

CHANGING PATTERNS OF TERRITORIAL POLICY: SMART SPECIALISATION AND INNOVATION IN EUROPE

Involvement of a Research Organisation in the development of the RIS3: the experience of CSIC in Spain.

Prof. Rafael Rodríguez-Clemente.

Presidential Delegate of CSIC for the RIS3. IDAEA-CSIC. Barcelona. SPAIN. raro@orgc.csic.es

First SMARTER Conference on Smart Specialisation and Territorial Development taking place in Seville, Spain from 28th to 30th September 2016.

What are the Regional Smart Specialization Strategies (RIS3)?

- ▶ “The idea is that regional authorities can exploit the smart specialization logic by undertaking a rigorous self–assessment of a **region’s knowledge assets**, capabilities and competences and the **key players between whom knowledge is transferred**”

McCann and Ortega–Argilés (2011) Smart Specialisation, Regional Growth and Applications to EU Cohesion Policy. Economic Geography Working Paper 2011 : Faculty Of Spatial Sciences, University Of Groningen, p.3
[URL: http://ipts.jrc.ec.europa.eu/docs/s3_mccann_ortega.pdf].

The CSIC in a nut-shell

- ▶ CSIC is the main public research institution in Spain. It is formed by more than 122 centers and institutes spread across all the Autonomous Regions of Spain, with a staff of more than 10.000, of whom more than 3.500 are staff researchers and more than other 2.700 scientists have different kinds of contractual forms with the Institution.
- ▶ CSIC has 6% of all the staff dedicated to Research and Development in Spain but generates approximately 20% of all scientific production in the country and is the main producers of national patents.
- ▶ In the last 10 years, CSIC has signed more than 15.000 research contracts or other services with Spanish companies and created 85 spin-offs.
- ▶ CSIC participated in 723 projects financed by FP7, and up to present CSIC is participating in more than 200 projects of H2020.

The RIS3 as a challenge and an opportunity for the Research and Technology Organizations (RTO)

▶ Possible roles for the RTO:

- a) identify industry needs and opportunities; *
- b) use their international networks to facilitate access to global knowledge by the SMEs; *
- c) support the establishment and development of thematic clusters. *
- d) offer sophisticated infrastructures and equipment of the RTO to facilitate the access of the SMEs to the Key Enabling Technologies (KET)**
- e) the RTO as problem or challenge solving oriented interdisciplinary institutions

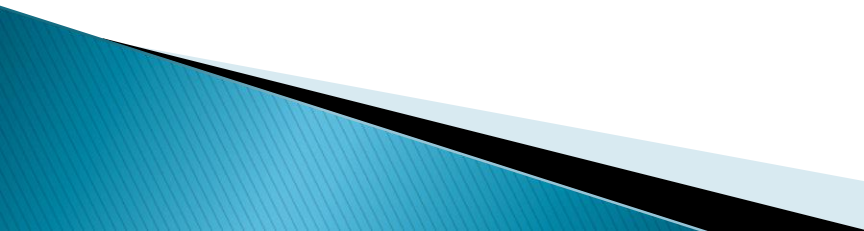
David Charles, and Katerina Ciampi Stancova** . Research and Technology Organisations and Smart Specialisation. *Lincoln Business School, University of Lincoln, UK. **European Commission, JRC-IPTS, Seville (Spain). S3 Policy Brief Series n° 15/2015 – October 2015. S3 Platform, JRC-IPTS .

**Evangelista R., Meliciani V. and Vezzani A. (2015). The Specialisation of EU Regions in Fast Growing and Key Enabling Technologies. JRC Technical Report, EUR 27524 EN; doi:10.2791/844794.

The hurdles...

- ▶ **Governance and management structures** of the RIS3 and the ERDF Operational Programs (OP) in general and with a few exceptions, adopted **a conservative attitude** trying to rely on their own previous experience of management...with little, if any, participation of the academia, industry and other social actors.
- ▶ The **participation of private companies in the RIS3 elaboration was not very significant**, partly due to the lack of criteria for their selection in this highly political issue.
- ▶ **The political changes** happened in Spain after the Regional Elections of May 2015, produced a revision of the RIS3 strategies of several Autonomous Communities (AC), which increases the delays in the implementation of the OP. **Consensus about RIS3 is a must for its success!**

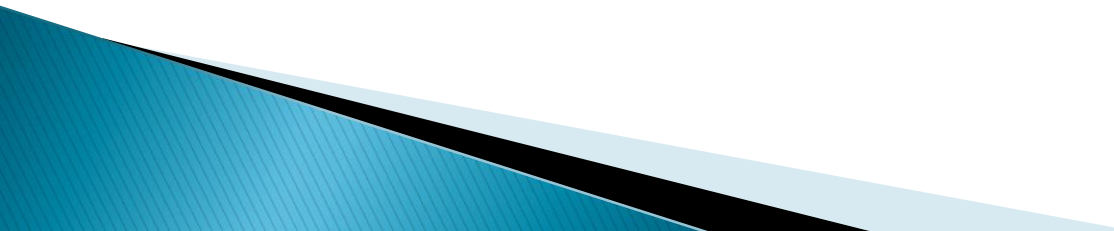
Let`s implement the RIS3! but...

- ▶ The **complexity of the procedure** in the management of the research and innovation calls based in FEDER managerial standards provokes the dismissal of possible participants to this process of public support to innovation of the economic system.
 - ▶ **A centralized institution such as CSIC may have some problems adapting itself to the specific procedures of some Autonomous Regions**
 - ▶ The Calls to implement RIS3 have been an adaptation of previous instruments such as the Autonomous Research Programs to the priorities defined in the RIS3. In other cases, new instruments have been defined taking into account sectorial as well as territorial criteria for the selection of projects, other actions and the management structures.
 - ▶ **CSIC launched an awareness campaign** of the issues and opportunities at stake with the RIS3 and OP implementation directed to its Institutes, and also analyzed the **nature of previous contracts** with companies as a lever to promote cooperations in those fields also covered by the RIS3 priorities.
- 

Corporativism, Cronyism and other social limits

- **The fractioning of responsibilities** among administration along the lines of their competences, i.e. Depts. of Agriculture, Industry, Higher Education and Research, etc., which sometimes produces differences in the rules applied to the engagement of stakeholders for their participation in proposals or other actions, affect the engagement of RTOs.
- **The concern expressed by some local institutions** depending of the local governments that consider the RIS3 as an instrument for their own deployment and functioning, also affect the engagement of RTOs.
- A general obstacle detected in some regions is **the absence of a cooperation tradition** between the knowledge and the productive systems, particularly SMEs, including the institutions managed by the regional authorities such as the Universities
- These drawbacks also affects the efforts to promote **interregional cooperation or the internationalization** of the innovation products and services promoted by the RIS3, where the RTO could be clear actors through its networks.

What can a RTO do?

- ▶ Be aware and committed with the demands and priorities of the Regions research and innovation programs, besides the National and European Research Programs and procedures
 - ▶ Address the connectivity problem with SMEs and their organizations, as this absence of communication and acknowledgement difficult the awareness of the companies of the advantages of applying the KETs and Fast Growing Technologies (FGT) to their productive culture
 - ▶ Affiliate to the Thematic Clusters promoted by the Regional Governments
 - ▶ Propose the use of its own networks to facilitate the internationalization of regional SMEs and other innovation actors.
- 

Some recommendations

- ▶ **Cope with the reluctance** of both Local Governments and RTO to move from the business as usual model to the challenging model of openness, participation, search for performance and internationalization of the RIS3
- ▶ **Increase the awareness**, information and administrative support to the RTO centers to support their participation in the RIS3 initiatives. **National Institutions should engage themselves in Regional Strategies.**
- ▶ Use the RTO as a regional level to transfer new technologies such as the KET to the industrial sectors
- ▶ **More effort must be done to unify the criteria of management, allocation of resources, simplification of procedures and follow-up** to handle the calls and their results throughout all the regional priorities and actions
- ▶ It is evident that the degree of success of the RIS3 and PO applied at regional level are strongly related to the mode of governance. **A regional centralized authority of management instead of a fractioned topical management could better favor synergetic interactions between different but complementary production sectors** between themselves and also with the academia. More regional competitiveness and the development of regional niches of excellence can be derived from this open model of governance.
- ▶ **The political entities hosting RTO should better coordinate with the Regions** to support their effort in implementing the RIS3.

▶ Thank you for your attention!

▶ raro@orgc.csic.es