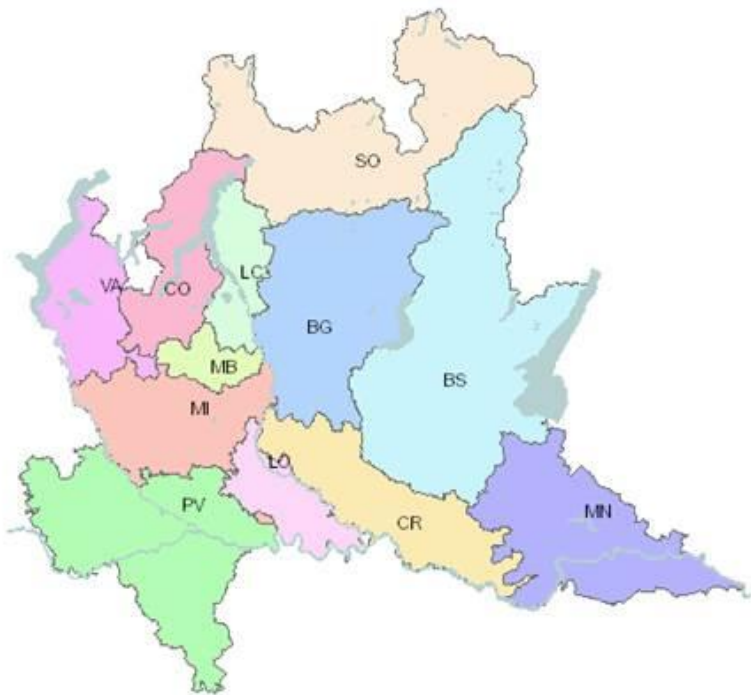


Regione Lombardia : Governance of the RIS3

from design to implementation



Sibiu, 27-28 May 2015

Lombardy *in a nutshell*



Population: 10 million of inhabitants

GDP: over 330.000 euro (GDP 20,6% of Italian and the 5th in Europe)

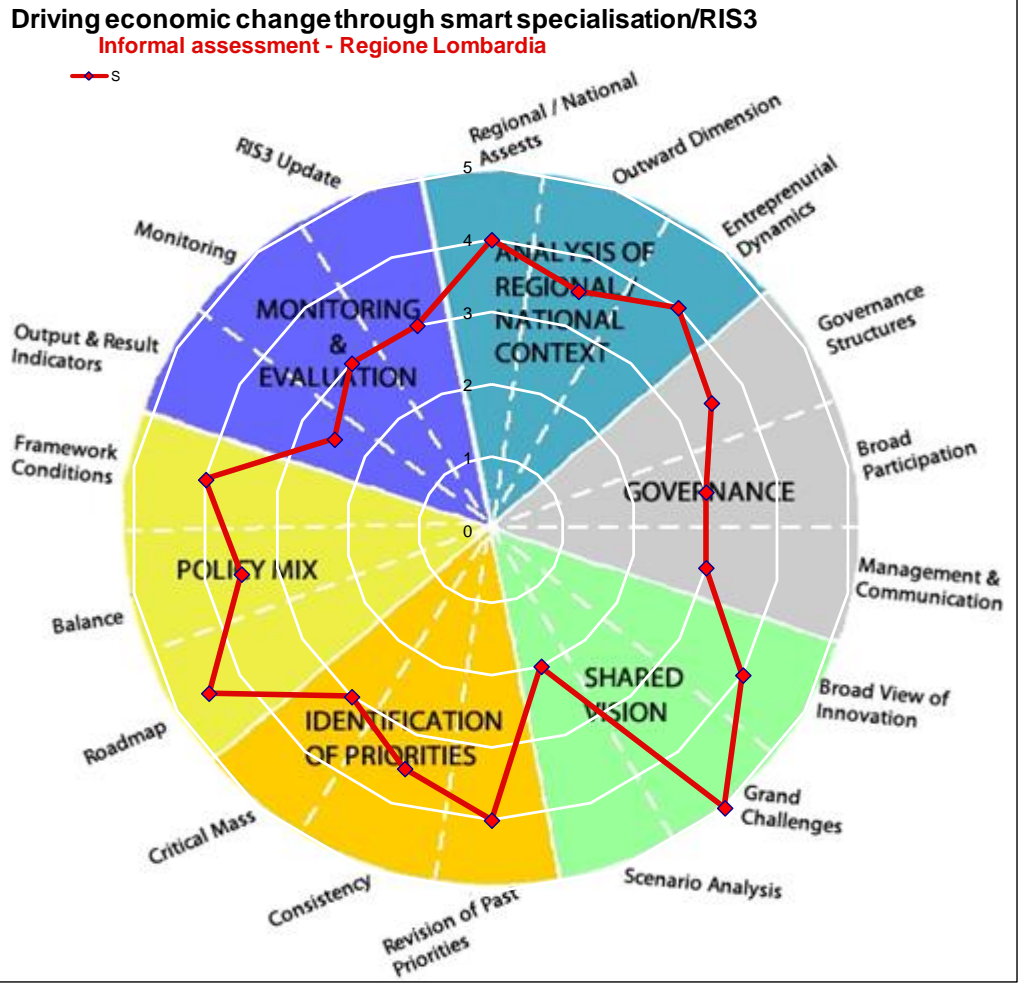
Companies: over 820.000 (mainly SMEs)

Research and innovation system: 13 universities offering the whole spectrum of academic education (an extended public and private research systems)



Source: processing of ISTAT data 2014

Brief overview of Regione Lombardia's work on S3



Brief overview of Regione Lombardia's work on S3



S3 Current Status

- Italy will have national RIS3 and each Region designed its own RIS3 document;
- The Lombardia's RIS3 was approved in December 2013 and last update in April 2015 (Resolution X/3486). The implementation phase starts in 2014;

First policy actions:

- ✓ *Direct business R&D support (FRIM ERDF 2020)* - December 2014*
- ✓ *Innovation networks/platforms (thematic communities of Open Innovation Platform and Cluster Initiative) – October 2014*

** Research, development and innovation projects should address specialization areas identified by the "Regional Strategy of Smart Specialization for Research and Innovation (S3)"*

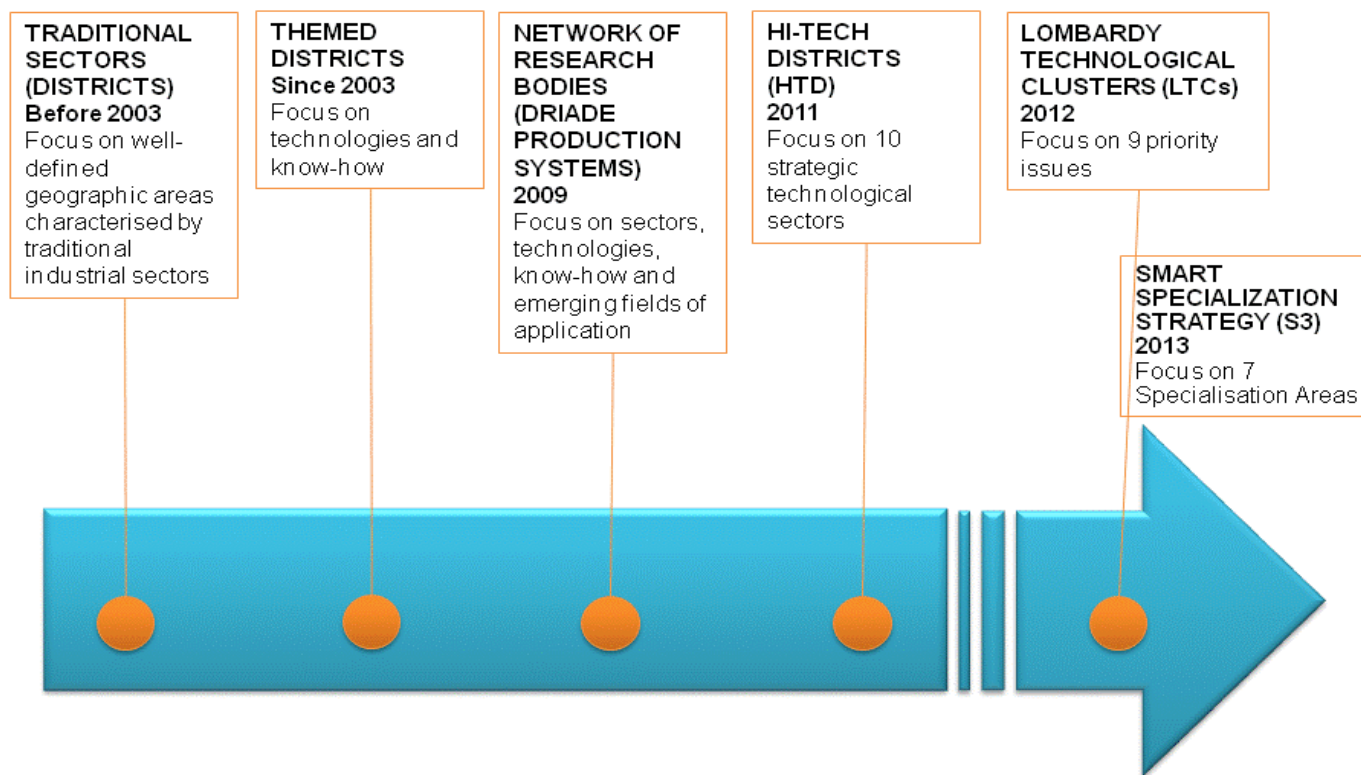
Regione Lombardia's S3 Priorities



Regional priorities (definition and transformation)

- I phase: From vertical specialization approach to horizontal specialization “system of competences” approach

In practice:



Specialization Areas (SA):

- ✓ Agrofood
- ✓ Aerospace
- ✓ Sustainable Mobility
- ✓ Eco Industries
- ✓ Advanced Manufacturing
- ✓ Health Industries
- ✓ Creative and Cultural Industries

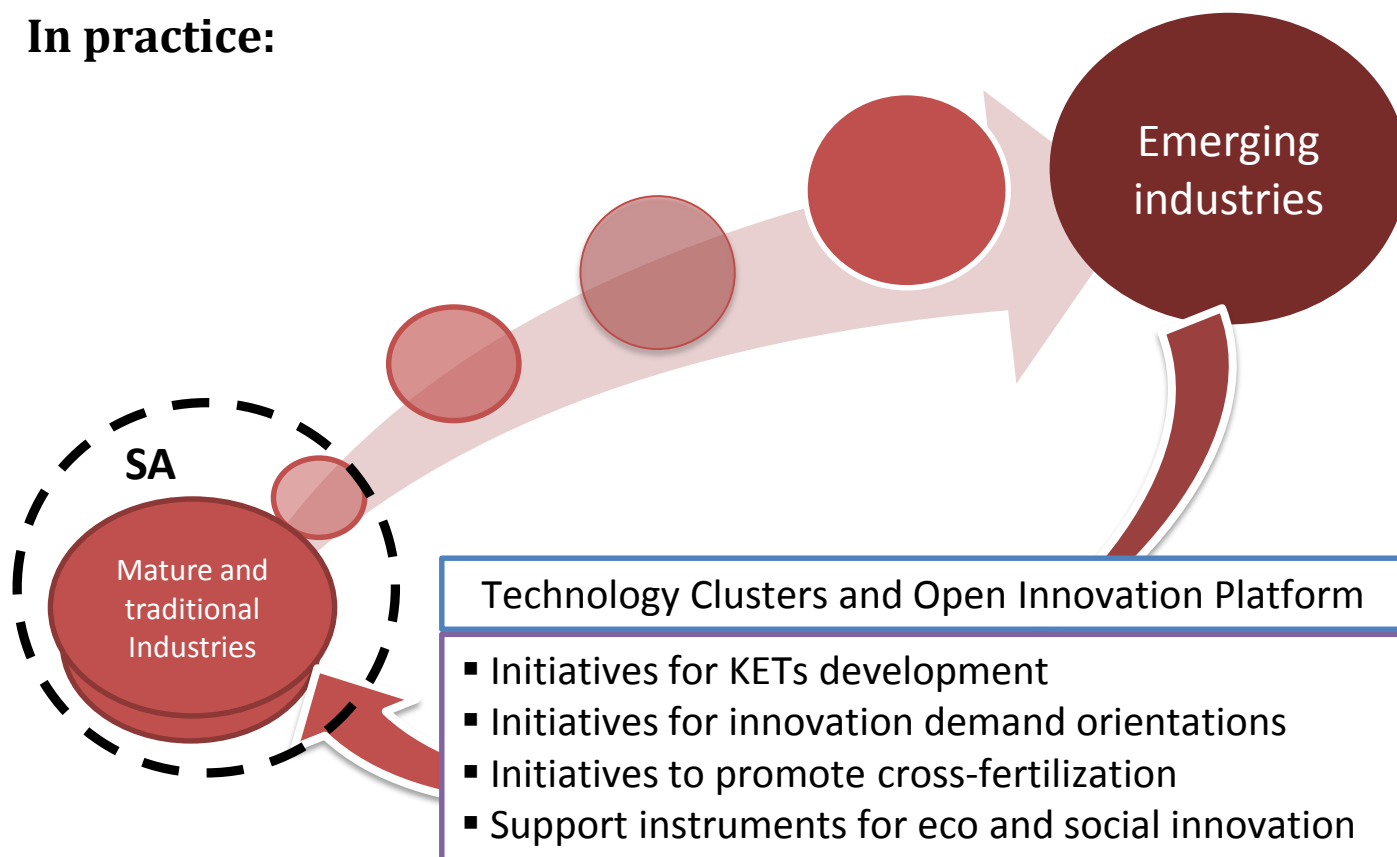
Regione Lombardia's S3 Priorities

Regional priorities (definition and transformation)

- II phase: From SA towards Emerging Industries

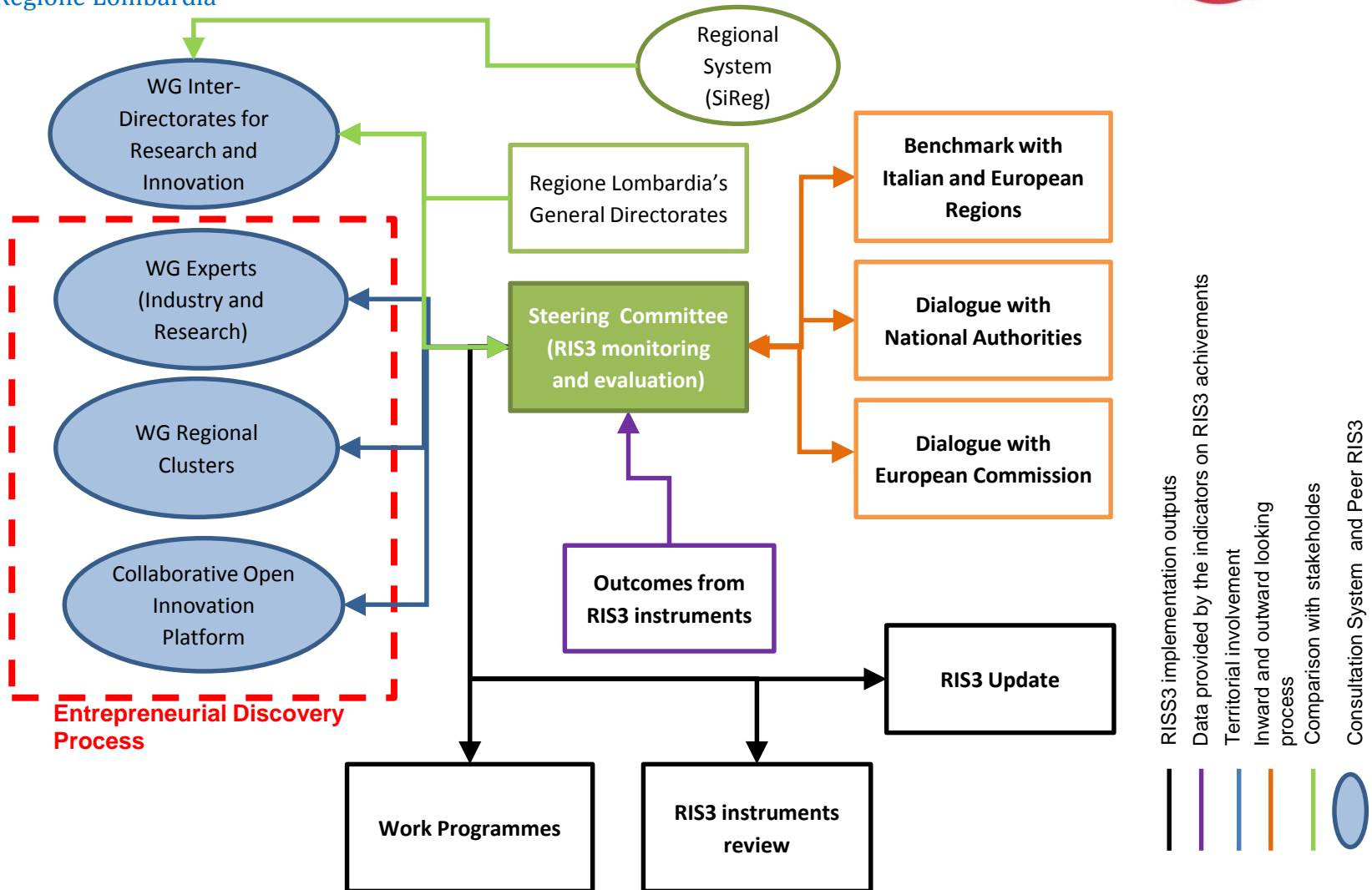
In practice:

Challenge



Regione Lombardia's S3 Governance

S3 Responsible: General Directorate for Enterprises, Research and Innovation of Regione Lombardia



Regione Lombardia's S3

Strategic policy-mix

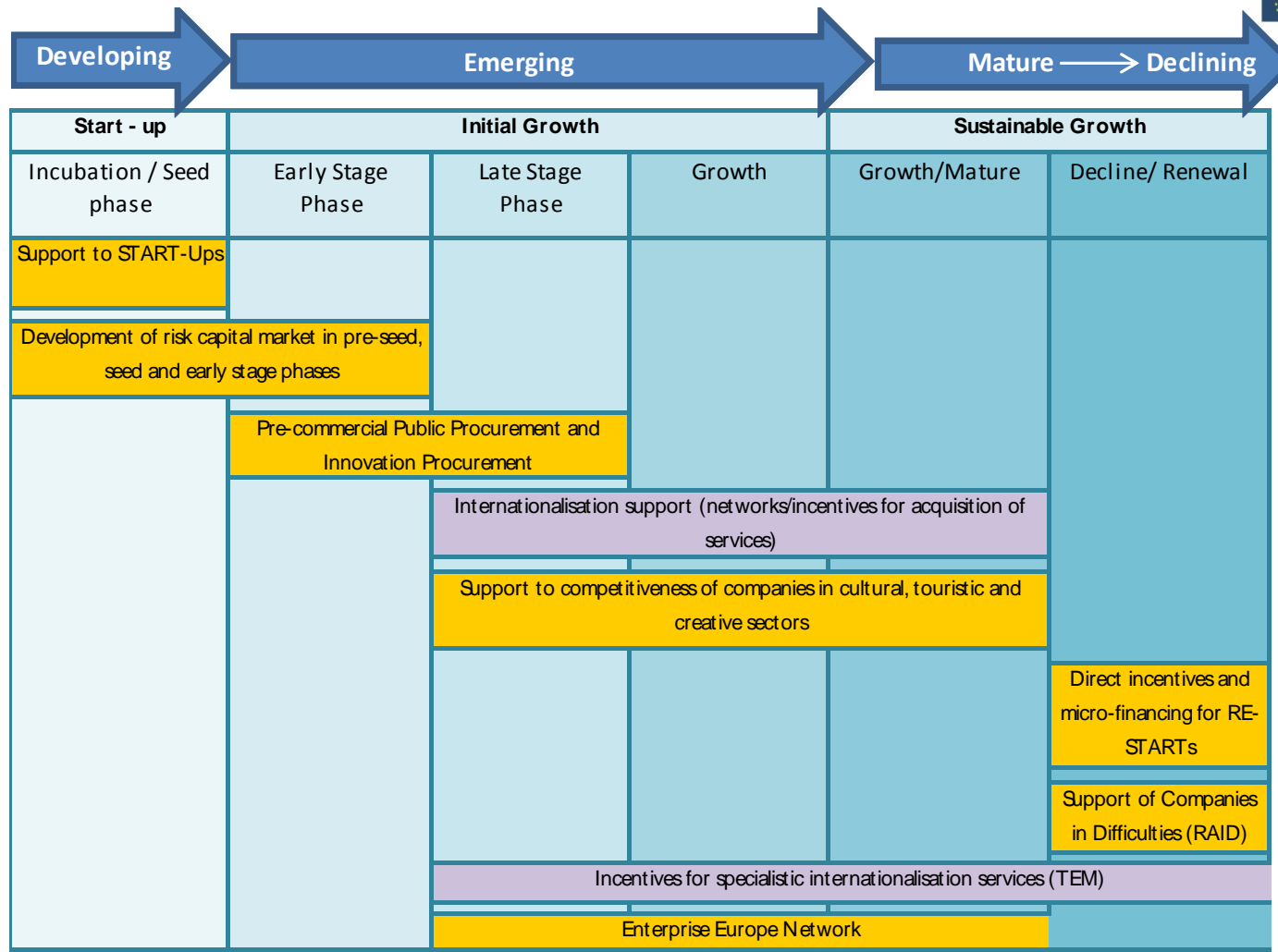



Policy Objectives**	Policy instruments	TO OP	ERDF Allocation [Mln €]*	Private Sources (EIB) [Mln €]
Strengthening linkages within innovation systems	Innovation networks/platforms (Open Innovation and Clusters)	TO1	10	
	Competence and Excellence Centres (regional KICs)	TO1	50	
Supporting investments in research and technologies	Direct business R&D support	TO1	30	
	Collaborative R&D programmes (Research organisations and Industry)	TO1	190	
Enhancing innovation competencies for firms	Innovation support services, Support to human resources for R&D, IPR (voucher schemes)	TO1	20	
	Direct business innovation support	TO1/TO3	105	195
	Start Up Voucher schemes	TO3	9	
	Support to Start Ups	TO3	36	
Ensuring demand and framework conditions for innovation	Venture Capital schemes	TO3	20	
	Financial instrument for SMEs and "Small Mid Cap"	-		200
	Public Pre-commercial Procurement	TO1	3	
TOT			473	395


* Allocation foreseen for Programme 2014-2020
 ** in accordance with "JRC Technical Reports – RIS3 Implementation and Policy Mixes", 2014

Regione Lombardia's S3

Strategic policy-mix orientations

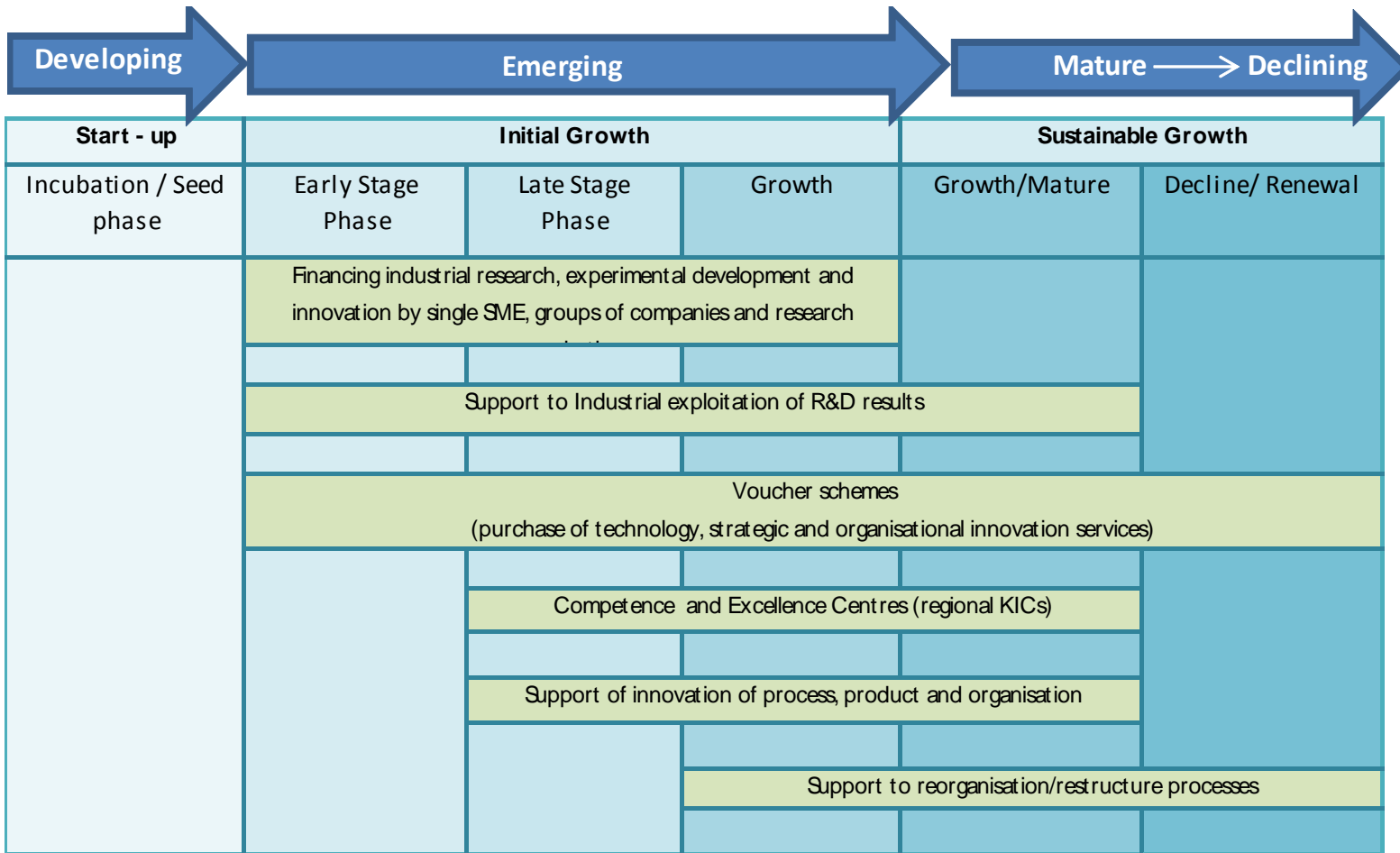


 programmes to enhance competitiveness (innovation and internationalisation)

 programmes for internationalisation

Regione Lombardia's S3

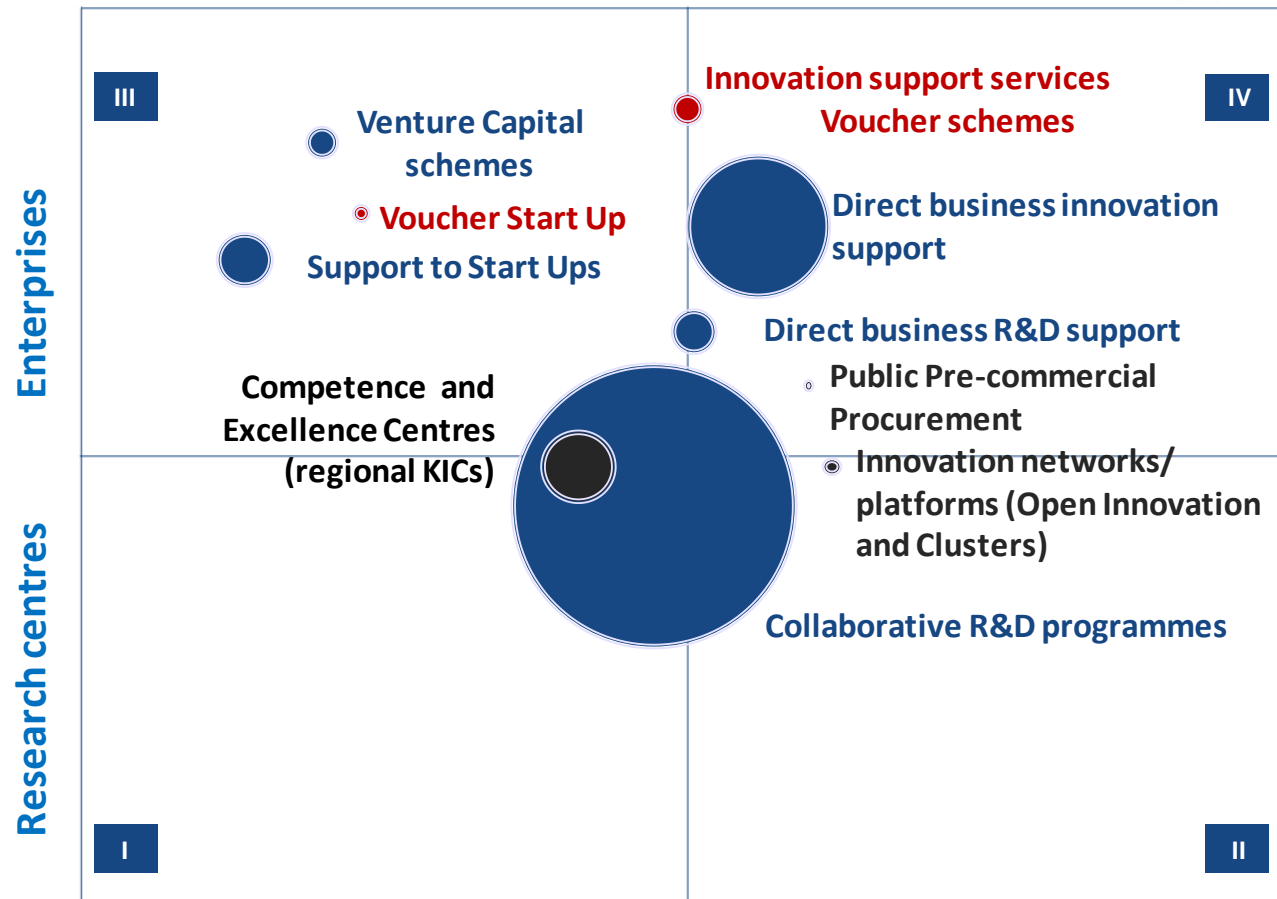
Strategic policy-mix orientations



 programmes to enhance innovation

Regione Lombardia's S3

Strategic policy-mix overview



- Financial instruments
- **Voucher schemes**
- Initiatives

Start - up

Growth

Regione Lombardia's S3

Measuring and assessing



- **Mechanisms and process (work in progress)**
 - ✓ Indicator system (Policy instruments, regional initiatives)
 - ✓ Data collection system (RIS3 results, EDP, Inward/outward)
 - ✓ Knowledge generation system (Policy intelligence and learning process)
 - ✓ Evaluation system
 - ✓ Communication devices
- **Main challenge and indicators**
 - ✓ Transformation and evolution of traditional/mature industries into Emerging Industries (e.g. use or development of KETs, hybridization of value chains, cross-fertilization actions etc.)
 - ✓ Context indicators, Impact indicators, Result indicators (OP, PI), Strategy accomplishment indicators
- **Follow up**

Periodic monitoring and entire review process will be organized by Steering Committee

Regione Lombardia's S3

Issues to be discussed



Main successes

- Raise awareness on RIS3 challenge by stakeholder
- Regional Work Programme (based on the H2020 WP Model) translating the RIS3 priorities in technological development trajectories
- Solid and permanent consultation and sharing channels with Stakeholders and Citizens

Main bottlenecks

- Identification of the “right” indicators for the strategy accomplishment for a rapid-changing of actions to weed out non-performing investments
- Definition of an “effective” policy learning process (PLP)
- Definition of an “effective” policy intelligence process (PIP)
- Building up of an EDP focused on Emerging Industries

Question 1: How to choose the “right” indicators?



- **Why:** Regione Lombardia has an ambitious challenge which dictates new tailor-made indicators to measure the goals. It's very important to translate the challenge in “right” indicators so that we can know if we are doing the right thing.
- **What has been done:** it has been defined a model of indicators. Within three levels the indicators have been specified (context, impact and result indicators). It's developing the fourth level (Strategy accomplishment indicators).

Question 2: Which are the main **components** of PLP?



- **Why:** PLP has an important role in the regional evaluation process. PLP should produce added value to knowledge generation system and improve regional policies. It is relevant to have an effective structure of Policy Intelligence Process in order to transform the data in information and information into knowledge.
- **What has been done:** it has been defined a model of data collection system

Question 3: How to **discover** the Emerging Industries?



- **Why:** It has been implemented the EDP to identify Specialisation Areas. The next phase is to discover the emerging industries. It's important to change the EDP, focusing on the emerging industries. What do we change? Which actors do we involve? Which role can clusters have in the new EDP? This issues are relevant to develop our strategy.
- **What has been done:** it has been defined and implemented a model of EDP to identify the Specialisation Areas.

Question 4: How to boost and support **global value chains**?



- **Why:** In order to make our case, to support the transformation of mature industries in emerging, is fundamental to wager on local needs along regional value chains (e.g. looking for mid and downstream emerging segments).
- **What has been done:** ongoing activity of benchmark with Italian and European regions with the aim to set up a solid model of collaboration and synergies between the regions under RIS3 pillars.