

## BERRY+ scoping document methodology

The aim of the BERRY+ scoping document is to introduce the BERRY+ implementation strategy, the related regional contributions, to conclude with action recommendations.

- The [Implementation strategy](#) is structured as follows: [BERRY+ background and objectives](#), [BERRY+ partnership](#), [Industrial modernisation](#), [Value chains](#), [BERRY+ prioritised value chains](#), [BERRY+ Governance \(Structure, Co-leadership, Funding mix\)](#).
- The regional contributions include regions' Overview, Statistical evidence base and insights, RIS3 concept and key priorities, BERRY+ relevant strengths of the economic and research base in the region, and Interregional, cross border and national collaboration experiences, synergy potential.
- Action recommendations are evidently built on the implementation strategy and the regional contributions.

The scoping document plan and structure take into account the complexity of the task, its inevitably evolutionary nature, and the need that the text is as straightforward as possible, so that, ideally, it would be of interest to as many readers as possible.

At the present (June 2021), the implementation strategy and individual regional contributions are available. Eventually, when the scoping document is completed, the consolidated document.

## Implementation strategy

### BERRY+ background and objectives

BERRY+ is a smart specialisation, industrial modernisation partnership. It was approved on 17.11.2020, following a two-stage approval process, based on the expression of interest applied on 31.3.2020. The Regional Council of Kainuu is the administrative coordinator.

BERRY+ is dealing with the processing of renewable natural resources, ingredients and side-flows towards high added value products. It is addressed to regions with relevant RIS3, existing or emerging innovation interests & to regions with significant market segments in the relevant domains. It is contributing to circular economy and clean production.

BERRY+ has two key objectives:

- (1) to reach interregional investments & integrate partner regions' innovations into existing and / or emerging European Value Chains (EVC) and
- (2) to establish and register with the ECCP an interregional cluster as a way for constructing added value at regional and interregional levels in the long run.

The BERRY+ partnership has been set up so that it brings added value by the potential for direct *innovation investments+innovation-driven growth+ innovation system improvements* e.g.:

- (1) Selectively exploring renewable natural resource & sideflows research-based opportunities, strengthening circular economy - based products and strengthening the uptake of circular economy solutions based on value chain integration.
- (2) Accessing strong consumer markets, investing in market-driven innovation and linking to RIS3 policy and implementation approaches.
- (3) Investing in and developing new specialisation paths & breaking away from lock-ins
- (4) Confronting enterprise challenges related to value chains and upgrading them accordingly.
- (5) Improving regional innovation systems by updating regional cluster management units. The purpose here is to improve the types of day-to-day services to regional businesses inspired from the concept of innovation hubs, encouraging functionalities that network better cluster management units at national and transregional levels.

### The BERRY+ partnership

The BERRY+ partnership is currently evolving, and this part of the scoping document will be accordingly updated.

At the present (June 2021), validated partners include

- (1) P1\_Regional Council of Kainuu (FI 1D4), is administrative coordinator and leads Component 1 (direct interregional investments and I3 calls) of the partnership.
- (2) P2\_Regional Council of Helsinki Uusimaa (FI 1B) is leading Component 3 (linkages between regional and national levels for the implementation of the BERRY+ partnership, strengthening embeddedness of value chains). P2 is also leading the bio-based textiles value chain.
- (3) P3\_Region of Western Greece (EL63), is leading Component 2 project funding identification calls.

- (4) P4\_Region of Western Macedonia (EL53) is leading Component 4 (communication and dissemination of the results and initiatives of the BERRY+ partnership).
- (5) P5\_Region of Friuli Venezia Giulia (IT H4) is leading the vegetable-based proteins value chain and in co-leading the forest industry side-streams value chain.
- (6) P6\_Region of Lombardy (IT C4) is leading the regenerative cosmetics value chain.
- (7) P7\_Centro, PT (PT16)
- (8) P8\_Catalonia, ES (ES 51)
- (9) P9\_Athens University of Agriculture (EL3), transversal partner, leads EDIH-based solutions for the strengthening of value chains and data-management initiatives identified and promoted for the same purpose.

However,

- (10) the Malopolska Region's board made the decision to join BERRY+ in June 2021. The Malopolska Region will be joining the BERRY+ partnership as P10
- (11) there are on-going negotiations with Vidzeme region (LV) and Estonia to join BERRY+ .

## Industrial modernisation

**The BERRY+ S3 partnership** was submitted and approved as an industrial modernisation initiative. The motivation is for regions to benefit from unexplored ingredients of natural resources leading to innovative results (products, research, ...) as parts of mainstream value chains and, at the same time, to explore circular economy and resource efficiency solutions. We expect to arrive at improvement of products, production processes and market differentiation. We adopt an innovation- and excellence- driven approach. This approach for reaching industrial modernisation is discussed in the [Value chains](#), [BERRY+ prioritised value chains](#), and [Co-leadership](#) sections.

The BERRY+ partnership is aligned with the EC's *New industrial strategy for Europe*<sup>1</sup>, stressing digital transformation, circular economy and world-leading economy and innovation<sup>2</sup>. In 2018, Dominique Foray discussed the concept of industrial modernisation and how it links to smart specialisation strategies (Smart specialisation strategies and industrial modernisation in European regions—theory and practice; 2018)<sup>3</sup>. The article identifies various parameters to be taken into account and guide industrial modernisation policy in the context of RIS3.

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<sup>1</sup> COMMUNICATION FROM THE COMMISSION TO THE EUROPEAN PARLIAMENT, THE EUROPEAN COUNCIL, THE COUNCIL, THE EUROPEAN ECONOMIC AND SOCIAL COMMITTEE AND THE COMMITTEE OF THE REGIONS A New Industrial Strategy for Europe, COM/2020/102 final. <https://eur-lex.europa.eu/legal-content/EN/TXT/?uri=CELEX:52020DC0102> .

<sup>2</sup> [https://ec.europa.eu/growth/industry/policy\\_en](https://ec.europa.eu/growth/industry/policy_en): In March 2020, the Commission presented a new strategy to help Europe's industry lead the twin transitions towards climate neutrality and digital leadership. The strategy aims to drive Europe's competitiveness and its strategic autonomy at a time of moving geopolitical plates and increasing global competition.

<sup>3</sup> Foray, Dominique (2018). Smart specialisation strategies and industrial modernisation in European regions—theory and practice, *Cambridge Journal of Economics*, Volume 42, Issue 6, November 2018, Pages 1505-1520. <https://doi.org/10.1093/cje/bey022> .

## Value chains

The value chain concept was introduced by Michael Porter in 1985<sup>4</sup>. In simple terms, it is a concept based on the mapping of needed input- and output- relationships associated with the processing of any product, from raw material to market recycling to waste. Regional value chains are what we call 'clusters'<sup>5</sup>. The advent of the fourth industrial era is an important "push" to value-chain based growth, including integration of green transformation objectives. For example, Figure 1 maps an interpretation of Porter's value chain approach in the context of Industry 4.0. Circular economy is especially relevant to R&D and Procurement, while cleaner production is relevant across the value chain.

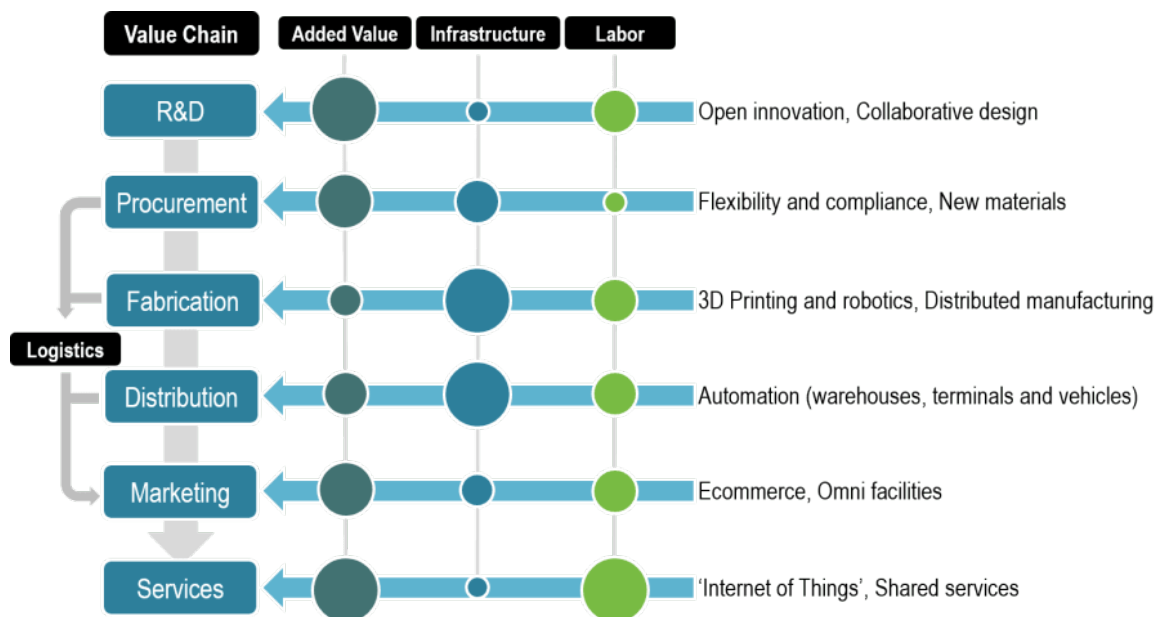


Figure 1 Value chain drivers of the 4<sup>th</sup> industrial revolution<sup>6</sup>.

A value chain is a modularised, systemic way of dealing with a product, from raw materials to disposal and further: it includes the entire sequence of value creation – from design, to supply with input materials, production, marketing, distribution, packaging, transport, post-sales support for the final consumer and disposal after use activity, particularly in the context of green and sustainable growth. All these activities might be fully localised or distributed to various locations. Traditionally, value chains have been business development tools, effectively applied by large businesses and multinationals, and focusing mostly on the concept of comparative advantage. The EC New Industrial Strategy (COM/2020/102 final) emphasising the need to ensure

<sup>4</sup> Porter, M. (1985). The value chain and competitive advantage, Chapter 2 in Competitive Advantage: Creating and Sustaining Superior Performance. Free Press, New York, 33-61.

<sup>5</sup> Giuliani E., Rabelotti R. (2017). Chapter in the book Local Clusters in Global Value Chains: Linking Actors and Territories Through Manufacturing and Innovation, by John Cantwell, David Mowery, Valentina De Marchi, Eleonora Di Maria, Gary Gereffi. <https://doi.org/10.4324/9781315182049>. eBook ISBN 9781315182049.

<sup>6</sup>Source: <https://transportgeography.org/contents/conclusion/future-transportation-systems/value-chain-drivers-fourth-industrial-revolution/>.

Europe's industrial autonomy and the replacement of comparative by competitive advantage<sup>7</sup>, put value chains in the centre of regional policy as well.

The importance of value chains is acknowledged by the EC and is emphasised in the Strategic Value Chains (Strengthening Strategic Value Chains for a Future-Ready EU Industry)<sup>8</sup> as well as in the New Industrial Strategy. Six strategic value chains were identified at the start, there are nine listed to-date<sup>9</sup>. However, and correctly so, this is an evolutionary list, and this is indicated also in the closing pages of the Strengthening Strategic Value Chains for a Future-Ready EU document, with 31 possible value chains identified and classified under different headings. European value chains are about reinforcing the EU industrial autonomy, which is a priority of the New Industrial Strategy<sup>10</sup>.

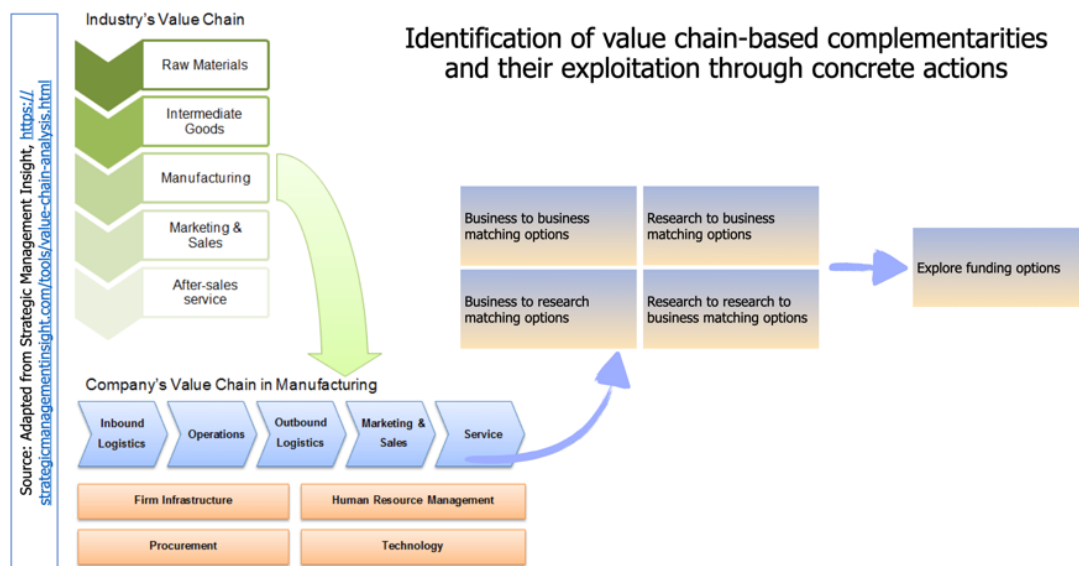


Figure 2 A process for identifying value chain-based complementarities and exploring them (firms' perspective)<sup>11</sup>.

By effectively applying the value chain approach, sustainable upgrading of regional economies can be one of the results. However, research indicates that innovation in value chains is not implied, i.e., there is no automatic upgrading effect within value chains: "in most of the cases, value chain related knowledge is exploited only as

<sup>7</sup> See footnote 14.

<sup>8</sup> <https://www.earto.eu/wp-content/uploads/Strategic-Value-Chains-factsheet.pdf>.

European Commission announces the Key Strategic Value Chains, <https://s3platform.jrc.ec.europa.eu/-/european-commission-announces-the-key-strategic-value-chains?inheritRedirect=true>.

<sup>9</sup> "So far, nine strategic value chains have been identified at EU level: Microelectronics, High Performance Computing, Batteries, Connected and Autonomous Vehicles, Cybersecurity, Personalised Medicine and Health, Low Carbon Industry, Hydrogen and the Internet of Things". (<https://www.europeanfiles.eu/climate/what-are-the-strategic-value-chains-for-europe>).

<sup>10</sup> A New Industrial Strategy for Europe COM(2020)102 final 10.3.2020. [https://ec.europa.eu/info/strategy/priorities-2019-2024/europe-fit-digital-age/european-industrial-strategy\\_en](https://ec.europa.eu/info/strategy/priorities-2019-2024/europe-fit-digital-age/european-industrial-strategy_en).

<sup>11</sup> Source: Adapted from Strategic Management Insight, <https://strategicmanagementinsight.com/tools/value-chain-analysis.html>.

a complementary source to other channels of knowledge (Rabellotti 2017)<sup>12</sup>". Upgrading aspects might need addressing process upgrading (cost reduction, capital investments, digital transformation), product upgrading (shifting to more sophisticated, complex, better quality products as well as producing a larger range of products), or functional upgrading (changing the mix of activities and acquiring new skill intensive functions (i.e. from manufacturing to design). The findings, once revealed by the value chain analysis will be taken further to policy and interregional collaboration initiatives. Among the upgrading aspects is addressing twin transition through value chain requirements and potential. The Circular economy action plan<sup>13</sup> and the digital transformation priorities, position green transformation as part of an overall value chain. Materials as well are subject to innovation when new materials can substitute for conventional materials.

The question, for regions (and businesses), is, which parts of a value chain are best suited to locate in an area, which ones could/should be replaced by new partnerships, and which ones should complement the regional segments. It implies that issues related to in-shoring, re-shoring, and near-shoring of value chains, as decisions impacting industrial autonomy and regional growth, are essential. Therefore, including value chains among the RIS3 delivery tools, implies, at regional policy level, the capacity to confront a certain level of complexity: complexity of process and of choices (value chain analysis to be included as one RIS3 instrument, criteria for in shoring and re-shoring, criteria for near shoring); of matching (mapping interests & potential) and of proposing suitable funding measures, many of them are inevitably interregional.

BERRY+ deals with value chains from the perspective of an essential RIS3 delivery tool which, however, it is still not well integrated into the RIS3 governance instruments, remains under-explored and is only partially understood<sup>14</sup>. In BERRY+ we are committed to addressing value-chain related complexity issues, learning and growing capacity about them, and benefitting from them.

The aspect of complexity was confronted already during the BERRY+ proposal period and discussed among the partners. Table 3 below reminds of value chain priorities and anticipated results. The focus is on ***Supporting interregional innovation investments and strengthening of the innovation and circular economy performance of the prioritised value chains.*** This will happen through complementarities

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<sup>12</sup> Roberta Rabellotti, University of Pavia, <https://robertarabellotti.it/wp-content/uploads/2017/03/Lima-UNU-Merit-Rabellotti.pdf>.

<sup>13</sup> [https://ec.europa.eu/environment/circular-economy/pdf/new\\_circular\\_economy\\_action\\_plan.pdf](https://ec.europa.eu/environment/circular-economy/pdf/new_circular_economy_action_plan.pdf).

<sup>14</sup> One reason might be that value chains and especially global value chains are traditionally linked to multinational businesses' models and integration of the developing countries. The background of this discussion relates to the notion of comparative vs. competitive advantage and the Ricardo principle (cheaper wins: [David Ricardo, "On the Principles of Political Economy and Taxation" written in 1817. "Comparative advantage is an economy's ability to produce a particular good or service at a lower opportunity cost than its trading partners. A comparative advantage gives a company the ability to sell goods and services at a lower price than its competitors and realize stronger sales margins". <https://www.investopedia.com/terms/c/comparativeadvantage.asp>. However, a value chain policy shift from comparative to competitive advantage has been taking place since 2009. In the initial analysis by the European Commission that identified the main principles of interregional comparative advantage, the targets for policy intervention have shifted and the focus concentrated also on value creation (competitive advantage), namely on "bridging the R&D deficit and the gap between public and private R&D, better harnessing of the innovation potential of universities and R&D organisations – to respond to the 'Grand Challenges', better governance and coordination of R&D policies to achieve strategic complementarities of objectives and targets across Europe". This shift is confirmed also by later research (see for example Crescenzi 2013: Crescenzi, Riccardo, Pietrobelli, Carlo and Rabellotti, Roberta (2013) Innovation drivers, value chains and the geography of multinational corporations in Europe. Journal of Economic Geography, Online. ISSN 1468-2702 (In Press) DOI: 10.1093/jeg/lbt018).

between and across the prioritised value chains; by leading to commercial investments, knowledge and / or technology transfer, innovation system and innovation infrastructure improvements. The instruments for reaching improvements would be regional, interregional commercial and / or innovation investments or both; joint development initiatives, through various types of EU programmes, the 7<sup>th</sup> Enabling condition of PO1 of the Structural Funds, RIS3, regional / national initiatives, even joint calls. For example, it is expected that in some cases, the value chain approach will lead to the formulation of new programmes, while in other cases there will be business-to-business collaboration. Involvement of the Europe Enterprise Network (EEN) is anticipated.

The process for reaching results is outlined in Figure 3, below, while Table 1 summarises the types of value chain collaborations and types of added value. It is activated by working areas' co-leaders and discussed more in the [Co-leadership](#) section.

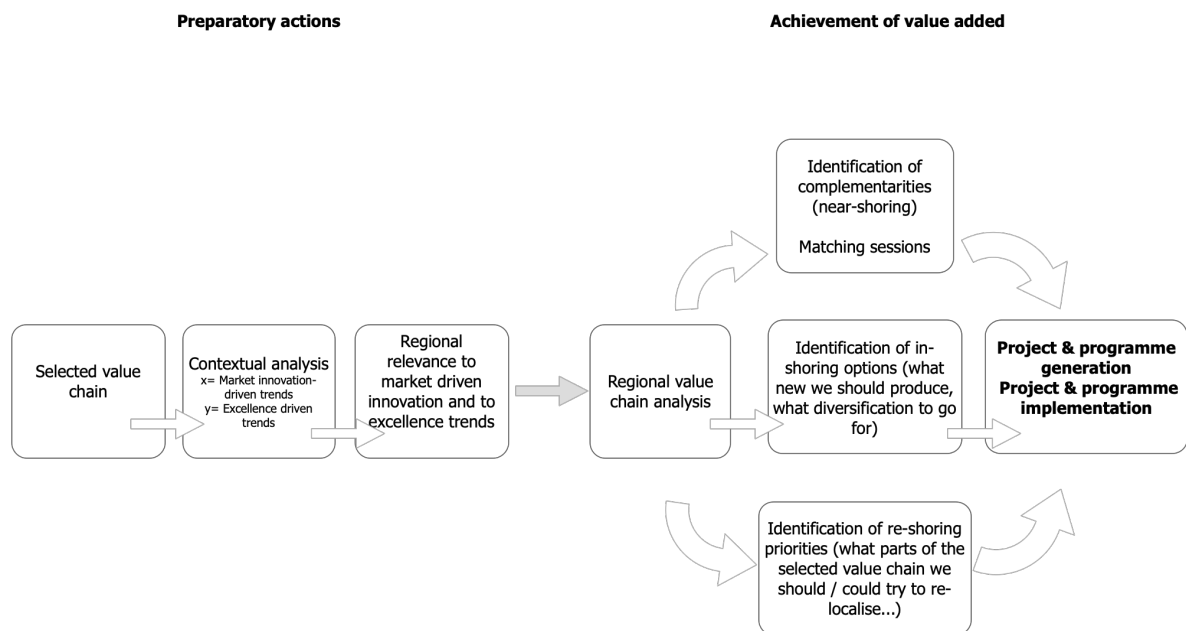


Figure 3 Summary of how we reach results in BERRY+

The process indicated in Figure 3 is activated by working areas' co-leaders (see also [Co-leadership](#) section). The types of complementarities and their added value are summarised in Table 1.

Table 1 BERRY+ value chain, industrial modernisation impact and interregional potential

Value chain theme	Industrial modernisation relevance	Examples	Interregional added value
(1) Grasping immediate commercial opportunities (Existing or new value chain)		E.g. raw material to consumer market; existing product to market.	Increased exports; profits
(2) Substitution of value chain elements with better products (Existing value chain)	Circular economy solutions applications; digital transformation	Business-to-business -to research (maybe) options	Profits & productivity; SME upgrading; competence building of the cluster management unit
(3) Design, development and testing (DDT) investments (Existing value chain or new branch of existing value chain)	Circular economy solutions development & applications; circular economy excellence	Adapting products and processes to host country conditions and help expansions in foreign markets (DDT investments) and creating new technologies	New applied research lines; SME upgrading; diversification of applied research services; competence building of the cluster management unit Research-to-research projects
(4) Anticipatory, research-based product & product line development/ additional research priorities (where relevant research "is going" in the next 5 years) (New value chain)	Circular economy solutions development & applications; circular economy excellence	Joint research-to-research and research-to-business programmes	Knowledge-based diversification and extension of the research and knowledge base; win-win interactions between and among research units; access to state-of-the-art research; access of research units to new end -users.
(5) Optimal localisation of industries aiming at added value components reshoring of value chains in the regions (reshoring) (Existing or new value chain)	Circular economy solutions development & applications; circular economy excellence	Assessment of the regional resources for added value localisation and development projects in that direction.	Better populating the regional and national economic base, optimising value chains; SME upgrading
(6) Ensuring horizontal compliance to related recent Directives and adoption of standards (Existing or new value chain)	Circular economy solutions development & applications	Quality assurance for individual products and production processed accepted as part of the clustering and subsequently applied	Uptake of voluntary standards (required ones are enforced); competitiveness of clusters, SME upgrading; innovation systems scaling up; sustainable development impact reinforced
(7) Learning and scaling up interregionally the production process, joint applications of data analytics and Industry 4.0 solutions when needed (Existing or new value chain)	Digital transformation	Data analytics applications; Industry 4.0 programmes for upstream and downstream comprehensive value chain or value chain segments solutions	Uptake of digital transformation solutions; data analytics solutions to primary and secondary sector businesses; competitiveness of clusters, SME upgrading; innovation systems reinforced with data analytics applications uptake, development and interactions



## BERRY+ prioritised value chains

Selected value chains form part of the working areas of the BERRY+. The list of the selected value chains, listed in Table 2, is evolutionary and will be accordingly and regularly updated, regarding any changes. It is expected that regions, based on their regional context analysis, will prioritise one or more of these value chains and focus on them.

Table 2 Current (June 2021) BERRY+ value chain interests

<b>BERRY+ Value chain interest fields</b>
Regenerative cosmetics/ Production and marketing of nutraceuticals and plant-based cosmetics
Forestry industry side streams (research, business collaboration & investments)
Vegetable-based proteins (production & enhancement for human nutrition)
Improvement of dairy proteins performance and production processes
Bio-based & recyclable textiles
Circular and sustainable production of bio-energies
Extraction of essences and innovative production of chemical building blocks
Grape/wine side stream industries (extraction of side stream ingredients for innovative applications; diversification potential field)

RIS3 relevance of the selected value chains is a priority. Working areas co-leaders (see [Co-leadership](#) section) group regions according to their interest (and potential) in specific types of demand. As discussed previously, some of this demand might be purely commercial. However, BERRY+ emphasises joint development opportunities by exploring innovation & excellence driven demand, for example, 'production of vegetable-based proteins ensuring enhancement for human nutrition' (Table 2). Value chain analysis is performed in reference to this demand-based approach; development needs, complementarities and initiatives are identified in reference to this context. This approach is the foundation of the process for reaching added value in the BERRY+, [Figure 3](#) (Preparation actions, steps 2 and 3), and is what ensures industrial modernisation impact in BERRY+.

## BERRY+ governance

### Structure

The BERRY+ S3 partnership is planned as closely-knit & multifunctional, in which partners share tasks and responsibilities and start preparing from the very start for long-term cooperation schemes. The region that has the overall responsibility is Kainuu, i.e. the region that submitted the BERRY+ S3 Expression of Interest (31.3.2020) and application (15.10. 2020). Co-leading regions are agreed to share the work. The BERRY+ governance concept is mapped in the below Figure 4.

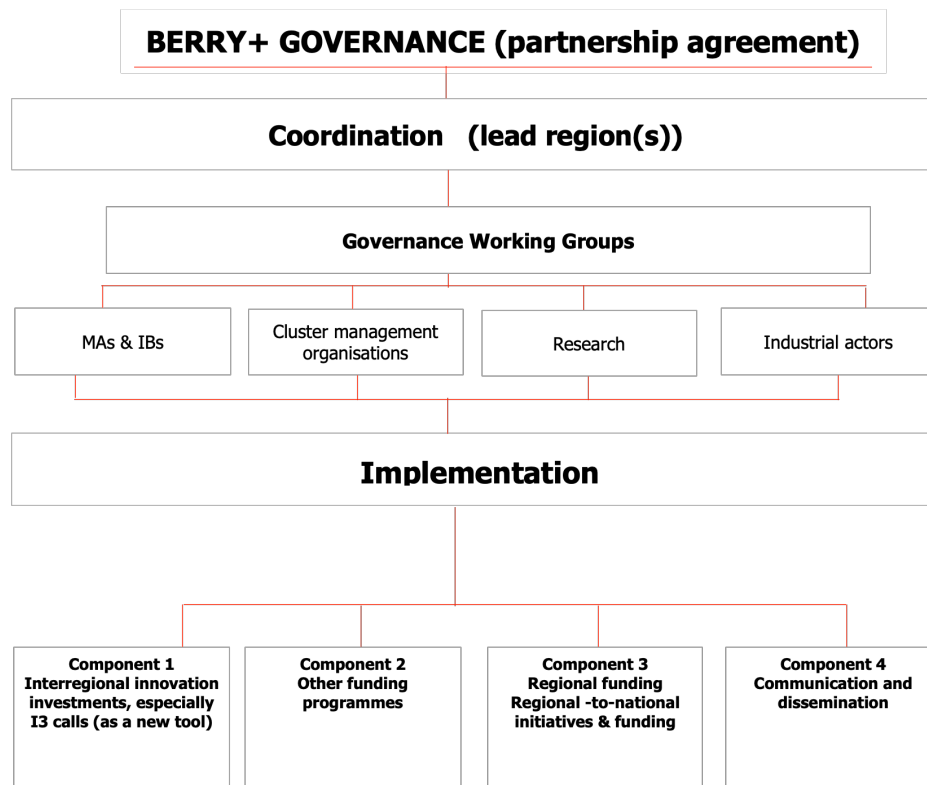


Figure 4 Governance arrangement of the BERRY+

- The Governance function is organised into Coordination and Implementation. All regions participate in the Coordination through a steering group. The Coordination process is embedded locally through the establishment of the Governance Working Groups (GWG), one GWG/region. The latter aim at bringing to the partnership the most relevant (relevant to the regions' prioritised VCs) research, educations, and business organisations and ensuring the participation and contribution of cluster management units -especially those that will participate in the cluster management scaling up and internationalisation action.
- The Governance operation (how decisions are made, how new partners join the partnership, synergies with other S3 partnerships, etc.) is clarified through a Partnership Agreement.
- The Implementation function is organised into four Components, three of them dedicated to the exploration of different funding paths for the BERRY+ activities and a fourth dealing with Communication and Dissemination. The decision to organise the implementation approach according to the funding mix rather than just activities was taken because we realised that implementation activities could be funded by various tools and, as BERRY+ is an S3 partnership, expertise in and activation of different funding tools is very important for the operation and success of the initiative per se.

## Co-leadership

BERRY+ is structured into two types of working areas: transversal ones and vertical ones. Transversal working areas refer to the coordination and implementation of Components 1,2,3 and 4. Vertical working areas refer to the implementation of the value chain collaborations. The implementation of both types of working areas is organised into co-leading and participant partners.

Table 3 summarises the state of play of co-leaderships within the BERRY+ partnership. It will be updated and evolve with time through the BERRY+ implementation. For the time being, we might prioritise those value chains in which there is the most concentrated interest and best fitting market and research resources.

Table 3 Co-leadership and partner involvement in the BERRY+ S3 partnership, June 2021

BERRY+ working areas	Co-leading partners	Participants	Activation status
<b>BERRY+ Components (transversal working areas)</b>			
Component 1	P1	All partners	Partially activated
Component 2	P3	All partners	Activated
Component 3	P2	All partners	Activated
Component 4	P4	All partners	Activated
<b>BERRY+ Value chain (vertical working areas)</b>			
Regenerative cosmetics/ Production and marketing of nutraceuticals and plant-based cosmetics	P6	P1,2,3,4,5,7,8	Start; I3 potential
Forest industry side streams (research, business collaboration & investments)	Leadership shared between PP1 and PP5 (TBC)	P7, P5, PP4, P1	Start, with some indicative efforts; I3 potential
Vegetable-based proteins (production & enhancement for human nutrition)	P5 (TBC)	P2, P4	Start, with some indicative efforts; I3 potential
Improvement of dairy proteins production performances			
Bio-based textiles	P2		
Circular and sustainable production of bio-energies			
Extraction of essences and innovative production of chemical building blocks			
Grape/wine side stream industries	P2		

The co-leadership task implies a combination of competences and responsibilities: co-leaders should have competence in the working area of their leadership as well as of coordination. In the case of the value chain working areas, co-leaders must be sufficiently familiar with the demand-led approach, linked to innovation- and excellence-driven demand, and capable of involving needed scientific and market expertise in the process.

Value-chain co-leaders are expected to implement the process introduced in [Figure 3](#). Outputs of this task:

- [1]. A time and action plan
- [2]. Convocation of the value chain group, confirmation of the process and results to be reached
- [3]. Commercial complementarities: commercial complementarities' potential and possible initiatives, e.g. exports / imports, sub-contracting, access to new distribution networks....
- [4]. Industrial modernisation activities
  - 4.1 Contextual analysis: awareness raising of innovation- and excellence- driven dimensions of the selected value chain; sessions organised by co-leaders with the support of innovation and excellence experts. Value chain partners and their relevant stakeholders (businesses, research, education, innovation intermediaries) are expected to attend. Other BERRY+ partners and their relevant stakeholders are welcome to attend.
  - 4.2 Regional positioning: confirmation of regional strengths & potential in reference to the contextual analysis.

- 4.3 Value chain analysis: analysis of selected value chain localisation in a region, in reference to the contextual analysis and regional potential. This might refer to segments relating to design, production, skills, innovation, excellence, innovation system, and market dimensions.
- 4.4 Identification of complementarities (value chains' near shoring) among the regions based on the value chain analysis.
- 4.5 Identification of in-shoring (what segments of the value chain can be developed/reinforced locally) possibilities for each one of the regions.
- 4.6 Identification of re-shoring (what segments of the value chain can be re-localised) possibilities for each one of the regions.
- 4.7 Generation of initiatives and projects (regional, national, and interregional)

#### [5]. Reporting per semester

Co-leadership can change, with partners added or being replaced. The most important thing is that there are results. Participation tasks imply that those regions and organisation involved contribute to implementation and also integrate the value chain implementation into the regional stakeholder groups.

## Funding mix

We distinguish BERRY+ costs into coordination and into implementation costs. There can be some overlaps. In principle, coordination costs are expected to be covered by the participating organisations, while more complex implementation costs are expected to be covered by project funding. It is therefore necessary that both aspects are activated in / by the regions. However, practice indicates that it would be much better if some coordination funding were also available. Table 4 provides the overall approach to the funding mix.

Table 4 BERRY+ funding mix

Costs	Cost type	
	Coordination costs	Implementation costs
Scoping document	X	
Governance activities	X	
Component (CP) action plans	X	
Activation of CP action plans	X	
Screening of project options	X	
Linking to complementarities	X	
Proposing project options	X	
Writing project proposals	X	
Supporting project development	X	
Supporting good practice exchange	X	
Achieving policy impact	X	X
Identifying synergies with other initiatives and programmes and sharing among the partners	X	
Organising meetings among partners relevant to the different CPs and their activities	X	
Ensuring dissemination range and resonance	X	
Taking dissemination activity initiatives	X	
Updating relevant web sites with BERRY+ information	X	
Component 1,2,3 and 4 reporting	X	
RIS3 analysis and identification of (potential) good practices and tools / Improvement of the RIS3 delivery [this is part of the Scoping document]	X	
Original value chain identification	X	
Value chain analysis		X
Value chain development / diversification	X	X
Strengthening of the innovation and circular economy performance of the prioritised value chains.		X

Costs	Cost type	
	Coordination costs	Implementation costs
Improvement and synchronisation of innovation infrastructures	(x)	X
Tools for value-chain analysis and identification of complementarities		X

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