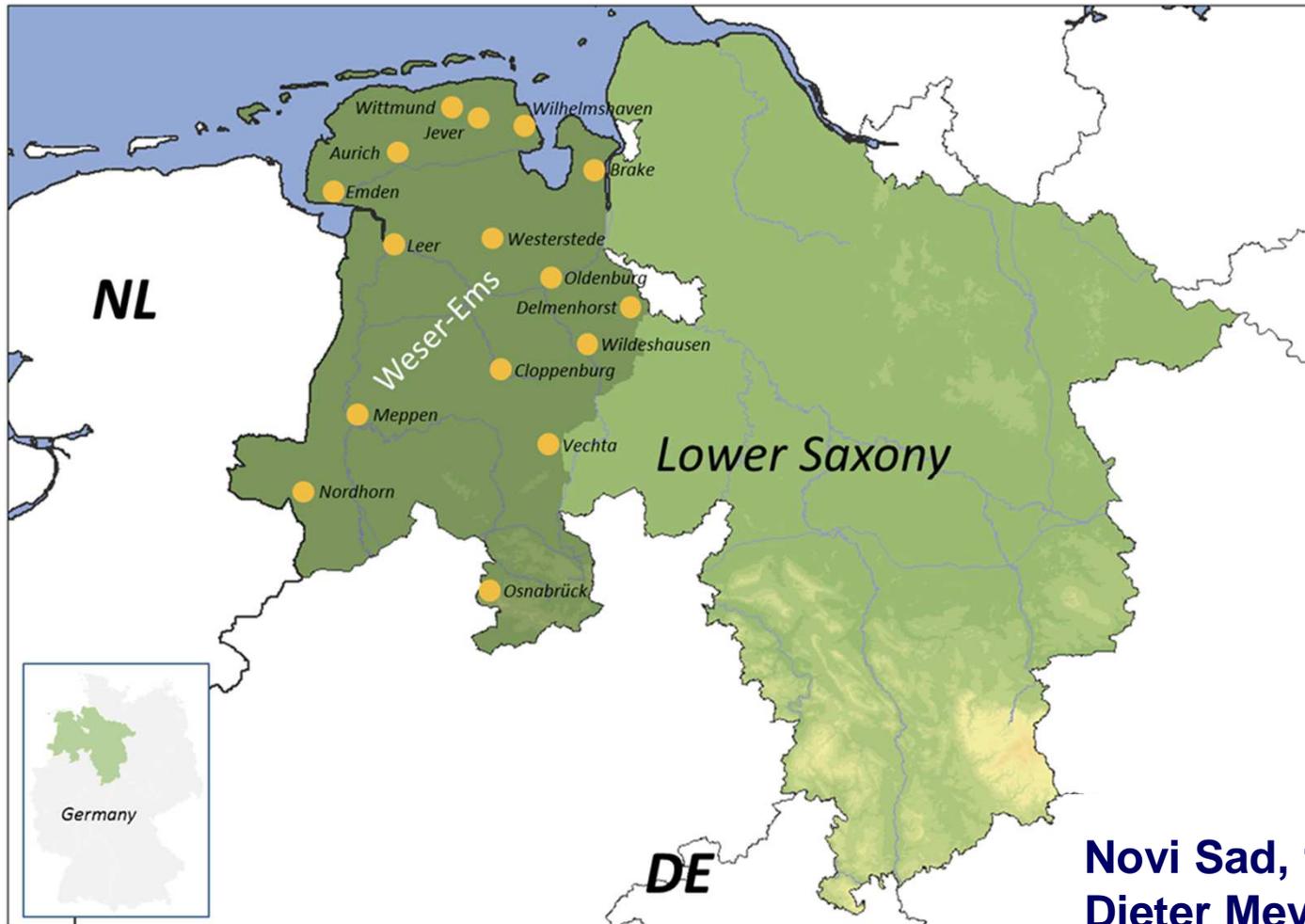


Weser-Ems (DE): Towards a RIS3



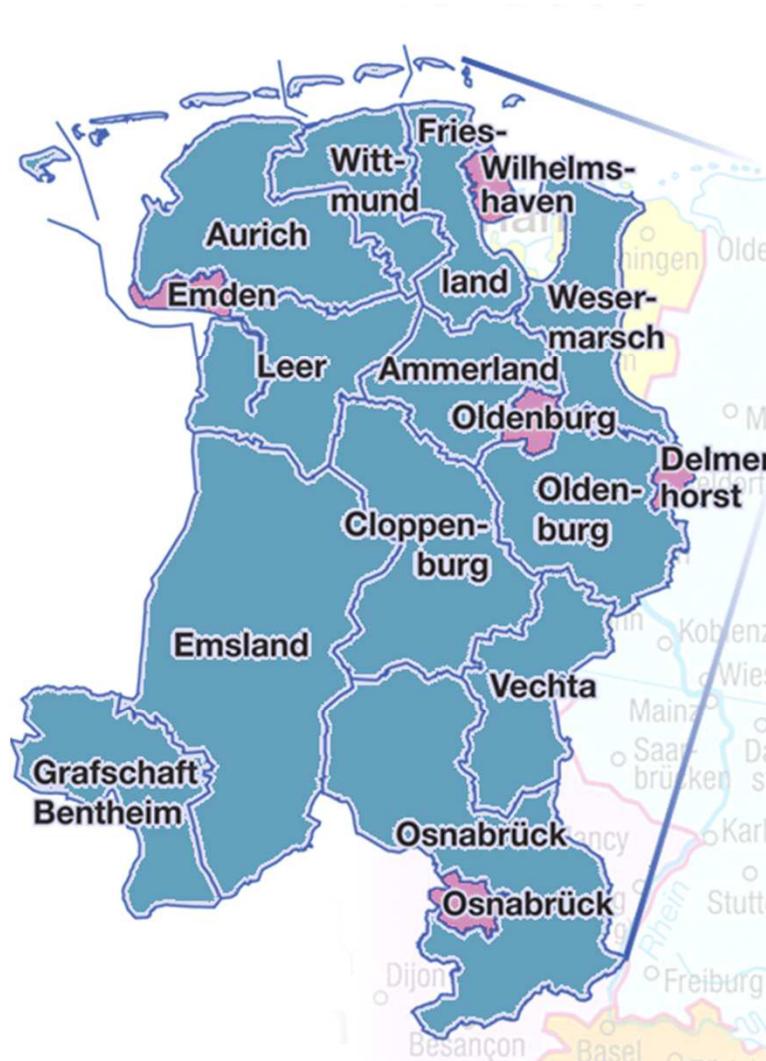
Novi Sad, 10-11 April 2014
Dieter Meyer

Questions we would like peers to discuss



- So far we feel well advanced in development and implementation of our regional innovation strategy for smart specialisation (RIS3)
- Main challenges in RIS3 development and implementation are based on formal responsibilities - which we don't have...
- Questions we would like peers to discuss after the presentation:
 1. Adequate monitoring / assessment tools on NUTS III-level?
 2. Internationalization of clusters?
 3. Improve participation of SMEs in European research community?

Introduction to our region



- Geographic area: 15 000 km²
- Population: 2,5 million inhabitants
- Population density: 165,7 inh. / km²
- 12 administrative districts (Landkreise) and 5 independent cities (Level: NUTS II)
- Major cities: Osnabrück (165.000)
Oldenburg (165.000)
- 4 – 8 % unemployment rate (5,6 DE: 6,6)
- R&D expenditures on GDP
 - Total: 0,59 (DE: 2,82)
 - Public: 0,25 (DE: 0,92)
 - Private: 0,35 (DE: 1,91)

Introduction to our region



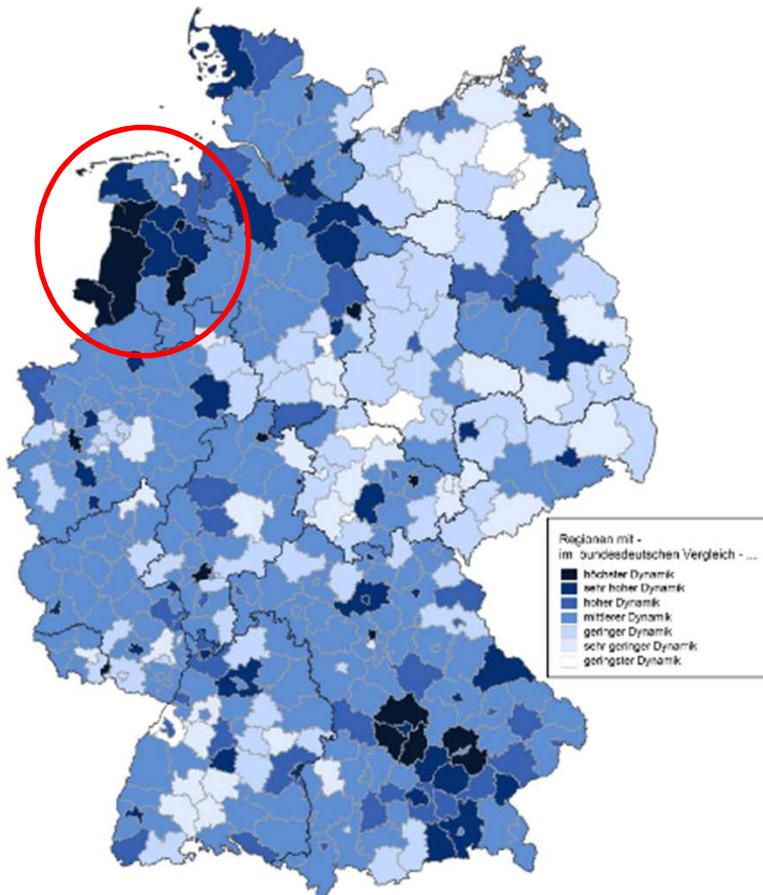
Regional dynamics...



...and the indicators

Zukunftsatlas 2010 Regionen

Die Regionen Deutschlands im Dynamik-Vergleich



Demografie

Wohlstand & Soziale Lage

Arbeitsmarkt

Wettbewerb & Innovation

Status quo	Dynamik
Fertilitätsrate	Bevölkerungsentwicklung
Anteil Junge Erwachsene	Wanderungssaldo Junge Erwachsene
Kaufkraft	Veränderung des Anteils der in Bedarfsgemeinschaften lebenden Personen
Kriminalitätsrate	
Kommunale Schuldenlast	
Anteil der in Bedarfsgemeinschaften lebenden Personen	
Arbeitsplatzdichte	Veränderung Arbeitsplatzdichte
Arbeitslosenquote	Veränderung Arbeitslosenquote
Anteil Tertiärbeschäftigte	Veränderung Tertiärbeschäftigung
Anteil Hochqualifizierte	Veränderung Anteil Hochqualifizierter
BIP je Beschäftigten	Veränderung BIP
Gründungsintensität	Veränderung Gründungsintensität
FuE-Personal in der Wirtschaft	Veränderung FuE-Personal
Investitionsquote der Industrie	Veränderung Gesamtbeschäftigung
Patentintensität	
Beschäftigte in den dt. Zukunftsfeldern	
Anzahl der Top 500 Unternehmen	
Erreichbarkeit BAB	

Introduction to our region's work on research and innovation



Activities in the past...

- from early 90s: first steps in regional cooperation on NUTS II-level by „NUTS III-assembly“ (influenced by change in EU policy)
- from mid 90s: regional strategy of NUTS III-assembly on NUTS II-level (RIS, financed in ppp, funded by EU)
- from early 00s: implementation / dissemination of RIS, followed by RIS+ as well as RIS NAC, TRIP SESAMES, Thematic Networks, ... (financed in ppp, funded by EU, partly supported by Lower Saxony)
- from mid 00s: „intensification / diversification“ of strategy in sub-regions (financed in ppp, supported by Lower Saxony via EU funds)
- from early 10s: relaunch of regional strategy of NUTS III-assembly on NUTS II-level (financed via own resources)

Introduction to our region's work on research and innovation



- Status of our work on RIS3:
 - Strategy prepared 2011/12, presented in March 2013
 - Action plan prepared in 2013 (Apr.-Sept.)
 - Implementation of Action plan, Phase I (Jan.-Dec. 2014)
- In Germany we have “regional” RIS3 (Länder / NUTS I). Coordination of RIS3 between NUTS I-level and region (NUTS II / III) via invitation to / participation of NUTS I-representation in our region.
- RIS3: A rural region on its way to knowledge economy!

Governance



- Coordination of RIS3 design process in our region:
 - Official responsibility: State Secretary of Lower Saxony
 - Regional initiative: Assembly of districts and cities in Weser-Ems (CEOs), assisted by “strategy councils”
- We have a close regional partnership which includes a ‘*triple helix*’ collaboration of:
 - All 17 districts / cities of Weser-Ems (elected CEOs)
 - Key representatives of business community
 - Relevant scientific institutions
- Relevant actors are identified, approached, included and engaged in the development by:
 - Starting point: Public administration
 - Core input: Business representatives
 - “Cross check”: Science

Governance



Focus

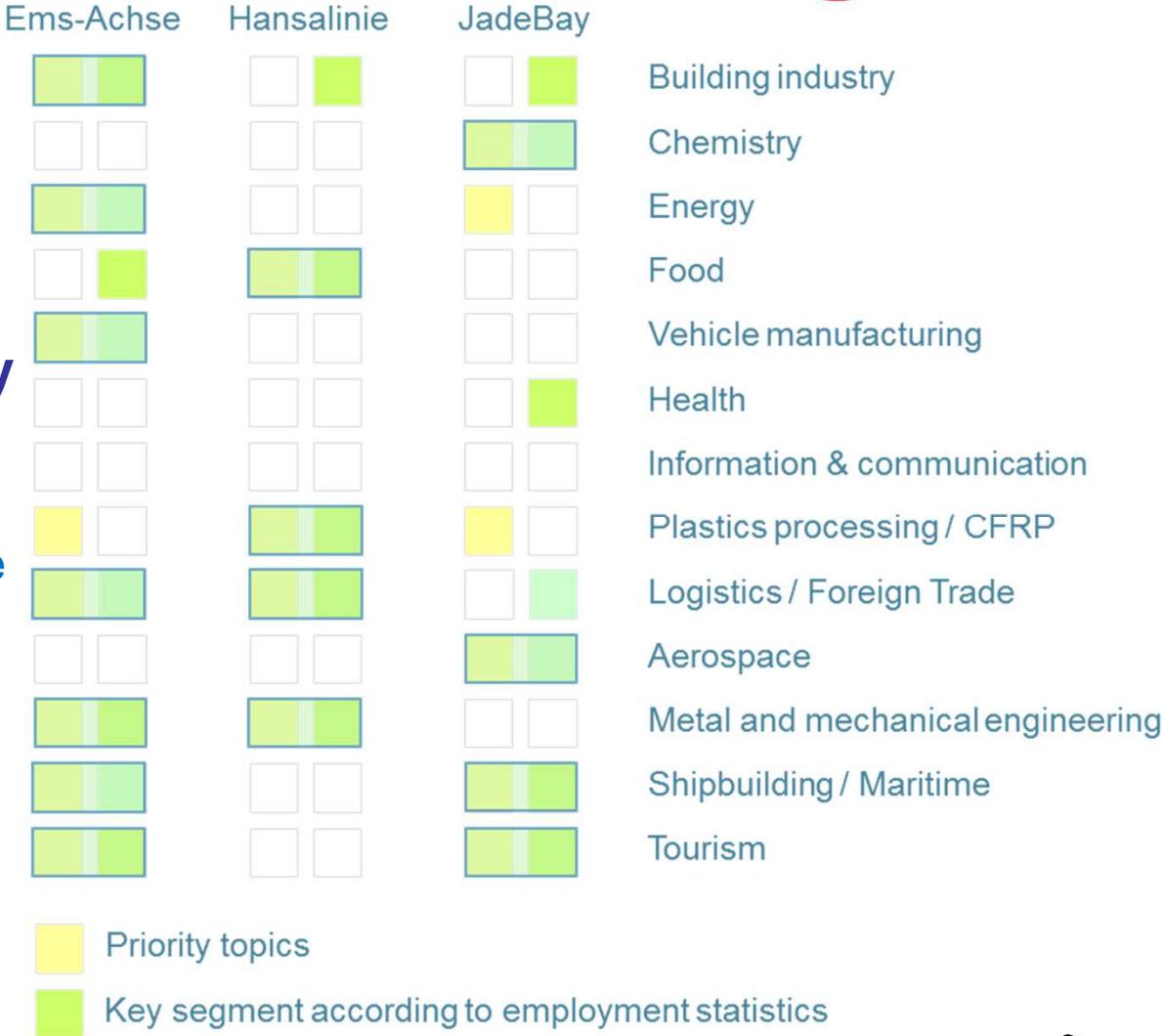
- Business / SMEs
- Employment

Knowledge-Economy

- (potential) Employees
- Suppliers / SMEs
- Knowledge-infrastructure

In depth assessment

- Analyze studies
- Workshops academia



Governance



REHAU Unlimited Polymer Solutions
Manitowoc
NSW a General Cable company
HARTMANN REEDEREI SETTING THE RIGHT COURSE
anssen
AMAZONE
EVAG
PREMIUM AEROTEC
J. MÜLLER Unternehmensgruppe
MEYER WERFT PAPENBURG 1795
EWE
BÜFA
Waskönig+Walter
SGL ROTEC WIND ENERGY COMPONENTS
Erwin Müller Gruppe Lingen
Krone Wir transportieren Zukunft
Ferienzentrum Schloss Dankern
Könecké
Armstrong
RÖCHLING Engineering Plastics
cewe color
WERNING FEINKOST & SALATE
RWE
SCHÜCHTERMANN KLINIK BAD ROTHENFELDE
PÖPPELMANN
FACHKLINIK BAD BENTHEIM Ihr Gesundheitszentrum
Big Dutchman
GMH Gruppe Georgsmarienhütte
hellmann Worldwide Logistics
GRIMME
LITZ
neuenhauser
WAS Ambulances and Security Vehicles
ebm excellent electrical engineering
PARACELSUS KLINIK OSNABRÜCK

... over 30.000 employees,
 ca. 15 bn€ turnover per year,
 ca. 90% of enterprises export,
 ca. 64% export all over the world

Governance



- Governance mechanisms to facilitate an entrepreneurial process:
 - Very close cooperation of all 17 departments for business development
 - Very active cluster cooperation on sub regional level
 - SME support / technology transfer programmes in all districts / cities
 - Strong commitment of key representatives of business community
- How decisions about RIS3 priorities are taken:
 - Basic criteria: Business needs and relevance for regional employment
 - Second level: Assessment by relevant scientific institutions / experts
 - Third level: Consensus within “Assembly of districts and cities”
 - While implementation: Recommendations of “Strategy Councils”

Building the evidence base for RIS3



Building the evidence base for RIS3



- We didn't have to start from scratch!
- Main steps of the process to identify the above elements:
 1. Define target, main issues and method
 2. Prioritise regional key sectors
 3. Select / interview participating companies (regional "Knowledge-SWOT")
 4. Evaluate outcomes / extract common issues
 5. Decide upon three fields of competence / related sectors
 6. Desk research to cross check decision
 7. Workshops with regional science / expert to assess findings
 8. First presentation / consensus building
 9. Select regional "promotors / drivers" for all three fields of competence
 10. Write down strategy document / presentation to government
 11. Develop action plan (measures, time schedule, budget, finance)
 12. Set up management structure / start implementation

Building the evidence base for RIS3



„Smart specialisation means to focus strengths on regional key issues and on challenges and necessities for a knowledge based development.“¹⁾



- Bio-economy
- Energy
- Maritime economy



- global developments
- legal framework
- public acceptance



- complete value chains
- system competence
- applied sciences
- culture of cooperation

¹⁾ vgl. European Commission (Hrsg.): Guide to Research and Innovation Strategies for Smart Specialisation (RIS 3). o.O. (Brüssel), May 2012

Looking beyond our region's boundaries



- Our analyses took into account the external context, national / international via...
 - Interviewed companies
 - Workshops with science / regional experts
 - Permanent exchange with Dutch neighbors
- We have assessed our region's work on Research and Innovation *vis-à-vis* our European partners via...
 - Main focus at neighbouring Dutch provinces (INTERREG A)
 - Permanent exchange with European partners / peers from “Know Hub”
 - General reflection on RIM and EIS

Looking beyond our region's boundaries



How have European partner regions assessed our situation?¹⁾

Strengths	Weaknesses
<ul style="list-style-type: none"> - good structure of economy – strong SMEs sector - special, identified fields of competences: food sector, maritime sector, energy - competences of R&D on the applied level - education system with practical component - long RIS experiences 	<ul style="list-style-type: none"> - no governmental structure on regional level - no formal competences for definition of policy mix and action plans related to innovation - limited influence on policy making in Lower-Saxony - coordination with Lower Saxony government according main sectors and competences in Weser Ems
Opportunities	Threats
<ul style="list-style-type: none"> - know-how of food production - whole Weser-Ems to be covered by INTERREG IVA programme - Increasing the regional cooperation, - development of public-private partnership - structural funds money for RIS3 implementation (depends on negotiation with Lower Saxony) - cross border collaboration with Dutch partners 	<ul style="list-style-type: none"> - demographic change – aging citizens, decreasing population - risks for environment because of intensive food production (meat, poultry) - neighbouring regions which compete in competence fields (for example Mecklenburg in tourism, Rotterdam in maritime) - dependence on Structural funds money as source for RIS implementation

¹⁾ Peer Review report within Know Hub project, Poznan / Oldenburg 2012

Looking at entrepreneurial dynamics



- Assessing entrepreneurial dynamics in our region:
 - Just an example: entrepreneurs from the maritime sector define their needs of cost-efficient and environmentally friendly ship propulsion systems; the “LNG Initiative” and the concept for a “Green Shipping competence center” develop out of this
 - Basic precondition is the permanent, close contact to economy
- Involvement of entrepreneurial actors in our region:
 - Business community is the core target group of our RIS3!
 - Entrepreneurial actors have defined priorities.
 - Research and academic institutes have validated / modified.
 - Most relevant bottlenecks: How to address and involve SMEs when dealing with relatively abstract strategic questions of regional development? (solved via intermediaries and opinion leaders)

Main objectives of RIS3



- Main socio-economic objectives / results we want to achieve through our RIS3:
 - Contribute to international competitiveness of regional companies concerning technologies, innovation capacity, marketing and human resources
 - Support / promote cooperation across sectors / clusters / fields of competence on regional and interregional level
 - Build on existing regional good practice
- How do we intend to use **transnational cooperation** to achieve some of these objectives:
 - Build on experiences and existing partnership with The Netherlands
 - Foster cooperation with Know Hub partners

Our priorities



Our RIS3 priorities:

Cross-linking knowledge across sectors, clusters, fields of competence

- Develop / provide scenarios, prognosis, foresight
- Policy advice / recommendations , lobbying

Cross-linking knowledge in education

- (pre-) school education, MINT, marketing sectors / professions
- improvement (graduate) schools / optimisation „Dual Studies“
- competence- / regional marketing

Our priorities



Our RIS3 priorities:

Cross-linking knowledge in vocational training

- Knowledge management within companies
- provide transparency of training supply
- achieve critical mass for RTD+I via cooperation of companies

Cross-linking knowledge in innovation support / -transfer

- transparency of instruments, supply, institutions
- support- and training to improve innovation capacity of companies and networks / clusters

Our priorities



- Priorities are based on the analysis of the region’s strengths and weaknesses and have been chosen explicitly on company recommendations.
- Criteria to set priorities for investment are foreseen and defined by regional strategy councils (e.g. to establish a “Center for green Shipping”)
- Digital growth/ICT is an implicit priority only.
- Flexibility mechanisms for resource allocation if priorities are eventually reinforced / discarded will depend on provisions in Lower Saxony.

Implementation and budget



- In action plan phase I, our priorities are underpinned by concrete measures and budget allocations, e.g. for:
 - Master Plans for the three fields of competence as a framework of orientation and action for regional actors and notably SMEs
 - Inventory of Knowledge to promote Marketing of Regional Competencies etc
 - European Knowledge-Cooperation
 - Defined budget for 2014: 633.000,- € (EU: 50%, Public: 37%, Private: 13%)
- Our strategy and its implementation intends to integrate and exploit synergies between different policies and funding sources, e.g.:
 - ESI Funds
 - INTERREG
 - ERASMUS, HORIZON 2020
 - National sources

Implementation and budget



- Relevant stakeholders and partners are involved in the implementation stage of RIS3 via:

Strategy-Councils for our three fields of competence

(2-4 public, 4-6 business, 4-6 science)

- Masterplans – „Vision 2020“
- Recommendations university-development / (Research-)Infrastructure
- Recommendations R & D and pilot / demonstration needs / projects
- Lobbying
- „Speaker“ of region concerning resp. field of competence

Knowledge Hubs for our three fields of competence

(all interested „intermediaries“ – „faces“ to business sector => 60 – 80 people)

- Operative support to Strategy-Councils / transfer outcomes to business
- Reflection / implementation strategy / master plan
- regional monitoring / observation (qualification, internationalisation, ...)

Implementation and budget



- Does our RIS3 stimulate private R&D+I investments?
 - Yes, concrete projects under preparation!
 - “Lighttower project”: “Schaufenster Energie”
 - ...
- Who is responsible for the implementation?
 - Assembly of districts and cities in Weser-Ems (CEOs), assisted by regional strategy councils
 - Active involvement of Lower Saxony foreseen...

Measuring progress



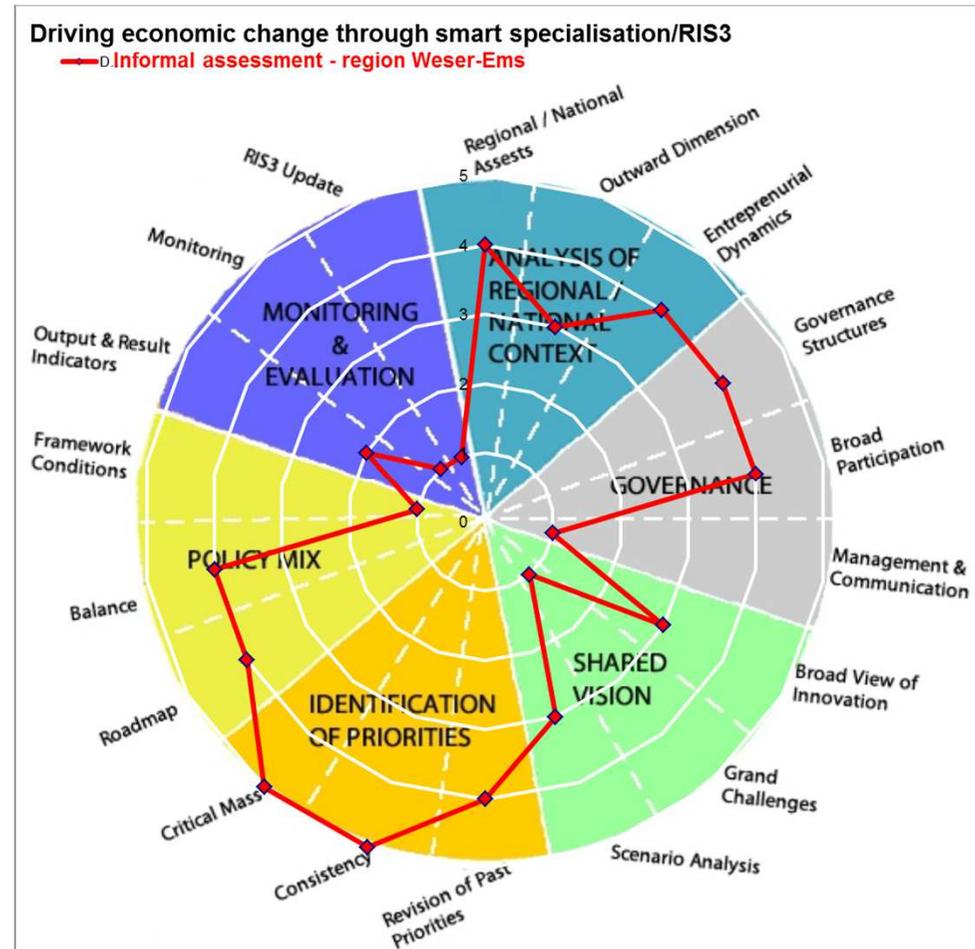
- Mechanisms planned for monitoring and evaluation of the strategy's implementation:
 - To be defined according to Operational Programme Lower Saxony
 - For regional action plan phase I: bi-monthly progress reports / assessment
- Outcome indicators we will use/plan to use to measure the success:
 - According to Operational Programme Lower Saxony
 - To be defined by the end of phase I within regional master plans
- We foresee a review of the strategy based on our evaluation outcomes at the end of action plan phase I, in 2017 as a mid-term review and in 2021 as a final evaluation.

Self-assessment



From our point of view:

- We feel well prepared within our region as far as RIS3 is concerned.
- A wide consensus and strong commitment among regional stakeholders has been achieved.
- We see mayor challenges in the coordination of our process with the Land of Lower Saxony concerning monitoring and access to structural funds.



Source: S3 Platform/EURADA

Summary and next steps



- What is needed (in the short and medium term) to further develop and implement RIS3 in our region?
 - Successful finalization of action plan (phase I)
 - High quality and full acceptance of master plans
 - Reliable political framework conditions for our fields of competence.
- Politicians, the business community and science in our region as well as regional administrations are quite aware of the process and supportive. Concerning further implementation national government will have to be convinced...

Question 1: Adequate monitoring assessment tools on NUTS III-level



- **Why:**
 - Assessment of the measures on local / regional level
 - Steering the use of financial / personnel resources
 - Support for the identification / communication of good practices
- **What has been done:**
 - Assessment of official regional / state statistics (Problems: extent, periodicity, significance)
 - Assessment of European statistics (RIM, EIS etc.; Problems: indicators / definitions, periodicity, significance)
 - EU project IASMINE (Problems: indicators / definitions, periodicity, significance, effort)

Question 2: Internationalisation of clusters



- **Why:**
 - Clusters as platforms to open access to international markets also for SME
 - Reduce barriers / risks for market entry
 - Use critical mass for qualified support / supervision
 - Education and training needs for cluster managers
- **What has been done:**
 - Common fair participation (in Germany)
 - Support of creation of informational and promotional materials
 - Opening up of human resources (for the region)

Question 3: Improve participation of SMEs in EU research



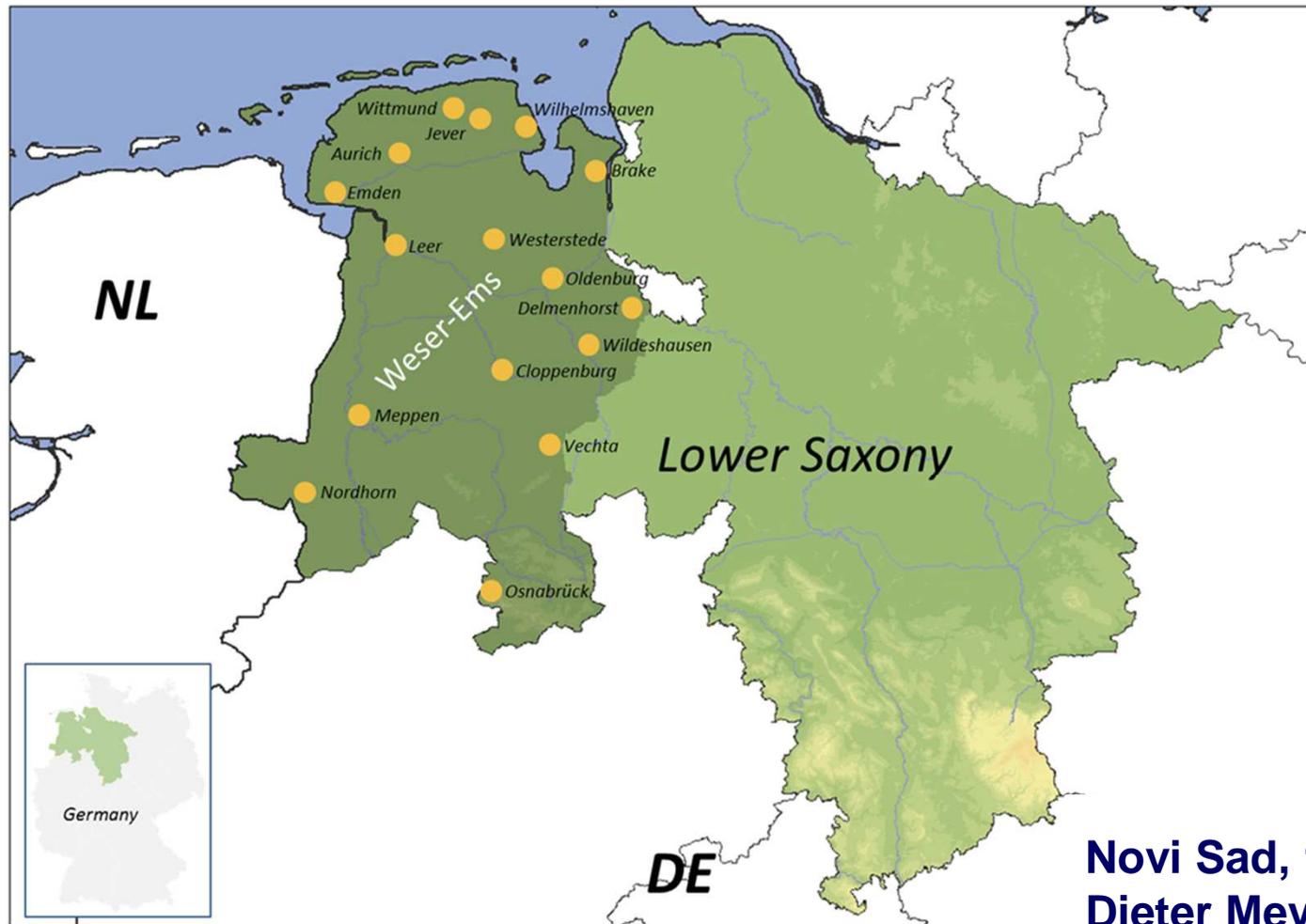
- **Why:**
 - Discussion of European research questions
 - Low-threshold entry into European research funding
 - Strengthening of international competence to act
 - Sensitizing for professional project management
 - Opening up of international market accesses
- **What has been done:**
 - Dissemination of cooperation offers / searches
 - Informational events
 - Technology consulting

Finally:



- In these areas we are looking for new ideas, methods, operational models or know-how:
 - Monitoring / assessment of regional innovation policies on NUTS III-Level
 - Internationalisation of clusters
 - Exploitation of HORIZON 2020 for regional SMEs and development
- Who we already work with in this respect:
 - Neighboring provinces in The Netherlands
 - Partners of Know Hub network from AT, BE, BG, DE, ES, FR, HU, PL, SK (www.knowhub.eu)
- We are open and interested to build a formal / informal network with the regions present at this workshop for discussing other issues in the future!

Thank you for your attention!



Novi Sad, 10-11 April 2014
Dieter Meyer