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Parallel session 7: S3 Governance: Evolving Structures and Challenges

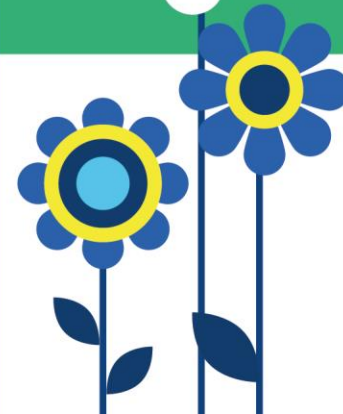
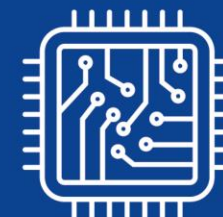


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Parallel session 7: S3 Governance: Evolving Structures and Challenges

- **Karolina Lipinska**, Deputy Director, Department for Economic Development, Office of the Marshal of the Pomorskie Voivodeship, Pomorskie, Poland
- **Valeria Bandini**, Head of Europe and International Area of ART-ER, Emilia Romagna, Italy
- **Sander Van der Molen**, Partner Innovation & Funding, at Civitta
- **Florence Hennart**, Senior advisor in the Economic Policy Directorate at the Walloon administration for Economy, Employment and Research, Wallonia, Belgium

Moderator : Matthieu Lacave, S3 CoP Secretariat

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Session 7: Governance: Evolving Structures and Challenges



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Governance does matter!

- Regional development and cohesion funds reach higher levels of return on investment and are better absorbed by regions with stable and quality governance and institutions capacity
- Good governance of S3 is an enabling condition of the programming period 2021-2027
- S3 governance deals with an increasing complexity
 - By nature, S3 is a complex “animal” involving
 - Emergence of transformative innovation policies and mission-oriented innovation policies, the move towards twin transition elevate the governance challenge

S3 Governance 2.0 to deal with existing challenges

- Horizontal and vertical coordination as well as multilevel governance;
- Responsibilities attribution and political support of management bodies
- Institutional capacity, skills and resources,
- Sustainability of the commitment of EDP stakeholders
- Innovativeness vs. risk averseness
- ...

Q&A from the audience

- What are existing Governance system and processes in your region addressing governance challenges (multi-level, political mandate, institutional capacity, EDP, innovativeness...)?
- What are key lessons you can share with the audience on good practices?



Thank you for your attention!

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How to create effective instruments
to support technology potentials in
EU regions?

dr Karolina Lipinska, innovation architect, Pomorskie Region



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Governance and institutional capacity, a challenge for S3 implementation

S3 Expert Group Assessment

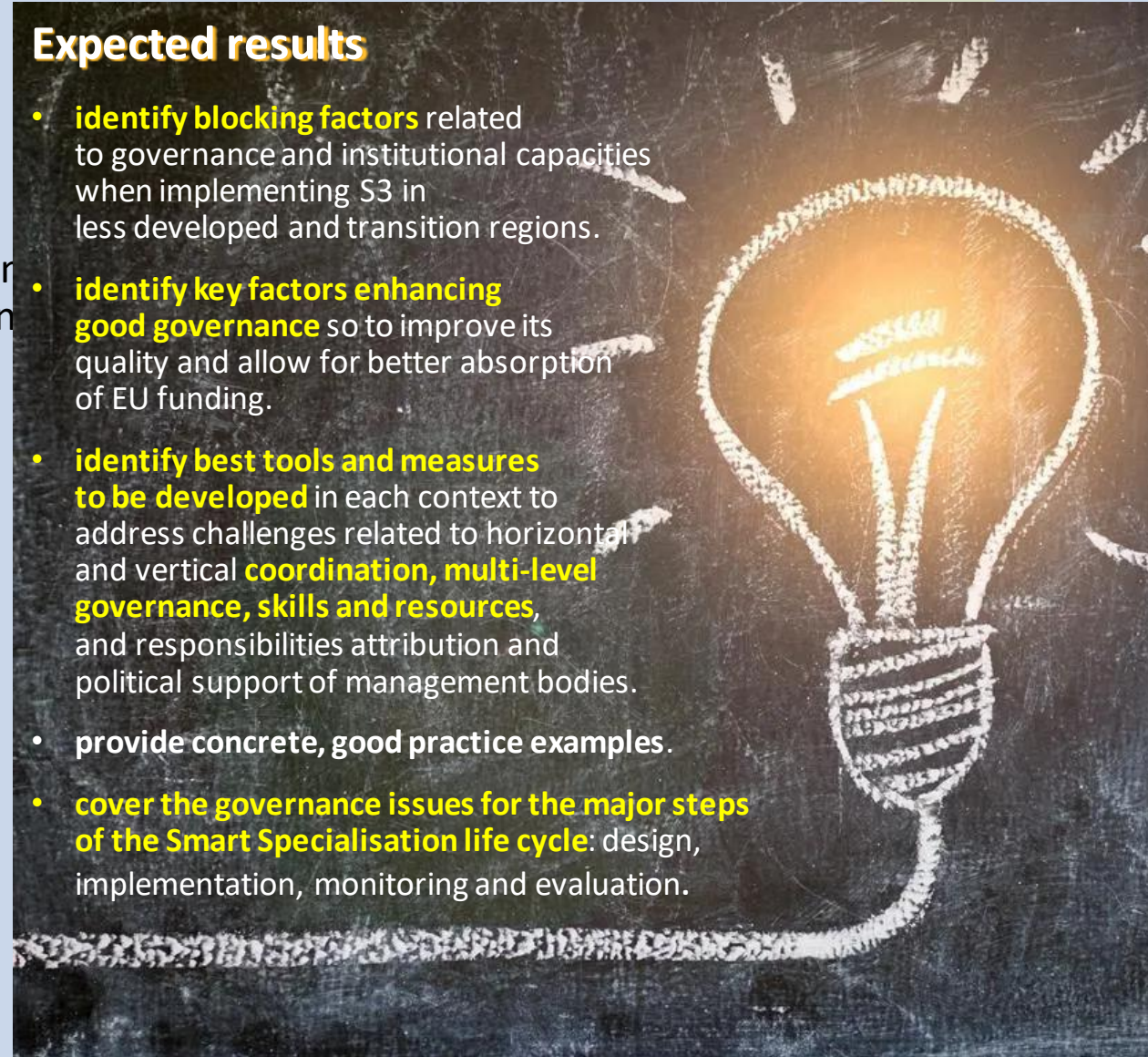
Analysing the obstacles in RIS3 governance in less developed and transition regions, including coordination failures (functional and institutional) that hinder policy effectiveness.

Lessons learned are connected with:

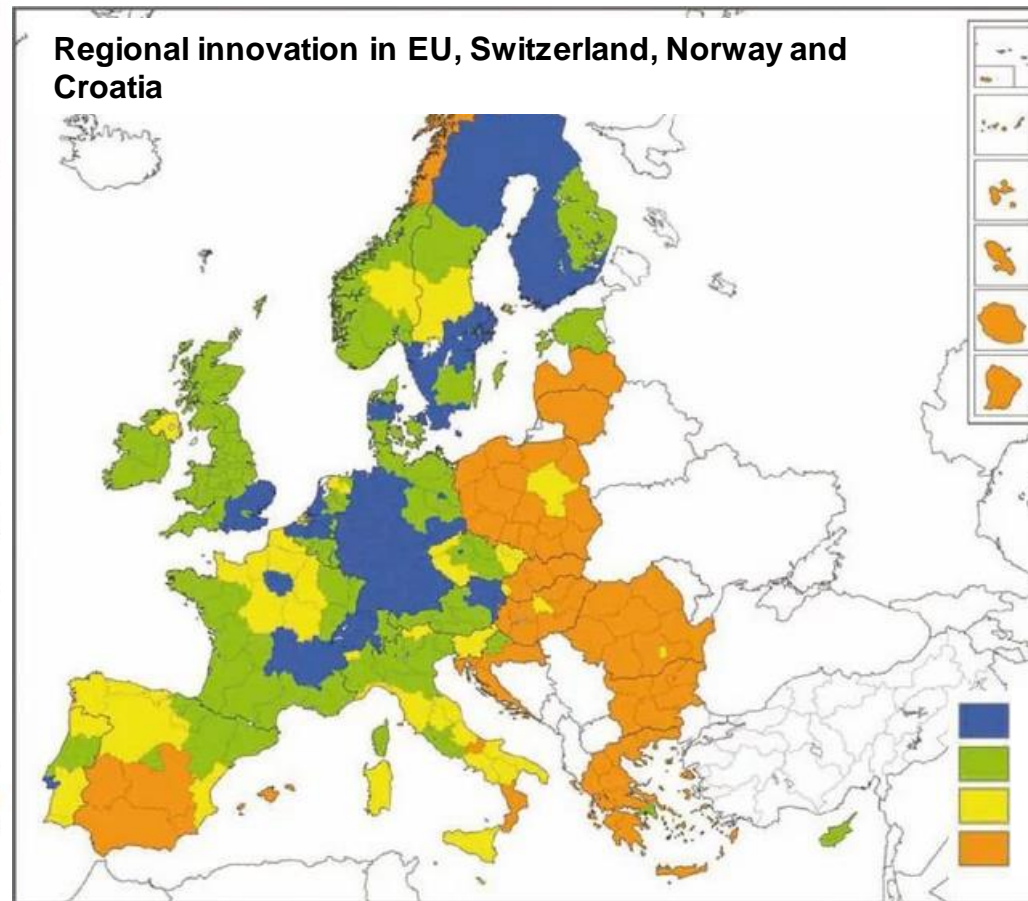
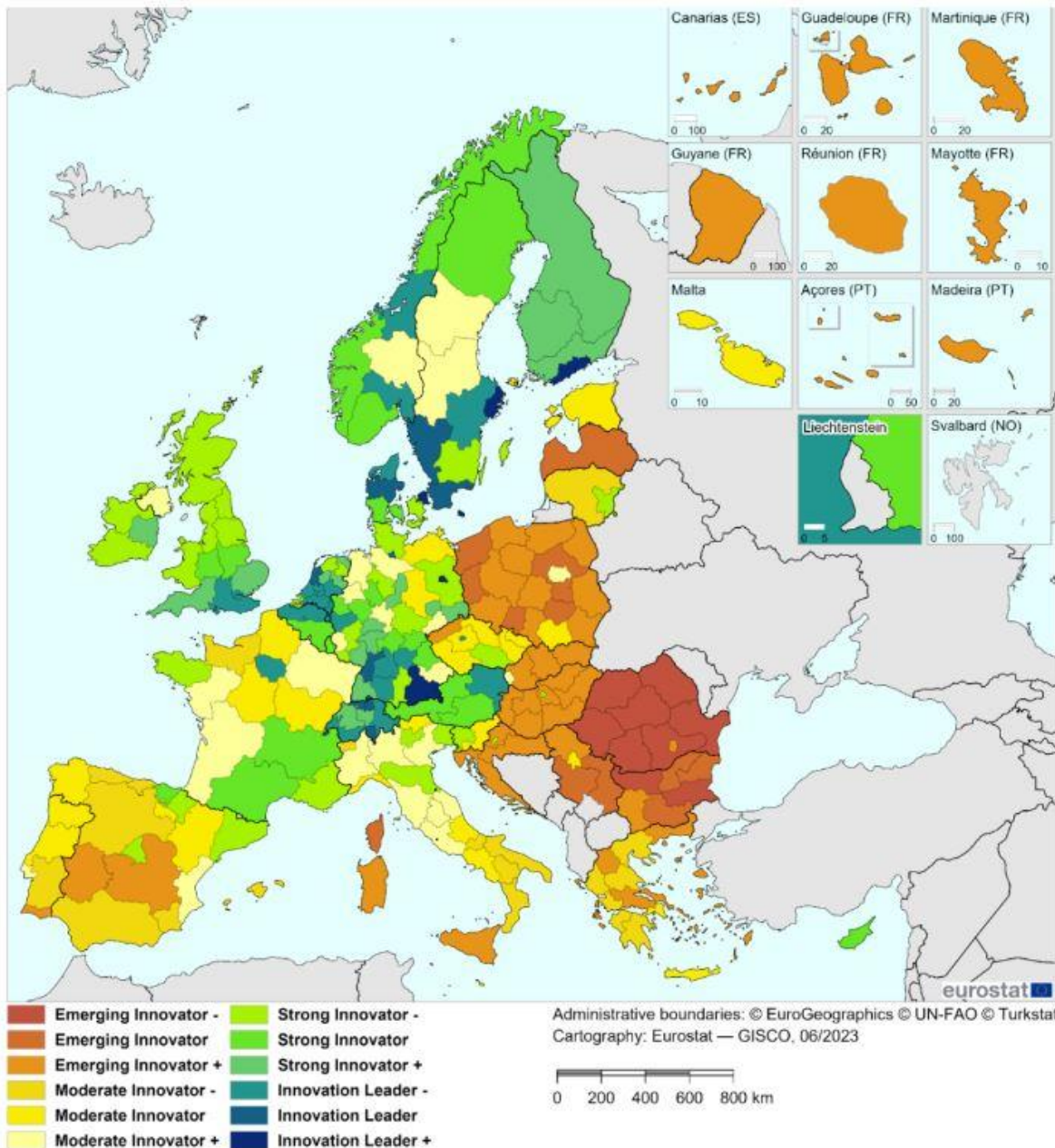
1. Political Commitment
2. Significance of Regional Autonomy
3. Multilevel Governance
4. Institutional Capacity
5. Entrepreneurial Discovery Process
6. Role of European Regional Development Fund

Expected results

- **identify blocking factors** related to governance and institutional capacities when implementing S3 in less developed and transition regions.
- **identify key factors enhancing good governance** so to improve its quality and allow for better absorption of EU funding.
- **identify best tools and measures to be developed** in each context to address challenges related to horizontal and vertical **coordination, multi-level governance, skills and resources**, and responsibilities attribution and political support of management bodies.
- provide concrete, good practice examples.
- **cover the governance issues for the major steps of the Smart Specialisation life cycle:** design, implementation, monitoring and evaluation.

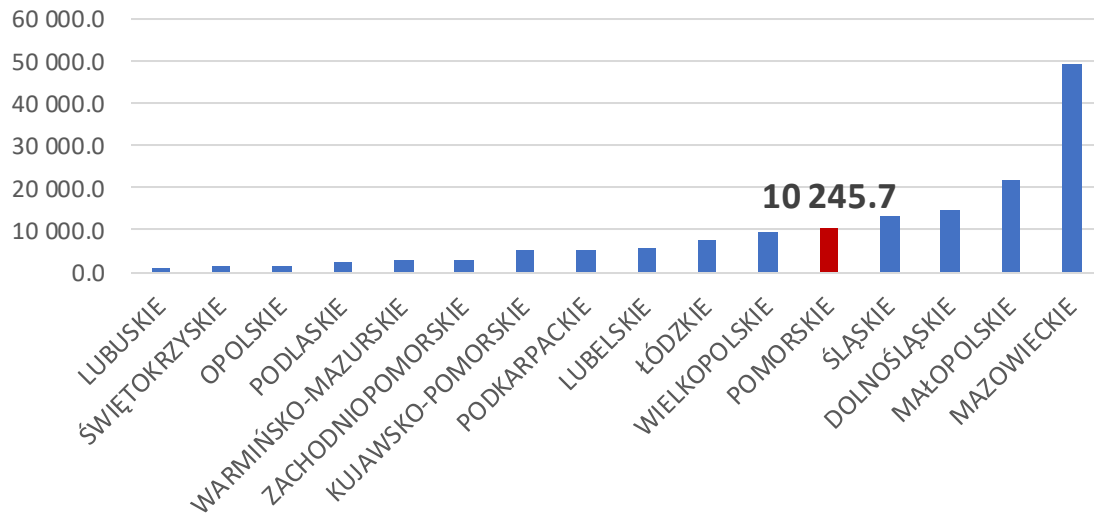


Regional Innovation Scoreboard 2023 vs. 2011

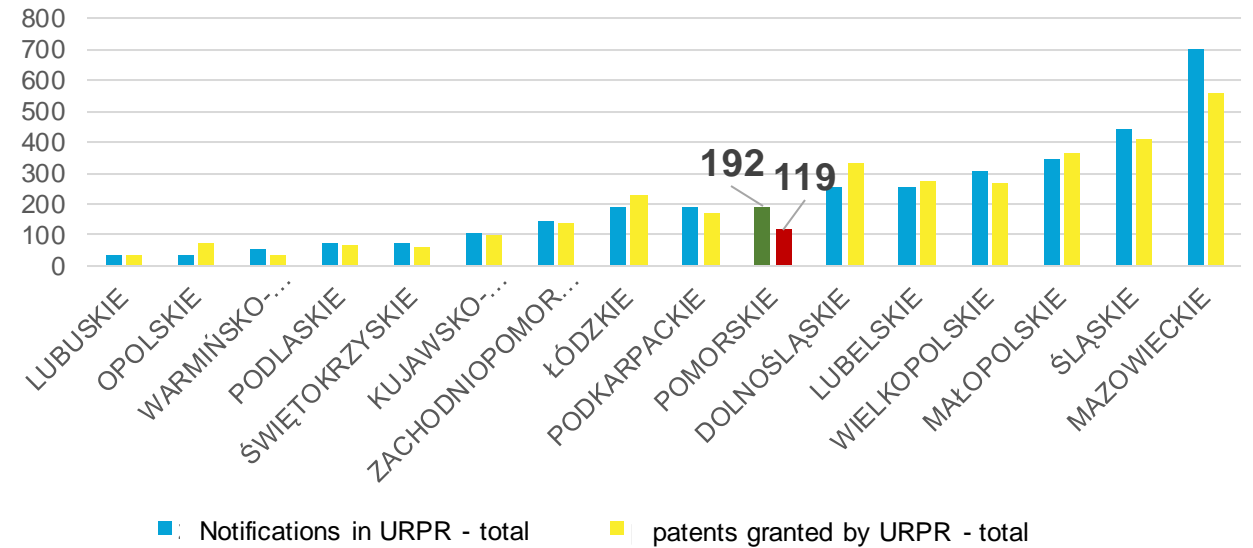


Innovation in the Pomorskie Region

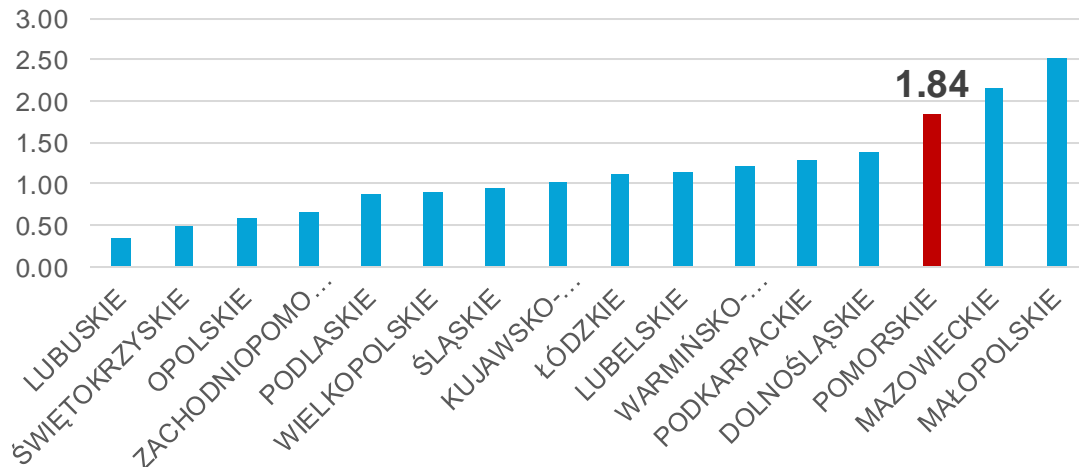
Internal R&D Staff Personnel in 2021



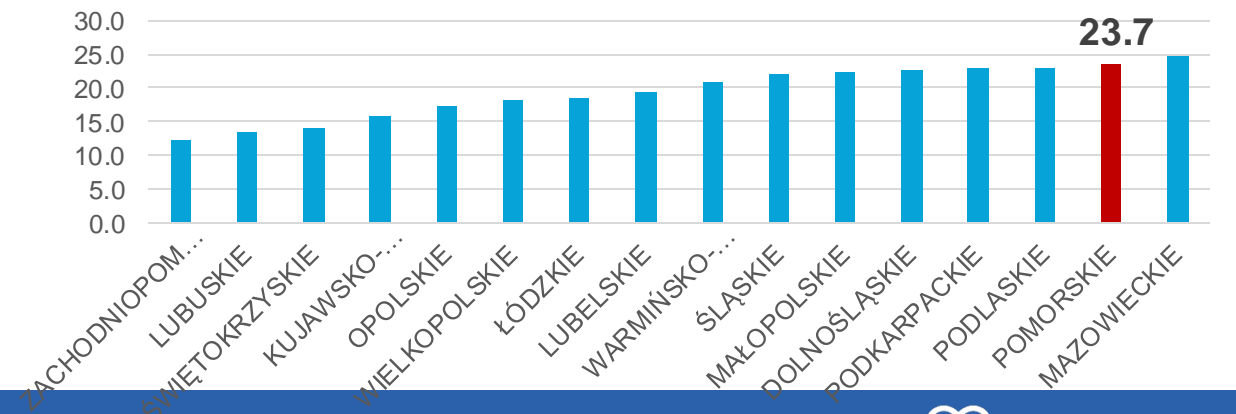
Inventions in 2021



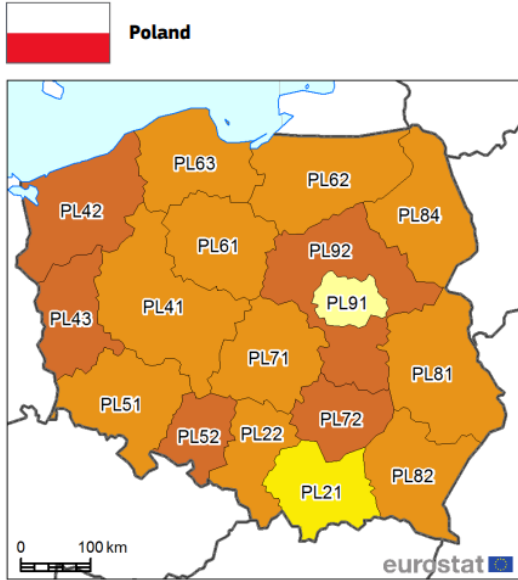
R&D expenditure in relation to GDP in 2021



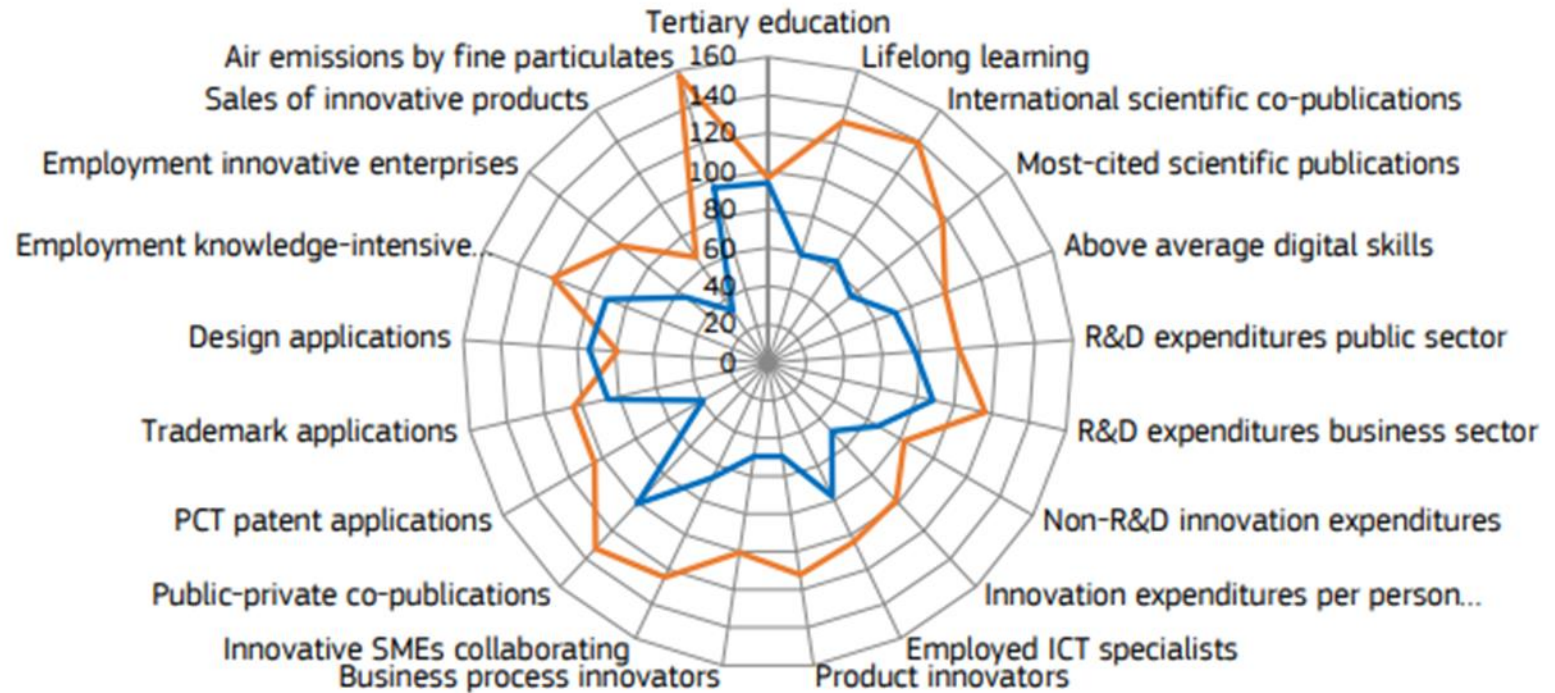
Average share of innovative enterprises in the total number of enterprises in 2021



Regional Innovation Scoreboard 2023 – Pomorskie Region



- Moderate Innovator +
- Moderate Innovator
- Emerging Innovator +
- Emerging Innovator



— Relative to country
— Relative to EU

Bottlenecks of innovation policy management (1)

Management constraints	Causes/bottlenecks
<p>1. Limited impact of local and regional authorities to improve innovativeness.</p> <p>2. Weakening political mandate of politicians' involvement.</p>	<ul style="list-style-type: none"> • a common goal that all involved partners would agree on (joint action vs. individual needs) • language of benefits and incentives to co-create innovation policies in cooperation with partners • S3 national politics vs. regional policies → synergy or dichotomy? • fragmentation of processes → decentralization of human resources and capital → difficulty in cooperation between governing institutions and regional entities (lack of understanding of priorities and needs) • global rankings do not reflect many years of innovation activities → growing distance from innovation leaders (effectiveness?)

Bottlenecks of innovation policy management (2)

Management constraints	Causes/bottlenecks
<p>3. Demotivation of regional partners to engage and co-create innovation policy (fresh blood vs. second round).</p> <p>4. Innovation policy process is parallel to real market processes.</p>	<ul style="list-style-type: none"> • different specificity of the „S3 base” process for building the innovation system in Poland (attracting investors, increasing employment and expenditure on R&D, etc.) → the activity of companies resulted from the need to learn about R&D and an increase in the level of innovation → freshness of the process compared to the current one • current challenges include: productivity growth, twin transformation, AI, circular economy, energy efficiency, social goals, while a large number of SMEs and institutions are struggling to stay on the market → ambitious goals may seem abstract to them! • the process of applying for R&D funds turned out to be more complicated than expected and not everyone received the "prize" although they gained experience • innovation is no longer associated with "diamonds" but reflects more down-to-earth changes • from the beginning of the process → the same people (lack of "fresh blood"/different perspective) new people in the process of creating innovations are more project-oriented, focused on short-term activities and quick benefits

National vs. Regional Smart Specialisations in Poland/Pomorskie

National Smart Specialisations

BIG MONEY FOR FINANCING R&D FROM EU, BUT... WHERE ARE BREAKTHROUGH TECHNOLOGIES?

Aggregation on the basis of Foresight 2024 Ministry of Development and Technology:

- **SECURITY AND DEFENSE**: precision weapons and armaments
- **DIGITIZATION**: quantum technologies
- **ENERGY**: nuclear technologies

These areas are characterized by high innovation, technological advancement and capital intensity

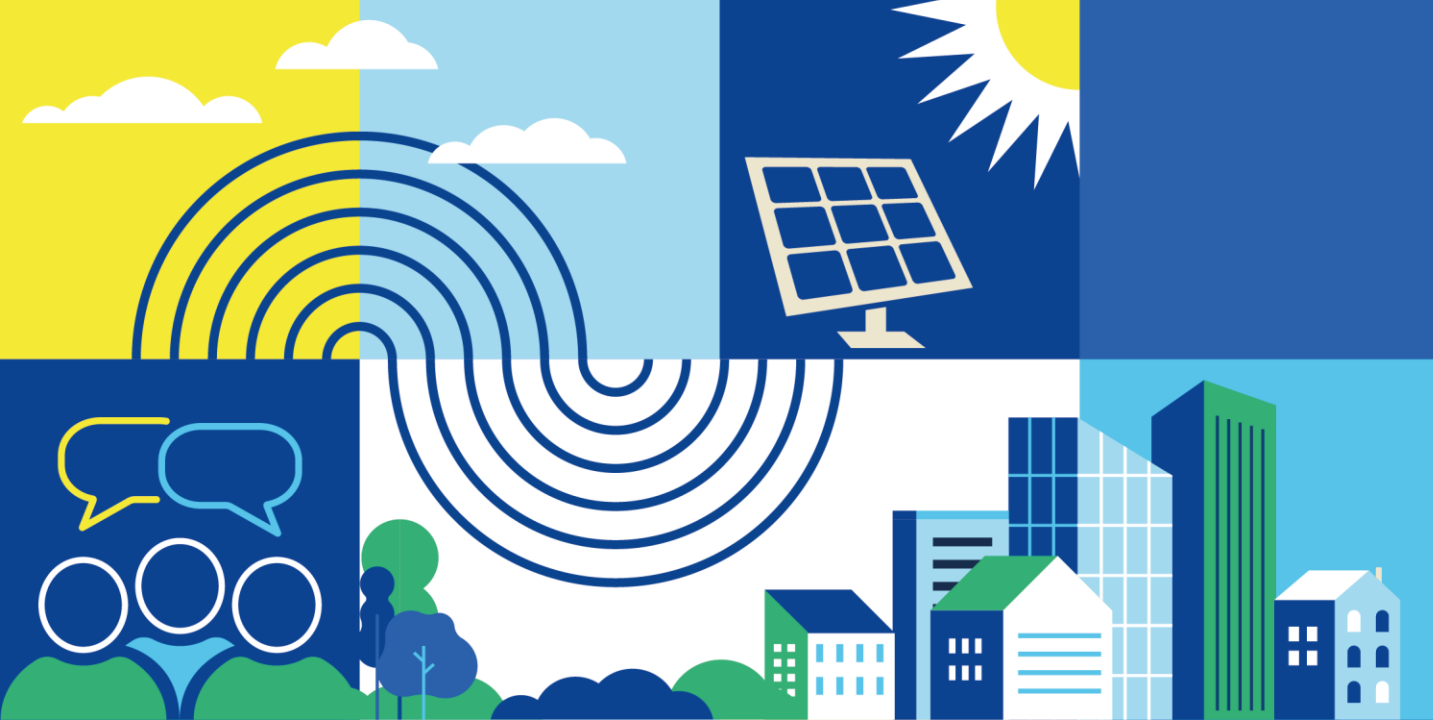
Regional programs does not allow for effective financing of these technologies despite the potentials in the regions
(**too high costs and risk**)

Regional Smart Specialisations

SMALL MONEY FOR FINANCING R&D FROM EU, BUT...

- **Prioritisation** → R&D agenda tool for consortia's (e.g. AI/ offshore/ cybersecurity)
- **Topics strategically important** for the region in the S3 area
- **Sub-topics** → premium certificates +25 points! extra points in regional program

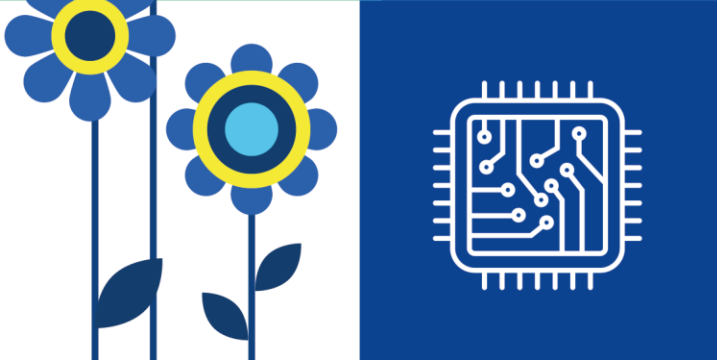
Both levels to fulfil enabling condition



Thank you for your attention!



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S3 Governance in Emilia-Romagna

Valeria Bandini
Europe and International Area Manager
ART-ER



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S3 Governance in Emilia-Romagna

A collective effort to meet emerging challenges

- Emilia-Romagna and the innovation ecosystem
- Emilia-Romagna Smart Specialisation Strategy 2021-2027
- 4+4+4 key elements, step and levels of the S3 Governance
- Actors and Tools

Emilia-Romagna in short

- POPULATION: 4,5 million
- TERRITORY: 22.510 km²



- 400.000 companies
- 42.000 manufacturing companies
- 500 multinational companies



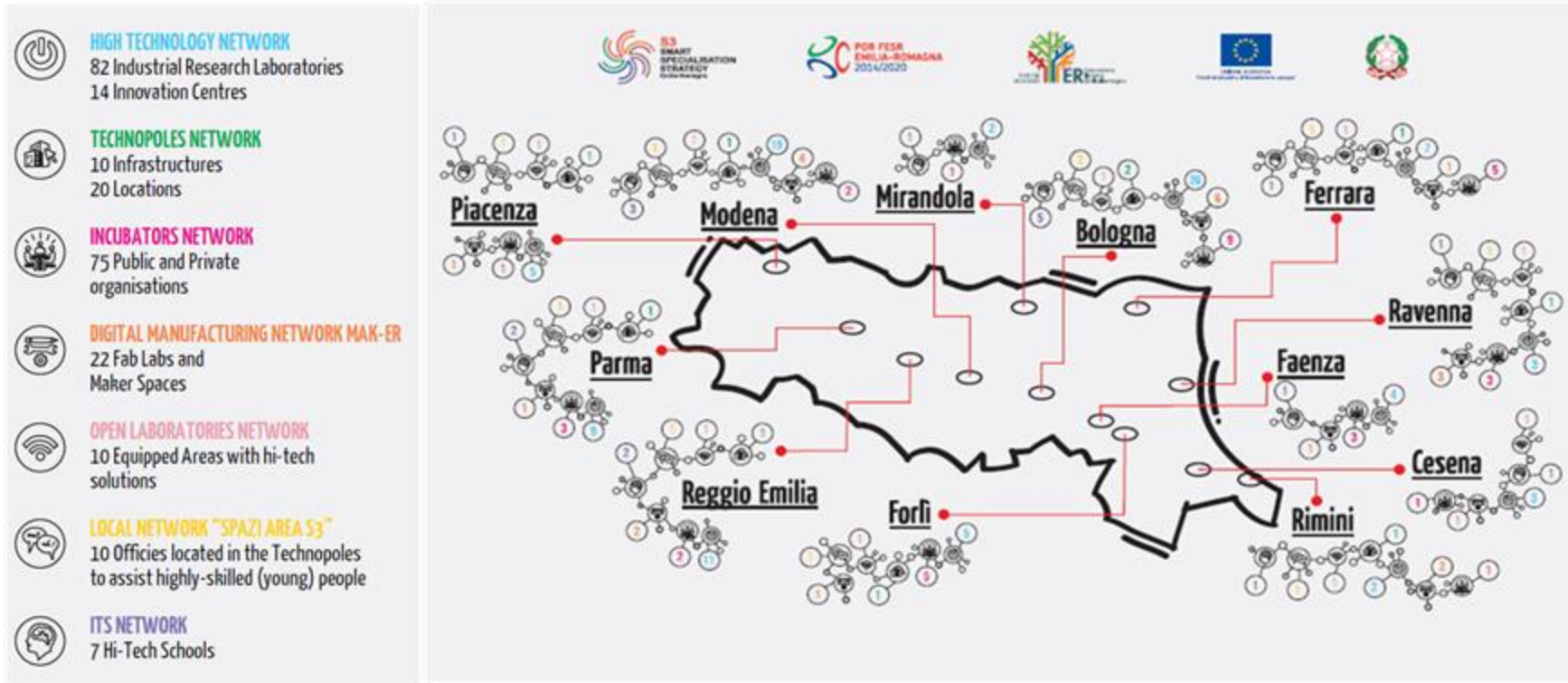
- 7 National and International Research Centres
- 7 Universities with 166K students+Bologna Business School
- 70 Research Infrastructures ESFRI + H2020 & HE
- 91 Accredited Industrial Research Laboratories and Innovation centres of the High Technology Network
- 2 European Agencies/Authorities (EFSA, ECMWF)
- 34 Incubators and accelerators
- 11 CLUST-ER
- 11 Technopoles
- Member of Partnership for Regional Innovation
- Member of several European Networks
- Co-location Center EIT Culture & Creativity



- Strong Innovator according to the EU Regional Innovation Scoreboard 2023
- 1° Region in patent per capita
- 1° Region in export per capita



Emilia-Romagna innovation ecosystem



CLUST-ER CLUST-ER CLUST-ER CLUST-ER CLUST-ER CLUST-ER CLUST-ER CLUST-ER

MECH BUILD INNOVATE GREENTECH HEALTH CREATE TOURISM URBAN

MECCATRONICA E MOTORISTICA EDILIZIA E COSTRUZIONI INNOVAZIONE NEI SERVIZI ENERGIA E SOSTENIBILITÀ SALUTE E BENESSERE CULTURA E CREATIVITÀ TURISMO E TERRITORIO ECONOMIA URBANA

associazione
BigData
from volume to value

ART-ER

EROI
RESEARCH BUSINESS
Emilia-Romagna from innovation
Lavoriamo. Esportiamo. Insieme.

Emilia-Romagna S3

CHALLENGES

Dallo scenario globale alle sfide



PRIORITIES

Dalle sfide alle priorità di R&I della RER

Le specializzazioni produttive Le priorità



IMPLEMENTATION

Dalle priorità all'attuazione della S3

Gli strumenti Gli attori Le risorse

Gli strumenti	Gli attori	Le risorse
Spazi e infrastrutture Progetti di R&I Azioni di sistema Startup Capitale Umano Reti e partenariati UE Agenda Digitale Hub regionali (Creatività, Big Data P.A.)	Sistema della ricerca pubblica Imprese Rete AT Tecnopoli Clust-ER Incubatori IRCCS	FESR FSE FEASR L14/2014 Digitale Altri programmi RER MUR/MOSE HE/DEP

Principi di riferimento:
RRI, Open Innovation, Global Value Chain, Creatività e Design

Azioni, Interventi, progetti

Industrial specialisation systems



Agrifood



Constructions and buildings



Mechatronics and motoring



Health and wellness industries



Creative and cultural industries



Tourism



Energy and sustainable growth



Innovation in the services

Smarter Europe

Greener Europe

More connected Europe

More social Europe

Closer to its citizens Europe

15 Cross sector areas

- Clean, safe and accessible energy
- Circular economy
- Climate and natural resources
- Blue growth
- Innovation in materials
- Digitalisation and artificial intelligence
- Manufacturing 4.0
- Ground and space-based connectivity of systems
- Sustainable and innovative mobility
- Cities and communities of the future
- Territorial heritage and regional identity, Made in E-R
- Well-being of the person, diet and lifestyle
- Health
- Social innovation and participation
- Inclusion and social cohesion

High growth potential areas

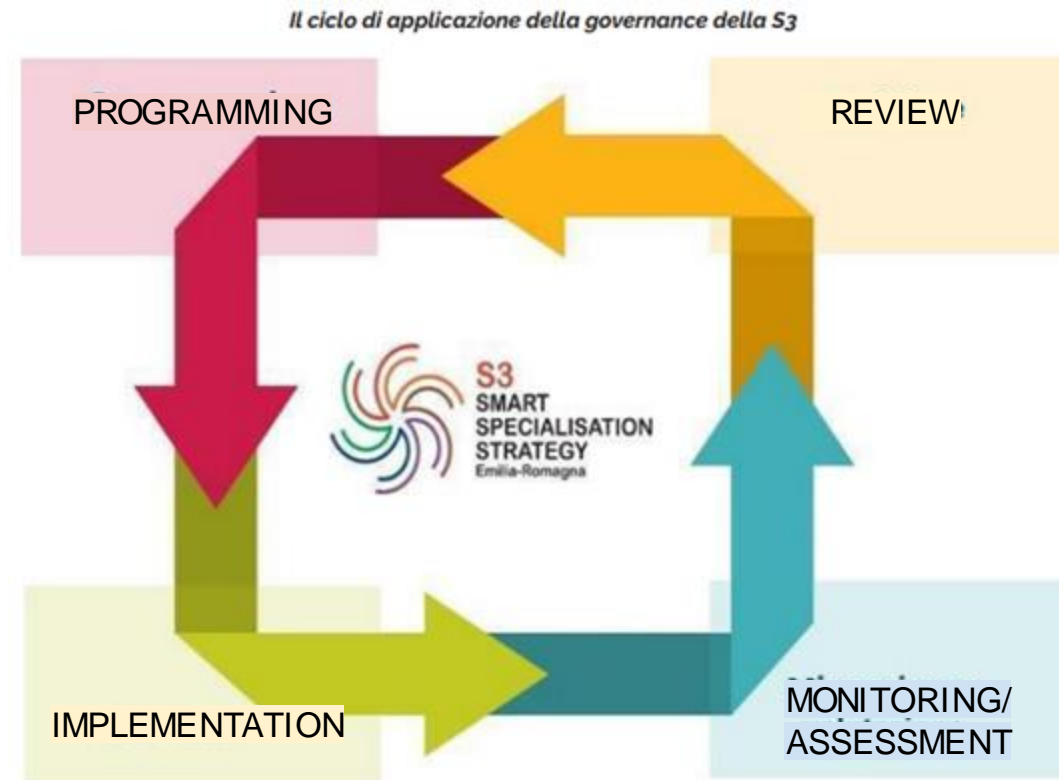
Aerospace economy

Critical infrastructures

Key elements of Emilia-Romagna S3 Governance:

1. strong **integration** among Regional Ministries and Directorates
2. strong **connection** with national and EU levels to reach its ambitious goals
3. **dynamic approach** to meet continuous changes (monitoring and EDP)
4. public engagement and **participation** of civil society to achieve (social) impact

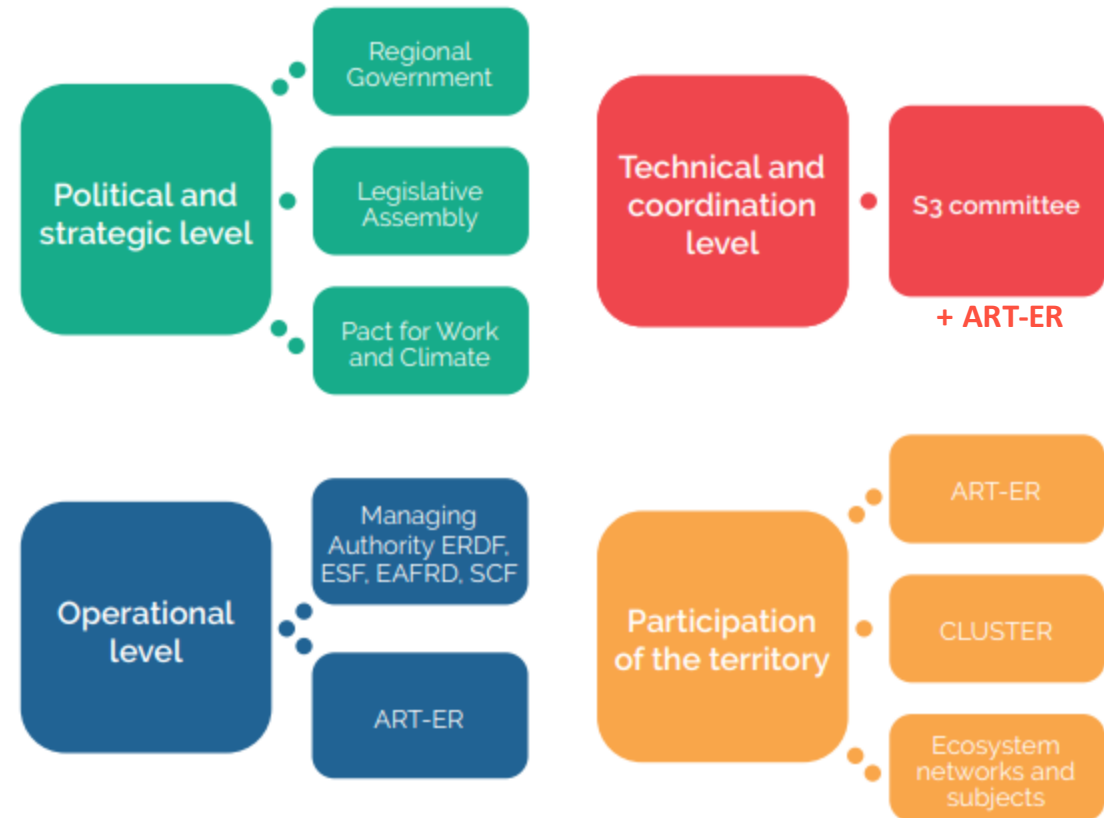
S3 Governance Cycle:



The S3 governance operates at 4 levels:

- 1. political and strategic** (*guidance*)
- 2. technical** (*coordination*)
- 3. implementation** (*operational*)
- 4. participatory** (*territorial dimension*)

The 4 governance levels



Key actors:

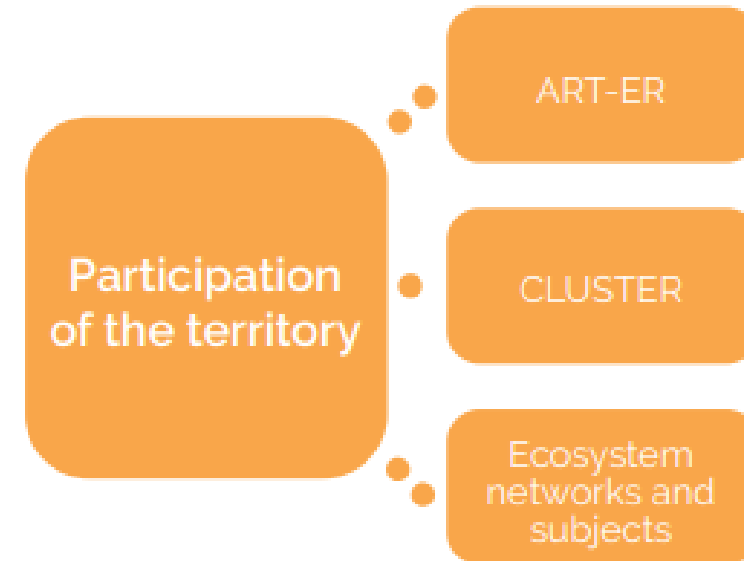
ART-ER



together with:

- CLUST-ERs
- R&D Labs and Centres of the High Technology Network
- Technopoles and territorial coordination groups
- Innovative startups and incubators network
- FabLab (MAK-ER network)
- 4.0 Competence centres
- Digital Innovation Hubs
- Open Labs
- ITS Training Institutes
- Local Authorities

Participatory level Territorial dimension EDP (ODP)



The tools:

1. S3 Committee
 2. S3 Forum
 3. EROI - Emilia-Romagna Open Innovation Platform (ODP)
 4. ART-ER
- + *Monitoring*





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Lessons learned from building
partnerships with Widening regions

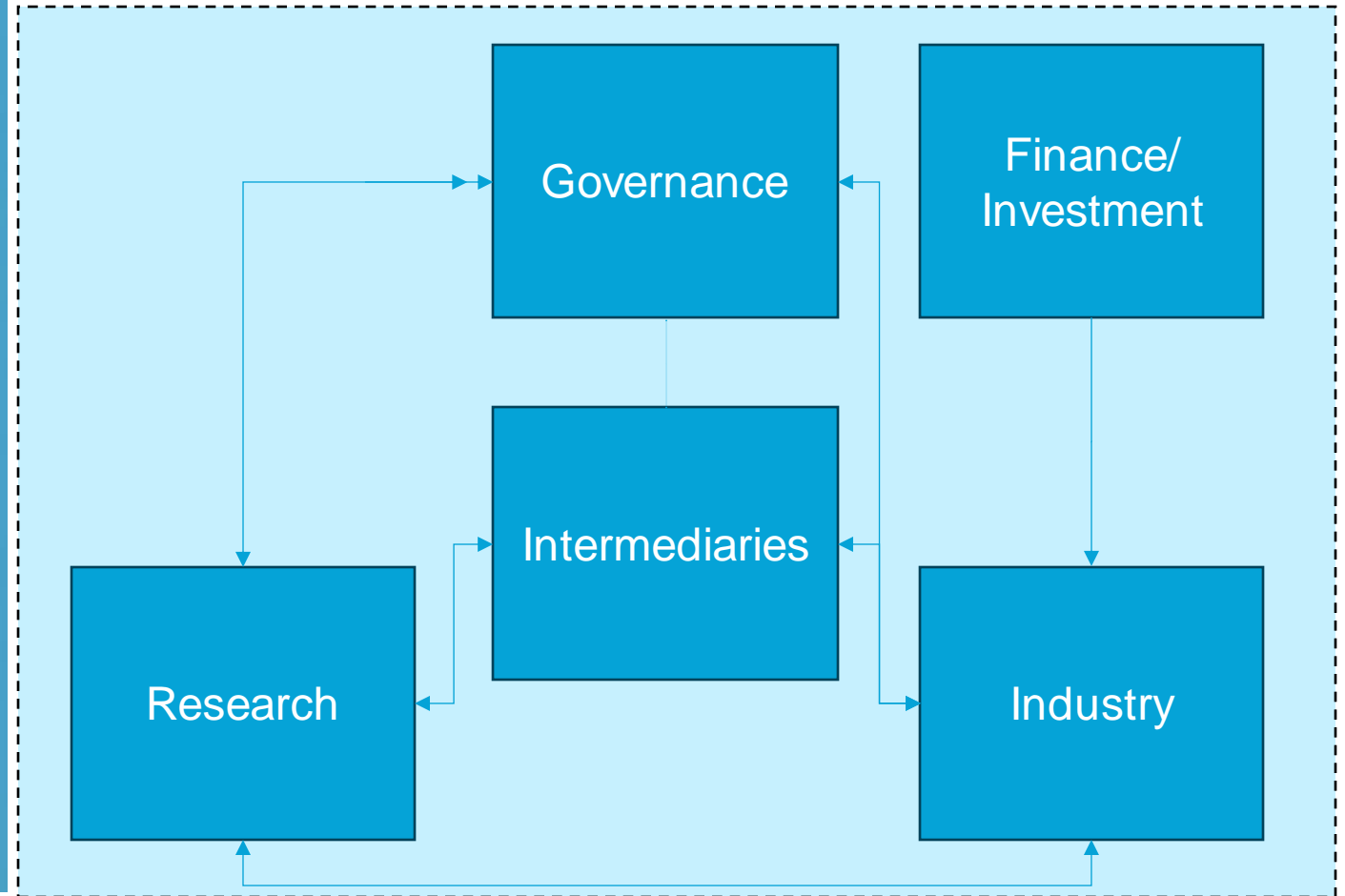
SANDER VAN DER MOLEN



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WIDENING REGIONAL INNOVATION SYSTEMS



EXAMPLE S3 GOVERNANCE- LITHUANIA

- Two administrative “regions”
- One central governing body
- Limited capacity for S3 governance
- Challenges in building international partnerships
- Less experience in international partnerships



An illustration featuring a lighthouse on a globe. The lighthouse is white with red and white stripes at the base and top, and a glowing yellow light emanates from its lantern room. To the left, a path of white, 3D-style steps leads upwards. Four diverse people are on the path: a woman in a white lab coat holding a tablet, a woman in a white lab coat with a red bag, a woman in a blue top and red skirt, and a man in a blue suit. A small green plant in a pot sits on one of the steps. The background is a light green and blue gradient with faint grid lines.

Common challenges Widening countries face

- Lack of critical mass
- Lack of state of the art infrastructure
- Lack of financial resources
- Lack of excellent research
- Lack of specialisation
- Lack of “experience”



Specific governance challenges in Widening countries

- Lack of institutional history, capacity , memories
- Lower mobility in of people between academia, industry, and public
- Lower resources (money, people)
- Less specialisation of people

What Widening regions have to offer

- Growth mentality
- Ambition level to develop
- Education and skills
- Willingness to invest time/efforts
- “dynamics” region (fast growth)
- Niche specialisation in certain sectors
- Emerging vibrant startup ecosystems



Specialisation as "lighthouse" attractor

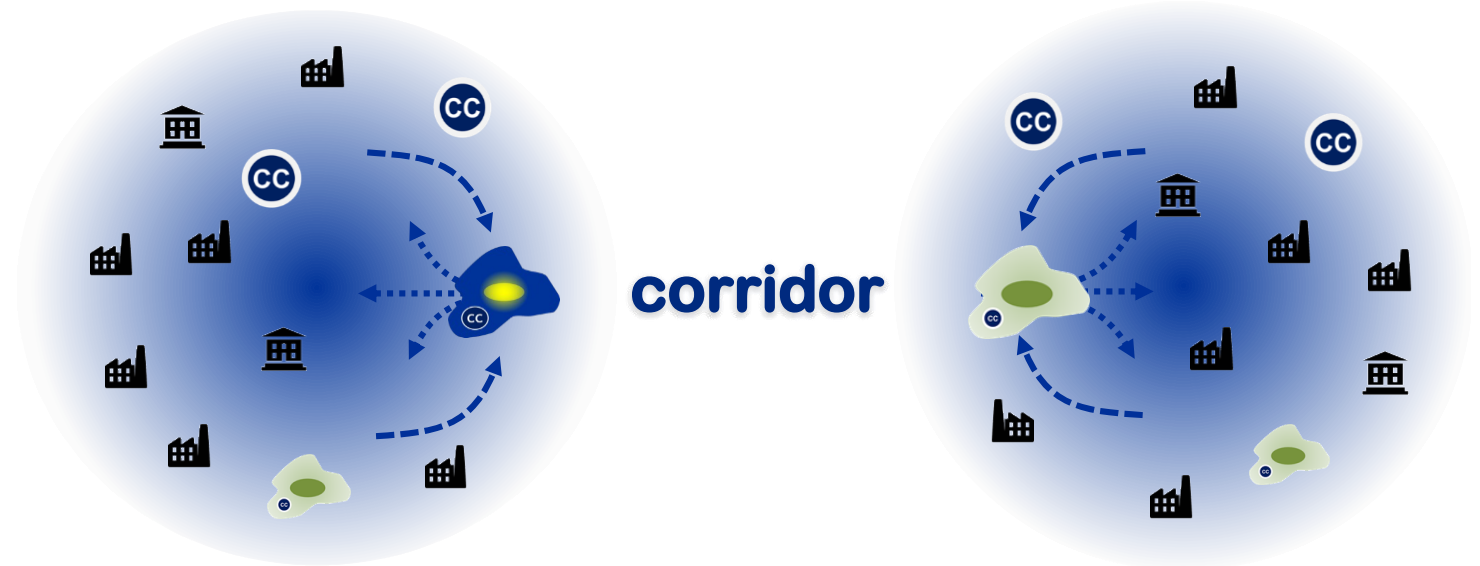


Creating interregional “corridors”



Creating interregional corridors – why?

- Sharing capacities, capabilities, infrastructure
- Aligning of strategies between regions
- Creating larger market opportunities
- Sharing investments
- Sharing resources
- ...

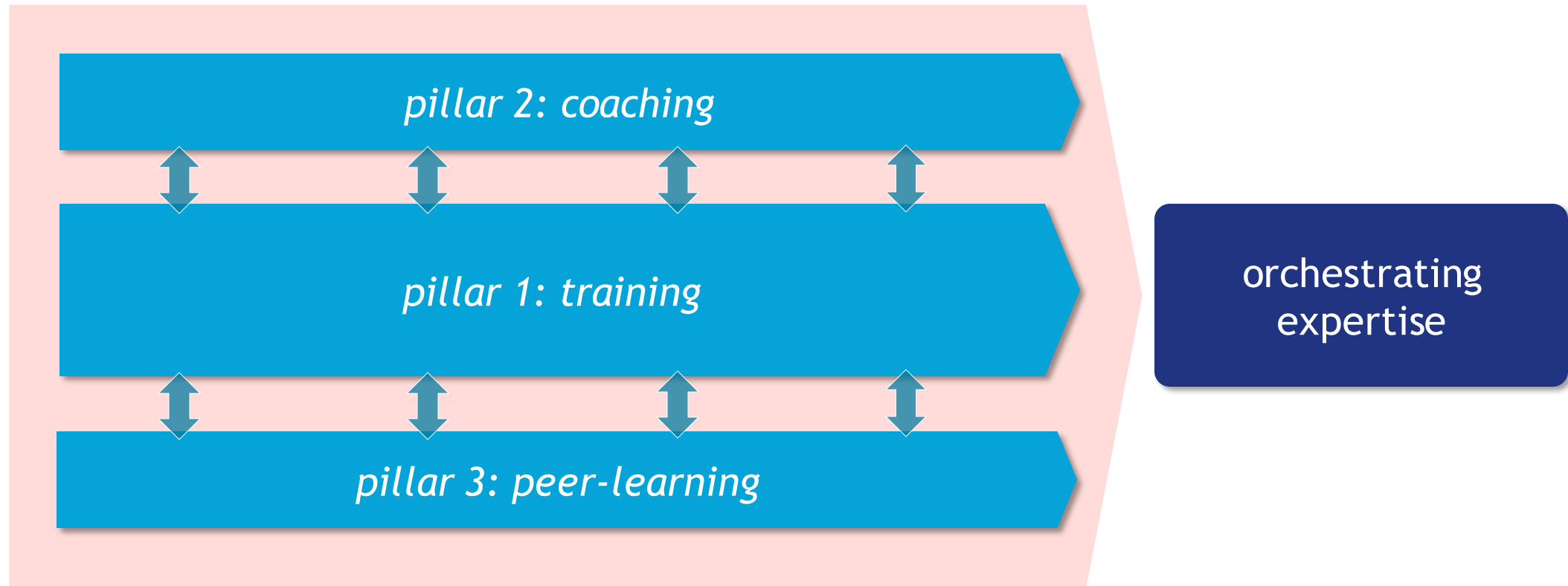


Creating interregional corridors – how?



Level	Description
IC5: Synchronised	structural participation regional stakeholders, joined funding, synchronization of RDI, joined strategy/actions
IC4: Managed	institutionalised, aligned strategies, active scouting, EU-value chains, pro-active corridor activities
IC3: Structural	basic formalised structures, anticipatory capacity, pro-active industry/research projects, (limited) corridor activities
IC2: Responsive	(limited) preparation to respond, re-active, informal, part of an EU-project
IC1: Casual	ad-hoc, opportunistic, informal, individual contacts, sharing knowledge

The Corridor Orchestrating programme



Overall Lessons learned

- Widening regions have unique challenges and opportunities
- Governance of S3 in Widening regions has unique challenges
- Regions can benefit from interregional collaboration

But:

- Building corridors takes time, efforts, skills and sustained efforts
- Dedicated 'governance' of corridors is needed





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Session 7 – Governance : Evolving Structures and Challenges

The case of Wallonia

Florence HENNART, Public Service of Wallonia



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Main challenges



The Way forward

Impact, link to the markets, knowledge valorisation

Broadening innovation dynamics

Strengthening link to EU policies, programmes, networks

Effectiveness of the policy mix

Enhanced governance, optimisation of the policy mix



Focus on societal challenges, market needs and cross-sectorial innovation



S3 2.0, new priorities, new governance



S3 – From strategy to action : building on regional stakeholders expertise (EDP)



S3 – Smart Specialisation Strategy

Strategic framework

Key priorities, and principles,
implementation modalities

Orientation towards key societal
challenges / Link to EU objectives



Strategic roadmaps for the 5 Strategic Innovation Areas

Vision – Ambitions – Strategic areas
for action

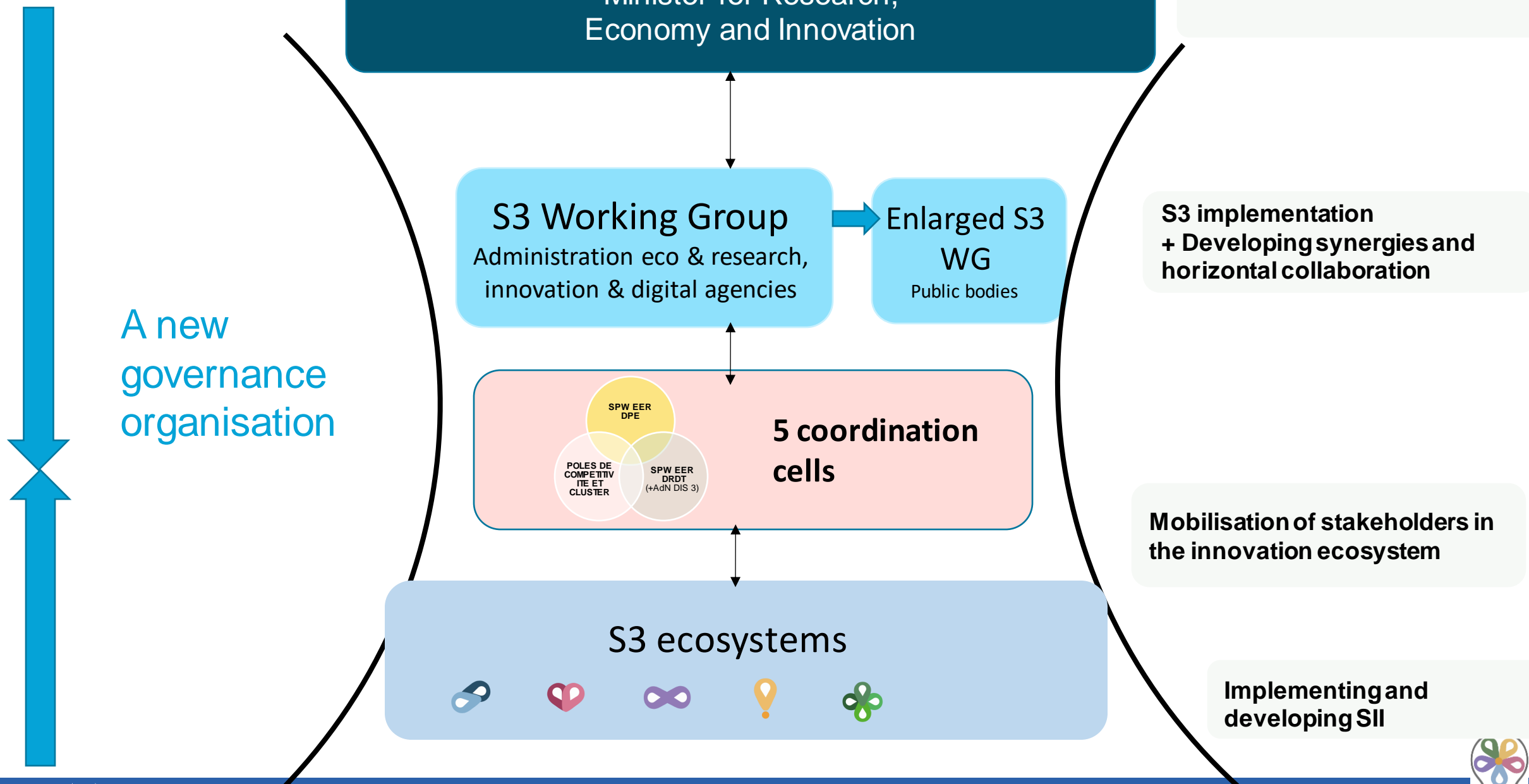
Link to EU priorities and policies
Co-constructed with stakeholders



19 Strategic Innovation Initiatives (SII)

Coherent sets of
activities and projects
with sufficient critical
mass bringing together
the distinctive forces
and relevant actors of
Wallonia in response to
one or more ambitions
of SIA roadmaps





A new governance organisation

Decision/Revision of S3

S3 Working Group
Administration eco & research, innovation & digital agencies

Enlarged S3 WG
Public bodies

S3 implementation + Developing synergies and horizontal collaboration

5 coordination cells

SPW EER DPE
POLES DE COMPETITIVITE ET CLUSTER
SPW EER DRDT (+AdN DIS 3)

Mobilisation of stakeholders in the innovation ecosystem

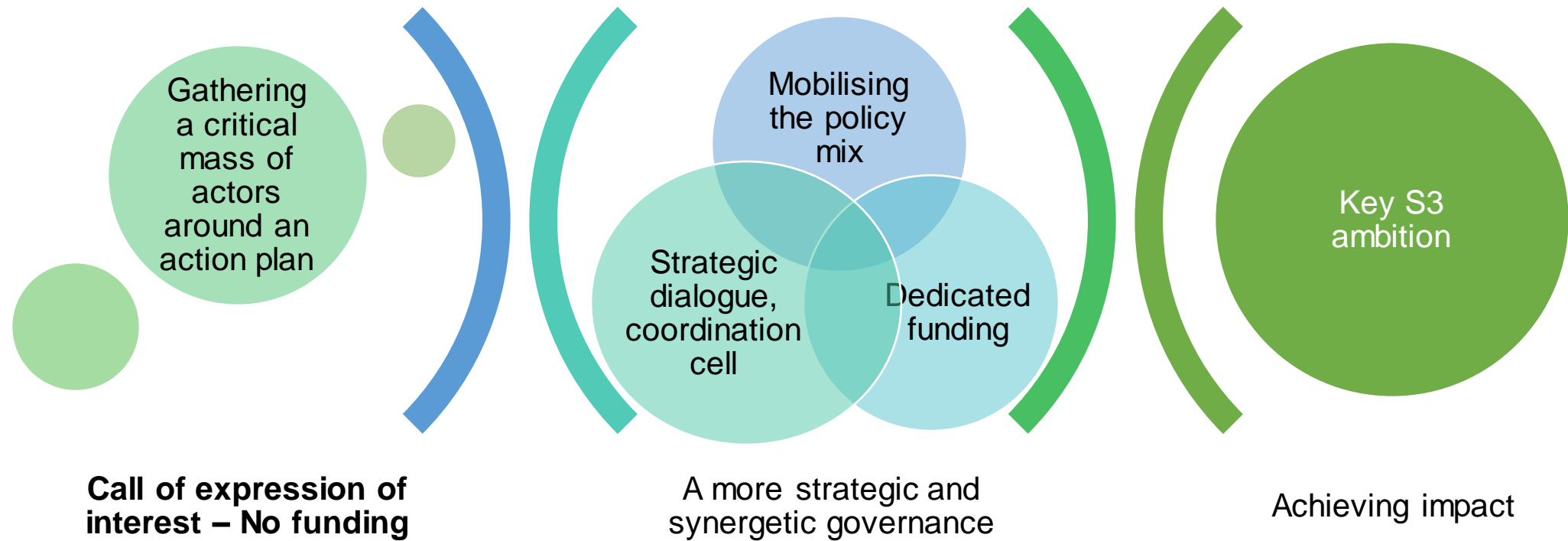
S3 ecosystems

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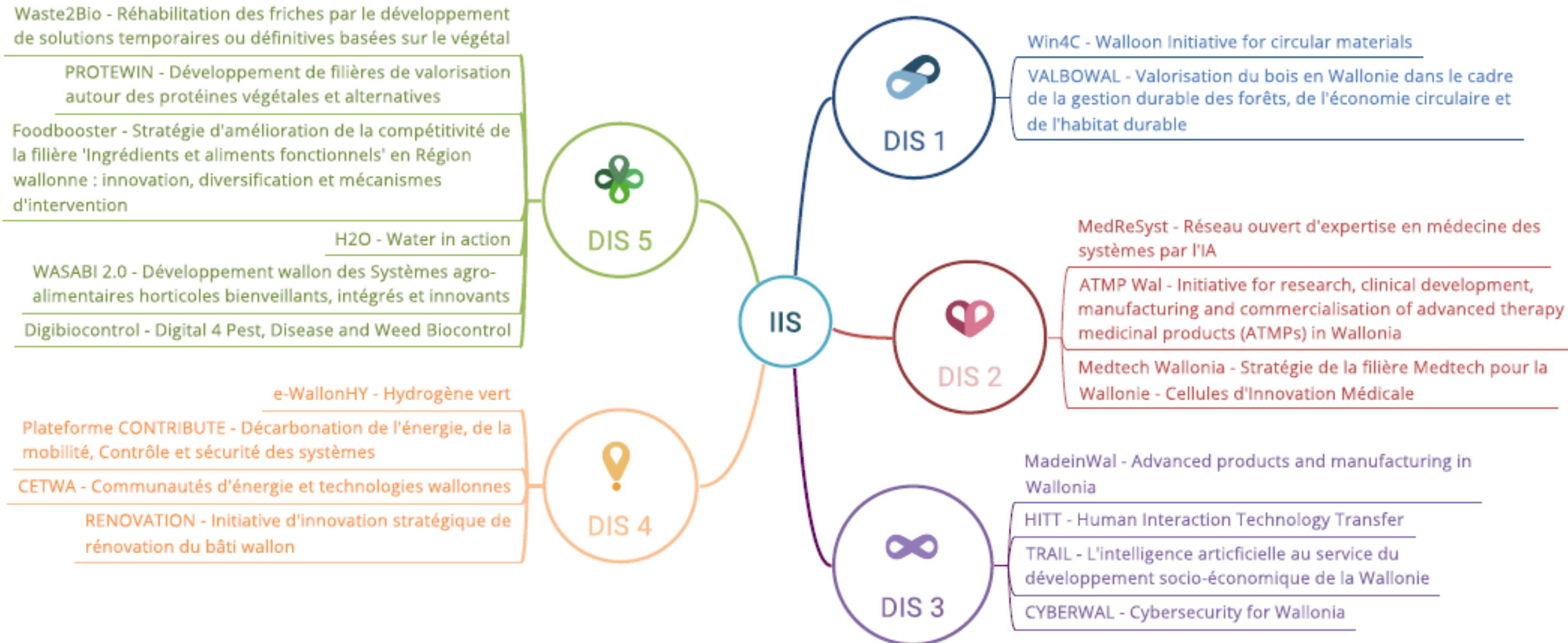
Implementing and developing SII



Strategic Innovation Initiatives : a new way of engaging stakeholders

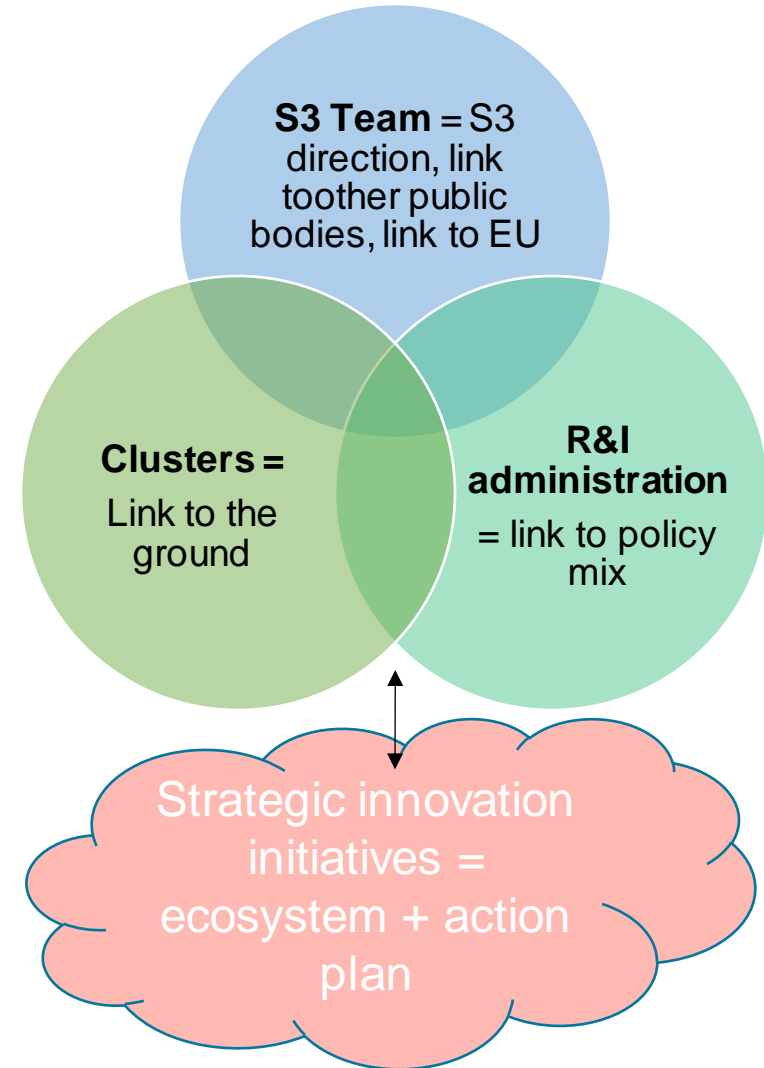
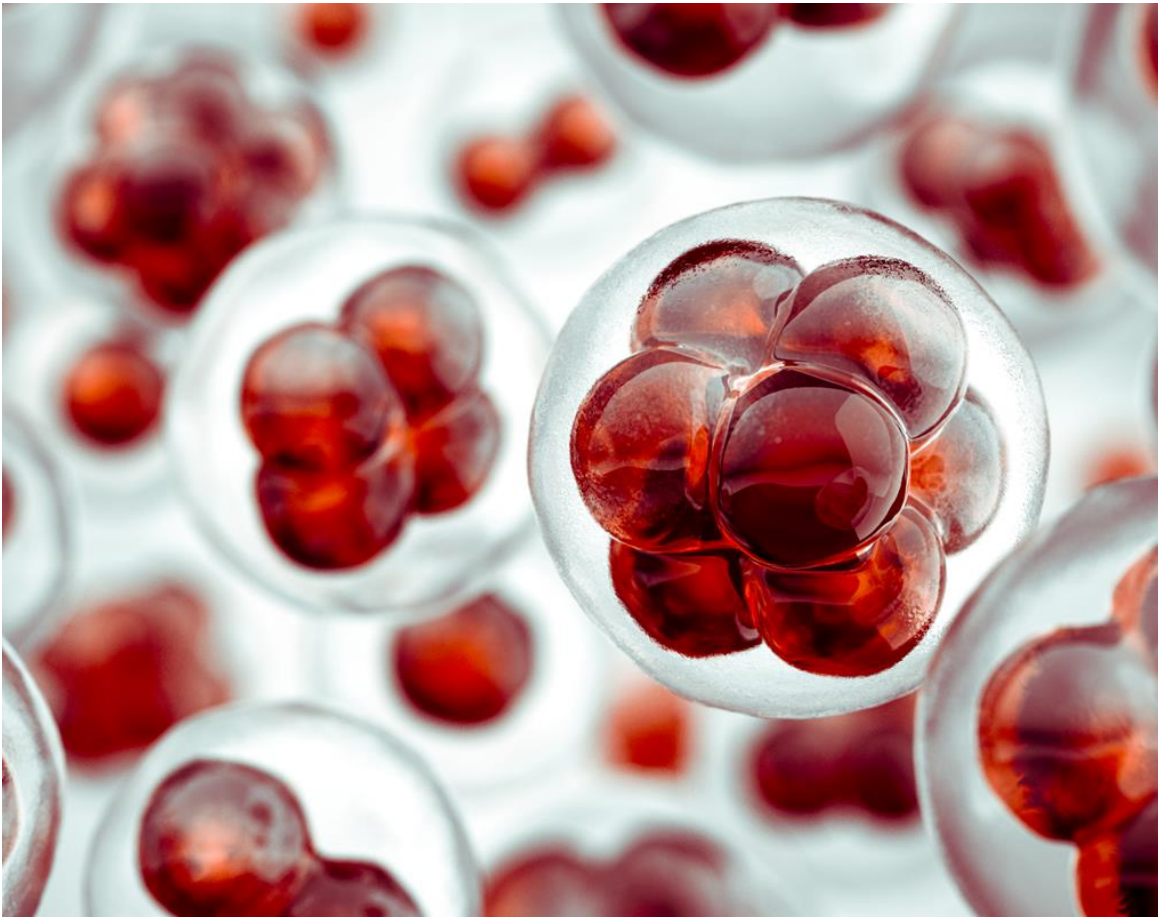


The 19 Strategic Innovation Initiatives





A new operational level : coordination cells



Specific supports to IIS

Strand 1 - IIS management/EU

- Managing the partnership, development of the action plan,...
- EU networking + project writing– Max. 700.000 €/SII

Strand 2 – Cofunding of EU / international projects

- Cofunding
- Memberships fees + support to EU involvement (HR, ..)
- International events

Strand 3 – Collaborative innovation projects TRL6>

- Collaborative close-to-the-market projects
- Openness to quadruple helix partners
- e.g. Demonstrators, POCs, testing,...

Conclusion : Innovation also in governance

Dare & Dose



Thank you for your attention !



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