Transformative Activities for Regional Development

A New Approach for S3-Implementation with Clusters

Jacques Bersier, Michael Keller
S3-4AlpClusters LP, HES-SO//FR HEIA-FR, Innosquare
**Veneto Region**
- Inhabitants: 15 million
- GDP: 150 billion €

**Canton of Fribourg**
- Inhabitants: 315’000
- GDP: 15 billion €

**Smart Specialisation Strategy (S3 / RIS3)**
- Smart Agrofood
- Sustainable Living
- Smart Manufacturing
- Creative Industries
- Agrofood
- Construction
- Materials
In S3, focus should not be on broad areas but on modes of transformation of sectors

- Smart Agrofood
- Sustainable Living
- Agrofood
- Construction

Opportunities for cross-regional cooperations
Regions need to achieve differentiation by specialising on a limited number of prioritised economic activities.

**PRESENT STRENGTHS**

Existing Capacities / Resources

**FUTURE STRENGTHS**

Opportunities

New combinations of innovation capacities and actions targeting related areas and having the potential to significantly transform existing industries.

Transformative Activities

New Value Chains

Source: Keller et al., 2018
Interplay with Clusters

Main Benefits of the Interplay

**S3 triggers**
- Transformation process
- Entrepreneurship
- Innovation

**Cluster represent**
- Local concentration of capacities
- Entrepreneurial resources
- Cross-sectoral connectivity
- Actors from the quadruple helix

Source: Jacques Bersier and Michael Keller, 2019
Call for Action - Challenges

Broad scope of S3 (focus on existing specialization, rather than opportunities for transformation)

Lack of need-based interregional cooperation to exploit synergy potentials and gain critical mass

Lack of focus on real Transformative Activities

Untapped opportunities for cluster initiatives in the process

Source: Jacques Bersier and Michael Keller, 2019
Call for Action - Needs

- Need for a systematic process and tools to identify and develop Transformative Activities

**S3-INNOVATION MODEL**

**BUSINESS LEVEL**

- Innovation with enterprises
- New value chains
- Jobs in innovative new fields with high growth potential

Source: Jacques Bersier and Michael Keller, 2019
Main Output

Need for a systematic process and tools to identify and develop Transformative Activities

S3-INNOVATION MODEL
S3-Innovation Model

**PROCESS**
1. Generate a base of evidence
2. Identify TA
3. Identify TA to be implemented cross-regionally
4. Develop actions to implement TA regionally or cross-regionally
5. Synchronize funding
6. Regional or cross-regional implementation of TA
7. Monitoring and evaluation of TA

**BASE OF EVIDENCE**
- Quantitative and qualitative analysis
- StressTest
- Synergy Diamonds

**IDENTIFICATION**
- EDW Entrepreneurial Discovery Workshops
- cEDW cross-regional Entrepreneurial Discovery Workshops

**DEVELOPMENT**
- ADW / cADW Action Development Workshops
- ACIE Synchronized Funding Scheme

**IMPLEMENTATION**
- Transformative activities for regional development

**TOOLS**
- TACT Transformative Activities Cluster Toolbox
- TAET Transformative Activities Evaluation Toolbox

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5 Action Lines – Process - Tools

**PROCESS**
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- Identify TA Assess critical mass
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**S3-Innovation Model**
- Transformative activities for regional development

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1 Base of evidence

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2 Identification

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3 Development

**S3-Innovation Model**

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4 Implementation

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5 Monitoring

![Diagram showing the processes and tools for monitoring and evaluation in the S3-Innovation Model.]

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- EDW: Entrepreneurial Discovery Workshops
- cEDW: cross-regional Entrepreneurial Discovery Workshops

**DEVELOPMENT**
- ADW / cADW: Action Development Workshops

**IMPLEMENTATION**
- ACIE: Synchronized Funding Scheme
- TACT: Transformative Activities Cluster Toolbox

**MONITORING**
- Transformative activities for regional development

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1 Base of Evidence

Quantitative and Qualitative Analysis

PRESENT STRENGTHS
Existing Capacities / Resources

FUTURE STRENGTHS
Opportunities

StressTest
Source: Keller et al., 2018

Source: Meier zu Köcker and Dermastia, 2018

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1 Base of Evidence

S3 – Synergy Diamonds

Source: Meier zu Köcker et al., 2017

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Base of Evidence

- Agrofood
- Construction
- Materials
- Energy
- IT
- Tourism

Existing Capacities / Resources
2 Identification

- Entrepreneurial Discovery Workshop EDW
- cross-regional Entrepreneurial Discovery Workshop cEDW

S3-Innovation Model

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2. Identify TA to be implemented cross-regionally

IDENTIFICATION

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2. EDW Entrepreneurial Discovery Workshops
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PRESENT STRENGTHS

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FUTURE STRENGTHS

- Opportunities

Transformative Activities

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Source: Keller et al., 2018
Turn waste downstream from Agrofood sector into inputs for the plastics industry
3 Development

- Action Development Workshop ADW
- cross-regional Action Development Workshop cADW
- Synchronized Funding Scheme ACIE

Source: Keller et al., 2018
polymer valley

Transformative Activities

Turn waste downstream from Agrofood sector into inputs for the plastics industry
Chicken farming

Agri-food production

Biological cycle

Biodegradability

Technical cycle

Product recycling

Protein based barrier film packaging

Source: Pascal Bovet, 2019
4 Implementation

- Transformative Activities Cluster Toolbox TACT

- 27 Best practices
- 14 New Services

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5 Monitoring

- Evaluation of the Process TAET

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Conclusion

From Agrofood to Active Packaging

Active Interplay S3 - Clusters
Conclusion

From Agrofood to Active Packaging

Active Interplay S3 - Clusters

Synchronise Funding Scheme
Conclusion

Focus on transformative activities

Involve clusters

Support cross-regional cooperation