



**Islands of  
Innovation**  
Interreg Europe



# Action Plan

Autonomous Region of Madeira



**arditi**

agência regional para o  
desenvolvimento da investigação  
tecnologia e inovação



## Executive Summary

This Action Plan for the Autonomous Region of Madeira was created by ARDITI and is part of the Project Islands of Innovation, an Interreg Europe Project that is a cooperation between 7 partner organizations:

1. Province of Fryslân, The Netherlands (Lead Partner)
2. Samsø Energy Academy, Denmark
3. Regional Agency for the Development of Research Technology and Innovation – ARDITI, Portugal
4. Saaremaa, Estonia
5. Undersecretary of the Presidency for External Relations – Regional Government of Azores, Portugal
6. Urban Community of North Basse-Terre (CANBT), France
7. North Aegean Region, Greece

The project focus is to investigate and improve public policy measures in order to turn the islands into innovation "test-beds": islands as innovation-promoting, experimental "probing and learning" environment which can keep and attract young, innovative and entrepreneurial people and activities to the islands.

The aim is to influence policy makers, politicians, influential personalities and the general public to effectively implement the Policy Instrument Madeira 14-20 as specified in the Project Application and discussed in Part II of this document.

We start with general information in Part I, then define the Policy Context in Part II with a build-up from policy context – need – policy improvement and identification of good practices. Part III is dedicated to the Action Plan core. We start by setting the context and then the definition of the Actions and Activities with relevant outputs. In Part IV we suggest Project Indicators and a Project Impact analysis.



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## Part I – General Information

<b>Project:</b>	Islands of Innovation
<b>Partner organisation concerned:</b>	P3 – ARDITI – Regional Agency for the Development of Research Technology and Innovation
<b>Country:</b>	Portugal
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## Part II – Policy Context

### Policy Description

#### Current regional policy context

Madeira has come a long way in terms of research, technological development and innovation but it remains one of the last Portuguese regions concerning investment in research and innovation. Recently created governmental institutions such as ARDITI and Startup Madeira (SME incubator) show the government's commitment in these areas.

Being a region highly dependent on tourism, Madeira needs to make a permanent effort to improve its success in this sector. Although in the last years the numbers have grown significantly, according to the National Strategic Plan for Tourism, Madeira's occupancy rates are still significantly lower than those of other comparable touristic regions (57% compared to 77% on the Canary Islands). The region is still too dependent on some specific markets (Germany, Britain) rather than open to new ones. Factors like the fragmentation of the touristic offer, the still significant number of non-qualified workers and a high degree of individualism displayed by the sector's companies are contributing to constraining the quality of the service, the relationship with tourism operators and exploitation of the Internet. The problems that come from seasonality and from the lack of diversity in the touristic offer result in a major hold-back in exploiting Madeira's full potential. Madeira is at the same time scoring particularly low on issues like SME collaboration and innovative sales (EU regional innovation scoreboard 2016).

There are still not enough innovative offers; the fragmentation in the tourism sector could be improved with an enhanced collaboration of SMEs. According to the RIS there is a lack of information contrasting with the importance of the tourism sector and with the need of local operators to offer a quality product and to manage to take that product to an international level. Priority goes to supporting public and private investments that promote innovation, offer diversity of products and services and qualification in tourism.

#### Policy Needs

Madeira's funding priorities in the past were mostly focussed on new infrastructure (e.g. roads, airport, public buildings) and less on innovation policies. In line with Madeira's RIS3 strategy, this has changed and there is an increasing focus on innovation to address Madeira's actual needs.

The challenge now is to also **change the strategic vision of politicians**, helping them to adapt to this new paradigm in order to generate successful and effective projects and initiatives under this investment priority. Tourism has been identified as one of the fields with recognised potential in terms of the island's resources but where there is also a significant need for improved innovation policies, especially geared towards diversification needs within the sector.



The regional comparative report developed during phase 1 of the Islands of Innovation project has confirmed the common issues the island regions are facing together. There are three main points that Madeira needs to immediately address:

1. Our youth leaving the island, mainly due to the lack of job opportunities. We need to find ways to retain our next generation.
2. Heavy reliance on Tourism as the main industry and its seasonality. We are still focused on the old paradigm of growth (infrastructure) and not enough on innovative and sustainable solutions.
3. Limited uptake of R&D in the economy due to the structure of enterprises (micro and small, no/little focus on innovation).

### **The Youth Survey**

The youth survey designed for the project and adapted for Madeira gave us a good insight of what the Madeiran youth thinks about life in general, job opportunities and innovation in the region. The results show us that sustainability is in our youth's minds. As an example, we asked them in which activities would they like to participate and 247 out 351 answered "*Innovative and experimental projects to address environmental and/or community-wide challenges*". When we asked them to name "what topics do you think innovation should address in the Region?", the most important keywords used were *sustainability, environment, energy, natural resources and public transportation*.

To retain our youth, we have to influence innovation policies to meet their needs and open up possibilities for experimentation. We need to break the mentality that "you're a loser" if your idea fails, as this pushes our youth away from the path to innovation and entrepreneurship. We need to create the necessary conditions for our youth to test ideas, make mistakes and learn from them, as a crucial step towards retaining them and giving them the confidence to embrace their own projects and build their own future. Someone once said that, the best way to predict the future is to create it. We need to implement innovation policies that give our youth a better chance to create and believe in their own future.

### **Tourism**

The tourism industry continues to bet on growth, meaning number of beds offered by the main industry players. In 2019, the hotel occupancy rate is still the main success indicator. Although occupancy very rarely reaches 100%, we continue to build more hotels, adding to the overdevelopment visible throughout the Region. Not only is this not aligned with the change of paradigm of the RIS3 strategies that Madeira is implementing, it is also a strategy from the past that is no longer sustainable, adding to the pressure on local infrastructure and resources like the environment, pollution (land, sea and air), urban mobility and general quality of life on the islands. Also, this strategy doesn't solve the seasonality problems faced by the industry.

Sustainable tourism that respects locality - the environment and the social panorama – is a crucial vision for the immediate future development of the region and should be a priority for private and public investments. This is a global challenge for the Region.



## SMEs

The local business structure is essentially made up of micro and small enterprises lacking the necessary resources (man-power, financial, R&D infrastructure and innovative mentality/know-how) to invest in innovation. Our SMEs need the support from local administration in several areas and the creation of a framework for public/private collaboration.

## Policy Instrument for improvement

The Madeira Autonomous Region Operational Program 2014-2020, referred to as “Madeira 14-20”, is a support program for the European Regional Development Fund and the European Social Fund under the Investment for Growth and Jobs objective for the Autonomous Region of Madeira.

Madeira 14-20 is built over 12 priority axes, aligned with the priorities from the EU2020 Strategy. The first axe foresees (TO1) the Reinforcement of R&D&I.

TO1: investment priority 1.b: promotion of the investment on innovation and research companies, on the development of synergies between companies, R&D centres and universities, development of new products and services. Technology transfer as well as social innovation and applications of public interest are also included.

Specific objective: R&D initiatives development in entrepreneurial context reinforcing the connections between companies and SRDITI (Regional System for the Development of Research, Technology and Innovation) and the high education institutions.

## Enhanced Policy Context

ARDITI wants to contribute to the development of new projects and initiatives that result in a better use of the innovation potential in the tourism industry and therefore contribute to the effective implementation of the policy instrument. For that to be accomplished there are some key factors to take into account as **changing the mindset of the decision makers** - recognizing innovation as key for development of the tourism industry. It is important to bring together the actors of the quadruple helix - businesses, decision makers, R&D actors/higher education and communities to develop effective projects. These strategic challenges need to be addressed with the support of new innovative projects, creating new services and products that can contribute effectively for the sustainability and competitiveness of the regional tourism industry.

With the elaboration of RIS3, ARDITI has taken into consideration the paradigm change that brings the **focus from infrastructures to innovation**. This change needs to come from the top decision makers and therefore ARDITI will promote several activities (meetings, seminars, workshops) gathering different policy makers to create awareness for this change. Overall, the regional strategy aims to place Madeira in the International Research Development and Technology networks through incentives that allow investigators to remain in the region and to retain companies that are able to generate innovation and contribute to competitiveness and job growth.



## Action Plan Impact

The Action Plan aims to impact:

- ✓ Investment for Growth and Jobs programme
- European Territorial Cooperation programme
- Other regional development policy instrument

Name of the policy instrument(s) addressed: **Operational Program MADEIRA 14-20**

## Policy Improvement

### The proposed policy Improvement

The challenge is to influence politicians and decision makers to acknowledge Sustainable Tourism as a necessary strategy, changing the cycle of investments from infrastructure to innovation.

Mission-oriented innovation (Mazzucato) is a concept introduced by the learning lessons of this project that has inspired us and that we want to apply to Madeira to help solve the identified problems. By identifying a global challenge and creating missions that solve the real problems for society and/or the environment, the quadruple-helix can join hands in the effort to make the necessary policy changes towards sustainability. Better use of our local resources, job creation (especially for our youth), healthier life-style for our communities and sustainable tourism and growth that provide better experiences for our visitors are some examples of missions that can be addressed with innovative and creative perspectives. Growth through building infrastructure is no longer sustainable. We need to be more creative and innovative to create value added initiatives.

In small island regions like Madeira and its project partners, there is another inspiring concept learnt in this project that is crucial for the ideas behind this Action Plan: the Entrepreneurial State (Mazzucato). Local administrations have an important role to play in mission-oriented innovation. Not only should they be financiers and fixers, the State should also get involved in the innovation process itself. The challenge here is to inspire the local administration to be a co-creator of innovation, as our enterprises, essentially micro or SMEs (with focus on the M and S) do not have the resources to innovate on their own. They need the support from local administration in the form of public-private partnerships that can benefit both. Financial aid by its own is not enough.

How can we influence our politicians and local administration to create better innovation policies and be an integral part of mission-oriented innovation? We need to disseminate the discussed innovation concepts, organize workshops and seminars with specialists and get local policy influencers involved in the new perspective.

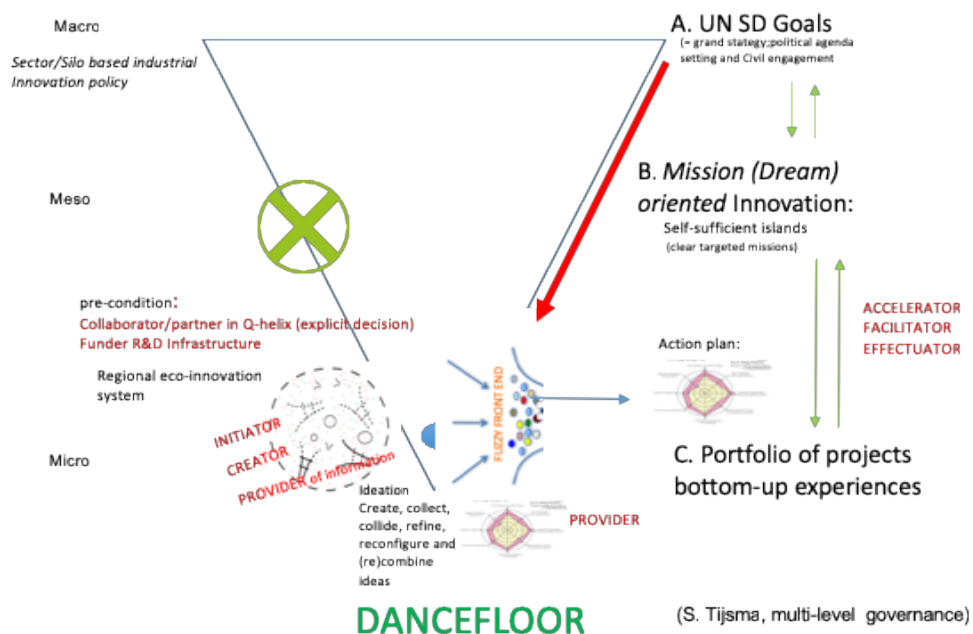
The policy instrument Madeira 14-20 is reaching the end of its life cycle. The goal in this cycle is to create awareness for a new innovation ecosystem based on the previously discussed innovation concepts and prepare





the path for the next policy instrument for 21-27 under the next EU programme Horizon Europe. These innovation concepts can also influence the RIS3 Madeira revision that's currently under development, helping the RIS3 choices not to be excessively focused on priority domains, but also on missions that interrelate domains, promoting different sectors to work together towards common goals or challenges.

If we are able to influence the policy makers, as is the goal of this project, we can then **adapt the current policy instrument Madeira 14-20 to support new projects based on these innovation concepts**. The end-goal is to take the first steps in creating a new innovation ecosystem based on the **multi-level governance scheme** proposed by the Islands of Innovation project. This new innovation ecosystem is open to experimentation with trial and error learning within a support structure that doesn't exist today. These first steps involving our policy makers and young innovative entrepreneurs will help transform Madeira into a test-bed or living-lab based on mission-oriented innovation that can potentially benefit all: our society, our environment and whoever visits the island - Tourism. This is the essence of our policy instrument improvements.



## Impact of the proposed policy instrument

The goal is to transform Madeira into a mission-oriented innovation testbed or living-lab. As stated in the application, sustainable tourism is the main focus of the improvement as it is a critical industry for the region's economy. The change of paradigm from infrastructure development (old paradigm) to innovation (new paradigm) is the main impact of the policy enhancement. This will be achieved by applying the Islands of Innovation concepts, methodology and good practices to the Tourism industry. The impact will be more effective if we have meaningful public participation. Citizens must clearly see the benefits and missions are the vehicle to inspire people.

The proposed policy improvement needs to include the global challenge (or Dream) at macro level for Sustainable Tourism. From the challenge we work our way towards our proposed missions:

- Tourists as Story Tellers – integrated sustainable experiences. These experiences do not exist at this moment, so we need to create stories.
- Eco-Festivals – eliminate one-time use plastic (straws & cups), cigarette butts, reduce-reuse-recycle;

#### The Mission Projects

- Madeira: Festivals and Tourism all year round
- Innovative product and services
- Testing at festivals
- Create conditions for experimentation

Influencing the evolution of RIS3 Madeira: instead of only picking sectors, missions pick the problems and stimulate the collaboration between sectors using the entire research and innovation value chain (Mazzucato) to find the solutions.

Madeira is well known for its festivals. All year round there is a festival happening somewhere on the island, be it a large festival like the New Year’s Eve fireworks, the Flower festival or Carnival that are targeted not only for locals but are also a major tourist attraction, or the small local traditional festivals and small music festivals that happen in different places on the island.

These festivals attract thousands of people and therefore become a sort of mini-society, representing a sample of society in general, including visitors. Also, people at festivals come from different sectors of society, from different economic areas and have different backgrounds. For these reasons, festivals are an interesting opportunity to test new products, services and ideas, something that we see is already happening. What will happen if we try mission-oriented innovation at festivals? What if we create the necessary conditions for our innovative entrepreneurs to test real products, services and ideas that solve real challenges, transforming festivals into living-labs? The challenges can be societal, environmental or both. What if, instead of having experiences that emerge randomly from sporadic ideas implemented by each festival, we challenge entrepreneurs to solve real problems, finding solutions that can be globally applied to the region? This is mission-oriented innovation to solve global challenges that can be used as a strategy for the region. This is involving the quadruple-helix, working together for the greater good, helping transform ideas into global solutions for the region.

### Relation of proposed policy improvement to Interreg Europe

Relation of proposed policy improvement to Interreg Europe	
Type of policy improvement (select one or more)	<i>Type 3: change in the strategic focus of the policy instrument (structural change)</i>
Regional development programme(s) impacted by the policy improvement	<i>Investment for Growth and Jobs programme</i>



## Good Practices

The Islands of Innovation project has a diverse selection of Good Practices. For our Action Plan, we chose Good Practices related to tourism and sustainability which are our main targets for influencing the operational program PO Madeira 14-20.

Our first good practice is LAB VLIELAND. This is a very interesting case of a living lab for sustainable innovation. We want to open our Region to sustainable innovative experimentation and we think this good practice is a good example from which we can learn from. The goal is to learn from the acquired experience of LAB VLIELAND and analyse what can be applied to our reality. Working this idea is a central step in the path for creating the conditions for innovative testing, something that we think will attract our young entrepreneurs.

INNOFEST represents the type of innovative experimentation we want to implement. Ideally, we would create a similar organization and apply the concepts to the festivals in our Region. We have 2 Regional Stakeholders that can act as facilitators. An INNOFEST type organization can act as a step further to LAB VLIELAND in the sense that innovative ideas are tested in festivals. This will give our entrepreneurs the necessary data to check if the ideas are feasible, before taking them to market. For our Action Plan we need to analyse how INNOFEST works and get our RSG involved.

ISLAND SOUND is a good practice where it all comes together. This festival applies several concepts of innovation and sustainability that we think are inspirational, celebrating local reality. In essence, this is bringing people together around the concepts that we want to apply. The difference in how we think this can be applied to Madeira is in the implementation of a global vision. If we are able to use these concepts to create a global vision for Sustainable Innovation for Tourism in Madeira, we can apply the missions to the Region not limiting the ideas to a small group of festivals. We can test with a small group of festivals, and scale the solutions to the island in the future.

Finally, SUCKÖRS is a good example of how to solve a worldwide problem: one-time use plastic straws. In a Region full of festivals like Madeira, we still see an incredibly large amount of organizations serving drinks with one-time use plastic straws and we need to end this for the sake of our environment. On an island, this plastic reaches the sea faster when people are not careful. SUCKÖRS is also a good example of how to transform a local product that would normally be waste, into a useful solution. Sometimes the solutions are right in front of us, we just have to look at things with a different perspective. This good practice can be used as a showcase throughout the implementation of our Action Plan.



## Good Practice 1: LAB VLIELAND

Good Practice 1	
Title of Good Practice	Lab Vlieland: Living lab for sustainable innovations
GP owner (region)	Province of Fryslân, The Netherlands
Can this GP address the policy need(s) identified in the previous section? If yes, how?	<p>Lab Vlieland is a living lab for sustainable innovation that has the goal of increasing the number of sustainable innovations on islands throughout Europe. This good practice addresses the identified need of expanding the policy to enable mission-based innovation in the form of experimentation. The idea is to create the necessary conditions and structure for innovative entrepreneurs to test, experiment and learn so that innovations can help solve defined missions (challenges).</p> <p>As explained by the expert opinion, this is an interesting example of a living lab environment showcasing sustainable innovation.</p>
What elements of this GP are included in the policy improvement presented in Table 6?	<p>The concept of Sustainable innovation is the key element, along with sharing knowledge and experience on the island, particularly the design for circular economy. We could also adopt the methodology used for festivals.</p> <p>Another inspiring element is the quadruple helix involvement in the co-creation process.</p>

## Good Practice 2: INNOFEST

Good Practice 1	
Title of Good Practice	INNOFEST: Festival Driven Innovation
GP owner (region)	Friesland, The Netherlands
Can this GP address the policy need(s) identified in the previous section? If yes, how?	<p>INNOFEST is an interesting project that supports testing at festivals, transforming festivals into living labs. The project gives innovators the chance to test before going to market, taking advantage of mini-societies represented in festivals. The idea is to reduce the failure rate of innovations, creating the necessary conditions for innovators to experiment. This aligns with the ideas we need to implement in the vision defined for the Sustainable Tourism innovation mission. We want to extend Madeira 14-20 to include this type of support so our young entrepreneurs and innovators have better conditions to test and learn from experimentation.</p>
What elements of this GP are included in the policy improvement presented in Table 6?	<p>The creation of a support structure for entrepreneurs and innovators to test innovations. A set of clear rules that define the entrepreneur selection process, including future value of the tested innovation.</p>

## Good Practice 3: I LAND SOUND

Good Practice 2	
Title of Good Practice	I LAND SOUND: Experience Festival
GP owner (region)	Saaremaa, Estonia
Can this GP address the policy need(s) identified in the previous section? If yes, how?	I Land Sound is an experience festival created by the local community of Saaremaa on Illiku islet. It's an opportunity to gather the community around an enriching experience with local artists, local products and innovations respecting the environment with healthy values like Nature, Recycling, Cleanness, thinking without borders and New challenges just to name a few. This addresses the policy needs in terms of innovation for sustainable tourism that can be applied to our festivals. Also, it is a facilitator for storytelling.
What elements of this GP are included in the policy improvement presented in Table 6?	The reinforcement of the concept of "Local" associated with sustainability and the related values of the project.

## Good Practice 4: SUCKÕRS

Good Practice 3	
Title of Good Practice	Suckõrs: Reusable, biodegradable drinking straw
GP owner (region)	Saaremaa, Estonia
Can this GP address the policy need(s) identified in the previous section? If yes, how?	Suckõrs is a good innovation example in how to use a local product that would be considered "waste", transforming it into something useful that helps solve an environmental issue: plastic waste. It addresses the policy need for mission-oriented innovation in the sense that it is a good example of what can be created to help solve a challenge that should be supported by the policy.
What elements of this GP are included in the policy improvement presented in Table 6?	The idea of looking to what we already have, but with a different perspective and transforming it into something useful that not only helps solve an environmental issue, but is also commercially viable.



## Part III – Actions

### **ACTION 1: From Vision and Good Practices to Missions**

Name of the action: From Vision and Good Practices to Missions

**Relevance to the project** *(please describe how this action derives from the project and in particular from the interregional exchange of experience. Where does the inspiration for this action come from?)*

In Action 1 we start implementing the Action Plan based on the Multi-level Governance from the Islands of Innovation methodology with a clear Vision for Sustainable Tourism at a macro level. In collaborations with our RSG we will define our Missions for Mission-Oriented innovation. The multi-level Governance model and Mission-Oriented Innovation are key elements of the jointly developed TIPPING approach for the project. In this action we apply the Macro and Meso level of this model.

Together with our RSG, we will define the Missions and develop the framework to adapt and implement similar ideas learnt from the selected Good Practices and the concepts of sustainable Innovation and testing at festivals. Our Missions for Sustainable Tourism can be applied within this framework with the support of the policy instrument Madeira 14-20.

With the consolidation of the innovation knowledge (TIPPING approach: multi-level governance and Mission-oriented innovation) and the inspiration from the good practices, we will implement concrete actions towards creating a framework for moving from the innovation concepts and good practices to Missions with the goal of solving our “dream” of Sustainable Tourism. This is the new innovation ecosystem we want to help create, inspired by the project learning and the application of the TIPPING Wheel strategies as follows:

- Strategy 8: Innovation Policy Fitness
  - b) Building a new Innovation Ecosystem in a step-by-step evolving process through cooperation, learning and probing;
  - c) Action Program Design, as opposed to the initiation and execution of loose projects. A programmatic approach is essential to build a systematic knowledge position, helping to strengthen the regional innovation Ecosystem.

We will work with the policy instrument management (IDR) and with our Regional Stakeholder Group to define the Mission Statement based on the missions for Sustainable Tourism:

1. Tourists as Story Tellers – creating integrated bottom-up sustainable experiences as stories.
2. Eco-festivals Experience – promoting innovative bottom-up testing at festivals, Nano-Tourism.

These Missions are also related to the TIPPING Wheel strategies:

- Strategy 6: Crowd Co-Design
  - a) Stimulate Innovation-driven Events and Festivals
  - b) Foster Experiments through Nano-tourism
  - c) Involve visitors as innovation ambassadors



**Nature of the action** *(please describe precisely the content of action 1. What are the specific activities to be implemented?)*

The main output of Action 1 is an agreed and signed (by RSG and Policy Management) **Mission Statement**, with the commitment of working on a new call for Mission-Oriented Innovation funded by PO Madeira 14-20. Another important output is the **Cooperation Framework** which will define how facilitators and festival organizers will work with projects within the new call. This Cooperation Framework will be inspired by the lessons learnt from two good practices: INNOFEST and Lab Vlieland. The missions and collaboration framework will be the guide for Actions 2 and 3 and will be summarized in a proposal for the policy management to open the call.

**Stakeholders involved** *(please indicate the organisations in the region who are involved in the implementation of the action1 and explain their role)*

- IDR, institute responsible for the policy instrument and also a part of the RSG;
- DRT, institute responsible for the Tourism sector and that is part of the RSG;
- Regional Stakeholder Group;
- Festivals and large event organizers;

**Timeframe** *(please specify the timing envisaged for action 1)*

The work meetings will be held during the first semester of phase 2:

- Cooperation Framework ready: February 2020
- Mission Statement signed: February 2020
- Proposal for the Call: February 2020

**Costs** *(please estimate the costs related to the implementation of action 1)*

This action is a series of meetings with the allocation of meeting rooms, catering and related materials and dissemination.

**Funding sources** *(please describe how action 1 will be financed. Is it through the policy instrument(s) indicated in part II):*

These costs will be funded by ARDITI and sponsorships.



## Activities for Action 1: From Vision and Good Practices to Missions

Specific activities	
Activity number	Activity description
1.1	<p>Grand Challenge: <b>Sustainable Tourism</b></p> <p>With the RSG, clearly define the <b>Missions</b>:</p> <ol style="list-style-type: none"> <li><b>1. Sustainable Tourism 1: Create Stories and Transform Tourists into Story Tellers</b></li> </ol> <p>Instead of more tourists or wanting tourists to spend more money, we want to create integrated sustainable tourist experiences that transform tourists into story tellers. The interaction of tourists with locals, the environment and sustainable experiences will create the stories. A trend towards Nano-Tourism.</p> <ol style="list-style-type: none"> <li><b>2. Sustainable Tourism 2: Eco-Festivals Experience</b></li> </ol> <p>We will take advantage of festivals as mini-societies for mission-oriented innovation experiences. Pilot projects and ideas interacting with people from different areas and backgrounds at festivals to show the feasibility of innovative solutions.</p> <ol style="list-style-type: none"> <li><b>3. Define the Mission Statement</b></li> </ol> <p>The Mission Statement is a document that will represent the commitment in which all partners agree to the Vision (Grand Challenge) and the Missions. The <b>Mission Statement</b> is to be signed by all stakeholders and will have the participation of the operational programme management (IDR is part of the RSG).</p> <p>This activity can also help Influence (lobbying for) the next policy instrument aligned with Horizon Europe.</p>
1.2	<p>Work with Startup Madeira and ACIF (both Stakeholders from RSG) that will act as project facilitators:</p> <ul style="list-style-type: none"> <li>• Meet with LAB VLIELAND and INNOFEST: understand how they work, the issues and the benefits. We will adapt and implement a similar type of organization and methods. This work will be the basis for the creation of the <b>Cooperation Framework</b>. Meeting with the good practices is part of the External Expertise workshop given by the mentioned projects in December 2019 and possible further meetings by Skype.</li> <li>• Define the document(s) with guidelines for the <b>Cooperation Framework</b> (CF) to apply the Mission-Oriented Innovation. This CF document will contain: <ul style="list-style-type: none"> <li>○ The goals for the cooperation</li> <li>○ The structure to guide the facilitators</li> <li>○ The selection methods to choose the festivals and projects</li> <li>○ The cooperation guidelines between festival promoters/organizers, the facilitators and the participating projects</li> </ul> </li> </ul>





1.3	Create a proposal for the Operational Programme management so the Missions and the Cooperation Framework can have the support from PO Madeira 14-20.
1.4	With local festival organizers and project Facilitators: <ul style="list-style-type: none"> <li>• Selection of festivals that are good candidates for the Eco-Festival Experience</li> <li>• Meetings with Festival organizers: <ul style="list-style-type: none"> <li>○ how to implement the framework at festivals</li> <li>○ influence festivals with values from Islandsound</li> </ul> </li> <li>• Analyse similar ideas as SUCKÖRS in the Region of Madeira</li> </ul>
1.5	With DRT and other stakeholders, gather ideas for the Tourists as Storytellers mission. <ul style="list-style-type: none"> <li>• Create the baseline for what constitutes an integrated sustainable tourism experience that makes a story</li> </ul>

Timeline for Action 1	
1.1	December 2019 to February 2020
1.2	December 2019 to February 2020
1.3	December 2019 to February 2020
1.4	February 2020
1.5	February 2020



## ACTION 2: From Missions to Projects

Name of the action: From Missions to Projects

**Relevance to the project** *(please describe how this action derives from the project and in particular from the interregional exchange of experience. Where does the inspiration for this action come from?)*

In Action 1 we created the Mission Statement and Cooperation Framework based on the missions for Sustainable Tourism and the good practices from the project. Now we will work directly with the Policy Manager and RSG to create a new call to support projects to work on the missions. Here is where we apply the bottom-level of the multi-level Governance Model (see Figure on page 8) from the Islands of Innovation project, with the goal of creating the project portfolio and experiences to solve the missions.

We also need to work with the project facilitators and local festival organizers to implement the collaboration framework for innovative experimentation. The output of this Action is the definition of a new call for a portfolio of projects to help solve the agreed missions that will lead the path to Sustainable Tourism.

**Nature of the action** *(please describe precisely the content of action 2. What are the specific activities to be implemented?)*

With the acknowledgment of the Mission Statement, we will implement concrete actions towards opening a call for proposals within the current policy instrument to work on the missions. We will work with the policy instrument management (IDR) and with our Regional Stakeholder group to define the requirements for a new call based on the missions for Sustainable Tourism: Tourists as Story Tellers and Eco-festivals Experience. We will also make sure the facilitators are ready for the projects (ready to implement the Cooperation Framework).

**Stakeholders involved** *(please indicate the organisations in the region who are involved in the implementation of the action1 and explain their role)*

- IDR, institute responsible for the policy instrument and also a part of the RSG;
- DRT, institute responsible for the Tourism sector and that is part of the RSG;
- Regional Stakeholder Group;
- Festivals and large event organizers;

**Timeframe** *(please specify the timing envisaged for action 1)*

The work meetings will be held during the early first half of semester 7 (phase 2).

Call completely defined: March 2020

Facilitators ready: March 2020

**Costs** *(please estimate the costs related to the implementation of action 1)*

This action is a series of meetings with the allocation of meeting rooms, catering and related materials and dissemination.

The participating projects will be financed by the new call created by the Operational Programme Madeira 14-

**Funding sources** *(please describe how action 1 will be financed. Is it through the policy instrument(s) indicated in part II):*

These costs will be funded by ARDITI and sponsorships.



## Activities for Action 2: From Missions to Projects

Specific activities	
Activity number	Activity description
2.1	Present the proposal to the Operation Programme Management (IDR) for the call based on the Mission Statement and Cooperation Framework
2.2	Work with IDR (with support from other members of the RSG) to consult on the regulation for the new Mission-Oriented call: <ul style="list-style-type: none"> <li>• Define guidelines, rules and requirements for call</li> <li>• Define the allocation of funds for the new call for proposals (from PO Madeira 14-20)</li> <li>• Define the timelines for the new call</li> <li>• Define how to support entrepreneurs that have questions (call helpdesk)</li> </ul>
2.3	Prepare Facilitators for the implementation of the Cooperation Framework: <ul style="list-style-type: none"> <li>• Assure all is in place and ready to apply the Cooperation Framework</li> </ul>

Timeline for Action 2	
2.1	February 2020
2.2	February 2020 to March 2020
2.3	March 2020

## ACTION 3: Mission-Oriented Project Portfolio Call

Name of the action: Mission-Oriented Project Portfolio Call

**Relevance to the project** *(please describe how this action derives from the project and in particular from the interregional exchange of experience. Where does the inspiration for this action come from?)*

The Mission-oriented Project Portfolio Call is the Operational Programme call itself. This Action is where our next generation comes forward with new innovative ideas to solve the missions that will be the steps towards Sustainable Tourism. The Mission Statement is acknowledged, the Cooperation Framework is applied and the facilitators, the festival organizers and the innovative entrepreneurs work together to solve the missions, financed by PO Madeira 14-20. This is bottom-up portfolio of innovative projects and experiences with the facilitators, micro and meso level of the Multi-level Governance model from the Islands of Innovation project. This Action will be supervised by IDR, managed by the facilitating organizations and monitored by ARDITI.

**Nature of the action** *(please describe precisely the content of action 2. What are the specific activities to be implemented?)*

In this action it all comes together: the creation of a portfolio of innovative mission-oriented projects that will lead the path to Sustainable Tourism and a new innovation ecosystem based on the project work. The goal is to have entrepreneurs use festivals as testing playgrounds to solve the missions. This is the innovative living lab that is the goal of the Islands of Innovation Project.

The main output will be a **project portfolio of innovative experiments** that the region can learn from and we believe will result in ideas that can be repeatable throughout the region. Projects can also evolve and become start-ups in particular because one of the facilitators will be Startup Madeira, part of the RSG.

**Stakeholders involved** *(please indicate the organisations in the region who are involved in the implementation of the action1 and explain their role)*

- IDR, institute responsible for the policy instrument and also a part of the RSG;
- Facilitators;
- Festivals organizers;
- Entrepreneurs;

**Timeframe** *(please specify the timing envisaged for action 1)*

Call open: March 2020;

Call closed: December 2020;

Projects start: March 2020 (indicative);

Projects end: December 2021 (indicative);

**Costs** *(please estimate the costs related to the implementation of action 1)*

This action is the call itself. The participating projects will be financed by the new call created by the Operational Programme Madeira 14-20. We do not yet have an estimate of the available amount.

**Funding sources** *(please describe how action 1 will be financed. Is it through the policy instrument(s) indicated in part II):*

These costs will be funded by IDR through PO Madeira 14-20.



## Activities for Action 3: Mission-Oriented Project Portfolio Call

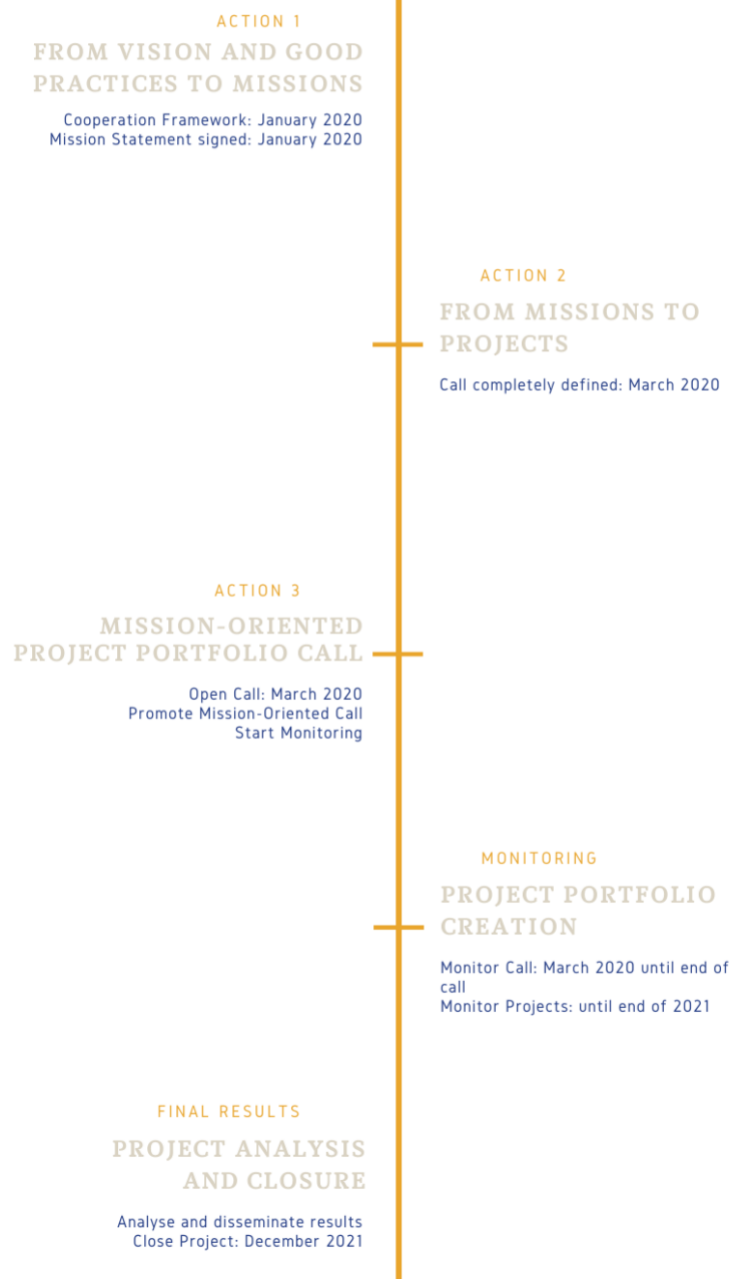
Specific activities	
Activity number	Activity description
3.1	IDR will open the call for the Mission-Oriented Project Portfolio: <ul style="list-style-type: none"> <li>• Officialise and Open the call</li> <li>• Receive and analyse the project applications</li> </ul>
3.2	Promotion <ul style="list-style-type: none"> <li>• Promote Mission-Oriented call</li> <li>• ARDITI will help potential applications understand the call requirements</li> </ul>
3.3	Facilitators apply the Cooperation Framework for the selected projects
3.4	Monitoring With the call open and projects applying to participate in the missions: <ul style="list-style-type: none"> <li>• ARDITI will monitor the number of projects that apply and are approved</li> <li>• ARDITI will monitor the projects that effectively participate in festivals and storytelling</li> </ul>

Timeline for Action 3	
3.1	March 2020 to December 2020
3.2	March 2020 to December 2020
3.3	March 2020 to December 2021
3.4	March 2020 to December 2021



## Action Plan Timeline

# ACTION PLAN TIMELINE



## Part IV: Monitoring

The following table shows a group of indicators and an impact analysis.

### Indicators

- # of projects supported by PO Madeira 14-20 for Mission-Oriented Innovation
- Financial impact of new call:
  - How much money available for new projects?
  - How much money spent
- # of entrepreneurs involved
- # of jobs created
- # of festivals involved
- # of innovative ideas created based on MOI
- # of ideas with potential for market

### Impact

We need to answer the following questions:

- Has the Policy Instrument changed?
- What type of influence has lol had on the Policy Instrument?
- Are there any plans for further policy instrument change?
- Is there any impact on RIS3 Madeira?
- Has the paradigm changed as proposed in the application?
- Have we been able to influence a path for a new innovation ecosystem?
- Has any innovation from the new call contributed to solve a societal or environmental challenge?
- Is there any clear evidence that tourists are telling stories about Madeira?



## List of Acronyms

IOI: Islands of Innovation

MOI: Mission-Oriented Innovation

RIS3: Research and Innovation Strategies for Smart Specialisation

ARDITI: Regional Agency for the Development of Research, Technology and Innovation

SRDITI: Regional System for the Development of Research, Technology and Innovation

ACIF: Chamber of Commerce of Funchal

IDR: Regional Institute for Development

DRT: Regional Institute for Tourism

PO: Operational Program

PI: Policy Instrument

SME: Small and Medium Enterprise

EU: European Union

R&D: Research & Development

R&D&I: Research, Development and Innovation

RSG: Regional Stakeholder Group

GP: Good Practice

CF: Cooperation Framework

MOI: Mission Oriented Innovation



**Date:** January 15, 2020

**Name of the organisation(s):**

ARDITI – Agência Regional para o Desenvolvimento da Investigação Tecnologia e Inovação

**Signatures of the relevant organisation(s):** \_\_\_\_\_