

# SMART SPECIALISATION FOR THE RECOVERY

*online workshop*

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Experiences on Smart  
Specialisation 2014-2020

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#SmartSpecialisation



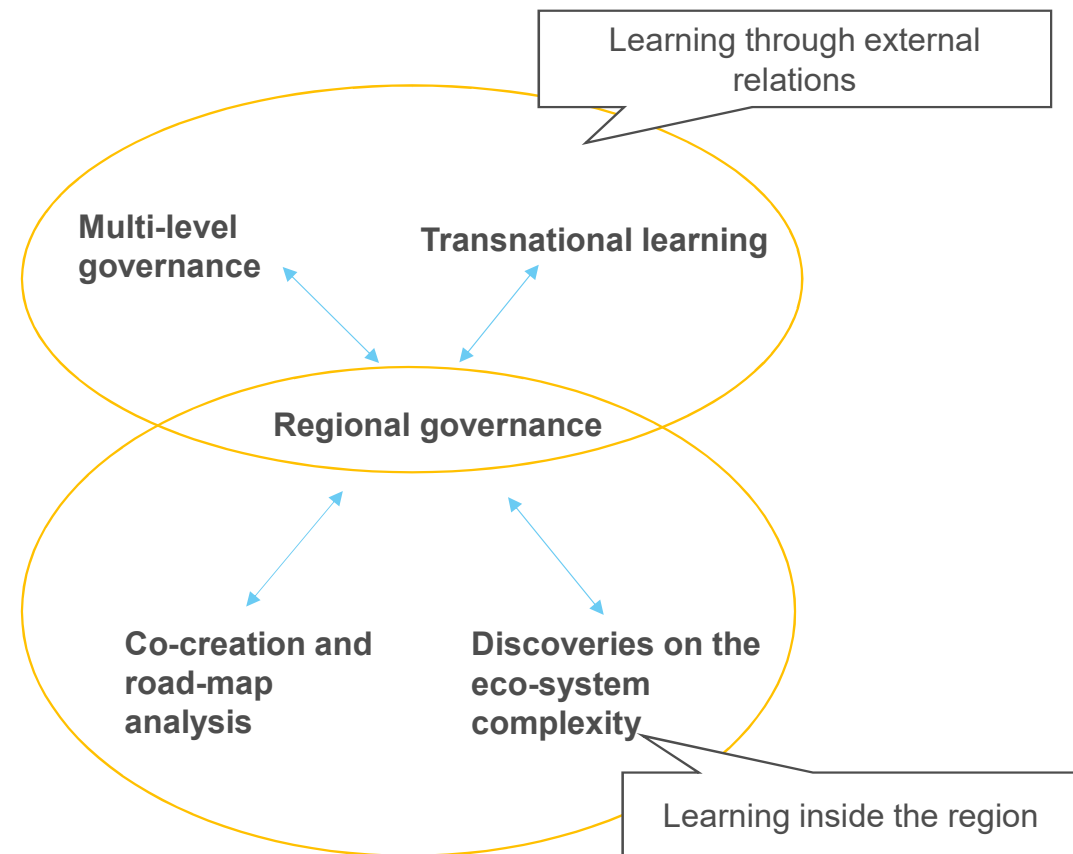
European Committee  
of the Regions



European  
Commission

# Experiences on Regional Governance and Entrepreneurial Discoveries in 2014-2020

- Co-creation to mobilize stakeholders for partnership building and development of road-maps
- Discoveries of ecosystem complexity for understanding of the policy context
- Multi-level governance for aligning of policies with the national and European level
- Transnational learning to support the process through knowledge, development inspiration and “critical mass”
- Regional governance that learns, concludes and acts on conclusions



# Learning inside the region

## Key messages on co-creation

- Yes, it is possible and when well conducted it may influence managerial sense-making of new business opportunities and need to change the business model
- It however requires a continuous interactive and validated and recurrent methodology a fixed format and intermittent repetitions.
- Stakeholder analysis and understanding of motives are vital and will become pivotal when applying smart specialization for the Green Deal
- The process has put us in a better position to absorb the recovery funds, that now are being rapidly available, in future oriented projects

## Key messages on discoveries on the innovation eco-system

- Leading MNE companies with SMEs in the value-chain. The digitalization implies challenges of global sourcing and adoption to new SME business models
- The Green Deal will increase the demand for RES-technologies, but it will also stiffer an already hard global competition
- We have observed that the companies have higher “expectations” on both universities and the public sector compared to five years ago, we need to match that with also a higher “experience”

# Learning through external relations

## Key messages on multi-level governance

- In Finland we have a centrally-led “dirigiste” innovation system governance even if there has been some movement in the thinking. In practice there is sufficient flexibility in the strategies to adopt to regional needs. However, this makes it difficult to conclude on policies on a system level.
- Tapping into regional heterogeneity is a source of innovation but it requires a granularity and understanding of the challenges that cannot be coordinated from top-down.

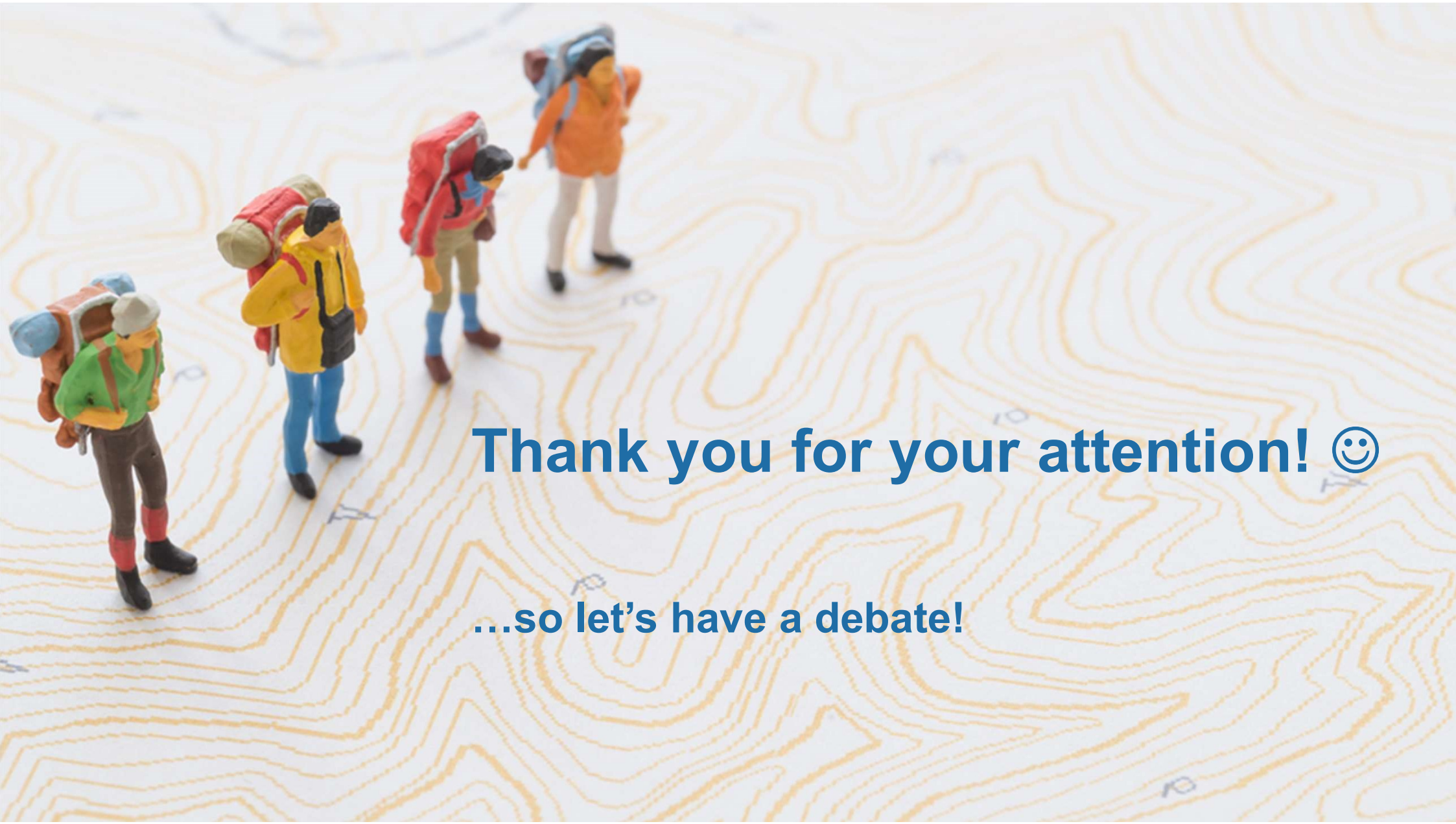
## Key messages on transnational learning

- Regional innovation system have different drivers and innovation modes, tapping into this is a source of transnational learning
- Transnational learning is likely to be the most “low-hanging fruits” for innovations particularly among innovation followers
- We are likely to face some “institutional exhaustion” in the process and transnational learning may function as “critical mass

# Regional Governance acting on discoveries

## Key messages on Regional Governance

- Smart specialization needs proactive governance. The capacity problem in this process is likely to form a smaller problem than motivational and inspirational issues. The tradition and incentives working in regional administration is not in engaging in a discovery process but in administering and distributing funds.
- Political processes mobilize on opportunities and/or threats. Already well-off regions are likely to truly engage in the process, peripheral regions are more likely to suffer from “institutional exhaustion”.
- The public authorities should focus on making the innovation system work and unlock the innovation system potential instead of moving too fast into economic interventions.



**Thank you for your attention! 😊**

**...so let's have a debate!**