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
Entrepreneurial Discovery Process in Central Denmark Region

By Ms. Pia Fabrin
Deputy Head of Unit,
Growth Forum and Regional Development Strategy
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.
Entrepreneurial Discovery Process in Central Denmark Region

Challenges

Keeping the process open and focused
Killing your Darlings
Monitoring the initiatives
Adapting to and supporting new trends
Eastern Macedonia – Thrace (Greece) Main Challenges

By Mr. Ioannis Firbas, Director General, National Coordination Authority for ESIF
firbas@mnec.gr

By Mr. Ioannis Kesanlis
Programming and Evaluation Unit
Managing Authority of Eastern Macedonia – Thrace
ikessanlis@mou.gr
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.
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

- Understand really the entrepreneurs’ ecosystem
- Respect sincerely the entrepreneurs needs
- Interact constantly with businesses, from micro to mega
- Focus seriously on Economics & Entrepreneurship
- Gazellify your territory
- Empower entrepreneurs on key governance
- Believe in open networks to structure
- Trust large corporates & open innovation
- Stay free to consider non-core niche areas & cases
- Protect outsiders & challengers, not only expected leaders
- Create, animate & lead the entrepreneurial buzz
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
Understanding what Companies 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-laborate, Co-design, Co-innovate
- Partner with out-of-the-box selected stakeholders
Stimulating, Scaling, Showcasing Smart Success Stories, yes S3 again!
ANY QUESTIONS?
Thank you for your attention
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
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 institutional 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).
Monitoring of RIS3 in Lithuania

By Ms. Jurgita Petrauskiene,
Director of Research and Higher Education Monitoring and Analysis Centre (MOSTA)
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.
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 challenges 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.
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

Set of indicators: Results, Competitiveness, Change

6 forum organized on the priorities

EDP
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
Any Questions?
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!!