



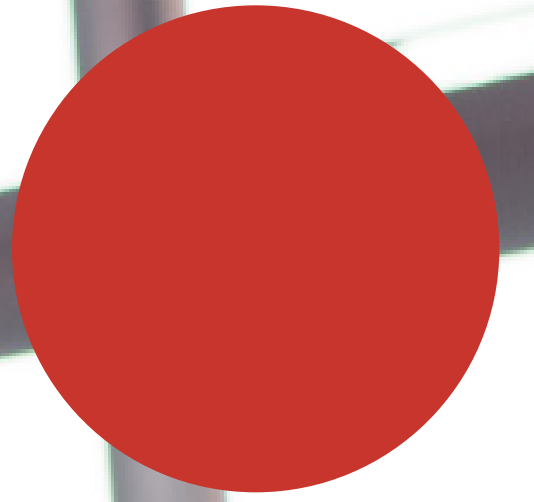
SNN

NORTHERN NETHERLANDS
ALLIANCE

Luc Hulsman :

Governance of Smart
Northern Netherlands

Specialisation in the



The Northern Netherlands

- **1,7 mln inhabitants (10% NLs)**
- **Strong Innovator (Regional Innovation Scoreboard)**
 - **Groningen: “powerhouse” (OECD)**
 - ← **University Groningen (#59 ARWU)**
- **Economic structure:**
 - **96% SME’s**
 - **Highly diversified**
 - **Agro (dairy, potatoes), Energy (natural gas), Health, Watertechnology**
- **Innovation ecosystem**
 - **Tradition of collaboration: important role for HEI’s**
 - **Clear landscape**



S3 in the N-NLs 2014 - 2020

The start:

- N-NLs 'early adopter': S3 met with enthusiasm
- managed to activate large group stakeholders
- collaborative thinking already present to some extent



S3 got foothold at 'ground floor'

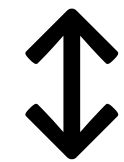
→ **various initiatives: innovation environments, living labs, test beds ...**

- **bottom up**
- **joint initiatives: business, knowledge institutes, supported by public authorities**
- **common factor: finding new opportunities**

S3 in the N-NLs 2014 - 2020

The start:

S3 got foothold at 'ground floor'



Strategic level / governance:

- **Innovation Board (Q4 Helix)**
- **... but didn't take / gain full responsibility for governance RIS3**

+: full Q4 governance ERDF OP (MC, Assessment body)

N-NLs RIS3 2014 - 2020:

➤ **Prioritizes societal challenges**

(safe water, clean energy, secure food, healthy ageing)

➤ **Societal component – *broad perspective, sense of urgency***

➤ **Relatively broad** ← *“Not enough evidence at the time to make sharp choices”*

➤ **Inclusive** : *“No-one excluded in advance”* → *support for strategy*

➤ **No sectors but cross-sectoral**

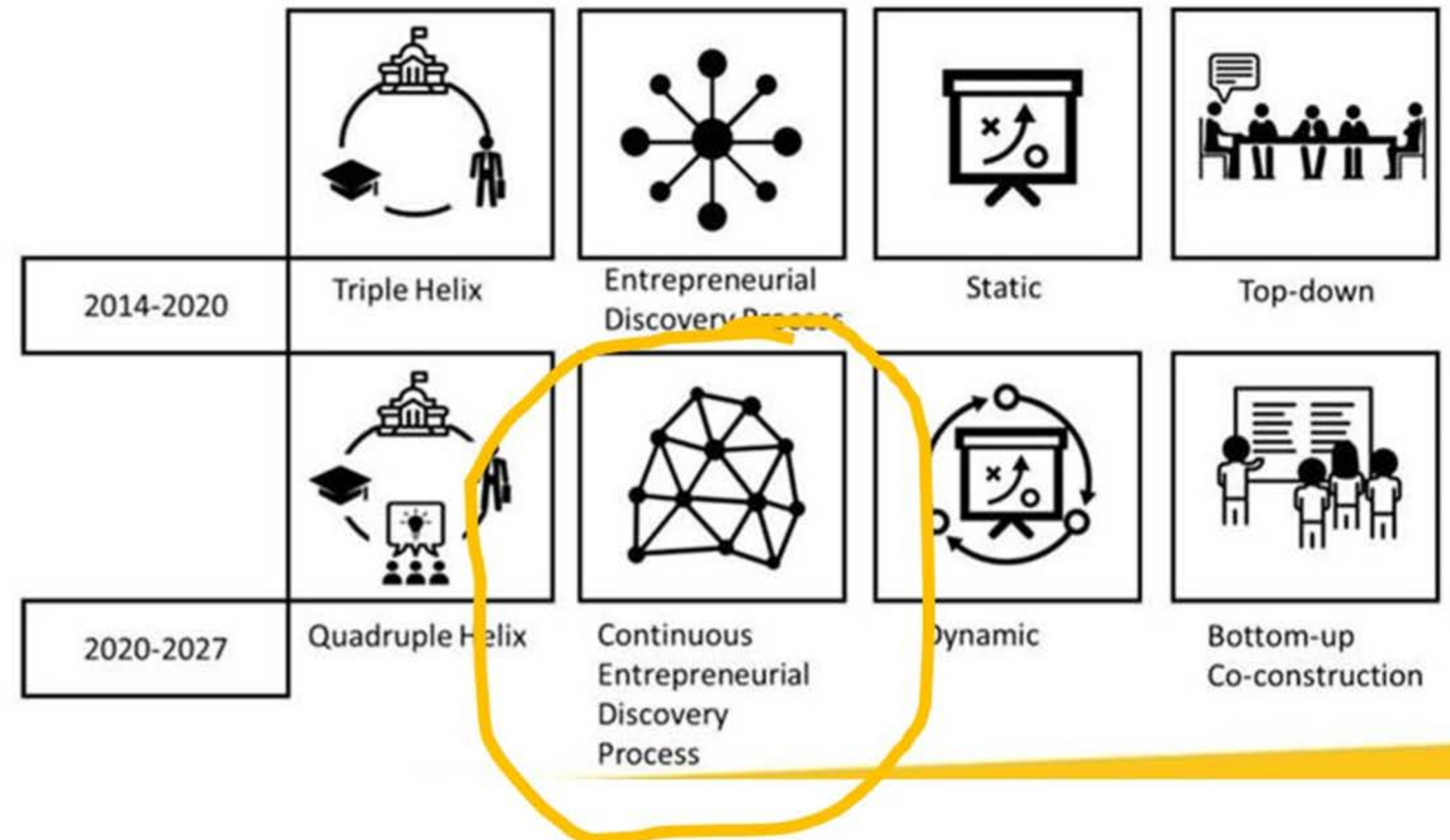
→ *“Innovation often occurs at crossroads between sectors”*

→ *“Don’t strengthen what’s already strong”*

→ *aim for new discoveries - but: ‘relatedness’*

→ **Sharp choices to be made along the way: refinement** →

Continuous Entrepreneurial Discovery Process



Continuous Entrepreneurial Discovery →

- **Creating favorable conditions for collaborative discovery processes**
- **Fostering continuity in those processes**
- **Not being too early in making ‘final’ choices = OK**
- **Narrow down by trying and doing**

→ “EDP becomes a journey towards specialization, a continuous process of refinement”

(EDP) “This typically happens through trial and error and experimentation in new activities.” (RIS3 Guide p.12)

Towards RIS3 2021 - 2027

Lessons learnt:

Strategy:

- **Vision still valid (more so): “challenges → continuous EDP → specialisations”**
- **More emphasis on implementation needed (“more how than what”)**



Governance:

- **Strategic level:**
 - **Q4 Helix Board → No institutional change needed → but:**
 - **issues ownership, direction, orchestration**
- **Operational level → capitalize positive energy stakeholders**

Positive energy

RIS3 stakeholder involvement through various channels

From 'stand alone', to integrated initiatives under 'RIS3-umbrella':

- **Innovation ecosystem** – improve workings, transparency
- **Monitoring** – data for joint decision making
- **Entrepreneurship** – 'ready for the future'
- **Knowledge** – 'number 1 asset' in the region

Matrix Table:



“Platform where key players, with a role in project / business development regularly meet (monthly) to share ideas, knowledge, networks”

- **At early stage, promising ideas are shared, discussed and connected to ‘the right’ people, knowledge, road to funding**
- **create synergies between initiatives, avoid overlap, increase feasibility, quality**
- **Seed money budget, self help ‘buddy-system’ (participants inside matrix adopt initiative)**
- **True stakeholder commitment – started as ‘low profile’ pilot, becoming ‘the place to be’**

Crucial: “What’s in it for me?”

Monitoring - 'becoming a hot topic'

N-NLs Innovation Monitor

- **Joint initiative University of Groningen & SNN**
- **Large scale survey**
- **Gives detailed insights in innovation characteristics and behaviour SME's → Data But as well: has become a tool to commit stakeholders**
 - **'Strategic partners'**
 - **SME's → monitor interconnects**

Ron Boschma – 'relatedness' in N-NLs

- **To become regular element RIS3 Monitoring system, stakeholder platform**

'State of N-NLs' research initiative

- **University, Ministry, Region, Rabobank – strategic perspective**

Entrepreneurship , Knowledge - examples

YnBusiness / Frisian opportunities

SME Intermediary organisation – 1st line business support

- **2 years in business → valuable insights quality business sector**
- **Initiated ‘bottom up’ network (60 key players involved, > 50% business) to work on solutions**

HESS case study

- **Active involvement key players (‘HEI’s)**
- **Direct link RIS3 design**

Towards RIS3 2021 - 2027

***Lessons learnt* → challenges governance**

- **ownership, direction, orchestration**
- **Interconnecting (bottom up) initiatives**
- **Improve system, don't turn things upside down (evolutionary approach)**

Basic idea:

Three level model:

- **Strategic**
- **Tactical**
- **Operational**

Basic Idea:

Three level model:

- **Strategic - EBNN**
- **Tactical – ‘Implementation Table’**
- **Operational – ‘Matrix Table’**

Basic Idea:

Three level model:


- **Strategic – EBNN – transformation needed: lobby approach**
- **Tactical – ‘Implementation Table’**
(programmes, instruments, funding (synergies), monitoring, Europe, *Missions* ?)
- **Operational – ‘Matrix Table’**

↑ **Main focus 2020**



Want to know more?

Thank you

 +3150 5224 945

 hulsman@snn.eu

 snn.eu

We stimulate, facilitate and connect

