

Smart Specialisation Strategy, key success factors for the implementation : the Centre-Val de Loire region study case

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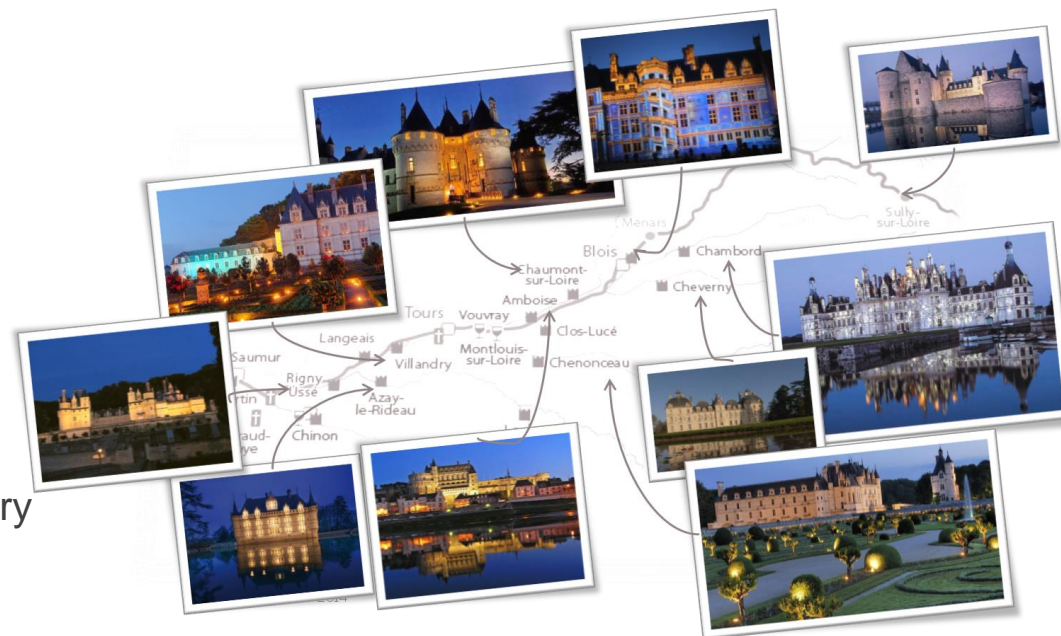
In charge of the Centre-Val de Loire RIS3 monitoring and evaluation

Agenda

- ▶ Few words about the Centre-Val de Loire RIS3
- ▶ RIS3 implementation and monitoring:
 - Some challenges
 - Some key success factors
- ▶ Ten lessons learnt

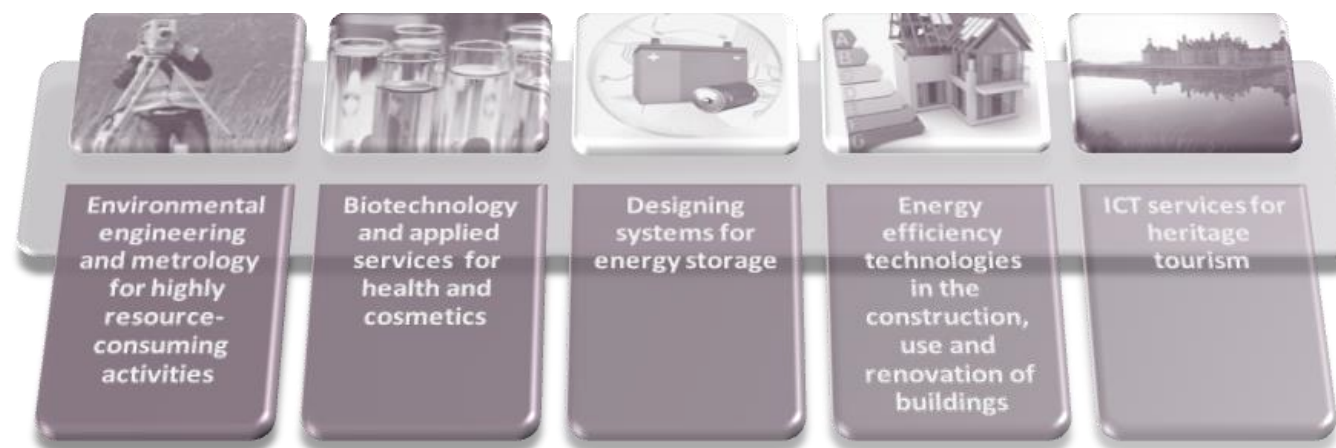
Context

- Even listed as a « developed region »
 - Centre-Val de Loire is very rural and very industry diversified region
 - 2.5 M inhabitants – Density : 66/km²
 - Industry is still strong (19%) but ...
 - The companies' headquarters are not located here
 - Subcontractors culture
 - Strong agriculture but few transformation
 - Very close to the capital region which drains the business, researchers,...
- At the first glance, S3 is a nightmare !



The Centre-Val de Loire RIS3

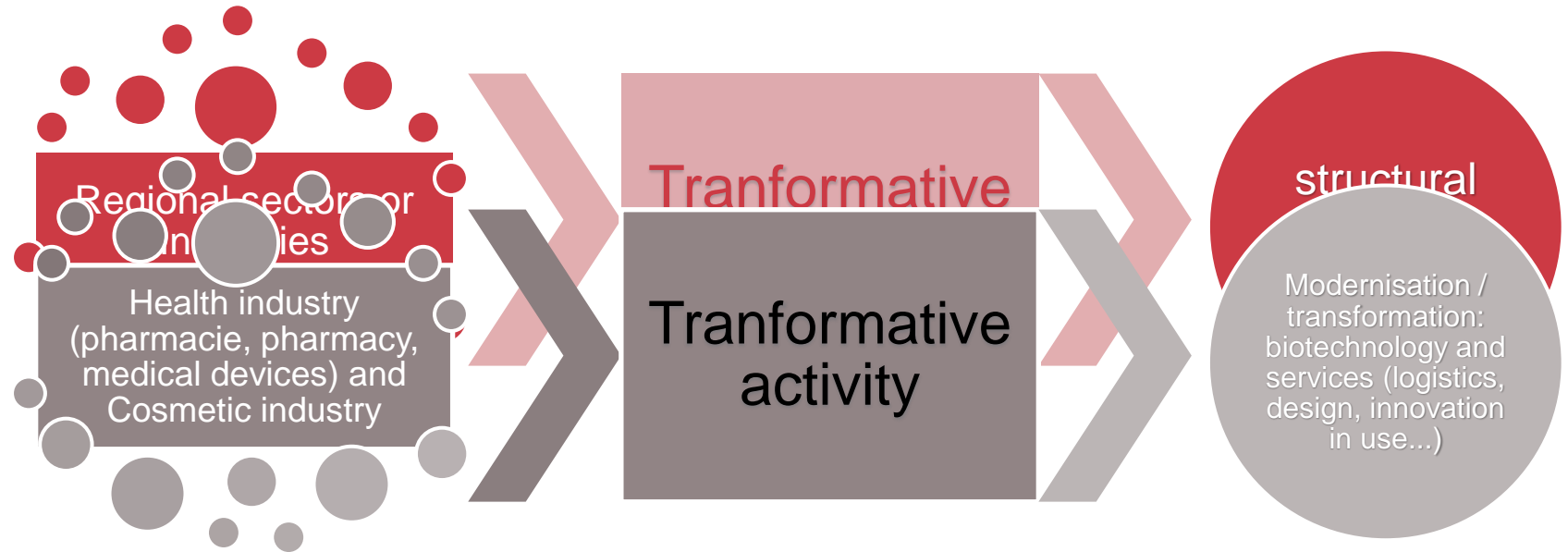
- ❑ Each RIS3 priority is at the crossroad between a set of know-how and a market.
- ❑ They emerged from an entrepreneurial discovery process moderated inside working groups comprised of entrepreneurs.
- ❑ All priorities were submitted to « stress tests » in a principle of fact-based approach and a characterisation through 4 Cs factors



Challenge 1 : a portfolio of targeted transformative activities

4 Cs criterias :

- choice,
- competitive advantage,
- critical mass,
- cooperation

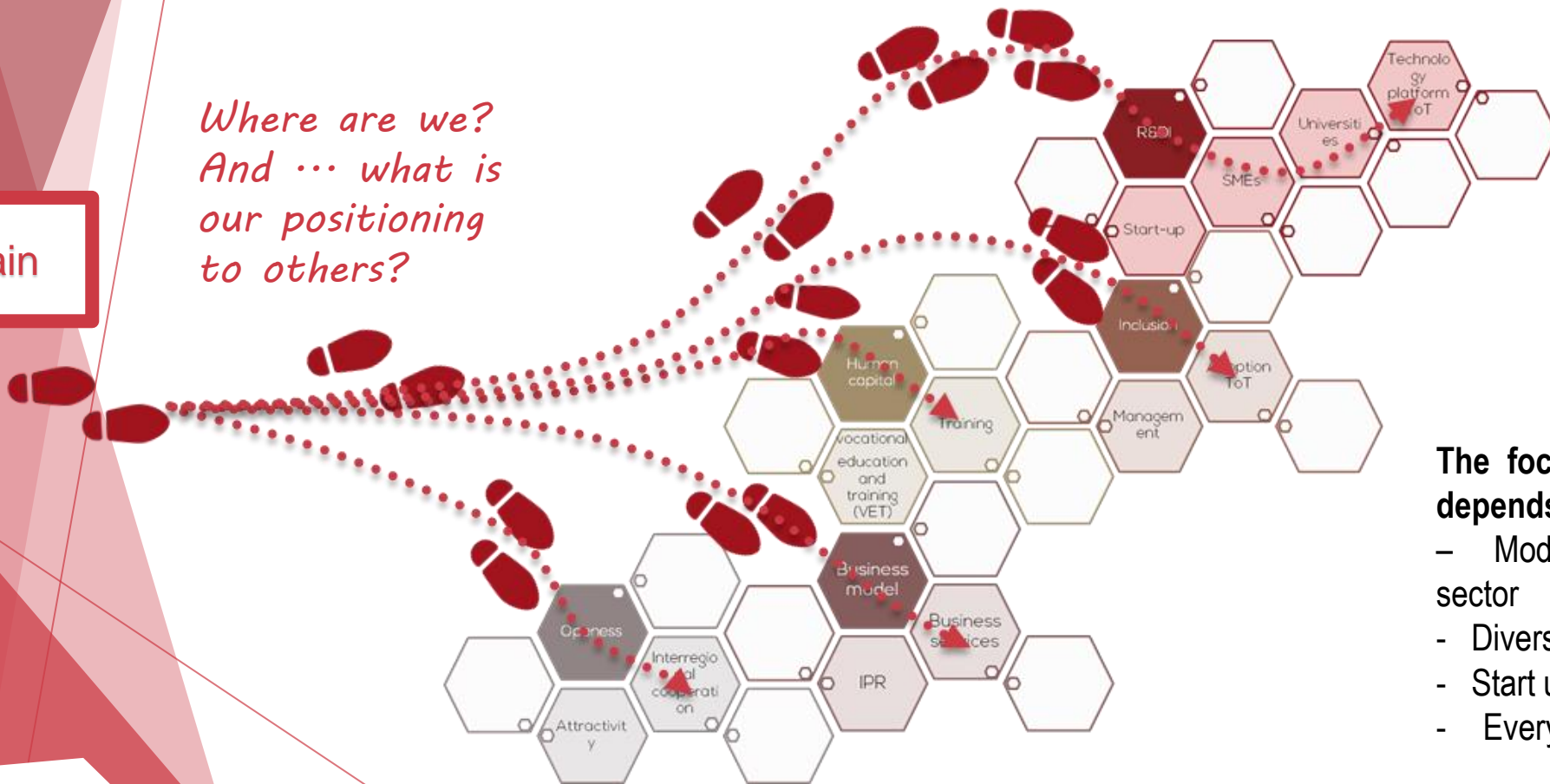


- ▶ A S3 identifies certain objectives of structural changes, then determines the R&D/innovation activities that will enable these objectives to be achieved and finally supports and evaluates these 'transformative activities'
- ▶ The collection of transformative activities is subject of portfolio management at regional level

Challenge 2 : The need of an action plan for each RIS3 priorities

RIS3 Domain

*Where are we?
 And ... what is our positioning to others?*

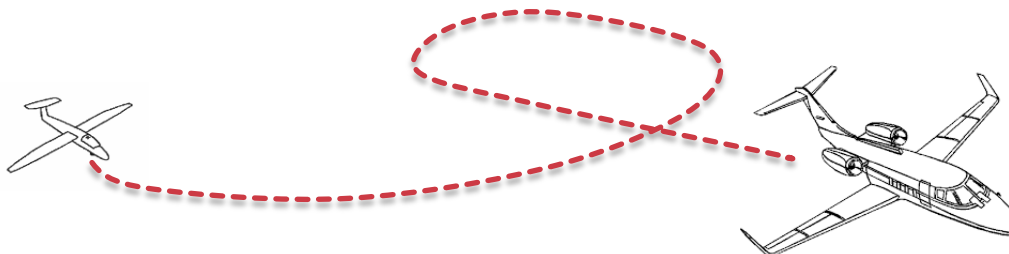


Towards where let us want to go?

- The focus of the action plan depends on the structural goal**
- Modernization of traditional sector
 - Diversification
 - Start up
 - Everything!

Challenge 3 : The need of an coordination for each RIS3 priorities -> policy mix

- ▶ In order to implement these transformation activities, there must be a driving force, an animation of the domain's ecosystem.
- ▶ Spontaneous generation of innovative or even structuring ideas or projects does not exist.
- ▶ To whom to entrust the animation of the domain?
 - A cluster which should have Strategic Activity Domains in concordance with the RIS3 priorities?
 - The Managing Authority itself?
 - The Regional economic development agency?
 - The Chambers of Commerce and Industry?



RIS3 Implementation factors of success : alignment of the innovation strategies

- ▶ Strong coordination and strategic alignment between the different level of policy instruments.
 - ERDF OP,
 - CPER (State & regional Government Plan Agreement)
 - SRDEII (Regional Scheme for Economic development Innovation and Internationalisation)

→ to allow budgets for 2014-2020.

- ▶ Policy Mix fully integrated and reinforced by the close governance.



Factor of success : involvement of the innovation support ecosystem management

- ▶ Target : all companies
- ▶ Size of the network : roughly 350 members
- ▶ Main jobs of the members : business establishment, economic development project support (through innovation, internationalisation)
- ▶ Objectives: attractivity, endogenous development, coordination and support for business projects (innovation)
- ▶ This network is coordinated through several tools :
 - Coordination meetings
 - Collaborative open database for monitoring the relationships with the
 - Guides : on European partnerships, Technology transfer, Design,...
 - Regional resource repertory
 - Diagnostic of innovation projects
 - Research of competences
 - Training / “university of economic developers”

Ten lessons learnt

- ▶ Capacity building is the first step if you desire a RIS3,
- ▶ Design your own action plan based on the regional context.
- ▶ Don't believe organisations want to change spontaneously.
- ▶ Explain clearly what you are looking for in order to create trust
- ▶ Choose carefully the stakeholders involved in the process
- ▶ Involve the regional authorities at the highest level since the beginning
- ▶ Be honest with yourself and challenge everything (place based approach)
- ▶ Be aware that you are exploring a « new found land », so accept failure
- ▶ No EDP without a good governance to design priorities and implement them,
.....

governance
change management
building
transparency trust
capacity
efficiency adapted
innovation
coordination

Thank you for your attention.
All questions are welcome.

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