



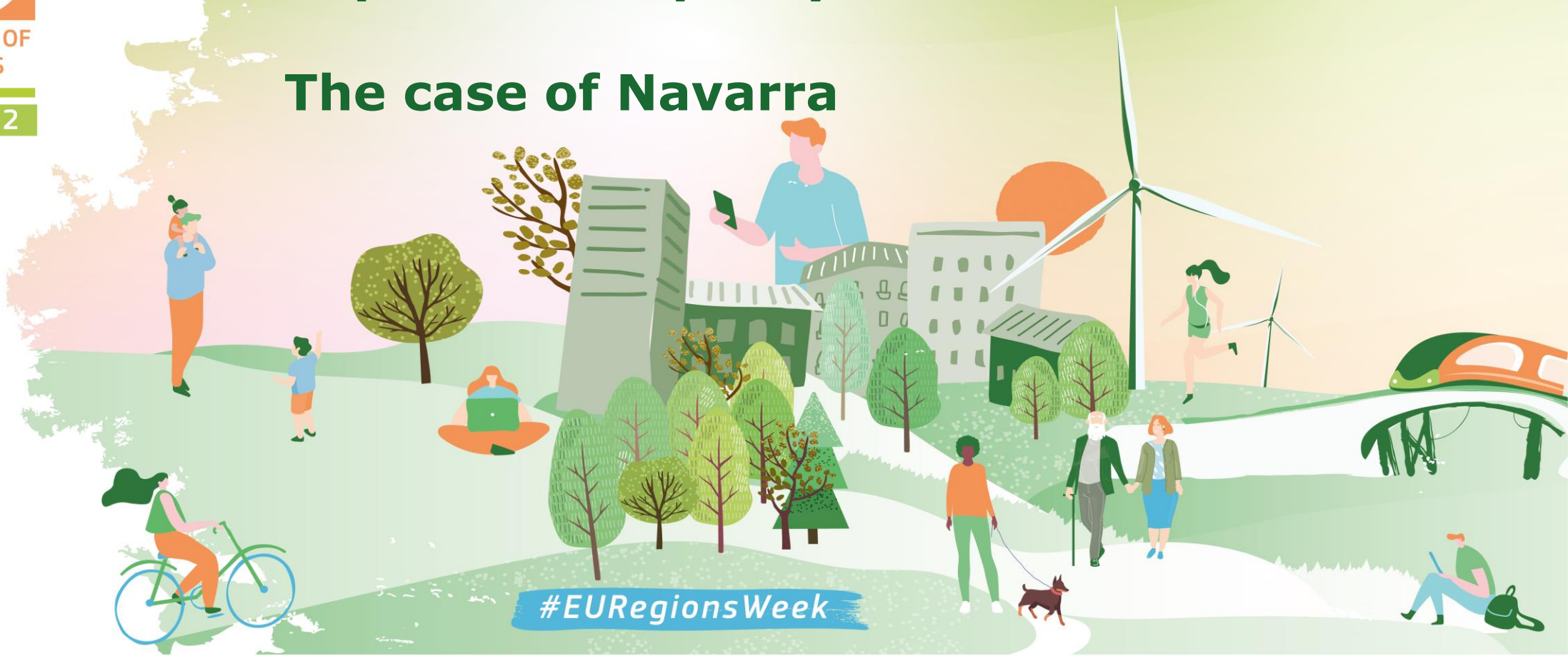
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2003 - 2022

Partnerships for Regional Innovation (PRI): Sharing experience of a new experimental policy

New Challenges for
Europe's Cohesion

The case of Navarra





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Navarra



650.000 people
10.391 km²



**Industrial
economy**



**Innovative
region**

	Navarra	Spain	EU
GPD per cápita (2020)	31.200€	25.200€	29.900€
Unemployment (2021)	10,4%	14,5%	6,8%

**New Challenges for
Europe's Cohesion**



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From S3 to PRI: strategic framework change

New Challenges for
Europe's Cohesion



**How to create a competitive
region by developping our
strenghts**



**How to contribute to
european-global commons
with our capabilities**

2015

1. Directionality
2. Working in missions
3. Systemic impact
4. New value chains
5. Local experimentation
6. European networks

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2021





New Challenges for
Europe's Cohesion



Vision 2030



Navarra as a European benchmark in the transition
to a **sustainable** and digital economy committed to
the **territory** and **people**

Economic growth

Environmental
protection

Social & territorial
cohesion

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Regional dashboard: S4 goals

New Challenges for Europe's Cohesion

The S4 final goals point towards prosperity and social wellbeing, and include indicators to measure the green and digital transition

Base point	Goal 2025	Final goal 2030
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Final Goals

GDP per capita Percentage compared to the European average (GDP in PPS). EU27 = 100%	111 % Year 2019	115 %	120 %
At-risk-of-poverty rate (%) % of population at risk of poverty	7,7 % Year 2019	6 %	5 %
Wealth distribution EDW Index (Equal Distribution of Wealth)	29,6 Year 2019	28	26
Unemployment rate % Unemployment rate in the active population	9,0 % T4-2019	7 %	5 %

Green Transition

Reduction of GHG Emissions Total GHG emissions reduction over 2005 levels	-14,74 % Year 2018	-32,5 %	-45 %
Industrial waste % industrial waste reduction based on 2010	23,9 % Year 2019	-11,4 %	-13 %
Renewable energies % RES-E contribution to final energy consumption	21,41 % Year 2019	40 %	50 %
Energy intensity Final energy consumption over GDP (TOE / constant euros 2008)	90,7 Year 2019	65	56

Digital Transition

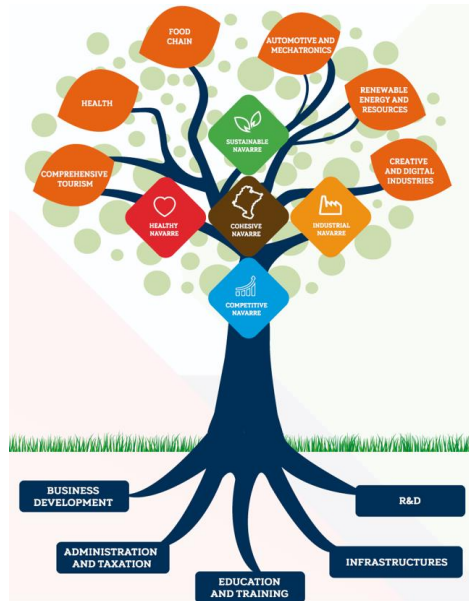
Ultra-fast broadband % of population with 100 Mbps coverage or more	81,2 % Year 2019	93 %	100 %
Digital Administration % people who use the internet to interact with the administration	59,0 % Year 2019	75 %	95 %
Digital skills % individuals with digital skills above basic	37,4 % Year 2019	60 %	95 %
Digital Companies % of companies that bought cloud computing services (of all companies with internet access)	22,1 % Year 2019	40 %	80 %

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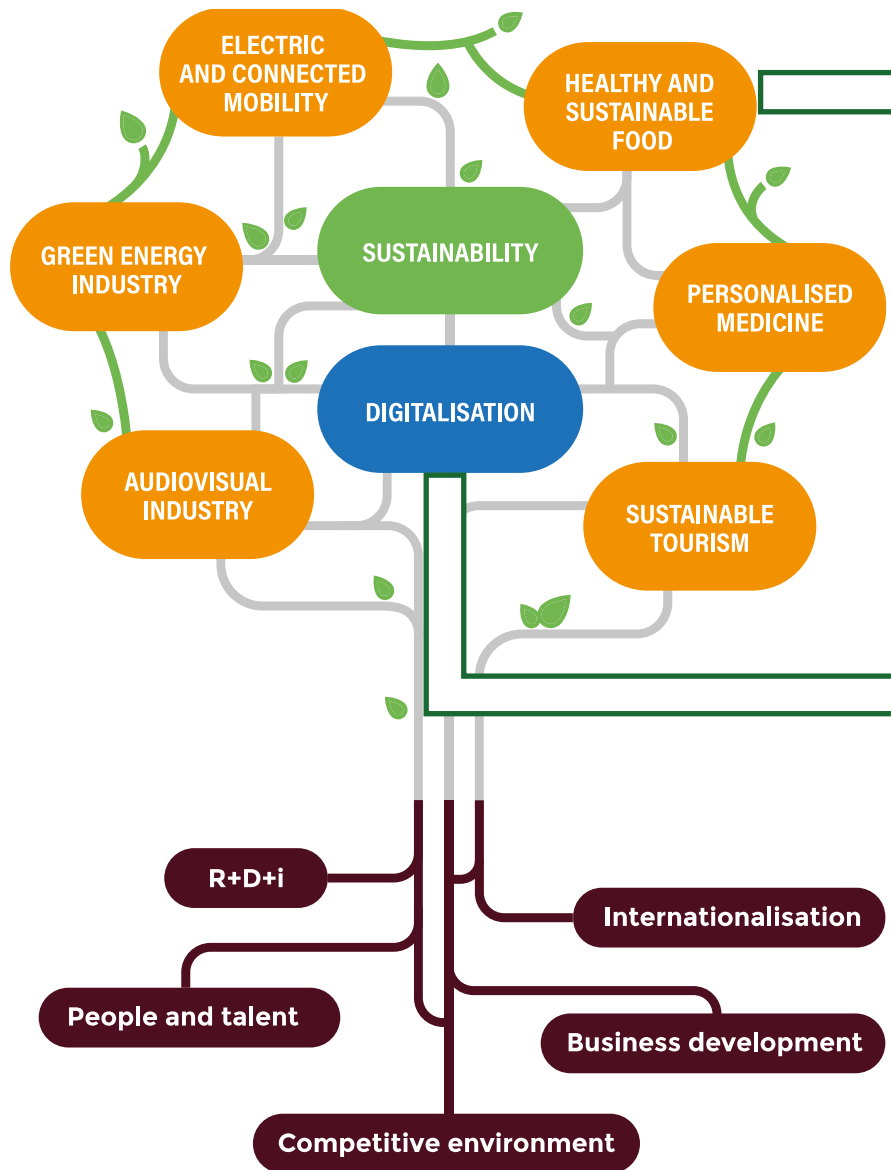
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2015

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New Challenges for Europe's Cohesion

Working in directionality...

- Six "sectors" in transition...From supporting agrifood industry to healthy and sustainable food (e.g.)



... with green and digital transition everywhere...

- ... and two 'cross-cutting' ones, that affect every business segment



Focus on the digital and sustainable business niches





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Electric and connected mobility

New Challenges for
Europe's Cohesion

	Lines of work	BO	GT	DT
01	Transforming the supplier value chain around regional, digital, flexible, and sustainable OEMs	●		
02	Development and sophistication of vehicle components: sensorisation, communications (between components and/or with Smart Cities infrastructure), new materials, and new functionality	●		●
03	Integration and grouping of parts and components to become suppliers of modules and systems with higher added value	●		
04	More sustainable solutions such as remanufacturing of components, lightweighting, use of recycled materials/resources	●	●	
05	Servitisation of mobility and power supply models, especially related to Smart Cities (communications and services)	●	●	●
06	Energy storage systems (batteries), recharging systems (infrastructures), energy management (V2X) and integration into renewable energy generation networks (services)	●	●	
07	New models of smarter, more sustainable logistics, last mile distribution, shared warehouses	●	●	●
08	Detection and development of new business niches, markets, and mobility segments	●		

For each priority:

- Vision
- 3-4 main Focus
- Lines of work



- ✓ Agreed by the different actors involved
- ✓ Cohérence, Capacity and Commitment (3Cs)
- ✓ Choosing:
 - ✓ Business opportunities
 - ✓ Green transition
 - ✓ Digital transition

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S4 Challenges

(kind of « transformation programs »)

New Challenges for
Europe's Cohesion

- Dynamic process of analysis + change process + actions
- In search of “multiple value”
- Need active collaboration of multiple partners
- Comprehensive agenda of initiatives and public incentives
- Wanting to reach an experimental phase (touch reality!)
- Mobilise public & private resources





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Prioritisation Criteria

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S4 Challenges (in process!)

New Challenges for
Europe's Cohesion

	CRITERION	DESCRIPTION	3 points	2 points	1 points
Step 1: Strategic Impact	1. S4 coherence	Alignment with the general S4 vision and the thematic focuses of each priority	Contributes directly to one of the focus and impacts in the priority vision	Contributes lightly or indirectly, fits in a line	Not relevant to the priority focuses
	2. Market size	Global market size and growth rate, or innovation niche with high growth potential in the next years	Large market size or high-growth niche	Small –medium market size with moderate growth rate	Very small, stagnant or decreasing market
	3. Competitive advantage	Critical mass of specialised companies and/or knowledge centres in the topic	Important critical mass of companies and knowledge centres	Some interested companies and knowledge actors	Few or no relevant companies and knowledge actors
	4. Territorial impact	Regional impact because of positive externalities: social, territorial and environmental gains, or connection with local demand or suppliers	Positive externalities in employment, territorial cohesion, environment	Medium impact in the region, but still positive	Low impact, difficult to visualize systemic benefits
Step 2: Opportunity	5. Feasibility	Degree of complexity-feasibility of the roadmap and cost of the program and initiatives,	Feasible actions and low or viable needed budget	Medium complexity or cost	Highly demanding projects in terms of complexity or cost
	6. Business interest	Engagement of companies and key regional actors leading the roadmap	Well-known group of interested companies and key actors engaged	A bunch of interested companies, potential leaders	None or only individual business interest, lack of key leading actors
	7. Opportunity	Timeliness and “room” for driving the program, clear public interest and rationale to launch a program or better coordinate different initiatives	No initiatives already in progress or clear complementarity	Some initiatives in the topic, possible complementarities	No interest or too many actors and initiatives underway



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S4 Challenges 2022

New Challenges for
Europe's Cohesion



- 1. Development of products for the electric vehicle
- 2. Sustainable mobility



- 3. Alternative protein (plant based)
- 4. Organic agriculture value chain



- 5. Energy storage



- 6. Personalised medicine



- 7. Circular economy



- 8. Artificial intelligence
- 9. Digital innovation hub



- 10. Sustainable and smart construction

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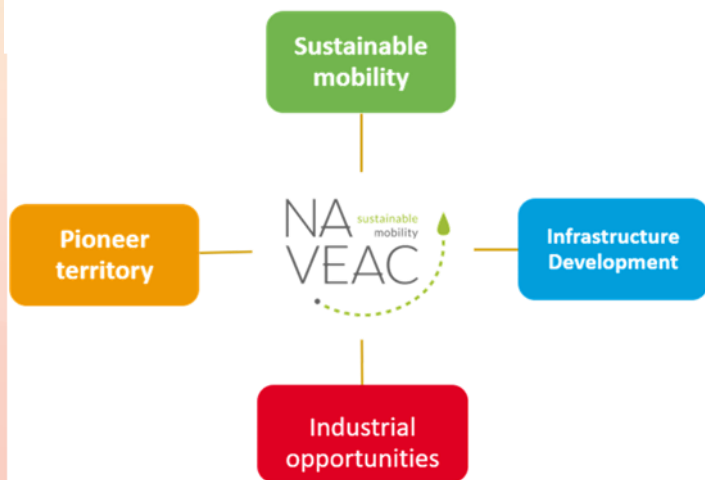
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**New Challenges for
Europe's Cohesion**

Electric and connected mobility

- ✓ Creation of an innovation platform NAVEAC to foster knowledge diffusion and look for R&D projects
- ✓ Collaboration with the sectoral cluster that gathers « business as usual » companies and help them find their way...
- ✓ Thematic R&D calls for innovation consortia in the topic of electric vehicles
- ✓ REACT-EU: testing and piloting infrastructure investments supporting regional companies' needs
- ✓ Demand side: strategic analysis on electric car deployment bottlenecks, a regional agenda with clusters and territorial agents to reach rural zones
- ✓ Experimental Pilot Projects connecting territorial needs with R&D capacities (charging infrastructure in remote zones)



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Learnings (so far...)

New Challenges for
Europe's Cohesion

- Flexibility is necessary
- Collaboration from actors is mandatory (but difficult...)
- The 'past' has strong influence
- Easier 'thinking' than 'doing'
- Benchmarking among regions can be helpful

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Thinking big, acting small





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**New Challenges for
Europe's Cohesion**

Thank you very much

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