

Attica Region: Towards a RIS3 strategy



Attiki



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Region of Attica: Fundamental Information

❖ Region of Attica is:

- The Capital-Region of Greece.
- A Metropolitan Region located in the centre of Greece, between Aegean and Korinthos Canal and between Central and Southern Greece.
- The most populous and most densely populated region in the country, the producer of 45% of the National GDP and of 57% of National Tertiary Sector, the place of employment of 37% of National Workforce, the place of operation of 35% of National Enterprises, the main exporter, main transportation hub, main university and research centre
- The R&I indisputable National Leader.
- A 2007-2013 Convergence Region (phasing out) & a 2014-2020 Competitiveness Region (phasing in).

❖ Attica's economy is based on:

- General Services, Financial & Business Services
- Public Administration
- Tourism
- Port Related Activities
- Low-Medium Technology Manufacturing
- ICT & microelectronics not well developed yet



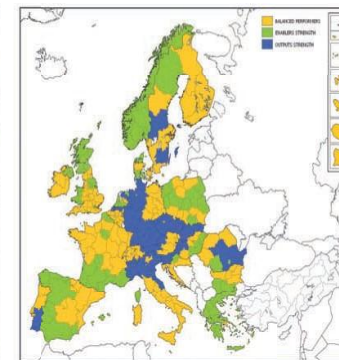
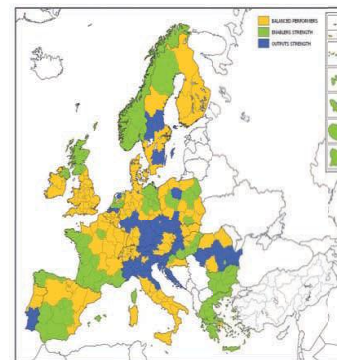
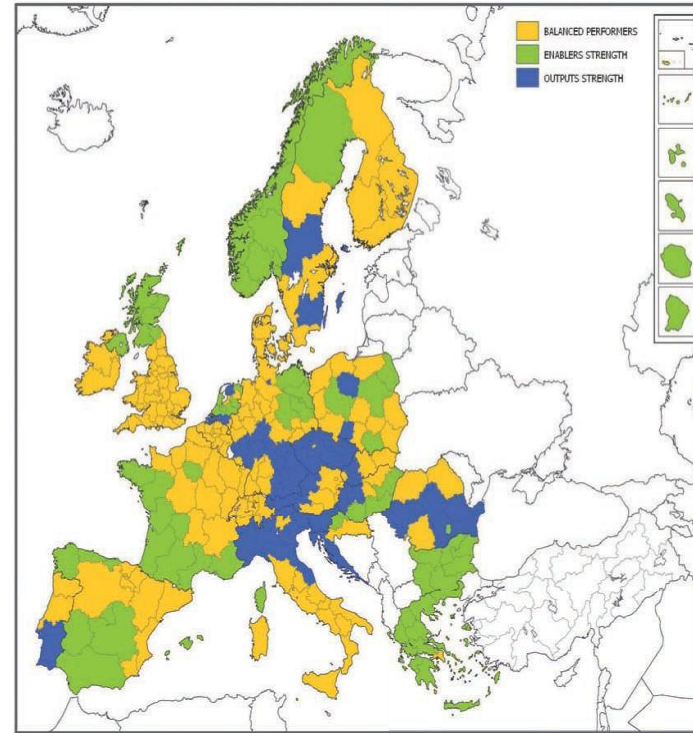
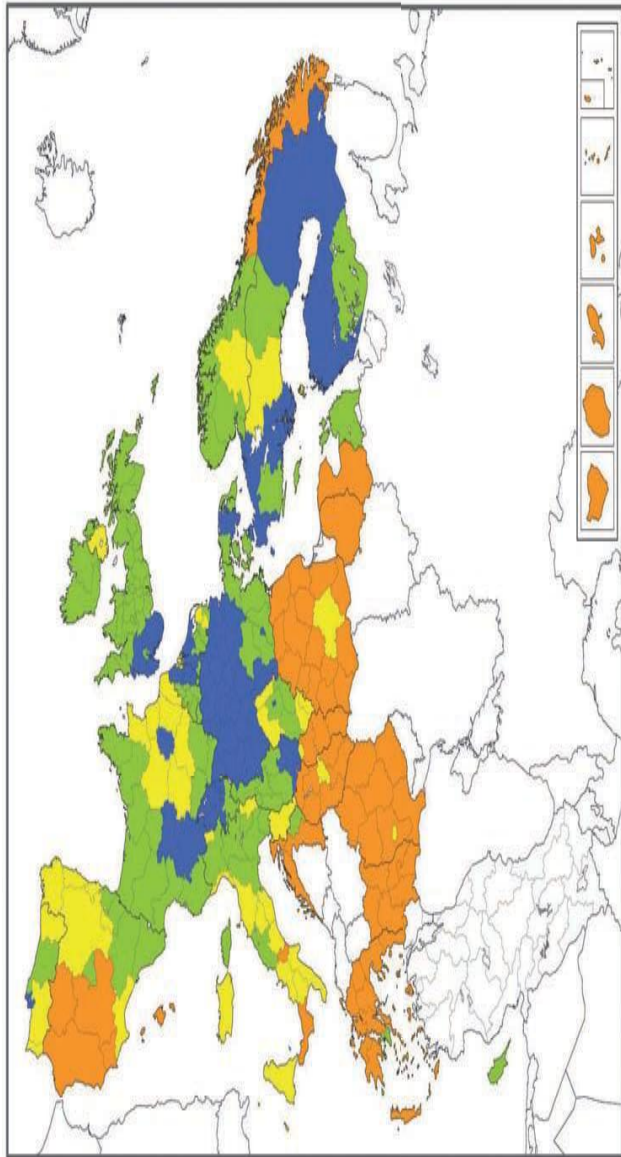
REGION OF ATTICA – FUNDAMENTALS FACTSHEET 1/2

Number of Regional Districts	8	Population Density of Athens-Piraeus District Capital	7,199 inhs/sqkm
Number of Municipalities within the Region	66	Total Regional Population Change	since 2001: +1.34% since 1991: +8.2% since 1981: +13.15%
Total Regional Area	3,808 sqkms	Exports to Imports Ratio	0.2
Ratio to National Total Area	2.9%	GDP (June 2012 est. in bn euros)	87.3
Area of Athens-Piraeus District Capital	427 sqkms	Ratio to National Total GDP	45%
Total Regional Population (2011)	3,812,330	Tertiary Sector Ratio to Total Regional GDP	56.9%
Ratio to National Total Population	35.3%	Secondary Sector Ratio to Total Regional GDP	31%
Population Density	1,001 inhs/sqkm	GDP forecast for 2014 (in bn euros)	80.7
Population of Athens-Piraeus District Capital	3,074,160		

REGION OF ATTICA – FUNDAMENTALS FACTSHEET 2/2

GDP Change since 2007	-20%	Number of Public Research Institutions	10
GDP Forecasted Change from 2007 to 2014	-26%	Ratio to Total National Public Research Institutions	77%
Unemployment (Oct. 2012 est.)	26.6%	RIS 2012 Evaluation	Medium Follower Balanced Performer FP Leading Absorber
Young Unemployment (Oct. 2012 est.)	57.2%	Patents per mn inhs (2010 data)	13.7
Unemployment Change since 2007	+220.4%	Patent Applications' Ratio to Total National Patent Applications	71%
Young Unemployment Change since 2007	+232.6%	RIS 2006 Ranking	86 th /203
Number of Universities & Highest Technological Education Institutions	11	GERD Ratio to Total National GERD (2005)	58.21%
Ratio to Total National Universities	34%	Researchers' Concentration (in comparison to Total Country' Researchers, 2005)	53.2%

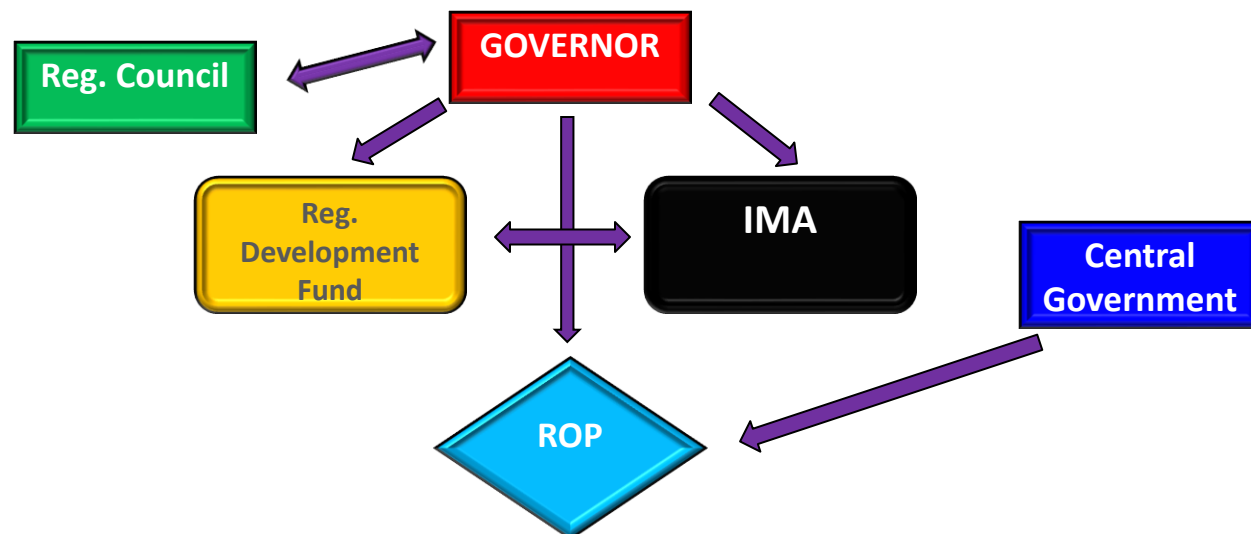
RIS PERFORMANCE 2011



Relative Innovation Performance

Regional Development & The Region of Attica

- ❖ Region of Attica has been established as a self-administered institution in 2011 after Kallikratis Local Self-Administration Reform. Until then, all regional development and ROP Management was conducted by the Government Appointed Decentralised Administrations.
- ❖ In June 2011, all powers related Regional Development and ROPs have been transferred to Regions.
- ❖ However: Central Government is still intervening into ROPs through:
 - A. The preexisting transfers of significant parts of ROP 2007-2013 from Decentralised Administrations to Ministries.
 - B. The centralised and government-orientated RIS3 design and overall preparation for the next Programming Period 2014-2020.



Existing RIS Situation 1/2

➤ Roles & Powers

- RTDI measures have been implemented in the context of ROPs (Innovation as one of ROPs priorities)
- However, the design of the policy mix has been mainly the responsibility of General Secretary for Research & Technology
- Regional Authorities mainly had a consultative role (with limited complementary activity regarding research & higher education facilities infrastructure) and have not been responsible for policies and reforms in governance and horizontal research and innovation policy areas

➤ Priorities

2000-2006

- supporting the RTDI infrastructures
- supporting R&D in Higher Education Institutions and research centres
- connecting research to production
- incorporating new technologies and innovation into cultural activities
- supporting the information society
- developing new technology based firms and modernising of traditional ones
- developing human resources in priority sectors

2007-2013

- All the above plus:
- support for green innovation actions
- development of thematic agglomerations and clusters in emerging technologies and sectors
- significant increase in the amount planned to be directed towards RTDI measures

Existing RIS Situation 2/2

➤ **Evaluation**

- RTDI policies have achieved a partial success regarding:
- Primarily strengthening public research
- Secondly modernising the regional economy towards higher value added activities
- Support to some Regional Innovation Clusters and Technology Parks Projects

However:

- Continuing lag to EU average in most RTDI indicators
- Limited technological specialisation
- Slow emergence of new dynamic industries
- Doubts about the supported Clusters self-sustainability (without state-aid)
- Low technology trickle down to Private Sector & transformation of research to innovation
- Low Long-Term Impact on the Overall Regional Economy

➤ **Reasons**

- Low Long-Term Impact on the Overall Regional Economy
- Top-Down, Centralised, Obsolete R&I Design & Implementation Model without customisation to regional needs or participation of Local Authorities, Enterprises & Communities
- Fragmentation of research efforts in many fields
- Low Relation of R&I Policies to Real Market's Needs
- Low Cooperation of Public Universities & Research Centres with the Private Sector, High Dependence of R&I Institutions on State Support, Low Relation of their Research to Business' Needs
- Low Economic Extraversion of Regional Business & Production System and Limited Demand/Expenditure for Innovation

RIS3 & Region of Attica: The Political Context



- **Attica's RIS3 design for the Programming Period for 2014-2020 faces 3 key political issues:**
 - A.** The Central Government's persistence in interfering with regional RIS design and implementation and overriding the recently established institution of self-governed Regional Authorities.
 - B.** The widely spread doubt about whether in the next 7 years (that will be characterised by further recession and significant socio-economic problems and dangers) Attica is capable indeed to focus on innovation and whether innovation is the most important regional development priority at this juncture.
 - C.** This doubt is further increased by the fact that Attica still (and probably more than ever) needs large-scale infrastructure investments and that ERDF funds for Attica will be severely cut (by almost 50%) in the next Programming Period, due to GDP measurements that took place before the beginning of the crisis.

Governance



- RIS3 Design Process is structured, coordinated and led by the Central Government (Ministry of Development -NSRF Special Secretary, Special Service for Strategy, Design and Coordination of Development Programmes- General Secretary for Research & Technology etc) and under specific and detailed Administrative Circulars.
- Regional Authorities have limited freedom and a supplementary role in the process:
 - Establishing S3 Stakeholders Networks and organising workshops and regional congresses
 - Gathering, indexing and condensing data and stakeholders' opinions and assigning support studies
 - Expressing opinions, preparing regional development programming plans (according to the specific directions of Central Government) and submitting proposals
 - Their role is focused mostly on specification of regional individual planning and implementation.
- **Institutional Competition between Central Government & Self-Governed Regions and Conflicting Views regarding Local Authorities' Institutional Independence and Role on Development Policy**
- The Stakeholders Groups were selected upon formal criteria (Regional Public Research and Higher Education Institutions, Regional Entrepreneurs, Workers, Special Groups & Local Self-Governed Institutions (Municipalities) Collective Representation Bodies) and approached by a formal call.
- Theoretically, the involvement of regional actors is based on a '*triple/quadruple helix*' collaboration system.

RIS3 Design & Implementation Procedure

Challenges 1/4



Organisational Problems

- Structural Over-dependence on External (Private) Technical Support for Policy Design
- Inexperience of Administrative Staff in RIS3 and overall Policy Design Procedures
- Fragmentation & Overlapping of Responsibilities between Central Government and Regional Authorities
- Public research institutes and higher education institutes are primarily the targets of national priorities and secondarily cater for specific regional needs
- Lack of expertise in the use of Policy Intelligence Tools
- Lack of formal mechanisms for continuous assessment of the impact of measures at a regional level
- Over-emphasis on strictly research/ technology related indicators and less on overall economic/business development/social welfare indicators
- Current assessment tools mainly focus on expenditures and short-term outcomes and not on dynamic economic development/sustainability parameters
- Lack of efficient, rapid and continuous adjustments/adaptions decision-making and implementation tools

Who (and how) is finally going to apply RIS3?

RIS3 Design & Implementation Procedure

Challenges 2/4



Consultation Procedure and Social Consensus Problems

- Top-Down, rushed & relatively superficial/ typical Procedure
- Decisions & Procedures largely inflexible and pre-defined by the Central Government (low impact of stakeholders' and Local Authorities' opinions)
- Strong Lobbying from Research & Innovation Institutions
- Over-emphasis on Public Research Centres & Universities
- Over-emphasis on Institutional Representation of the Regional Business Community (high distrust of the Business Community for Entrepreneurs' Collective Representation Institutions) and a very limited number of existing clusters representations
- Low Willingness of the Regional Business Community to get involved:
 1. Because RIS3 seems a very distant process in comparison to actual entrepreneurship problems
 2. Because of the formal, inflexible and bureaucratic character of the Consultation Procedure
 3. Because of the traditional distrust between Greek Enterprises and Public Sector which has been strengthened during the recent crisis
- Trivial contribution of the entrepreneurial process of discovery and significant absence of "real business" actors

RIS3 Design & Implementation Procedure

Challenges 3/4



- Citizens' Indifference towards RIS3 because:
 1. Perception of RIS3 as a total funding waste and as totally irrelevant to urgent social needs
 2. Perception of RIS3 as a way for granting funds to ineffective, bureaucratic and dependent on state support institutions and enterprises
 3. Distrust for “innovative” SMEs
 4. Distrust for Government & Public Institutions
- Strong doubts of the Regional Political Stakeholders about:
 1. The usefulness and suitability of RIS3 as a key Regional Development Goal at this juncture
 2. The funding future of ongoing infrastructure projects (which are generally deemed as more necessary) during the Next Programming Period
 3. The ability of the current Regional Research and Education System and Business Community to benefit from RIS3 and enhance Regional Social Welfare
 4. How RIS3 (as perceived) may contribute to real regional development priorities and the exploitation of real regional strategic assets and development potentials

Who is finally supporting RIS3?

RIS3 Design & Implementation Procedure

Challenges 4/4



Structural RIS3 Design Problems

- Over-emphasis of RIS3 designing process on (frequently theoretical) Research Institutions, as well as technology driven innovation (hi-tech sectors, clusters, incubators etc) at the expense of all other sectors and non-high-tech driven innovation. Is this really a viable and effective strategy?
- Reliance on Private Sector/ Banking Financing & Investments (banks are at least currently incapable of any investment financing and the whole national economy faces severe disinvestment)
- Low Customisation/ Differentiation of RIS3 Design upon Regional Individual Parameters
- Lack of a Social Strategy Perspective in RIS3 Designing Process
- Lack of a clear view on how the RIS3 will assist in economic re-development and addressing the socio-economic crisis

Is this an efficient policy for beating the economic crisis?

Innovation as a Twofold Value

NARROW SENSE: (HIGH) TECHNOLOGY DRIVEN

SECTORS

High-Tech (electronics, communications, digital technologies, nanotechnology, bio-medicine, genetics, software, hardware, informatics & programming, pharmaceuticals, chemical engineering, space technologies etc)

Supporting Tools

Research Facilities Financing, Grants, High-Tech Clustering, Incubators & Technological Parks

RECIPIENTS

High-Tech Sectors Start-ups (especially SMEs), Research Centres and University Research

WIDER SENSE

SECTORS

Tourism, Port Activities & Transportation, Urban Regeneration & Development, Primary Sector Production, Energy (including alternative sources) and any other Industry/Enterprise willing and able to move to extroverted activities.

Supporting Tools

Investments Funding, Investment Financial Motives, Loan Guarantees, Clusters (as well), Public Construction Projects (infrastructure)

RECIPIENTS

Any Enterprise (SME or not), Start-ups and existing enterprises, Local Self-Governed Institutions, Foreign Investors

We believe in the combination of both.

Especially at this juncture, a further emphasis should be added on B.

Is the Central Government sharing the same Vision/ View with us?

RIS3 & Region of Attica: The Priorities

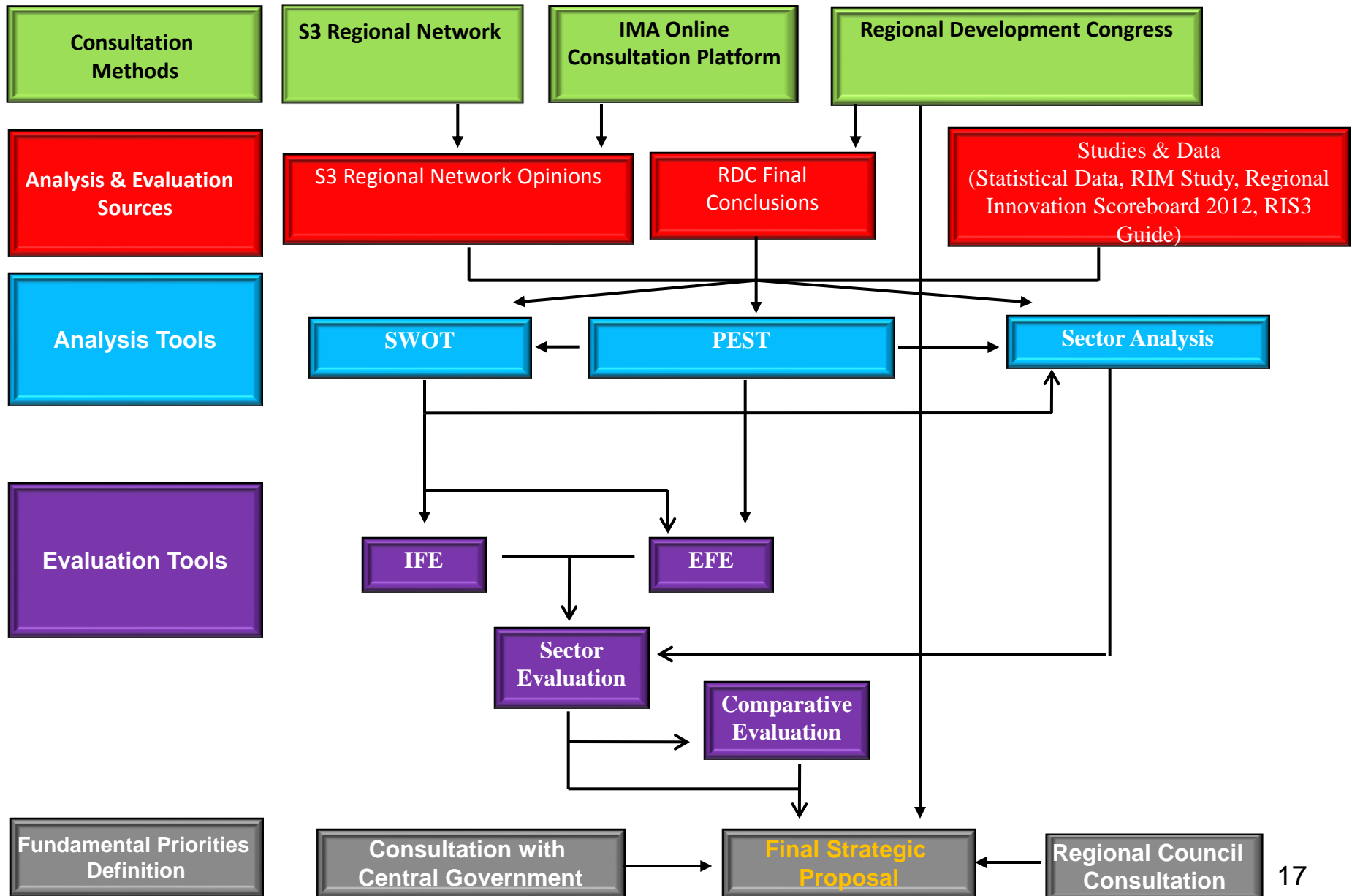


➤ **Attica's Strategic Development Focus:**

Any S3 & Policy for Attica in the Next Programming Period should focus on:

- ✓ **4 Key Long-Term Regional Objectives** (deriving from long-term socio-economic problems/necessities as well as short-term urgencies):
 1. Attraction of Foreign Investments
 2. Creation of New Jobs and Regional Income
 3. Transformation of the Regional Business Sector into an Extroverted and less State-Dependent Model
 4. Further Development of Regional Infrastructure
- ✓ **3 Strong Regional Strategic Priorities/Assets/ Potentials** (selected on the grounds of our Regional SWOT, the respective Sector SWOTs and each Priority's potential contribution to the 4 Objectives above and our long-term Regional Economic Development):
 1. The continuation of the ongoing development of a network of large scale Solid and Liquid Waste-Management Plants
 2. Tourism
 3. The Port of Piraeus

Identifying Prospective Areas of Focus in relation to Our Internal/ External Environment



PEST ANALYSIS

POLITICAL/REGULATORY

- Potential Political Instability (on National Level)
- High Involvement of the Central Government in RIS Planning
- Increasing Independence of Self-Administered Regions regarding Regional Development Policy
- Complex & Inflexible Investments Regulation
- Gradual Regulatory Improvement regarding (mostly International) Investments' Acceleration

ECONOMIC

- Deep & Long-Term National Economic Depression
- Extremely High (and still Increasing) Unemployment
- Currency Risk
- Low R&I Private Investments
- Liquidity Drain/ Low Financing Capacity of the Banking Sector
- Severe Cuts in Public Spending & Public Investments (affecting Regional budgets)
- Increasing Taxes for SMEs
- Decreasing Assets' Acquisition & Labour Costs
- Increasing International Interest for Large-Scale Investments
- Withdrawal of Large Multinational Corporations
- Decrease in ERDF Funds Disposable for Attica in 2014-2020 Period



CONCLUSIONS
A SIGNIFICANTLY RISKY MACRO-ENVIRONMENT



SOCIO-CULTURAL

- Endangered Social Cohesion
- High Attachment to SMEs/ Self-Employed Business Models
- Increasing Social Interest for Innovative Development Solutions
- Increasing Rates of Internal & External Emigration from Attica/ Long-Term Population Decline Trend



TECHNOLOGICAL

- Comparatively Low Innovation in High-Tech Sectors
- Increasing Brain-Drain
- Low "Academic to Applied Research" Efficiency

Regional R&I Potential SWOT Analysis 1/2

STRENGTHS

- ✓ Strong Geo-Strategic Position/ The Port of Piraeus (2nd passenger port in the world, biggest cargo port of Eastern Mediterranean, designed to become the 4th largest cargo port in Europe and key gate for Chinese imports in the EU) falling in the Region's administrative area
- ✓ Function as Key Sea Transportation & Logistics Hub within South-Eastern Europe & Mediterranean
- ✓ High Touristic Appeal (although decreasing)
- ✓ Large Number of Universities & Public Research Centers/ High Concentration of Researchers
- ✓ High Scientific Excellence regarding Publications
- ✓ High Foreign Demand for Local Researchers & Specialised Scientists
- ✓ Tradition in Innovation in Pharmaceutical & Software Sectors
- ✓ Large Investments in the Renewable Energy Production Sector
- ✓ Successful Implementation of Technological Clustering Projects during 2007-2013 period (however both isolated and of doubtful sustainability)
- ✓ Increasing Independence of Regional Governments regarding Development & Innovation Policy Design and Application
- ✓ Region of Attica's Operational Programming focusing on Innovation

WEAKNESSES

- ❑ Low Private R&D Investments (further decreasing due to the crisis)
- ❑ Lack of Liquidity
- ❑ Severe Decrease in Public Spending & Public Investments
- ❑ Shallow, Import & Consumer Orientated Internal Market (Low Extroversion)
- ❑ Low Efficiency in Transforming Scientific Research to Innovation (low patent ratio)
- ❑ Sclerotic University & Research Management System
- ❑ Low Connection of Higher Education to Business Demands
- ❑ Prevalence of SMEs Business Model
- ❑ Low Tradition in Social Innovation
- ❑ Complex, Fragmented and Bureaucratic Regulation for Investments, Innovation & Entrepreneurship
- ❑ High Involvement of the Central Government in Regional Development (Institutional Competition)
- ❑ Low Rate of Survival for ERDF-supported Innovative Businesses (after the end of the aid period)
- ❑ Low Experience in Designing, Applying & Monitoring RIS Policies (especially regarding funding tools)

Regional R&I Potential SWOT Analysis 2/2

OPPORTUNITIES

- Successful Resolution of the National Financial Crisis
- NSRF for 2014-2020 programming period focusing on Innovation
- Increasing International Interest for Investments (depending on the successful resolution of the National Financial Crisis)
- Ongoing Implementation of a Large-Scale Regional Waste Management Project
- Ongoing Implementation of a 3-stage Large-Scale Investment Project from Foreign Investors in the Port of Piraeus
- Ongoing Design of a Large-Scale Project for the Regeneration of Athens City Centre Area & Touristic Development of Attica's Bay Front
- Regulatory Improvements regarding Foreign Investment Incentives
- Large-Scale Privatisation Projects (regarding key utilities sectors and real estate development)

THREATS

- ❖ Severe Economic Depression/ Stagnation
- ❖ Extremely High & Increasing Unemployment
- ❖ Rise in Social Despair & Extremism/ Decreasing Social Cohesion
- ❖ Currency Risk
- ❖ Default Risk
- ❖ "Political Event"/ Instability Risk
- ❖ Gradual Withdrawal of Established Multinational Corporations
- ❖ Decreasing Trends regarding Regional Population
- ❖ Brain Drain/ Increasing Emigration of Skilled Workforce
- ❖ Decrease in ERDF Funds disposable for the Region in 2014-2020 programming period

Internal Factors Evaluation Matrix

STRENGTHS	WEIGHT	PERFORMANCE	WEIGHTED PERFORMANCE
GEO-STRATEGIC POSITION	11%	4	0,44
HUMAN CAPITAL	12%	4	0,48
UNIVERSITIES & RESEARCH CENTRES	7%	3	0,21
TRADITION IN INNOVATION IN SELECTED AREAS	5%	2	0,1
POLITICAL COMMITMENT TO INNOVATION	4%	2	0,08
INDEPENDENT REGIONAL DEVELOPMENT DESIGN FROM REGIONS	2%	1	0,02
SUCCESFUL PARADIGMS OF CLUSTERING & INNOVATION	2%	2	0,04
WEAKNESSES			
LOW PRIVATE R&D	5%	3	0,15
LIQUIDITY PROBLEMS	8%	1	0,08
LOW EXPERIENCE IN RIS PLANNING	4%	1	0,04
SCLEROTIC HIGHER EDUCATION & RESEARCH SYSTEM	6%	1	0,06
LOW CONNECTION OF RESEARCH/ EDUCATION TO BUSINESS DEMANDS	9%	2	0,18
FRAGMENTATION OF ROLES IN REGIONAL RIS POLICIES	2%	1	0,02
SHALLOW LOCAL MARKET/ LOW EXTROVERSION	14%	1	0,14
DECREASE IN PUBLIC SPENDING	7%	1	0,07
LOW SOCIAL INNOVATION	2%	2	0,04
	100,00%		2,15
	1-1.5 BAD, 1.5-2 BELOW AVERAGE, 2-2.5 AVERAGE, 2.5-3 GOOD, 3-4 VERY GOOD		
	AVERAGE PERFORMANCE		

External Factors Evaluation Matrix

OPPORTUNITIES	WEIGHT	PERFORMANCE	WEIGHTED PERFORMANCE
NEW NSRF FOCUSING ON INNOVATION	5%	2	0,1
POTENTIAL RESOLUTION OF FINANCIAL CRISIS	15%	3	0,45
INTERNATIONAL INTEREST FOR INVESTMENTS	6%	2	0,12
ONGOING LARGE-SCALE PROJECTS	2%	1	0,02
LARGE-SCALE PRIVATISATION PROJECTS	3%	2	0,06
REGULATORY IMPROVEMENTS	4%	1	0,04
THREATS			
ECONOMIC DEPRESSION	10%	1	0,1
HIGH UNEMPLOYMENT	7%	1	0,07
DECREASING SOCIAL COHESION	12%	1	0,12
DEFAULT/ CURRENCY RISK	10%	1	0,1
BRAIN DRAIN	8%	1	0,08
DECREASING POPULATION	2%	1	0,02
DECREASE IN ERDF FUNDS FOR 2014-2020	2%	2	0,04
DISINVESTMENT FROM LARGE CORPORATIONS	2%	2	0,04
POLITICAL INSTABILITY RISK	12%	1	0,12
	100,00%		1,48
	1-1.5 BAD, 1.5-2 BELOW AVERAGE, 2-2.5 AVERAGE, 2.5-3 GOOD, 3-4 VERY GOOD		
	BAD PERFORMANCE		

3 INNOVATIVE SMART-SPECIALISATION OPPORTUNITIES FOR ATTICA 2020: TOURISM

Vision: “Attica: The Mediterranean Capital”

Goal: Attica as an All-Year Round Tourist Destination and as the most developed Tourist Region in Eastern Mediterranean

Description: An innovative, integrated and multi-aspected touristic product comprised of the following parameters:

Athens: A Globally Recognised All-Year Round City Break Destination with emphasis on cultural, city break and conference tourism

Attica’s Southern-Eastern-Northwestern Bay & Saronic Islands: Sea-Diving-Sailing Tourism

Piraeus: The Eastern Mediterranean Cruise Centre

Innovative Features: Integration of different touristic aspects into one single all-year round touristic product by combining a unique variety of alternatives with modern infrastructure and environmentally sustainable policies.

STRENGTHS

- Unique Combination of Mediterranean weather, a very extended bay front, a vibrant capital life and globally renowned cultural sights
- Important Archaeological Sites & Acropolis New Museum
- Cruise & Passenger Port of extended capacity (Piraeus)
- Developed and Modern Marinas
- Main International Airport of Greece
- Hub for Travelling to Aegean Islands
- Proximity to numerous other touristic sites (Nafplion, Chalkida, Aegean, Southern Peloponnesus)
- Saronic Islands
- Attica’s South Bay (suitable for further tourist development)
- Relatively unexploited Eastern and North-western Bay

OPPORTUNITIES

- Further Upgrade of Piraeus Cruise Facilities and Development of its Hotel and Conferences Facilities
- Development and Exploitation of Elliniko Bay Area and Transformation to Large Marina-Hotel-Conference-Green Development Centre in connection with nearby Phaliron Bay large-scale regeneration programme
- Further Development of Attica’s South, Eastern and North-western Bay Marinas as well as Saronic Islands Marinas Facilities and integration to a common system for sea and diving tourism
- Radical Regeneration of Athens City Centre
- International Private Investments
- Resolution of the Financial Crisis

WEAKNESSES

- Severe Urban Decline especially in Athens Historical Centre
- Lack of Public Funds for Development Projects
- Lack of Local Private Investment Funds
- Inefficient and Bureaucratic International and National Investments Regulation and System
- Expensive Airport hindering its use as hub for travelling to Aegean Islands
- Relatively underdeveloped hotel infrastructure

THREATS

- Further Economic Depression
- Further Urban Decline of Athens
- Further Political and Social Instability
- Reduction of ERDF Funds for 2014-2020
- Strong competition from other Mediterranean cities
- Development of other region’s international airport infrastructure (bypassing of Athens as intermediate station towards Aegean Islands)

3 INNOVATIVE SMART-SPECIALISATION OPPORTUNITIES FOR ATTICA 2020: PORT OF PIRAEUS

Vision: “Piraeus: The Largest Port in Europe, The Maritime Gate to EU Markets”

Goal: Piraeus as the Largest Combined Passenger & Cargo Port in Europe, one of 10 top Ports globally and the most important gate for Asian Imports in Europe and a Distribution Centre for Imports/Exports in South-eastern Europe and Eastern Mediterranean

Description: The development of a state-of-the-art, modern, integrated and multiaspected port activity.

Cargo Sector: Dramatic Development and Upgrade of Capacity combined with logistics and maritime services sectors’ development.

Cruise/ Passenger Sector: The Eastern Mediterranean Cruise and Sea-Tourism Centre combined with modern Urban Transportation/Hotel/Shopping Infrastructure

Innovative Feature: Integrating all aspects of port activity (cargo, passengers, cruises) into one single Port Product, radical modernisation of infrastructure and facilities and interconnection of port activity’s development to the development of maritime services, logistics and tourism sectors.

STRENGTHS

- Excellent Strategic Location in the middle of Greece and Eastern Mediterranean and in the bottom of South-eastern Europe
- Already extended cargo capacity, one of the largest cargo ports in Europe and great tradition as an international port
- 2nd Passenger Port in the World
- Largest Port (both cargo and passenger) in Eastern Mediterranean
- Already important East-Mediterranean Cruise Hub
- Ongoing investment by COSCO: upgrade of Pier II and Construction of a 3rd Pier and attraction of large multinational transporters and exporters (eg Hewlett-Packard)
- Ongoing construction of International Cargo & Logistics Centre and connection with International Cargo Railway Network
- Ongoing extension of Metro towards Piraeus
- Use of International (and not national) funding for infrastructure development
- Development irrelevantly of the national financial crisis

WEAKNESSES

- Lack of Adequate Hotel/Shopping Infrastructure
- Decline of the Surrounding Urban Environment
- Lack of Adequate Road Infrastructure near the Port

OPPORTUNITIES

- Further COSCO’s Investments and Future Development of a 4th Pier
- Potential MSC additional Investment
- Upgrade of Hotel/ Conference, Cultural and Shopping Services Infrastructure
- Full Privatisation of the remaining state-controlled facilities
- Further Development of the Cruise Sector & Connection with Regional Touristic Development
- Development of nearby maritime industry cluster/centre as part for the development of the deprived coastal area of Drapetsona
- Further upgrade of nearby logistics centre

THREATS

- Further Political and Social Instability
- Competition from Thessaloniki Port (low impact)
- Lack of cooperation from the Central Government and minor social reaction

3 INNOVATIVE SMART-SPECIALISATION OPPORTUNITIES FOR ATTICA 2020: WASTE MANAGEMENT TECHNOLOGIES/ CLEAN ENERGY

Vision: “Transforming our Present Weakness into Future Opportunity: Attica as a Centre of Excellence for Sustainable Waste Management and Waste Economic Exploitation”

Goal: Attica specialised in Large-Scale Waste Management Methods & Technologies with a focus on the development of the full spectrum of any related activities, including biofuel production

Description: The development of a state-of-the-art and modern infrastructure for solid and liquid waste treatment and the formation of a whole new sector related to all aspects of waste treatment (including supporting services), as well as sub-products’ processing and exploitation. Function as interregional centre for urban or farming waste treatment for the production of biofuel and fertilisers.

Innovative Feature: Relating environmental sustainability to innovative entrepreneurship in the field of a public utility. Utilising a public utility infrastructure and a public service offered to citizens for technology and know-how transfer and integration into local enterprises by benefiting from economies of scale and economies of scope, in order to develop a whole integrated sector of interrelated sub-sectors.

STRENGTHS

- Supporting an area of more than 3.5 million inhabitants
- Ongoing Planning and Implementation of Large-Scale Solid and Liquid Waste Management Plants (funded by ROP 2007-2013)
- Nearby Farming Areas producing large quantities of organic waste

WEAKNESSES

- Delays in the implementation of the Waste Management Planning
- Uncertain Location of some of the Plants due to Reactions/ Legal Disputes
- Lack of Cooperation from Municipalities

OPPORTUNITIES

- Transfer of Know-How as a consequence/offset of the construction of the Plants
- Development of supporting/related sectors (logistics, transports, sub-products process, services)
- Bio-fuel production from waste
- Re-use of treated/sanitised water for farming
- Production of fertiliser from organic and farming waste

THREATS

- Strong Reactions from Citizens
- Further Economic Depression
- Further Political and Social Instability
- Reduction of ERDF Funds for 2014-2020

4Cs & Our RIS3 Vision/ Paradigms

CHOICES & CRITICAL MASS

Selection of a Limited Number of Areas where our Region maintains Unique Strategic Assets, Strengths & Opportunities and can be deemed as belonging to Top EU Regions

COMPETITIVE ADVANTAGE

Combination of Significant Regional Strengths with Emerging Opportunities (S-O Strategy), High already existing and/or developing Activity, Tradition, Know-How, Skills & Expertise of Regional Enterprises, High Number of already existing and/or under creation jobs and Regional Economic/ Social Interests and already Expressed from Business Community/ Local Society Needs (entrepreneurial discovery process)/ Additionally, the Selected Sectors are able to produce immediate and self-sustainable economic results and boom with little further intervention after the Public Investment, thus allowing for rapid Investment Recovery and development funds' re-use (high investment efficiency ratio).

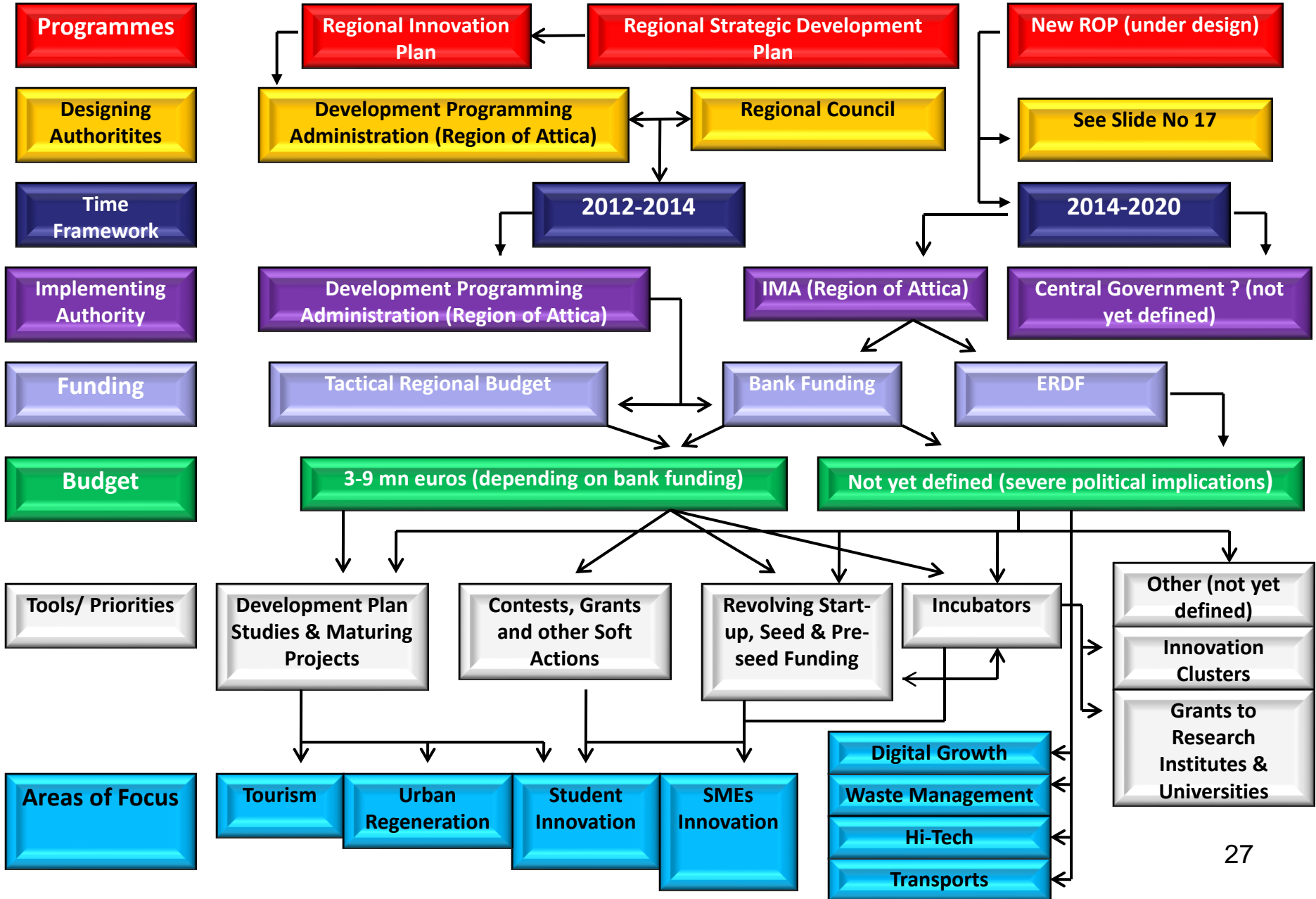
CLUSTERS & CONNECTIVITY

Focus on the Selection of Sectors where Significant Economies of Scale & Scope can be achieved and clustered activities already pre-exist. Investments on these Sectors may generate the subsequent development and innovation directly in a variety of supplementary sub-sectors, as well as indirectly in most of the other Regional Services & Manufacturing Sectors, so as to leverage the development and employment impact on a Regional Level. Especially regarding Port Activities & Tourism, the characteristic of Connectivity to other EU related Sectors is intrinsic.

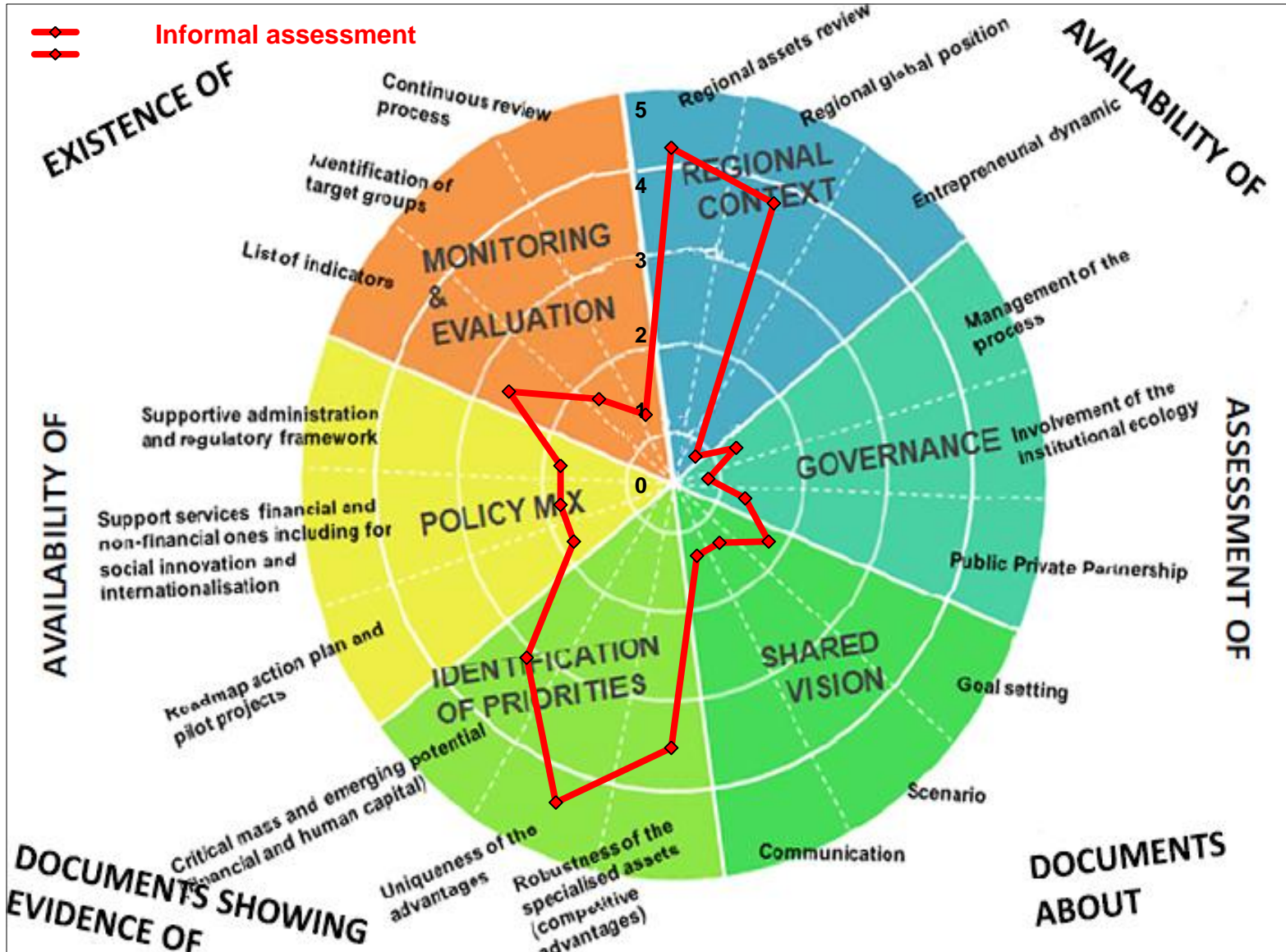
COLLABORATIVE LEADERSHIP

The Selected Sectors are able of producing Maximum Private Sector's Mobilisation with Minimum Public Involvement. Public Intervention will be limited to providing support and motives, as well as Public Infrastructure Investments. Private Sector is willing to further fund itself R&I in the respective areas, while the overall Society receives simultaneous benefit from both the concrete and rapid results of these investments to employment and income, as well as directly from the Public Infrastructure itself (all-win strategy).

RIS3 Implementation Action Plan



Our Self-Assessment



Summary & Next Steps 1/5

What is needed (in the short and medium term) to develop a good RIS3 in Attica?

A. External Factors (ESSENTIAL)

1. A clear decision about next ROP's ERDF funding and the amount of disposable funds for our Region.
2. A political/economic solution to National Economic Crisis.
3. A significant improvement in banking and financial sectors, in order to increase liquidity and funding opportunities.
4. A radical restructuring of Public Universities & Research Centres Organisational, Financial & Research Management System and Philosophy

These externalities will decisively determine the efficiency/ success of our RIS3 and this is the weakest point of our analysis/ preparation for the Next Programming Period.



Summary & Next Steps 2/5



B. Internal Factors

1. Establish a formal & permanent mechanism for continuous (“real-time”):
 - a. assessment of the impact of measures at regional level on the basis of long-term outcomes and efficiency and dynamic overall development/social welfare indicators
 - b. adjustments’ design & implementation.
2. Increase consultation with interested stakeholders and specifically the level of their views’ impact on ROP revisions and monitoring.
3. Create a permanent framework for formal consultations with regional stakeholders for the whole 2014-2020 Programming Period.
4. Diversify regional priorities and policies from national ones and define them as a result of a consensus with regional stakeholders.
5. Establish a dedicated unit within the framework of regional administration with full competences on the design, implementation, monitoring and evaluation of regional policies (strengthen the role of Regional IMA).
6. Decrease the critical role of central government in policy making and its coexistence within the same thematic areas as regional authorities.

Summary & Next Steps 3/5



7. Relate the funding of innovative investments to the criteria of economic self-sustainability, extroverted character, creation of new jobs and potential for attracting/create future private (and especially foreign) investment.
8. Relate the funding of regional public research and higher education institutes to the criteria of abidingness to specific regional needs, research applicability and transferability to the private sector.
9. Focus funding on the transformation of the currently nominally triple helix structure (actually double helix) into quadruple helix innovation structures.
10. Establish a clear and comprehensive vision for the future of the region by combining an economic development strategy, a social strategy and an environmental strategy.
11. Establish a consistent use of policy intelligence tools.
12. Facilitate the shift from top-down incentives to bottom-up projects.

Summary & Next Steps 4/5



13. Facilitate the funding methodology shift from short-term non-refundable grants to long-term refundable support and revolving funding mechanisms.
14. Facilitate the funding methodology shift from temporary calls of interest (under deadline) to permanently open and stable measures.
15. Establish funding mechanisms able to cover wide areas of business costs/investments (including working capital and R&D investments).
16. Establish a minimum-bureaucracy fast-track proposal evaluation, funding and investment monitoring regional system.
17. Enrich the enterprises' funding opportunities with a wide variety of customisable alternative funding tools interchangeably and cumulatively disposable at the option of the entrepreneur.
18. Focus on opportunity innovative entrepreneurship and on young innovative entrepreneurship.

Summary & Next Steps 5/5

➤ What are our next steps?

- Intensify Consultation Procedures, Enhance their Inclusivity & Representativeness, Prepare the Regional Development Congress and Finalise our Regional Development Plan within the framework of Administrative Circulars
- Continue the effort for maximising ERDF funds disposable for Attica during 2014-2020
- Continue the effort for more Institutional Independence and transfer of designing and implementation powers to Regional Level

➤ What are our most significant challenges?

Acquire Full Control on our Region's RIS3 & Development Policy Planning and Implementation



Achieve a Regional RIS3 & Development Programming with the Active Participation of Region's Business Community & Citizens



Customise RIS3 to our Regional Individual Needs, Assets, Abilities, Potential & Long-Term Development Vision

➤ What are our expectations from Smart Specialisation?

Halt Recession, Reduce Unemployment/Brain Drain/Young People Emigration, Recover from the Severe Economic Crisis, Maintain Social & Economic Cohesion and Create a New and Viable Long-Term Regional Development Model based on Extraversion, Healthy, Productive & Non State-Reliant Entrepreneurship as well as International Competitiveness and focused on Enhancing Overall Social Welfare

Our Expectations from the Peer-Review Workshop 1/2



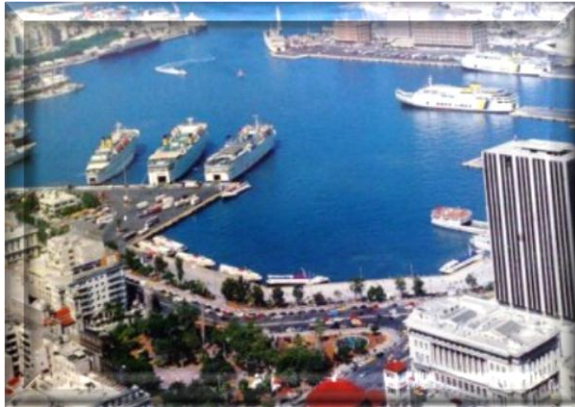
We would like to receive answers and suggestions regarding the following issues:

1. Given our lack of expertise in RIS3 design and the high cost of receiving support from private institutions and researchers how could we receive relevant technical support?
2. How should we conduct “Alternative RIS Scenarios Evaluation” analysis as a part of our RIS3 design?
3. How should the “stakeholders participation” process be structured, guided, managed? What optimal procedural paradigms could be suggested?
4. How could we assess which economic sectors should be given priority to during 2014-2020 Period? How could we compare our regional sectors to EU ones and evaluate which of them can be competitive on EU level?
5. Which best practices could be used for assuring that ERDF-subsidized cluster initiatives may be sustainable after the subsidization period?
6. How could innovative public procurement policies be compatible with EU Procurement and Competition Law ? We would appreciate the suggestion of any best applied practices available (especially focusing the “compatibility” criterion)?

Our Expectations from the Peer-Review Workshop 2/2



7. How could we combine a RIS3 with a Social Policy Mix funded by ERDF with an emphasis on regarding increasing employment opportunities?
8. How a RIS3 can be designed and applied in a Region suffering from severe national recession? Recession affects any effort for innovation and innovative development may become an unachievable goal for a region suffering from severe GDP reduction. How could a RIS3 assist in recovery efforts?
9. How RIS3 can function as a catalyst for attracting foreign investments in the Region?
10. How could we decrease RIS3 over-emphasis on high-tech sectors, clusters Research Centres and Universities and focus it on our real Regional Strategic Development Priorities, Assets & Opportunities?
11. How could we build real consensus regarding our RIS3 amongst our business community, citizens and overall society?
12. We would like to build/participate in a network of Regions with similar problems (facing the impact of economic crisis).



Thank you for your
attention



REGION OF ATTICA

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