RELOS3
Thematic Event 4
Wielkopolska, 28th February and 1st March 2018

THEMATIC EVENT REPORT

The fourth Thematic Event (TE) of RELOS3 project took place in Poznan (Wielkopolska) between 28th February and 1st March 2018. This fourth event was dedicated to the integration among R&D policies and the public sector. Specifically it focussed on **Removing silos between R&D policies and public led innovation ecosystems**. This event closes the cycle of Thematic Events of this Interreg project, that have analysed four specific and complementary topics with the overall goal of improving the delivery of regional smart specialisation strategies by 15% by 2021, by actively involving local authorities and subregional actors. This will be done improving the partner's policy instruments on the basis of good practices transferred.

The graphic on the right illustrates the topics analysed during each Thematic Event. These topics were defined at the beginning of the project but have been detailed as the project evolved, to reflect the interest of partners. Each event has also produced a specific outcome, as shown in the figure under each arrow.
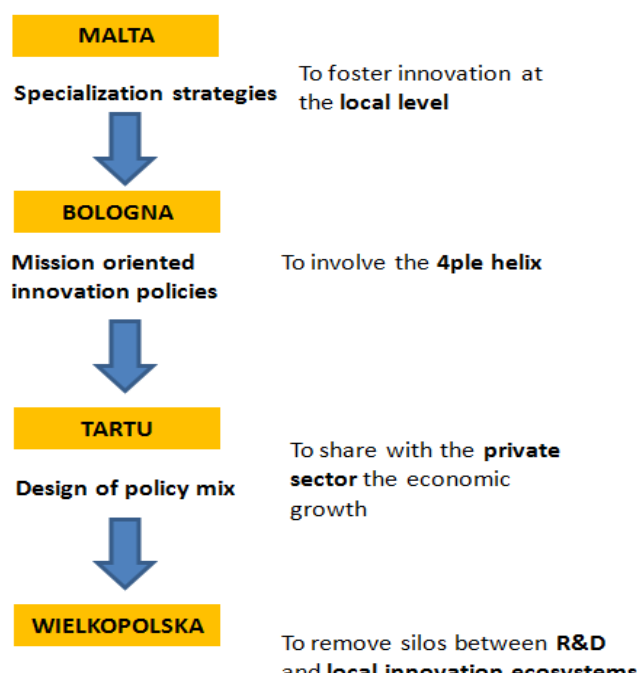

Figure 1. Topics and outcomes of the four Thematic Events of the RELOS3 project

The Wielkopolska TE was intended to discuss how to narrow the gap between the world of research and innovation and the world of local ecosystems. Research, development and innovation systems and local innovation ecosystems should be more interdependent, more integrated and develop common initiatives.

Even though it is increasingly accepted that innovation is not a linear process happening in a closed environment in a single company, this image still prevails in many projects implemented by innovation-related agents. Based on these considerations, the TE aimed to address the following specific issues:

- What type of R&I systems / policies are more easily open to collaborate with the local level?

- How to articulate the multi-level /inter-departmental governance?

- What characteristics should be promoted in the local innovation ecosystems in order to become relevant for the R&I agents?

- How to design innovation policy instruments in cooperation with the R&I system that further integrate them with the local ecosystems of innovation?

- What specific examples (best practices) exist today that try to bring these two worlds closer? What can we learn from them?

The event gathered more than 20 participants during the day and a half of duration. All project partners were present, together with stakeholders representing the R&D institutions, technological and research centres and public administration involved in innovation and local development policies. The event counted with several invited speakers from international background as well as from Wielkopolska and Poznan.

The next pages present the development of the TE and the main conclusions obtained, focussing on the findings of the different interventions. When indicated, each section is completed with an annex at the end of this document.

FIELD VISITS – 27TH February 2018

The day before the actual start of the meeting, although included in its agenda, partners and their stakeholders visited two interesting initiatives in Wielkopolska that illustrated different aspects of the innovation ecosystem in this region.

The meeting kicked off with two site visits: one to the Solaris Bus and Coach Factory, and one to the Poznan Supercomputing and Networking Centre. They provided good examples of the added value of specialisation, using knowledge, business and government partners, whilst not forgetting about (end)users.

Solaris is one of the most important companies in the region, not only in relation to national production but also regarding exports. Its most unique feature is that they specialise in producing buses at the customer's demand. It is worth highlighting the company's commitment to innovation in eco-friendly buses and offering tailor-made solutions to clients. Also it is worth noting that difficulties to find suitable staff led the company to establish collaboration links with technical training colleges.

The visit to the Poznan Supercomputing and Networking Center was a good opportunity to see in projects in the field of social sciences which experiment with the use of ICT. In this sense, it was possible to see initiatives aimed to facilitate elderly people day to day life, aspects related to pedagogical innovations or projects linked to facilitating the integration of disabled people in the labour market.

DAY 1 -28th February 2018

The TE was opened by Elizabeth Duda, representative of the Wielkopolska partner, the Marshall Office of the Wielkopolska Region. The lead partner and Prysma consultants introduced the agenda and the topics to be discussed. The first activity was the Masterclass, during which the speakers presented different perspectives and concepts on the TE's topics[1]. The session was followed by a short presentation of each of the present stakeholders, to facilitate exchange of visions and networking among the agents of different regions. After this, Elizabeth Duda presented the deployment of RIS3 in the Wielkopolska Region, followed by a presentation by herself and Luc Hulsman (stakeholder of the Emmen partner) about the learning gained during their participation in the PXL Workshop at the Joint Research Center in Seville. After this, participants had the opportunity to learn more about a specific case of R&D and public sector collaboration in Poznan, with the presentation of the Smart City projects in this city. Professor Nicola Bellini presented the updates on the Baseline study, after which the participants engaged in an activity to present and discuss the first outline of the Local and Regional Action Plans that are expected to be produced by each partner at the end of the project.

The details of each presentation are described in the next pages.

Masterclass: R&D and local innovation ecosystems. Experiences and key concepts

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[1] The lead partner excused the presence of Mr. Albert Sorribas, vice rector of the University of Lleida, who could not attend the meeting due to an illness.

Poznan Thematic Event – Removing silos between R&D policies and public led innovation ecosystems

RELOS3
Interreg Europe

European Union
European Regional
Development Fund

Experiences of R&I integration to City's development

Roope Ritvos
Director, New initiatives, Forum Virium Helsinki / City of Helsinki

The presentation of Mr. Ritvos analysed in detail the case of the innovation strategy of Helsinki. This city has a long story of innovation policies, which have made it to become one of the "smartest" cities in Europe. Currently the city council is working in several initiatives related to innovation, from an economic, social, technical and urban planning perspective, having gone from narrow innovation policies to comprehensive and open innovation policies. In this sense, the city has different roles in the promotion of innovation, acting as enabler, connector, innovation driver, ecosystem builder, etc, as shown in figure 2.

The presence of Forum Virium Helsinki (FVH), a public company of the city council in charge of

Source: Mr. Ritvos

the innovation policies, has been crucial in the development of the different city's roles. Several examples of these different roles were presented, showing how R&I are key elements of Helsinki's development.

For instance, the city's problems have become the driver for IT solutions: robotic systems can automate the park lawn mowing, reducing its cost, or an open API gives snow-plowing real-time location/status to deliver information to citizens, taxi companies ICT systems, bus companies and route planners, eliminating the need for extra services. But the city has gone beyond this role, and, as part of its strategy, has recently approved the creation of a new area, Kalasatama, to become a reference zone for smart urban development. Another key aspect of the innovation strategy of the city of Helsinki is its highly collaborative approach to working with local entrepreneurs, researchers and companies. The city has moved from supporting an industry driven cluster project in 2005 (the Culminatum Innovation, now extinct), to adopt a more holistic approach and define in 2014 their goal in innovation: a growing an open smart city.

FVH has been the key enabler of this process. It is a not-for-profit limited company fully owned by the city of Helsinki. The organisation is composed of different members from the triple helix, each of them contributing to its budget (3% of funding), and participating in the definition of the FVH' strategy, through a Board and targeted workshops. According to Mr. Ritvos, FVH has some key lessons for RELOS3 and in general regarding how to link innovation and urban strategies:

- The current PPP position allows for collaborative R&I and for its integration to city activities. Being part of the city administration gives it a clear direction, but the fact that they are separated from the administrative hierarchy (as they are a limited company) gives them the ability to execute in project world and to execute horizontal activities in city. Another important factor of their agility is that they focus on pre-market, so R&I activities are not coupled to procurement legislation.

- They act as a "facilitating" organization to make actual research-industry-city-collaboration take place.

The specific 2018 strategy of FVH is organised at diverse scales: six technology areas, three specific platforms for testing through five key activities and with partners from the quadruple helix, making it part of a larger ecosystem with many actors and initiatives, as shown during the presentation. Figure 3 shows these different strategic scales:
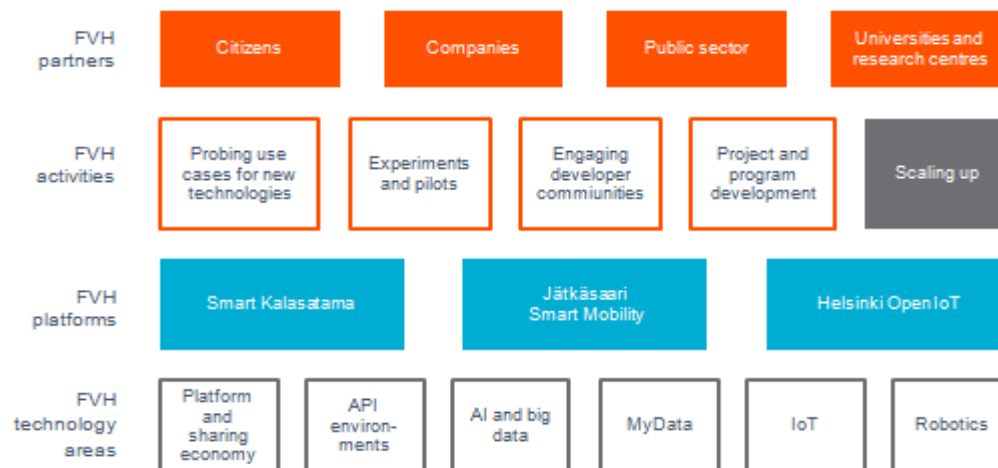

Figure 3. Components of FVH' strategy. 2018. Source: Mr. Ritvos presentation

The value proposition of FVH is to combine smart city technologies and living lab methodologies to generate better services and products, better life for citizens and solutions to society's major challenges. A good example of this value proposition can be seen in the execution of Kalasatama Smart District Living Lab.

This is a former port next to the city centre, where an extensive redevelopment has been planned, that will attract 21.000 new residents, and generate 8.000 new jobs between 2010 and 2030.

The goal is this area to become a model district of smart urban development. For this, they have created a vision, shaped through a specific mission: to achieve one more hour a day of time for each person living and working in the area. Four specific processes have been defined, related with the elements of value proposition of FVH.

The Kalasatama district project is a good example of how to integrate R&I action plans with urban plans.

In this sense, the district promotes innovation using different mechanisms, as shown in the picture above. The living lab methodology is in this respect a key innovation platform that allows engaging and empowering end-users though experimentation and collaboration. It is also essential to give a mission to the lab (one hour more a day) and promote testing in real life. He gave several examples, available in the presentation, for instance testing of new elderly care services engaging elderly people living in municipal care facilities..

In a more general perspective, Mr. Ritvos presented different mechanisms through which the city of Helsinki steers the R&D in practice:

1. **Living Labs** concretise the city's need in measurable terms, engage joint discussion;

2. **Funding** of **Agile Pilots** engages the developers, facilitates learning;

3. **Regulation** where hard measures or interoperability is needed;

4. **City's own experiments and pilots** to learn, and to provide examples for other sectors;

5. **Procurement** where there is investment to be made, smart innovation procurement;

6. **Research funding (Urban Academy 2018)** 2,5M€ funding from Cities to Universities to target research to cities' challenges

Last, it is worth highlighting some of the reflections Mr. Ritvos expressed regarding several topics of this TE, and in general about the involvement of R&D with local strategies in the case of Helsinki.

For Mr. Ritvos it was crucial that the city was a mandatory co-funder of the different strategies and instruments and that it centralized the decision-making process, to ensure that investments in the area did not stop. This role of "stability" is also essential considering that through the years partners of the triple and quadruple helix might change. To ensure success in the collaboration it is important to have a common strategy, but even more to work together in specific projects. Even if this is given, several problems arise in the R&I and public administration collaboration:

Partnering organisations are often quite large, there is the danger that generic steering groups end up quite high-level / "wrong" departments (e.g. sales instead of R&D), as often Research organisations are very siloed and do not know what the neighbouring department does. To avoid this, working in specific projects will facilitate the identification of the right partner.

The presentation of Mr. Ritvos was rich in examples that illustrate what has been described here, available in the slides.

Second master class intervention:
Applying holistic and systemic innovation policy approaches in local context.
Between idealistic and pragmatic perspectives

Dr Monika Matusiak, European Commission, Directorate General Joint Research Centre
- Smart Specialisation (S3) Platform

The presentation of Ms. Matusiak developed several theoretical concepts related to innovation policies, detailing the most relevants elements of a systemic (holistic) approach to innovation. Her presentation was a perfect complement to discussions about this issue that had taken place in previous Thematic Events, when concepts as the "Holistic Innovation policies" of Professor Charles Edqvist had been introduced to inspire the development of innovation instruments by RELOS3 partners.

For Ms. Matusiak the key element for a successful implementation of the systemic innovation policy approach is to take into account the actors in the process and the relations between them. In this sense, it is critical to know which actors to target, how to change their behaviour in the system and to define the territory that should be affected.
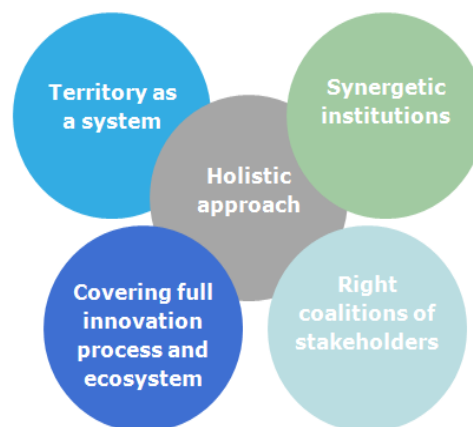

Figure 5. Dimensions of the holistic innovation policy concept as presented by Ms. Matusiak. Source:

In order to tackle these issues, she focussed in four specific dimensions of the holistic innovation policy, as shown in figure 5. The first dimension is to consider the territory as a system, a network of interconnected dots of different range and centrality; therefore when designing or implementing a policy of innovation you need to know the critical mass, their needs and the relations among them. The second dimension, the synergetic institutions, relates to the need to undertake "institutional discovery", that is, promote the learning of institutions on how to cooperate and work together. This will facilitate the creation of synergies and facilitate the success of the initiatives. Related to this was the importance to create right coalitions of stakeholders, that is, knowing how as a public body you can influence the behaviour of the key external players and with whom you can have a direct relation (funding, contract).

The last point regarded the need to cover the full innovation process and ecosystem. A key learning was that the innovation has to be included in the traditional sectors too, not only in the ICT related ones, as in many territories it is where the critical mass to develop innovations can be found. The presentation highlighted that in order to ensure a full impact of the innovation policy it is critical to identify the most central players in the economic network, and they will influence the rest, as well as be aware of the need to give time to people to work together, and share language and goals.

The intervention followed with the presentation of the activities of the policy mix in the holistic innovation concept, as developed by prof. Edqvist. These activities are organized in four areas, and can serve as guidance for the development of the Innovation Action Plans. In order to

develop the Actions Plans, governments should analyse the presence of these activities in their own innovation ecosystem. The four type of activities are:

- Provision of **knowledge inputs** to the innovation process (R&D and competence building)?

- **Demand side** activities (formation of new markets/public procurement, product quality requirements)?

- Provision of **constituents** (organizations, mechanisms, institutions)?

- **Support services** for innovating companies (incubation, financing, consultancy services)?

The last part of the intervention specified how the holistic approach could be applied to Smart Specialization; in this sense, the speaker discussed several ideas: on one hand, the importance of the connection with economic fabric and societal challenges, the need to have a narrowed target group (prioritisation) and to be aware of the interplay among the local and regional level, as well as of how to cooperate with other local governments. She gave some examples of good practices in the incorporation of the local level to smart specialization strategies, as the case of Baden Wurttemberg and how they implemented a program to mobilise the local governments, even with a small budget, by organising up to 16 meetings among regional and different local governments. Other relevant cases mentioned were the Amalgamated local communities in Ukraine or the Smart Specialization of Hunter in Australia.

When asked about her vision on whether the next ERDF period would give a more explicit role to the local government in the implementation of RIS3, she mentioned that even if this is certainly the intention, there is work to do regarding how to specifically involve them through policy, instruments...for instance, logistics on how to give advice to all local governments that there are in the EU, and defining properly what is the local level.

RIS3 in Wielkopolska Region

Elizabeth Duda.
Manager of the Wielkopolska Innovation Observatory Department of Economy
Marshall Office of the Wielkopolska Region

The speaker presented the main characteristics of the RIS3 in the Wielkopolska region, which was approved in 2015. This strategy was designed based on theoretical knowledge on
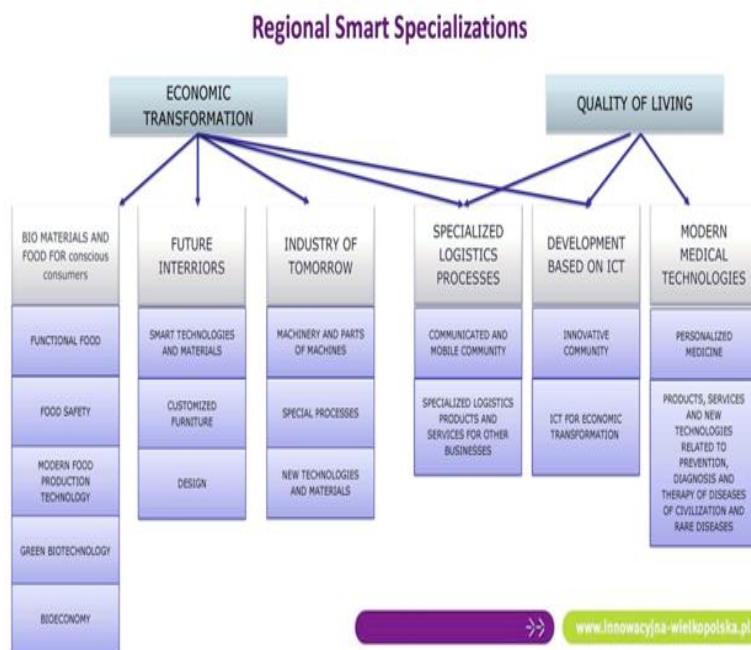
innovation, as the systemic approach, which helped to analyse the starting position of the region regarding innovation, and to identify the relevant agents and the interplay among them. In this sense, three assumptions guided the strategy, related to the understanding of the innovative processes beyond the purely technological approach, covering the social, spatial and environmental areas; the need for innovation to respond to social needs; and that it should influence all stages of the innovation process, creating efficient mechanisms of cooperation with enterprises in accordance with their needs.

The areas of specialization of the region were decided by an identification process that included issues as research on the industrial and productive structure, the university and scientific specialization, the challenges of the region and the export potential. Finally, 6 specialization areas were identified, as shows in the figure above.

Source:

From this, six strategic programmes were defined:

I. Innovative Public Administration

II. Innovative enterprises

III. Efficient business support institutions

IV. Education for innovation

V. Proinnovative local governments

VI. Digital Agenda for Wielkopolska

The speaker mentioned some of the instruments they have already developed for the RIS3 implementation as calls for proposals (ROP 2014-2020), the i-Wielkopolska award for SMEs that

have implemented innovative products or services in the six priority domains or the co-financing of internationalization of SME within 6 priority domains.

Ms. Duda highlighted the relevance of RELOS3 project to help in the implementation of the fifth programme, the "Proinnovative local governments". This aims at stimulating innovation by local governments in the region, and it is interested in finding good practices that could serve as inspiration in issues as how to cooperate with other local governments with similar priority domains, or which would be the instruments and fields of cooperation. In this sense, the speaker mentioned some issues they found when working with local governments: they (regional level) asked local governments to define their specialization areas, but the activities defined did not fit in the six RIS3 domains, they were, as the speaker said, "diamonds outside the specialization domains". In this sense, a huge challenge for them now is how to link them to the regional strategy, and how to manage the multilevel governance.

The last part of the presentation dealt with the current challenges the region faces regarding the RIS3. Wielkopolska is currently rethinking its RIS3, and updating the strategy to be ready for 2021-2027 period. In this sense, one key issue is to move towards the "social challenges approach" that has been discussed in RELOS3 project, and for this they intend to undertake research to identify the main social challenges and how to link them with RIS3 domains.

The instruments to implement RIS3 successfully – learnings gained during the PXL Workshop in Seville

Elizabeth Duda – representative of the Wielkopolska partner
Luc Hulsman – Samenwerkingsverband Noord-Nederland

These two presentations summarized the learnings obtained by two of RELOS3 partners (Wielkopolska and Emmen) after their participation in the Peer eXchange and Learning (PXL) workshop on Policy Instruments on 17 January 2018 that took place in Seville (Spain) in the JRC facilities, organised by the S3 Platform.

Elizabeth Duda highlighted the lessons learnt during this workshop, and their relevance for the Polish and Wielkopolska specialization strategy: one key issue was the importance of a better understating of SMEs innovation needs and how to identify them (via periodic surveys, direct consultation and studies, audits), while a second learning was about how to have a sound and effective monitoring system, being it essential for reshaping and introducing new policy instruments.

Related specifically to the learnings for Wielkopolska, Ms. Duda referred to the examples given on how to encourage SMEs to cooperate with R&D (vouchers, networking...); the features of the monitoring system (flexibility, efficient indicators...) or how to involve the scientific world with SME and entrepreneurship.

Mr. Luc Hulsman (stakeholder of the Emmen partner, talking about Northern Holland) focussed on learnings related to the choice of the right policy instrument for RIS3 implementation. He mentioned two main types of instruments, horizontal (generic) or vertical (specific) and how Northern Holand approach to RIS3 was addressing them. In particular, he explained how they went from purely generic measures to introduce "verticality", giving the example of a new instrument they have designed, the open innovation call. This call addresses a very specific issue, moving from a general "improving knowledge base of SME" to the definition of an instrument to increase the share of SMEs involved in RIS3. This is an innovative instrument in content and technique: they set an objective and invite consortia to come up with initiatives which contribute to this objective, and select the best one. An interesting element of this call is that they have made it flexible, allowing all actions which constitute indispensable elements of a project to be are eligible (subject to basic, technical rules, in line with EU Regulations).

He ended his presentation with some challenges to further move towards more "vertical" instruments as the need to have strong evidence to recognise promising activities or the right niche of action. In this sense, he talked about the N-NLs Innovation Monitor, a tool that has been created to facilitate precisely the recollection of evidence and the choice of instruments for the North Holland RIS3.

Inspirations from Poznan – R&D for a smart policy in the city

Michał Łakomski - Mayor's Proxy for Smart City, City of Poznan

The representative of the Smart City program of Poznan presented the most recent initiatives in the city in this area. Three main elements drive the implementation of smart solutions in the city: the generation of Open Data; the use of Big data to improve city's life and to ensure that the data is secure.

Figure 7.Some of the smart city initiatives presened by Mr.Lakomski

He highlighted the importance of their cooperation with the Super Computing Center for the management of the open data. In this sense, the municipality opened some of their data and participated in hackatons.

As a result, some new products have been generated as the Digital Map with many different information layers: parking updates, graven finder in the cemetery or car sharing and free parking if they are electric cars. They have also been able to create new information regarding services as the shared bike system, facilitating future decision making in the field.

Stakeholders presentations to drive collaboration in RIS3 implementation

The stakeholders invited by partners briefly presented their organizations and explained their vision on the collaboration with local governments in the RIS3 implementation. The stakeholders were representing different agents with a role in the innovation processes in the local context, from research institutions to science parks, business associations and other local administrations.

Partner	Stakeholder representative
Wielkopolska?	Several Local authorities in the Wielkopolska region
Emmen	Biobased Economy in Drenthe – Cluster of the Biobased economy
Tartu	Tartu Science Park
Malta	Malta Council for Science and Technology
Sabadell	Research Park UAB

Bologna	n.a.

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Presentation of Baseline study

Nicola Bellini, Professor of Management at the Scuola Superiore Sant'Anna

Professor Bellini presented the results of the first evaluation survey to stakeholders and the analysis of best practices that are part of the baseline study.
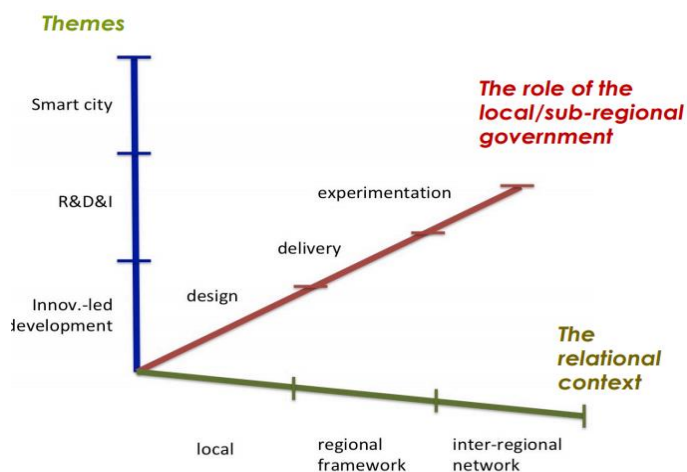
The survey was conducted from the 18th October 2017 to the 15th December 2017 and resulted in 29 online responses out of 35 invitations. It was noted that stakeholders will be asked to complete the same survey twice more during the project's duration, so at the end of this it will be possible to have a more comprehensive analysis of the S3 progress in the partners territories and on RELOS3 impact on it. The results of this first survey show that the stakeholders recognize the importance of the S3 strategy and its relevance on competitiveness and innovation in general terms, within the organization and at local level. They also highlight other benefits, as the impact in the collaboration with other agents and the formation of public opinion. However, the results show that involved stakeholders are more uncertain about the transformative impacts on visions and policies at the local level.

The second part of Prof. Bellini's presentation regarded the analysis of best practices that had been identified by the project's partners. The speaker noted that there is a high risk of misunderstanding the value and the usability of the analyzed practices. To avoid this, it should be clear what you expect from these practices: to obtain learning or to create consensus-building around a new policy, being also critical how agents use the information derived from these best practices. For him, practices can be used to:

➢ Learning by copying: individual policies or institutions that may be emulated or simply hard-copied.

➢ As a source of inspiration: visions, ideas, strategies that may be a source of inspiration for the same or different policies and help to consider or re-consider the policy objectives;

➢ Hybridization: specific aspects and technicalities of policies and institutions ("smart practices") that may be assimilated into other policies.

During this phase of best practice analysis, Sant'Anna' team used the following criteria to select the most relevant ones:

- Objective / measurable criteria
- Reputation
- Contribution to variety
- Innovativeness
- Transferability

In the process, 39 cases were analysed, 23 of them proposed by the partners and 16 cases that were pre-selected by Sant'Anna' team because they were inspiring for different topics. In the process of analysing they met some difficulties due to the fact that in most cases local and sub-regional governments played a minor role in the S3 and the wide range of topics available, among other more general considerations when doing benchmarking. The figure on the left show the different dimensions of the practices analysed.

The presentation ended with the showcasing of the different practices analysed. They were related to fields as education, new and innovative entrepreneurship, innovation in local services or the process of management of the S3 to define local strategies.

The complete list of identified practices is available in the presentation.

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Workgroup activity (I): Presenting and discussing the first outlines of Local and Regional Action Plans: Bologna and Emmen

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During this activity, partners presented the first outlines of their local or regional innovation plans (LAP/RAP) that they have to produce as an outcome of this project. In previous TE, a general index of these Plans was agreed among partners. Before the Wielkopolska event, partners received a framework to help them complete the different sections of the Action Plan outline. They had time to prepare it before the meeting. During this workshop, the Plans were presented and were commented by all the participants, giving feed-back to each partner.

The general outline of the LAP/RAP included the following parts:

1)   The RIS3 local domain: Which specialization area do you want to work on?

2)   The mission: What is the specific local need you want to address?

3)   The instrument(s): Which specific instrument(s) are you going to use to help economic sectors to transform and move towards specialized new markets? (adapt an existing instrument or create a new one)

4) Specific good practices presented and discussed in the three previous TE of the Project and that have been of inspiration for the Action Plan.

Besides this, partners were asked to take into account the following issues when thinking about their Action Plans:

✓   What role for the local government?

- ✓ How are you going to involve the quadruple helix?
- ✓ Which type of public private cooperation tools are you envisaging?
- ✓ Which other partners are going to be involved?

All partners presented a complete outline of their LAP/RAP but it was agreed that the final product might be slightly different, as this was only a first exercise. In any case, comments and fed-back were considered very useful by all partners. An interesting by-product of this workshop was the identification, by each partner, of inspiring practices produced by the other project members that could be adapted to their own Action Plans. As this is another of the required outcomes of this project, the workshop was useful to start reflecting on this particular issue.

We briefly summarise the main topics of each presentation, focussing on the feed-back given by the other participants and highlighting, with a table at the end of this section, the cases for inspiration that each partner had selected, among all the ones presented in the previous TE.

Bologna

The LAP of Bologna will focus on manufacturing, new industry and education as development engine, as stated in the Bologna Metropolitan Strategic Plan 2.0 2016-2018, objective 4. This involves promotion of entrepreneurship in connection with school and research, innovation of supply chains and the innovation of manufacturing through new production models and new business creation in the metropolitan area.

This topic is linked to societal challenges of the metropolitan region through the following mission: To make Bologna a Start Up Valley by stimulating the development of innovative advanced manufacturing areas.

As a policy instrument, they expect to use the Metropolitan Strategic Plan. In order to involve the private sector they are considering adopting agreements, and even if they have not yet defined specific actions to involve the civil society, they consider this to be an important goal for them.

During the discussion of the LAP participants asked several questions. As this is a project that is already functioning (the metropolitan Strategic Plan) some wanted to know more about the problems encountered in its implementation. For Bologna a positive result was to involve many different agents in the process, but they highlighted the difficulty in the project's implementation.

Asked about the impact of RELOS3 in their existing instrument, the Bologna partner mentioned that they will improve the existing instrument and they will develop a new coordination instrument to manage the complexity of their Metropolitan Strategy. Specifically they are concerned about how to redefine the policy with a RIS3 perspective, as this is a transition moment in which you have to define who does what. They intend to create a more open structure, trying to include the bottom up.

Another comment was about whether becoming a Start-up Valley is a real societal mission: for them it is because it goes from evidence. But other partners raise the question on the need to specify more the challenge and therefore the mission that should guide the Plan.

Emmen

Emmen's LAP will focus in product innovation in the leisure and tourism Industry. This industry is growing in the region but the companies involved have low innovation capacity, and low entrepreneurship level. Their intention is to use some of the instruments proven to be successful in the biochemistry sector strategy and apply them to the tourist sector. Specifically, they presented the "innovation broker" a figure used previously by the biochemistry cluster in the region, and that can serve as a facilitator of innovation in traditional companies.

Questions after the presentation were about the need to define the specific target group of companies and how they intended to involve them. In this sense, Emmen partner mentioned that they intent to reach first key "front runners" of the local tourist sector (hotels and restaurants) to start working with them an on a later stage widen the base. The goal of the LAP is to learn from the approach used in biochemistry and apply it in tourism, to be more a business-wise approach.

DAY 2 - 1st March 2018

During this half day of workshop, partners finished their presentations on their Action Plans. After this, some conclusions were elaborated; this closed this fourth RELOS3 Thematic Event.

Workgroup activity (II): Presenting and discussing the first outlines of Local and Regional Action Plans: Malta, Tartu and Sabadell

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MALTA

Malta's LAP will focus in maritime services. This activity is missing in the RIS3 domains defined by Malta, so for them RELOS3 is an opportunity to allow this sector to be included in the smart specialization strategy. The mission selected is related to this goal, that is, promote Malta as a maritime hub. For this, they have undertaken a SWOT analysis to identify the areas were specific action is needed, and that can be transformed into policy instruments.

Two key agents in the process will be Malta Enterprise and Malta Council for Science and Technology, but participation of the private sector, the research community and also the civil society will be facilitated by working closely with Malta Maritima - a cluster of key stakeholders from private and public entities, the University of Malta and other academic entities.

Comments of participants were related to the involvement of academia or to the definition of the specific goal of Malta Enterprise in the process. Regarding citizen's involvement, it was suggested to Malta that they could use the mission oriented policy as a way of starting to introduce ideas that can link water sustainability with the development of innovative services in the maritime sector. Questioned by how they will start implementing the plan, Malta mentioned that they plan to start by introducing regulations to enhance cooperation of maritime companies in waste reduction, as a way to start creating collaboration among them.

Sabadell

Sabadell pretends to orient its LAP to the domain of design applied to industrial systems. Their mission is the creation of more and better qualified jobs by fostering innovation initiatives to boost the competitiveness of local industries of the chosen specialization area. The city and its surrounding region have a critical mass of industry, start-ups and design agents, but they are not always linked. They intend to use design as the driver to bring innovation to industry and make the territory a reference in the area.

The instruments they envisage are: an industrial system hub (f.i. incubation for projects in this area, raising training opportunities in the area, some training actions for high profiles or a

database of agents...) and other innovation initiatives focused on design applied to industrial systems (as an Innovation Forum and Technological Transfer Tracks). They currently have other instruments running, and their idea is to adapt them to the new specialization area. Sabadell partner also described the cases they found inspiring and that might adapt to their own case: Le Serre incubator of Aster (Bologna) or the Garage 48 initiative for entrepreneurs (Tartu).

Participants asked about how to specifically bring together designers and industry, and offered the example of the Netherlands where they organise meetings where design meets technology and together they produce initiatives. Sabadell highlighted similar actions that they are implementing with the goal of involving each part of 4h.

TARTU:

Through its LAP, Tartu intends to improve the use of digital technology by companies, a topic that is directly connected with one of the smart specialisation areas in Estonia: information and communication technologies (ICT) related to other areas of economy. For them, the mission of the LAP is increasing the use of digital tools and solutions among local companies to help them grow. To achieve this, they are thinking of different instruments such as a "digital voucher" for auditing and addressing development needs of companies. They obtained inspirations from the various discussions and best practices shared during the TEs, for instance the examples of implementing smart specialisation measures in the Bologna area but also in Malta.

Questions of participants pointed out that the instrument suggested and the mission were too narrow and also the need to clearly specify how this "digital voucher" would work to avoid issues of unfair competition from the public sector. Other questions referred to how they will identify the companies, and Tartu explained that they would have to identify a model to allow them to prioritize. On how they will perform the follow-up of this voucher's development, Tartu mentioned different options: auditing; giving partial funding to help the company to address the issue. Not necessarily direct money but some services for digitalization.

Wielkopolska

The RAP of Wielkopolska will focus on two of the specialization areas of the Region, the industry of tomorrow, i.e., developing a high technology area in the regional industry, and the development of specialised logistics services. An important part of the RAP, however, will deal with how to link this with the societal challenges that have to guide smart specialization. In this sense, they have already identified some of these challenges through research and meetings

with stakeholders, but they intend to go further by undertaking a survey to better identify these challenges.

Regarding the instruments to use, they considered that at this stage is too early to define them. In any case, their intention is to work on improving the existing programs related to these issues, but also to create a new policy instrument, involving the alteration of the Regional Operational Program. The role of the local government could be focused on coordinating the cooperation between the actors involved in the project as well as being in charge of its general supervision. The local government could also be involved in co-financing the project.

Comments of participants referred to the articulation of the participation of the quadruple helix. In this sense, the partner pointed out that their priority is the local government and they hope this will help them reaching the citizens too. Their intention is to link RIS3 to the solution of specific problems as for instance the pollution in twinter because of old heating systems. In this sense, RELOS3 is for them an opportunity to cooperate further with local governments in specific objectives and orient better the funding they give to local level.

Conclusions

The last part of the TE was devoted to present some conclusions of the different issues presented and discussed during the two days. The main ideas that concluded the event are summarized below:

1) Mission oriented policies are an increasingly accepted perspective at the EU level. For instance recently the European Commission has issued a report, written by Professor Mariana Mazzucato, titled "Mission-Oriented Research & Innovation in the European Union: A problem-solving approach to fuel innovation-led growth". This is an example on how this approach will most probably be an important topic in the next funding period. In this sense, it is worth noting that RELOS3 project has been discussing about how missions can be a way to link R&I with local innovation strategies. In the Wielkpolska event, some examples were presented:

   ➢ The "One hour more a day for people" mission of Kalasatama Living lab at Helsinki.
   ➢ The need, as expressed by Ms. Matusiak, for partners at local level to work in a common strategy and work together through specific projects.

➢ Innovation policy is moving towards defining opportunities and not specific sector in which to invest the money (relates with missions), as explained by prof. Bellini.

2) Systemic approach to innovation policy is a conceptual framework that help organise the innovation strategy:

➢ Need for "institutional discovery" not only EDP:

○ Give time to people to work together, share the same language and goals.

○ Analyse the network in order to identify your ecosystem.

➢ Promote innovation in traditional sectors too.

➢ The right policy mix (Edquist classification) as an inspiration for the LAP/RAP.

3) LAP/RAP presented have different scopes and reach, and they offer learnings for different contexts (regions, metro regions, nations, cities...). They are a first step towards the definition of the final Action Plans, which will have the imprint of the insights acquired in the different TEs.

4) The TE and the workshop about LAP/RAP was useful to identify inspiring practices presented by the different partners. This is a key input of this TE, even more considering that this is a request of the Interreg program.

5) Last, it was highlighted the need to put in value as a project (and every partner) that RELOS3 is working ahead in time in mission oriented innovation.

Table of inspiring practices selected by each of the partners:

Partner	Inspiring practice	Relevance
Bologna	"Technological Transfer Program to micro & SMEs" included in the Territorial and Competitiveness Strategy Program (PECT) of Sabadell "Spark Demo",Tartu.	It is a good practice on how to work with industrial systems in the goal of involving micro and SME in technological transfer. Inspiring instrument that they could adopt.
Emmen	Salzburger Land in Austria	The figure of the innovation broker.
Malta	The RIS3 ESKAUDI Good Practice	For how it enhances inter-departmental cooperation when implementing RIS3, including a focus on involving the quadruple helix.
Tartu	Bologna RIS3 instruments Malta Life Science Park	The examples of implementing smart specialization measures in Bologna. The process of setting up the park and involving research and private sector.
Sabadell	Tartu Bologna	Community Driven Events - Mobile-Monday, Garage48 Le Serre di Aster and the Tim #WCAP accelerator

| Wielkopolska | The 'Metropolitan Convenant for Employment and Economic and Social Development' of Bologna. | It may help in dealing with most of the local challenges, by implementing some soft instruments, leading to more cooperation between local actors. |
| | GreenPark Polymer Application Centre of Emmen. | Address the issue of the lack of cooperation between business and science. |

Annex 1. List of Participants

Annex 2. Agenda