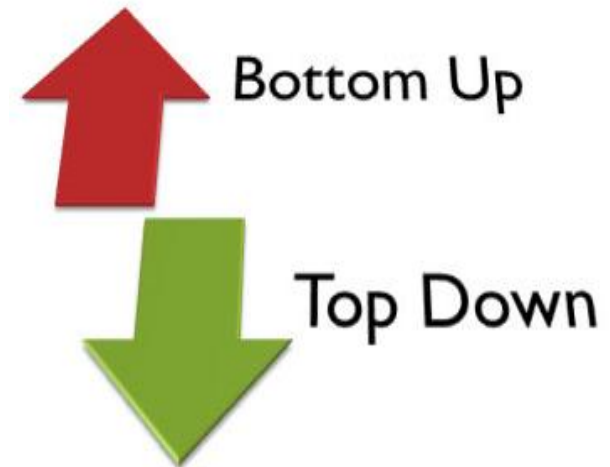
Identified growth areas



Step 4 – Identification of priorities

Decision-making step where top-down meets bottom-up:

- Focus on a limited number of areas with potential for smart specialisation
- Areas where the region hopes to excel, transition, upgrading, diversification and new domains.
- Can be combination of traditional areas with horizontal activities, such as Key Enabling Technologies, organisational innovation, creative industries etc.)
- Avoid:
 - Capture by interest groups
 - Imitation – 'Silicon Valley II'
 - spreading thin – *Café para todos!*



Step 5 – Implementation, definition of a coherent policy mix, roadmaps and action plan

- Roadmap, action plan and pilot projects:
organising and detailing rules, tools and roles
- Combination of vertical smart specialisation
areas and horizontal policy support and
framework conditions
- Which of your existing tools are BOTH
successful and contribute to reach your
goals?
- Which tools do you need to overcome
identified challenges in order to reach your
goals?
- Do you need to design your own tools?



Step 6 – Integration of monitoring and evaluation mechanisms

Entrepreneurial discovery process and the focus on smart specialisation requires a reintroduction of experimentalism and governance innovation into the Structural Funds.

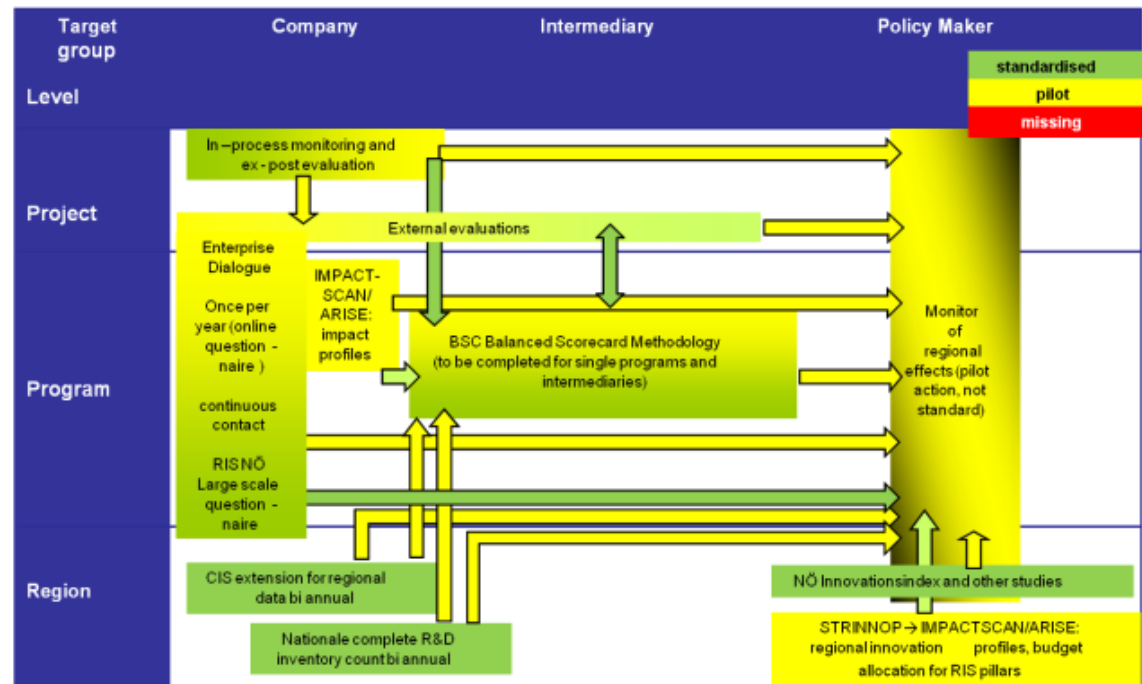
- Need to be adaptive and be able to change plans
- Opportunities and challenges
- Need to learn and update
- Need for good monitoring system in place to learn from experimentation and to be aware of the development and when to change

Monitoring & Evaluation



Monitoring & Evaluation

- Logical frameworks
- Programme logic
- Theory of change
- Strategy map
- Balance scorecard



S3 Platform & Support to RIS3 Process

- The RIS3 Guide & other related guides
- RIS3 review and assessment tools
- Streamlined “easy-to-use” assessment tools which ensure consistency with methodological approach

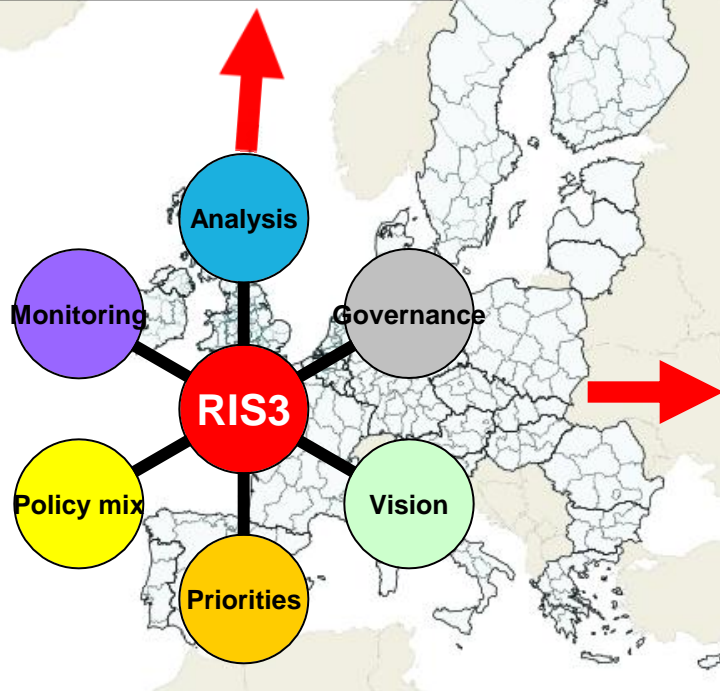
- + **6 MS** (CY, HU, LT, MT, SI, SK)
- + **2 non-EU regions** (NO, RS)
- + **1 non-EU country** (HR)

Facilitating info on RIS3 Outward Dimension of EU Regions

Interactive map of EU regions with RIS3 Priorities

OUTWARD DIMENSION:

- Connectivity
- Positioning in value chains
- Collaboration networks



Search of RIS3 priorities

Integrating data from S3P peer reviews & (reviewed draft) RIS3 strategies

28 regions Peer reviewed:

- Friesland (NL)
- Nord-Pas-de-Calais (FR)
- Pais Vasco (ES)
- Vest (RO)
- Scania County (SE)
- Apulia (IT)
- Wallonia (BE)
- Northern Ireland (UK)
- The Azores (PT)
- Cornwall (UK)
- Canary Islands (ES)
- Réunion (FR)
- Toscana (IT)
- Satakunta (FI)
- Centre (FR)
- Attica (GR)
- Alsace (FR)
- Bratislava (SK)
- Emilia-Romagna (IT)
- Baleares (ES)
- Pomorskie (PL)
- Aragon (ES)
- Marche (IT)
- Lapland (FI)
- Saxony (DE)
- South Moravia (CZ)
- Wales (UK)
- Swietojrzyskie (PL)

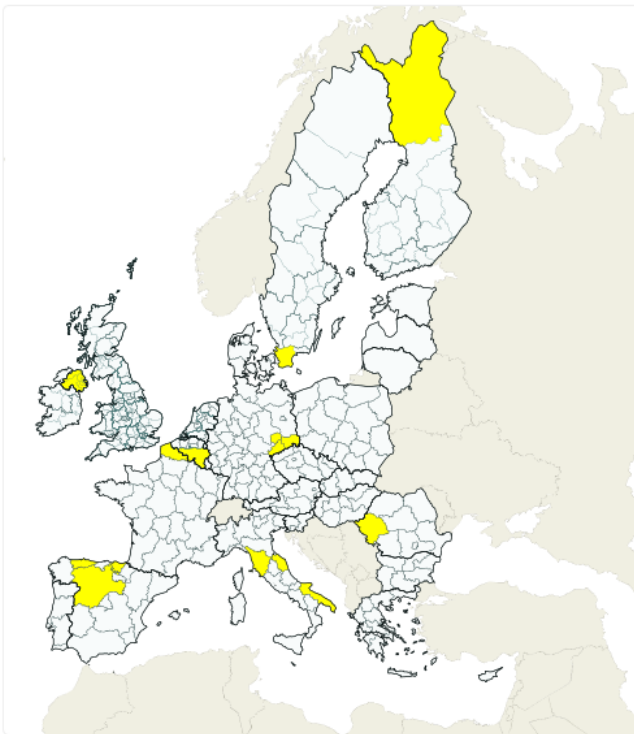
4 Draft RIS3 Strategies:

- Saxony (DE)
- Centre (FR)
- PACA - Provence Alpes Cote d'Azur (FR)
- Scotland (UK)



European
Commission

Select region



Match **All** of the following fields:

Capabilities 1 **Target Market 1** **EU Priority 1**
 Select Manufacturing and industry KETs
Capabilities 2 **Target Market 2** **EU Priority 2**
 Select Motor vehicles and other trans Advanced manufacturing syst
 Region Name Desc [Add Priorities Region](#)

[Search](#)

Region Name	Desc	EU Priorities	Capabilities	Target Markets
País Vasco	No Description	1. KETs 2. Advanced manufacturing systems	1. Manufacturing and industry 2. Other manufacturing	1. Manufacturing and industry 2. Other manufacturing
Puglia	No Description	1. KETs 2. Advanced manufacturing systems	1. Manufacturing and industry 2. Machinery and equipment n.e.c.	1. Manufacturing and industry 2. Machinery and equipment n.e.c.
Région Wallonne	No Description	1. KETs 2. Advanced manufacturing systems	1. Manufacturing and industry 2. Other manufacturing	1. Manufacturing and industry 2. Other manufacturing
Skåne län	No Description	1. KETs 2. Advanced manufacturing systems	1. Manufacturing and industry 2. Other manufacturing	1. Manufacturing and industry 2. Other manufacturing
Skåne län	No Description	1. KETs 2. Advanced manufacturing systems	1. Manufacturing and industry 2. Machinery and equipment n.e.c.	1. Manufacturing and industry 2. Wood and paper (except for furniture)
Nord - Pas-de-Calais	No Description	1. KETs 2. Advanced manufacturing systems	1. Research and development within manufacturing and industry 2. Motor vehicles and other transport equipments	1. Manufacturing and industry 2. Motor vehicles and other transport equipments
Northern Ireland	No Description	1. KETs 2. Advanced manufacturing systems	1. Manufacturing and industry 2. Other non-metallic mineral products	1. Manufacturing and industry 2. Other non-metallic mineral products
Northern Ireland	No Description	1. KETs 2. Advanced manufacturing systems	1. Manufacturing and industry 2. Rubber and plastic products	1. Manufacturing and industry 2. Rubber and plastic products
Northern Ireland	No Description	1. KETs 2. Advanced manufacturing systems	1. Manufacturing and industry 2. Wood and paper (except for furniture)	1. Manufacturing and industry 2. Wood and paper (except for furniture)
Vest (RO)	No Description	1. KETs 2. Advanced manufacturing systems	1. Information and communication (ICT)	1. Manufacturing and industry 2. Motor vehicles and other transport equipments

Showing 1 - 10 of 19 results.

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KETs & Advanced Manufacturing Systems in the Automotive Sector

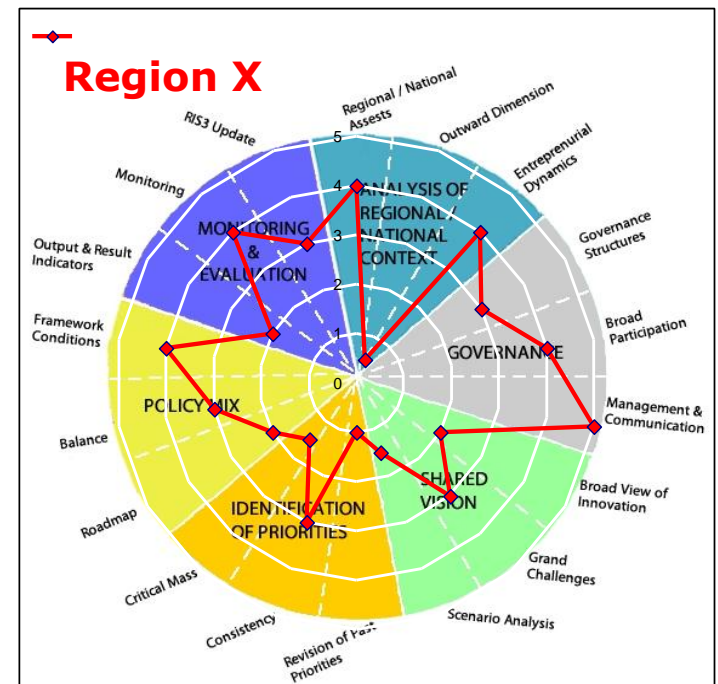
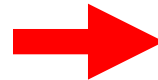
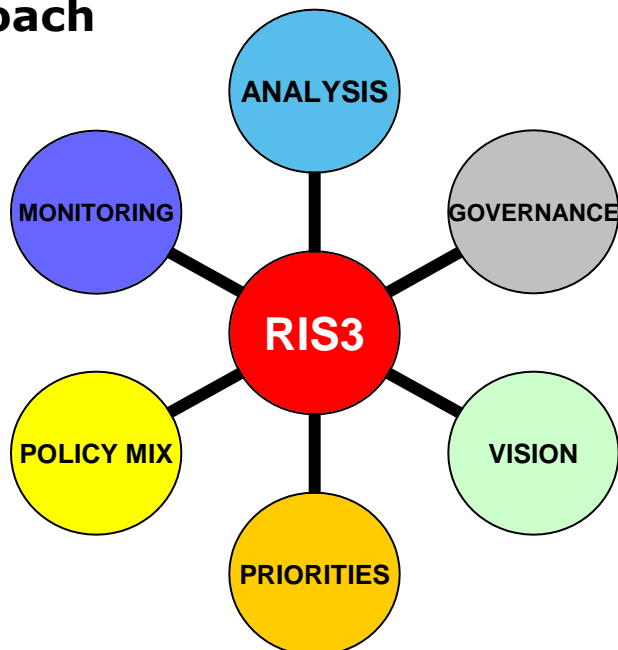
Database: Current Status & Development

- **Current Status:**
 - **S3P input made for 62 / 270 EU regions**
- **From March 2013 onwards:**
 - **Validation of RIS3 priorities by the 62 sample regions**
 - **Direct input by other regions & MS in the interactive map on the S3P website**

RIS3 Development vs. RIS3 Assessment

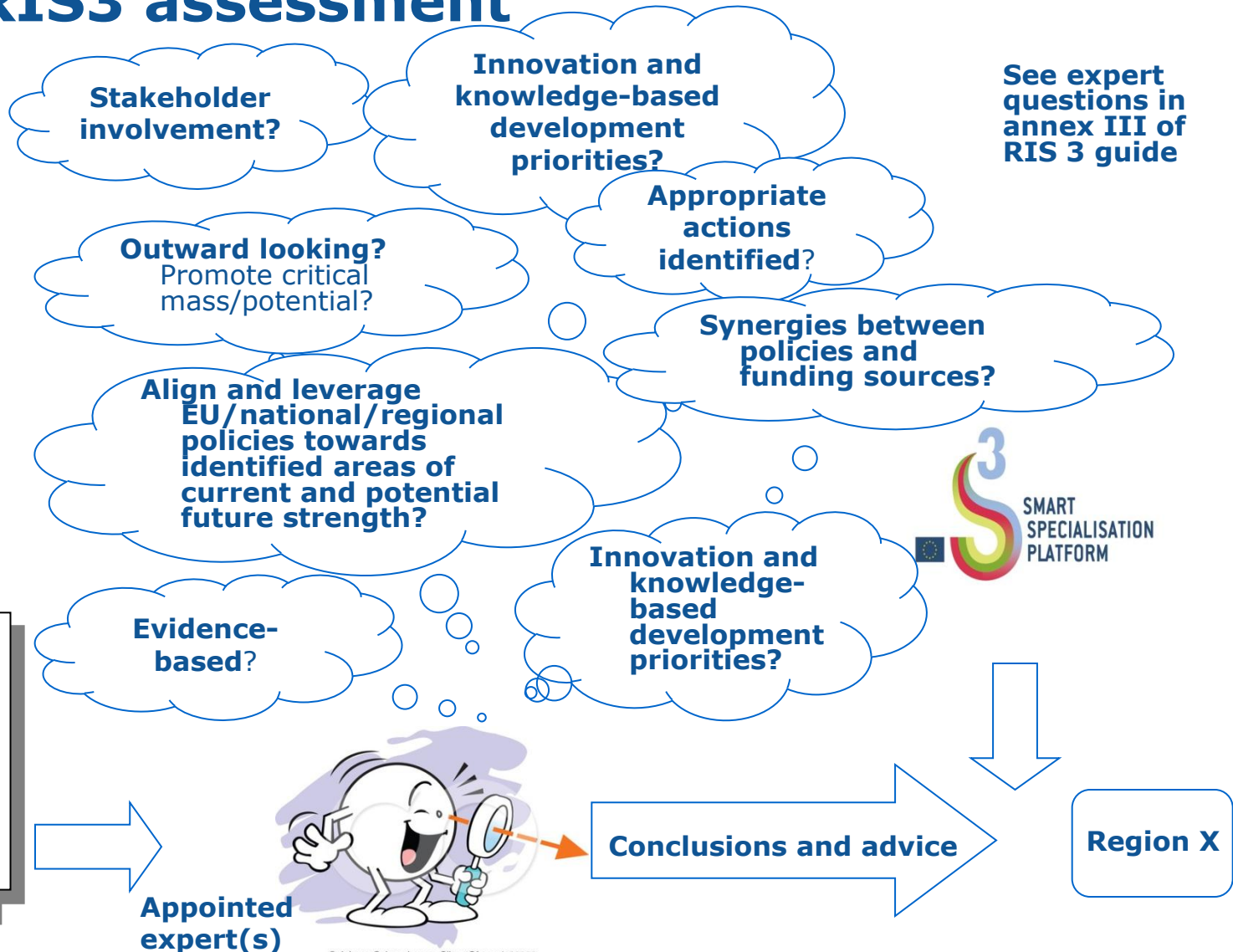
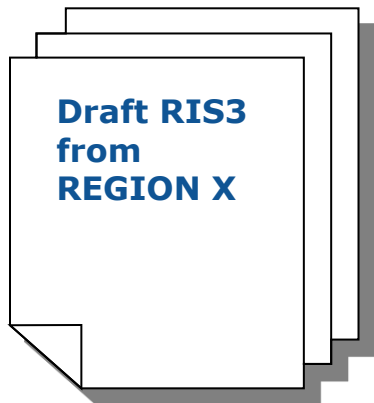
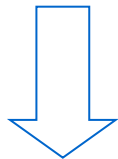
RIS3 Guide → **Assessment Questionnaire** → **Assessment Report with the Assessment Wheel**

Streamlined “easy-to-use” assessment tools ensure consistency with methodological approach



Assessment Wheel points out the main weaknesses of RIS3 which are further elaborated in the Assessment Report

Informal RIS3 assessment



See expert questions in annex III of RIS 3 guide

Thank you!



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