# Northern Netherlands

**N-NLs - "Assessment of Smart Specialisation Strategies implementation and impact"**

- Over the past year N-NLs have been working on their new RIS3 for the period 2021-2207
- Assessment / evaluation of the current RIS3 (2014-2020) have shown:

+:

- there is an appetite amongst regional companies to be more innovative
- there is a culture of openness and interaction at the operational level
  (The number of these large scale collaborative infrastructures is genuinely impressive at a European comparative dimension)
- there genuinely seems to be an acceptance in the region of the shift towards a challenge driven approach to regional innovation
- there is an absence of a lot of ex officio involvement in regional innovation discussions
- there are a number of what could be called "institutional entrepreneurs" who understood the way that funding instruments worked, who understood the political and policy context and who understood their own institutions

-:

- There is a need to create a body that exerts genuine regional leadership
  (The Northern Netherlands has the potential to function as a knowledge economy more efficiently at the level of the North than as three separate provincial knowledge economies.
  Groningen is the primary core and with the correct infrastructures the whole North can benefit from its urban strengths. But this is undermined by policies which seem to reflect a deep seated belief that each province has its own sectoral strengths, and all the activities in the north in that sector should be clustered in that province.)
- The greatest governance challenge facing the north of the Netherlands, in getting the necessary flexibility, creativity and dynamism amongst policy-makers and innovation agents in an extremely mature innovation ecosystem.
  - Part of the rigidity arises in part from the general sparseness of the ecosystem – the reality is that the people with the time to deliberate on possible strategic developments are those that come from the most successful elements of the ecosystem rather than those with the greatest potential.
  - This is reinforced by the fact that a programming mentality in which the delivery of KPIs is used as a management tool, building up small interactions does not produce the necessary outputs to indicate success.
  - Finally, there is a strong segmentation in the innovation governance, as individual clusters and networks are primarily concerned with their own survival and sustainability locally rather than delivering abstract improvements at a regional level.

*(HESS N-NLs case study Fieldwork report - In 2019-2020, N-NLs participated as a case study region in JRC project Higher Specialisation for Smart Specialisation)*

↓

Contrast: culture of openness and interaction at the operational level

↕ vs

need genuine regional leadership

## Policy governance

- Complex political structure with three provinces, each with strong identity
- 2014-2020: regional RIS3-governannce was envisaged and designed → led to installation of Northern Innovation Board (NIB)
- NIB didn't take/gain full responsibility

↓

2021-2027: working on major improvements

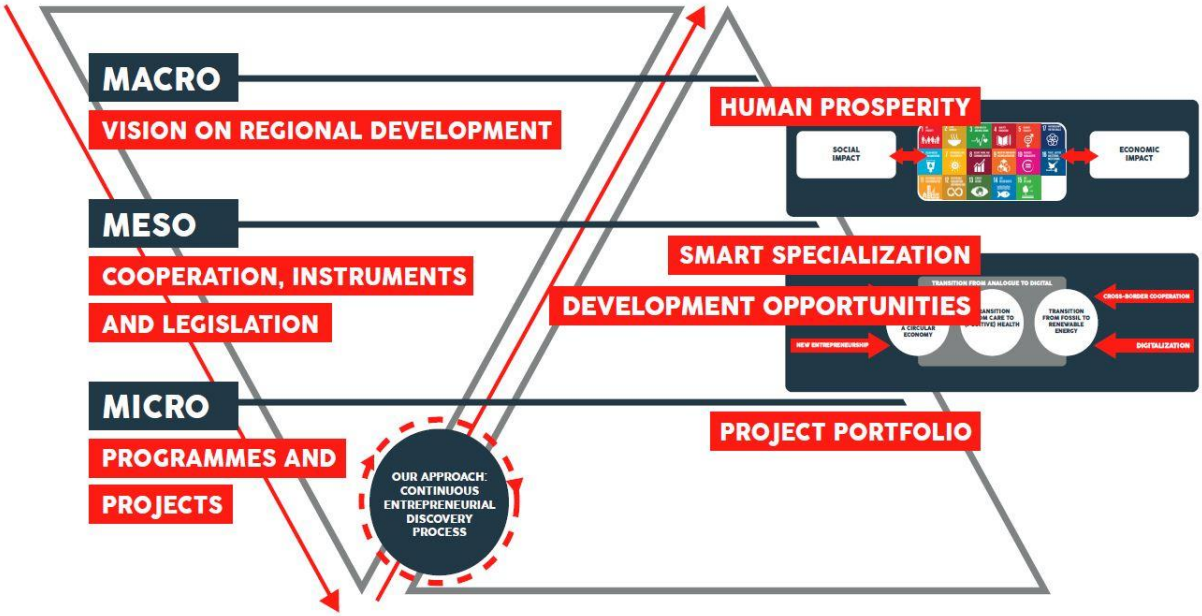



**Figure 2. Multi Level Governance**

(*RIS3 N-NLs 2021-2027)*

<u>Coordination at three levels</u>

- We have learnt from implementation in the period 2014–2020 that there is a greater need for joint ownership and for the coordinated management of implementation and progress monitoring for RIS3.
  ↓
- Working towards an integrated, three-level governance model:

  - macro level – ownership strategy and common vision on regional development
    → further development Economic Board Northern Netherlands
  - meso level – operationalisation of strategy
    (continuous EDP, implementation programmes/instruments, monitoring)
    → further development existing RIS3 consultative platform

- micro level – programmes and projects
  project ideas and initiatives are shared at an early stage among all relevant stakeholders
  → further development Matrix table.

- Positive signs: enthusiasm and broad commitment in region for the new 2021-2027 RIS3 strategy.
  Reflected e.g. in the way the design of the strategy and the entrepreneurial discovery process has been organized - illustrates maturity and progress made:
  - 2014-2020
    - RIS3 design and EDP almost completely separate and 'purpose built' processes: large scale 'RIS3- design meetings, workshops, focus groups ..'
    - Worked well, appropriate way to do things then – many stakeholders needed to be initiated into the concept of S3 and essence of EDP.
  - 2021-2027
    - Stakeholder involvement in design new RIS3, (at least) as intense as in 2014-2020, but with shift in approach:
      - EDP and RIS3-design organized within existing structures, networks, contacts
      - As well as through 'flanking initiatives': a.o. JRC HESS-case study, Ron Boschma-analysis, JRC Energy Transition, Matrix table development, 'State of the North' monitoring initiative, Dries Faems machine learning pilot.
        Region well organized around several themes: e.g. hydrogen, circular economy, smart industry, personalized health.
      - In addition key notion of new RIS3: EDP designed to be a continuous process
        - N-NLs 2021-2027 RIS3 is dynamic
        - Leaves room for new, unexpected discoveries.
        - EDP concept taken quite literally; translated into initiatives, projects, experiments ('C-EDP = core of 2021-2027 RIS3)

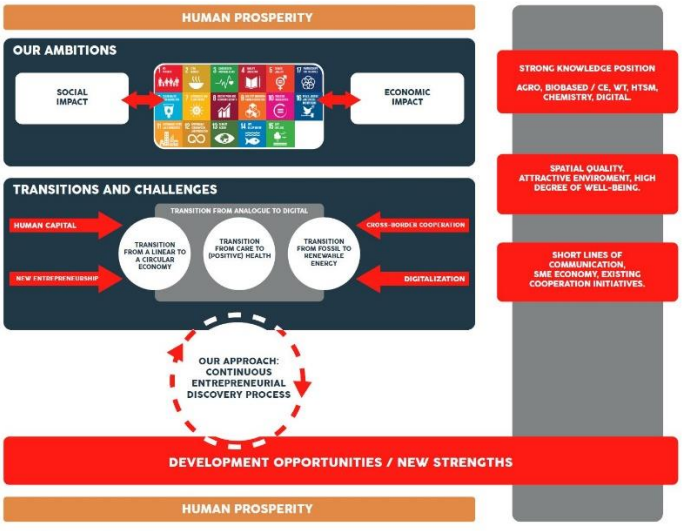


Figure 1. RIS3 2021-2027

Evidence based

- Steadily growing acceptance and acknowledgement of the importance of evidence based decision making, monitoring.
    - N-NLs Innovation Monitor, introduced in 2015 a success story: collaboration between University and regional authority, ten strategic partners (a.o. employers federation, SME association, ..) actively involved.


Some trends:

- More and more sme's involved in innovation
- Increasing collaboration among sme's
  Difficulty finding suitable partners
- Most successful sme's are those that are able to adapt their organisation towards innovation
- Sme's more and more socially oriented

| | % inspelen op maatschappelijke uitdagingen | % ten minste één sociale innovatie |
|---|---|---|
| *Koploper* | 32% | 63% |
| *Ontwikkelaar* | 28% | 41% |
| *Toepasser* | 38% | 68% |
| *Volger* | 27% | 55% |
| *Non-innovator* | 24% | 33% |

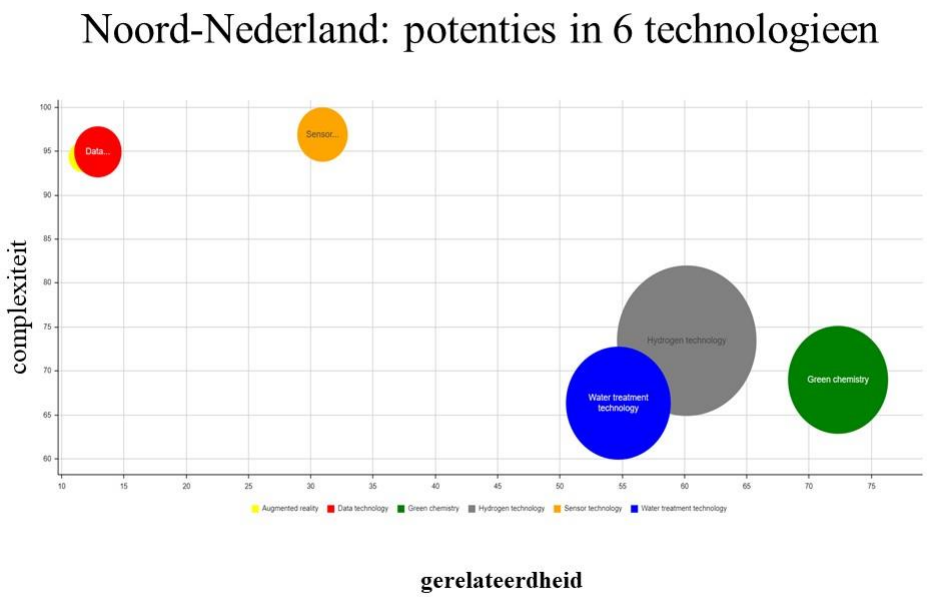
Tabel 22: Overzicht maatschappelijke oriëntatie naar categorieën innovatiepiramide

- *Covid 19 – following paragraph*

    - Monitoring in N-NLs an Q4-effort
    - 2020 'State of N-NLs' – combined effort of several researchers, policy makers, private partners
    - 2021-2027 RIS3 monitoring system: combination of efforts (building blocks)

    - Ron Boschma 2020: applied Relatedness-model to N-NLs
        - Assessment priority choices – to a large extent confirmation of existing picture
        - Other promising developments (discoveries)

- Ron Boschma involved in follow-up: pilot initiative related to a promising area (“C-EDP”)




- Machine Learning pilot –*recently started, first preliminary results*
  - Demonstrate relevance of textual machine learning (i.e. topic modeling) to support entrepreneurial discovery of digital application domains for smart specialization trajectories in the Northern Netherlands
  - Sample of almost 26.000 innovation projects
  - Collaborative effort (university, public authority, private partner)
  - High interest in region. Webinar session > 70 stakeholders involved
  - Objectives:
    - Identify discoveries at early stage
    - Use detailed data to connect sme’s (similarities)

**Identification of potential partners within the digital imaging ecosystem of the Northern Netherlands**

WHU Otto Beisheim School of Management

Based on text descriptions for all projects that have high score on the imaging topic, we calculated a similarity score. The higher the similarity score, the more 'similar' these projects are, pointing to potential opportunities for collaboration. The numbers indicated in red show potential collaboration opportunities (i.e. these are projects that in terms of text descriptions are highly similar)

| Projectnr. | ('BRDRKR006',) | ('EBG17G008',) | ('EBG17G013',) | ('EBG17G016',) | ('EBG17G017',) | ('EBG17I012',) | ('EBG17I018',) | ('KE17PR001',) | ('KE19GP004',) | ('LLG00174',) | ('LLG00191',) |
|---|---|---|---|---|---|---|---|---|---|---|---|
| BRDRKR006 | | 0.042183374 | 0.07978913 | 0.028012676 | 0.037533752 | 0.066780747 | 0.080550882 | 0.081585839 | 0.042875569 | 0.017545977 | 0.047806977 |
| EBG17G008 | 0.042183374 | | 0.281437218 | 0.08294197 | 0.039301708 | 0.003682693 | 0.020865405 | 0.069009769 | 0 | 0.016054472 | 0.017080545 |
| EBG17G013 | 0.07978913 | 0.281437218 | | 0.047465284 | 0.013644013 | 0.019827741 | 0.019743888 | 0.08402947 | 0.035674383 | 0.020099328 | 0 |
| EBG17G016 | 0.028012676 | 0.08294197 | 0.047465284 | | 0.038727296 | 0.041933692 | 0.008640085 | 0.023283237 | 0.004777027 | 0.009766726 | 0.013136595 |
| EBG17G017 | 0.037533752 | 0.039301708 | 0.019644013 | 0.038727296 | | 0.016520471 | 0.059542631 | 0.038609418 | 0 | 0.005681582 | 0.012875614 |
| EBG17I012 | 0.066780747 | 0.003682693 | 0.019827741 | 0.041933692 | 0.016520471 | | 0.057907356 | 0.047410194 | 0.010793962 | 0.010371505 | 0.022448286 |
| EBG17I018 | 0.080550882 | 0.020865405 | 0.019743888 | 0.008640085 | 0.059542631 | 0.057907356 | | 0.073250901 | 0.014389263 | 0.001441923 | 0.018144612 |
| KE17PR001 | 0.081585839 | 0.069009769 | 0.08402947 | 0.023283237 | 0.038609418 | 0.047410194 | 0.073250901 | | 0.032682067 | 0.00870572 | 0.031930235 |
| KE19GP004 | 0.042875569 | 0 | 0.035674383 | 0.004777027 | 0 | 0.010793962 | 0.014389263 | 0.032682067 | | 0 | 0.007739531 |
| LLG00174 | 0.017545977 | 0.016054472 | 0.020099328 | 0.009766726 | 0.005681582 | 0.010371505 | 0.001441923 | 0.00870572 | 0 | | 0.00963142 |
| LLG00191 | 0.047806977 | 0.017080545 | 0 | 0.013136595 | 0.012875614 | 0.022448286 | 0.018144612 | 0.031930235 | 0.007739531 | 0.00963142 | |

(see also excel document similarityimaging)



Innovation support structure

- 2014-2020: sub-optimal translation RIS3 into implementation programmes (most notably ERDF OP)
    - Initially,
        - traditional focus on 'new products and services among sme's'
        - traditionally designed instruments, rather inflexible
    - Major improvements along the way
        - More focus on organizational aspects sme's
        - Innovative support instruments (Open Innovation Call)
    - ERDF quite successful in supporting innovation ecosystem improvements ('living labs', complex collaborative initiatives)

- 2021-2027: integrated approach, RIS3 more directive (ERDF, REACT EU, JTF, INTERREG..)
    - More focus on enlarging the circle of innovative sme's (sme's climbing innovation capacity escalator)
    - (even) more focus on ecosystem improvements

## Induced changes in innovation ecosystems towards economic transformation

- Several positive developments

  *Analysis HESS-report:*

  "This suggests a model for the emergence of the knowledge economy in the Northern Netherlands, which is as a kind of "ink blot" that has gradually been spreading out; several lead companies and universities develop a "research & innovation club" and smaller businesses are able to participate once it is operating successfully. The core of this knowledge economy is based around high technology businesses in priority sectoral areas with their own R&D engineers located in the region's main urban areas. These tend to be relatively well connected to regional HEIs, and there have been many projects successfully developed drawing upon the networks and connections between them. Success in this sense

is an extension of the ink blot to cover more innovative firms who could perform better if they could develop more structural connections with regional networks and HEIs "

"From the interviews and focus groups, we were able to identify a range of promising activities where the RIS3 had contributed to the KE Ink Blot":

- Access via informal networks
  Alumni networks were identified as one of the most vital assets to connect into regional businesses, because many potential and novice innovators do employ graduates that have connections back to their universities.
- Low barrier-to-entry activities
  The Northern Netherlands is extremely skilled in the use of education to play this role, partly because of the preponderance of UASs in the region. But the Innovation Workplace concept that has been developed in the Northern Netherlands is genuinely impressive in terms of the structured way that it builds up connections between firms and HEIs through the use of student projects.
- Follow-up trajectories
  the existence of follow-up activities that allowed innovating SMEs that had had a useful low-intensity interaction with HEIs to undertake a follow-up activity. These were less systematically organised than the Innovation Workplaces and tended to rely on having a strong animateur coordinating the activities, and strong local policy support for the activities. .. The lectoraten from the UASs here played an important role, providing the necessary stability for the projects that allowed the activities to continue beyond the immediate project funding life.
- Shared research agendas
  activities which allowed individual company issues to be developed and combined into collective problems which were then sufficiently substantive to represent a meaningful knowledge request for universities. That is something that large companies tend to be relatively good at doing, and it is challenging to involve SMEs in those discussions. Where this was successful in the Northern Netherlands was where there were higher-level discussions between HEIs and large innovative companies, alongside lower-level discussions between HEIs and SMEs, often around applied research and student projects. The critical element here was in those centres developing pathways that allowed the knowledge in those SMEs – often at an operational and applied level – to influence the high-level strategic plans and to ensure that the projects, programmes and strategies were interesting and accessible for potential and novice innovative companies
- Sustained research directions.
  What the ERDF is good at funding is the infrastructure to support knowledge collaborations, such as the proeftuinen (living laboratories) that were funded under the last Operational Programme. The challenge for the Northern Netherlands is in identifying potentially promising areas that are genuinely novel and which incorporate more SMEs into their activities. Where this happened in the region, it was when there were some companies and HEIs that were working together on a collective set of activities, often in a rather low-intensity way, and they were able to sustain that direction of travel to build up the impetus for a large activity. These activities tended to be driven by individuals within HEIs who saw the value of these activities and were able to persuade their boards of the value in supporting and investing in those activities to create a cluster that would then support high quality research activities

- Over the past years much emphasis has been placed, not so much on 'selling the RIS3', as on selling the 'underlying principles and vision of the RIS3'.
  Striking that the vision has been more and more embraced by actors active in the innovation ecosystem: creating openness, fostering links between areas, clusters, players, stimulating HEI's to play an active role, creating a culture of change (renewal).

  growing acceptance has gone 'hand in hand' with growing knowledge about 'S3' and

- Substantial progress has been made in transforming the economy: e.g. hydrogen, water, green chemistry (supported by data, a.o. Boschma)

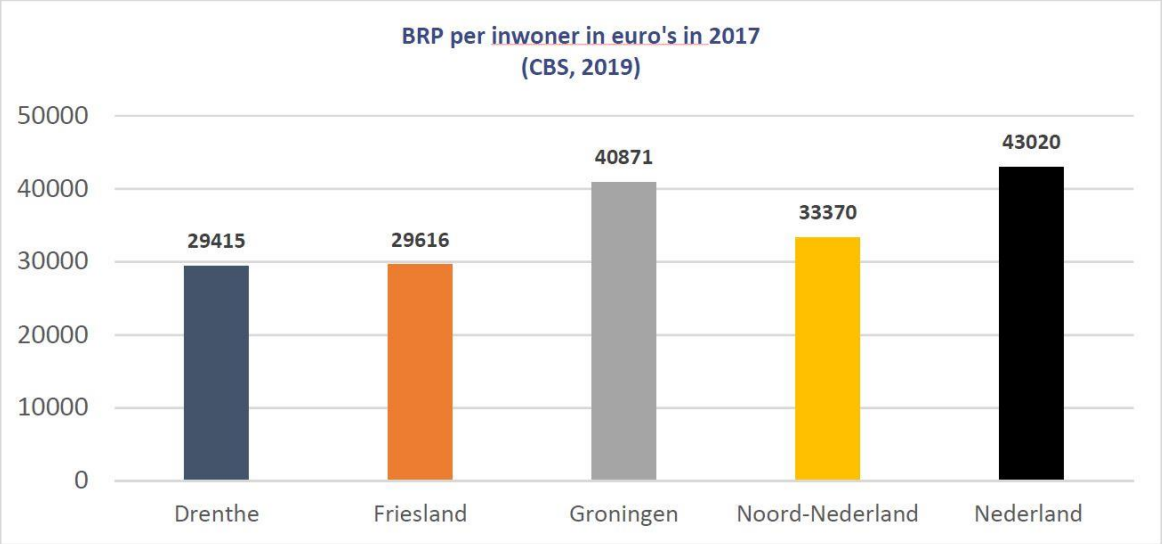
  Aim of 2021-2027 RIS3 is to continue on this path

## Potential impact of Smart Specialisation in terms of growth and jobs

### The Northern Netherlands – RIS3 impact

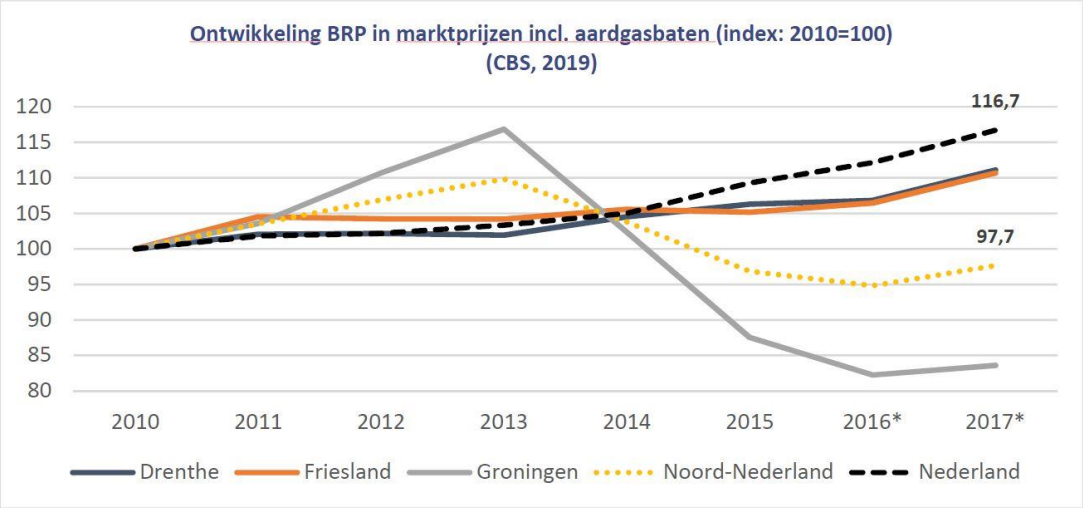
Socio-economic structure and development

- Average GDP (historically) lower than Dutch average. NNLs about 10% of the population of the NLs; share in GDP is about 8%.




(Gross Regional Product per capita, 2017 prices, 'De Stand van de Noord-Nederlandse Economie', 2020)

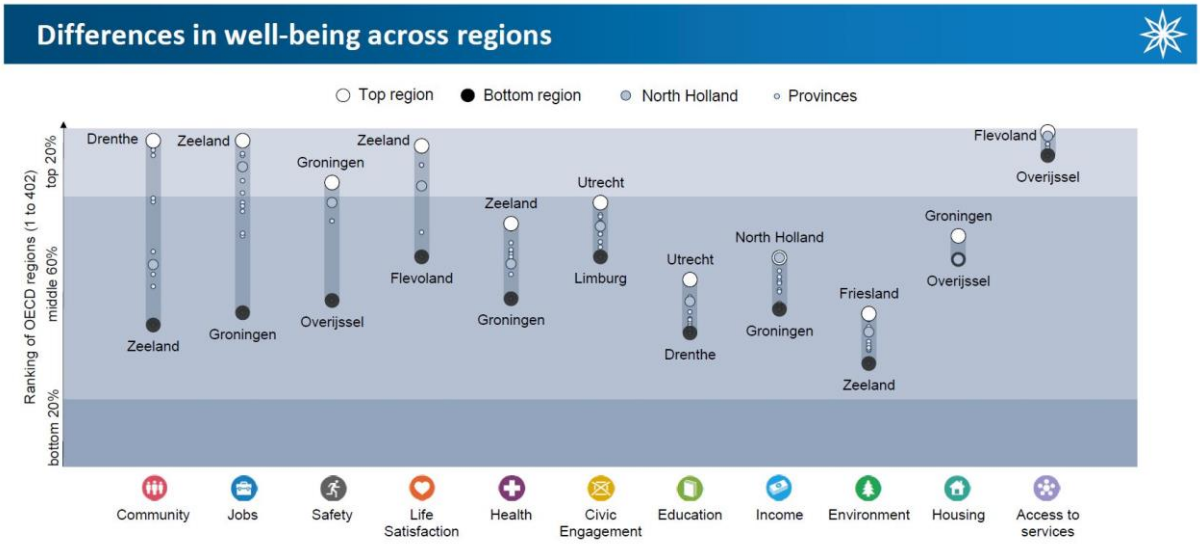
- Lower than average (NLs) GDP-growth, but figures distorted by sharp decrease in natural gas production Groningen since 2013 (as a result of national decision)




-

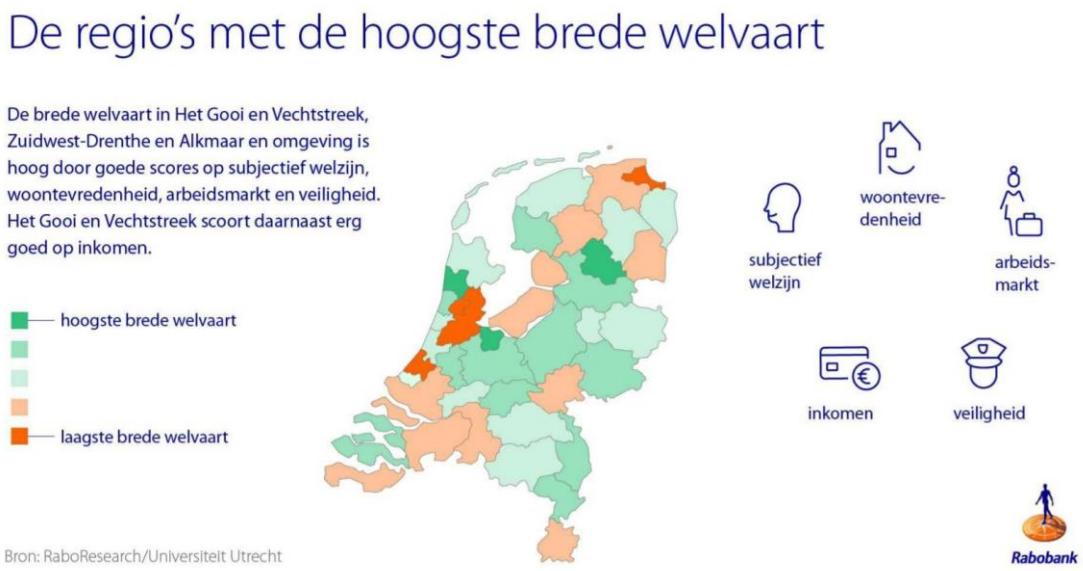
'De Stand van de Noord-Nederlandse Economie', 2020)

- For Dutch standards substantial differences in prosperity within the region: (NUTS3-) area with lowest as well as highest 'human prosperity' rates of the NLs ('brede welvaart'), are located in the NNLs (with a distance of less than 50kms between the two areas, Southwest of Drenthe & North East of Groningen).

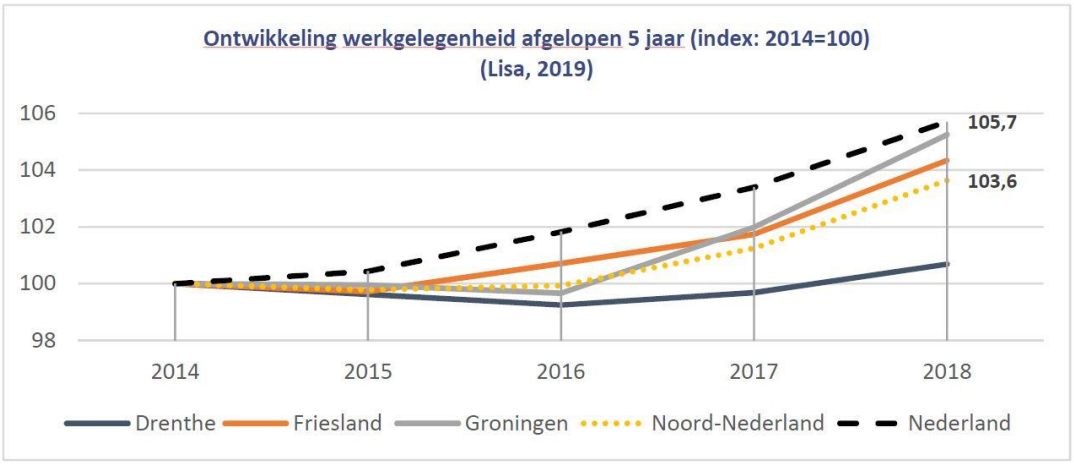



*Relative ranking of the regions with the best and worst outcomes in the 11 well-being dimensions, with respect to all 402 OECD regions. The eleven dimensions are ordered by decreasing regional disparities in the country. Each well-being dimension is measured by the indicators in the table below.*

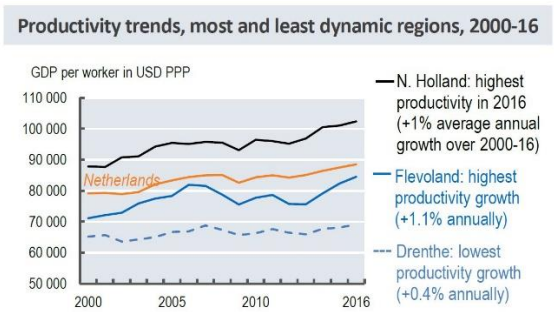
(OECD, Regions and Cities, 2018)




- Steady employment growth over past five years, but lower than average Dutch employment growth. Main cause: lower average productivity growth. Related to economic structure. In NNLs a relative high share of non-commercial services and low average size of SMEs.

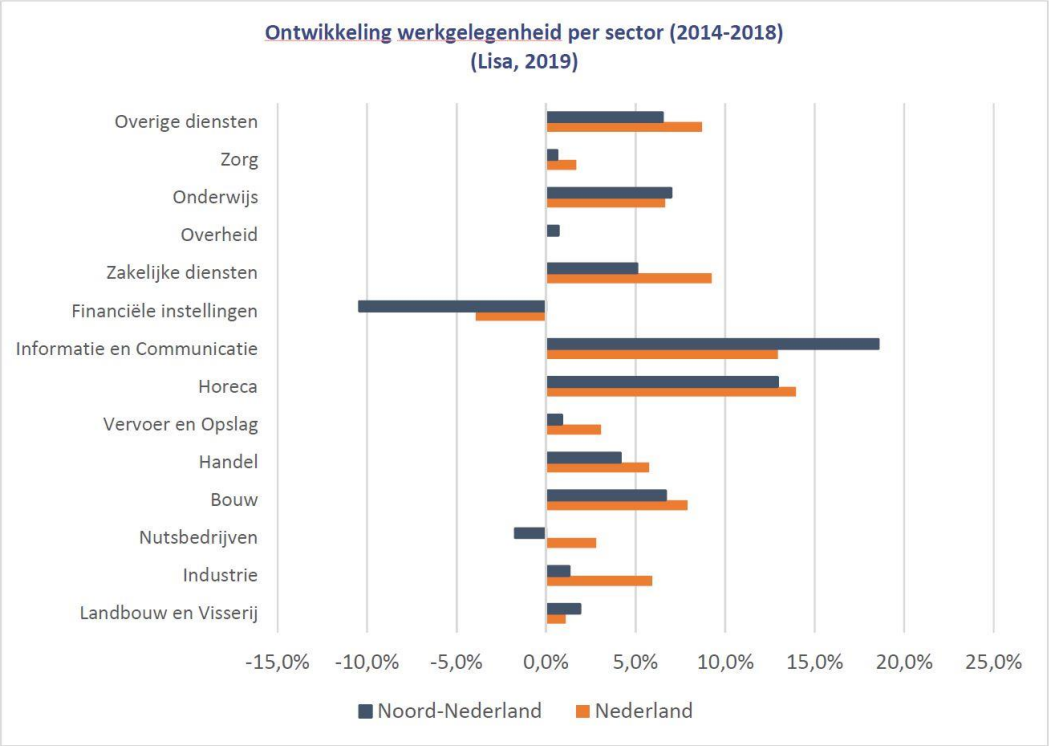



('De Stand van de Noord-Nederlandse Economie', 2020)




(OECD, Regions and Cities, 2018)

- City of Groningen main driver of economic growth in the region: ICT and health (medical technology), related to University of Groningen and University Medical Center Groningen.




(Employment growth per sector, 2014-2018, 'De Stand van de Noord-Nederlandse Economie', 2020))

- Average tertiary level of education has increased substantially over past 15 years, but NNLs (still) relatively overrepresented at middle level of education, compared to NLs as a whole.

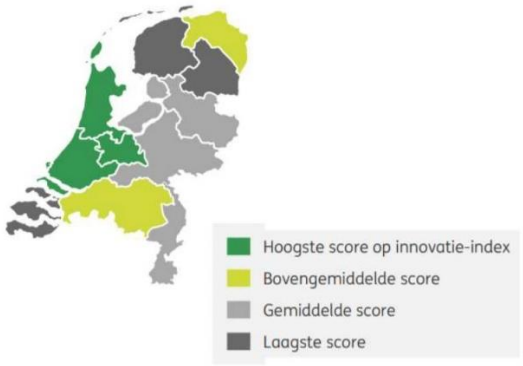
*Figuur 3: Opleidingsniveau van de beroepsbevolking (CBS, 2019)*

| | Laag | Middelbaar | Hoog |
|---|---|---|---|
| **Noord-Nederland (2003)** | 30% | 47% | 22% |
| **Noord-Nederland (2018)** | 22% | 45% | 32% |
| | | | |
| **Nederland (2003)** | 29% | 44% | 26% |
| **Nederland (2018)** | 21% | 41% | 37% |

('De Stand van de Noord-Nederlandse Economie', 2020)

Innovation

- ‘Innovation strength’ region less than average of the NLs: about 8% of innovative Dutch companies are located in the NNLs; share in total Dutch private R&D-investment is about 4%.

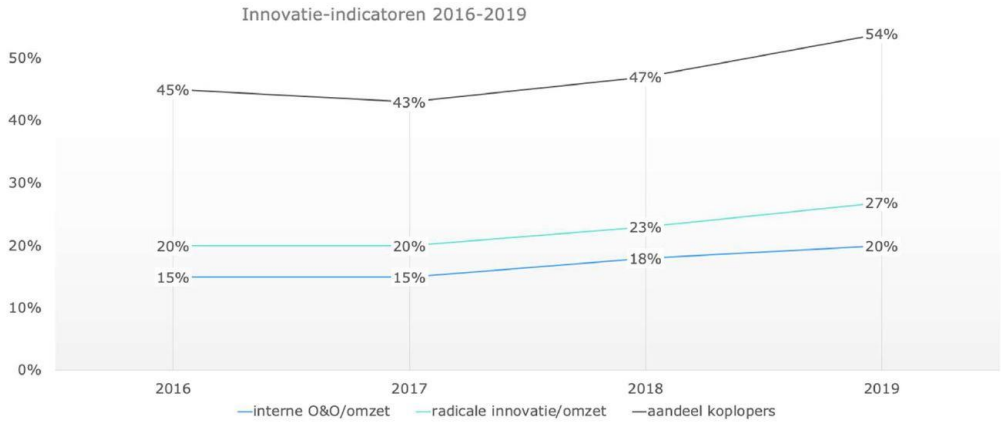



- (‘De Stand van de Noord-Nederlandse Economie’, 2020)

- But, substantial differences within the region. Groningen most innovative.
  Positive developments in ‘Eemshaven-area’ (Groningen port of Eemshaven, Energy, ICT) and around Drachten (Fryslan, Smart Factoring).

- Overall positive signs, Data from 2020 NNLs Innovation Monitor (yearly survey among 6.000, predominantly innovative, SMEs) show:

    - Share of ‘frontrunners’ (SMEs structurally engaged in R&D) has increased
    - Share of SMEs innovating through internal R&D has increased




    - Substantial part of innovation investments is aimed at improving internal production processes besides new products or services.

| Heeft uw onderneming in de periode 2017-2019 het volgende geïntroduceerd? | Percentage Monitor 2020 | Percentage Monitor 2019 | Percentage Monitor 2018 |
|---|---|---|---|
| *Productinnovatie* | | | |
| Nieuwe of sterk verbeterde producten | 61% | 48% | 48% |
| Nieuwe of sterk verbeterde diensten | 48% | 56% | 52% |
| *Procesinnovatie* | | | |
| Nieuwe of sterk verbeterde methoden voor de productie van goederen of diensten | 38% | 41% | 40% |
| Nieuwe of sterk verbeterde logistiek, leverings- of distributiemethoden voor uw inputs, producten of diensten | 17% | 20% | 17% |
| Nieuwe of sterk verbeterde ondersteunende activiteiten voor uw processen, zoals onderhoudssystemen, aankoop-, boekhoudkundige of rekenmethoden | 41% | 44% | 39% |
| *Organisatorische innovatie* | | | |
| Nieuwe bedrijfspraktijken voor het organiseren van werk of van procedures (bijv. supply chain management, business re-engineering, kennisbeheer, lean production, kwaliteitsmanagement, enz.) | 33% | 38% | 39% |
| Nieuwe methodes voor het organiseren van verantwoordelijkheden en beslissingsbevoegdheden in het bedrijf (bijv. eerste ingebruikname van een nieuw systeem van werknemersverantwoordelijkheden, team work, decentralisatie, integratie of de-integratie van departementen, opleidingssystemen, enz.) | 26% | 28% | 30% |
| Nieuwe methodes voor de organisatie van externe relaties met andere bedrijven of met publieke instellingen (bijv. het aangaan van de allereerste alliantie, samenwerking, uitbesteding, enz.) | 29% | 32% | 33% |

**Tabel 6: Overzicht introductie innovaties**

- Share of SMEs investing in disruptive technologies has increased

| | Niet relevant | Relevant maar nog niet actief mee bezig | Relevant en actief mee bezig |
|---|---|---|---|
| **Internet of Things** (computerapparatuur aangesloten op het internet in alledaage objecten waardoor ze gegevens kunnen verzenden en ontvangen; smart cities; smart homes) | 2020: 36%<br>2019: 37%<br>2018: 54% | 2020: 30%<br>2019: 29%<br>2018: 19% | 2020: 34%<br>2019: 34%<br>2018: 27% |
| **Sensortechnologie** (het meten en registreren van gegevens en verwerking via software; multispectrale of photon detectors; contactloze sensoren) | 2020: 36%<br>2019: 35%<br>2018: 56% | 2020: 25%<br>2019: 26%<br>2018: 16% | 2020: 39%<br>2019: 39%<br>2018: 28% |
| **Additive manufacturing en 3D of 4D printing** (laag-voor-laag opbouwen van producten; FDM, laser sinteren of stereolithografie) | 2020: 64%<br>2019: 63%<br>2018: 74% | 2020: 20%<br>2019: 21%<br>2018: 17% | 2020: 16%<br>2019: 17%<br>2018: 9% |
| **Robotisering** (mechatronica; complexe ontwerpen en programma's) | 2020: 52%<br>2019: 51%<br>2018: 69% | 2020: 29%<br>2019: 29%<br>2018: 17% | 2020: 19%<br>2019: 20%<br>2018: 14% |
| **Big Data** (slim en efficiënt opslaan en analyseren van grote en complexe datasets) | 2020: 38%<br>2019: 38%<br>2018: 63% | 2020: 33%<br>2019: 32%<br>2018: 22% | 2020: 29%<br>2019: 29%<br>2018: 16% |
| **Blockchain** (softwaretechnologie die gegevens digitaal vastlegt, heeft toepassingen in diverse sectoren, bijvoorbeeld in de haven, cryptocurrency of supply chain management) | 2020: 58%<br>2019: 62%<br>2018: 74% | 2020: 33%<br>2019: 32%<br>2018: 22% | 2020: 9%<br>2019: 6%<br>2018: 4% |
| **Artificial intelligence, Machine Learning en Deep Learning** (gebruik van computers om m.b.v. data algoritmes iets te voorspellen of bepalen; neurale netwerken om patronen te leren) | 2020: 53%<br>2019: 53%<br>2018: 72% | 2020: 26%<br>2019: 31%<br>2018: 19% | 2020: 21%<br>2019: 17%<br>2018: 10% |
| **Augmented Reality (AR) en Virtual Reality (VR)** (het verbinden van realiteit met de virtuele wereld in 3D-simulaties, ondersteuning van complexe taken, medische operaties, onderwijs of vermaak) | 2020: 70%<br>2019: 66%<br>2018: 76% | 2020: 22%<br>2019: 23%<br>2018: 17% | 2020: 8%<br>2019: 11%<br>2018: 7% |
| **Drones en Autonome voertuigen** (voor distributie; productie of assemblage) | 2020: 73%<br>2019: 76%<br>2018: 82% | 2020: 17%<br>2019: 17%<br>2018: 13% | 2020: 10%<br>2019: 7%<br>2018: 5% |
| **Nanotechnologie en -elektronica** (technologie die zich bezighoudt met het creëren van hele kleine materialen en apparaten op atoom- en molecuulniveau; ook gebruikt als intelligente besturing) | 2020: 81%<br>2019: 77%<br>2018: 84% | 2020: 13%<br>2019: 17%<br>2018: 11% | 2020: 5%<br>2019: 6%<br>2018: 5% |
| **Industriële biotechnologie** (technologie die zich bezighoudt met het creëren van hele kleine materialen en apparaten op atoom- en molecuulniveau) | 2020: 75%<br>2019: 77%<br>2018: 91% | 2020: 11%<br>2019: 14%<br>2018: 7% | 2020: 14%<br>2019: 9%<br>2018: 3% |
| **Fotonica** (een technologie die zich bezighoudt met lichtopwekking, -detectie en -beheersing) | 2020: 86%<br>2019: 87%<br>2018: 91% | 2020: 9%<br>2019: 10%<br>2018: 6% | 2020: 5%<br>2019: 3%<br>2018: 2% |
| **Waterstof** (toepassingen in mobiliteit zoals transport of vervoer; opslag van energie en energiewinning; brandstofwinning; of een duurzame productieketen) | 2020: 77%<br>2019: 77%<br>2018: 82% | 2020: 15%<br>2019: 16%<br>2018: 11% | 2020: 8%<br>2019: 7%<br>2018: 7% |

**Tabel 94: Overzicht relevantie technologieën**

- SME involvement in hydrogen ('waterstof', focus area RIS3 sustainable energy) noticeable.

- Share of SMEs collaborating with others is high and increasing (overall) Increasing collaboration and improving (effectiveness of) networks has been an important objective of the NNLs RIS3.

| Aanwezigheid van innovatie samenwerkingen met: | Percentage Monitor 2020 | Percentage Monitor 2019 | Percentage Monitor 2018 |
|---|---|---|---|
| *Klanten* | 50% | 52% | 48% |
| *Adviesbureaus* | 39% | 34% | 35% |
| *Leveranciers* | 46% | 45% | 45% |
| *Concurrenten* | 20% | 19% | 20% |
| *Universiteiten of andere kennisinstellingen* | 38% | 40% | 39% |
| *Bedrijven uit een andere bedrijfstak* | 42% | 42% | 42% |

**Tabel 138: Overzicht O&O-samenwerking**

- Involvement of SMEs in new forms of collaboration is substantial: innovation networks and test facilities created over the past years, in RIS3-priority areas (as well as incubators/accelerators)

| Betrokkenheid bij een innovatienetwerk, innovatie(test)omgeving of incubator/accelerator | Percentage Monitor 2020 | Percentage Monitor 2019 | Percentage Monitor 2018 |
|---|---|---|---|
| *Innovatienetwerk (zoals Energy Valley, Healthy Ageing Netwerk, Water Alliance, Health Hub Roden, Innovatiecluster Drachten of Region of Smart Factories)* | 23% | 28% | 23% |
| *Innovatie(test)omgeving (zoals Entrance, Wetsus of Healthy Ageing Campus)* | 12% | 15% | 15% |
| *Incubator of accelerator (zoals Ondernemersfabriek Drenthe, VentureLab North, Inqubator, Cube050 of Business Generator Groningen)* | 12% | 12% | 10% |

**Tabel 149: Overzicht nieuwe samenwerkingsvormen**

- SMEs increasingly oriented towards the RIS3-societal challenges, in particular health and sustainable energy. Both are focus area in the new, 2021-2027 NNLs RIS3.

| In welke mate tracht uw onderneming met haar innovatieactiviteiten in te spelen op de volgende maatschappelijke uitdagingen? | % middelmatig-sterk Monitor 2020 | % middelmatig-sterk Monitor 2019 | % middelmatig-sterk Monitor 2016 |
|---|---|---|---|
| *Gezondheid, demografie en welzijn* | 46% | 42% | 33% |
| *Voedselzekerheid, duurzame landbouw en bio-economie* | 40% | 29% | 32% |
| *Zekere, schone en efficiënte energie* | 58% | 46% | 45% |
| *Schone en veilige watervoorziening* | 33% | 22% | 25% |

**Tabel 21: Overzicht middelmatig tot sterke maatschappelijke oriëntatie**

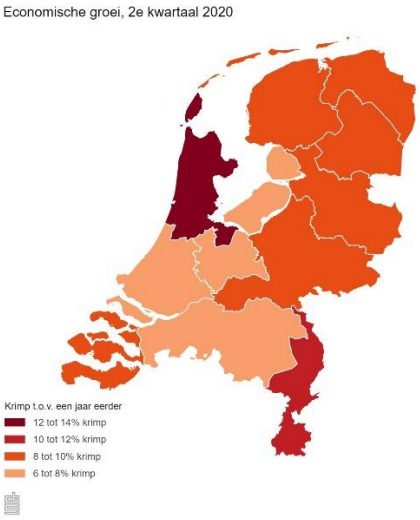
- Age of company doesn't have strong an influence on degree of societal orientation. Not just 'starters' and young companies are engaged. (Young and old SMEs (>10 years) show similar figures).
  Related to societal orientation: a large share of SMEs pursue social innovation.

| | % inspelen op maatschappelijke uitdagingen | % ten minste één sociale innovatie |
|---|---|---|
| *Startende bedrijven* | 26% | 55% |
| *Jonge bedrijven* | 33% | 56% |
| *Adolescente bedrijven* | 22% | 56% |
| *Oude bedrijven* | 30% | 58% |

**Tabel 24: Overzicht maatschappelijke oriëntatie naar bedrijfsleeftijd**

<u>Covid 19 implications</u>

- N-NLs economy hard hit




- Sme's: average decline turnover substantial (about 27%)
  but, majority sme's (58%) able to continue without major changes in business model
  Public relief measures are considered to be very important.

*(Data: N-NLs Innovation Monitor September 2020)*

| | % ja | Gemiddelde omzet stijging/daling |
|---|---|---|
| ***Volhouden:*** *mijn onderneming gaat 'zo goed en zo kwaad' het kan op dezelfde voet verder als voor de coronacrisis (interen op bestaande middelen, verhogen leningen)* | 58% | -12% |
| ***Bezuinigen:*** *mijn onderneming bespaart kosten, vermindert de overheadkosten, en stopt met bepaalde businessactiviteiten (overleven zodat de activiteiten weer opgepakt kunnen worden na versoepeling overheidsmaatregelen)* | 15% | -46% |
| ***Tijdelijke aanpassing verdienmodel:*** *mijn onderneming past het verdienmodel tijdelijk aan zodat het past binnen de overheidsmaatregelen (bijv. via internet verkopen, advies aan klant op afstand)* | 19% | -32% |
| ***Permanente aanpassing verdienmodel:*** *mijn onderneming past het verdienmodel blijvend aan zodat het op een andere manier geld verdient (bijv. van restaurant naar take-away, van personal trainer aan huis naar advies online, van winkel naar winkel+webshop)* | 8% | -35% |
| ***Stoppen:*** *via faillissement of eigen keuze* | 0% | - |

Tabel 26: Strategieën van ondernemers om met de coronacrisis om te gaan.

- Most innovative firms most likely to survive, (but) most inclined to adjust business model

| | Volhouden | Bezuinigen | Tijdelijke aanpassing verdienmodel | Permanente aanpassing verdienmodel | Gemiddelde omzet stijging/daling |
|---|---|---|---|---|---|
| *Koploper* | 62% | 13% | 16% | 9% | -18% |
| *Ontwikkelaar* | 25% | 25% | 50% | 0% | -27% |
| *Toepasser* | 25% | 0% | 75% | 0% | -33% |
| *Volger* | 64% | 12% | 16% | 8% | -22% |
| *Non-innovator* | 57% | 43% | 0% | 0% | -27% |

Tabel 27: Strategieën reageren op coronacrisis naar categorieën innovatiepiramide

- Positive: scenario of major declines in demand innovation support measures (ERDF schemes) not proven to become reality. Grants have continued to be in high demand.
- New support instrument: ERDF Covid 19-tender highly successful: 'urgency translated into action'
    - At March 13 NLs went into lockdown;
    - Less than 4 weeks later SNN issued the Covid-19 tender, with a deadline set three weeks after that;
    - Within these three weeks, more than 20 consortia came up with project-applications, worth more than € 10 mln;
    - The 5 best ones were selected by an independent expert committee and approved few weeks later.
- Vovid 19 tender a confirmation that N-NLs have chosen the right path with RIS3 → able to activate our stakeholders for matters they relate to and that combining societal challenges and specialisation opportunities works.


Home > Nieuws > SNN stelt 1 miljoen euro beschikbaar voor innovatieve COVID-19-oplossingen in Noord-Nederland

# SNN STELT 1 MILJOEN EURO BESCHIKBAAR VOOR INNOVATIEVE COVID-19-OPLOSSINGEN IN NOORD-NEDERLAND

Moeilijke maatschappelijke en economische tijden vragen om bijzondere maatregelen. In deze periode van gezondheidscrisis door het coronavirus is er een dringende behoefte aan innovaties om de strijd met dit virus aan te gaan. Ondernemers en kennisinstellingen steken op dit moment hun nek uit en zijn op allerlei vindingrijke manieren bezig met het opstarten van nieuw onderzoek en het ontwikkelen van innovatieve oplossingen. Subsidie kan in deze fase ondersteuning bieden. Vanuit die gedachte stellen de drie noordelijke provincies en het Samenwerkingsverband Noord-Nederland (SNN) vanaf a.s. vrijdag 10 april gezamenlijk 1 miljoen euro beschikbaar voor een speciaal aan te vragen 'COVID-19-subsidie' voor innovatieve Corona-oplossingen in Noord-Nederland. Dit bedrag komt uit het Europees Fonds voor Regionale Ontwikkeling (EFRO) dat door het SNN wordt uitgevoerd.

## Waarvoor is deze subsidie bedoeld?