RIS3

PEER REVIEW

REPORT

BERLIN-BRANDENBURG

| 5-6 Nov. 2013 | Peer Review Workshop, Potsdam (Germany) |

Berlin-Brandenburg presented the current work on Research and Innovation Strategy for Smart Specialisation in the Peer Review Workshop organised by the S3 Platform and the Federal State of Brandenburg. The presentation was followed by peer discussions, which have provided the basis for this report.

CONTENT

PART 1| S3 PEER REVIEW APPROACH

[ABOUT THIS REPORT]

Peer Review Methodology. An important tool currently offered by the S3 Platform (European Commission) to the EU regions and Member States is its RIS3 peer review workshops. The peer review approach developed by the S3 Platform team concentrates review activities both in time and space by allowing a number of regions to be reviewed by peers from across Europe. These workshops bring together regions for mutual learning and exploration of ways in which RIS3 strategies can be developed. The S3 peer review methodology allows creating an open and trusted learning environment where practical and conceptual aspects of RIS3 can be discussed and explored through challenges and experiences of individual regions.

Participatory approach. An S3 Platform team member facilitates each peer review session in line with the participatory leadership approach. Such a participative approach encourages all participants to share or participate in the decision-making. It allows engaging participants in a dynamic and creative discussion, which benefits both the regions under review and their peers.

Objectives and expected outcomes. Regions volunteer to be reviewed in an attempt to source both critical and well-timed advice addressing specific issue areas they are currently facing in the development of their RIS3 strategies. Regions also view the peer review workshop as a good opportunity to build their networks of counterparts across Europe. The RIS3 peer review workshops aim to fulfil two main objectives. The first objective is to allow regions meet their peers (as well as the European Commission staff and experts) and to discuss common issues related to Smart Specialisation. The second objective is to allow regions to peer-review each other's work on RIS3. Peer review sessions aim to achieve the following three outcomes: (1) *to provide* methodological and practical feedback to each region under review; to closer *examine* specific issues so as to understand what these really mean; and *to discuss* practical ways to address common problems (lessons to take home).

About S3 workshops. An average S3 peer review workshop runs over two full days, and includes peer review of four regions. Individual peer review sessions focus on one region and lasts around two hours. Peer review workshops are generally organised around four individual peer review sessions focusing on four regions. A presentation of each region's current work on RIS3 is generally followed by a Q&A session, and a number of simultaneous discussions of specific issue areas highlighted during presentations. Specific issues are then discussed at individual tables in three iterations, which ensure that participants can: (1) *work together* to understand the actual problem behind each issue; (2) *propose solutions* to these problems by discussing what worked well (good practices) and what did not work; and (3) *learn together* how to deal with new policy issues in new contexts.

Structure. The S3 peer review process generally includes three phases: preparation, workshop discussions, and the post-workshop follow-up. Prior to their workshop, each region under review is asked to prepare two documents describing region's socio-economic and political background, as well as its research and

innovation system. These documents outline pre-selected priorities and specific questions to guide and focus further discussions. Each reviewed region carries out a comprehensive self-assessment of its current work on RIS3. This assessment covers nine principal areas: stakeholder engagement, analytical work behind RIS3, a shared vision, priorities, an action plan, a policy mix, the outward-looking dimension, synergies between policies and funding sources, and a convergence and monitoring system. This assessment exercise allows regional authorities to examine their region's smart specialisation strategy from a perspective of an external expert.

Structured Feedback. Peer-review sessions are followed by a final session during which all participants (experts, representatives of the regions under review and peers) summarise the results of four peer-review sessions, and discuss individual and mutually learnt lessons. The regions under review are at this point provided with the opportunity to respond to any feedback collected throughout the workshop. They then share with peers their new lessons, as well as any short- to mid-term plans to implement these lessons. During the workshop, the S3 Platform team members collect any relevant information and data covering different elements of each region's peer review exercise. To ensure regions under review receive adequate feedback from their peers, the S3 Platform employs a newly developed approach to the analysis of outcomes associated with individual peer review session. This data triangulation is based on dedicated evaluation forms, which are completed by three groups of participants: regions under review, their critical buddies, and experts. Based on the feedback from three groups of participants (see Table 1), the S3 Platform team further develops summary/feedback reports.

Table 1: Feedback structure

Elements	Description
Regions under review	Following its peer review session (presentation and discussions), each region under review completes a short evaluation form to take the results of discussions in their session to a level up. Representatives of these regions are also asked to list three specific actions that could be undertaken in their region to further improve their RIS3. Regions are then additionally asked to indicate which specific steps they are likely to follow in order to implement any learnt lessons and related conclusions.
Critical buddies	Prior to each peer review workshop, a number of regions are asked to act in the capacity of informal critical buddies. These are critical yet friendly peers who are asked to provide an in-depth evaluation of the RIS3 presented by one of the four regions under review. This group of respondents attend a specific peer review session. They consequently fill in a comprehensive evaluation form, which additionally encourages them to share any suggestions as to how the region under review could improve its current work on RIS3. Finally, critical buddies are asked to list any good practices that should be further examined by the representatives of the reviewed region.
Experts	A number of experts attend each session and provide comments to regions under review using a dedicated evaluation form which they fill in based on the information provided before/during the workshop. Experts are also encouraged to offer suggestions to regions under peer review and to share any relevant good practices.

PART 2| CURRENT WORK ON RIS 3

[PRESENTATION OF BERLIN-BRANDENBURG]

REGION'S BACKGROUND AND INFORMATION ON THE WORK ON RIS3

Berlin-Brandenburg has become a showcase example for two political-administrative regions that have joined forces as early as 2007 to develop a joint research and innovation strategy. Based on the understanding that functional regions and their complex interdependencies do not stop at regional borders, the joint innoBB strategy covers both federal states Berlin and Brandenburg (BB). This one of the reasons why the region Berlin-Brandenburg has been a case study in the smart specialisation project by the OECD Working Party on Innovation and Technology Policy, and why the Committee of Regions named Brandenburg as one of the European Entrepreneurial Regions in 2011. An important lesson to learn from the strategy process in the region is that such a comprehensive process takes time. Already in 2007 work began on the joint strategy, which was finally adopted in 2011.

BB's research and innovation system is excellent and very well developed, having the highest research density in Germany (research institutions per 1m inhabitants): more than 37 universities and higher education institutions of applied science, more than 90 research institutes and 42 technology centres. BB exhibits above average entrepreneurial activities compared to the national average and Berlin has emerged as a European hotspot for IT start-ups. Brandenburg involves 15 of its larger towns via regionalisation and through joint clusters. In BB, business involvement and supporting value chains through clusters are important strengths.

Yet, several challenges persist. Among them, lack of resources (esp. funding and stark reduction of EU regional funding), fine-tuning the governance structure and low private R&D activities/better involvement of SMEs given the highly disjointed economic structure stand out. This is why the current up-date of the Master Plans that operationalise and implement the innoBB strategy concentrate on finding the right policy mix of different instruments, without necessarily considering sector-specific support measures. Work on a monitoring and evaluation mechanism is ongoing.

Evolution of innoBB
Already in 2007, five "Future Fields of Excellence" were identified in joint working groups and based on insights and experience from the two previous and separate innovation strategies in the two federal states. One year later, BB identified 9 pilot projects and decided to introduce "cross-border commitments" for joint RTD financing schemes. Only after the smart prioritisation of 5 future fields, clusters were developed accordingly in 2010. This ensured a coherent approach by first choosing the innovation and research priorities and then developing the institutional structures to support them. Clusters are tasked to implement the innoBB through Master Plans, which are based on sector-specific SWOT analyses and are up-dated in regular intervals to guarantee the necessary flexibility. Having such an elaborated cluster structure comes at a cost: in 2013, EUR 5.6m was allocated to the cluster management and realisation of cluster projects.

The current draft ESIF regulation foresees that cluster management structures can be financed through European Structural and Investment Funds, even outside the territory of the operational programme (Art. 60, 2). This would facilitate the financing of clusters and inter-regional cooperation for many regions.

Governance for addressing regional challenges

A very broad consultation and participation process for involving all relevant stakeholders has taken place and continuous to some extent within the very sophisticated cluster management structures and activities. Annual innovation summits constitute the basis for a regular exchange between business, science and government (triple helix). An inter-departmental Steering Board at State Secretary level is the main political body for the developing and up-grading innoBB. The two innovation agencies Berlin Partner for Economy and Technology (BPWT) and the FutureAgency Brandenburg (ZAB) are jointly responsible for executing the strategy and managing the clusters.

Outward orientation of future cooperation

BB has paid attention both to the German federal and to to the international dimension of RIS3. Inside Germany, the *Bund-Länder-Ausschuss* (joint RTD committee between federal and state governments) and regular national cluster events ensure a continuous information exchange. Through various Interreg (with Scandinavian regions) and twinning and cooperation programmes (e.g. with the Polish Voivodeships Wielkopolskie and Mazowia) both regions also entertain regular exchange with other regions in Europe and worldwide. Clusters have dedicated working groups for internationalisation and EU affairs.

Main next steps for the future

The RIS3 will be an up-date of innoBB with further developed and adjusted Master Plans. In addition, Brandenburg is currently working on a Sustainability Strategy. Keeping this strategy coherent with innoBB will be important. Finally, developing a comprehensive impact monitoring of cluster activities is a crucial next step for 2014.

BERLIN-BRANDENBURG'S SELF-ASSESSMENT

Driving economic change through smart specialisation/RIS3
Informal assessment - Berlin-Brandenburg
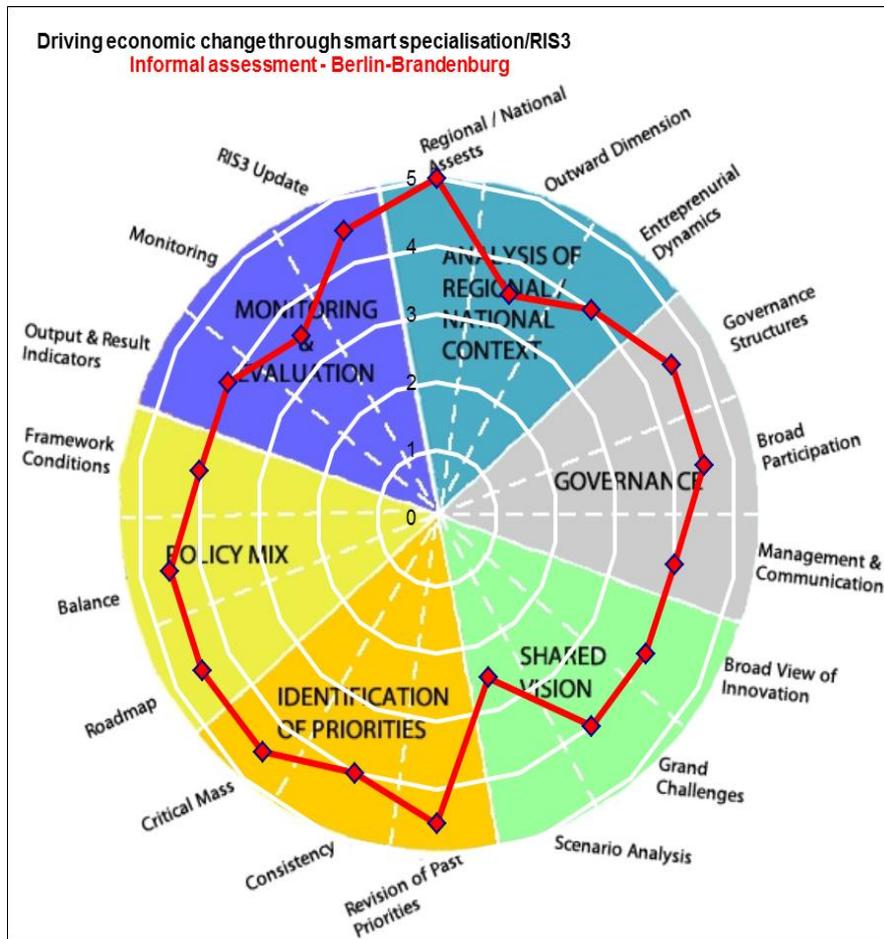
PART 3 | QUESTIONS UNDER REVIEW

QUESTIONS/ISSUES FOR PEER DISCUSSION

QUESTION 1	Which governance structures have proven useful for including the stakeholders important to the implementation of RIS?

QUESTION 2	How can we ensure that not just metropolitan areas but also the surrounding regions benefit from RIS?

QUESTION 3	How can RIS help to bring new products and processes onto the market and thereby contribute to growth and employment?

QUESTION 4	How can we intensify the participation of companies (especially small and medium-sized companies) in the process of RIS implementation (including clusters)?

For the peer discussions, participants self-organised into 4 separate tables all of which had representatives from different European regions. A summary of discussions around these questions is presented below. A summary of the discussion of the entire workshop can be found in the ANNEX.

EVOLUTION OF QUESTION 1: GOVERNANCE & STAKEHOLDERS

ORIGINAL QUESTION 1	Which governance structures have proven useful for including the stakeholders important to the implementation of RIS?

RETHINKING QUESTION 1	Stakeholder involvement: What kind of stakeholders? How to activate them? How to balance governance and incentives?

RECOMMENDATIONS 1	Make use of best practice examples for cross-sectoral projects/activities. Improve public awareness of innovation strategy (e.g. events open to all citizens; flagship projects). Keep and improve good instruments: Master plan for implementing RIS3; project management is aligned with cluster management through joint Economic Development Boards (mixed teams). Publish results of monitoring and evaluation online so that citizens see the benefits of publicly funded economic development efforts.

LESSONS LEARNT 1	Stimulated to reconsider governance and operational issues, e.g. to think about mechanisms on how to reach out to the public/citizens. Expert view from outside is valuable. Evaluation of structures and content of RIS3 is important.

EVOLUTION OF QUESTION 2: BENEFITS FOR METROPOLITAN AND RURAL AREAS

ORIGINAL QUESTION 2	How can we ensure that not just metropolitan areas but also the surrounding regions benefit from RIS?

RETHINKING QUESTION 2	Are the instruments we already use the right ones? What are good practices?

RECOMMENDATIONS 2	Endogenous innovation: Use specific sub-clusters/topics like plastics, bio-economy, e-health & link them to cross-innovation as a means to link rural and urban areas. Bring cluster structures into the villages and rural areas.
	Retention schemes: Connect local firms with students at local universities (task for cluster managements and instruments).
	Treat ICT infrastructure as core asset.
	Get key people involved: identify good practice examples (and 'ambassadors' who manage them) and trigger change of living patterns.
	People as test-bed resources (demand-based innovation).
	Address specific regional horizontal challenges (skilled labour and academics). Education is a core asset.
	'Periphery' as test bed for local solutions to establish own profile (e.g. e-health, smart energy …): 'Software' (knowledge) from outside the region, 'hardware' from inside the region.
	Don't neglect public transport as a decisive factor.
	Quality of life: low housing prices and specific strategies to attract people (=smart specialisation).
	Make SMEs fit for new communication and work patterns:
	• individual consultancy -> go to SME and don't wait until they come to you (SMEs are afraid of costly efforts without clear benefits);
	• demand-oriented format -> promote mutual learning and expert involvement.

LESSONS LEARNT 2	'German' approach to RIS: Use clusters, governance and projects in joined-up way.

EVOLUTION OF QUESTION 3: BRINGING NEW PRODUCTS AND PROCESSES TO THE MARKET

ORIGINAL QUESTION 3	How can RIS help to bring new products and processes onto the market and thereby contribute to growth and employment?

RETHINKING QUESTION 3	How to overcome the 'valley of death'?

RECOMMENDATIONS 3	Identify 'lead customers' (e.g. via living labs) to respond to global challenges like ageing.
	Match-making between scientific institutions and companies (both local and larger firms).
	Create the right infrastructure & market place as necessary conditions for setting-up more easily new companies. Foresight can help to identify the right conditions. E.g. life sciences: market conditions and internationalisation are important factors, but venture capital companies need the right incentives to support risky businesses.
	Include an 'acquisition strategy' that entails global actions and pays attention to global value chains.
	Entrepreneurship support to help companies grow. Think global!

LESSONS LEARNT 3	Similarity of regional challenges across Europe is striking.
	Technological transformation has to be demand-driven & respond to market needs.
	Globalisation & venture capital are important factors.
	Foresight can be a valuable tool.

EVOLUTION OF QUESTION 4: PRIVATE SECTOR INVOLVEMENT

ORIGINAL QUESTION 4	How can we intensify the participation of companies (especially small and medium-sized companies) in the process of RIS implementation (including clusters)?

RETHINKING QUESTION 4	What are the barriers to SMEs being engaged and involved in implementing RIS3? How can we facilitate/trigger/motivate interest?

RECOMMENDATIONS 4	Think like an SME! Consider 5 barriers: resources, lack of interest, competition vs. cooperation, demands of network membership and tangible benefits.
	Build better links between SMEs, universities & research institutions.
	Establish 2-way personalised and individual account management for SMEs (direct contact persons).
	Conduct research & evaluate the barriers and benefits of SMEs. Demonstrate to them the benefit of getting involved.

LESSONS LEARNT 4	Understand the needs of individual SMEs in a holistic way.

PART 4 | ADDITIONAL COMMENTS AND RECOMMENDATIONS

FEEDBACK FROM SELECTED PEERS AND EUROPEAN COMMISSION

Two peers and one Commission representative participating to the peer-review session of BB were selected to provide a more detailed feedback through a structured questionnaire containing the same questions as the questionnaire the region completed as a self-assessment before the workshop.

In what follows, the questions contained in the questionnaire are reported together with the relative answers. The answers provided by BB in the self-assessment previous to the workshop are highlighted in GREEN. The answers provided by the mixed pool of respondents after the workshop are highlighted by the symbols "I", where each I stands for one individual answer.

When considering the results reported below, please keep in mind the following:

- Evaluations of the eight respondents reflect at the same time two elements: a subjective judgement on a specific issue presented by BB, and the actual understanding by individual respondents of the specific elements presented by BB in the short time allowed by the peer-review exercise. A different degree of understanding may result in a variety of responses.
- Evaluations of the mixed pool of respondents should be trusted more when there is substantial convergence in judgement, i.e. when four or more respondents gave the same evaluation.
- We suggest focusing attention on questions/issues where there is a substantial discrepancy in the judgement expressed by the region and the one expressed by the pool of respondents.
- Dispersion of evaluations of respondents across a wide range of different judgements may reveal a difficulty in understanding how the underlying issue was communicated by the region.

I. STAKEHOLDER ENGAGEMENT

Please indicate the extent to which you agree with the statements below.

		Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Not appl/ no info available
1.1	The strategy has been developed through a broadly-based process of direct stakeholder involvement.	II					I
1.2	This stakeholder engagement process is adequately described in the strategy.	II					I
1.3	There is an identified leader of the RIS3 process in this region.	I	I	I			
1.4	In order to ensure that all stakeholders own and share the strategy do governance schemes allow for collaborative leadership with no fixed hierarchies and more flexible mechanisms.	I		I	I		
1.5	The governance structure has a dedicated Steering Group/Knowledge Leadership Group, a Management Team, Working groups, and flagship projects.	II	I				
1.6	The priority-setting in the strategy based on an identification of market opportunities/economic potential informed by an entrepreneurial search/discovery process.	I	II				

II-A. ANALYTICAL WORK BEHIND RIS3

Please indicate to which extent you agree with the statements below.

		Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Not appl/ no info available
2.1	The strategy includes/builds on a sound analysis of the region's existing situation with regard to scientific/technological and economic specialisations or refers to such an analysis/related studies.	III					
2.2	The strategy is based on a sound assessment of the competitive assets of the region, including an analysis of its strengths, weaknesses and bottlenecks.	II	I				
2.3	The adopted view of innovation wide enough to cover many fields at many levels … not just hard-core technologies, not just high-tech industries, but also social, ecological, and service innovation.	I	II				
2.4	In addition to a SWOT analysis, *other quantitative and qualitative methods* have informed the strategy (e.g. cluster analysis, value chain analysis, peer review, foresight).	I	I	I			

II-B. SHARED VISION

Please indicate to which extent you agree with the statements below.

		Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Not appl/ no info available
2.5	The presented strategy offers a vision for the region.	II	I				

		Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	*Not appl/ no info available*
2.6	This vision is clearly described.	I	II				
2.7	This vision is credible and realistic.	II	I				

III.   PRIORITIES

Please indicate to which extent you agree with the statements below.

		Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	*Not appl/ no info available*
3.1	The strategy outlines *a limited set* of innovation and knowledge-based development priorities.		III				
3.2	These priorities are sufficiently specific in identifying existing/potential niches for smart specialisation and related upgrading of existing activities or potential future activities.		II	I			
3.3	The thematic priorities chosen in the strategy reflect the description and analysis of the regional economic structure, competences and skills.	I	II				
3.4	In addition to technological or sectoral priorities, the strategy pays attention to horizontal-type of priorities, e.g. the diffusion of Key Enabling Technologies, or social and organizational innovations	I	II				
3.5	The strategy takes into account considerations of achieving critical mass and/or critical potential in the priority areas selected	I	II				

IV-A.   ACTION PLAN

Please indicate to which extent you agree with the statements below.

		Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	*Not appl/ no info available*
4.1	The presented strategy includes action lines and/or realistic roadmaps in line with the objectives.	I		II			
4.2	The strategy indicates which bodies are responsible for the implementation of these action lines/roadmaps.	I	I	I			

IV-B.   POLICY MIX

Please indicate the extent to which you agree with the statements below.

		Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	*Not appl/ no info available*
4.3	The strategy supports *cross-clustering.*	II	I				
4.4	The strategy supports *the identification of innovation opportunities* at the interface *between* different disciplines, industries and clusters.	II	I				
4.5	The strategy supports *entrepreneurship and the innovation capabilities of SMEs* (i.e. by facilitating the diffusion and adoption of technologies, including Key Enabling Technologies).		I	II			

		Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Not appl/ no info available
4.6	The strategy facilitates *the improvement of demand-side* conditions and, in particular, public procurement as a driver for innovation.		I	II			
4.7	The strategy foresees some sector-specific support services/schemes.	I	I		I		
4.8	The presented strategy outlines *measures to stimulate private R&D&I investments* (i.e. through public-private partnerships).			II			I
4.9	The strategy also demonstrates financial commitment of the private sector with the strategy.			II	I		
4.10	The strategy identifies budgetary sources and presents indicative budget allocations		I	I			I
4.11	The strategy includes a sufficiently balanced mix of soft innovation support services and financial instruments. It foresees an appropriate mix of grants, loans and financial engineering instruments.		I	I	I		

V. THE OUTWARD LOOKING DIMENSION

Please indicate to which extent you agree with the statements below.

		Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Not appl/ no info available
5.1	The strategy takes into account the competitive position of the region with regard to other countries and regions in the EU and beyond.	I		II			
5.2	The strategy fosters the *internationalisation of SMEs* and stimulates *regional clusters/initiatives* to make connections within international/global value chains.		I	II			
5.3	The presented strategy fosters *strategic cooperation* with other countries and regions.	I		II			
5.4	The region under review foresees the *allocation of mainstream Structural Funds* within their Operational Programmes and/or cooperation through *INTERREG*.	I			I		I
5.5	Sufficient efforts are made with regard to avoiding imitation, duplication and fragmentation, in particular with regard to what is happening in neighbouring regions.				I		II

VI. SYNERGIES BETWEEN POLICIES AND FUNDING SOURCES

Please indicate to which extent you agree with the statements below.

		Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Not appl/ no info available
6.1	The strategy and its priority-setting are complementary to national-level priorities (e.g. it is in line with the National Reform Programme).	I	II				
6.2	The presented strategy seems to be in synergy with national research/education policies.	I	II				
6.3	The strategy is based on inter-departmental/inter-ministerial/inter-agency coordination and cooperation covering relevant policies.	II		I			

		Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Not appl/ no info available
6.4	The strategy considers research/science policies and economic development policies, but also other relevant policies such as education, employment and rural development policies.		I	II			
6.5	The strategy assesses and takes into account the existing level of policy coordination within the region.	I	II				
6.6	The strategy includes a framework outlining available budgetary resources for research and innovation, including clear reflection/proposal on how to exploit synergies between different European, national and regional funding sources.		I	I	I		
6.7	The strategy includes a clear proposal on how to exploit synergies between ERDF and Horizon 2020.			I	I		I
6.8	The strategy includes a clear proposal on how to exploit other key programmes (such as ESF, EAFRD and COSME).			I	I		I
6.9	The strategy considers both upstream and downstream actions to and from Horizon 2020, financed by Cohesion Policy.			I	I		I
6.10	The strategy links to relevant European (ESFRI) as well as smaller national and regional partnering facilities.			I	I		I

VII. GOVERNANCE AND MONITORING SYSTEM

Please indicate to which extent you agree with the statements below.

		Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Not appl/ no info available
7.1	The document identifies concrete, achievable goals.	I	I		I		
7.2	The document identifies output and result indicators and a realistic timeline for these goals	I	I		I		
7.3	The region has sound governance and monitoring system in place to implement, monitor and evaluate the national/regional innovation strategy.	I		II			
7.4	This governance and monitoring system supports the process of continuous policy learning and adaptation (if not, some actions are foreseen to build up capabilities for that).	I					II
7.5	This strategy is well communicated to stakeholders and the general public adequately and regularly.	I			I		I
7.6	There are mechanisms for ensuring support for the strategy from critical groups and the active participation of such groups in its implementation.	I			I		I

ADDITIONAL COMMENTS FROM SELECTED PEERS

The respondents to the questionnaire provided a number of written comments in addition to answering the questions presented in the previous paragraph. These elements can be summarised as follows:

(1) **Monitoring & evaluation (M&E)**: More focus needed on cross-sectoral priorities (currently focus is too much on clusters and their activities). Generally, it seems that major parts of the M&E

mechanism deal with easily measurable outputs (workshops, meetings), but it is less clear how impact will be assessed. Moreover, more detailed description of how to measure the success of 'soft' objectives, like e.g. 'improved image' of BB). Greater Manchester expressed their interest to collaborate with BB on the development of an M&E mechanism.

(2) **Budgetary allocations & financing**: More clear ideas on budgeting of prioritised areas are needed.

(3) **Stakeholder involvement & governance**:

- o More open and regular communication and stronger trust needs to be developed between different levels of government on the one hand, and with businesses, universities and R&D institutions on the other.

- o Engagement of SMEs: Lack of engagement could be partially solved by building links between SMEs and universities, introducing person account managers (direct contact people for SMEs) and by commissioning evaluation projects of SME activities, needs and contribution to RIS3.

- o Role of universities is very important. Universities and higher education institutions have a key role in knowledge creation and its translation into innovative products and public and private services.

- o Mobilising regional stakeholders needs to be addressed in a holistic way, focusing on cross-sectoral mechanisms.

- o Developing mobility schemes might be a solution that fosters staff exchange between universities, public and private sectors. This promotes knowledge transfer and breaks down existing barriers between sectors (see e.g. the photonics cluster).

PART 5 | LESSONS AND ACTIONS

BB is likely to implement suggestions collected during the peer review workshop. More precisely, BB identified 2 main lessons learnt and 2 short and medium term actions:

(1) Involvement of SMEs in the implementation of innoBB through the existing clusters is very important. This is why BB will discuss the further course of action in the innoBB Working Group together with cluster managers. This topic will possibly be integrated into the Master Plans of clusters. Cluster managers in the Economic and Technological Development Agencies in Berlin (BPWT) and Brandenburg (ZAB) will lead this process in 2014.

(2) More work on risk management, scenario analysis & foresight studies is needed. Actions to be taken will be discussed in the innoBB Working Group in December 2013. Again, cluster managers in the Economic and Technological Development Agencies in Berlin (BPWT) and Brandenburg (ZAB) will be responsible for this action.

ANNEX | Mind Map Summarising the Discussions and Lessons Learnt of the Peer Review Workshop