

## ACTION PLAN

for Open Social Innovation Policies



Created by: P5-Computer Technology Institute and Press "Diophantus"

## Table of Contents

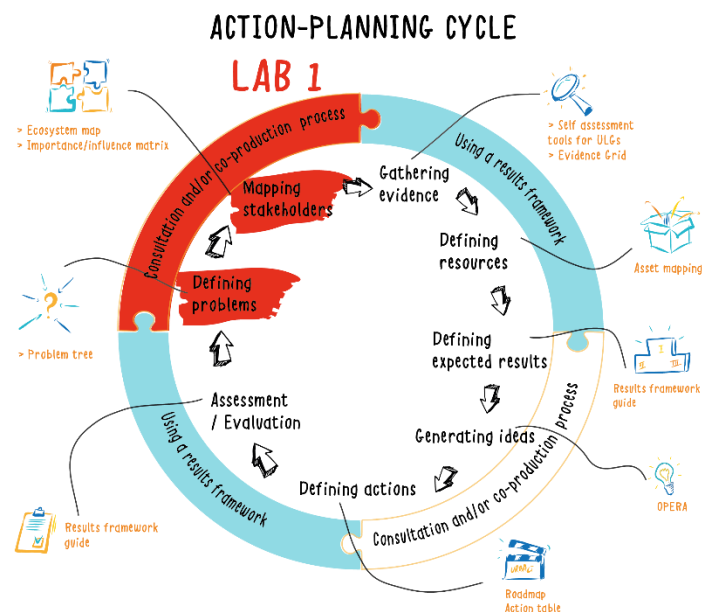
1. Introduction.....	2
2. INTERREG EUROPE.....	4
3. The OSIRIS project .....	5
4. Terminology.....	6
4.1 Open Innovation.....	6
4.2 Social Innovation.....	6
4.3. Open Social Innovation for regional Development .....	7
5. OSIRIS Good Practices .....	8
5.1 Municipality of Fundao, Business centre &Incubators.....	8
5.2 Presov Region, Creative Industries .....	10
5.3 Autonomous Province of Trento, Open Data.....	11
5.3 Innovation Loop .....	12
6. Policy tools and funding sources .....	13
6.1 Incubators and Creative industries .....	13
6.2 Open Data and regional development .....	16
6.3 Players involved .....	18
7. Conclusions.....	18
8. References.....	19
Annex 1: SWOT Analysis for the Region of Western Greece .....	20



## 1. Introduction

The aim of the specific action plan is to provide to the Region of Western Greece, the responsible body for the management of the policy Instrument “**Regional Operational Programme for Investments for Growth and Jobs 2014-2020**”, a series of recommendation and proposal focusing on **Open Social Innovation activities**, ideas and Good practices, which will potentially contribute to the regional social and economic development.

This Action Plan includes the whole experience and knowledge obtained during the last 2,5 years (April 2016-September 2018), when CTI research team visited seven European regions, which presented their successful OSI good practices. Along with the study visits, very crucial were also the co-creative workshops and the staff exchange training.



The knowledge, new ideas and experience were also obtained through the **co-working workshops**, which gave the opportunity to the participants to exchange ideas, discuss about regional problems, needs and possible solutions on issues related to Open Social Innovation. Partners with expertise and experience in OSI, organized **staff exchange training** in order to inform, present and transfer their deep knowledge in specific issues of OSI such as the use of Open Data.

Therefore, all this information and experience was presented in the **regional stakeholders** either through open workshops or via bilateral meetings. The stakeholders were key players from the local authorities, chambers of commerce, research institutes, civil associations, structures supporting young entrepreneurs and generally people with whom we discussed about the good practices, if it would be possible to be adopted by the Region of Western Greece, how they could meet our regional needs. Indeed, the contribution of the local stakeholders was significant for the creation of the action plan. Their comments and ideas, enabled CTI work team to design and elaborate the specific Action Plan, highlighting that the most basic principle in order to accomplish the recommendations is the collaboration among all the players of the penta- helix model.

The regional stakeholder groups played a very crucial role in the creation of the Action Plan as they were vehicles by which integrated and participative approaches to regional policies and strategies are developed. By bringing together partners to collaborate on a specific issue, and to exchange their experiences at transnational level, the Regional stakeholder groups guaranteed a more rigorous and innovative result, leading to the co-production of a Regional Action Plan

During the Regional Stakeholders' Group meetings, the regional key players had an important role as they were:

- analysing local challenges, seeking solutions and ultimately developing a Local Action Plan
- addressing challenges like embedding the learning from the transnational exchange - practical knowledge, good practices, peer review, into the local policy-making process
- contributing to the transnational exchange and learning process taking place at network level communicating results at regional level, and
- disseminating lessons learned to the wider community

## 2. INTERREG EUROPE



### INTERREG EUROPE (2014-2020)

Interreg Europe helps regional and local governments across Europe to develop and deliver better policy. By creating an environment and opportunities for sharing solutions, we aim to ensure that government investment, innovation and implementation efforts all lead to integrated and sustainable impact for people and place.

We know that better performance leads to better results. By building on its forerunner, INTERREG IVC (2007-2013), Interreg Europe aims to get maximum return from the EUR 359 million financed by the European Regional Development Fund (ERDF) for 2014-2020. This time round, it's still about doing good, but doing it better!

Solutions exist that can help our regions become the best that they can be. Today, the EU's emphasis is very much on paving the way for regions to realise their full potential – by helping them to capitalise on their innate strengths while tapping into opportunities that offer possibilities for economic, social and environmental progress.

To achieve this goal, Interreg Europe offers opportunities for regional and local public authorities across Europe to share ideas and experience on public policy in practice, therefore improving strategies for their citizens and communities.



### 3. The OSIRIS project

The OSIRIS-project improves design, rapid delivery and implementation of open and social innovation policies and action plans. <https://www.interregeurope.eu/osiris/>

Each partner in the project will create an action plan. This plan should address how open and social innovation should be utilised when creating and implementing regional development strategies. This especially concerns strategies aimed at increasing inclusion.

During the course of the project, partners learn from each other, exchanging experiences regarding the methods and models that can help this happen.

OSIRIS is an INTERREG EUROPE network of 8 European partners from 7 European members states:



#### Partnership

SWEDEN: Region Vasterbotten (Lead Partner)

FINLAND: Åbo Akademi University

FINLAND: Regional Council of Ostrobothnia

NETHERLANDS: Province of Drenthe

ITALY: Autonomous Province of Trento

**GREECE: Computer Technology Institute and Press Diophantus**

PORTUGAL: City of Fundão

SLOVAKIA: Regional development agency of the Prešov selfgoverning region

## 4. Terminology

### 4.1 Open Innovation

According to Chesbrough, Open Innovation (OI) is the implementation of purposive inflows and outflows of knowledge to accelerate internal innovation, and expand the markets for external use of innovation, respectively. Open innovation is a paradigm that assumes that firms can and should use external ideas as well as internal ideas, and internal and external paths to market, as they look to advance their technology [1]. Therefore, OI is in this context naturally not the cure for every problem and there are still good reasons (e.g. confidentiality, lack of expertise outside the company, weak collaboration culture within the company or within an industry, more focus on incremental innovation) to apply differently intensive OI strategies [2].

From another perspective, open innovation should be viewed as a two-way process, where companies have an inbound process in which they bring in ideas, technologies, or other resources needed to develop their own business and an outbound process in which they out-license or sell their own ideas, technologies and resources [3]. This two-way approach should take place during all stages of the innovation process. Other authors, state that the basic requirement for open innovation is opening up the innovation process [4]. Moreover, companies should cooperate with organizations activating in their region (universities, researchers and consultants) and exploit the knowledge and experience of their customers [5]. Often, open innovation is described as the integration of consumers and users, or even competitors, to make use of the wisdom of crowds [6]. However, apart from the business environment, some open innovation methodologies have been applied in the field of public administration as a way to integrate government and society. Examples (in USA and Brazil) include initiatives using 1) crowdsourcing methods in which a challenge is posted online and a prize is offered for the best response to the challenge, and 2) crowd-storming methods which are used to gather the largest number of ideas about a topic.

Open innovation is most likely to succeed when the needs and opportunities of the entire innovation ecosystem of sources and supporters are organized in such ways that foster both competition and collaboration. Therefore, the public sector, the financial sector, the innovative businesses, academia and citizens have an essential role to play in delivering and promoting open innovation [7]

### 4.2 Social Innovation

The other type of innovation equally important for the regional development is Social Innovation. Social innovations are new products, services, markets, processes that meet needs of society and provide to the general public new and improved capabilities so that to better exploit their assets and resources. In other words, social innovations are both good for society and enhance society's capacity to act [8]. Social innovations differ from other types of innovation in terms of the process they require, cooperative and collaborative, and in terms of their purpose, which is generally focused on meeting social needs and creating new social relationships or collaborations [9].



Social Innovation refers to innovative activities and services that are motivated by the goal of meeting a social need and that are prominently diffused through organisations whose primary purposes are social. Through social innovation, the government can improve its performance in society and support social improvements that come from within society (Pol & Ville, 2009) [10]. In order to support the creation of social innovations, many governments have improved the dissemination and sharing of information between their bodies and society. Social innovation is part of an intentional action in which agents that are mobilized to address legitimate needs contribute to the public good to exchange knowledge with each other and promote changes in social systems [11]. There are a variety of actors capable of promoting social innovation, including the following: policy makers, through the creation of legal conditions for the promotion of innovation; foundations, entrepreneurs, and philanthropists, through funding or supporting innovation; and social organizations, through their efforts to find innovative solutions to meet social needs (Murray et al., 2010).

Therefore, social innovation has to respond to social needs to produce better social outcomes and is consisted of four main elements [12]

- Identification of social needs and society's requirements
- Investigate, design and develop novel approaches and solutions in response to these social needs
- Evaluating the effectiveness of the suggested solutions and their correspondence to the needs and requirements
- Scaling up effective social innovations

However, social innovation is not good only for the wider society, but it requires the action of individuals and all the actor of the regional environment. Specifically, it depends on the inventiveness of citizens, civil society organisations, local communities, businesses, education, and public services. They are an opportunity both for the public sector and for the markets, so that the products and services better satisfy individual but also collective aspirations.

### **4.3. Open Social Innovation for regional Development**

The combination of these two types of innovation, create "Open Social Innovation", which is the application of either inbound or outbound open innovation strategies, along with innovations in the associated business model of an organisation, to meet social challenges [13]. When social innovation is seen from a collaborative point of view, organizations become more porous structures that make it possible to overcome the barriers that prevent communities from innovating from the bottom up. Thus, when organizations are open they strengthen localism and provide means for civil society to become involved in finding solutions [14]

Open social innovation can occur using the collaborative processes of open innovation to generate benefits for the collective good (represented by new solutions to social problems or changes in social practices). The process of open innovation also stimulates new innovations generated at no cost which can be replicated in other contexts. This process can also result in the formation of collaborative networks in which it is possible to provide innovative ideas and exchange knowledge and ideas with individuals from other contexts and locations [15]. The



openness of innovation processes for external expertise, which includes the broad participation of stakeholders, is central in the open innovation approach. Opening up innovation processes purposely for additional knowledge and ideas from outside has become an important strategy for leading industries to cope with changing environmental conditions and to compete effectively in the market [16],[17]. Therefore, Open social innovation strategies are used to open regional innovation systems and to enhance the innovation ecosystems at various European regions. It includes not only the opening of external knowledge at the initial stages of the innovation process, but also the continual participation of internal and external stakeholders at all stages. The most important process in driving the evolution and enforcement of the regional system of innovation is the flow of knowledge and information (Doloreux, 2002) and open innovation may be one of the key concepts in explaining how regional innovation systems can be organised to become globally competitive[18]

In addition, opening closed urban planning processes and using OSI practices and innovation tools, can foster regional development. While open innovation is already successfully used in companies to find and develop new products and services, less mature is this process in terms of regional and urban level in order to create efficient changes. The engagement of local actors and stakeholders in urban areas is increasingly considered a prime leverage point of transitions towards sustainability [19],[20]. The involvement of stakeholders groups and experts is crucial for the assessment of the regional state of the art and the identification of good practices from other similar urban areas and evaluation of the recommended solutions.

## 5. OSIRIS Good Practices

In this chapter, CTI team presents some good practices already implemented by OSIRIS partners in their regions with very positive results for the economic and social development in their area. The following good practices are those which CTI team believes that correspond to the Region's of Western Greece needs, strengths, potential, human resources and the priorities set by the regional authorities. All these practices have already be presented in the stakeholder working group meetings, in open workshops and relevant events, and have attracted the interest of all the regional key players, as they believe that can be adopted in our region

### 5.1 Municipality of Fundao, Business centre &Incubators

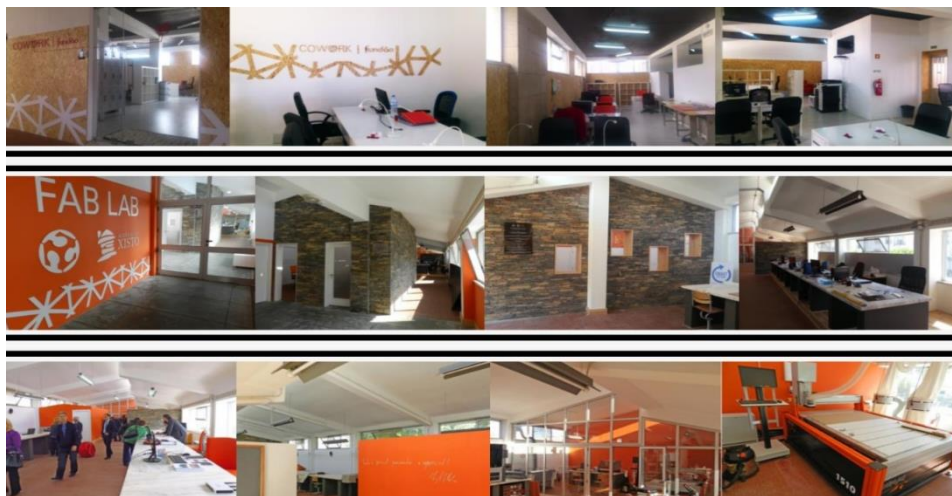
OSIRIS project patner, Fundáo municipality, is an old city with 8,369 inhabitants and approximately 260 km form Lisbon. The municipality **exploited and developed empty buildings to provide office space for innovative industries**, along with shared research and staff facilities. Separate business incubation and co-working areas support entrepreneurs. Specialist training, computing lessons in schools and other IT skills promotions ensure that employers can recruit skilled staff locally. The centre now hosts 14 TICE businesses, including four multinationals, which have created over 500 highly-qualified jobs. It has also led to around 70 start-ups and over 200 privately-funded innovative projects in its first four years.

## The new structures



The business centre in the ancient town of Fundão, in Portugal's rural Centro region is reversing population loss and economic decline. The Business and Shared Services Centre provides infrastructure and skills for smart, sustainable businesses, with a focus on information and communication technologies for education. The centre has attracted specialist companies to the region, while a support programme is developing local IT skills for the new work. Dozens of follow-on innovative start-ups and projects in diverse industries add to the jobs and income generated by the centre.

In the former local market of Fundão, fruits and vegetables gave way to creative ideas and innovative business when the space was transformed into Living Lab of Cova da Beira, integrating a "fab lab", a "cowork" and a **social business incubator**



Apart from the infrastructures, the networking and the new business opportunities, Municipality of Fundao, in order to give additional motivation for young people to move to this small city, quite away from the expensive Lisbon, provided also additional incentives.



For the first time in decades, Fundão has a positive migratory balance and is on the radar of national and international investors. This is thanks to this centre. Fundão's initiatives have inspired policies in other regions. In 2015, Fundão also won the European Enterprise Promotion Awards, and in 2016, Municipality of the Year in a Portugal-wide competition, while in September 2018 won the grand prize for supporting smart industrial transition during the EURegionsWeek. The municipality is now helping the Portuguese government promote business spaces while actions, such as IT lessons in schools, are being integrated into national public policy.

## 5.2 Presov Region, Creative Industries

Presov is the third city of Slovakia, with a little less than 100,000 inhabitants and has rather a diversified economic structure, with public services as the largest employer. Industry is just at the national average and private services are below the average. Presov is not dominated by a single industry, although engineering and clothing are the largest sectors Presov is a potential centre for tourism in a region with some attractive features. The city shows a distinct urban pride in its small attractive centre and its cultural heritage. The Solivary mines at the city outskirts form a unique 19th century complex with major redevelopment potential.

The Prešov region is facing a great challenge in creating and developing the **creative potential** that the region holds. In the region have been created open spaces for different types of art and culture in order to support the young and novice artists who have enormous potential. They are young, creative and very ambitious, and they deserve to have space for their realization. **The main objective of the new model is to support cooperation among local actors in the cultural and creative industries and to improve the quality of education in this area.** The intention is to positively influence the development of the city and the region through the active engagement of citizens.



Presov's priority is to support novice artists, shared jobs, and links to successful local businesses, to strengthen the area of creativity in the form of new cooperation conditions. The old tobacco factory fills the vision of a creative incubator and start-up support for new cultural initiatives, individuals and communities.

### 5.3 Autonomous Province of Trento, Open Data

#### *"Data Driven Economy and Open Data".*

Trentino with 500.000 inhabitants, is a "tops the list" of the Italian provinces with the highest density of innovative startup firms with a record of 144 enterprises out of a total of 10,000 companies. Smart Growth Strategy considers data as valuable resource for growth, efficiency, participation.

The Open Data initiative in Trentino, since 2013, has been enabling the environment to create and use this resource at the best:

- Creating a territorial Open Government Data (OGD) federated portal aligned with the National and EU (OGD) scenario.
- Accelerating the process of quality enhancement of public PSI by providing local PAs a data catalog and the knowledge (guidelines, tools) to publish and maintain data in open format (metadata, data, licenses).
- Developing scalable solutions, from technological and organizational point of view, for OGD /e.g. "ComunWeb" a reusable platform for structured data collected through the web sites).
- Encouraging new businesses and SMEs from the perspective of social innovation connected with data driven economy.

This Good Practice **uses open data to increase transparency, efficiency and to boost the economy is one of the pillar of open and social innovation.** Indeed, OSIRIS project create the opportunity for PA to cross its own internal borders through the creation of co-creative eco-systems where different stakeholders can participate and define an action plan for better using the ERDF.



With the start of the publication of the data with these methods, the Public Administration marked a clear discontinuity with respect to the traditional methods of managing data of public importance. The free and "free" availability of these data has both important consequences in terms of greater transparency on the administration's activity and in terms of making available an information asset that is still largely under-exploited today.

Furthermore, the improvement of the level of sharing can increase the quality of data and offer considerable support in the search for data. The goal is **to promote data reuse by encouraging the development of innovative ideas.**

Access to open and freely reusable data can stimulate virtuous processes by innovative companies, new horizons of research on the socio-economic context of the city and, therefore, ultimately lead to a gradual improvement in the quality of public and private services

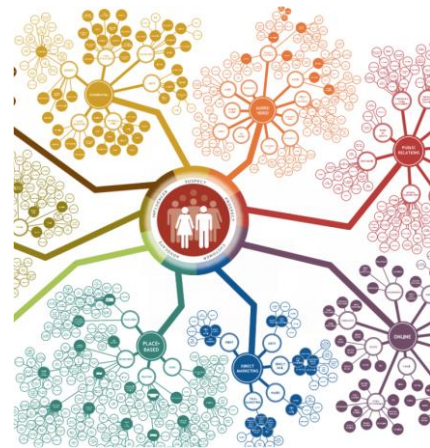


### 5.3 Innovation Loop

The Innovation Loop ([www.innovationloop.eu](http://www.innovationloop.eu)), initiated by the Region Vasterbotten, consists of a structured Living Lab. Its main idea is to innovate products, services and processes by co-generating innovative ideas and prototyping these into services/processes/smart objects. Every cycle has an overall actual theme. Themes so far “*Talent for Growth*”, “*Culture –Driven Growth*”, “*Border – Crossing Meetings*”, “*The Sustainable Place/Site*” and “*Global attraction*”. During the year, there is a number of workshops with multi-stakeholder attendance. Regional public and private stakeholders suggest problem formulations and subthemes for the different workshops. The subthemes for these meetings are inspired by the overall theme and focused on digital services, processes, smart objects etc for local organizations and citizens to adapt and develop in order to approach the addressed problems. There are identified four types of meetings.

- Information meetings with exchange of ideas and information as the main focus.
- Idea workshops –co-creating problem formulations and possible directions for solutions in teams
- Prototyping workshops- where the focus is on co-creating prototypes for the most promising solution
- Implementation Workshops –further development and implementation of prototypes, and pilots to used services/processes/smart objects. The Innovation Loop is organised in Region Västerbotten County in the north of Sweden.

The Innovation Loop improves growth stimulating cluster interactions to accelerate public sector innovation leadership, involving citizens, researchers, students, entrepreneurs and decision makers in an interactive public private partnership for regional growth. The Loop is an action driven bottom up customized open innovation ecosystem, enhancing RVB's Smart Specialization Strategy (S3), continuously improving governance by structural change. The Loop's operational platform boosts human capital and cluster collaboration. It has a territorial approach to balance



RVB's urban and rural relation. This will strengthen value chains by focusing S3 priorities with a bottom up cross sectorial fertilization approach. It targets collaborative projects, focusing innovative inter cluster ideas with steps for implementation of mature projects. The Loop supports selected cluster project ideas, innovative startups, pilots for societal change and growth and increased life quality. The Innovation Loop engages: up to 1.500 people a year; circa 35 public sector organizations and circa 35 companies. A yearly budget of 1 million euro can be invested by the cyclical initiative.

Indeed, the Innovation Loop produced up to 37 new products, services or processes in different stages of implementation. Moreover:

- different themes focused on social and societal issues driven by individual and organizational needs;

- broad representation of participants from different knowledge perspectives, ages and professional backgrounds.

From a policymaker perspective, the Innovation Loop provides a framework to communicate with stakeholders about actions and implementation progress in the region. It is a participatory process to involve policymakers, academics, businesses and above all citizens interested in public sector innovation and regional development. Each stakeholder group brings its own perspective on the challenges to be tackled. The outcome is co-generated ideas that are prototyped into innovative products, services and processes.

## 6. Policy tools and funding sources

OSIRIS project focuses on and desire to elaborate the policy instrument of Western Greece Regional Operational Programme, and specifically **Priority Axis 1**, which aims to reinforce the research, technological growth and innovation and promote business investment in research and innovation, develop and strength links and synergies among businesses, research and development centres and higher education, particularly by **promoting investment** in new products and services, technology transfer, **social innovation**, eco-innovation, **providing new services for public sector**, and encouraging networking and clustering and **open innovation** through smart specialization and supporting **technological and applied research**, pilot projects.

**The aim of the designed Action Plan is to present to the Region of Western Greece**, the responsible organisation for the regional policy tool the most suitable **Open Social innovation good practices**, which were implemented by OSIRIS partner, so as **to proceed to measures and initiatives through the policy tools in order to:**

- Promote actions that will foster OSI, with the collaboration of all the actors of the penta-helix model
- Increase funds for Open Social Innovation initiatives according to the needs and priorities of the region
- Endow economic and human resources
- Train in OSI good practices and their adoption

### 6.1 Incubators and Creative industries

#### Call under: Operational Programme of the Region of Western Greece 2014-2020

The specific action recommended to the Region of Western Greece is influenced by the Good Practice of Municipality of Fundao, focused on the creation of business incubators, support of start up companies and creation of an entrepreneurial environment, Presov's region, which focused on the support of creative industries in the area exploiting the existing human potential of young people and artists as well as the Innovation Loop from Region Vasterbotten, which promoted the co-creative workshops and exchange of ideas in order to find solutions in existing problems or adopt practices that will promote regional development.

## ID of the Call

The proposed call aims to enhance the competitiveness of the enterprises of Western Greece operating within the context of economic activities characterized as "**Creative Industries**". The call will support the following groups. The call is full in line with Western Greece Regional Operational Programme for Investments (ROP) for growth and jobs 2014-2020 (**axis 1.b**), which aims to reinforce the research, technological growth and innovation and promote business investment in research and innovation, develop and strength links and synergies among businesses, research and development centres and higher education, particularly by promoting investment in new products and services, technology transfer, social innovation, eco-innovation, providing new services for public sector, and encouraging networking and clustering and open innovation through smart specialization and supporting technological and applied research, pilot projects.

**Creative Industries** is one of the nine (9) strategic priority areas of the country for the programming period 2014-2020 and are characterized as a sector that is mainly based on investments and funds of knowledge, skills and intellectual property. As such, the industry can provide high added value services and products with relatively low investment levels - high returns. In addition, this sector has a strong social and scientific interest (high-tech integration opportunities) as it is characterized by a wide range of small and medium-sized enterprises and self-employed professionals, and by a strong multi-collectivity of interactions between enterprises in the same sector and businesses operating in other economic sectors (information technology, digital systems, materials, design, etc.).

Creative industries contribute to industrial innovation in two ways:

- They possess strong innovation potentials themselves
- They operate as an important catalyst for innovations and knowledge-based growth in numerous other economic fields. They act as a cross-cutting sector, affecting value added chains both horizontally and vertically as suppliers and customers.

## Objectives of the call

**The main objective** of the call is to promote the establishment of an increased synergy between creative industries, universities&research centres and Public authorities in order to contribute the capability of regions to create new knowledge and to generate innovation. Incubation and Networking supported by innovative e-tools will act as catalysts and accelerators of entrepreneurship in the Region of Western Greece.

The background to the project has to do with the emergence of the RWG to proceed with the following **specific objectives**:

- Encourage collaboration between different authorities responsible for creative industries
- Support the integration of creative issues at governance level
- Upgrading the attractiveness of the Region to help creative entrepreneurs and resources in the field of innovative industries.



- Improve cooperation in the fields of selected areas in order to promote innovation through existing local systems (clusters, laboratories, universities, science parks, etc.)
- Enhance entrepreneurship in the development of new creative standards in related industries by small and medium sized businesses.
- Support SMEs to internationalize them by pooling resources related to their development.

#### **Eligible Activities of the call**

- The **establishment of incubators** targeted to young companies or emerging companies, offering co-working space and access to a network of actors in the relevant fields. Incubators will be focusing on boosting innovation and creating synergies with similar players within partnership, using innovative e-tools.
- Design and develop a **networking system** through the use of WEB2.0 environment that will connect the creative enterprises of the area with the General Public Administration, the Chamber of Commerce, the academic - research community and the productive institutions.
- Organization of a series of activities on regional level to exploit the incubators and networks established.
- Establishment of Local Action Groups with representatives of all the penta-helix model organizing and participating in co-creative events and workshops, seeking for solutions in existing regional problems.

#### **Eligibility of Partners:**

- public or private, a small, medium or large enterprises (including social enterprises)
- public bodies at local, regional or national level
- social partners or other representative of working life, including chambers of commerce, craft/professional associations and trade unions
- research institutes
- foundations
- non-profit organisation, association, NGO

**Duration:** The duration of the project will be up to 30 months

**Budget:** The total budget of each project cannot be higher than 3.000.000€

## 6.2 Open Data and regional development

### Call under: Operational Programme of the Region of Western Greece 2014-2020

#### Origin of the Call

The idea of this call was initiated by the Autonomous Province of Trento which organized the staff exchange meeting in Trento (September 2017), where presented to OSIRIS partners how the Province of Trento, in collaboration with the local SMEs and agencies use the Open Data in order to facilitate the creation of new solutions, electronic platforms and start ups which managed to improve citizen's daily life, decrease bureaucracy and create new kind of services through new companies, a fact that contributed also in the economic development of the region. Autonomous Province of Trento considers Open Data as raw material for start-ups and indeed Trento is as a pioneering Italian territory, where Open Data have a significant role in public and private sector operation.

Open Data products and services may benefit our region by improving the way we interact with public transport, or increase our health by enabling us to speed up the process of diagnosis or treatment when we are not well or be able to have geographic and meteorological information and access to social data, public tender databases etc.

#### ID of the Call

Open Data can be useful in a wide range of services such as in **e-government, transportation, health, education, culture, and environment**. The creation of new products and services is just one of many potential methods of adding economic value. There is also the possibility of improving business processes and intelligence, creating opportunities to better match supply and demand and enabling collaborative opportunities. It is important to understand that ***Open Data is crucial for entrepreneurship, creating opportunities for new business models, products and services, by providing a wealth of free material for creating apps, websites and software***

The action we propose has multiple directions. First of all, the Region of Western Greece has to ***encourage and mobilize the data providers*** (Municipalities and public authorities) to publish data and make them Open and realize that Open Data benefits can be outlined, including transparency, increased government effectiveness and efficiency, increased participation and engagement and the release of social and commercial value through innovation. Of course it is not very easy because of cost, competing calls on time, or simply because the processes and skills required for the production and collection of data are not those required to exploit the data.

Secondly, the RWG has to **support and fund start-ups and existing enterprises in order to use Open Data for the creation of new services or products** to their customers which could not exist without Open Data. This support has multiple applications, from the awareness of the importance of the use of Data to the creation of an Open Data friendly environments both for the data providers, seekers and final beneficiaries.

### **Objective of the call**

- To mobilize and engage Data providers to make them open
- to facilitate the collaboration among Data providers and users
- to support the creation of start up companies and existing ones to produce new products and services with the use of open data
- to encourage the creation of open data clusters and networks
- to encourage the active participation of Universities, Research Institutes, Innovative start-ups, and social innovation seeker (local interest groups, groups of citizen, associations, NGOs etc)

### **Eligible Activities of the call**

- Awareness campaigns towards the Data providers about the importance of being Open and towards the Data seekers (start ups and SMEs) about the opportunities for new products and services
- Organisation of awareness and training seminars towards young people and graduates
- Organisation of promotional workshops and dissemination activities
- Creation of digital platforms and applications for mobile phones and tablets
- Organisation of Hackathons for developers to work with data to develop innovative products and services
- Open Data Incubators for startups and very young companies looking for opportunities for growth.

### **Eligibility of Partners**

- public or private, a small, medium or large enterprise
- public body at local, regional or national level
- research institutes & universities
- Associations, NGO
- Business Associations (Chambers etc)
- SMEs, existing or start ups
- Business clusters

**Duration:** The duration of the project will be up to 24 months

**Budget:** The total budget of each project cannot be higher than 2.000.000€

### 6.3 Players involved

- Region of Western Greece
- Municipality of Patras
- Chamber of Commerce of Achaia (local chamber)
- University of Patras
- Technological Educational Institute of Western Greece
- Regional Research Institutes and Centres
- N.G.Os
- Citizens' associations/teams
- Volunteering teams
- Incubators
- Youth Associations
- Start-up and spin-off
- Private companies
- Event Organisers
- Patras International Festival

## 7. Conclusions

The specific Action Plan has been created in order to perform a useful tool for the Region of Western Greece-the responsible body for the management of the EU structural funds. The Action Plan illustrates the experiences, new knowledge and ideas of CTI team and the stakeholders who had the opportunity to visit the partner regions and learn from their experiences. These successful experiences were presented above, as they were actually good practices of Open and Social Innovation, implemented in the corresponding region and the outcomes and results had tangible and intangible benefits for the regional community, enterprises and local authorities.

The action plan, is a collective effort, not only of CTI working team but also of the local stakeholders –representatives of key organisation of the Region of Western Greece, who had a vital role during the 1<sup>st</sup> phase of the project. Not only did they transferred and disseminated the knowledge they gained, but they had an active participation in the stakeholders' meeting and events in order to clarify which of the good practices presented in OSIRIS project, could be adopted in our region, how they could be modified in order to meet our regional needs and which are the core organisations with which we shall collaborate for the more efficient adoption of these good practices.

After a series of open and bilateral meetings, having considered the strengths and needs of our area, we came to the conclusion that our regions will promote Open Social Innovation through the promotion of supporting mechanisms for new/young entrepreneurs & specifically entrepreneurs activating in the creative industries as it is a very promising economic field with great potential. In addition, initiatives for release of data can be a driving force for start-ups in the field of e-government, health, education, culture etc. CTI will be at close collaboration with the Region of Western Greece in order to monitor the implementation of the action plan and provide any additional information.

## 8. References

1. Henry Chesbrough, Open Innovation: Researching a New Paradigm (2006)
2. European Commission. Boosting Open Innovation and Knowledge Transfer in the European Union. Independent Expert Group Report on Open Innovation and Knowledge Transfer
3. Stefan Lindegaard (2010), The Open Innovation Revolution: Essentials, Roadblocks, and Leadership Skills
4. EKRE Huizingh (2011), Open innovation: State of the art and future perspectives
5. Reichwald, Ralf; Piller, Frank (2009): Interaktive Wertschöpfung: Open Innovation, Produkt individualisierung und neue Formen der Arbeitsteilung. 2. Auflage, Wiesbaden: Gabler.
6. Surowiecki, J. (2005), The Wisdom of Crowds, Anchor Books, New York, NY.
7. Book: Open Innovation, Open Science, Open to the World, EUROPEAN COMMISSION, Directorate-General for Research and Innovation, <http://bookshop.europa.eu/en/open-innovation-open-science-open-to-the-world-pbK10416263/>
8. Caulier-Grice, J. Davies, A. Patrick, R. Norman, W. (2012) Defining Social Innovation. A deliverable of the project: "The theoretical, empirical and policy foundations for building social innovation in Europe" (TEPSIE), European Commission – 7th Framework Programme, Brussels: European Commission, DG Research
9. Murray, R., Caulier-Grice, J., & Mulgan, G. (2010). The open book of social innovation: National Endowment for Science, Technology and the Art
10. Pol, E., & Ville, S. (2009). social innovation: Buzz word or enduring term? Journal of Socio-Economics, 38(6), 878-885.
11. Cajaiba-Santana, G. (2013). social innovation: Moving the field forward. A conceptual framework. Technological Forecasting and Social Change
12. Guide to social innovation, European Commission, 2013
13. Chesbrough, H., & DiMinin, A. (2014). Open social innovation. In H. Chesbrough, W. Vanhaverbeke, & J. West (Eds.), New frontiers in open innovation (pp. 170). Oxford: Oxford University Press.
14. Chalmers, D. (2013). Social innovation: An exploration of the barriers faced by innovating organizations in the social economy. Local Economy, 28(1), 17-34.
15. Pol, E., & Ville, S. (2009). Social innovation: Buzzword or enduring term? Journal of Socio - Economics, 38 (6), 878 - 885.
16. Gassmann, O.; Enkel, E.; Chesbrough, H.O.W. The future of open innovation. R&D Manag. 2010,40, 213–221.
17. Chesbrough, H.O.W. The era of open innovation. MIT Manag. Rev. 2003, 44, 35–41.
18. Cooke, P. (2005). Regional knowledge capabilities and open innovation: Regional innovation systems and clusters in the asymmetric knowledge economy. In Breschi, S., & Malerba, F., (eds.) Clusters, Networks and Innovation. Oxford University Press.
19. Loorback, D. 2007, Transition Management: New Mode of Governance for Sustainable Development, International Books
20. Vandenbroeck, P. 2012, Working with wicked problems. King Baudoin Foundation

## Annex 1: SWOT Analysis for the Region of Western Greece

Strengths	Weaknesses
<ul style="list-style-type: none"> <li>• The region exhibits high per capita business activity with the vast majority of businesses being SMEs.</li> <li>• The basics (quality raw materials, natural resources, human capital) are already present in the region.</li> <li>• There have been made attempts for low cost solution for growth restoration and job creation, at a time of high unemployment, contraction of public sector jobs, reduction of government spending, and an ongoing 7-year-long recession.</li> <li>• Existence of important players in the scientific and business communities and the administration, both within and outside the region. All want to see the strategy succeed.</li> <li>• Existence of a crucial number of Universities, research centres and institutes attracting a vast amount of young , active and inspires people</li> <li>• The region as a whole provides an integrated and high quality level of life, which is an element of attracting human resources and economic activities</li> <li>• The new road contractions and the forthcoming new railway will facilitate the travelling and boost economic activity</li> </ul>	<ul style="list-style-type: none"> <li>• Domestic funding for businesses has very much dried out. New tools such as crowd funding have not yet been set up. There is very little know-how in attracting non-bank finance resources and non-state funding.</li> <li>• The entrepreneurial landscape lacks many elements of a proper ecosystem</li> <li>• Rather low levels of R&amp;D and technology, in relation with the European reality</li> <li>• Lack of socio-economic cohesion among the different areas of the region</li> <li>• Intense de-industrialization and industrial decline</li> </ul>
Opportunities	Threats
<ul style="list-style-type: none"> <li>• Business prospects in niche products and many sectors of economic activity, such as those (a) identified in RIS3 or (b) undergoing broad restructuring during the recession (e.g., financial services, energy) or (c) driven by global trends (e.g., ICT) are still untapped.</li> <li>• Building social capital, developing the business skills and outlook of the region’s population, and engaging the business-minded</li> </ul>	<ul style="list-style-type: none"> <li>• Aspiring, yet inexperienced, entrepreneurs may turn to projects with little growth or survival potential. Disappointment may weaken support for the strategy.</li> <li>• Ongoing disinvestment trend in Western Greece</li> <li>• The ongoing economic recession</li> </ul>

community in the regional decision-making process creates a self propelling mechanism for advancing the strategy.

- Success stories can boost confidence, stimulate interest, reinforce the strategy (additional resources tend to flow to winners) and pave the way for acceptance and support not only within the region but also across the country.
- Good practices implemented in other EU regions (met through EU projects), can perform a good starting point for new initiatives and policies