

# Rhône-Alpes

## Towards a RIS3 strategy



Faro, 4-5 July 2013

Agnès Gahigi - Research & technology State Department  
Christine Picard - RIS3 manager RRA  
Jérôme Fraysse - Innovation Research & technology Dept RRA

[www.innovation.rhonealpes.fr](http://www.innovation.rhonealpes.fr)

## Your expectations from the Peer-Review Workshop



- How do you think you can benefit from the workshop?
  - It can help us to measure the adequacy of our RIS3 process to EU expectations and answer to some of our remaining questions
- How do you think the other peers can learn from your experience? Which specific experiences would you like to share with them?
  - Other peers maybe can learn from us in terms of entrepreneurial discovery process implementation.
  - We are keen to share with them on the organization of the 12 + 1 S3 “experts seminars”

## Questions you would like peers to discuss



1. How to deal with specialisation priorities when some of them are market oriented and others are techno push?
2. Our innovation system relies on some of the KETs. How can we integrate them in our RIS3?
3. Evaluation and monitoring. What will we be able to review after 2 or 3 years?
  1. Which leverage effect on productive specialization areas?
  2. Emerging activities will not be productive yet.

3

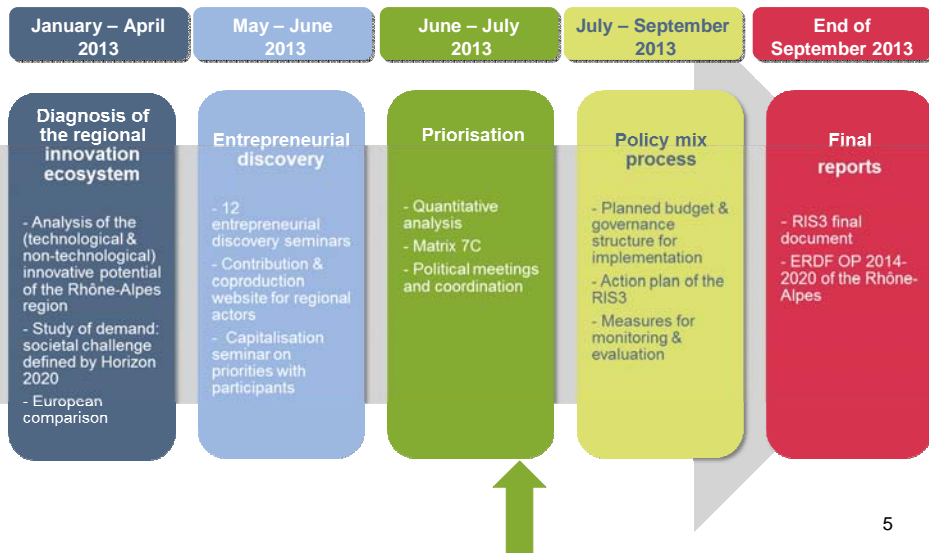
## Introduction of your region's work on research and innovation



- What is the status of your work on RIS3?
  - Previous experience with RIS & innovation and research policy:
    - SRI (2010)
    - SRDEI + SRESRI (2012)
  - How will past experience feed into the new RIS3?
    - The RIS3 is an **updating** of the “I” of our SRDEI and SRESRI, with a new special focus on specialization areas.
    - We started with a thorough diagnosis on what works and what doesn't in Rhône-Alpes and what are the current needs.
- Describe the strategic vision for the future  
Better innovation and smart specialisation, to improve our companies competitiveness, create jobs and insure sustainable and balanced development of the territory

4

## Work progress scheme



## Governance



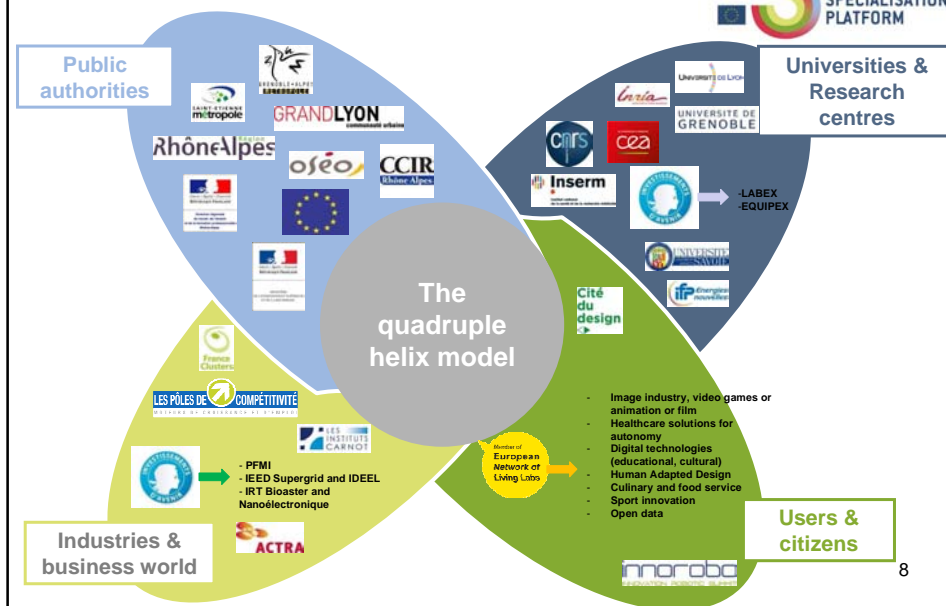
- **Coordination?**
  - Région Rhône-Alpes as coordinator of the whole process
- **Regional partnership :**
  - Central government representatives + local governments and cities + social & economy actors (Chambers of commerce, etc.) + clusters + enterprises + universities + techno platforms + users' associations are all involved = effective quadruple helix collaboration
- **Relevant actors where :**
  - identified by Region innovation team + ARDI (innovation agency) + Oseo (national SMEs' financing agency) + clusters
  - Part a the triple/quadruple helix collaboration (companies, universities & research centres, public authorities, users).
  - Activated according to a social challenges approach with 6 groups : (Health and nutrition, Energy, Mobility, Environment, Digital contents and applications, Sport, leisure & tourism)

## RIS3 collaborative process in Rhône-Alpes



- 12 + 1 experts seminars
  - 2 seminars (3 to 4 hours) for each group
  - 1 capitalization seminar on July 8th
- 5 workshops :
  - Local governments
  - Main cities
  - Social & economy actors (Chambers of commerce, etc.)
  - Universities
  - Trade unions
- Information and gathering at political level :
  - Vice Presidents in charge of European affairs and Economy & Employment hold 8 meetings with executives from local governments and cities
- 1 website to inform and collect contributions
  - [www.innovation.rhonealpes.fr](http://www.innovation.rhonealpes.fr)

## Governance – Quadruple helix



## Governance



- Governance mechanisms
  - Board: Region + Government's local representatives (DIRECCTE+DRRT) + Innovation agency (ARDI & OSEO) +Regional chamber of commerce + Universities alliance
  - Steering Committee: to be build up (Summer time)
- How are decisions about RIS3 priorities taken?
  - RIS3 priorities choice: Board to choose based on Entrepreneurial Discovery Process inputs (monthly)
  - RIS3 implementation: Governance scheme to be build up from July.

9

## Building the evidence base for RIS3



- Please specify the following elements (as identified in your region's policy/strategy):
  - Strengths and main competitive advantages
  - Weaknesses and main current challenges
  - Opportunities for future regional development
  - Threats the region is facing



10

## Building the evidence base for RIS3



### Strengths & Main competitive advantages



- Some of the KETs are part of our ecosystem (Micro-nanotechnologies & electronics) and we do have a rich and diverse industrial landscape (chemicals, plastics, mechanics, healthcare and NTE)
- RA Region is part of the innovation leaders (Regional Innovation Scoreboard 2012) and its rank is 5th among European regions in terms of R&D expenditure
- RA Region has a long cluster policy experience (since 2003). Our innovation system is well structured. Cross-fertilisation between market-based and technology providers clusters has been implemented since 2010
- Leader in France with regard to collaborative R&D projects (12 competitiveness clusters since 2005, including 7 rated as part as the top 20 clusters in France, more than 25% of national funding)
- France's second most important centre of scientific and technical research (over 650 public laboratories, 28,000 permanent researchers, 16% of French patents and three higher-education centres Lyon-Saint-Etienne, Grenoble and Chambéry / Annecy), 9 academic research communities based on societal challenges

## Building the evidence base for RIS3



### Weaknesses / key challenges



- Technology transfers from techno providers sectors to integrative industries
- Clusters to work on economic transformation of R&D projects: market access
- Support innovative enterprises to grow and access different funding sources (VC)
- Participation of RA's actors in EU RTDI projects, such as FP7 projects
- Keep territorial balance: manage the Lyon-Grenoble relationship
- Strengthen the support to non-technological innovation
- Cluster portfolio management: rationalisation and simplification of the innovation support system (>100 intermediaries)

## Building the evidence base for RIS3



### Main opportunities for future regional development

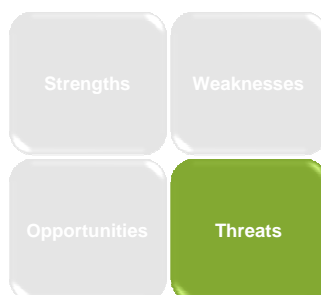


- KET: Leadership of the RA region on nano-technology, micro and nano-electronics with strong market potential
- Strategic priorities : Organisation of the regional innovation system along key sectors such as health, cleantech, energy, mobility and electronics (+ materials and engineering)
- New industries or transformation of existing industries at crossed boundaries (example: plastronics, robotics, nanobiotechs...)
- Deployment in RA of the national research programme (PIA) funding with no equivalent in France (2 IRT and 2 IEED) representing over 1 billion € of R&D funding
- Positioning of RA competences on Horizon 2020 and the coming KICs (e.g. InnoEnergy)
- Strengthen inter-regional partnerships: 4 Motors in Europe and inter-clustering partnerships (e.g Silicon Europe replication)

## Building the evidence base for RIS3



### Threats



- Traditional industrial sectors facing competition from countries running low cost policies (automotive and plastics industry)
- High potential for innovation but a low dynamic in comparison with the most efficient European regions in terms of innovation
- Research centres bringing a limited added value at the regional scale in terms of industry creation, employment and turnover
- Financing: a structured network with a significant density but threats in terms of support guidance from prototyping to commercial launch (a too short public guidance and very few private investors during the pre-commercialisation phase)
- Increasing competition between French regions and between Rhône-Alpes territories for being the most visible in terms of TSI.

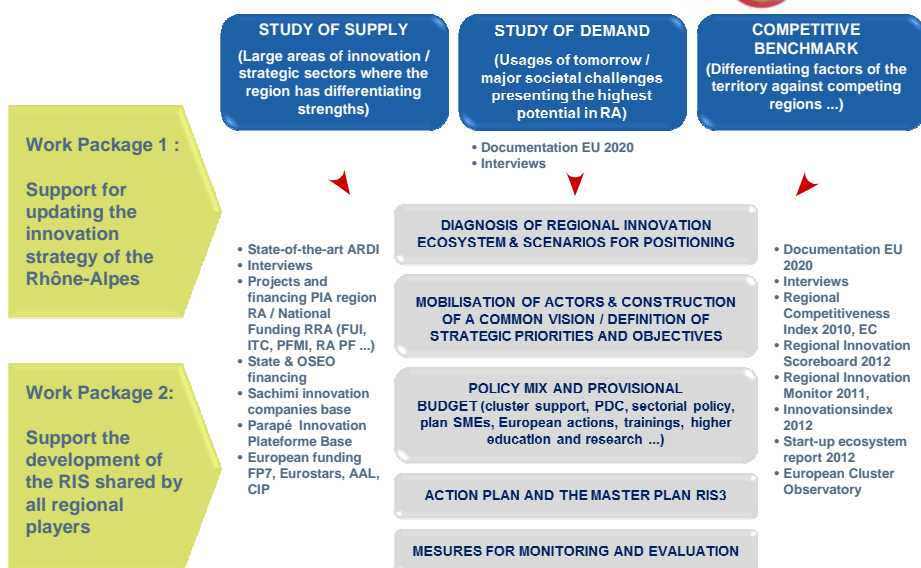
## Building the evidence base for RIS3



- Please describe the main steps of the process your region went through to identify the above elements. What kind of analysis have you carried out?
  - **Study of supply** including:
    - Technology Readiness level (TRL) analysis and SWOT analysis
    - Analysis of national and European R&D projects
  - **Study of demand:**
    - Interviews with different stakeholders and stakeholder seminars on social challenges
  - **Analysis of the positioning of RA** at the EU level:
    - Quantitative analysis of innovation indicators
    - Comparative benchmark study with similar regions/countries
    - Capitalisation on existing collaborations at the European level (ex: Silicon Europe)

15

## Main steps of our RIS3





## Looking beyond your region's boundaries



- Does your analysis take into account the external context, national/international? How?
  - Have you assessed the positioning of your region's economic and innovation system within the EU?
    - The position of RA's has been assessed based on the Regional Innovation Scoreboard, the European Cluster Observatory and the Regional Innovation Monitor benchmarking tool
  - Which techniques have been used?
    - Quantitative benchmark analysis following criteria such as the no of patents, R&D expenditure (public & private), share of knowledge workers, cluster star rating, employees in knowledge-intensive manufacturing & services, SF allocations for R&D in RA, sectorial analysis of employment in EU regions
  - To what extent have you considered how external knowledge can be harnessed for innovation within your region ?
    - The S3 will include actions on researchers mobility and clusters cooperation at the European level as well as institutional cooperation (4 Motors for Europe)

17

## Looking beyond your region's boundaries



- Have you assessed your region's work on Research and Innovation vis-à-vis other regions?
  - RA region exchanges on S3 with a border region : PACA (we built together an interregional venture fund R2V to invest in innovative companies).
  - Within the ARF (French Association of Regions), we have interactions with : Picardie, Nord Pas de Calais, Aquitaine, Midi-Pyrénées, Alsace...
  - Benchmarks are used to learn more about innovative regions an their innovation policies (Catalonia, Zurich, Danemark...). Detailed benchmarks with In-situ interviews were conducted on 3 key regions :
    - Baden Württemberg/ Germany
    - Stockholm/ Sweden
    - Etela-Suomi/ Finland
  - The main criteria for choosing these regions were: innovation capacity, existing partnerships and sector proximity

18

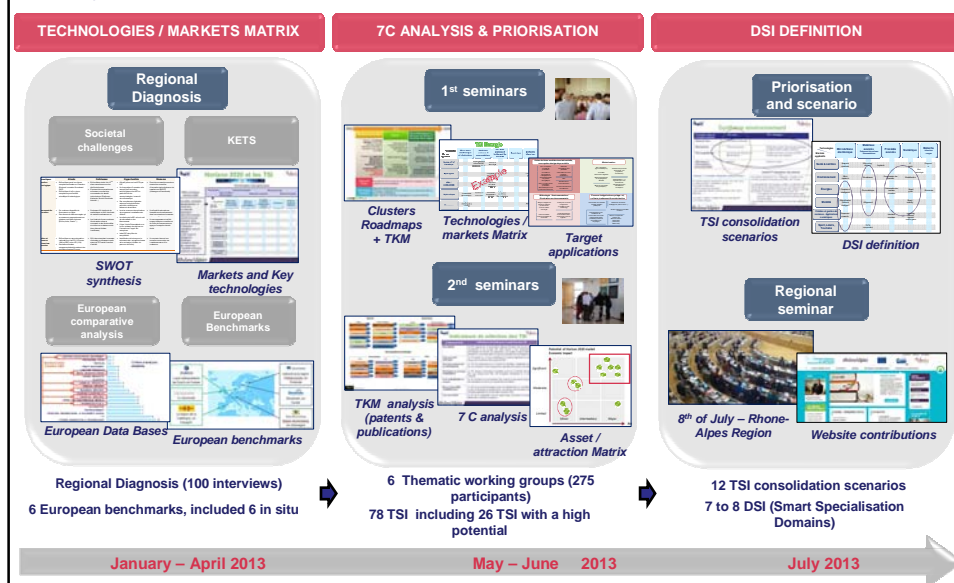
## Looking at entrepreneurial dynamics



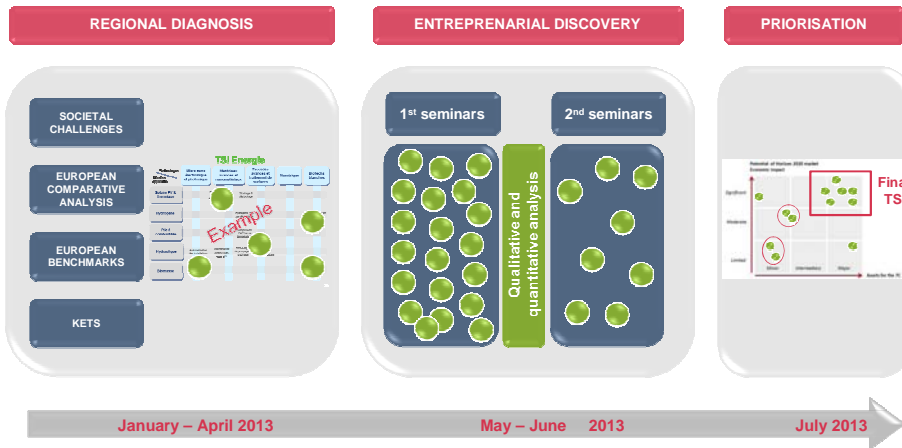
- Assessing entrepreneurial dynamics in your region:
  - We understand the '*entrepreneurial process of discovery*' as the central element of RIS3, as **it legitimates the whole process**. We put strong commitment to build an effective EDP through:
    - Experts seminars (over 275 participants in total)
    - Interviews (about 100 regional, national and European experts)
    - Dedicated website (<http://sri.ardi-rhonealpes.fr/>)
- Involvement of entrepreneurial actors in your region:
  - The business community is quite active: +/- 20% of seminars attendance. Research and academic institutes: 30%

19

## Looking at entrepreneurial dynamics



## Looking at entrepreneurial dynamics



## Main objectives of RIS3



- Please identify the main socio-economic objectives/results you want to achieve through your RIS3
  - Improve general efficiency of our innovation system:
    - Better tailored and more specific support for enterprises
    - Better outputs with same level of funding
    - Specific action plan towards S3 fields
  - Improve involvement of regional stakeholders in European projects
  - Better funding mechanisms for SMEs (private equity...)
  - New policies on other forms of innovation (social, user driven,...)
  - Better visibility of the regional core competences and linked attractiveness
- Please provide explanations on how these objectives have been identified:
  - They are based on the weaknesses identified through SWOT analysis and the needs expressed during EDP

## Your priorities



- Our RIS3 priorities will be chosen in July, based upon SWOT analysis, seminars results and criteria
- Flexibility mechanisms will be designed for resource allocation if priorities are eventually reinforced / discarded

23

## Why these priorities?



- Referring to the RIS3 objectives, please explain why you have chosen certain priorities; try to answer the following question:
  - "Why are the prioritised areas considered most suitable to bring about the desired results to achieve the RIS3 objectives?"
- If possible and applicable, try to link each priority to specific objectives/results you want to achieve.

**Ongoing work**

24

## Implementation and budget



- How are your priorities underpinned by concrete action plans and roadmaps?
- What tools and budgets will your region use to implement its RIS3 strategy?
  - Does your region have the necessary tools and budgets to succeed with the implementation?
  - Do you include both financial and non-financial support services?
- Does the strategy and its implementation integrate and exploit the synergies between different policies and funding sources?
- Are relevant stakeholders and partners involved in the implementation stage of RIS3?
- Does your RIS3 stimulate private R&D+I investments?
- Who is responsible for the implementation?

25

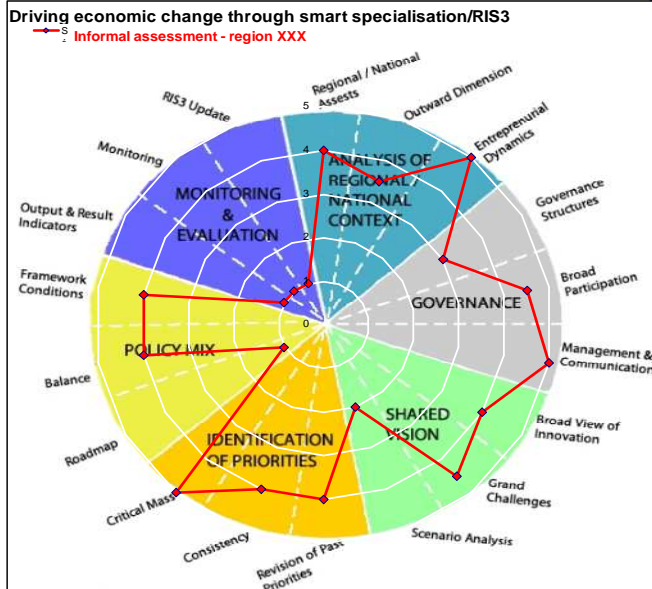
## Measuring progress



- What mechanisms are planned for monitoring and evaluation of the strategy's implementation?
- What outcome indicators do you use/plan to use to measure the success of your strategy? Provide an idea of the indicators that could best capture the objectives/results of your RIS3 as laid out in slide 9
- Do you foresee a review of the strategy based on your evaluation outcomes to weed out non-performing investments?

26

## Your self-assessment



27

## Summary and next steps



- What is needed (in the short and medium term) to develop and implement a good RIS3 in your region?
  - Our region's main RIS3 challenges remain effective implementation and monitoring
  - What support would you need? Support on data collection and monitoring
- How aware of the process and supportive are your politicians, the regional/national administrations, the business community in your region, your national government?
  - There is broad awareness of the process from all stakeholders, due to political and technical meetings, the 12 + 1 seminars and the website. Local politicians are involved and generally supportive. Business community is also involved but the majority of enterprises remains difficult to reach. National government involved through its regional representatives and regular meetings in Paris

28

## Questions you would like peers to discuss



1. How to deal with specialisation priorities when some of them are market oriented and others are techno push?
2. Our innovation system relies on some of the KETs. How can we integrate them in our RIS3?
3. Evaluation and monitoring. What will we be able to review after 2 or 3 years?
  1. Which leverage effect on productive specialization areas?
  2. Emerging activities will not be productive yet.