

# **Smart Specialisation Policy Framework**

# Existing European tools to facilitate cooperation networks

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# Smart Specialisation – political support

• General Affairs Council Conclusions (June)

"SUPPORTS the concept of Smart Specialisation and the inclusion of the ex-ante conditionality regarding Smart Specialisation in the Common Provision Regulation"

## • EC EPSC Report on Innovation Policy (July)

"Smart Specialisation and smarter institutional architecture will both favour greater innovation"

### • EP Resolution (September)

"The central role of RIS3 in the contribution of cohesion policy to the Europe 2020 goals"

• Competitiveness Council Conclusion (29 November)

"Mainstreaming smart specialisation into all aspects of Cohesion policy, push for more synergies between and among funding programmes"



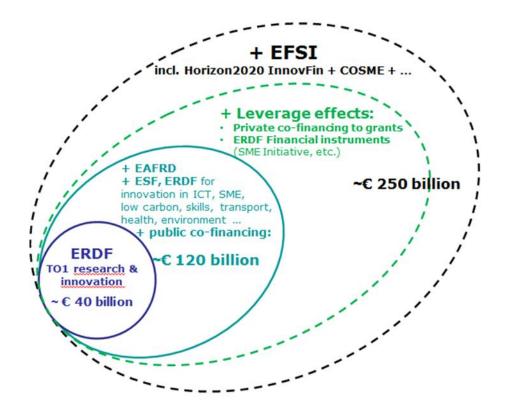
### **Smart Specialisation**

- Research strengths with business needs
- Clear prioritisation
- Concentration of resources/Critical mass
- Bottom-up interactive process
- Faster uptake of ideas
- Outward looking

>Building interregional cooperation



### After conceptual, regulatory and programming phase we are now in the implementation stage



#### **Smart Specialisation**

#### **Key Facts**

**121** national/regional strategies tailored to specific strengths and potentials new growth dynamics and a transformation of EU economies towards innovation driven growth

#### Mobilising up to € 250 billion:

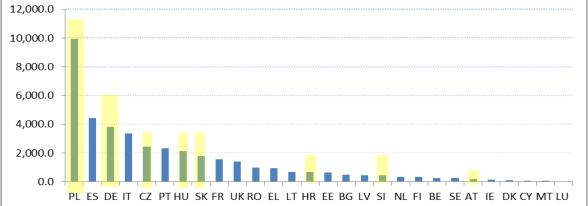
- European Structural and Investment Funds
- National & regional public funds
- Private investments
- Horizon2020, COSME ...
- EFSI

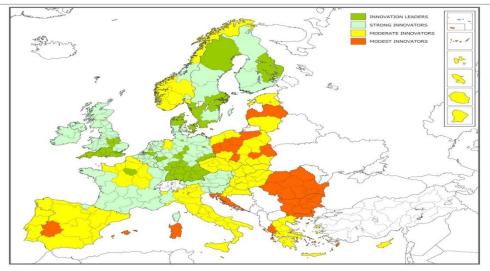
#### **Projects are now being launched**

like testing facilities, incubators, technological transfer offices, research infrastructures, pilot plants, crowd-sourcing platforms, cluster services, collaborative spaces, etc.



### ERDF gives now a chance to enhance R&I cooperation and close innovation gap





ERDF financial support for RIS3 in Central Europe

Austria	€ 0,2 bln
Croatia	€ 0,7 bln
Czech	€ 2,4 bln
Germany	€ 3,8 bln
Hungary	€ 2,2 bln
Poland	€ 8,4 bln
Slovakia	€ 1,8 bln
Slovenia	€ 0,5 bln

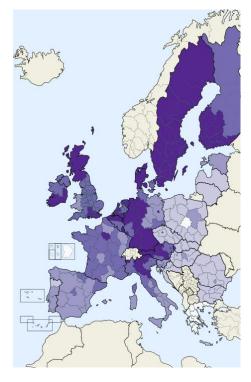
Direct ERDF allocation € 20 billion (50% of total TO1 allocation)

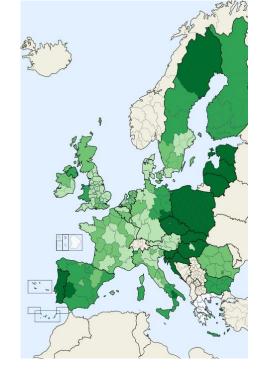
**Projects are now being launched** like testing facilities, incubators, technological transfer offices, research infrastructures, pilot plants, cluster services etc.

https://cohesiondata.ec.europa.eu https://ec.europa.eu/growth/industry/innovation/facts-figures/regional\_en

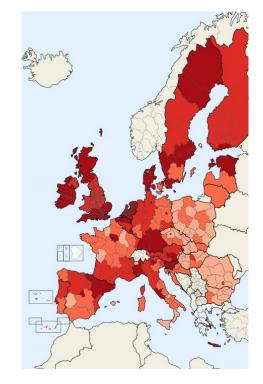


### And strengthen economic and social cohesion by reducing disparities in the level of development between regions





Total ESIF for R&I/per capita/per year



Total Horizon2020 for R&I/per capita/per year

GDP/capita



# **ERDF Investment Priorities relevant for innovative enterprises**

### For all types of firms

- business investment in innovation and research
- •developing links between enterprises, R&D centres and higher education
- product and service development
- technology transfer
- public service applications, demand stimulation
- networking, clusters
- applied research, pilot lines, early product validation actions,
- advanced manufacturing capabilities
- •Key Enabling Technologies and diffusion of general purpose technologies
- •energy efficiency and renewable energy use in enterprises
- •research and innovation in, and adoption of, low-carbon technologies

#### **R&I Projects must support the relevant Smart Specialisation Strategy**



# ERDF Investment Priorities relevant specifically for SMEs

- exploitation of new ideas
- creation of new firms, including through business incubators
- new business models
- developing ICT products and services & e-commerce
- Internationalisation
- **advanced capacities** for product and service development
- capacity to engage in innovation processes
- industrial transition towards a resource- efficient economy, promoting green growth, ecoinnovation and environmental performance management
- developing and improving environmentally-friendly (including low-noise) and low-carbon transport systems
- adaptability of SMEs, managers and workers,
- investment in human capital
- support for practice-oriented vocational education and training

#### **R&I Projects should support the relevant Smart Specialisation Strategy**



Commission



Central European mapped smart specialisation priority areas for ESIF investments in Research,Development and Innovation

- Advanced materials and nanotechnology
- Advanced manufacturing systems
- ICT and electronics
- Transport and mobility
- Energy and environment
- Public health, medicine and life sciences
- Agro- and bio-economy

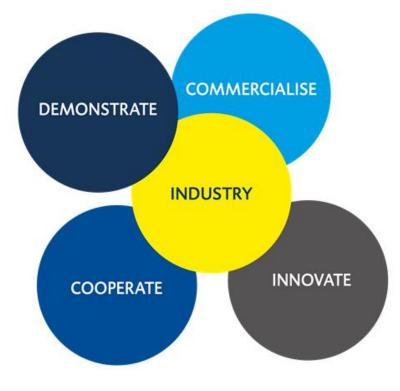








# What is the Vanguard Initiative?



Network of 30 regions in Europe

- striving for modernisation, stronger competitiveness and internationalisation of Europe's industry
- Working in an S3 strategy as a precondition

**Asturias Baden - Württemberg Basque Country** Cantabria Catalonia Dalarna **East - Netherlands Emilia - Romagna** Flanders Galicia Ile - de - France Lombardy Malopolska Navarra Hauts de France Norte **North Rhine - Westphalia** Pays de la loire Ostrobothnia **Randstad Region** Auvergne - Rhône - Alpes Saxony Scotland Skåne South - Denmark South - Netherlands **Tampere Region Upper - Austria** Wales Wallonia







# VI Methodology – 4 step approach

Ð	learn	<ul> <li>developing a scoping paper</li> <li>mapping questionnaire</li> <li>Identify lead regions ar Industry</li> </ul>	
scal	connect	<ul> <li>matching events for conpartners</li> <li>developing demonstration cases</li> </ul>	
d n	demonstrate	<ul> <li>networked demonstrati</li> <li>pilot lines and first-of-a (TRL6-8)</li> </ul>	
	commercialise	<ul> <li>launch of new ventures</li> <li>new value chains (TRL Owned</li> </ul>	







• What

To explore opportunities for developing interregional jointdemonstration

• Actors

cooperation between clusters, companies and knowledge institutes ,along interregional Value chains

Goal

Accelerate market development for existing and emerging industries with competitive and high-value added products

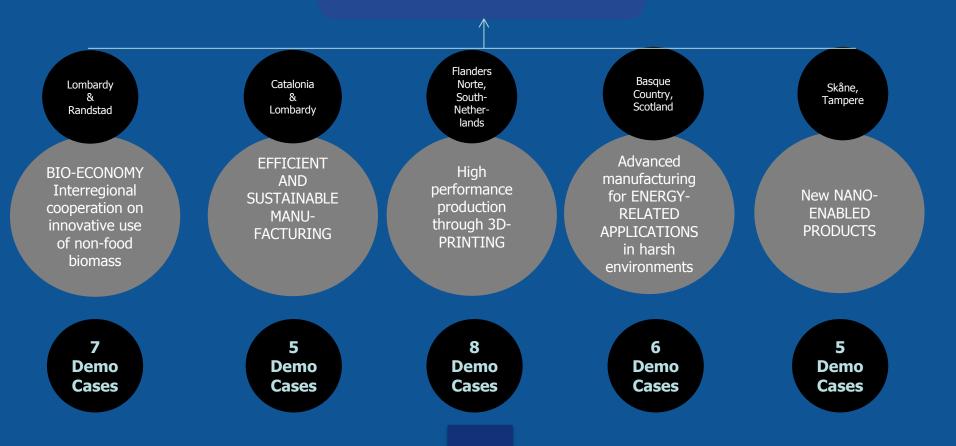
• How

Within the pilot projects, several concrete demo cases are under development





#### Task Group Vanguard Pilot Monitoring



### Prioritization -> 8 interregional networks for joint-demonstration

Domain	Joint-demo Case	Leading region (co-leaders)			
Automotive 1	"Hybrid materials for lightweigh, structural components (Metal – CFRP)"	Emilia-Romagna (Lombardy, Aragon, Norte, Saxony, Baden-Wurttemberg)			
Automotive 2	"Functionnally graded components (metal, non-critical)"	Aragon (Emilia-Romagna, Norte, Baden-Wurttemberg, Thuringia, Wallonia)			
Machinery & Tooling	"Structural parts with complex shapes"	Wallonia (Lombardy, Aragon, Catalunya, Norte, Orebrö Lan, Tampere, Rhônes-Alpes)			
AM – Subtractive Platform	"3D additive-subtractive transversal pilot line concept"	Flanders (South-Netherlands, Wallonia, Baden-Wurttemberg, Norte, Lombardy)			
Creative Industries	"3DPrinted Wearables, lighting & decoration, fashion"	Catalunya (Lombardy, Flanders, South Netherlands)			
Textiles	"Adding a dimension to 2D textiles"	Lombardy (Flanders, South- Netherlands, Catalonia, Nord-Pas-de- Calais)			
3DP Smart Bike	"Open source platform for customized Bike & accessories"	Flanders (Catalonia, Lombardy)			
Healthcare	"Customized Ortheses & exoprosthesis components"	Emilia-Romagna			





# Pilots & DemoCases (1/3)

### ✤ 3DP

- Automotive 1 hybrid materials for lightweight, structural components (metal-CFRP)
- Automotive 2 functionally graded components (metal, non critical)
- Machinery & tooling structural parts with complex shapes
- Creative industries fashion, 3D printed wearables, lighting
- Textiles adding a dimension to 2D textiles
- **3DP Smart Bike 3DP printed bike and accessoires**
- Healthcare customized insoles and ortheses
- Additive Substractive transversal pilot lines





# Pilots & DemoCases (2/3)

# Efficient and Sustainable Manufacturing

- Adaptive and Smart Manufacturing Systems
- De- & Remanufacturing
- Energy and environmental efficiency
- Advanced components and materials
- Digital and virtual factory

### ADMA Energy

- Cost Reduction in subsea environments
- Corrosion in water
- Advanced manufacturing processes
- Composites, New Materials, and Materials Testing
- Power Transfer and conversion
- Sensing, Instrumentation and Monitoring





# Pilots & DemoCases (3/3)

# BioEconomy

- BioBased Aromatics
- Lignocellulosic Refinery
- Biogas beyond Energy
- (Waste)Gas into Value
- Bio Aviation Fuel
- Food and Feed ingredients from Algae
- Food and Feed from Agrofood Waste

# Nanotechnology

- Nano wires for ICT and energy
- Printed electronics
- Nanomedicine
- Manufacturing of nanomaterials
- Integrated nano bio systems





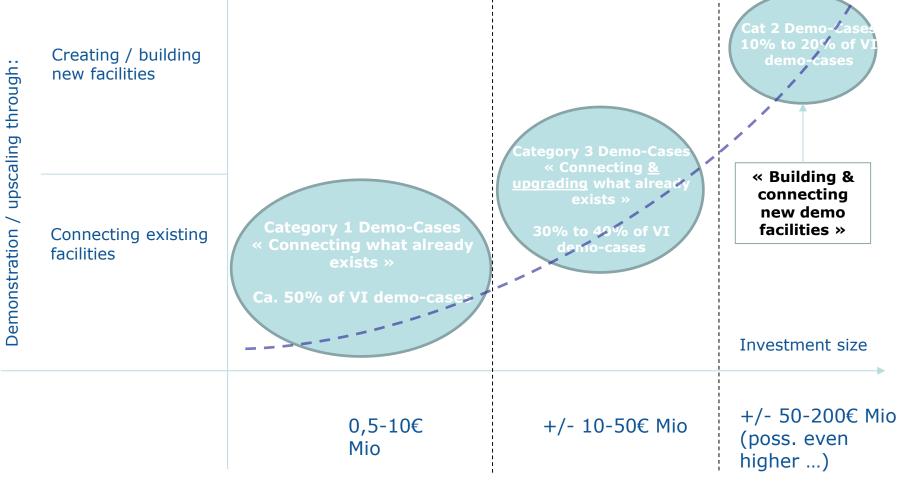
# **Funding & Investment Needs**

- VI DemoCases common objectives
  - establish shared facilities for demonstration of new technologies
  - facilitate access to shared facilities
  - lower technology uncertainty, risks and costs
  - stimulate industrial replication & upscale (hence market uptake)
- each DemoCase =
  - combination of complementary demonstration facilities
  - group(s) of companies accessing infrastructure (TRL6-8)
  - industrial replication & upscale (if the above is successful) (TRL8-9)
- 3 types of DemoCases
  - connecting existing infrastructures
  - building brand new demonstration infrastructure
  - connect & upgrade existing infrastructure (hybrid format)

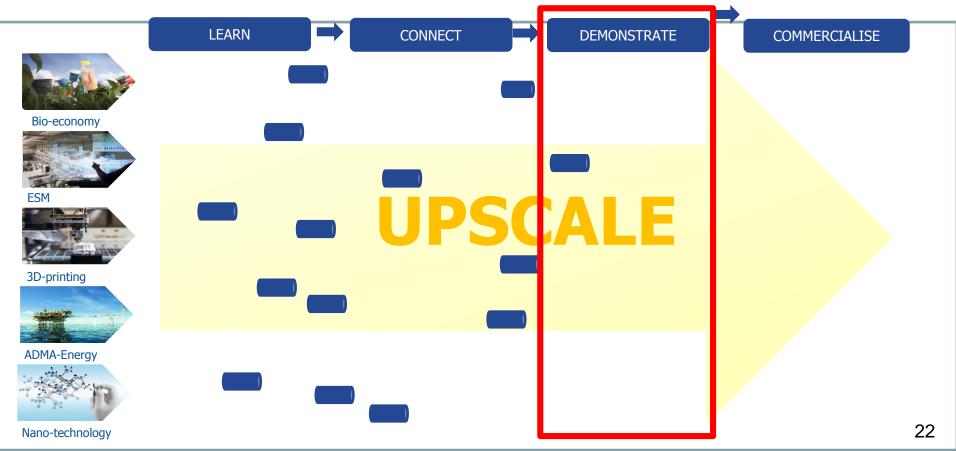


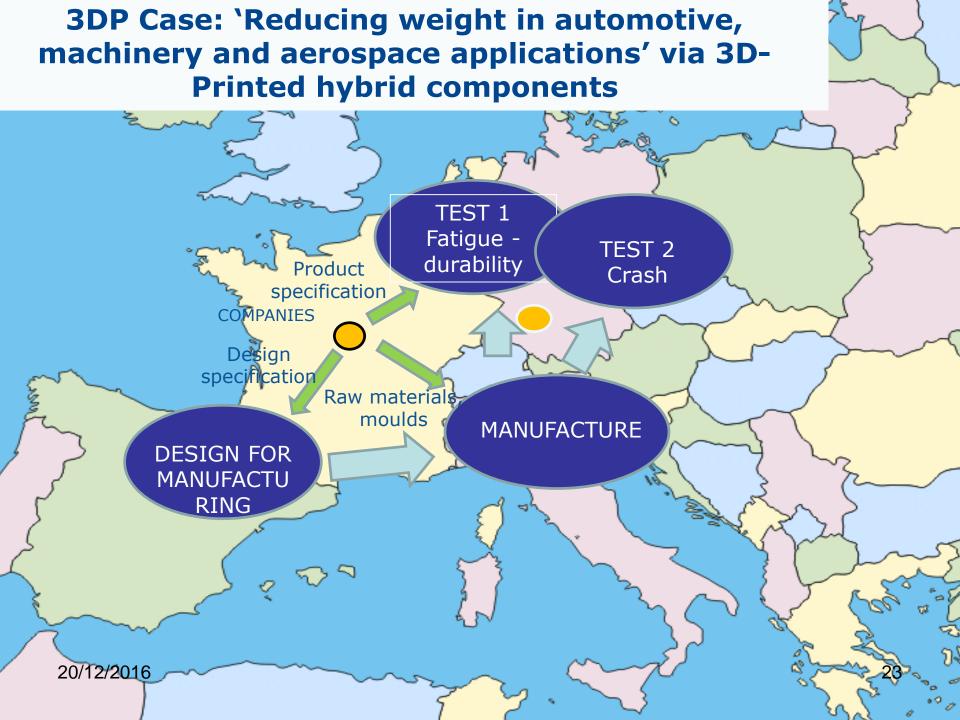


Different Investment Needs



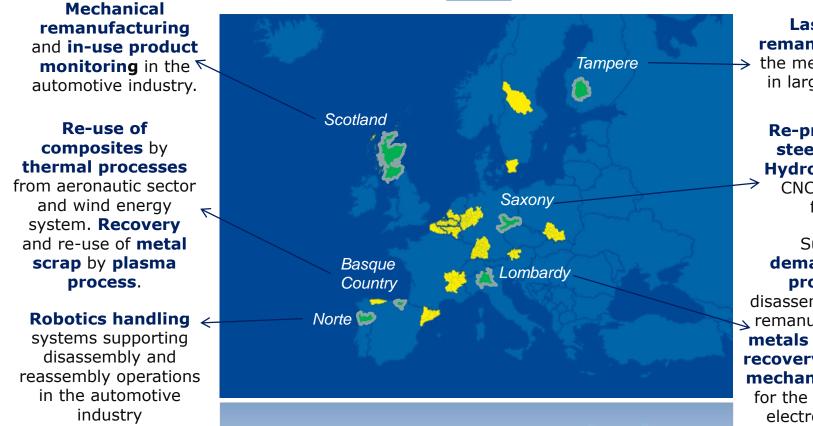






### Pilot Geographic Configuration and Regional Specialization





Laser-based remanufacturing of → the mechanical parts in large machinery.

> Re-production of steel sheets by Hydroforming and CNC-bulk metal forming.

Sustainable demanufacturing processes for disassembly, electronics remanufacturing, keymetals and composite recovery and re-use by mechanical processes, for the automotive and electronics industry.

The network will be composed of:

- New infrastructures, which will be designed, developed, and installed on purpose for this pilot network.
- Existing infrastructures, which will be upgraded towards integrated pilot plants.

<u>Key Issue:</u> integrated pilot plant solutions, needed by industry to validate high-risk investments in circular economy businesses before the implementation.



A detailed analysis of identified **sectorial Use Cases**, with potential industrial partners associated, has been performed, where more regions are involved. For each specific Use Case, a business case has been detailed including a business plan for the industrial take-up of the developed solutions.

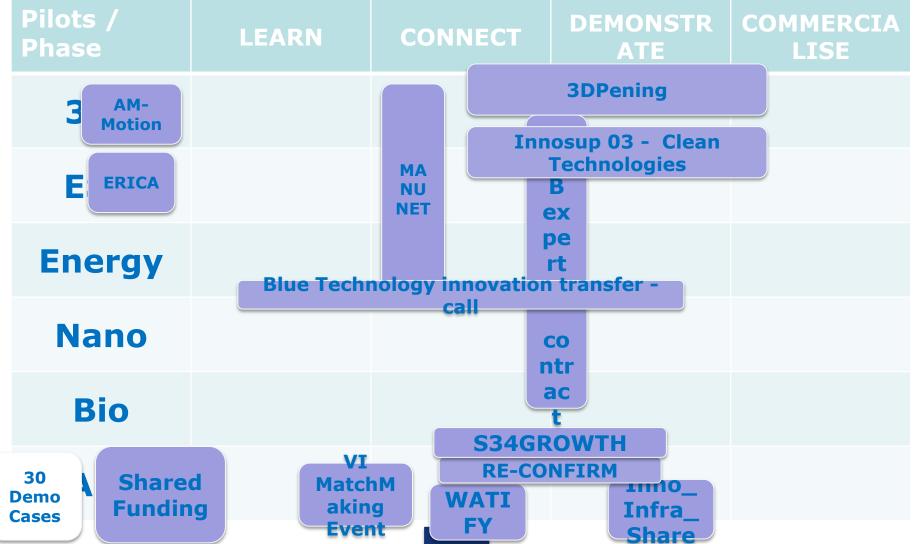
Regional/Cross-Regional Use Case	Involved Regions		
Composite Recovery from Wind Energy System	<u><b>Basque Countries</b></u> , Saxony, Lombardy, Tampere		
Heavy machinery components remanufacturing	<u><b>Tampere</b></u> , Basque Countries, Lombardy, Saxony		
Automotive parts remanufacturing	Scotland, Lombardy, Saxony, Norte		
High-value TLC systems and Electronics Recovery	Lombardy, Tampere		
Metal components reprocessing	Saxony, Tampere, Lombardy		
Remanufacturing of e-motors	Saxony, Lombardy, Norte		





Commission

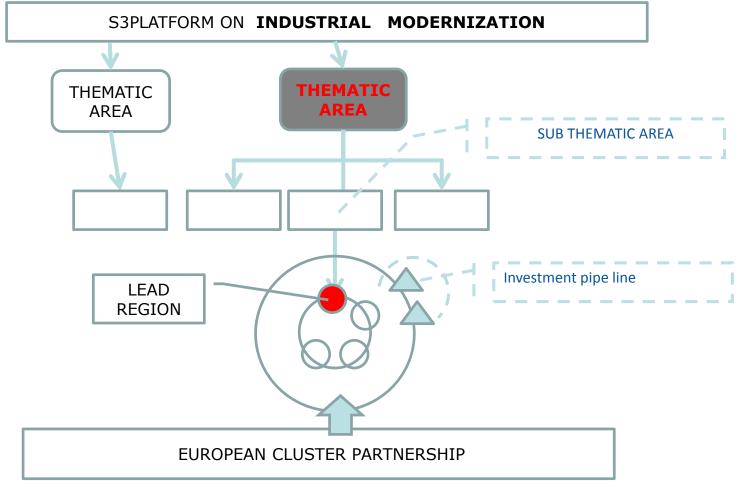
# projects/activities per Pilot phase





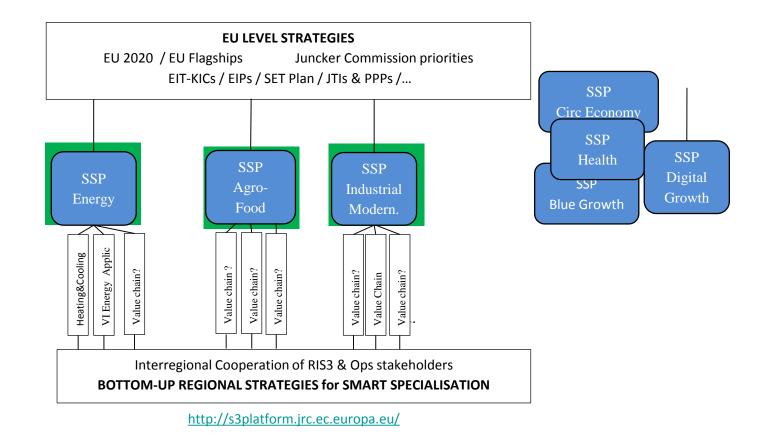


# **S3P IM Structure**





# **Inspiration for setting up Thematic Smart Specialisation Platforms**



# **Thematic Smart Specialisation Platforms**



#### S3 Thematic S3 Thematic Platforms

On the 2nd of June 2016, during the Smart Regions conference, the European Commission has launched two Smart Specialisation Platforms: for Industrial Modernisation and Agri-Food, in addition to the existing S3 Platform for Energy.

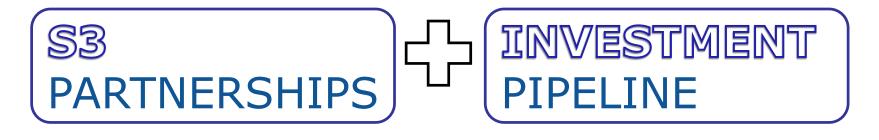
Agri-Food Energy

Industrial Modernisation

About our methodology

Platforms

These initiatives are to offer hands-on support to regions to foster interregional cooperation based on matching <u>smart specialisation priorities</u> related to these three areas - such as <u>Key Enabling Technologies</u>, service innovation or resource efficiency. It will be hosted by the European Commission's <u>Smart</u> <u>Specialisation Platform</u> located in Seville.



### **Learn – Expression of Interest**

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#### S3 Thematic Platforms

#### Agri-Food

Thematic Areas Energy Industrial Modernisation About our methodology

#### Contacts

S3P Agri-Food: Katerina.CIAMPI-STANCOVA@ec.europa.eu

#### Latest News

#### III Horizon 2020 Information Day on the Research Public-Private Partnerships

© 14 Oct 2016 S3 Themes The aim of the event is to give the research community an overview of ongoing activities in the following PPPs : Factories of the Future,...

#### Agri-Food

#### Flash News

SAVE-THE-DATE: A kick-off event of S3P - Agri-Food will be organised to foster interregional cooperation and investments on the 6-7 December 2016 in Florence, Italy.

This meeting will result in the first group of partnerships formally joining the Agri-Food S3 Platform as members. At the same time, it will result in agreed working arrangements to prepare partnerships in thematic areas and establish a project investment pipeline, in particular for pilots and demonstrators in the targeted areas. The European Commission is committed to develop support and advisory services to accelerate this project pipeline.

Further information about the event is available here.

OPEN CALL: Expressions of interest for setting-up and co-leading new partnerships in specific thematic areas related to Agri-Food may be submitted here.

The Smart Specialisation Platform for Agri-Food (S3P Agri-Food) established at EU level aims to accelerate the development of joint investment projects in the EU by encouraging and supporting interregional cooperation in thematic areas based on smart specialisation priorities defined by regional and national government linked to agriculture and food. Through the S3P Agri-Food, EU regions and member states are able to implement more efficiently their smart specialisation strategies, and regional stakeholders benefit from the new cooperation opportunities with partners from other regions.

#### Objectives



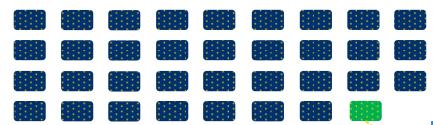
Proposals for the development of S3P Agri-Food thematic partnerships

Thematic area	Coordinating/lead region(s)	Proposal
Rural diversification and Smart Agri-Food destinations	Region of Central Macedonia and Noord-Brabant	PDF
High-tech farming	Tuscany	PDF
Public Meal as a driver of sustainability, health and innovation in the agri-food chain	Skane	PDF
Nutritional quality of mass catering	South Ostrobothnia	PDF
Traceability and big data	Andalusia	PDF
Vanguard Initiative Bioeconomy Pilot - Agri-Food	Vanguard Initiative	PDF
Sustainable development of production field crops	North East region (Romania)	PDF
From farm to fork	West region (Romania)	PDF
Better food value chains, more resilient, transparent and competitive	Castilla y Leon	PDF



### ESIF framework for actions in 2014-20

456 national/regional OPs and 79 INTERREG cooperation programmes



Goal 1: Investment for growth & jobs Euro 352 billion

Goal 2: European Territorial Cooperation Euro 10 billion

See: <u>https://cohesiondata.ec.europa.eu/themes/3</u>





### **European Strategic Cluster Partnerships for smart specialisation investments**

•aims to strengthen industry participation and inter-regional collaboration in implementation of smart specialisation strategies

•addressed to cluster organisations, other business network organisations, technology centres and science parks

•focuses on industrial modernisation



•Call for expression of interest for partnering process open until end of 2016 via

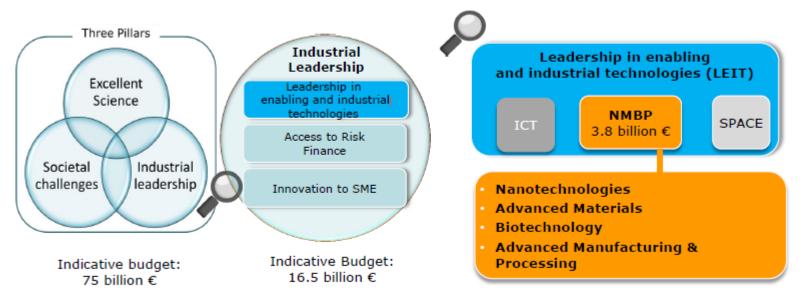
•**Call for proposals** (COSME 2.8 mio) for early 2017 to support ca. 8 cluster partnerships & give ESCP-S3 label to good non-funded

•Advisory support services to ESCP-S3 labelled partnerships from the European Observatory for Clusters and Industrial Change

<u>http://www.clustercollaboration.eu/news/call-expression-interest-towards-european-strategic-cluster-partnerships</u>



### Horizon 2020, Industrial Leadership, NMBP



#### Work Programme and calls published on the Participant Portal:

http://ec.europa.eu/research/participants/portal/desktop/en/funding/reference\_docs.html



#### NMBP KETs - Work Programme 2017 – Open Calls

#### Public-Private Partnerships – 16 topics - 223,17 M€

- Factories of the Future (FoF) :
- Energy-efficient Buildings (EeB) :
- Sustainable Process Industry (SPIRE) :

Deadline (single stage) : 19 January 2017

#### NMP - 21 topics - 205,87 M€

- Nanotechnologies, Advanced Materials, Advanced Manufacturing & Processing Deadline (two stage): 27 October 2016 (1<sup>st</sup> stage) - 4 May 2017 (2<sup>nd</sup> stage)
- NMP Coordination and Support Actions (CSA)
   Deadline (single stage) : 21 January 2017

#### Biotechnology - 3 topics – 48 M€

Deadline (two stage) : 27 October 2016 (1st stage) - 4 May 2017 (2nd stage)

**Pilots** - 3 topics - 48,66 M€ Deadline (two stage) : 27 October 2016 (1<sup>st</sup> stage) - 4 May 2017 (2<sup>nd</sup> stage)

- 5 topics 86,18 M€ 4 topics - 54,88 M€
  - 7 topics 82,11 M€



### NMBP Nanotech Pilots & SP3 Platform

- WP 2014/15: 24 projects, 138 M€ funding
- 58% of participants are from industry
- 34% are SMEs, receiving 44 M€ in funding
- 70 pilot lines are being developed within the 24 projects
- WP 2016/17: 12 new projects, 80M€ additional funding

## **European Pilot Production Network**

# February 2017 Workshop



## Regional Co-operation Networks for Industrial Modernisation: RE-CONFIRM

### **Objectives**

- Contribute to the bottom-up implementation of RIS3
- Strengthen the industry and SMEs participation
- Trigger investment projects for industrial modernisation

### Main Deliverables

- inventory of RIS 3 strategies, studies and mapping exercises
- Updates of the RIM Plus repository
- calls for EoI every 6 months
- >5 matchmaking and showcasing events per year
- >10 co-operation protocols proposed (min. 50% to be actually implemented)
- promotional and communication strategy
- operational roadmap to ensure synergies





Connecting to boost technological transformation

40 Matchmaking Events with the objectives of:

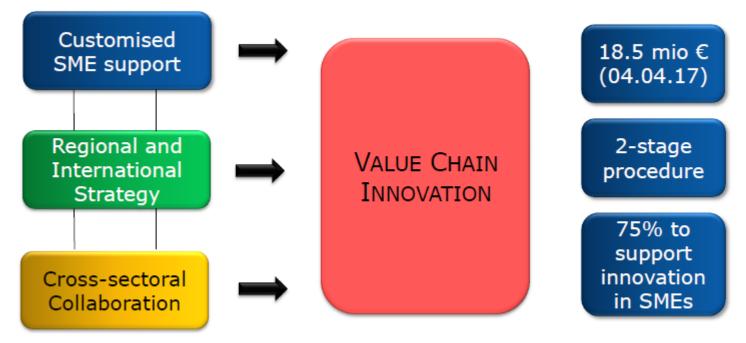
• **Fostering the development** of cross-regional cooperation projects or joint initiatives

•Facilitating the cooperation between SMEs, regions, cities and competence centres willing to work together on concrete projects which demonstrate potential for cross-regional cooperation in KETs and digital transformation.

•**Optimising the involvement of all actors** towards the formulation of concrete projects which demonstrate potential for cross-regional cooperation



# Using clusters to facilitate value chain innovation and industrial transformation



Innovation action: "Cluster facilitated projects for new industrial value chains" (annual calls, next one: INNOSUP-1-2017) https://ec.europa.eu/research/participants/portal/desktop/en/opportunities/h2020/topics/6084-innosup-01-2016-2017.html



#### Cross-border network of technology centres to accelerate SME uptake of advanced manufacturing for clean production

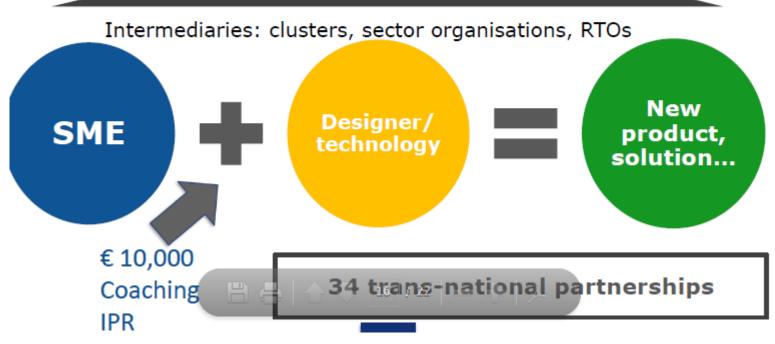
(Horizon 2020 INNOSUP-3-2017)





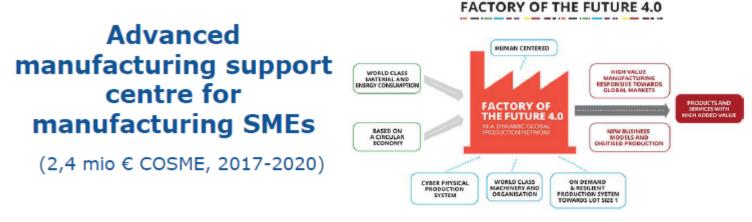
# Collaboration between manufacturing SMEs and designers/digital SMEs (WORTH)

#### WORTH PROJECT





Commission



(1) to help SMEs assessing the possibility of adopting advanced manufacturing solutions (new technologies, equipment or production strategies)

- Pilot to accompany and assist SMEs
- Promote further deployment of methodology in new initiatives in cooperation with clusters, national/regional innovation support organisations etc.

(2) to set up learning networks of next-generation factories to become the inspiring examples for other manufacturing companies





### Blueprint for Sectoral Cooperation on Skills -

sector-specific skills solutions based on industry-led three-step approach: 1. Collect evidence of skills gaps and their potential impact on growth, innovation and competitiveness

2. Translate sectoral strategy into forecasts and actions on jobs and skills

3. Roll-out EU sectoral partnerships at national and regional level and expand to more sectors

The Blueprint will initially be piloted in six sectors that are experiencing skills shortages: automotive, defence, maritime technology, textile & clothing & leather & footwear (TCLF), space (Earth observation) tourism.

Additional sectors (construction, steel, health, green technologies and renewable energies) will be assessed in a second wave.

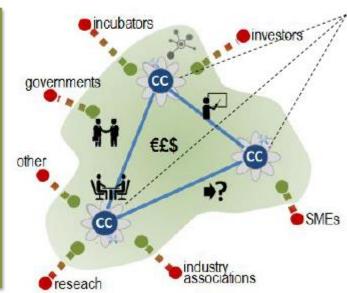


Digital Innovation Hubs focus on mixing technological competences within an ecosystem delivering innovation services

### **DIGITAL INNOVATION HUB**

Organised to provide services to industry

- Access to competence centres
- Development of innovation ecosystem
- Brokerage
- Access to finance
- Market intelligence
- Training and education
- Incubator/mentoring services



## COMPETENCE CENTRE

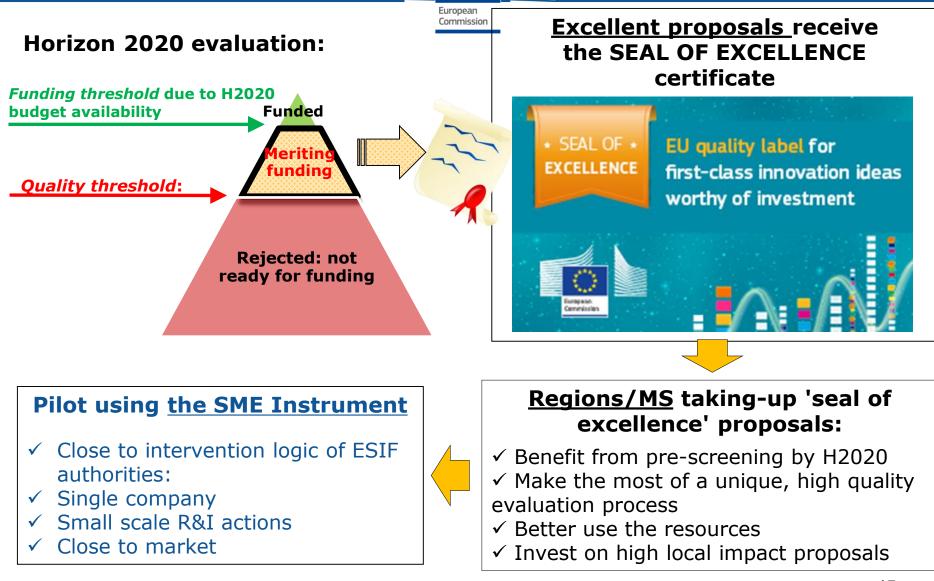
#### Competences in Digital Technologies

- Provide access to infrastructure and technology platforms
- Provide digitisation and application expertise
- Support experimentation in real-life environments
- Support fabrication of new products
- Demonstrate best practices
- Showcase technologies in pilot factories, fab-labs

Participate to the stakeholder conference on 31 January-1 February in Essen, Germany <a href="https://www.bmwi-registrierung.de/digitising-european-industry/">https://www.bmwi-registrierung.de/digitising-european-industry/</a>



## SEAL OF EXCELLENCE Key Features



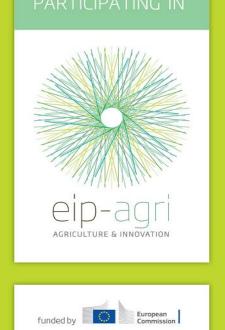


# **EIP (European Innovation Partnership)**

- part of Rural Development
- > 3200 pilot projects
- programmed by Member States / Regions

Networking at EU level via EIP network (google EIP AGRI)

- focus groups / workshops / etc



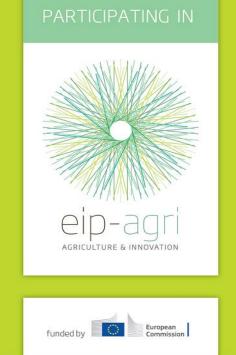




**Short supply chains** (link to Macedonia and Noord-Brabant proposal)

- focus group short supply chains
- workshops cities and food

Bottom up via Rural Development Governance body (Subgroup Innovation)

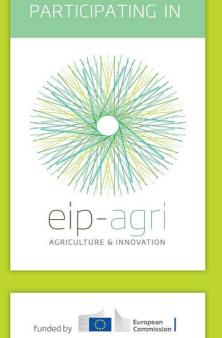






# *Digitisation (link to Tuscany and Andalucia proposal)*

- focus group precision farming
- workshops data platforms / data access / business development
  Digital Hubs (linked to Digital Agenda)



# **EIT priorities 2014 – 2020**

Fostering growth and impact of first 3 KICS Climate-KIC EIT Digital InnoEnergy



**Creating** 5 new KICs

2014	EIT Health						
1. 11	EIT Raw Materials						
2016	EIT Food EIT Manufacturing						
2018	EIT Urban Mobility						

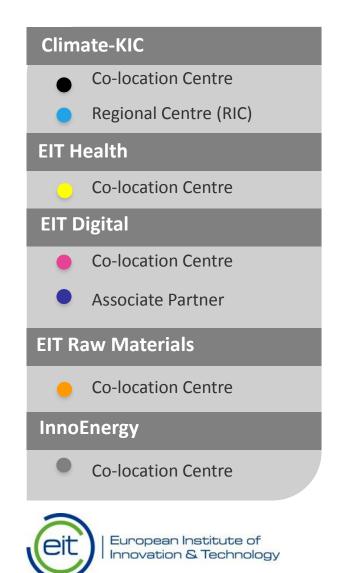
Sharing and Dissemina Cortingnity good practices

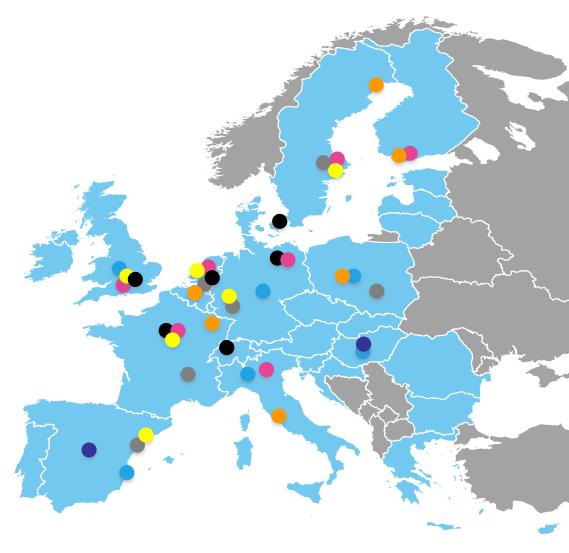
Inc. EIT Regional Innovation Scheme (EIT RIS)



European Institute of Innovation & Technology

# **EIT across Europe: KICs' Co-location Centres**





# EIT Regional Innovation Sel

\* \* \* European Commission

#### Eligible countries:

#### 1) Bulgaria

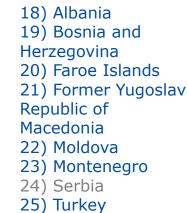
- 2) Croatia
- 3) Cyprus
- 4) Czech Republic
- 5) Estonia
- 6) Greece
- 7) Hungary

#### 8) Italy

- 9) Latvia
- 10) Lithuania
- 11) Malta
- 12) Poland
- 13) Portugal
- 14) Slovakia
- 15) Slovenia
- 16) Spain
- 17) Romania

\* Based on the Regional Innovation Scoreboard and focusing on the group of Moderate and Modest innovator MS

> European Institute of Innovation & Technology



26) Ukraine





# Five reasons why we need this

1. To **complement efforts** in the implementation of national/ regional operational programmes and their respective smart specialisation strategies across EU.

2. To avoid duplication of investments

*3. To boost innovation and investment projects through inter-regional cooperation of innovation actors working beyond borders* 

4. To **enable development of project investment pipelines** using economy of scale and scope possible only at EU level

5. To **build synergies** with other regional, national and European initiatives (Horizon 2020, COSME, EFSI etc)



# RIS3 to look for complementarities, build critical mass and help upscaling

- ✓ Starting from RIS3 **priorities** to identify motivated lead-regions
- Team up regions/member states and their innovation actors (businesses/researchers) around value-chains
- = entrepreneurial discovery at European level: inspired by <u>Vanguard Initiative methodology</u>
- Aligning smart specialisation areas with thematically related EU level initiatives/knowledge/financing
- Provide supply of projects in research and innovation across EU to feed into project investment pipe-lines / innovation platforms



Learn: interregional knowledge building

-'Expression of interest' to propose a theme and a candidate lead-region

- Joint identification of cooperation areas within the broader priority domains, in perspective of co-investment.

#### **Connect:** key stakeholder search and matching

- Consolidation of this scoping note and establishment of a work plan with a coalition of regions

- Matchmaking between the relevant actors to identify co-investment projects (an action plan for 1 year)

#### **Demonstrate:** support to deployment of innovative products/ services

- Preparing fundable projects and business plans
- Developing investment projects
- Operationalisation of Joint Demonstration

**Upscale:** financing, communication, documentation and knowledge management



# Expert support services can be provided to the lead regions/member states

- Relevance for smart specialisation strategies: transformative and innovative idea, clear added-value, sufficient granularity, business interest, synergies, etc.
- Level of ambition and commitment (political and financial)
- Leadership: two or more regions have commitment as leadregions
- Number of regions involved and geographical balance
- Envisaged involvement of stakeholders (industry, academia, public authorities, civil society), including cluster organisations and business networks
- Links to RIS3 priority areas
- Openness towards other regions



# Join an existing proposal/partnership

## Regions/MS need to consider:

➢ if the theme is linked to their S3 priority(-ies)

if they have dedicated resources (for co-investment) to implement activities in this area

> if collaboration is of mutual benefit for all participating regions

and also:

- > what they would like to achieve from such partnership
- > what they are bringing in
- bow they see their region's activities fit into the possible value chains that would be developed by participating regions



# Mapping priority areas

Eye@RIS3		Multi-level Mapping (innovation eco-systems)					
Existing and new EU wide initiatives	new EU wide Thematic sub-areas		EU Players		Industry, Business Players	Knowledge Generators	Funding Sources
Vanguard Initiative Energy Agro- Food ICT KETS Health		DG JRC Units Other DGs (incl. AGRI, CONNECT, RESEARCH, REGIO), EIT, EIB		National, Region, Local authorities	SMEs, MNEs, Clusters	Academia, RTOs, labs	Regional, EU, International, Business R&D
		EEN, EARTO EURADA	EU Cluster Observatory, KETs Observatory	Government agencies (enterprise support)	A network of boundary spanners (individuals and organisations)		



## **Questions and Answers**

