



RIS3 Guide: How to develop Smart Specialisation strategies in 6 steps

Jens Sörvik
S3 Platform

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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



http://ec.europa.eu/regional_policy/sources/docgener/informat/2014/smart_specialisation_en.pdf

RIS3 Methodology

- the « trunk & branches » 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 (Prague)

Economic Rationale

"Knowledge for Growth"
FWP Evaluation
Endogenous Growth

Innovation Systems
"Innovative milieu"

Policy Experimentation
RIS-RITTs 1994-2004
Competitive Advantage – M-Porter
Evolutionary Economics
Economic Geography
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 and 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, Surveys, Foresight, etc.



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

Outward-looking Analysis:

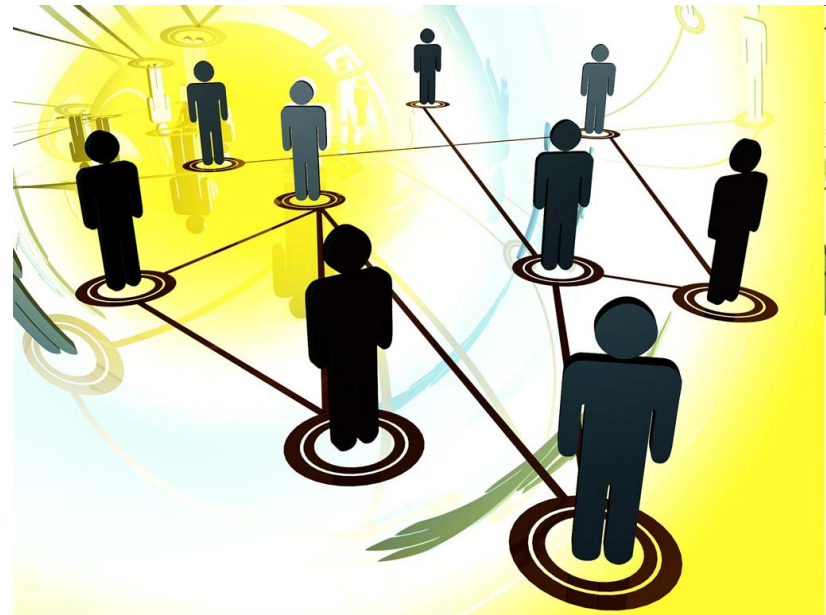
- Assess region's positioning within the EU
- Beware of global companies and value chains
- Flows of knowledge and skills in and out of region
- Avoid 'blind' duplication, discover possibilities for collaboration
- Combine methods (e.g. desk studies; interviews; interregional work groups)



Step 2 – Governance: Ensuring participation and ownership

Wider engagement of stakeholders:

- Include the demand-side perspective → *Quadruple Helix*
- Collaborative leadership
- Boundary spanning individuals and organisations
- Dedicated Steering Group/ Knowledge Leadership Group, Management Team, Working groups

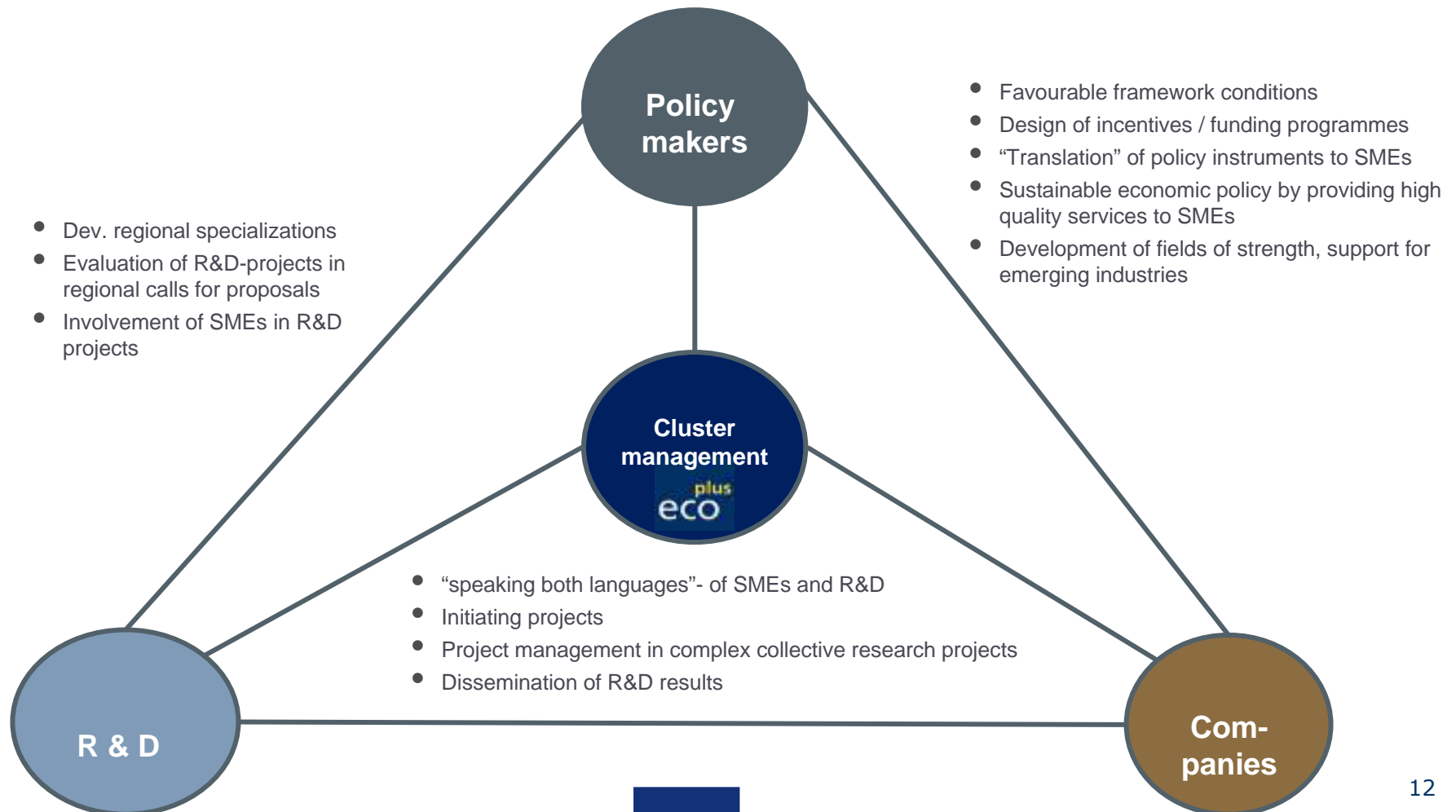




Step 2 – Governance: Ensuring participation and ownership

- Involve stakeholders directly or representatives?
- Depending on time and resources
- Different parts of the process, overall programmes and projects.
- Regional champions, but not only “incumbents”, but secure innovative companies and economic areas.
- Activities 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 of 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
- Not too unrealistic and not lacking inspiration
- Guarantee long-term engagement of stakeholders – co-creating the future

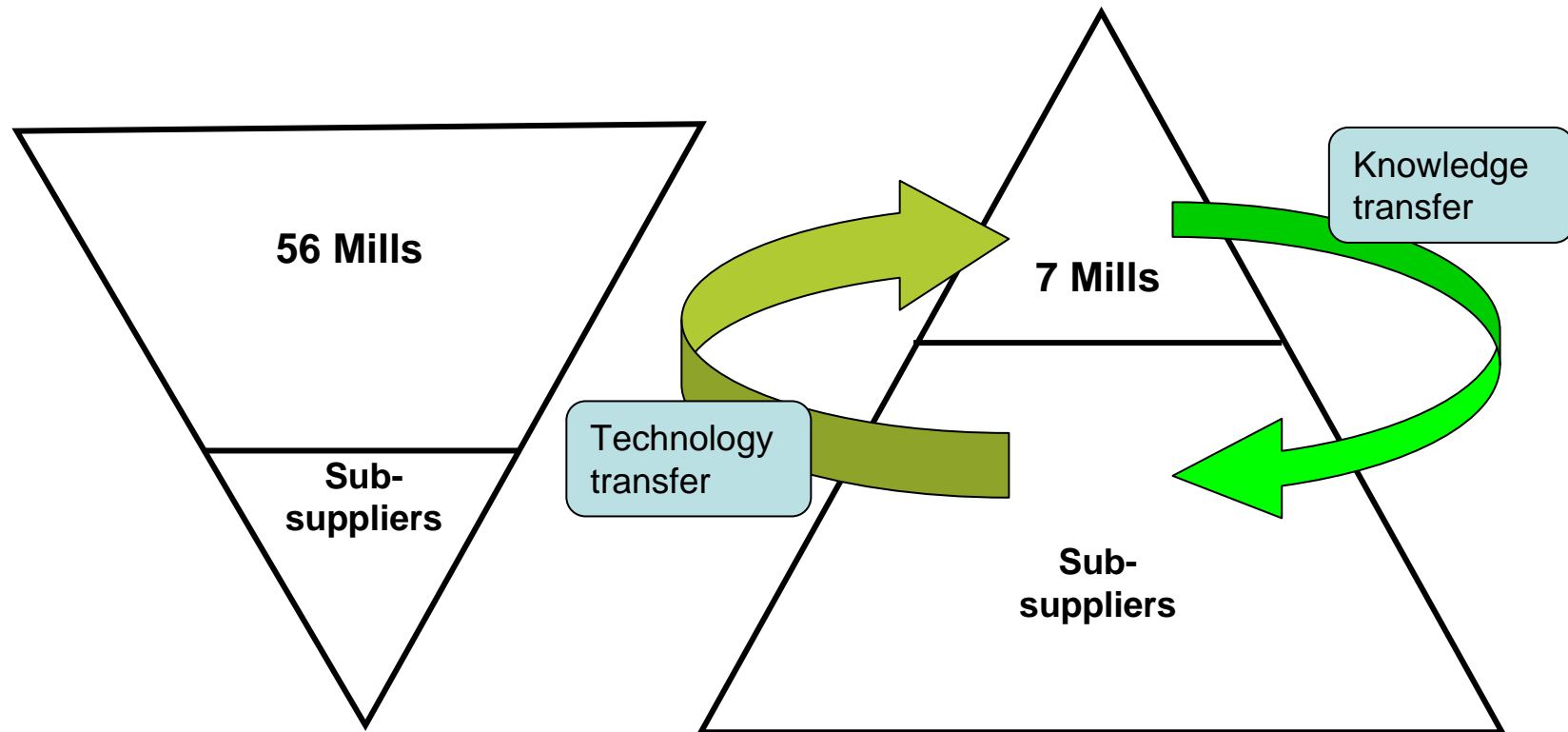




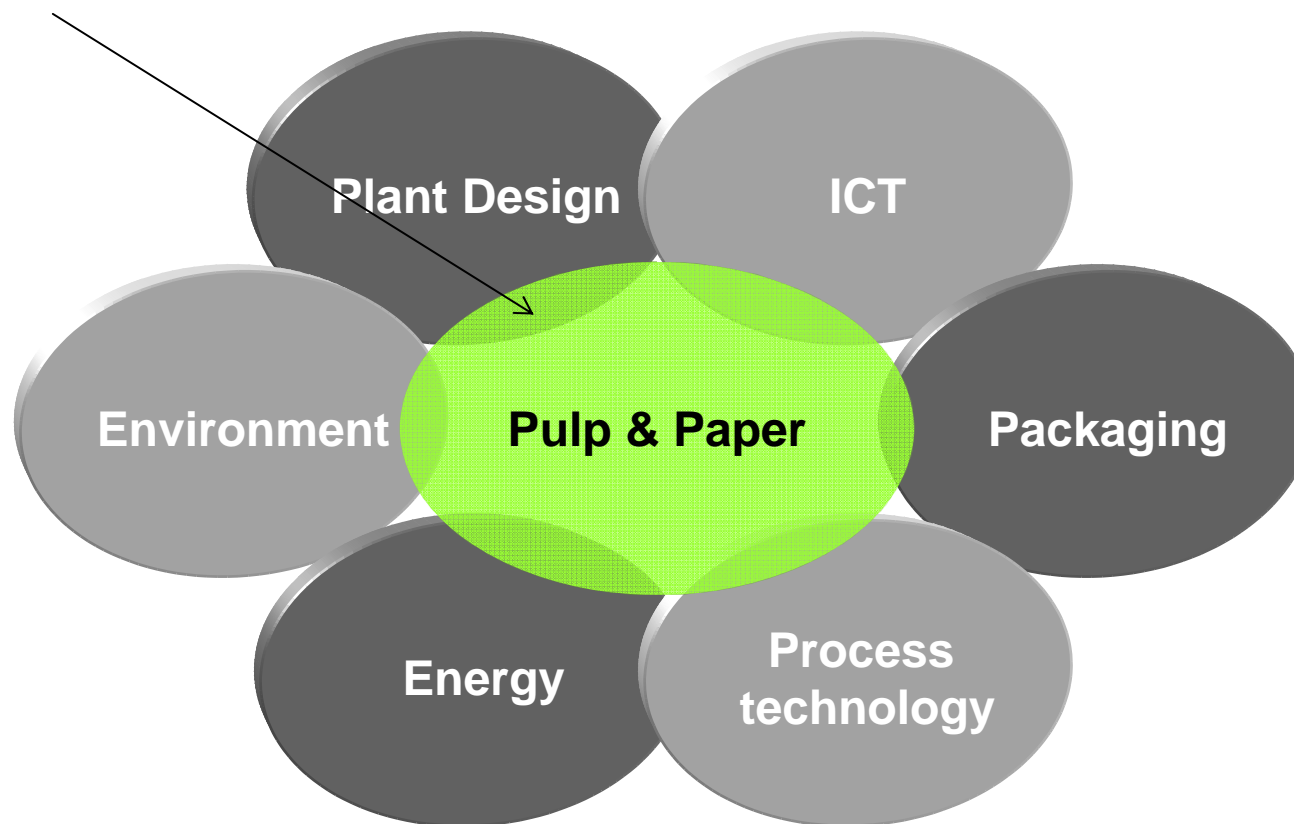
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Reconstruction of a mature cluster



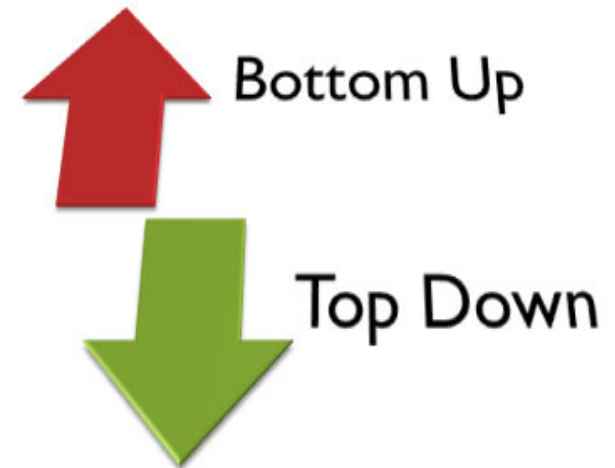
Identified growth areas



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, can be 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.

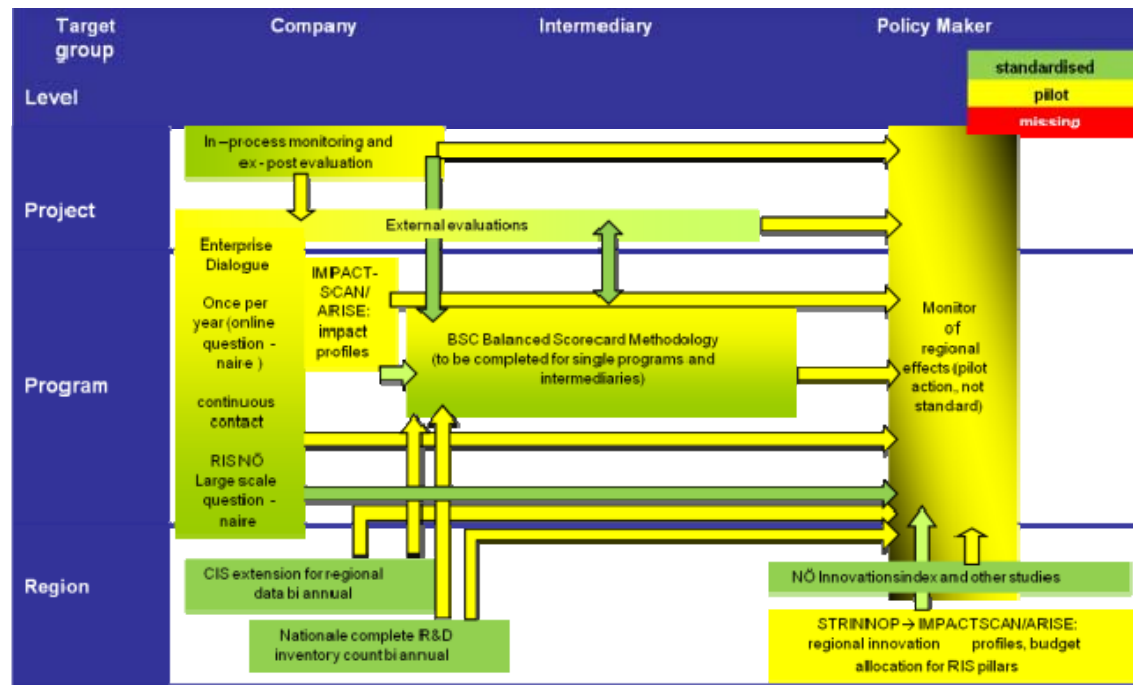
- Need to be adaptive and be able to change plans – to meet Opportunities and Challenges
- Need to learn and update
- A need for a good monitoring system in place to learn from experimentation and to be aware of the development and when to change.

Monitoring & Evaluation



Monitoring & Evaluation

- Logical Frameworks
- Programme Logic
- Theory of Change
- Strategy map
- Balance Scorecard

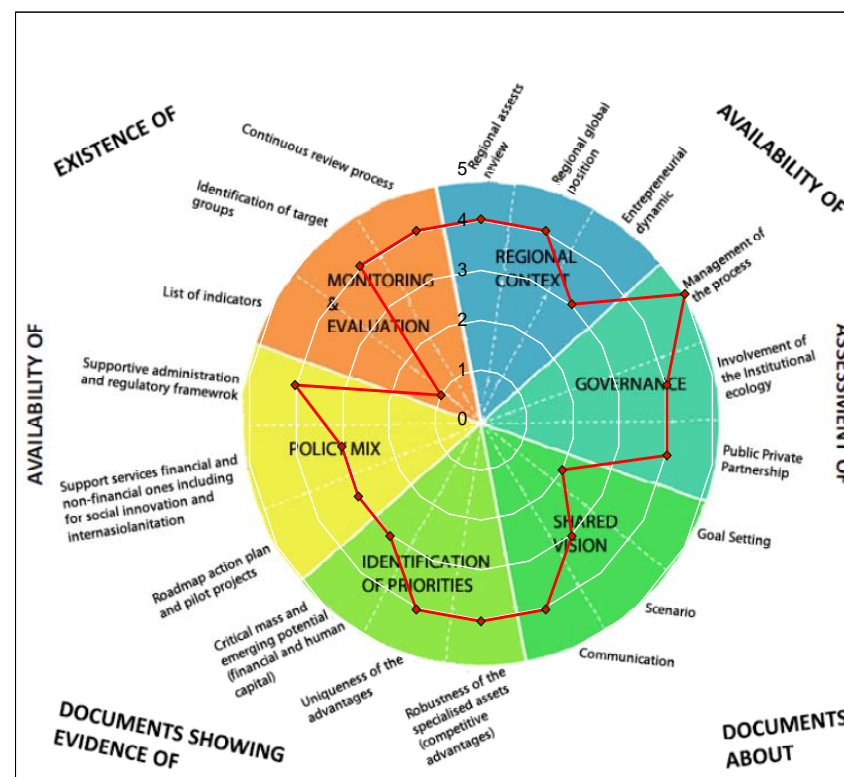


S3 Platform support: streamlined “easy-to-use” assessment tools which ensure consistency with methodological approach

RIS3 Guide



Assessment Report (AR) with the
Assessment Wheel (AW)



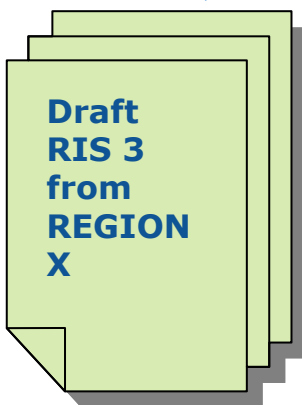


European Commission

Informal RIS3 assessment



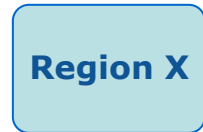
See expert questions in annex III of RIS 3 guide



Appointed Expert(s)



Conclusions and advice



Region X

Thank you!



<http://s3platform.jrc.ec.europa.eu>

JRC-IPTS-S3PLATFORM@ec.europa.eu



Smart Specialisation: Why now?

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



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
- ▶



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 NÖ firms'
- Strategic key activities
- Innovation activities and needs in innovation support
- Satisfaction with offered services
- Innovation partners

