



# Beyond EDP

Interreg Europe



European Union  
European Regional  
Development Fund

## Matrix Governance

**Mattias Flödström - Region Östergötland**

**Luc Hulsman - SNN – Northern Netherlands Alliance**

10<sup>th</sup> December, 2020

# Governance of Smart Specialisation Strategies Region Östergötland



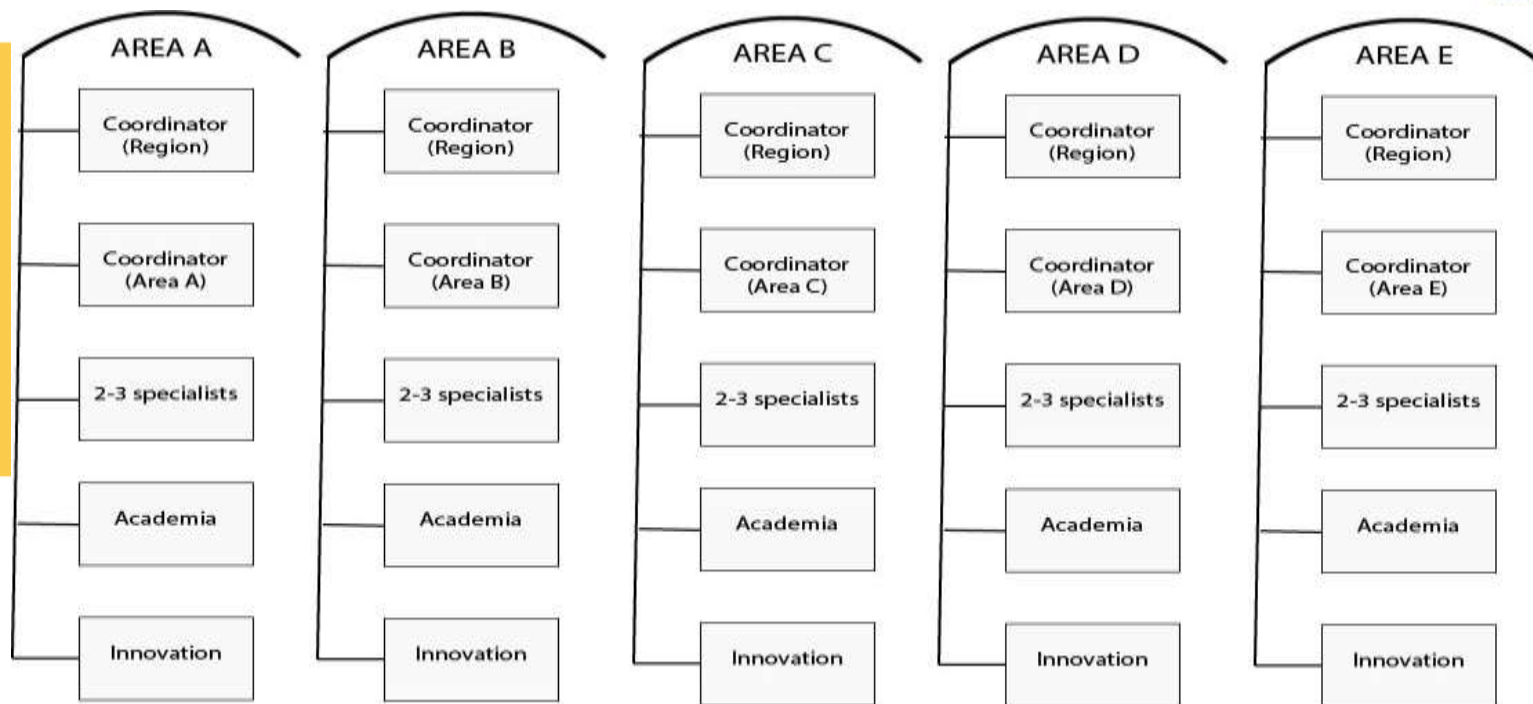
Mattias Flodström

# Overview of our RIS3

## RIS3 Priorities

- Effective Logistics; logistical processes including goods, people and material as well as service delivery.
- Smart, secure and robust connected products and systems; systems of secure, Internet-integrated, communicating electronics and sensors as well as innovative methods for manufacturing and distribution, e.g. printed electronics.
- Simulation and visualisation; visualisation of complex data, processes and interactions through virtual models, simulation as well as visual, interactive media and games.
- Advanced materials; novel materials: Graphene, nano-engineered surface coatings for metals and plastics.
- Business models and arenas for sustainable system solutions  
Green product development and business models, circular systems (e.g. waste, energy)

# RIS3 Governance (1)



- In each and every square in the Matrix we have selected a dedicated and highly qualified person.*
- Each area has frequent meetings to identify the use of the strength-area both as an enabler and for capacity building (within business and innovation (projects, initiatives))*
- The whole Matrix has horizontal and collaborative methodology between each and every area to develop both demand driven as well as challenge driven topics.*

# RIS3 Governance (2)

## Changes/innovations

- Collaboration with the whole Eco-system (ESBR, East Sweden Business Region).
- Innovation Empowerment Group (Matrix)
- ESBR-training. Continually learning in the Eco- system.

## Novel practices

- Innovation Week, Theme days, crosscutting meetings (Society quest),

## Success/failures

- Innovation Empowerment Group (Matrix), ESBR.
- Together with the actors in the region (stakeholders ) we have created a beacon, common vision built on transparency and trustfulness.
- Lack of full engagement from different parts of the region, as well as from the national level.



# Beyond EDP

Interreg Europe



European Union  
European Regional  
Development Fund

## Matrix Governance in the N-NLs

Luc Hulsman - SNN – Northern Netherlands Alliance

10<sup>th</sup> December, 2020

# The context of the N-NLs

- Northern Netherlands RIS3:
  - early adopter → enthusiasm stakeholders  
→ various collaborative initiatives  
bottom up projects around specific themes  
'searching for new opportunities ('discoveries')
  - lack of coordination:  
valuable individual projects, but missing synergies,  
links → several projects not designed to reach 'full  
potential'
- June 2017: Beyond EDP study visit to Östergötland, Sweden



- Matrix Governance model

*"Might be something for us"...*



# The Matrix model

*“Might be something for us” ...*

But: *“a good practice in Sweden, doesn’t necessarily have to be one in the Netherlands”*

↓  
‘not 1-on-1 copy’

Most attractive feature: matrix-style configuration:

- connecting priority themes (‘columns’)
- linking priority themes to enabling factors (‘rows’)

↓

We took these fundamentals and started to adapt model to our region and our characteristics

→ not at strategic, but at operational level





# The Matrix model in the N-NLs: the start

→ not at strategic, but at operational level :

The objective became

*“to create a place where people would trust each other to exchange project ideas at an early stage, a place where those ideas could be ‘fueled’ with missing knowledge, partners & funding”*



- improve overall quality of projects
- foster interlinkages between projects and themes
- increase coherence within innovation ecosystem

***“How to make a start?” → “Just do”***



# The Matrix model in the N-NLs: the launch

## “ *Just do* ” :

- May 2018: ‘heisessie’, 30 stakeholders involved
  - - enthusiasm
  - commitment of few key stakeholders to actively contribute to initiative
- ↓
- Informal working group, active up to date
- Fall 2018: launch ‘Matrix Table’, as a pilot



# The Matrix model in the N-NLs – contributing factors



[Home](#) / [How to coordinate innovation processes bottom up?](#)

## HOW TO COORDINATE INNOVATION PROCESSES BOTTOM-UP?

Coordinating multi-actor innovation processes and strategies is not an easy thing to do. Mattias Flodström shared the experiences of the Swedish region of Östergötland on how to create a fertile ground for collaborative innovation. This region has taken a pragmatic route and



# The Matrix model in the N-NLs – established factor

## N-NLs 2021-2027 RIS3 Governance Model

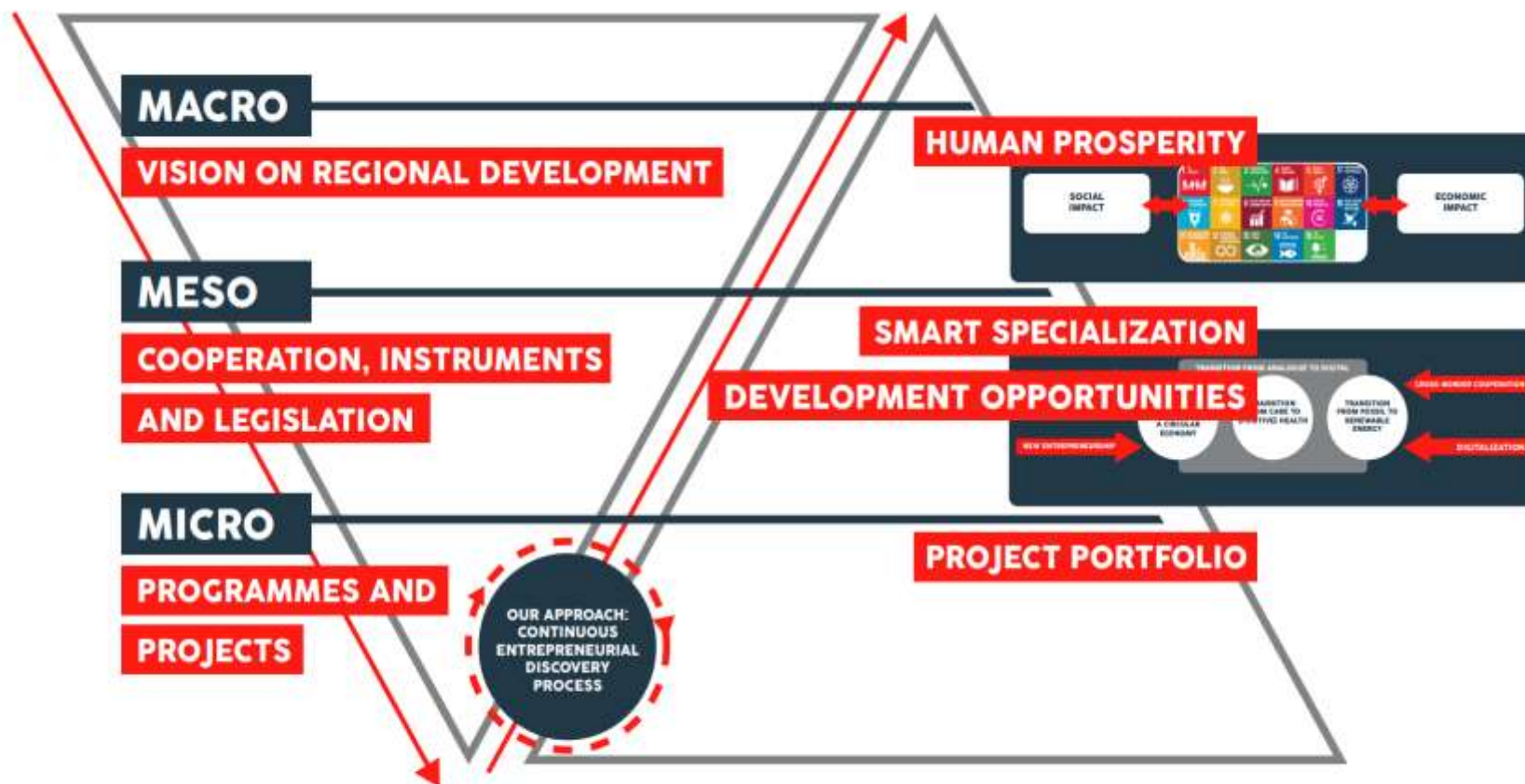


Figure 2. Multi Level Governance

# Conclusions

- Beyond EDP a striking example of how collaboration in an Interreg Europe project can have significant impact on a region
- Not just a matter of ‘copy and paste’. Much more complex than that
- Matrix Table a success because we were able to take the Swedish original and mould it to our region’s characteristics and needs
- It takes time  
The visit to Östergötland came at the right time for us – years leading up to new RIS3



Figure 2. Multi Level Governance

# Beyond EDP

Interreg Europe



European Union  
European Regional  
Development Fund

## Thank you!

[Mattias.Flodstrom@regionostergotland.se](mailto:Mattias.Flodstrom@regionostergotland.se)

[hulsman@snn.eu](mailto:hulsman@snn.eu)



*Beyond EDP*