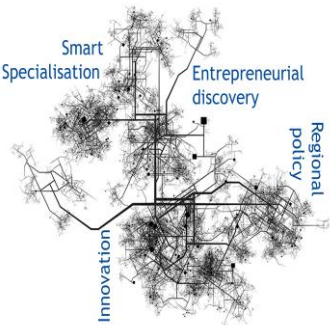




Ecole polytechnique fédérale de Lausanne

Northern Portugal



cialisation Intelligente

S3 goals.. still intact



- S3 approach focus on the deployment of innovative/transformational activities and the establishment of new connections within a region and outside – enabling it to transform structures and develop new competitive advantages based on these transformations
- S3 encourages regions to build these competitive advantages on their specific strengths, potentials, opportunities

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Rationale and basic principles.. still valid



- Concentrate on certain priority areas
 - Density, agglomeration, coordination
 - Specificity
- Concentrate not on structure but on the transformation of these structures
 - Priority includes one sector and a direction of change
 - Both are combined and sufficiently well defined to create density effects (all projects/actors involved are related). They build a priority area – a cornerstone of a S3
 - Not too broad (coffee for all) – not too narrow (S3 is inclusive)
 - S3 works only if complementary instruments are available
- Favour a logic of entrepreneurial discovery
 - The targeted transformations will **not** follow a path decided from the top
- *S3 is marked by a high level of intentionality and strategic focus AND a high level of discovery and initiatives by the actors of the innovation process – this is the combination of these two policy logics (frequently opposed) - planning and self-discovery - that constitutes its trademark*

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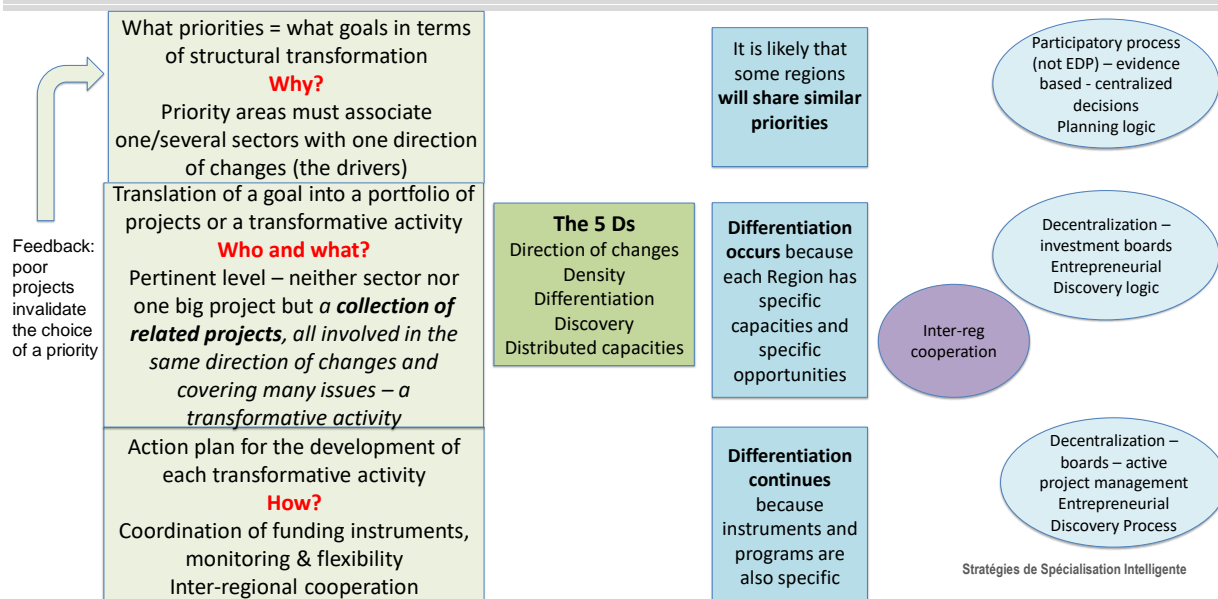
We are better at doing an S3 nowadays



- A unique massive policy experiment
- Great opportunities for learning and refining S3 process and tools in the prospect of the next period
- Towards a more simple, obvious process
 - no 12 steps – less rigid blueprint
 - The main thing is that Regions understand why they do this
 - Get rid of unnecessary provisions
 - Understanding the key steps

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Three steps - S3 methodology



Island of Crete – an application



Costas Fotakis



Goal – «to support the transformation of tourism into a high added value and knowledge intensive activity, aiming at developing innovative entrepreneurial activity, improved financial results and employment»
No discovery but a plan!

Strengths
Natural environm.
Cultural heritage

FORTH

Capacities
Opportunities
(digitalisation, biomarine tech, platform business model)

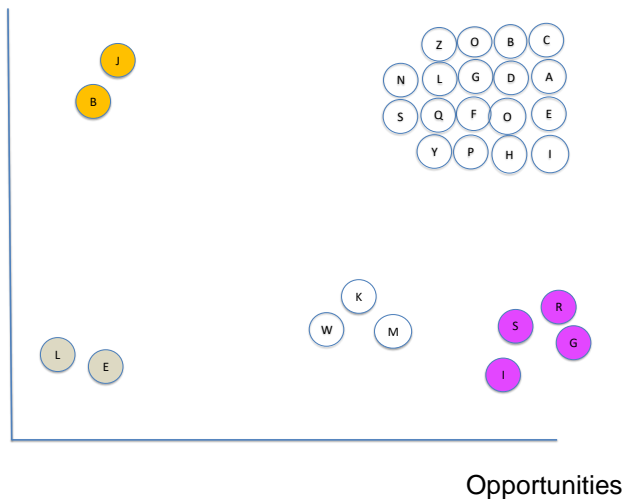
Step 2 – translation

- Projects and actors are generated according to one priority – a direction of change within a sector or several sectors
- They are qualified in terms of:
- **Capacities**
 - Is the Region capable to undertake such project? What additional capacities needed?
- **Opportunities**
 - Is the project based on innovation, new technologies and/or business models?
- **Relations**
 - Are there contact points between this project and the others in terms of similar inputs (skills, research, services), complementarity in the value chain, search for similar business models?

- A – local diving tourism – underwater oase – IMBCC – HCMR
- B – development of cruise companies
- C – pilot implementation of integrated management in archeological sites
- D – enhancing digital services for navigation systems, traffic and route management
- E – building a new airport
- F – digital platform for reservation and booking cultural events and sites
- G – mobility and carsharing platform
- H – enhancing digital services in hotels
- I – clean beach (AI app)
- J – developing cultural story telling about Crete
- K – *vacation in Crete* product marketing
- L – creating an amusement park
- M – gamification
- N – development of innovative products based on Cretan traditional nutrition (biotech)
- O – new technologies to specify authenticity and geographical origin of local wine and food
- P – production of digital content on Crete archeological sites
- Q – platform for digital product prototyping
- R – training program on digital competence in tourism
- S – upgrading managerial skills

Mapping projects – cap - opp

Capacities

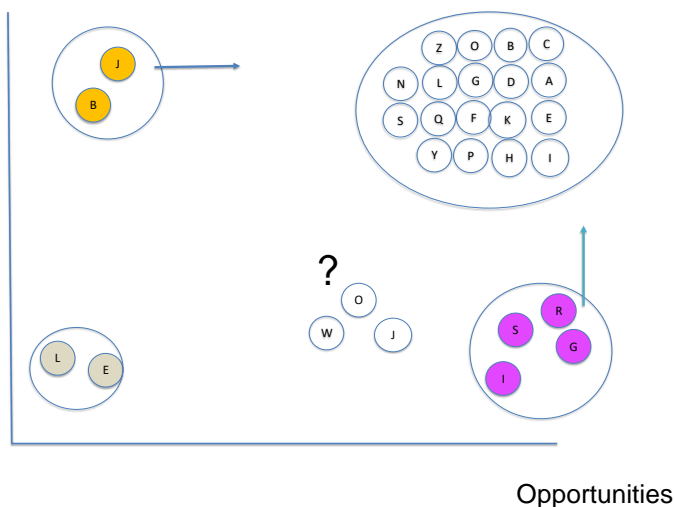


- A – local diving tourism – underwater oase – IMBCC – HCMR
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- D – enhancing digital services for navigation systems, traffic and route management
- E – **building a new airport**
- F – digital platform for reservation and booking cultural events and sites
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Mapping projects – cap - opp



Capacities



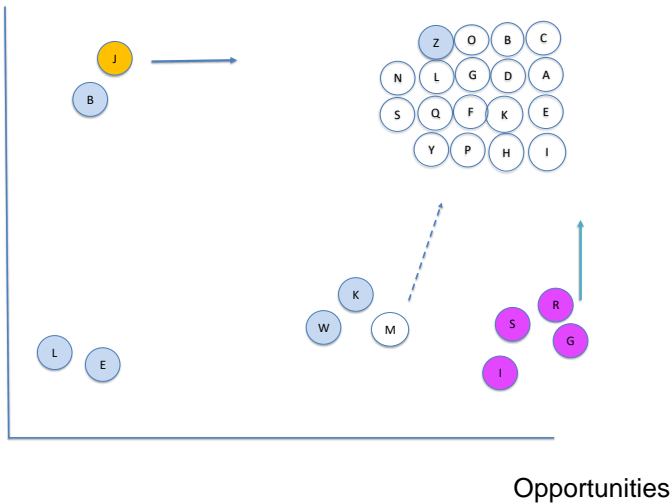
- Core
- Capacity building
- Redeploy
- Eliminate
- Uncertain
 - Need to check relatedness

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Mapping projects – relatedness



Capacities



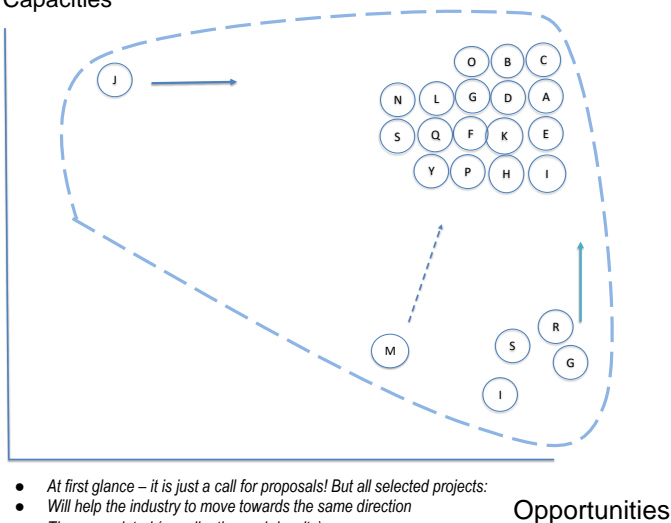
- Relatedness means that different projects if developed will share some critical inputs, some kind of business models, some research infrastructures
- Relatedness is required to get synergies, spillovers, relational density (all ingredients of a dynamic system of innovation)
- Projects B, E, L, K, W, Z are NOT related

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Transformative activity



Capacities



- At first glance – it is just a call for proposals! But all selected projects:
- Will help the industry to move towards the same direction
- They are related (coordination and density)
- They don't only cover R&D issues but also human capital and other critical specific inputs

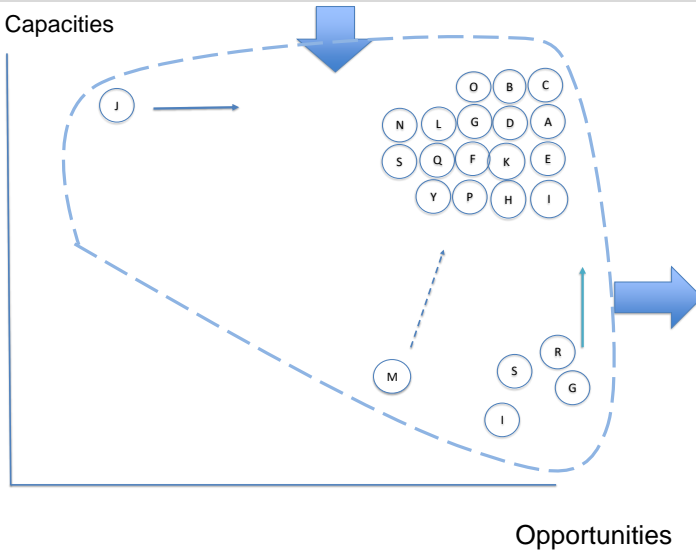
Opportunities

- It is neither an individual project nor a sector as a whole but rather *a collection of related innovation capacities and actions, that have been “extracted” as it were from an existing structure or several structures, to which can be added extra-regional capacities and that is oriented towards a certain structural change.*
- Many projects covering many issues (instead of one big project)
- Not necessarily collaboration but coordination
- A framework to densify networks of actors all engaged into a certain direction
- An intermediate level of granularity to generate an effective process of structural change – based on the 5 Ds – **direction, density, differentiation, distributed capacities and discovery**
- Transformative activity as a catalyst to transform a structure – a sector – a cluster

Action plan



Capacities



- Availability of finance and specific public inputs
- Project assessment for funding
- Contribution of public research sector
- New training programs in Universities
- Need for coordinated funding instruments
- A living document
- Entrepreneurial Discovery – surprise, failure, success
- Monitoring & flexibility

Stability of the priority area and continuous EDP

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S3 meets the challenge of policy design



- What does show this application?
- Nor absolute top down neither pure bottom up but this is about..
 - ...“Designing an intermediate process aiming to enhance entrepreneurial efforts and coordination within a framework (a strategic priority) structured by the government.”
- Priority area (combines a sector and a challenge - planning logic – stability)
- Translation into a transformative activity (a catalyst to transform a structure)
- the 5 Ds
- Continuous EDP
- A great policy design!



Stratégie

