Panel I
Implementation of RIS3:
Challenges

Moderated by John Bensted-Smith
Director of the JRC.IPTS Institute

- The Governance of Entrepreneurial Discovery Process (EDP)

- EDP in Central Denmark

- EDP in Eastern Macedonia and Thrace

- Effective involvement of business in the EDP

The Governance of Entrepreneurial Discovery Process

By Professor Dominique Foray

Federal Polytechnic Institute in Lausanne

Entrepreneurial discovery

Why?

- The identification of a regional path for future development and competitiveness needs to be done in a bottom up fashion.

- The decisions for smart specialisation are informed by local knowledge of time and place – not by statistical representations of supply, demand and related variety.

What?

- A process of opening and exploring a new domain of opportunity, which is characterized by a strong learning dimension.

  - It can be internalized within big companies (not a strong case for policy).

  - It can be based on networks, connections, inter-institutional collaboration.

Entrepreneurial discovery

How?

- The case in highly developed regions.
- The case in less developed and transition regions
- Infrastructure for entrepreneurial discovery.
- Stimulating entrepreneurial discovery in certain domains.
- Ex ante assessment and ex post evaluation.

Bet, faith and the possibility to revise and change priorities

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Entrepreneurial Discovery Process in Central Denmark Region

By Ms. Pia Fabrin

Deputy Head of Unit,

Growth Forum and Regional Development Strategy

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Entrepreneurial Discovery Process in Central Denmark Region

Facts

Since 2007 Regional development and the political structure has been based on legislation.

Growth Forum – a partnership between businesses, unions and employer organizations, education and research institutions, municipalities and the region.

Employment Region

Ministry of Business and Growth

Ministry of Education

Ministry of Higher Education and Science

Ministry of the Environment

EU

Regional Council
3

Municipalities
6

Educational & Research institutions
3

Other Ministries

Social partners
3

Business representatives
6

Business Development and Innovation Actors

Other Growth Forums

Danish Growth Council

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Entrepreneurial Discovery Process in Central Denmark Region

Challenges

Keeping the proces open and focused

Killing your Darlings

Monitoring the initiatives

Adapting to and supporting new trends
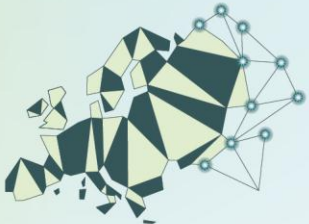
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Eastern Macedonia – Thrace (Greece) Main Challenges

By Mr. Ioannis Firbas, Director General,

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By Mr. Ioannis Kesanlis

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RIS3 in Greece – the national Perspective

The main challenges: Substantial increase for TO1 actions (from 4% to 8%) – allocations according to categories of regions – 57% in Less Developed were low demand – 22% in More Developed were high demand. New approach – new capacity needed by the Regions – need to find the right governance procedures

The main choices: Larger allocation of respective funds to the National Operational Programme – allow for smaller amounts of TO1 funding through Regional OPs.

Selected sectors: Agrofood, Tourism, Energy Environment, Cultural & creative industries, Materials and construction techniques, Information and communication technologies, Health and pharmaceuticals, Logistics

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RIS3 in Greece – the national Perspective

Rationale of the governance system

- The management system of the ESIFs' operational programmes is important
- "Discovery" of potential specialisation niches of the regional or national economies
- Focusing of available resources (human & financial) on the niches
- Motivation and mobilisation of businesses & researchers to generate productive activities
- Generation of additional funding sources

Components of the governance system

- *National level: An interministerial body expressing the interests of the eligible sectors of the economy, An executive "bureau" of the interministerial body, The sectoral "platforms" of stakeholders, proposing priority niches, The executive units of the platforms, The central competent entity for RTDI policy coordinating the above all, The central competent entity for the coordination of ESIF*

  - *Regional level: The regional government and the Regional Council, The Regional Innovation Council, The regional administration, The managing authority of the regional operational programme 2014-20, Regional "platforms" of stakeholders proposing priority niches, Executive units of the platforms.*

REMTh's Main Challenges

Mobility & Training

- Boost a cooperative culture in research institutions & universities with businesses.

- Raise awareness, mobilise & train 'bottom-up' structures.

- Capacities – training required, from stakeholders, at all levels.

- Types of mobility interventions

Governance

- Conventional approaches: "Strategy Leading V Managing Programmes"

- Linkages to national RIS3 Governance System.

Implementation

- Balance between a "Sectoral Analysis Aid" logic, and over–specialization.

- Project selection criteria and evaluation methodology.

Monitoring & Evaluation

- Selection of appropriate result indicators for monitoring RIS3 strategy, and coordination for national-regional synergies.

- Linkages to national Monitoring System.

- Results indicators for national compilation V regional result indicators.

State Aid, Rules and Legislation

- Issue RFP's using different Funds.

- State aid legislation applicable for research and innovation projects of SME's.

Effective involvement of business in the entrepreneurial discovery process

By Mr. Philippe Vanrie,

EBN, Innovation Network

Some critical EDP-related issues

Entrepreneurial discovery.

The process of systematically scanning for technological, political and regulatory, social, and demographic changes to discover opportunities to produce new good and services

- o *Understand really the entrepreneurs' ecosystem*
- o *Respect sincerely the entrepreneurs needs*
- o *Interact constantly with businesses, from micro to mega*
- o *Focus seriously on Economics & Entrepreneurship*
- o *Gazellify your territory*
- o *Empower entrepreneurs on key governance*
- o *Believe in open networks to structure*
- o *Trust large corporates & open innovation*
- o *Stay free to consider non-core niche areas & cases*
- o *Protect outsiders & challengers, not only expected leaders*
- o *Create, animate & lead the entrepreneurial buzz*

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Understanding entrepreneurs' needs (small business)

- Access to potential clients/distributors

- Access to technology partners and infrastructure

- Improving financial robustness

- Projecting business trend & sales with longer time scale

- Optimizing margins & reducing potential bad debts

- Ensuring quality, compliance & customer satisfaction

- Building reputation, skilled team, & differentiated USPs

- Innovation, validation, coaching & mentoring

- Partnering with Business & Innovation champions

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Understanding what Comapnies want (large firms)

- *Identify new trends, new ideas*
- *Find unique concepts, new hot designs*
- *Acquire & Integrate new IPs, Technos, Apps*
- *Help (& control) champions in the growing*
- *Invest in hot start-ups & SMEs*
- *Increase adoption of proprietary standards*
- *Co-llaborate, Co-design, Co-innovate*
- *Partner with out-of-the-box selected stakeholders*

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Stimulating, **S**caling, **S**howcasing Smart Success Stories, yes S3 again!
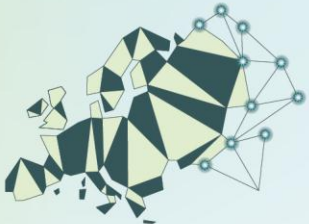
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Panel II
Implementation of RIS3: Monitoring
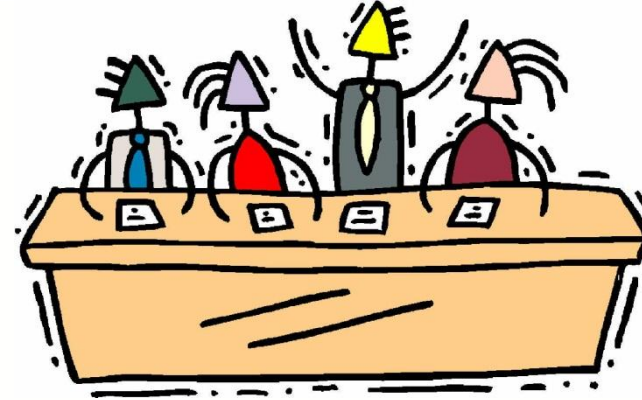
Moderated by Xabier Goenaga, Head of Unit, JRC.IPTS

- Monitoring of RIS3 in Central Europe & Baltics

- Monitoring of RIS3 in Lithuania

- Monitoring of RIS3 in Emilia Romagna

- Lessons from the Peer Reviews Carried out by the Smart Specialisation Platform

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Monitoring of RIS3 in Central Europe & Baltics

By Mr. Isfandyar Zaman Khan

Program Leader Central Europe & Baltics

World Bank

Monitoring of RIS3
in Central Europe & Baltics

- No need for *a uniform i*nstitutional design;

- *Specific functions and minimum standards are necessary for a quality M&E system;*

- M&E coordination is a must in more diversified (divided) countries.

Key features to be taken care of in each RIS3 M&E system:

1. Strong linkage with an intervention logic (target group, indicators, targets);

2. Added value for stakeholders (guaranteed sustainability and financing, moreover enhances the feedback loop);

3. Governance (ensures high quality and no conflict of interest).

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Monitoring of RIS3 in Lithuania

- Monitoring system in Lithuania consists of **two parts**:
  - identification of **causes** relevant for **policy success** (theory of change analysis);
  - **policy impact evaluation** (counterfactual analysis).

- This will allow:
  - continually **reviewing programme** implementation process and **making changes** as deemed necessary;
  - **identifying causes** of success and
  - **assessing the impact** of the programme;
  - **informing the public** about Smart specialisation programme, its success and results.

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Monitoring of RIS3 in Lithuania

- An essential part of the monitoring system will be **policy-learning and decision making**:
  - it will involve Lithuanian **stakeholders and experts** who will be able to **obtain and evaluate** information on the programme;
  - this will provide opportunities to **steer policies** according actual processes and make the Lithuanian Smart specialisation **flexible**.

- The main **challenge**s for successful monitoring are:
  - the lack of **evaluation culture**;
  - the lack of **evaluation experience**, which also leads to challenges related to **data availability**.
    - Improvements in monitoring can be made through **upgraded data collection**, **closer inter-institutional cooperation**.

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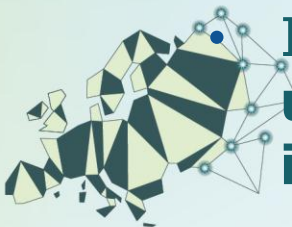
Monitoring of RIS3 in Emilia Romagna

By Ms. Elisabetta Maini,

Emilia-Romagna Region

Directorate Industry Commerce Tourism Services, Policies of Economic Development, Industrial research and technological innovation

Emilia Romagna Monitoring Approach
key words:
open, participated, integrated

6 forum organized on the priorities

Set of indicators:
Results
Competitivess
Change

EDP

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Lessons from the Peer Reviews Carried out by the Smart Specialisation Platform

By Mr. Alessandro Rainoldi,

Smart Specialisation Platform JRC.IPTS

The challenge of monitoring

- *Somehow neglected in the earlier time of S3.*

- *Gained importance in later peer review discussions.*

- *Most recurrent weakness in ex-ante conditionality assessment.*

- *Mentioned in several action plans.*

A tool for governance not for compliance

- *Not a table of indicators but a tool to streamline the logic of intervention of S3.*

- *Not an inward-looking set of figures but a way to enhance mutual learning and collaboration.*

- *Not a duplicate of OP monitoring but an opportunity to go into the granularity of S3 priorities.*

A genuine element of the S3 process

Thank you
for your attention

Wrap up and Conclusions

By Mr. C. Wolfe,
Head of Unit DG Regio

Thank you
for your attention

and have a nice flight
back home!!

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