

RELOS3 Capacity Building Event Sevilla, 13th-14th June 2018

REPORT OF THE EVENT

The city of Sevilla hosted, during the 13th and 14th of June 2018, the fifth event of the RELOS3 Interreg project. The Event was organised in collaboration with the Joint Research Centre of the European Commission located in this city, which hosts the S3 Platform.

The RELOS3 project is at the end of its first phase, which has been devoted to the exchange of experiences among project partners regarding the following topics, through four different thematic events:

- 1) Thematic Event 1 in Malta - *From regional to local. How to make the most of RIS3 at local level?*
- 2) Thematic Event 2 in Bologna (Italy) - *How to build sustainable quadruple helix structures for developing RIS3 aligned with local economic development strategies?*
- 3) Thematic Event 3 in Tartu (Estonia) - *The challenge of including the private sector: How to build private-private projects in line with regional smart specialisations?*
- 4) Thematic Event 4 in Wielkopolska (Poland) - *Removing policy silos between R&D policies and public led innovation ecosystems.*

This capacity building event will be RELOS3 5th Thematic Event, closing the project's first phase.

Different training sessions were planned that were intended to improve the participants' knowledge and capacities on the local deployment of RIS3. They were designed in a dynamic way in the sense that, besides the presentations, room was left to the active participation of the audience. With this approach, the goal was to provide a training as tailor-made as possible, so participants go back to their premises with in depth knowledge on the deployment of RIS3 at the local level but also with very practical information and ideas ready to be applied in their local context.

In this regard, the event had three specific goals:

- Give local representatives the tools to understand the different components of the most recent concepts and trends in innovation policy at subnational and local scale.
- Make them aware of the potential of RIS3 to promote innovation and competitiveness in their local environments

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- Present to political representatives of the partners what has been achieved in the RELOS3 project and make them aware of the need for new instruments or redesign on existing ones to implement new economic promotion / innovation policies (Local Action Plans)

The first day was specially addressed to managing authorities, politicians and officers, to make them aware of the importance of RIS3 to specialise territories through innovation. It began with a masterclass by two experts on the field, followed by two roundtables about recognized good practices. At the end of the day, participants engaged in a discussion on learnings gained and how they could be used to tackle some of the threats identified in their territory. The activity allowed the interaction among managing authorities, politicians and officers within each territory.

The second day, being more practical and, thus, more targeted to the participation of officers focussed on the exchange of experiences among participant territories with the aim to share challenges and find possible solutions together.

DAY 1 -13th June 2018



The session opened with the welcoming words of Mrs. Angeles Ruiz, Advisor of the Division for Strategy and Programmes of the Agencia de Innovación y Desarrollo de Andalucía (IDEA) and Mr. Alessandro Rainoldi, Head of unit Territorial Development of the Joint Research Centre. Both presentations highlighted the importance of the RELOS3 project for the RIS3. Particularly Mr.

Rainoldi stated the relevance of the project's topic for the JRC, and assuring that the next funding period will surely have to take into account the local level in a more structured way. He highlighted that governance is a key issue when implementing RIS3 and how projects as RELOS3 allow to advance in this topic.

Mr. Eduard Navarro, Councillor for Employment, Enterprise and Human Resources of the Sabadell city council stated the commitment of the lead partner city politicians with the project and his belief in its usefulness for the growth of innovation.

After these words, Mrs. Mar Martin, from the Joint Secretariat of Interreg Europe, talked about the state of the play of Interreg projects, highlighting that currently there are 51 projects related with R&D, 22 of which deal with RIS3, involving 193 different partners from 20 member states.

After these institutional words, the Sabadell team and Prysma introduced the agenda of the Event and made a short overview of the projects state, focussing in the main conclusions obtained in the previous events.

Masterclass: RIS3 as a driver of local innovation

Place-based innovation strategies at the local level

Prof. Raquel Ortega

Full Professor. Chair Regional Economic Development at Birmingham Business School

Prof. Ortega remarked how place-based innovation has had an spatial boom in the last decades. In many parts of the world place-based innovation driven strategies are implemented, even the World Bank is pushing in this direction. Moreover, the Cohesion policy supports the exploitation of the role of local capabilities. However, in her view the local is not large enough for the critical mass, so it needs to combine with regional domains. In this sense, the theory has identified several pathways for regional innovation, as shown in the figure below.

Figure 1. Pathways for regional innovation

- a) **rejuvenating traditional sectors** through higher value-added activities and new market niches (mining *Silesia*; shipbuilding *Skåne*; automotive *West Midlands*);
- b) **modernising** by adopting and disseminating new technologies (logistics *Flanders*);
- c) **diversifying technologically** from existing specialisations into related fields (Aeronautics in *Toulouse* to GPS technologies);
- d) **developing new economic activities** through **radical technological change** and **breakthrough innovations** (Tourism in *Balearic Islands*); and
- e) **exploiting new forms of innovation** such as open and user-led innovation, social innovation and service innovation (Historical heritage in *Italy*).

Source: Prof. Ortega presentation

Recent research is considering smart specialization as a policy process that is being realized through many different policies, taking into consideration other instruments and concepts related to growth. In this sense, the local level can play a role, especially considering that innovation policy has to harmonise all the existing policies and administrative levels involved. However, it has to be further analysed whether RIS3 plays an integrative role of the different policies and is able to avoid supporting isolated and unrelated R&D projects. Other relevant challenge that relates with RIS3

deployment at local level, is the one of differentiation vs. specialization. In this sense, the tools available by JRC are useful to have methods for priority selection, monitoring and evaluation. Prof. Ortega mentioned other tools available that can help regions, but also the local level, to develop the right specialization choice. Taking specifically about the local level, Prof. Ortega remarked that there is previous evidence that shows the key role of local communities in innovation because of the knowledge and entrepreneurial potential that can be exploited with the support from surrounding actors, that can be both internal to the context but not less important, also outside resources.

Her intervention was concluded with some remarks about RIS3 benefits. She highlighted that RIS3 allows to have a broader understanding of innovation, even if not all regions have taken the same benefit. In southern European regions RIS3 has led to real progress, but in economically weaker regions (as eastern regions) it has been a challenging process, as it poses challenging demands to fragile institutional systems. In any case, RIS3 is a key process to overcome institutional blockages and provoke policy making changes

Smart Specialization, linking regional innovation to local development

Mr. Javier Gomez Prieto

Scientific Officer, Joint Research Centre

Mr. Javier Gomez in first place the mission of the JRC in the RIS3 deployment, mentioning that they work to provide evidence to support EU policies. His presentation then focused in the key elements of the Smart Specialization and in presenting some findings from the research done by JRC and other regarding RIS3 and the local level.

For the JRC there are three key aspects of the Smart Specialization Strategy: that it promotes the bottom-up definition of specialization, that it facilitates prioritization and is intended to to reduce duplication in regional investments in science and technology. From a global context RIS3 is a way to empower nation states to face globalization, while at a regional level is a new driver for innovation-led sustainable territorial development. For Mr. Gomez, RIS3 can give guidance to local development policies, so in this sense is a concept that promotes local-knowledge and learning enhancement, even if in real cases there are some gaps in terms of governance. In any case, the involvement of the local level raises the need of a comprehensive view of innovation multi-level governance since that considers the important role that regional and local policies play in overcoming the barriers hampering the exploration of the innovation potential.

After this Mr. Gómez presented the results of a research¹that undertook a survey targeted to the bodies implementing EDP, about the engagement of stakeholders

¹ The Entrepreneurial Discovery as a continuous process (Marinell & Periañez, 2017)

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during the EDP elements of RIS3 implementation. The research shows that the main role of regional government, National government and the EC is supporting monitoring, while this was the least frequent aspect mentioned for local government.

Other recent initiatives that have considered the role of local level in RIS3 is the 2017 International Conference for Local Development (25 – 27 May, Faro), that had the goal to explore how capabilities can be built for local development actors to link their own strategies to wider trends in research and innovation in a regional, national and European smart specialisation context. The conference concluded that:

- S3 needs shared governance systems more capable of adapting to multi-level and multi-actor environments. While there is consolidated knowledge about S3 design, more efforts are needed to define strong processes for implementing and monitoring S3.
- in local development projects it is not enough to be able to “understand” and “explain” a specific reality. What is expected is actually to “change” reality.
- to engage effectively in local development initiatives, researchers may need/be able to explain and demonstrate why it is better and more reasonable to use scientific knowledge rather than traditional approaches.

He then presented several examples of how the local level has been involved in innovation:

- Berlin and the alignment with the local context: pioneer in creative industries and open ecosystems
- Rural areas: The best case of Extremadura and the specialization of the Targu area around the local cheese "Torta".
- The Cross-border project CompetitivEKO (Aquitania, Pais Vasco, Navarra)

The intervention concluded with a reference to the Post-2020 objectives, highlighting that the Smart policy will continue but in a more transversal way.

Figure 2. Post 2020 goals



Source: Javier Gómez presentation

Both presentation raised several questions in the audience, opening a discussion that we reproduce here.

- About lack of critical mass of local level: The Emmen partner mentioned that EDP should be a more continuous project, and here local actors are quicker than other levels to organize this process. For Prof. Ortega the key issue is how to keep everybody engaged: here everybody has to “own” a part o the strategy, and the local level can have this role. But when talking about transformation or make sure that the industrial ecosystem goes to higher value activities, or other policies as internationalization, skills development or introducing new curriculum in education, you need other levels. Mr. Javier Gomez affirms that a key issue is trust because RIS3 is a new process that is frequently unknown at local level.

- About lack of data to do the right RIS3 choices at local level: Prof Ortega mentions that data is improving, but in any case, lack of data can be an advantage because the local level can start building their own knowledge internally, and raise commitment from the government.

- The Tartu partner commented about the importance of monitoring and its role in showing the effects of RIS3 on company growth, but mentioned that is difficult to measure this in real time.

- The Sabadell partner commented that there is a need of understanding of local dynamics, and regional programs need to know the assets of the local level. In Sabadell the approach was not easy and they needed different degrees of involvement, finding a lack of guidance from the regional instruments. For the JRC representative is key to do an alignment exercise and engagement of different actors and levels, but be aware that this can be problematic in some cases, especially considering the great

internal differences in the local level administration in EU. For Prof. Ortega this depends also on the quality of the institutions of the city where you are living, stating that some local levels can be leading the process of putting local level in the map of specialization, but not all, as not many local levels in Europe are ready to do so in an ordered way. In this sense, in some local areas is easy to be active partner of RIS3 than in others.

Other participants mentioned that it should be compulsory that the regional level had to work with the local in RIS3, to help them to start thinking about the empowerment of the local level. It should be a good way also to give examples of good practices of involvement of local level. The JRC invites partners to ask for a PXL meeting with this topic, as they are a good opportunity to gain new knowledge, also for the JRC.

Dialogues: Local innovation ecosystems: lessons from good practices

The second session of the day was planned as a dialogue between one good practice of local innovation ecosystems and the RELOS3 partners. The first dialogue presented the case of the Region Jämtland specialization strategy, with a focus in co-creation. In this dialogue the speaker was joined by the partners of Wielkopolska, Sabadell and Emmen. The second dialogue presented the case of Oporto innovation strategy. Here the speaker was joined by the partners of Bologna, Tartu and Malta and the moderation of Ms. Marina Pertoldi, from the JRC.

We offer here the main highlights of both dialogues.



DIALOGUE 1

Mr. Erik NOAKSSON

Innovation strategist and project leader at SMICE, Regional Council of Jämtland
(Sweden)

The speaker presented the Jämtland region, and the issues they confronted when defining their RIS3 strategy. Jämtland is, according to official EU data, a "lagging region", but they overcame this definition and focused in creating value for the companies and people of their region. One key challenge they encountered when

designing RIS3 was how they as regional authority can continuously create value and motivate in the RIS3 process, turning the EDP to specific critical mass and context. The region has a wide number of entrepreneurs in many range of areas so for them was key to mobilise them in the RIS3.

He then presented some key aspects of their innovation strategy:

- **Culture:** is key to make strategy grow. Beyond the official method of S3, you need culture, values, norms, behavior. They put a lot of effort in this drivers. In this sense for them was key that their RIS3 took into account the region's culture and values, and that the role of the regional government was to be a facilitator, create the right conditions for dialogue.

Co-creation: To involve society in the process they follow a "co-creation" approach, working through projects as the Interreg Sweden-Norway SMICE. They follow the methodology developed in Cleveland that undertook a 10 year program to reshape the image of the city, working with the whole system: Every year they gather the entire triple helix and citizens, connecting people with the same interest and making them work in the chosen issues for the next year. This is a way to involve people and deal with uncertainty.

Disruptive versus incremental innovation: For them the incremental innovation is as valid or even more valid than disruptive one, as it is a way to put the knowledge into business. As the speaker stated " the first mouse gets trapped, but the second mouse gets the cheese". The incremental innovation is key in their region as entrepreneurs use the developed innovations out of need, and in this way they create new solutions. He cited the example of a local company that has developed innovations without the support of research, just out of need.

He concluded his presentation highlighting again the importance of culture, and more specifically the trust among agents. Again you need both strategy and culture, as the following figure presents:

Figure 3. Strategy and culture, two needed elements to manage innovation



Source: Erik Noaksson presentation

After the presentation, the partners present in the round table made their questions, opening a relevant discussion:

SABADELL: They found especially relevant the initiatives around innovation and entrepreneurs, the EDP community and the young approach to innovation, as they find some common points with their own context. In Sabadell they come from a cluster approach to work on innovation, with a priority on the involvement of big companies, but have more difficulties finding micro SMES and involve them in the innovation process. The Sabadell partner was interested in knowing how the Jämtland region had activated the local entrepreneurs. Mr. Noaksson mentioned that the use of the co-creation approach was key in their case. They have an annual meeting to create and celebrate the accomplishments. They have a constant exchange with other programs. They believe in testing continuously. Their S3 strategy is rough but useful to allow flexibility and accept new knowledge. They are trying a mobile hackaton, because of the geography of the place (big distances) so the meeting place come to the people not the other way around.

EMMEN: they want to facilitate SMES and reach cross-fertilization among different sectors. They were interested in how they did this in Jämtland, because in their case the cluster theory was not good as they did not want to leave any sector, so they opted by the enrichment of hubs, nodes...more relevant for them. Emmen says it should be a combination of both approaches (cluster and more entrepreneur oriented one) specially in Emmen where they have the critical mass of industrial companies. The issue is how to do crossovers between big and small companies. Mr. Noaksson said that in Jämtland they listen to people and see how to give answer to this through the projects. They start with the people that wants something, but it takes a lot of time of the

facilitators. EU projects put a lot of emphasis in the creation of jobs and companies but for Mr. Noaksson they should put more effort in building capacities for people.

WIELKOPOLSKA: The partner highlighted the issue of culture and the building of trust, as in ex-communists countries the need to work on this or they will not generate the appropriate ecosystem. Mr. Noaksson recognises that they have an advantage in this sense, and the difficulty of replicating in other contexts. In any case he mentions again the need to provide spaces for people to meet as a way of creating trust, and making sure that it is not only about participating but making sure that suggestions are taken into account by authorities.

MALTA: The partner showed interest in how in Jämtland had been able to connect entrepreneurs with the Science Park, as this is a key issue for them. Mr. Noaksson said that the region has no great success in this, but have worked with entrepreneurs and to make sure that they recognize that business that are already doing R&D "outside the system" are acknowledged and they are aware of their innovation capacities.

Dialogue 2

Ms. Margarida CAMPOLARGO

Head of Smart Cities Unit, Porto Digital (Portugal)

Martina Pertoldi from the JRC makes an introduction presenting the main results of the two events of the JRC that have dealt with the local level in the RIS3: PXL event in Bilbao and the In-focus project. She highlights that only 16 states have regions with RIS3, while 12 have only national ones, a key issue to understand the different arrangements on how to cope with local level. In this sense, this session is about the city level and their inclusion in the smart specialization, recognizing that this level has been neglected in the RIS3.

The presentation of Mrs. Campolargo addressed specifically this issue. Porto was one of the partners of the URBACT In-focus project, which have been working on how to enhance city competitiveness and job creation capability by positioning cities in the new economic landscape, according to their specialisation strategies.

Mrs. Campolargo started explaining the Smart City strategy and how it was progressively transformed into an innovation strategy, with the aim of achieving also the integration of other City departments in the process.

The Smart City and the innovation strategy were an answer to the strong crisis that Porto and Portugal as a whole had suffered in the last decade, generating opportunity of change through different policy processes. The main areas of interest of the established plans and ongoing projects of Porto are citizen's centred sustainability, energy efficiency, R&D and economic growth. It was therefore critical that the RIS3 of

the city was linked with other city strategies, specially the digital innovation and current urban transformation processes. The projects were defined with an iteration perspective, to be able to review them in a flexible way.

Figure 4. The link between the RIS3 priorities and the urban projects (locations) in Porto

PRIORITIES	OBJECTIVES	TARGET LOCATIONS
Enhance the provision of new urban workplaces for the city's emerging activities.	Develop/ improve a limited number of new specialized incubation and acceleration environments (e.g. labs, knowledge integration spaces, etc.);	Asprela Campanhã
	Develop new policies to systematically link investment attraction to building urban renewal strategies;	
	Monitor the (organic) emergence of new business and knowledge spaces in the city.	
Use spaces as platforms to steer new cluster synergies and entrepreneurial discovery.	Foster conversations towards industrial crossovers and hybridization within and across locations;	Asprela
	Develop new tools and routines to scan and nurture latent specialization domains and entrepreneurial dynamics;	
	Permanently monitor and identify new industry's needs (e.g. infrastructure, networking, talent demand, etc.).	
Build the city's knowledge -business image in articulation with its knowledge and working spaces.	Reinforce the urbanity of knowledge-working spaces outside the city centre;	Asprela
	Develop and promote new storytelling and consistent brands around the city's knowledge-working spaces.	
Strengthen the experimentation potential in Porto's new knowledge and working spaces.	Create platforms for technology test-bedding and community engagement	Asprela Campanhã
	Nurture collective action and citizen involvement in these spaces	

Source: Mrs. Campolargo presentation

As mentioned, a key aspect of the Porto strategy was the citizen-based approach. For 6 months they created an infrastructure, Porto Innovation Hub, an interactive space aimed at demonstrating the potential of innovation in the transformation of cities. The intention was to bring people there not only to visit the exhibition but also to participate in different talks organised between representatives of the municipality, an expert of the city and other expert, in an informal setting. About 2500 people participated in these debates, which suggestions will be included in the strategy.



Other example of the citizen based approach was the creation of a competition about city challenges, and offered entrepreneurs the possibility to find the tech solutions that

gave the most innovative and scalable answers. More than 300 challenges were submitted, and more than 100 proposals for solutions were created. Mrs. Campolargo presented other similar initiatives, available in the Porto Digital web page.

The second part of Mrs. Campolargo's speech presented some key ideas from the In-Focus Urbact project, in which Porto was a partner. The project (which final conference took place in April 2018) focussed on four topics that relate smart specialization and the city policies for local development: cluster development, entrepreneurial talent, new working spaces and territorial branding. Porto worked on the new working spaces and its adaptation to the needs of the city's specialization strategy. Specifically, they had the following goals:

- Developing new methods to manage urban knowledge/working spaces in a way that they become instrumental to other economic development objectives of the city;
- Moving away from a tradition of “physical spaces”/landlord management towards a logic in which there is active search for new synergies and contributions to the city’s shared economic strategy;
- Pursuing integration across policy fields (cluster management and nurturing entrepreneurial discovery; image development and branding);
- Pursuing integration within spaces (linking economic, social and physical issues);
- Pursuing integration and designing a global vision and agenda to link the planning of these spaces in the city (seeking complementarities across spaces in the city and beyond).

The project has as a result the elaboration of an Integrated Action Plan, with the goal of redeveloping several parts of the city to create spaces for innovation. Specifically, the city of Porto concentrates this Plan in two areas: the already existing Porto Innovation District and the Campanha e Bonfim Area.

As before, after the Porto presentation, the RELOS3 partners in the round table raised several questions:

BOLOGNA: This partners highlighted the common points with the Bologna smart specialization process, on one hand because of the metropolitan reach of the strategy and secondly for the emphasis in the citizens' and stakeholders involvement. In this respect, they think that a key issue is the importance of motivation, because often people thinks they do not have power of decision. So the impulse of motivation and empowerment is a challenge but when achieved shows the benefit of collaboration to enhance the network of stakeholders.

TARTU: For this partner, a common point between them and Porto is the goal of talent attraction and development, as is a key concern in their case. HE wants to know about specific policies in this respect developed in Porto.

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MALTA: This partner was interested, in one hand in the whole regeneration process and the responsibilities of different actors in it, and on the other in the method followed in Porto to identify the successful start-ups.

Mrs Campolargo provided answers to these issues. Regarding motivation, she acknowledged the difficulty of building trust about participation not only among citizen but also among "traditional" city officials who had some resistance to change. But the Porto Digital Team created the program and went for it. It was beneficial that citizens saw their suggestions transformed in specific projects that have now to be implemented, giving also voice to the participants, as well as the opportunity to meet politicians involved.

About the issue of talent, Mrs. Campolargo explained that they had originally created two groups of support, one focussed on attracting investment and other in talent, but have later realized that they need a fusion of these two groups, specially to develop and internationalization strategy not only linked to tourism but also to business, talent, innovation. Another relevant initiative is to set a program of support to newcomers to the city and offer affordable housing to ensure attracting young talent. She then explained about their monitor system to follow start-ups, with specific and measurable criteria, and invited partners to contact her for further information in this respect.

Lessons gained - What specialization means in terms of local development in your territory?

The last activity of the first day had as a goal to apply the learning of the previous sessions to the context of each partner. Each RELOS3 partner gathered with their own stakeholders and had to choose two lessons among the list that was presented by the consultants. The figure below shows the lessons and the selection made by each partner and their stakeholders:

Figure 4. Lessons gained and partners choices

LESSONS GAINED		SABADELL	BOLOGNA	EMMEN	TARTU	WIELKOPOLSKA	MALTA
1	<i>Local level is important to better use the potentials and strengths of each territory</i>						
2	<i>We need to bring innovation policies closer to citizens and citizens closer to Brussels</i>						
3	<i>We must transform policy thinking from vertical sectoral approach to an horizontal innovation one</i>						
4	<i>The benefits of RIS3 tend to be multidimensional (employment, social welfare, better governance,...)</i>						
5	<i>Outward orientation of policies and global engagement of local and regional RIS3 are key</i>						
6	<i>Different models of governance and institutional local context affects the potential implication of local level in RIS3</i>						
7	<i>The system moves when the system is ready (it is not a question of being right)</i>						
8	<i>Culture eats strategy for breakfast</i>						
9	<i>The new digital-driven co-creation hubs/nodes/... are our solution for bottom up RIS3</i>						

Source: Own elaboration

As can be seen, lessons 4 and 8 gathered the most consensus, as they touched upon sensitive issues in each context. For instance, the Sabadell team mentioned the importance to make RIS3 more "down-to-earth" and understandable to the public and agents and in this sense a way is to clearly specify its societal benefits. Linking RIS3 with other fields it also a way to involve other city departments. For the Bologna team the idea of co-creation is a relevant one and the use of digital services can be a way to improve the network locally. Most groups agreed that the cultural issue is a key one as the norms, values and way of working of officials and city departments may hamper or facilitate the implementation of innovations also in policy terms.

For Malta group a relevant discussion around lesson 1 was that by including the 4 helix in the Local Action Plan allowed them to identify an area of specialization that was not reflected in the National OP, so it was a good result of this process, that activated the local level in Malta. For Wielkopolska the lack of trust is an issue, so the lesson 8 is

highly relevant as they really feel that this is "eating" their innovation strategy. Again about the local level (Lesson 1) the Emmen group discussed about the relevance of the local level to promote inclusion of different agents and work this wanted trust.

After the discussion, each team was asked to chose 1 question they still had regarding the lessons discussed. These questions were used on the activity of the second day, as will be explained bellow.

With this activity ended Day 1.

DAY 2 -14th June 2018

The second day's sessions were devoted to further discuss how territories take full advantage of the RIS3. The sessions took place in the JRC grounds and counted with the participation of several of its researchers, that presented several examples and case studies. The day started with the presentation of the Baseline study update by Prof. Nicola Bellini, followed by the presentation of the Smart Specialization Platform' identified good practices. The last activity was a workshop that included the revision, in a peer-review mode, of the questions posed by the different partners's teams the day before. A questionnaire about RIS3 concepts was used as a way to conclude the Event, allowing a final pooling of the ideas learns not only in this event but in the whole first part of the RELOS3 project.

Analysis and identification of good practices

Presentation of the RELOS3 Baseline study final document

Prof. Nicola Bellini

Scuola Superiore Sant'Anna

This analysis has been produced in the framework of the RELOS3 project, commissioned to Scuola Superiore Sant'Anna. Its aim has been to analyse the partners' state of the art regarding the deployment of smart specialisation strategies at the local level. It is composed of four thematic reports that serve as benchmarking exercises between the six partners to design their local/regional action plan. It includes a survey to partners' key stakeholders as well as a good practices database.

The presentation provided a summary of the main findings of the report regarding the critical topics of the project, as well as the results of the survey undertaken by the Sant'Anna team.

Regarding the key topics of the project, the Baseline study presentation offered a summary of the main findings:

1) The role of the **local (sub regional) level in the S3** implementation process in Europe: The local, place-specific dimension: S3 as a multi-scalar challenge vs. the dominating dialogue between the European Commission and the national / regional authorities. Local is fine, but does it mean more fragmentation?. Good governance makes a difference: what about places where this is missing? Multi-level coordination: open vs. directed methods of policy synchronization. A special attention to the urban dimension (also) in European policies: cities as innovation drivers in the S3 practice, with the exception of the Digital Agenda, significantly absent.

2) The **sustainability of Quadruple Helix Collaboration** (Industry, R+D and Academy, public administration and citizens) beyond S3 strategy: The inclusiveness principle (including the “demand” side vs. the supply-side tradition of innovation policies) : setting up an inclusive process as one of the outcomes of a successful S3. An urgent reflection needed on the “mission-oriented” approach. A different policy-maker? Not just acting with the entrepreneurs but like the entrepreneurs. Reappraising experimentalism. Combining professional qualification and political legitimization

3) The challenge of **including the private sector** and build private-private projects to pave the way of RIS3 deployment: The entrepreneurial discovery process (EDP): entrepreneurial knowledge for a policy process. Enlarging the potentials vs the risk of lock-in. Social capital (i.e. internal connectivity) matters: S3 as (part of) a strategy to build relational assets (trust-building).

Regarding the survey results, it was noted that they should be taken in a qualitative way as the number of respondents is not significant statistically, but it is a relevant overview of main impression of different stakeholders about the RIS3 process in the local level.

Generally speaking, the survey shows 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. Several other potential benefits are recognized at the local scale as the impacts on the collaboration with research centers, public private collaboration, the participation of the civil society in making economic decisions and the formation of public opinion in relation to economic issues. The involved stakeholders are more uncertain about the transformative impacts on visions and policies at the local level.

In the next steps of the Baseline study, the stakeholders will be asked to complete the same survey for other two times during the project’s duration (i.e. in 2019 and 2020). After completing these monitoring stages, a more comprehensive analysis of the S3 progresses in the partners territories will be possible.

Prof. Bellini ended his presentation with an analysis of the topics and issues regarding the Action Plans that partners will have to develop in the second part of the project. He

finds some common points: mission oriented, need for a systemic approach (not only technology), but also some topics are missing. Good that there is no conflict between local and regional levels, the alignment seems feasible. Regarding the inspirations, in the case of RELOS3 the most central nodes of inspiration are Sabadell, Bologna, and Tartu, but in general there is a process of cross-fertilization in terms of inspiration, but not clear at this stage whether this inspiration get to hybridization, this should be seen in the Action Plans. In this sense, the next step could be thinking about co-design of initiatives among different cities

Presentation on the Smart Specialisation Platform' identified good practices

Katerina Ciampi



JRC mentions also the cooperation program in RIS3 with other countries and regional outside EU.

Questions: time to co-design action plans, how Interreg is thinking about this? How to push it from the Interreg organization?

From action plans received they see that already plans include some inspirations but it is not easy to implement an entire other best case. They see potential for codesigning, but it not a common practice and they from Interreg do not push it because it is already challenging to inspire, so more to co-design. In some cases idea is there, but as an additional activity.

From side of JRC: they talk with Interreg Europe communities of stakeholders interregional partnerships is an step in this direction. And cooperation and talk with Interreg but requires lot of cooperation efforts.

Emmen questions about co-design: important to chose other work methods than thematic event, get direct feed-back , more possibilities for interaction but have to be created more social innovative approach to work together

Question of Catherina from JRC about transregional cooperation: it is key for JRC that regions cooperate. Energy, industrial modernization, and agrifood that is why they dd first this 3 thematic platforms. But they support regions to develop this inter-regional projects, first in this three thematic platforms but willingness to enlarge.

In energy thematic platform they had expression of interest of regions that wanted to cooperate together, not for money but methodological support from JRC. They have both big and small partnerships, the methodology is the same as presented before: mapping, discovery of partners and specifying very well the topic. The process is hard, because topic has to be very specific and agreed by all the regions and their stakeholders, is a complex topic. This is for regional authorities but this can involve other partners. Now they have 5 partnerships and are open for other partners to join. So RELOS3 partners could join if interested

Presentation of JRC unit territorial development

Fabrizio guzzo

4 PxL have been organized regarding different policy instruments; EDP; innovation Cup interreg project; Bilbao multilevel governance. Discussion on specific elements linked to operationalization. For participants to go home with recommendations and sharing information.

Selection: call of expression of interest and identify specific topics. Next topic about monitoring and maybe next about revision of smart specialization.

Workshop activity: How can territories take the most advantage of RIS3

As explained above, this workshop was devoted to answer the questions that partners still had regarding the topics of the project, followed by the conclusions in the form of an on-line questionnaire.

Peer-review of questions

Five questions were submitted by the partners to the consultants, who assigned them to groups, mixing the Event participants. The groups had some time for discussion, after which a general discussion was opened.

The figure below shows the questions selected by partners

A) Sabadell: How have you managed from a regional position to raise awareness of the RIS3 at political local level? Is it supposed to be more effective to involve quadruple helix? Or do you think that is enough and more efficient to keep it at technicians level?

B) Wielkopolska, Tartu and Malta: What are the most effective ways to involve quadruple helix and specifically the civil society?

C) Bologna: How a co-creation instrument can boost trust in the ecosystem?

D) Emmen: Which instruments and factors can be used to stimulate cultural change in the innovation ecosystem?

E) How to adapt the existing economic promotion policies to RIS3?

Hereby the main conclusions:

About questions A and B: Build more support from region specific actions can help in order to show benefits. Address different levels of politicians and know each politician and build support. Build a larger base.

Involve civic society and an ongoing process, with results convince the politicians and are more visible to entrepreneurs. Extend awareness at the local level in order to extend awareness in the regional level.

About question C: Does not need to be a physical place but more a way to work together. Not only to bust trust but make it work in terms of governance, have the iteration, choose a methodology according to with whom you are working. Creation of a physical place and cultivate the trust (meeting place) felt that every person has the power to change things, be aware they can change things. Take care of ideas and nurture them. Prepare resources to mobilise the ecosystem but also knowing when to stop or where to invest.

Question D): Provide good information suitable for the audience and adapt your message, co-creation helps design the RIS3 in the sense that you invite everyone (as in Porto). People needs to have the feeling that their sayings are heard. Examples of the Swedish region and the Orchestra case (how to put all the actors together, and who is the leader. Genuine communication is a key aspect too.

Question E) In Wielkopolska they are helping companies that are working in the chosen domains, giving them preference or have extra points to be included in some program or funding. In Sabadell all the activities that exist are related to the RIS3 domain chosen, as forums, training and workshops.

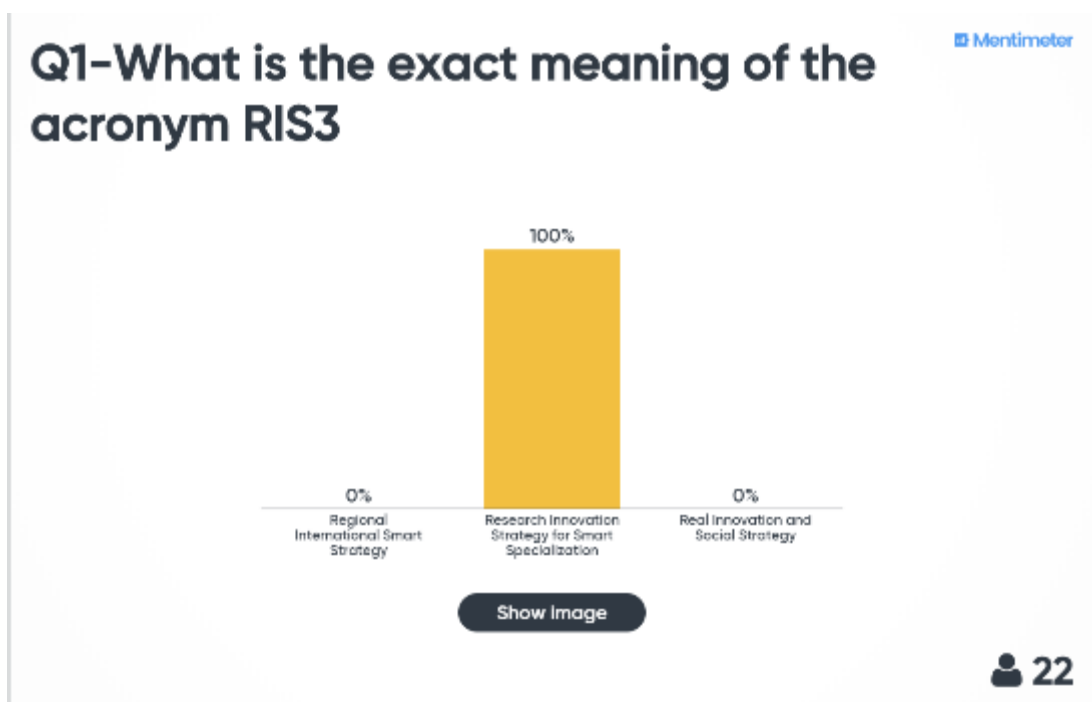
In any case, there is a gap between policies of local administration and the ones for the private and research. It would be good to redesign the policies and engage the agents. Erik Noaksson explains that co-designing in Sweden is a common policy. Rules of structural funds pass through different stages (national, regional...) and your policies have to adapt to requirements of the programs, and there is a mismatch. How to adapt to each of the rules...So start working also at EU level.

It was stated that now is a moment of transition and we cannot see the end now, but the important is to be one of the agents of change of the new system of policies that will be more complex, more mature. As a conclusion of this peer-review, it was stated that the next two years of the RELOS project will be a good opportunity to apply all these learning. Everybody in their regions try to be co-leaders in the next strategy, for the post 2020 strategy.

Conclusion of the Event: Questionnaire about RIS3 concepts

For this activity the "mentimeter", an interactive presentation software tool was used, allowing having real-time answers to a survey. All participants, gathered in groups by partners, had to answer a series of questions related to RIS3. The activity was used a way to conclude on some key aspects of the project' topics.

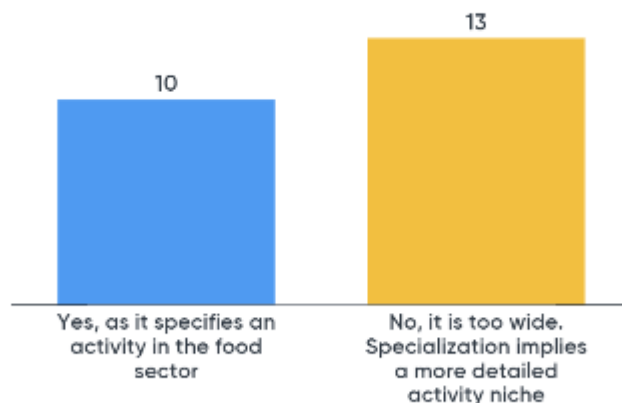
We present the questions and the results given by participants:



Every one agreed on the correct definition.

Q2-Is "healthy food" a good example of a specialization domain?

Mentimeter

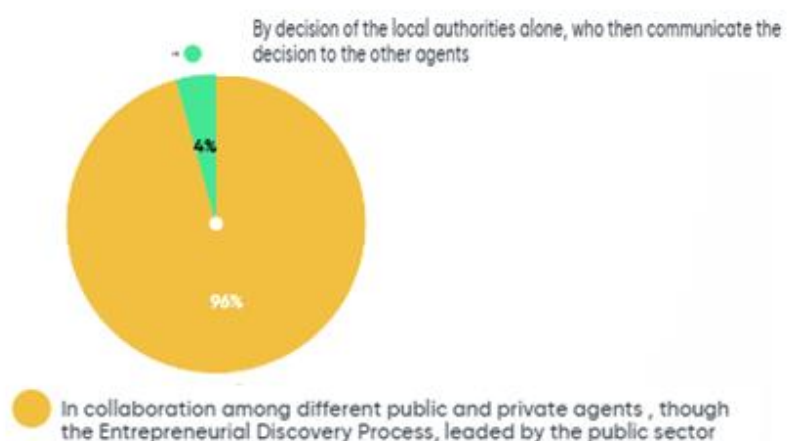


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This question raised more controversy, as some participants found it correct as it referred to a specific area, but it was concluded that in general it is too wide as it does not imply the enough prioritisation.

Q3-What is the best way to identify the specialization areas ?

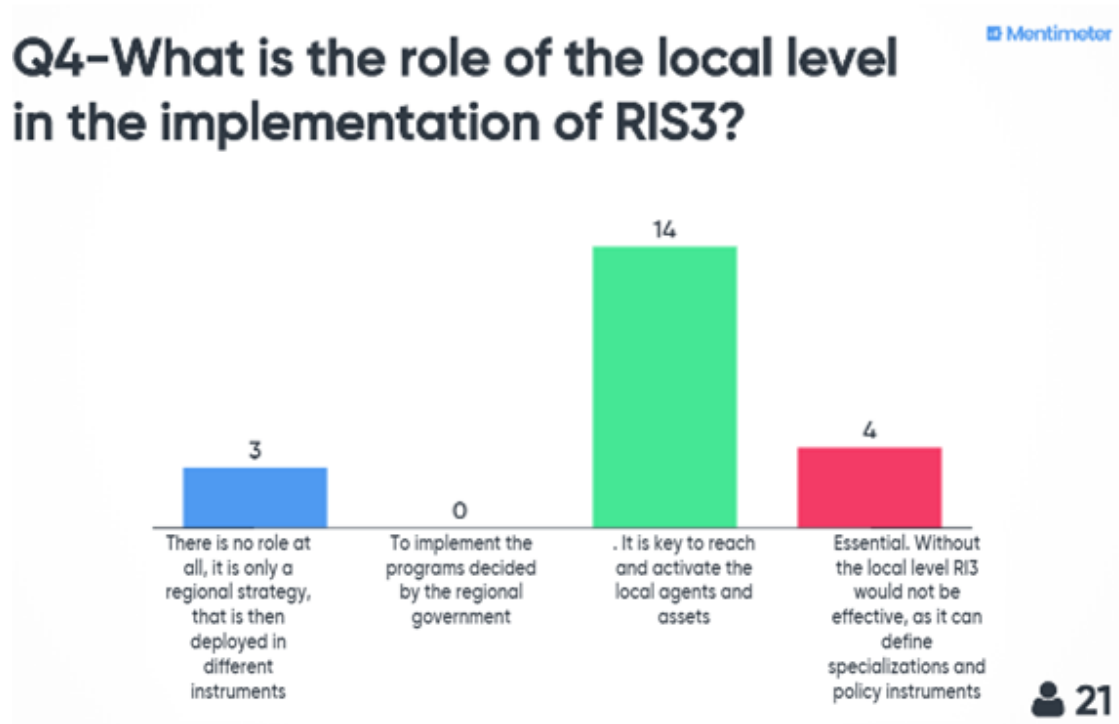
Mentimeter



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This question also generated wide consensus, even if some participants stated that it has to be "led" somehow by the public sector, as they have a democratic mandate,

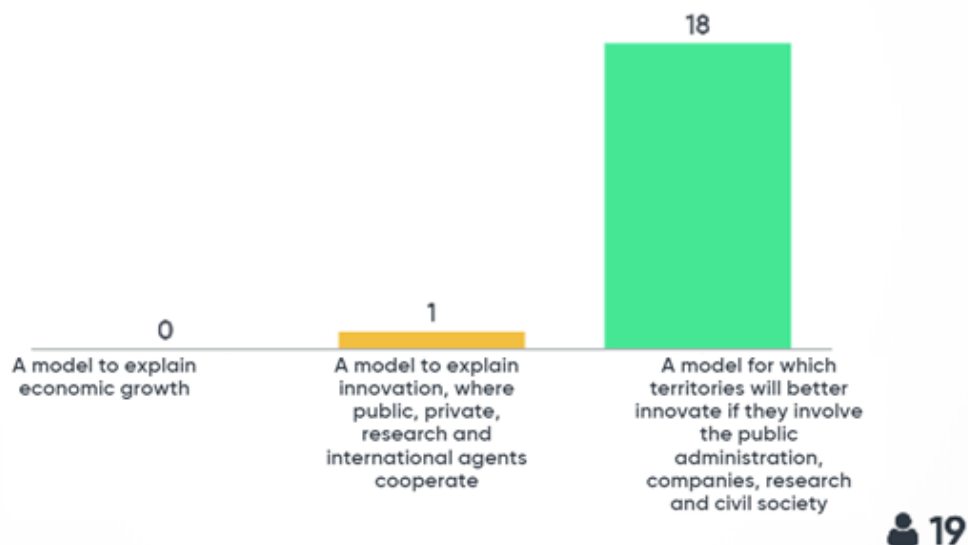
so they are legitimized to “lead”, but allowing to accept and include the other visions and in a bottom up approach.



It was discussed that some of the options are complementary as the role depends a lot on the administrative structure of each region, that constrains or not the participation. But at the end some kind of implication is needed, and it is critical to specify the roles and tasks of the regional and the local, defining the functions of each level. There should be a subsidiarity principal in the RIS3 which is currently missing.

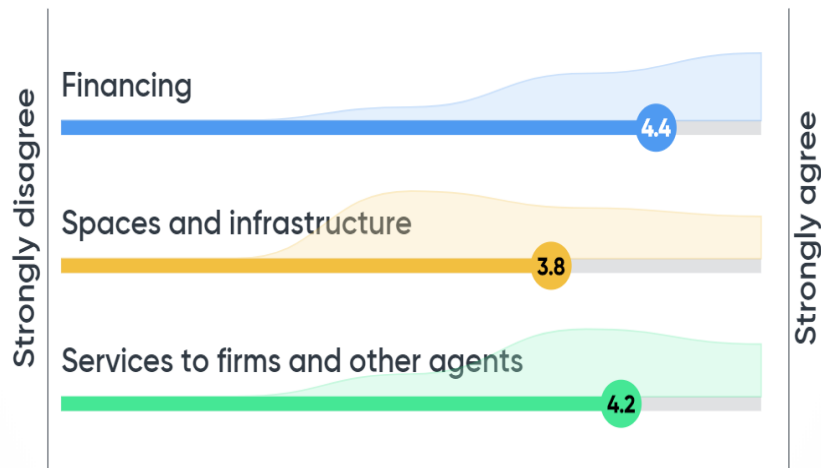
Q5-What is the quadruple helix?

Mentimeter



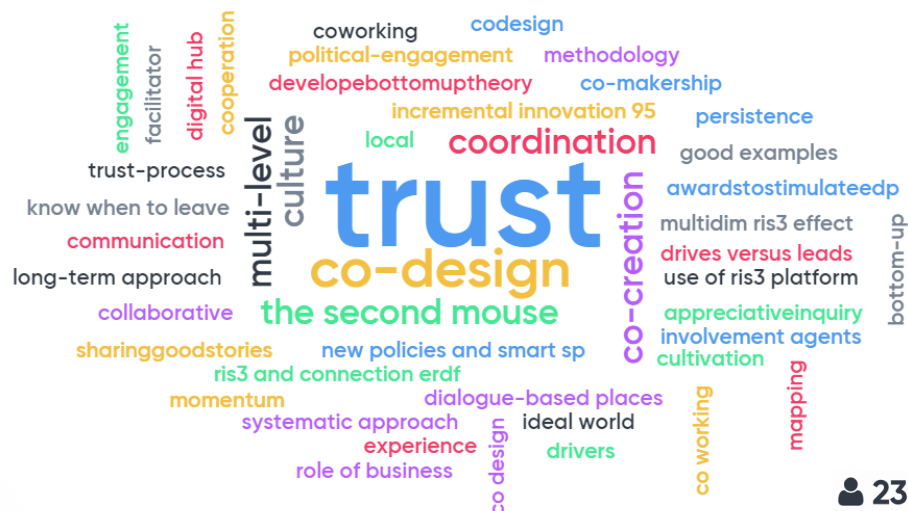
Next question asked about the relevance of different policy instruments to foster innovation, which opened an interesting discussion. Some participants considered that financing is important, but is even more relevant how you spend the money. Only financing is not a sufficient tool as what matters is how you reach the innovation initiatives. It was agreed that what is needed is a combination of these and other instruments, in a proper "policy mix".

Q6-Grade from 1 to 5 each policy instrument according to their relevance in fostering innovation at local level



The last question was an open one that allowed to see what participants thought were the most relevant concepts learnt in the event. Trust and co-design appear to be the most mentioned, putting the emphasis in issues that promote agents involvement.

Mention the three more relevant concepts learnt during this event



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Building capacities to deploy Smart Specialisation Strategies at the local level -
Seville, 13th - 14th June 2018
RELOS3 Interreg project

The event was closed with the words of the lead partner, Sabadell. Iolanda Repullo thanked everyone of the work done and the high level of the event and invited partners to continue the work in the second part of the RELOS3 project, that includes the long-term visits and the final event.