

Lower Austria: Development and implementation of RIS3 priorities



| | |
|------------------------------------|------------------------|
| Area: | 19.178 km ² |
| Population 2013 | 1,618 mio. |
| Person employed 2012: | 580.130 |
| unemployment rate 2012 (national): | 7,1 % |
| economic growth 2013: | 0,4% |
| GDP 2012: | € 49,6 bill |
| R&D expenditures 2012: | 759 Mio |
| R&D share on GDP 2012: | 1,53 % |



Norrköping, 1-2 April 2014
Doris Mayer, Government of
Lower Austria, economic dep.

Key challenges

- Lacking critical mass in public R&D:
Vienna as Austria's R&D hub in the middle of NÖ, but own province
- Lacking critical urban agglomeration:
low population density - 83 people per km²,
capital St. Pölten only 50.000 inhabitants,
> 410 km rural border region
- Highly diversified economy,
no strong sectorial specialization
- Dominated by very small companies



Lower Austria needs to

- Create its unique selling proposition, no duplication of other regions
- Collaborate with neighbour regions
- Create critical mass in R&D and Innovation in niche technologies
- Facilitate innovation also in rural areas, foster innovation capacity

Brief overview of your country's work on RIS3: Status



Based on: SWOT, needs of clients/companies, trends and challenges, potential for excellence

Implemented: Steering Committee, full commitment

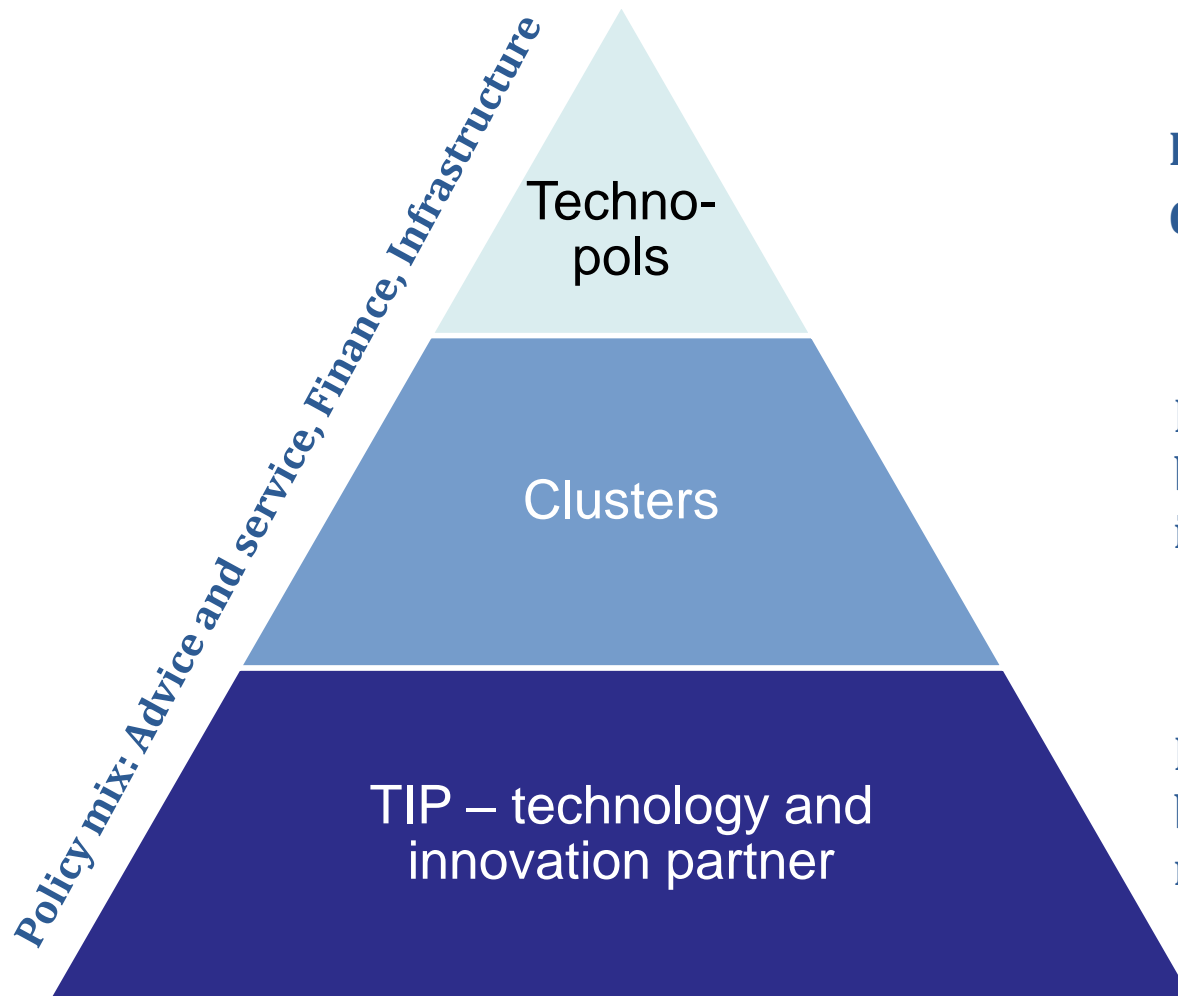
Steered by: Balanced Score Card (BSC)

Monitored and evaluated: continuous improvement process (CIP)

Integrated: national and European



Lower Austrian Innovation Pyramid (S3 priorities)

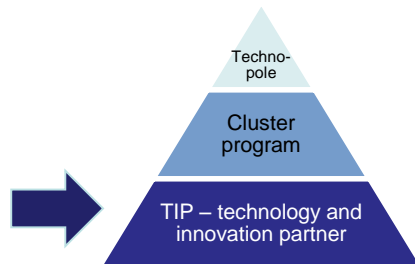


**Innovation and Technology
Centers: 4 locations**

**Innovation - sector
based: 5 cluster
initiatives**

**Innovation - territory
based: covering the entire
region and all companies**

Lower Austrian Innovation Pyramid (S3 priorities)



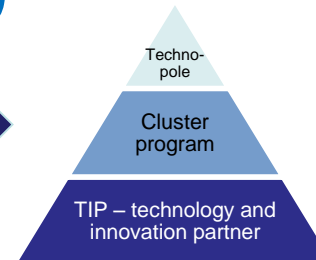
TIP – Technology & innovation partner



- Local contact point with proactive approach to mobilise innovation potential regardless of sector
- Coaching of firms and R&D projects
- Technology screening, patenting and licensing support
- Award for innovation, sounding needs of enterprises

Lower Austrian Innovation Pyramid (S3 priorities)

Cluster program



- **Green Building Cluster (2003)**
Focus: energy efficient construction and refurbishment, healthy interior environments
- **Food Cluster (2009)**
Focus: food safety, regional and bio-products
- **Plastics Cluster (2005)**
Focus: bio-plastics
- **Mechatronics Cluster (2010)**
Focus: energy efficiency in production processes
- **Logistics Cluster (2008)**
Focus: modal split, bundling (empty runs)
- **E-mobility initiative (2010)**

Stopped: Automotive, Wellbeing

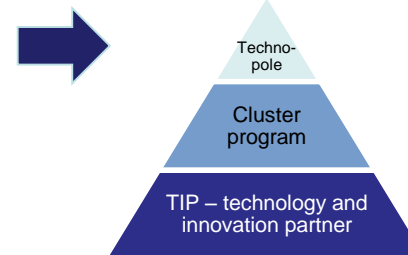


Lower Austrian Innovation Pyramid (S3 priorities)

Smart Specialization through clusters



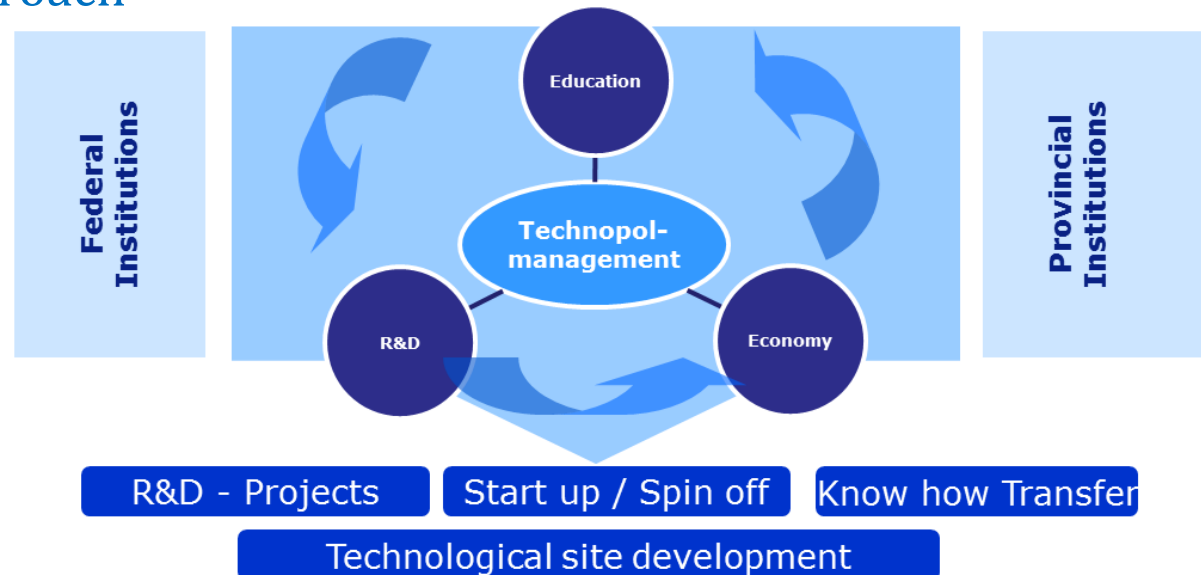
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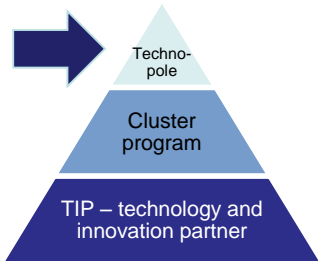
Technopols

- **tasks:**

- Strengthen the regional strengths and develop regional potentials
- Create critical mass in a selective way on specific spots
- Involvement of all relevant actors and stakeholders due to Triple Helix Approach



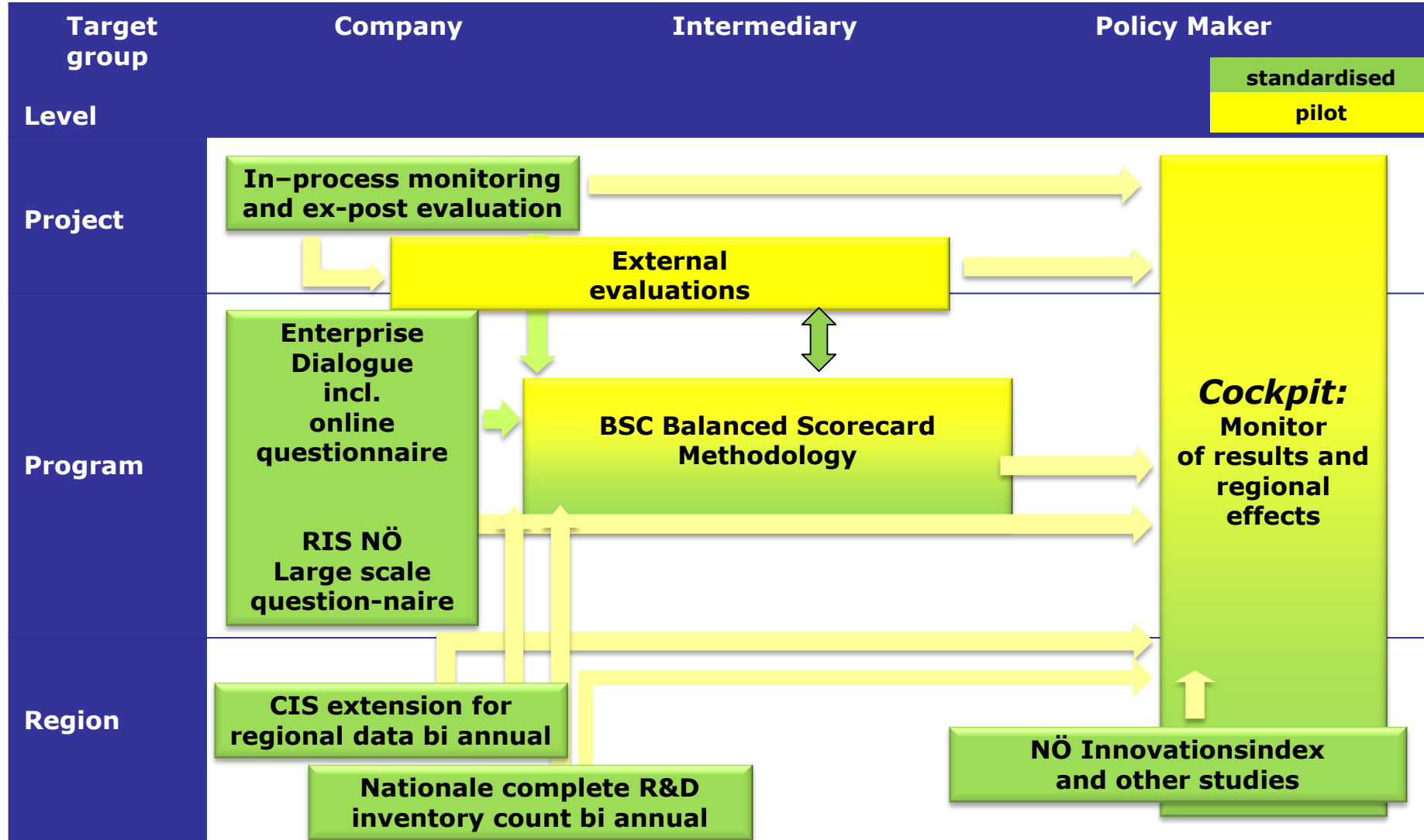
Towards a strategic policy-mix to support the S3 priorities



Technopols

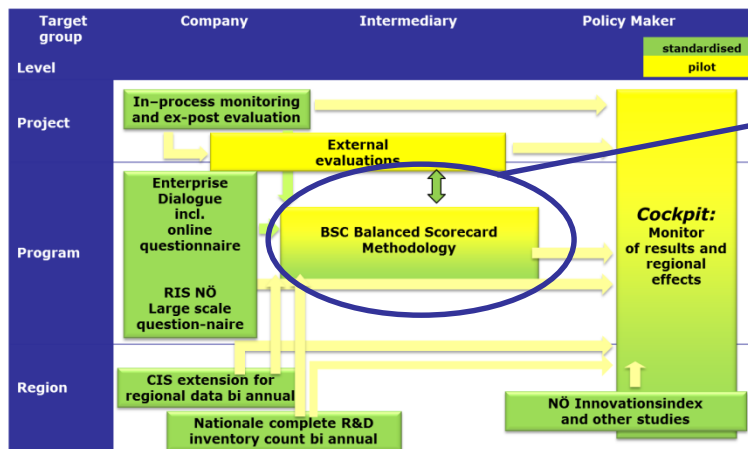
- **Technopol Krems: Medical biotechnology**
focus: „regenerative medicine“
e.g, extra corporal blood-purification, tissue engineering, cell therapy
ICT -visual computing
- **Technopol Tulln: Agro- and environmental biotechnology**
focus: plant- and animal-production, (bio)-analytics, natural materials
technology, environmental biotech
- **Technopol Wr. Neustadt: Medical and Material technologies**
focus: materials, sensors, tribology, medical-technology, surfaces

Integration of monitoring and evaluation mechanism

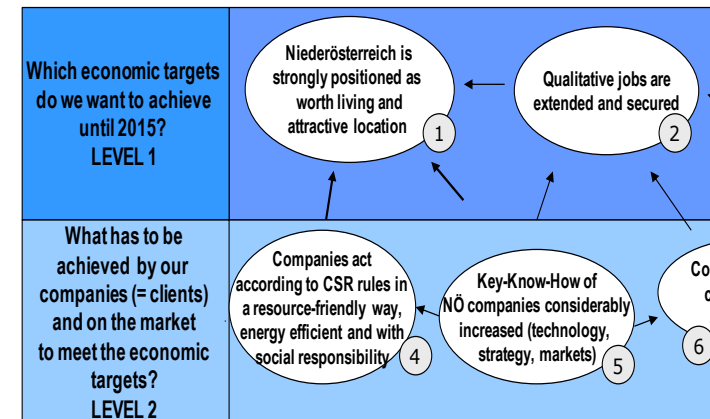


Adapting your RIS3 and the priorities: Mechanism

Monitoring Impacts of Regional Innovation Policy



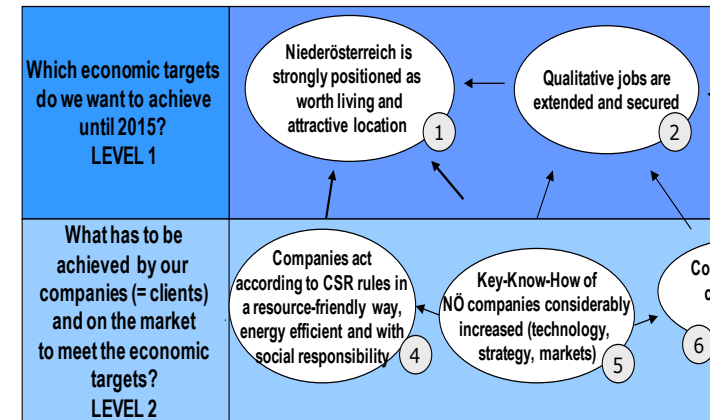
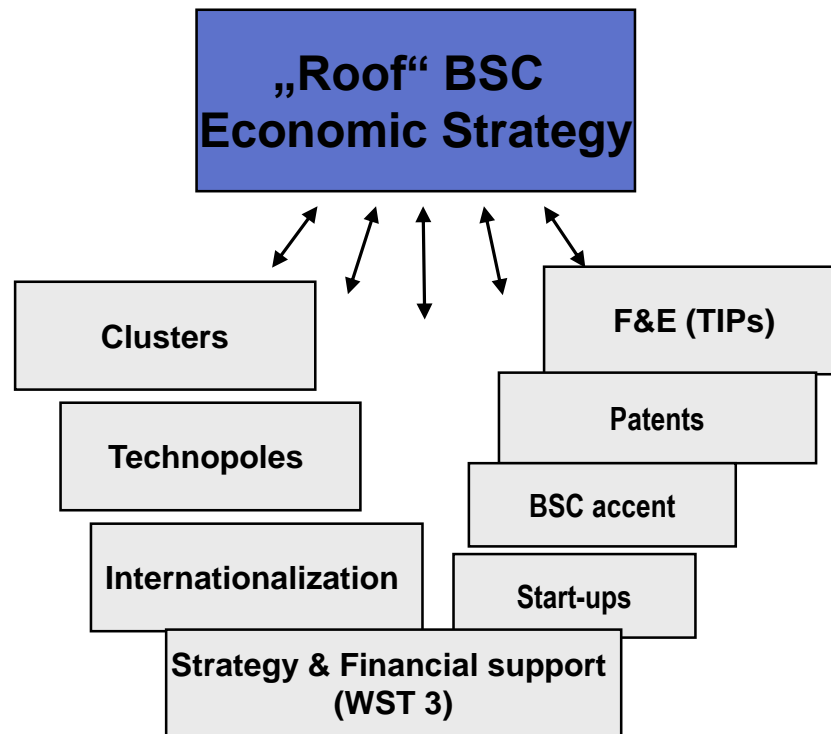
BSC – Balanced Score Card



- Which economic objectives do we want to achieve by 2015?
- What do we need to do for our customers and in the market in order to reach these economic objectives?
- Which processes do we require to achieve excellence and to reach our customer, market and economic objectives?
- What must we learn and where must we innovate in order to achieve our process, market and economic objectives?

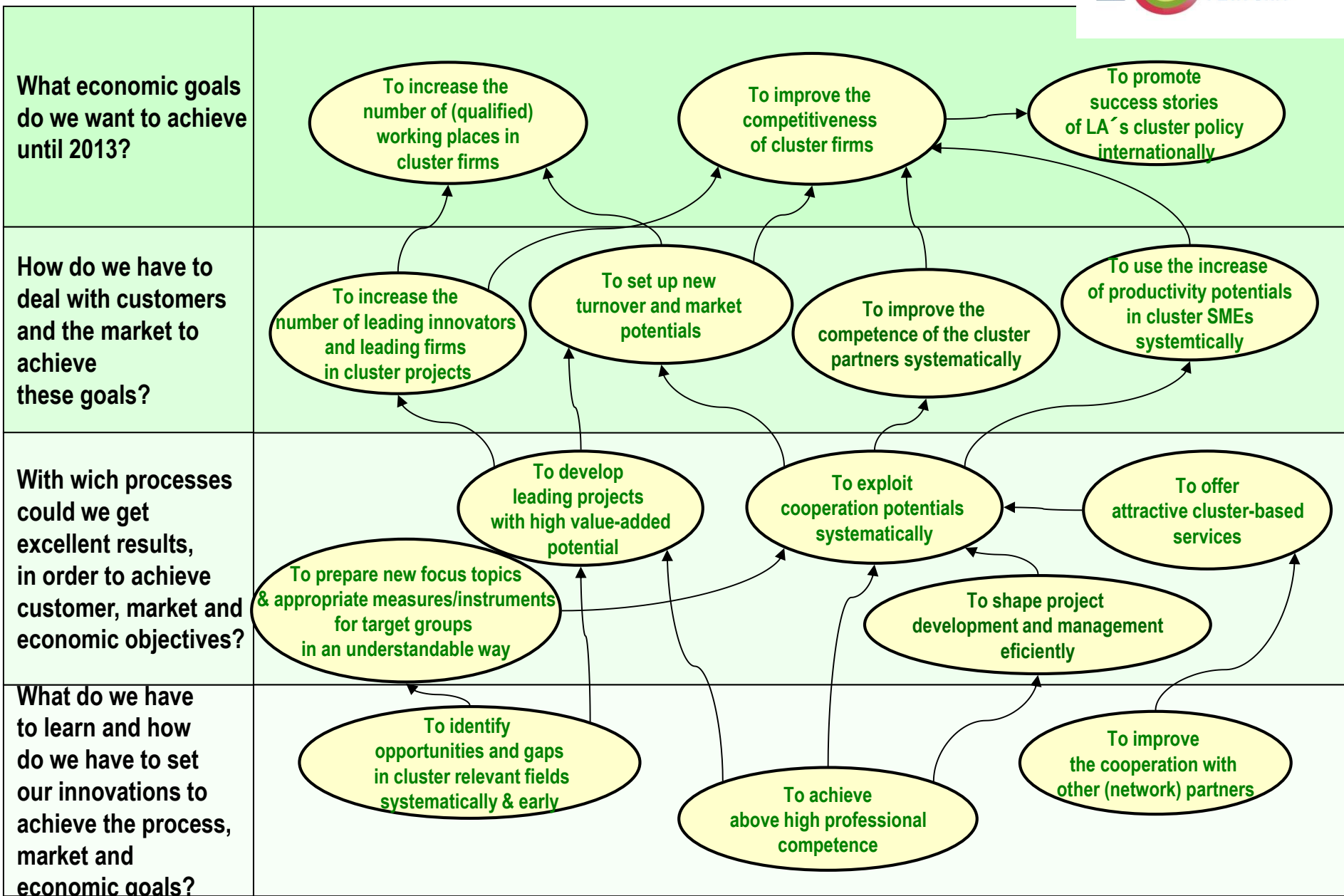
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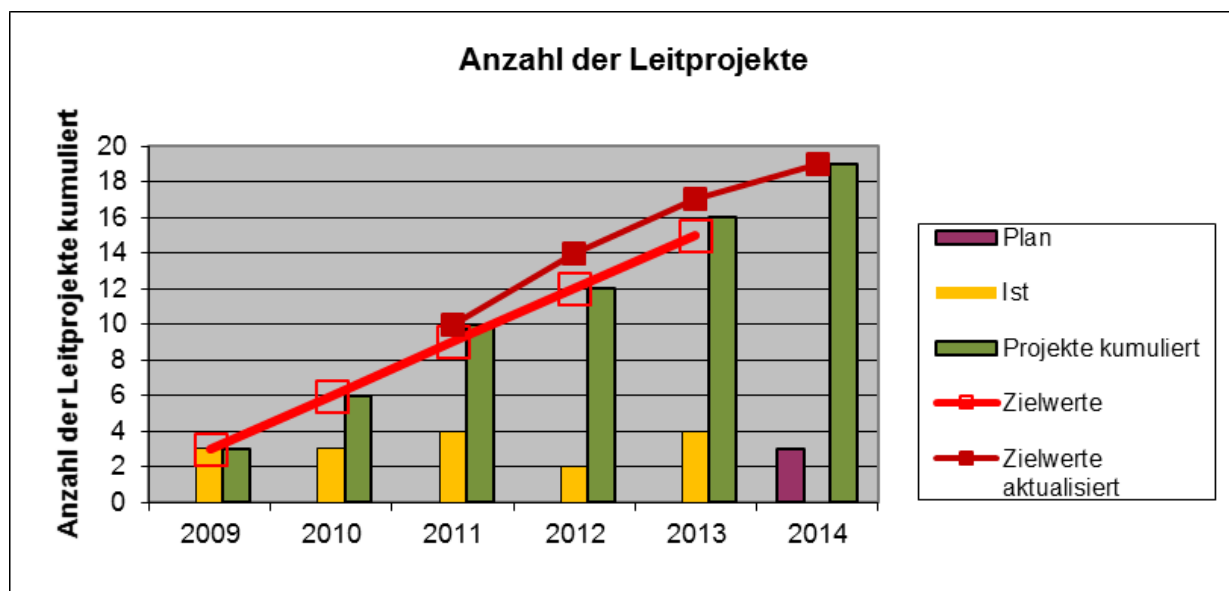


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Measurable indicators

Example Scorecard Cluster



Example Scorecard Cluster: Number of leading projects

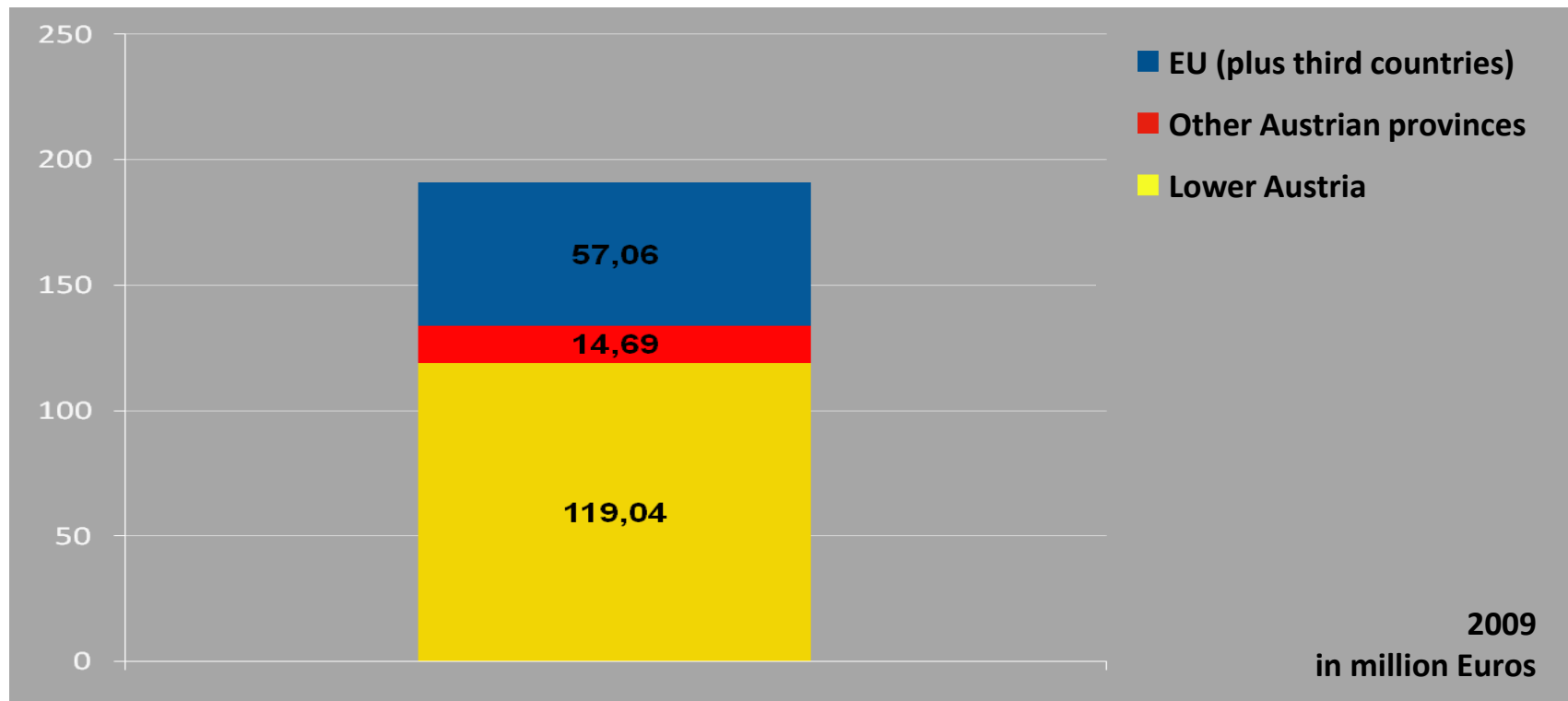


Anzahl der Leitprojekte

| Plan/Ist | PLAN 2013 | IST 2013 |
|--------------|-----------|----------|
| BEUC | 0 | 1 |
| KC | 2 | 2 |
| LC | 2 | 0 |
| LMC | 1 | 0 |
| MC | 1 | 1 |
| Summe | 6 | 4 |

Example Scorecard Technopol – Measurable indicators

Technopol: Overall Economic Effect - Gross Value Added



Stakeholder Engagement & Intervention

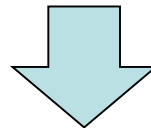
Requirement within BSC to have an ongoing strategy reviewing process

External

- Enterprise Dialogue with minister and top management representatives – once a year
- thematic small dialogues with minister on demand
- RIS Steering Committee – once a year
- Online Large Scale Questionnaire – every 5 years
- Bi-annual meetings with key stakeholders (chamber of commerce, federation of industries)
- Steering committee of Clusters

Internal

- Top-level: Bi-annual strategy meetings (top management + minister)
- Programm Level: Bi-annual BSC reviews



Inputs lead to changes/adaption of strategy

Summary



- **Conclusions:**

- BSC as planning, monitoring and evaluation tool well established and accepted within network
- No strict specifications top down regarding priorities
- Overall Strategy as basic framework - no priorities included, priority development on program level, continuous reviews and adaption through BSC monitoring

Summary and next steps



- **Issue 1: Balance between broad approach and narrow priorities (innovation pyramid)**
 - *Why: overall aim is to foster innovation on low , medium and high level*
 - *What has been done:* different programmes with different scopes were developed
 - *What worked:*
 - good cooperation between different programmes
 - one BSC Review for all Clusters – new ideas and synergies
 - adequate policy mix on all three levels
 - *What did not work:*
 - at the beginning cooperation between programmes

Summary and next steps



- **Issue 2: Continuous monitoring (BSC)**
 - *Why:* need for sustainable and holistic planning, monitoring and evaluation tool
 - *What has been done:* BSC has been introduced as the one and only planning and monitoring tool
 - *What worked:*
 - Process of bottom up development
 - fully accepted as the one official strategy (allocation of budget is linked to it)
 - Good degree of information: both for minister and operational level
 - leaves room for changes or improvement
 - *What did not work:*
 - at the beginning a lot of skepticism
 - Time frame (took very long to introduce it)

Summary and next steps



- **Issue 2: Process of further development of priorities (focus on process of how changes can be made)**
 - *Why:* need for flexible adaption of strategy through strong involvement of stakeholders (especially companies) with strong political backing
 - *What has been done:*
 - different formats of stakeholder involvement have been developed (enterprise dialogs, online questionnaires, Steering Committee)
 - BSC has been introduced
 - *What worked:*
 - Monitoring through BSC is a sound basis for changes

Any questions?



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