
Smart Specialisation Strategies



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Introduction:

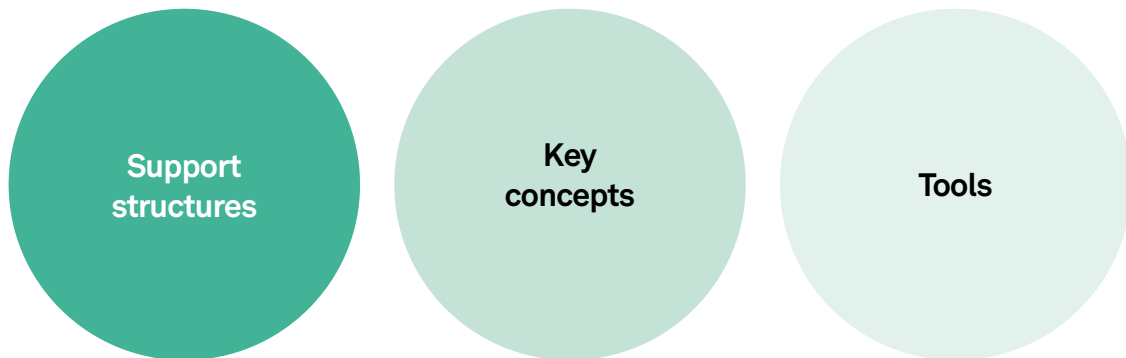
How to use this workbook

This workbook has resulted from the Baltic Leadership Programme on Smart Specialisation Strategies (S3) which was implemented during the autumn of 2018. The programme was organised by the Swedish Institute in cooperation with the Baltic Institute of Finland in its capacity as Policy Area Coordinator for Innovation of the EU Strategy for the Baltic Sea Region and the Baltic Sea Commission Secretariat of the Conference of Peripheral Maritime Regions of Europe.

The workbook aims to showcase tools for designing, implementing and monitoring work with S3. The seven tools collected here have been curated and/or developed by participants of the training programme. Each tool should be viewed as a response to a specific challenge and could be used directly or as an inspiration.

The workbook is organised into three main sections:

- 1. Support structures:** describing the function and offers of Policy Area (PA) Innovation as well as the S3 ecosystem.
- 2. Key concepts:** defining three key concepts of Smart Specialisation – Entrepreneurial Discovery Process (EDP), Interregional Value Chains (IVC) and Non-Technological Innovation (NTI).
- 3. Tools:** presentation of seven tools developed by participants of the Baltic Leadership Programme, dealing with issues connected to the key concepts of S3 as well as to monitoring and defining the role of specific stakeholders.



Support Structures: Policy Area Innovation of the EUSBSR

Description

PA Innovation of the EU Strategy for the Baltic Sea Region (EUSBSR) has developed a strategy guide on how to put their Action Plan into practice. Smart Specialisation has been applied as a policy instrument and it has been applied to a central part of PA Innovation's work. Regions have been the most active stakeholders in PA Innovation activities, and with Smart Specialisation, they can now create their own global innovation pathways.

PA Innovation and its Steering Committee have prioritised Smart Specialisation to secure that innovation measures are designed to better meet local and regional needs. Strong efforts have been made for the regional level to become a strategic stakeholder of PA Innovation.

PA Innovation aims for Smart Specialisation to have the potential to evolve and it ensures that EUSBSR is an appropriate structure to start developing regionally demand-driven global innovation support structures.

However, this means that regions, within the macro region of the Baltic Sea, need to find ways to organise themselves to be able to speak with a strong voice.

Value proposition

PA Innovation has made the following priorities:

1. Support the creation of a platform for regions to meet and network, with the purpose of:
 - a. Identifying appropriate collaborative partners to create or improve their S3, with innovation value chains in focus;
 - b. Making innovation value chains visible;
 - c. Structuring and disseminating knowledge about best practices of innovation value chains across the Baltic Sea Region (BSR).
2. Support the creation of a network of regions, represented by regional directors, which can collectively guide investments and priorities necessary for the regional level.

Support structures: Ecosystem for Smart Specialisation in the BSR

Description

The idea to establish an ecosystem for Smart Specialisation has emerged among regions and actors involved in Interreg BSR projects throughout the last programme period.

In May 2019, the Monitoring Committee of Interreg BSR approved a project platform, the BSR S3 Ecosystem. The BSR S3 Ecosystem will be a platform for creating a better understanding on the best practices and opportunities for Smart Specialisation. The platform will be funded by Interreg for a two-year period and aims to build capacity for the involved regions prior to the next programming period.

The activities will soon be open for regions from all countries in the BSR.

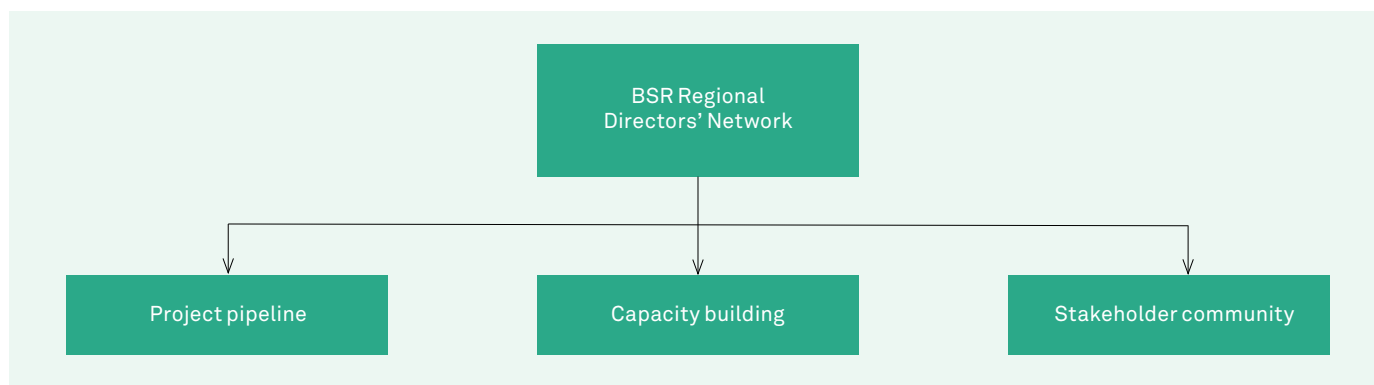
Value proposition

The European Commission's proposals for the next generation of S3 emphasise the continued relevance of – and increased demand for – place-based and innovation-driven collaboration. The post-2020 S3 proposals set out a clear expectation for innovation performance to be underpinned by interregional investments.

The BSR S3 Ecosystem platform consists of three pillars and is steered by the Network of Regional Directors.

The three thematic pillars of the BSR S3 platform:

1. Analysis, alignment and incubation of the key S3 projects which demonstrate potential for interregional scale-up and/or advancing the value chain orientation. Each country/region should be able to identify relevant links and flows of goods, services and knowledge that reveal possible patterns of integration with other regions. The platform will add value by investing in selected S3 projects and identifying successful approaches and practices for wide dissemination and impact.
2. Interregional learning regarding S3 implementation and capacity building. The support required by the projects identified above will be channelled through this pillar in order to facilitate joint understanding and capacities of the BSR regions and to generate a clear 'action plan' to prepare for post-2020. This includes training, communication and outreach efficient on S3 implementation both at regional and interregional levels.
3. Stakeholder involvement pillar. The 2014–2020 S3 policy agenda has placed increasing importance on the 'Entrepreneurial Discovery Process' (EDP) and how the innovation ecosystem and its internal dynamics are critical enablers of improved innovation performance. The BSR has a significant opportunity to deliver this through greater investment of key innovation actors, including those from science, research and academic communities, small and medium-sized enterprises (SME) and from the social sector. The BSR S3 Ecosystem platform will organise events that utilise for example the identified best practice challenge-based methods to involve stakeholders from the whole BSR in focused interregional cooperation.



Key concepts: Entrepreneurial Discovery Process

EDP is a cornerstone of Smart Specialisation that indicates the process of identifying future potential growth paths for a region or area. It is based on continuous dialogues with relevant stakeholders and should be viewed as an ongoing iterative and experiential process. Ultimately, the EDP should generate new products and services as part of a new emerging and/or developing field.

Definition

Entrepreneurial Discovery Process (EDP)

EDP is an approach used to foster the involvement of entrepreneurs in the design, governance and implementation of public policies, which results in a more tailored S3 for specific regions. EDP involves analysing capabilities for facilitating existing stakeholder dialogues (with the purpose of identifying possible new growth paths); formulating new objectives; and taking action. Monitoring and iteration are important parts of that process.

- The EDP is an inclusive and interactive bottom-up process in which participants from different environments (policy, business, academia, etc.) are discovering and producing information about potential new activities, identifying opportunities that emerge through this interaction, while policymakers assess outcomes and ways to facilitate the realisation of this potential.
- The EDP pursues the integration of entrepreneurial knowledge fragmented and distributed over many sites and organisations, companies, universities, clients, users, and specialised suppliers (some located outside the region) through the building of connections and partnerships.
- The EDP consists of the exploration and opening up of a new domain of opportunities (technological and market), potentially rich in numerous innovations that emerge as feasible and attractive. ¹
- EDP is not innovation in itself, nor is it leading innovation processes.
- EDP may be regarded as facilitating the process of innovation creation and the emergence of new business activity.

¹ <http://s3platform.jrc.ec.europa.eu/entrepreneurial-discovery-edp>

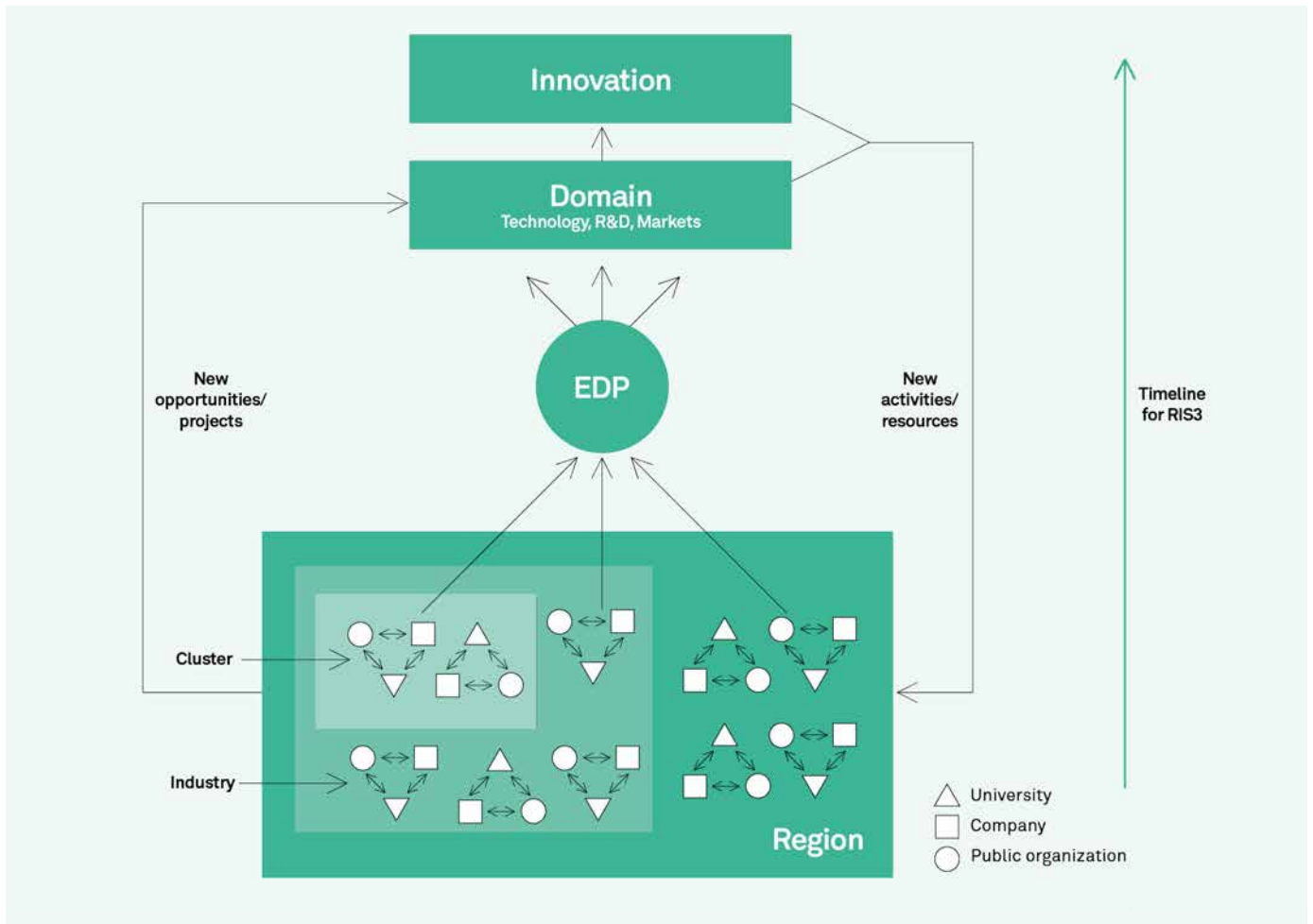


Figure: Domains and the Entrepreneurial Discovery Process²

In summary, each region (or country) should, in dialogue with a broad but relevant group of stakeholders, identify domains (‘a specified sphere of activity and knowledge’) in which there is future potential for innovation, growth and employment.

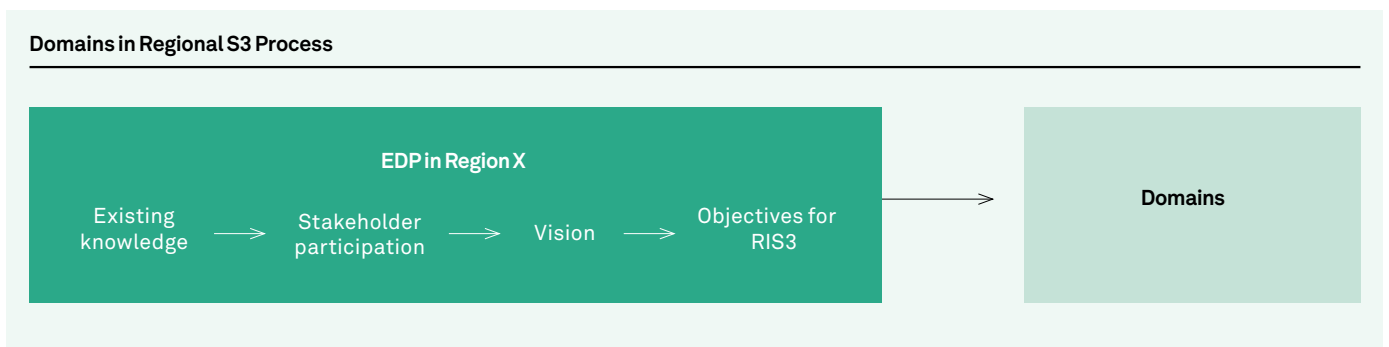


Figure: Phases of the regional S3 process³

² Figure borrowed from: Mäenpää, A. & Teräs, J. (2018). In Search of Domains in Smart Specialisation: Case Study of Three Nordic Regions, European Journal of Spatial Development, 68. Available from: <http://doi.org/10.30689/EJSD2018:68.1650-9544>

³ Ibid.

Key concepts: Interregional Value Chains

Interregional Value Chains (IVC) is the second cornerstone of Smart Specialisation. It relates to the fragmentation of production and a development where the line of production is geographically dispersed. Value chains could be connected to the production of one company, thus being more or less internal, or it could connect to the production of a product type within a certain sector, thus relating to a more complex chain or web of instances. Similarly, the value chain could be located in one specific area or distributed over a set of regions and countries, hence constituting interregional, international or global value chains.

Principles for working with IVC

In a policy report on Global Value Chains (GVC) by EU's Joint Research Centre (JRC), some general principles are suggested: 'These entail engaging with the Industry and its stakeholders on a continuous basis, anticipating the likely evolution of the Industry globally, assessing the challenges and opportunities that are likely to ensue from future industry trajectories, and responding to those challenges and opportunities in a proactive manner.'⁴

BLP S3 participants achieved this by recalling that it is also essential to determine who is responsible for coordinating these processes.

Value chains and Smart Specialisation

The ability of a country or region to participate in global trade and benefit from the transfers that will generate growth and development is now partially linked to its ability to join IVCs. Thus, competitiveness is not measured in terms of a country's capacity to develop an integrated industry, but its capacity to identify its best position in IVCs and GVCs.

- Capacity to join IVC/GVC
- Capacity to remain part of IVC/GVC
- Capacity to move up the value chain
- Capacity to disrupt the value chain

For regional nodes, it has been argued that the objective is not necessarily to develop an integrated industry, but to capture an important part of the chain's added value by providing a regional bundle of tasks or services at pinch points of the GVC where opportunities can arise.

Definition

The value chain

describes the full range of activities that firms engage in to bring a product from its conception to its end use and beyond. This includes design, production, marketing, distribution and support to the final consumer.

The activities that comprise a value chain can be contained within a single firm or divided among different firms. Value chain activities can produce goods or services and can be contained within a single geographical location or spread over wider areas. Global Value Chains are value chains that can be divided among multiple firms and dispersed across wide swaths of geographic space.

⁴ Global Value Chains and Smart Specialisation, JRC Science for Policy Report: <https://ec.europa.eu/jrc/en/publication/eur-scientific-and-technical-research-reports/global-value-chains-and-smart-specialisation-strategy-thematic-work-understanding-global>

Key concepts: Non-Technological Innovation

The **third cornerstone concept** which is key in Smart Specialisation is Non-Technological Innovation (NTI). These innovations may either have an impact on technological innovation or contribute to solving challenges on their own merit. NTI refers to organisational innovation, marketing innovation and social innovation.

Challenges in NTI

There are certain challenges in connection to NTI:

- The current strategies reflect the technological, commercial and industrial dominance of our market-led society. People's behaviour is seen as separate from these technological solutions, and it is considered difficult to influence and change.
- Lack of standardised or traded phenomena for assessment of qualitative outcomes.
- Difficulty in understanding the issue and complexity of the process of NTI. There is a gap between the research of technical and non-technical innovation.
- Bottom-up innovation emerges from the interaction of less powerful actors, leading to regulatory, institutional and resource-based barriers that its primary stakeholders have low ability to overcome.
- The public sector must be highly motivated in encouraging the private sector and essential stakeholders to become involved.

Definitions

Non-technological innovations

Organisational Innovation

is the implementation of a new organisational method (business practices, workplace organisations or external relations) that better supports the creation, production and delivery of services or products.

Marketing Innovation

is the implementation of a new marketing method involving changes in product design or packaging, product placement, product promotion or pricing.

Social Innovation

is an activity or service that is motivated by the goal of meeting a social need in working conditions, education, community development, health, and sustainability.

Needs in NTI

In connection to the challenges, certain needs are prevalent as well:

- A shift in the innovation focus: from technological innovation (TI) to NTI and from mainstream innovations to bottom-up innovations.
- More research to understand the issue and its complexity: produce data for policy making, assessment, etc. The gap between the research of TI and NTI should be disposed of to fully understand the potential of NTI.
- Political, financial or institutional support mechanisms for NTI.
 - Implementation of laws and regulations that will make investments in social innovations economically viable.
 - Public sector support to innovations that offers the possibility to and learn from failures. Leadership of regional/local authorities in the process of NTI.
 - Creation of business models on collaboration and the usage of effective tools for influencing essential stakeholders and ensuring long-term involvement of them.

Tool #1: Developing Interregional Value Chains

Introduction

It is expected that regions through their Smart Specialisation work should aim to co-create and develop IVCs in order to optimise the full potential of their S3 priority areas. This would entail positioning their industry within international chains of production and forecasting possible development paths for the industry and its production chain.

The tools for this process are already available, but they need to be translated and operationalised in order to reach and better suit the different users. Presently, these tools tend to be written in complex language, produced by and for bureaucrats, rather than for the user groups that are active.

Scope

To activate regions and stakeholders in developing and co-creating IVCs, tools need to be made accessible and someone has to facilitate the process. A clear responsibility needs to be formed in the regions in terms of who facilitates this process.

Methodology for initiating IVC development

A number of initial steps should be taken in order to launch the IVC development process in a given region:

- 1. Put someone in charge.** Give someone the responsibility to facilitate the process; initiate and sustain dialogue with stakeholder groups; communicate the process and its results. The responsible person can be found at the administrative level in the region, in economic development agencies, or sometimes at clusters.
- 2. Initiate dialogue with stakeholders.** Identify the relevant stakeholders for each S3 priority area. Special focus should be put on involving companies, most importantly the SMEs, in the resulting dialogues.
- 3. Translate and operationalise the available tools.** Consult the different tools (see the illustration on tools and platforms available on the next page) and adapt, translate and operationalise the relevant tools to your regional context. This could be a process partly done through stakeholder dialogues.
- 4. Map the regional S3 value chain.** Initiate the mission to map the regional S3 value chain together with stakeholders (see the illustration of a value chain matrix on the next page).

Tools & platforms

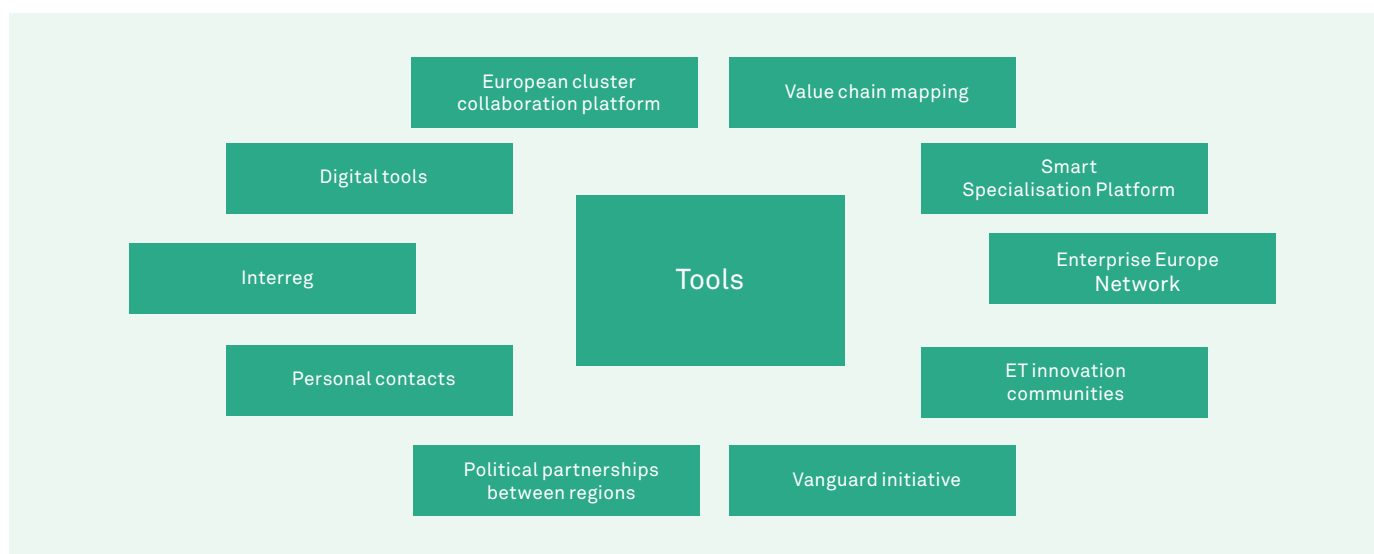


Illustration: Tools & platforms for value chain mapping, development and creation

Matrix for value chain mapping

Where do you locate your capabilities or technologies in the value chain?

	R&D	Knowledge & Tech transfer	Components Manufacturing	Modules Manufacturing	Cars Manufacturing	Engineering & integration	Distribution		
								Sensing & imaging	In the car technology
								Connectivity	
								Screens & projectors	
								Lightning	
								Laser systems	Car manufacturing
								Sensing & imaging	
								Connectivity	

Illustration: Example of a value chain mapping matrix used for laser technology in cars. Example taken from Respice SME.

Tool #2: The role of Science and Technology Parks in the S3 process

Introduction

The key processes of Smart Specialisation – i.e., Interregional Value Chains, Entrepreneurial Discovery and Non-Technological Innovation – are all connected to the works and missions of most Science and Technology Parks. Still, the role of Science Parks in the S3 work is unclear and needs to be further analysed and elaborated.

Scope

Below are some recommended actions, emphasising the gains from involving Science and Technology Parks as platforms for dialogue and cooperation as well as for facilitating the processes.

Recommended actions

The actions of Science Parks under IVC, EDP and NTI should include:

- **Continuous improvement of knowledge about processes.**
The constant improvement of knowledge should be an integral part of the Process Leader's activity. In the era of technological progress and innovation, the changes contribute to improving the efficiency of many processes, and access and proper use of information can be one of the competitive advantages. Understanding the processes related to smart specialisations and their impact on the region's economic development is a condition for the further effective and credible transfer of acquired knowledge to entities cooperating with Science Parks.
- **Awareness and dissemination of the concept of S3 and related processes.**
Understanding the role of processes in the S3 area is particularly important due to the relatively young concept of Smart Specialisations. Making stakeholders aware of the role of IVC, EDP and NTI is the next stage that will contribute to meeting the needs and challenges identified at the design, implementation and monitoring of S3.

The message related to individual processes should be closely matched to the recipient. In the case of NTI, for example, the group of stakeholders should be extended to non-governmental organisations (NGOs). In this respect, the Park's role may also consist of assisting other entities involved in the management of specialisations (such as local authorities engaging different entities for activities that require public participation).

- **Organising meetings, conferences and thematic workshops.**
Meetings, conferences or workshops organised for S3 stakeholders can significantly contribute to the better understanding of the IVC, EDP and NTI processes, and will also help establish new contacts and exchange of experiences. Meetings should contribute to the development of new solutions and concepts that would result in a project. It is important that these events are cyclical and addressed to a fixed group of recipients to develop a long-term system of cooperation.
- **Integrating stakeholders within processes.**
Using current contacts with entrepreneurs, business environment institutions, research institutions, the Process Leader should integrate all the stakeholders involved in the processes of Smart Specialisations and initiate activities. Involving local authorities with tools to shape the current local policy is a particularly important aspect. Integration might be individual, consisting of connecting partners to specific projects (e.g. projects co-financed with EU funds).
- **Interregional partnerships of Science Parks.**
Interregional partnership of Science and Technology Parks may lead to the exchange of knowledge and experience regarding activities in other markets.
- **Training and consultancy for SMEs participating in processes.**
A properly selected offer of training and consultancy for SMEs has the potential to reduce the competence gap in IVC, EDP and NTI, and will contribute to building strong companies in the region. These offers should be a response to the needs signalled by entrepreneurs.

Suggested actions

The actions of Science Parks under IVC, EDP and NTI should include:

- Create a permanent group of stakeholders for continuous cooperation and for monitoring.
- Draft recommendations for the post-2020 programming period by working out concrete project proposals.
- Involve external experts in order to increase accessibility for new knowledge and technology.
- Create a regional database with best practice examples.
- Work out a role model for cooperation with scientific institutions.
- Establish long-lasting cooperation with partners outside the region, in order to facilitate value chains and internationalisation processes.

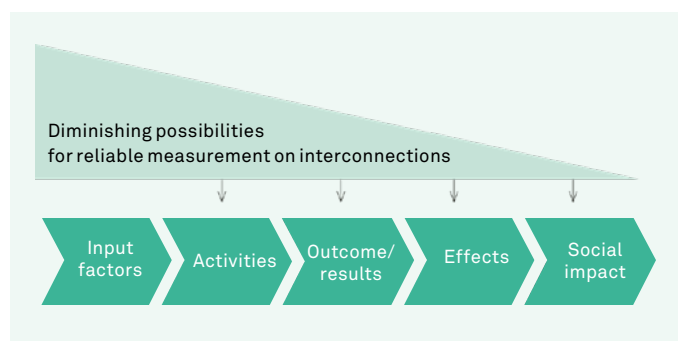
Expected results

- Managers and employees of Science Parks will have improved competences and skills.
- There will be an increased awareness about ongoing processes in regional innovation.
- S3 stakeholders' involvement will increase considerably in your region.

Tool #3: Formative monitoring

Introduction

Monitoring the progress and achievements of the S3 work is an important part of the process. However, the monitoring systems are often too complicated, and a lot of time and effort is put into collecting data. The data is often partly useless since it is too complicated to use. Meanwhile, there is no single standardised approach for developing a monitoring and evaluation system for Research and Innovation Strategies for Smart Specialisation (RIS3), since it needs to be tailored to a specific region.



Part of the challenge with monitoring and evaluation is time. Effects are long-term and difficult to single out since many different factors may interfere and influence the achievements and results. Thus, monitoring the effects does not necessarily help guide us in real time as the S3 is being implemented.

Scope

The monitoring should be tailor-made and simple. The data should be easy to collect and interpret. Ultimately, the monitoring systems should serve as a steering tool and a source for well-needed learning processes around the design and implementation of the S3.

Methodology – Local Action Plans

The adaptation of Local Action Plans is a possible method for integrating formative monitoring strategies. The Local Action Plans can be adjusted in order to fit the needs of a specific plan; they can also involve a set of indicators or do without them entirely.

- Potential questions to answer in an action plan:
 - What is the specific local problem that your institution wants to address?
 - What kind of instruments are you going to use?
 - What are the challenges and potential solutions?
 - What is the role of actors involved in the plan?
 - Which good practices could be an inspiration for your plan?

Definitions

Monitoring & evaluation

Monitoring

aims to verify that activities are planned, funds are correctly used and spent on delivering the planned outputs. Monitoring refers to the need to follow the progress of implementation.

Evaluation

aims to assess effects of the actions undertaken (i.e. their contribution to the observed changes as measured by the result indicators) and to understand why and how the effects are being achieved. Evaluation refers to assessing whether and how strategic objectives are met.

- Possible indicators to measure
 - Number of newly initiated projects/cooperation projects between science and industry
 - Volume/funding of the projects
 - Number of actively participating companies
 - Number of cross-cluster projects
 - Number of international collaborations
- Possible general criteria to consider
 - Is quality secured: Are the working methods certified? Are the customers/target groups happy? Do we benchmark and analyse trends?
 - Do we work towards the prioritised areas and visions in S3?
 - Does our work contain attitude impact for innovation and entrepreneurship?
 - Does the work contribute to anchoring the goal and purpose of the S3 work?
 - Do the organisations cooperate with each other, for example through EDP, and does cooperation take place on different levels and in different ways?
 - Are the suggested actions available for the target group?
 - Is there enough strategic and operative competence?
- Possible special criteria to consider
 - Do we work with the right and new target groups?
 - Does our organisation have the ability to drive processes for innovation with relevant individuals and organisations?
 - What phases do we follow by approaching the target group and are they in accordance with our organisational support?
 - Is there financial support available?
 - Do we counteract digital alienation?
 - Are there any sustainability aspects to consider?

Tool #4: Supporting NTI in Regional Development

Introduction

Current strategies tend to reflect the technological, commercial and industrial growth perspective of our market-led society. Other forms of innovation such as NTI and Social Innovations are often overlooked when striving to increase growth. However, NTI and Social Innovation may help optimise growth while also helping to solve societal challenges and social injustice. NTI and Social Innovation should therefore be a known and well-used tool in any S3 and innovation strategy toolbox.

Scope

Building an ecosystem that encourages cooperation in smart specialisation and creating NTI requires:

- **Engagement** – involvement and interest
- **Commitment** – agreement to do something

Guideline

In order to enable and support the development of an atmosphere that encourages NTI and Social Innovation, the following three steps are needed:

1. Plan well. Who do you need and what is their role in the process?

- Identify key stakeholders who should participate in creating/enabling NTI.
 - Public authorities, private companies, development agencies, science parks, academia. For NTI also make sure to include the smaller actors and user-led organisations.
- Specify the role of these participants in creating S3 NTI.
 - National/regional/local authorities should take leadership and responsibility as a coordinator and possibly also a facilitator (depending on their expertise).

2. Articulate the goal. What are the values that may arise?

- Business possibilities – revenues.
- Sustainability – tackling future lack of natural resources.
- Welfare – people want flexibility, new ideas, new models, easier ways to do things, social issues and well-being.
- Global trends – changes in the way we work, more people, more automatisisation, more digitisation, co-creation, etc.

3. Earn trust. How do you create commitment?

- Make your process plan transparent and long-term from the start.
- Help actors find the exchanges they are willing to make.
 - Each participant must find an exchange they are willing to make, and they must find something they will benefit from in return.
 - Each participant must see that his or her participation is needed in the process.
- Role of communications is crucial.
 - Show that participants can trust each other to follow through with what has been agreed upon. They must also have earned others' trust in them.
 - Support NTI cooperation with actions on policy level, such as mechanisms, funding, etc.
 - Find ways to assess and show the effects (especially qualitative effects) of the process – showcase the value created and achieved.

Tool #5: How to get the EDP to work

Introduction

The EDP should be an inclusive, interactive and ongoing process with the purpose of identifying possible new growth paths for a region or country. There are, however, certain common challenges connected to the implementation of EDP:

- How to involve the relevant stakeholders in the process?
- How to engage interest and show the value?
- How to implement the changes and/or recommendations?

If these challenges could be properly addressed and solved whilst implementing the EDP, several benefits would unfold, such as:

- New and consolidated information about the current situation and future perspectives.
- Priorities for possible future opportunities.
- Improved response capability.
- Direct communication between stakeholders.

Scope

Developing a continuous and inclusive process requires a carefully monitored step-by-step approach that involves a relevant mix of stakeholders and elaborates clear goals and value propositions.

Step-by-step approach

1. Analyse the current situation (data collection)
2. Set goal / define the needs
3. Evaluate the flaws / define challenges
4. Define the stakeholders
 - a. Evaluate the benefits for all (value propositions)
 - b. Define all parties' engagement process (terms of reference)
5. Choose the right tools (see suggestions below)
6. Start implementing
7. Analyse the process / make improvements (continuous process)

Common challenges in EDP

How to involve the relevant stakeholders in the process?

How to engage interest and show the value?

How to implement the changes and/or recommendations?

Choose the right tools

Survey

Market research

Platforms

Innovative purchases

Regional working groups

Public sector innovations

Leader workshop

Design thinking workshop

Excellent company forum

Public sector consultations

Other tools



Tool #6: International Value Chains as a goal for Regional Smart Specialisation

Introduction

A multitude of value chains transcend the local and regional level, reaching over large geographies and involving several dispersed suppliers in the process of producing a given product or service. In Smart Specialisation, developing International/ Interregional Value Chains constitute one key approach. This is, however, a complex process, especially since the S3 scope does not focus on the value chain of a specific product or service, but rather on the value chain of a cluster of production.

Scope

Elaborating a regional approach to map and develop IVCs requires new methods and cooperation between regions in an open-ended divergent process. The purpose is to tailor a methodology suitable for the involved stakeholders and their regional contexts.

Methodology

One way to initiate a joint international mapping and development of shared value chains is to design a process through a workshop with relevant stakeholders:

1. Design a workshop with relevant stakeholders.
2. Explore existing methods for mapping value chains.
3. Showcase practical examples on how value chains have been mapped and developed before.
4. Synthesise the knowledge on methods and experiences from the showcased examples with the needs of the present stakeholders.
5. Develop a joint method and work plan.
6. Commit stakeholders through a network.

Example

Agenda of the meeting

Goals of the meeting

1. Exchange of experiences connected to the IVC
2. Put together the experts dealing with IVC
3. How to connect the need for IVC with already conducted processes of Smart Specialisation and entrepreneurial discovery processes on the basis of three example regions.
4. To prepare an action plan and create IVC network.

First day (starts around 12.00)

1. **Welcoming**
2. **Global Value Chains Mapping - Methodology and cases for policies makers**
Emanuela Todeva and Ruslan Rakhmattulin, Seville Platform
3. **The role of IVC in the future activities within Baltic Strategy**
Esa Kakkonen, PA Inno, Baltic Sea Region Strategy
4. **Short presentation about experiences with value chains (10 mins each region)**
Västerbotten Region
Brandenburg Region
Pomorskie Region
5. **Mapping the IVC in the Baltic Sea Area**
Alison Hunter, EPPC
6. **Moderated discussion**
Alison Hunter, EPPC
Esa Kaoken, PA Inno

Second day

1. **Summing up the first day**
2. **Workshop - preparing the work plan (2-3 hours)**
3. **Next steps**

Tool #7: A botanical approach to the EDP

Introduction

The EDP should serve as an inclusive and interactive bottom-up process in which participants from different environments are discovering and producing information about potential new activities, from innovation towards business. One challenge is to truly include a diverse variety of stakeholders into a partnership. Another challenge is to continuously include and activate these stakeholders in an ongoing EDP.

Scope

Using the metaphor of a gardener, the regional authority should be viewed as a facilitator of the process, guiding the stakeholders to determine which seeds to sow and flowers to grow.

Recommendations

For regional authorities facilitating the Entrepreneurial Discovery:

- **Define a common vision**, with involvement of stakeholders, of the innovation ecosystem of your region. Define roles for actors necessary for reaching the vision; make sure that your role as a driver is understood by your staff and all stakeholders.
- **Establish local/regional innovation platforms**: mobilise and facilitate processes (from identification of common interests to specific undertakings); ensure flexibility of your financial instruments so you are able to react quickly when new undertakings are 'ready to go'.
- **Create a knowledge database** on sectors (who the actors are, how the sector performs in economic terms, what the trends are, etc.) and keep it up-to-date.
- Ensure resources for **continuous work** on the innovation system: human (knowledgeable facilitators, staff dedicated to RIS3 implementation and monitoring), and technical (venues, web-based instruments, consumables).
- **Follow your progress and mistakes** (monitoring system): questionnaires, interviews, analysis, evaluations, etc.; make use of lessons learned; improve your capacity by trainings/exchange programmes.

