



# RIS3 GOVERNANCE

*Towards better innovation systems*

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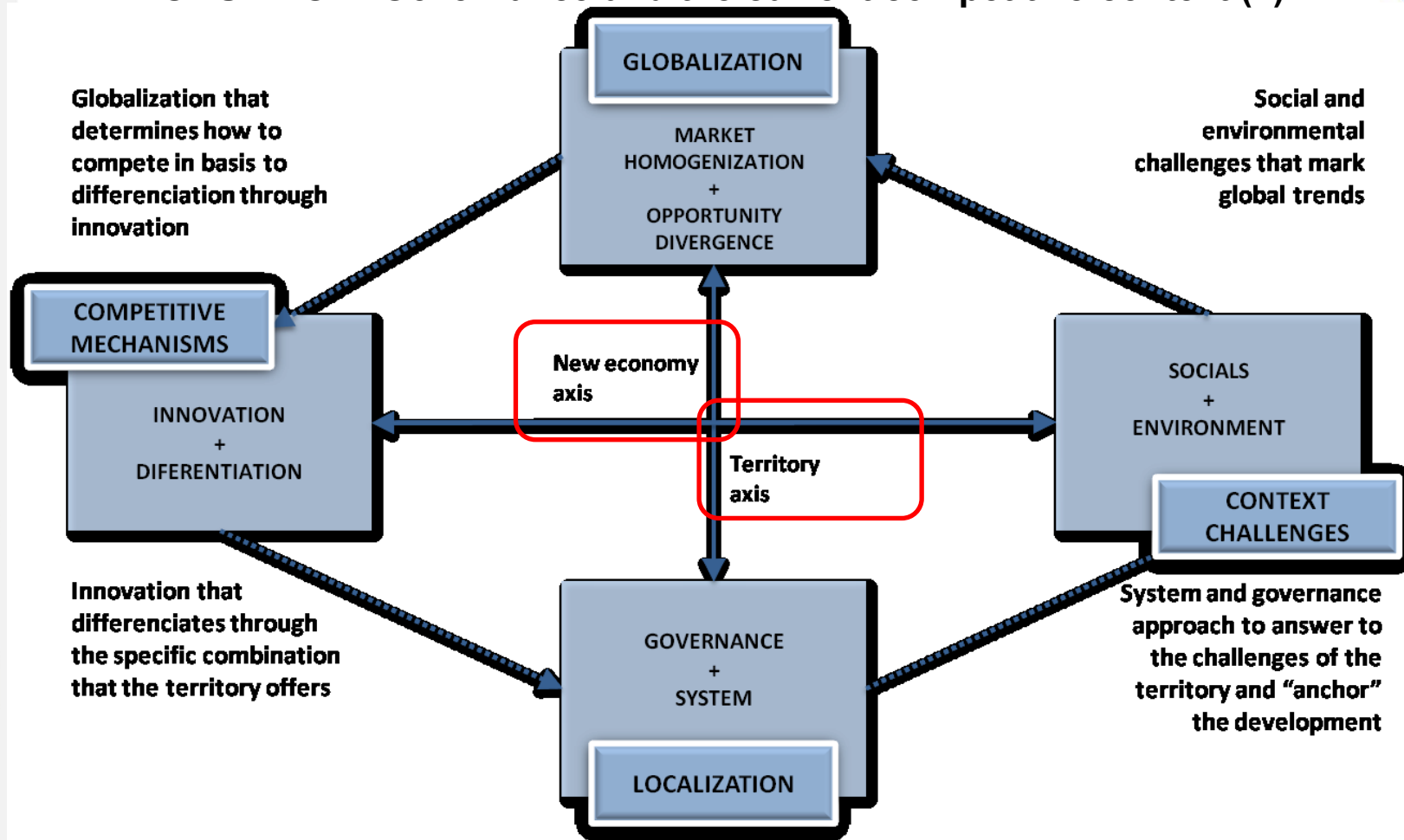


**INTRODUCTION: Governance and the current competitive context (I)**

- A very **complex and uncertain competitive context**:
  - Globalisation
  - Fierce competition
  - Value added, differentiation and innovation
  - Societal and environmental trends/determinants
- The **role of territories**: how to use their assets in the most efficient and effective way versus the global determinants.
- The **role of innovation systems**: towards more efficient and efficacy governance

**...smart specialisation logic !!!**

## INTRODUCTION: Governance and the current competitive context (II)





**GOVERNANCE ELEMENTS:** governance from a traditional approach (I)

*“the various ways in which individuals and institutions interact in a process through which interests accommodate and different formal and informal actions of collaboration take place”*

*Commission on Global Governance (1995)*

**Two perspectives...**

1

**SYSTEM  
PERSPECTIVE**

*the group of agents and institutions that form the innovation system, as well as its relations*

2

**PROCESS  
PERSPECTIVE**

*the strategy (its definition, implementation and evaluation) that represents the system*



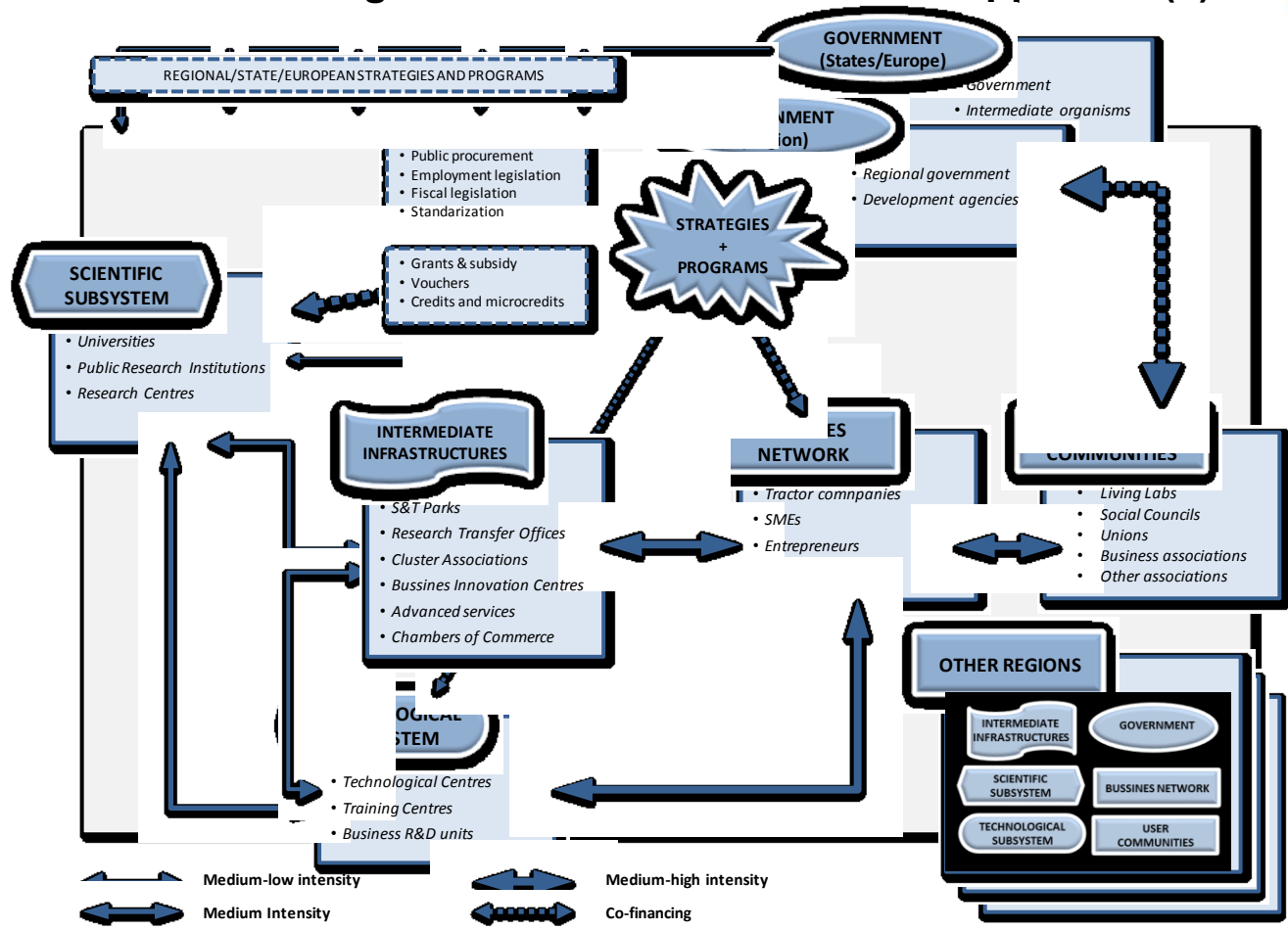
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### GOVERNANCE ELEMENTS: governance from a traditional approach (II)

SYSTEM PERSPECTIVE

1



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## GOVERNANCE ELEMENTS: governance from a traditional approach (III)

PROCESS  
PERSPECTIVE

2

ELEMENTS	IMPLICATIONS FOR THE GOVERNANCE
REFLECTION AND DEFINITION	<u>TO DEFINE GOVERNANCE</u> is to have an specific, clear and consensued frame that allows to direct a system through specific actuations towards the objective of maximizing the development of the territory.
IMPLEMENTATION	<u>TO IMPLEMENT GOVERNANCE</u> with a set of actions that start running the different agents through time to reach the objectives consensued in the strategy, in form of instruments or specific initiatives.
MONITORING AND EVALUATION	<u>TO IMPROVE GOVERNANCE</u> in time through a process of revision, critical analysis and actualization of objectives and actions taking into account the what was initially defined and the result after the implementation.

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## GOVERNANCE AND RIS3: governance in smart specialisation (I)

Smart Specialisation is the product of a reflexion regarding the first exercises of RIS. The conclusion reached was that **a good model of territorial development should be based on a SYSTEM and a STRATEGIC PROCESS (a governance) capable of search the competitive advantage through new future economic activities.**

### Again, two perspectives...

1

**SYSTEM  
PERSPECTIVE**

*What is the role of each stakeholder in the innovation system? How can they contribute to smart specialisation in an optimal way?*

2

**PROCESS  
PERSPECTIVE**

*How can smart specialisation be defined, implemented and achieved?*



## GOVERNANCE AND RIS3: governance in smart specialisation (II)

	ELEMENTS	IMPLICATIONS FOR THE GOVERNANCE
SYSTEM PERSPECTIVE  1	<b>SUBSYSTEM RESEARCH</b> <ul style="list-style-type: none"> <li>Universities, research Centres, and Public R&amp;D Agents</li> </ul>	<ul style="list-style-type: none"> <li>Developers of the basic knowledge that results in key enabling technologies</li> <li>They can be a source of entrepreneurial discoveries.</li> </ul>
	<b>TECHNOLOGICAL SUBSYSTEM</b> <ul style="list-style-type: none"> <li>Technology Centres, Training Centres, R&amp;D private units</li> </ul>	<ul style="list-style-type: none"> <li>They develop the solutions that respond to the needs of the businesses.</li> <li>Important role as facilitators between the science subsystem and businesses.</li> </ul>
	<b>BUSSINES NETWORK</b> <ul style="list-style-type: none"> <li>Tractor companies, SMEs / microSMEs and Entrepreneurs</li> </ul>	<ul style="list-style-type: none"> <li>It is the main character in the competitive process, the generator of wealth and employment and the key to link both to the territory in the medium and long term.</li> <li>The key lays in incorporating a greater number of businesses (“hidden innovators”) to continuous processes of innovation.</li> </ul>
	<b>SUPPORT/INTERFACE STRUCTURES</b> <ul style="list-style-type: none"> <li>S&amp;T parks, Clusters Associations, Advanced Services</li> </ul>	<ul style="list-style-type: none"> <li>They are facilitator tools of the relations between subsystems (science-business-administration-users).</li> <li>Their role will depend on the strategic approach of each territory.</li> </ul>
	<b>REGIONAL ADMINISTRATION</b> <ul style="list-style-type: none"> <li>Government, Development Agencies</li> </ul>	<ul style="list-style-type: none"> <li>It plays an important role in the initial stages of the process helping to overcome the barriers and the fails of the system linked to R&amp;D and innovation</li> </ul>
	<b>USER COMMUNITIES AND SOCIETY</b>	<ul style="list-style-type: none"> <li>A bigger involvement of the users and society is pursued, with the aim of reducing the time since the generation of knowledge until its commercialisation</li> </ul>



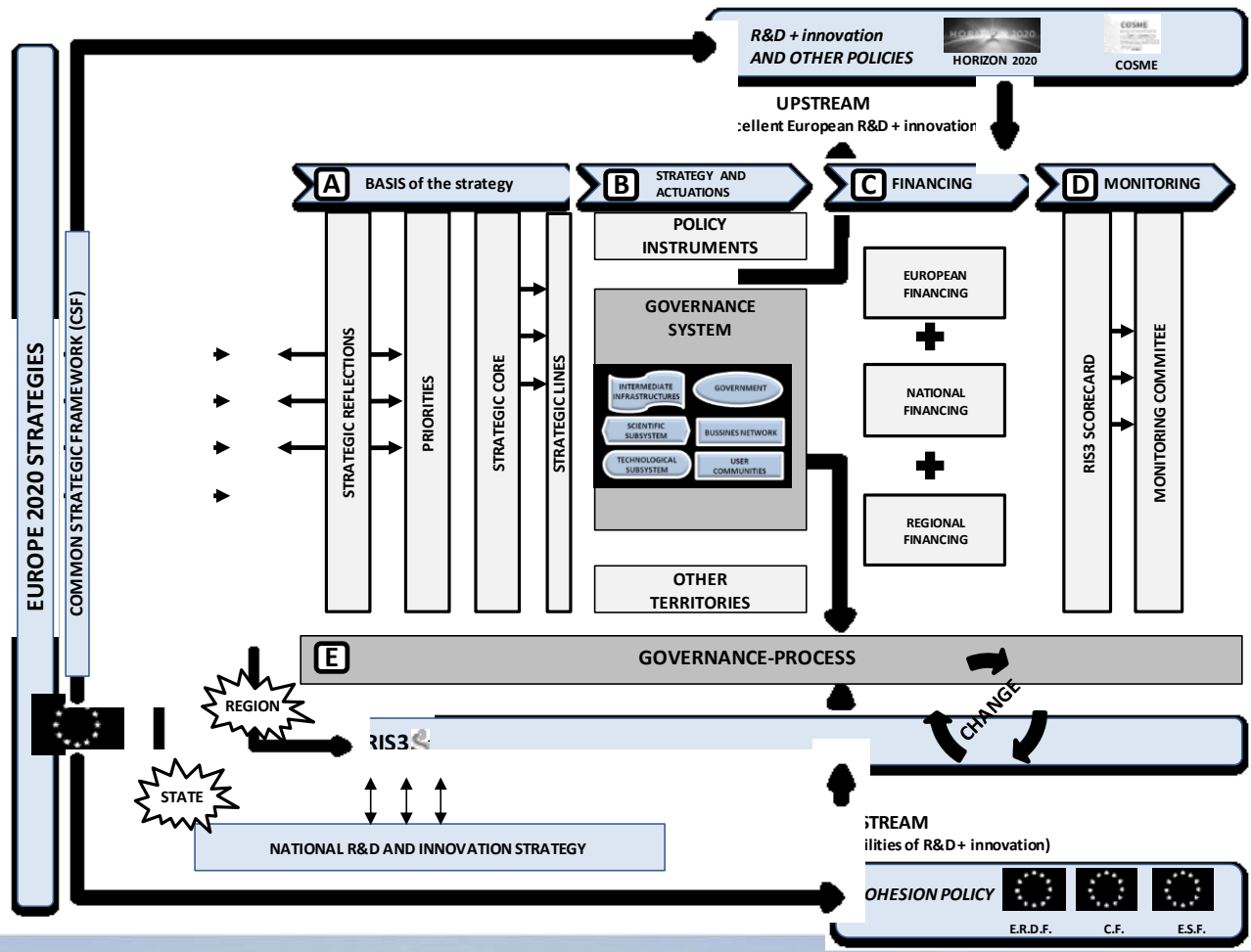
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### GOVERNANCE AND RIS3: governance in smart specialisation (III)

PROCESS PERSPECTIVE

2





# RIS3 Governance

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### KEY ASPECTS: challenges and opportunities of a RIS3 governance (I)

RIS3 ELEMENTS	OPORTUNITIES	RISKS
<p><b>PRIORITIZATION</b></p> <p><i>Election of priorities from a pattern of specialisation</i></p>	<ul style="list-style-type: none"> <li>To <b>prioritize the assignment of resources and efforts</b> in limited areas to generate enough critical mass to reach excellence.</li> <li>The process of prioritization of demands in the bussines net facilitates <b>the alignment of the regional capabilities of R&amp;D with market opportunities</b>.</li> </ul>	<ul style="list-style-type: none"> <li><b>Not all regions find themselves in the same starting point</b> in terms of entrepreneur cability wich can result in bigger gaps between regions.</li> <li>Reach the <b>critical mass and enough excellence in R&amp;D in many regions is complicated</b>. Besides, preferences of one and other environment are not always the same.</li> <li>The <b>intermediate structures</b> must play a proactive and compromised role in the strategies.</li> </ul>



## KEY ASPECTS: challenges and opportunities of a RIS3 governance (I)

RIS3 ELEMENTS	OPORTUNITIES	RISKS
<p><b>SPECIALISED DIVERSIFICATION</b></p> <p><i>Exploitation of the related variety in each territory</i></p>	<ul style="list-style-type: none"> <li>• To take into consideration the <b>horizontality of the specialisation areas</b> can contribute to <b>drag its benefits to the rest of the economy</b>.</li> <li>• A specialisation departing from the possibilities of the <b>regional related variety can give place to radical innovations</b> and to the “reinvention” of economy.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>A high degree of specialisation also involves a bigger weakness</b> when it comes to potential crisis, technical changes and product/technology cycles.</li> <li>• <b>It is complicated to identify clearly which is the frontier of “related diversity”</b>. The novelty of this approach does not offer clear methodologies for it.</li> <li>• Scarce critical entrepreneurial mass, scarce social capital, not much experience by the regional Administration, and <b>a unfavorable regional context could make the governance not viable</b> if correct measures are not taken.</li> </ul>



## KEY ASPECTS: challenges and opportunities of a RIS3 governance (I)

RIS3 ELEMENTS	OPORTUNITIES	RISKS
<p><b>GLOBAL CONTEXT</b></p> <p><i>Consistency of the priorities and the process in the frame of an open economy</i></p>	<ul style="list-style-type: none"> <li>• A “<b>global</b>” <b>dimension of the governance</b> allows to convert priorities in a consistent specialisation as part of the global context.</li> <li>• To define the specialisation in terms of <b>global value chain multiplies the possibilities</b>.</li> </ul>	<ul style="list-style-type: none"> <li>• Such knowledge typology can only be developed currently by a series of advanced regions. This is why <b>the co-inventor regions are going to suffer an unequal trade-off</b>.</li> <li>• Smart Specialisation responds in last instance to a competitive reflection where a <b>lot of other dimensions of the environment have influence</b>.</li> <li>• <b>The governance approach in an open economy is not very extended</b>. This is why they must learn to define the regional strategies in a region-country-European frame.</li> </ul>



## CONCLUSIONS: recommendations for the process (I)

- The search of Smart Specialisation will be positive when it comes to getting competitive advantages that will position the territory in the road of creating wealth and employment.
- The most important question might be **how to generate a governance** capable of getting the *different components of the system involved*, capable of orientating their relations towards *differentiation*, and allowing *reinvention through entrepreneurial discovery* that arise from the exploitation of related diversity.

**CONCLUSIONS: recommendations for the process (II)**

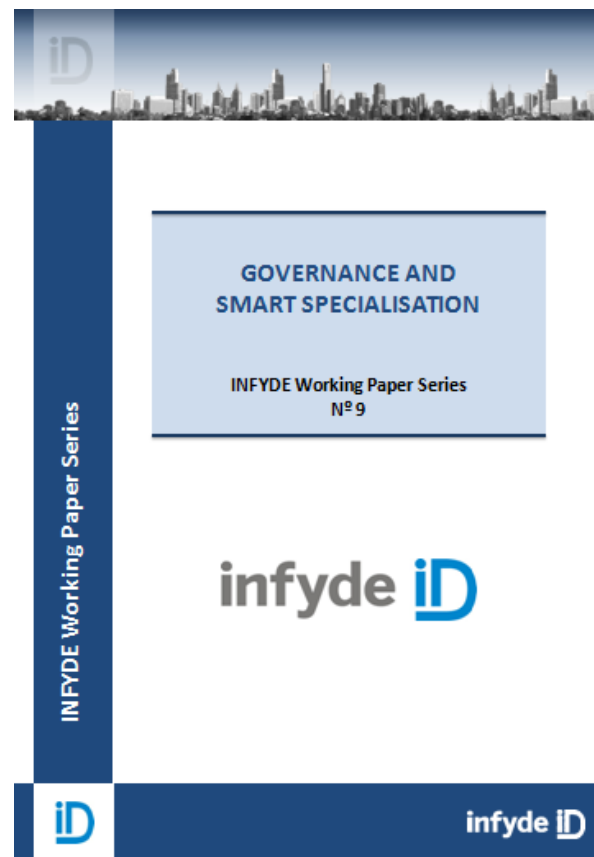
- The need to configure a process of governance that will *involve the key agents* in the region.
- The *different starting* points between regions, that implies to consider *different stages in smart specialisation*.
- The governance does not start only from the regional logic but is *inserted in a global context*: micro-meso-macro and meta level counts

As history has proved, competitive leadership is not only a question of having resources and of exogenous capabilities, BUT MORE A PROCESS OF CONSTRUCTION of the advantage in time, including a system of governance that will allow it.

## Do you want to know more...?

[A very quick guide](#) summarizing what you need to know about innovation system governance in a framework of smart specialisation and RIS3

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# THANK YOU FOR YOUR ATTENTION

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