4TH INTERNATIONAL CLUSTER CONFERENCE

S3-4AlpClusters Policy Briefing

TRANSFORMATIVE ACTIVITIES FOR REGIONAL DEVELOPMENT

MARCH 13TH 2019
VENICE, ITALY

S3-4AlpClusters is co-financed by the European Regional Development Fund through the Interreg Alpine Space programme
Transformative Activities for Regional Development

Smart Specialization Strategies (S3) are a common policy lever at regional level within the EU. They aim at supporting regions in achieving structural change in order to generate the innovation and growth needed to harness globalization. While the idea of transformation is at the core of the S3 process, it has only been the intense practical experience with S3 in European regions in recent years that put the spotlight on transformative activities (TA) as a key concept for S3-implementation. S3 should be understood as a process aimed at transforming the economic structures of a region through the formation and development of new activities based on a combination of existing capacities and opportunities for structural change. Transformative activities can be understood as an accumulation of innovation capacities and actions of a group of actors targeting related (technical, market or industrial) areas and having the potential to significantly transform existing industries. They provide huge potential for regions to develop new value chains and ultimately to create jobs in innovative new fields with high growth potential.

For the last two years, the Interreg VB project S3-4AlpClusters has been actively involved in the S3 process of its 11 participating regions. In a fruitful collaboration between its stakeholders - cluster initiatives, policymakers, academia, businesses – it made use of the interplay between clusters and S3 and cross-regional cooperation to develop innovative new tools to enhance smart industrial transition in the regions of the Alpine Space. The main output of the project, the S3-Innovation Model, introduces a systematic process for the identification and development of transformative activities (TA) with clusters. It offers a set of tools for cluster initiatives and regions to explore capacities and opportunities for transformation and to develop actions to create critical mass for new value chains both within and across regions.

Policy Briefing, March 13, 2019

The policy briefing on March 13 in Venice is a platform for EU policy shapers and analysts and regional policymakers to discover and debate new approaches, processes and tools in S3-implementation. The S3-4AlpClusters partnership will present its innovative contributions to answering crucial challenges in current and future S3:

- How to focus S3-implementation on new transformative activities (TA)?
- How to use clusters to take over active roles in a systematic process to identify and develop TA?
- How to support cross-regional cooperation in the identification and development of TA?

The event is moderated by Christian Altmann, Head of Clusterland, Business Upper Austria.

Final Conference - Smart Specialization with Smart Clusters, March 14

The policy briefing will be followed by the final S3-4AlpClusters conference on March 14, 10:00-16:00. The interplay between clusters and S3 and the tools and processes developed in the project will be presented to a larger public composed of cluster managers, entrepreneurs, academics and policy makers.
**S3-4AlpClusters Policy Briefing**

**Venue**  
Hotel NH Rio Novo, Calle Larga Ragusei Dorsoduro, Venice, Italy

**Moderator**  
Christian Altmann, Head of Clusterland, Business Upper Austria

**Agenda**  
March 13, 2019

<table>
<thead>
<tr>
<th>Time</th>
<th>Event</th>
</tr>
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<tbody>
<tr>
<td>16.30</td>
<td>Registration</td>
</tr>
</tbody>
</table>
| 17:00 | **Welcome Address**  
Roberto Marcato, Regional Minister, Ministry of Economic Development and Energy, Veneto, Italy |
| 17:05 | **The EUSALP Programme 2019**  
Adriane May, Lombardy Region, Head of European Territorial Cooperation |
| 17:10 | Keynotes                                                              |
| 17:10 | **Challenges in S3-Implementation**  
Prof. Dominique Foray, EPFL, Chairman of the S3-4AlpClusters Advisory Board, Switzerland |
| 17:20 | DG REGIO Perspective  
Peter Berkowitz, DG REGIO, Head of Unit Smart and Sustainable Growth |
| 17:30 | DG GROW Perspective on the Interplay between S3 and Clusters  
Ulla Engelmann, DG GROW, Head of Unit Advanced Technologies, Clusters and Social Economy |
| 17:40 | Insights from the S3-4AlpClusters Project  
Jacques Bersier, Lead Partner, HES-SO//FR HEIA-FR Innosquare Clusters, Switzerland  
Michael Keller, Lead Partner, HES-SO//FR HEIA-FR Innosquare Clusters, Switzerland |
| 18:00 | Transformative Activities across Regional Borders – A Proposal for a Joint Call Scheme  
Gerd Meier zu Köcker, Executive Director, ClusterAgentur Baden-Württemberg, Germany |
| 18:10 | The Future of S3 – Transformative Activities, Cross-Regional Cooperation and Clusters  
Debate moderated by:  
Christian Altmann, Head of Clusterland, Business Upper Austria, Austria |
|       | Keynote Speakers will be joined by regional and macro-regional policy makers to debate the insights with the invited audience |
|       | Susanne Ast, Leader of EUSALP Action Group 2, Ministry of Economic Affairs, Baden-Württemberg, Germany |
|       | Armin Mahr, Austrian Federal Ministry of Education, Science and Research, Austria |
|       | Gorazd Jenko, Senior Expert, Government Office for Development and European Cohesion Policy, Slovenia |
|       | Fernando Mérida-Martín, S3-Platform |
| 18:55 | Closing Address  
Olivier Curty, Minister of Economic Affairs, Canton of Fribourg, Switzerland |
| 20:30 | **End of the Policy Briefing** |
|       | Gala Dinner in a Historical Palace of Venice |

S3-4AlpClusters is co-financed by the European Regional Development Fund through the Interreg Alpine Space programme
Roberto Marcato

Roberto Marcato was born on July 18, 1968. He lives in Piombino Dese (Padua). He is a financial consultant. He has been a member of the Lega Nord Party since 1992 and has been responsible for Provincial Local Authorities since 2006 and in 2012 he was elected Provincial Secretary of Padua. Elected town councilor of Piombino in 1998 and reconfirmed in 2002 he was Deputy Mayor for the Budget and Social Services. Elected in the Province of Padua in 2004 he served as Deputy Mayor for the Environment and as Vice President with the reconfirmation of the 2009 elections. From 2009 to 2015 he was a member of the Board of Directors of the Interporto of Padua. Elected in the City Council of Padua in 2014 he holds the position of President. In 2015 he was elected regional councilor in Veneto Region. He is Regional Minister for Economic Development, Energy, Craft, Trade, Industry. Special Law for Venice, SMEs and Innovation.

Adriana May

Presently responsible for European Territorial Cooperation department in Lombardy Region Government.
Co-president of National Committee and Member of Italian delegation for Alpine Space and ESPON Programmes. Geologist, has worked both in the private and public sector in different fields, especially in the following: spatial planning, natural resources management, natural risks prevention and management, geographic information systems, European fund management. Different experiences, connected by the fil rouge of multidisciplinary and holistic approach to problems.

Prof. Dr Dominique Foray

Dominique Foray is Full Professor at the Ecole Polytechnique Fédérale de Lausanne (EPFL), he holds the Chair of Economics and Management of Innovation (CEMI) and serves as Dean of the Management School at EPFL. He is a member of the Science Council of Switzerland (SSC), chairman of the board of the Swiss Economic Research Institute in Zürich (KOF) and a foreign member of the Center of Capitalism and Society (Columbia University, New York). From 2008 to 2016 he was a member of the National Research Council (Swiss National Fonds). Between 2013 and 2016 he was a member of the Expert Commission for Research and Innovation (E-FI) of Germany. From 2008 to 2011, he served as chairman of the expert group “Knowledge for Growth”. This is during his service as member of this Group that he developed the concept of smart specialisation (together with P.A. David and B. Hall) that is now a key policy mechanism of the EU (cohesion policy).

Peter Berkowitz

Peter Berkowitz is Head of the Competence Centre for Smart and Sustainable Growth in the Directorate General for Regional and Urban Policy in the European Commission. This unit is responsible for coordinating work within the European Commission on smart specialization and regional investment in innovation, environment, energy, climate change, transport and digitalisation. From 2008 to 2016, he was Head of Unit for Policy Development, including the preparation and negotiation of the Commission’s proposals for the reform of Cohesion Policy 2014-2020. During his career in the Commission he has worked on enlargement, CAP reform and rural development.
Dr Ulla Engelmann

Ulla Engelmann is the Head of Unit for Advanced Technologies, Clusters, and Social Economy within DG GROW, the Directorate General being responsible for Internal Market, Industry, Entrepreneurship and SMEs, at the European Commission. Since the beginning of 2017 she covered European Cluster Policy, Social Economy as well as Women Entrepreneurship and Entrepreneurship education. From 1.10.2018 onwards Advanced Technologies including Artificial Intelligence and Digital Transformation for industry have been added to her responsibilities. Previously, she worked at the Joint Research Centre (JRC), the in-house science service of European Commission, for many years in different functions. She started in the JRC in Ispra (Italy) in 1993 as a post-doc in fusion research, and moved on to manage various units (communication, international relations, and others) in Ispra and Brussels. Dr. Engelmann holds a PhD in analytical and radiochemistry completed at the National Research Centre in Karlsruhe.

Prof. Jacques Bersier

Since 2003, Prof. Bersier has been the deputy director of the « Haute école d’ingénierie et d’architecture de Fribourg » (HEIA-FR) member of the University of Applied Sciences of Western Switzerland (HES-SO). He is also Director for Applied Research and Development. He obtained diplomas in Mechanical and Electrical Engineering (1975, 1978) and a diploma in Business Informatics at the University of Fribourg (1994). In 2005 he launched and has coordinated the Swiss Plastics Cluster, followed in 2009 by the Science and Technology Centre of the Canton of Fribourg (PST-FR). Since 2009 he is an affiliated member of the Center for Competitiveness of the University of Fribourg and from 2014, a member of the EUR-ACE label committee, representing the Swiss Agency of Accreditation and Quality Assurance (AAQ). He is lead partner of the Interreg VB projects S3-4AlpClusters and AlpLinkBioeco.

Michael Keller

Michael Keller is an economist at the School of Engineering and Architecture of Fribourg, affiliated to the University of Applied Sciences of Western Switzerland, where he currently works as Lead Partner of the two INTERREG Alpine Space projects S3-4AlpClusters and AlpLinkBioEco. He graduated in economics and social sciences at the University of Fribourg, where he is an Affiliate Member of the Center for Competitiveness. He served as member of the Board of the European MoC Chapter, a regional chapter of Harvard Business School Professor Michael E. Porter’s Microeconomics of Competitiveness network, from 2013 to 2014. From 2015-2016 he served as Assistant Editor of the Competitiveness Review, an academic journal published by Emerald. He has published on competitiveness, clusters and innovation and co-authored multiple policy reports for both private and public institutions. Since 2016 he is a Visiting Professor at LIUC – Università Cattaneo.

Dr Gerd Meier zu Köcker

Dr. Gerd Meier zu Köcker, General Manager of the ClusterAgentur Baden-Württemberg and the Founding Member of ESCA (European Secretariat for Cluster Analysis). Over the last 15 years he has led cluster and innovation projects all over the world, mainly in Europe, Africa and Asia. During the recent years, he was actively involved in developing National Innovation Strategies, like Egypt or Kosovo. In more than 60 publications, he has widely written about cluster development, innovation and regional economic development policy. He a frequent speaker and gave many guest lectures at universities world-wide (e.g. Harvard Kennedy School, National University Singapore, etc) and is currently teaching cluster management at the University for Applied Science in Kehl. He is serving several Advisory Boards and Scientific panels on national and international level (OECD, EU, Member States etc).
Dr Susanne Ast

Ms. Ast is Deputy Head of Unit „European Economic Affairs” an the Ministry of Economic Affairs, Labour and Housing of Baden-Württemberg. Responsible für transnational cooperation and the coordination of EU-macroregional strategies in the field of economy and innovation. Monitoring Committee member and Head of the German delegations in the Danube and the Central European transnational programmes and Lead of AG 2 of the EUSALP dealing with the development of the potentials of strategic sectors in the Alpine Region.

Armin Mahr

Armin Mahr is a senior public manager and political advisor. In the Austrian Federal Ministry of Education, Science and Research (BMBWF) he is heading the strategy unit, responsible for research locations and regional innovation. Armin has an international track record as a science, research and innovation expert involved in strategy projects at national, regional and European level.

He has been Austrian OECD delegate in various committees since 2007, and involved in peer reviews of national innovation systems. He was among the initiators of the OECD project on smart specialisation and an early partner of the European Commission’s S3 Platform to adapt the smart specialisation concept for practical use. He believes in a multi-level governance model that connects the European, national and regional with the institutional level, and encourages higher education institutions to become 'lead institutions', shaping the future of their region. As a political scientist (London School of Economics, University of Vienna) he was involved in various international research and technical assistance projects both in the non-profit and business consultancy sector.

Gorazd Jenko

Gorazd Jenko has more than 27 years of experience working in different public institutions in Slovenia out of them 21 related to EU affairs/policies; he has been namely involved already in Slovenian accession process to the EU which successfully ended in 2004. He is currently employed as a senior expert at the Government Office for Development and European Cohesion Policy of Republic of Slovenia in the Cohesion Policy Department, Unit for Smart Specialisation. Being already three financial perspectives involved in negotiation process of the EU Cohesion Policy he is well familiar and directly involved in latest developments on EU ground of Cohesion Policy also for 2020+. He has profound experience with programming, implementation and management of Structural funds in Slovenia, with special emphasis on European Social Fund, Human Resources Development and Labour Market being also responsible for preparation of Slovenian Operational Programme for Human Resources Development 2007 – 2013. At that time, he has been also Head of ESF Unit at Government Office for Local Self- Government and Regional Policy and before that from 2002 till 2006 Head of Unit for Education and Labour Market within the Ministry of Labour Family and Social Affairs. Since 2015 his main responsibility is related to Slovenian Smart Specialisation Strategy (S4) in which skills and Human Resources development play significant role as well. Besides being responsible for Human Resources development part of S4 he is responsible also for 2 priority areas of S4 – Sustainable Food production and Sustainable Tourism and as a contact point on government side to stakeholder’s governance body – Strategic Research and Innovation Partnerships (SRIPs). He is a member of wide range of domestic, EU and other bodies (i.e. ESF Committee) related to Human Resources Development, skills, ALM policies...
Fernando Mérida-Martin

Over 30 years of professional career Fernando Mérida has developed tasks in different disciplines and topics, from the management of technical information to international cooperation and coordination of research groups. This activity has occurred both in regional, national and international environment collaborating especially within the European Union, NATO, OECD, UN, etc .. During the last years his tasks have been developed around innovation and research policies and strategies mainly inserted within the scope of the European Regional Policy and the H2020 Program, with special dedication to Research and Innovation Strategies for Intelligent Specialization (RIS3). He is currently working at the S3 Platform, coordinating the S3 Thematic Platform in Energy.

Olivier Curty

Olivier Curty was born on January 18, 1972 in Fribourg. He holds a Master’s degree in Advanced European Studies from the University of Basel and a Bachelor’s degree in political science from the University of Lausanne. He is also a graduate of the University of Kent in England. He lives in Murten with his wife and two children. Elected in 2016 to the Fribourg State Council, he is Director of Economy and Employment. He is also Vice-President of the HES-SO. From 2008 to 2015, he was Vice-Chancellor of the State of Fribourg. Previously, he worked at fedpol for the International Development and Crisis Management Staff, and the Federal Department of Defence, Civil Protection and Sport (DDPS). He has also held several positions in the private sector, including at Promarca and Fidurévision SA. Olivier Curty is a member of the Athletics Club of Murten. A passionate sportsman, he is an avid rower and runner.

Christian Altmann

Christian Altmann is working for the Upper Austrian Business Agency and responsible for all cluster and network initiatives in Upper Austria. He is also one of the stakeholder coordinators for the S3-programme Innovative Upper Austria 2020. Previous to the current position he was responsible for building up and managing some of the particular clusters and networks himself (e.g. logistics, mechatronics, plastics). Christian is holding a Master’s degree in engineering and economics and also a post graduate degree in international management.
International Cluster Conference Series
Innosquare Clusters (formerly PST-FR) has set up an international conference on clusters under the motto “Clusters as drivers of competitiveness”. It has been held twice in Fribourg, Switzerland, in 2011 and 2013. The second edition was carried out as part of the Interreg Alp4EU project. The third edition took place in Limerick, Ireland, in close collaboration with the city and county, entities aiming at implementing a cluster policy. After the great success of the first three editions, this fourth edition is organized as the final conference of the S3-4AlpClusters project.

S3-4AlpClusters is coordinated by:
HES-SO//FR HEIA-FR INNOSQUARE CLUSTERS
Boulevard de Pérolles, 80
1700 Fribourg
Switzerland (CH)

Lead Partner
Jacques Bersier jacques.bersier@hefr.ch
Michael Keller michael.keller@hefr.ch

Go to
www.alpine-space.eu/projects/s3-4alpclusters to learn more about the project
WELCOME ADDRESS

Roberto Marcato
Regional Minister, Ministry of Economic Development and Energy, Veneto, Italy

Venice, March 13, 2019

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S3-4AlpClusters Policy Briefing

THE EUSALP PROGRAMME 2019
Adriana May
Head of European Territorial Cooperation, Lombardy Region

Venice, March 13, 2019

This project is co-financed by the European Regional Development Fund through the Interreg Alpine Space programme.
EUSALP
the Italian Presidency

Adriana May
Regione Lombardia – Head for European Territorial Cooperation
Venezia, March 13th 2019

The Alpine Region
Mission statement

EUSALP is a European strategy for Alpine territory joining human passions, natural resources and economic assets, linking cities, plains, valleys and mountains to find solutions to challenges we can solve only together.

We coordinate planning and integrate the best practices in the fields of economy, education, environment, accessibility and mobility and commit as institutions to create sustainable solutions for the benefits of the citizens.

By bringing governing closer to the people, EUSALP is proving that the European culture of cooperation lives.

Vision statement

EUSALP co-creates the future of Europe by translating sectoral policies on regional scale, enabling the best ideas to happen in a sensitive natural and multicultural Alpine area.

By balancing innovative solutions in a healthy environment EUSALP is shaping the future together.
The Thematic Policy Areas and their objectives

1 ECONOMIC GROWTH AND INNOVATION
   OBJECTIVE To offer all inhabitants a fair access to job opportunities by building on the high competitiveness of the Region

2 MOBILITY AND CONNECTIVITY
   OBJECTIVE To offer all sustainable internal and external accessibility

3 ENVIRONMENT AND ENERGY
   OBJECTIVE To offer all a more inclusive environmental framework and renewable and reliable energy solutions for the future

CROSS CUTTING: GOVERNANCE, INCLUDING INSTITUTIONAL CAPACITY
   OBJECTIVE To build a macro-regional governance model in the Region (with the aim to change the partners' mind-set towards more cooperation and coordination of actions

The italian Presidency 2019 - FOCUS

• The alpine region has a sound tradition on cooperation, and now this is an asset towards competitiveness and attractivity
• Innovation with specific regard to green economy as relevant factor for sustainable development
• Stakeholder involvement: we build our future together.
• the new generation: youth involvement
• Culture as transversal asset and common denominator
• From 3 NOs to 3 YES!
  • yes to better synergies with funding instruments,
  • yes to better embedding of existing structures in MRS
  • yes to better implementation of existing rules
The Italian Presidency 2019 - PROGRAMME

- February 28 - March 1 - Milano - Political kick off meeting - Executive Board - Board of Action Group Leaders
- March 21 - 22 - Bolzano - workshop «Energy efficiency in Alpine Enterprises» (AG9)
- April 10 - Bruxelles - Friends of EUSALP meeting
- May 23 - 24 - Courmayeur - workshop AG 5 - AG3 - AG4 - AG 9 on smart villages as a common perspective through different visions.
- Event of the ESPON Programme on future scenarios and tools for territorial cooperation
- June 26 - 27 - Milano - Executive Board - Board of Action Group Leaders
- July 3 - 4 Milano - Conference on Green Economy

The Italian presidency 2019 - PROGRAMME

- September 26 - Trieste - workshop «connectivity in the Alpine Region: focus on intermodality of transport systems and maritime dimension»
- October 16 - Trento - 3° Forum on Dual Education in the Alpine Region - AG 3
- October - Genova - Workshop on Transport (State Ministries level), corridors and EGTC Rhine - Alps
- October 23 - 24 - Milano - Executive Board - Board of Action Group Leaders
- November 27 - 28 - Milano:
  - General Assembly
  - FORUM 2019
  - AlpGov project – final event
  - Cultural event
- December 12 - 13 - Milano - TRIO meeting Tyrol 2018 - Italy 2019 - France 2020
Thank you for your kind attention
4TH INTERNATIONAL CLUSTER CONFERENCE
S3-4AlpClusters Policy Briefing

CHALLENGES IN S3-IMPLEMENTATION

Prof. Dominique Foray
EPFL, Chairman of the S3-4AlpClusters Advisory Board, Switzerland

Venice, March 13, 2019

This project is co-financed by the European Regional Development Fund through the Interreg Alpine Space programme
Challenges in S3-Implementation

Dominique Foray, Chair of Economics and Management of Innovation and Dean of the Management School at EPFL - Swiss Council for Science (SWR)

Interreg Alpine Space – S3-4AlpClusters
Policy Briefing – March 13th 2019 – Venice, Italy

From academic policy research to a large-scale policy experiment
S3 is not a policy tool but a policy approach

- Implementation is challenging!
  - No recipe, no 12 steps to be followed!
  - A script – a set of rules similar to those given to an actor who is asked to improvise on a particular theme
- This requires understanding of why we do it?
  - To transform the structures of the economy, develop competitive advantages in a few domains, build on regional-specific strengths and opportunities
- ..and buying into a few principles
  - Focus instead of coffee for all
  - Focus not on structures (clusters, industries) but on modes of transformation of structures
  - Level of operations – neither a sector nor one big project but a transformative activity:
    - A collection of related projects and actors all engaged in the same direction of changes
    - A collection of projects covering many issues (not only R&D but also human capital formation, management capacities...)
  - Entrepreneurial discovery, monitoring and flexibility

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Three phases - S3 methodology

<table>
<thead>
<tr>
<th>What priorities = what goals in terms of structural transformation What?</th>
<th>It is likely that some Regions will share similar priorities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Translation of a goal into a transformational roadmap Who and what?</td>
<td>Differentiation occurs because each Region has specific capacities and specific opportunities</td>
</tr>
<tr>
<td>Pertinent level – neither sector nor one big project but a set of related projects – Transformative activities</td>
<td>Differentiation continues because instruments and programs are also specific</td>
</tr>
<tr>
<td>Action plan for the development of each transformative activity How?</td>
<td></td>
</tr>
<tr>
<td>Coordination of funding instruments, EDP, monitoring &amp; flexibility</td>
<td></td>
</tr>
<tr>
<td>Inter-regional cooperation</td>
<td></td>
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</tbody>
</table>

Public-private dialog – evidence based - centralized decisions

Decentralization – investment boards Discovery

Decentralization – boards – active project management Entrepreneurial discovery
The three phases and the deliverables

**What priorities = what goals in terms of structural transformation**

*Why?*

**Translation of a goal into a transformational roadmap**

*What?*

 Pertinent level – neither sector nor individual project but a set of related projects - TA (density, direction)

**Action plan for the development of each transformative activity**

*How?*

 Coordination of funding instruments, EDP, monitoring & flexibility Inter-regional cooperation

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**S3-4AlpClusters**

- A great example of bottom-up/decentralized process of knowledge and best practices development and sharing among a few Regions
- Acted as a catalyst for interactions between academic scholars and policy makers: a great collective learning process!
- This results today in a sound and unique policy design – of high value:
  - for academic policy research,
  - for current policy discussions at the EU level on future programmes,
  - for practical policy elaboration and implementation in EU regions..
  - ..and beyond
A sound and unique innovation policy design

Thank you!
DG REGIO PERSPECTIVE

Peter Berkowitz
DG REGIO, Head of Unit Smart and Sustainable Growth

Venice, March 13, 2019
EU Budget for the future
Challenges in S3-Implementation

Peter Berkowitz
DG Regional and Urban Policy
Venice, 13 March 2019

#CohesionPolicy
#EUinmyRegion

Four challenges for boosting
innovation-led growth

Reforms of R&I Systems
Innovation investments across regions
Less-developed and industrial transition regions
Synergies and complementarities between EU policies and instruments

Future Challenges: Improving effectiveness

Strengthening innovation in Europe's regions
Enabling condition for smart specialisation

<table>
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<tr>
<th>Policy objective</th>
<th>Specific objective</th>
<th>Name of enabling condition</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. A smarter Europe by promoting innovative and smart economic transformation</td>
<td>ERDF: All specific objectives under this policy objectives</td>
<td>Good governance of national or regional smart specialisation strategy</td>
</tr>
</tbody>
</table>

Fulfilment criteria for the enabling condition

Smart specialisation strategy(ies) shall be supported by:
1. Up-to-date analysis of bottlenecks for innovation diffusion, including digitalisation
2. Existence of competent regional / national institution or body, responsible for the management of the smart specialisation strategy
3. Monitoring and evaluation tools to measure performance towards the objectives of the strategy
4. Effective functioning of entrepreneurial discovery process
5. Actions necessary to improve national or regional research and innovation systems
6. Actions to manage industrial transition
7. Measures for international collaboration

Interregional innovation investments

WHAT

Interregional innovation investments through the commercialisation and scaling up of interregional innovation projects having the potential to encourage the development of European value chains ("component 5"). (ETC Art 3.5)

HOW MUCH

11.5 % of ETC Resources (i.e., a total of EUR 970m) for interregional innovation investments (component 5). (ETC Art. 9.2)

HOW

It shall be implemented under direct or indirect management. (ETC Art 16.1)

FOR WHOM

At the initiative of the Commission, the ERDF may support interregional innovation investments, as set out in point 5 of Article 3, bringing together researchers, businesses, civil society and public administrations involved in smart specialisation strategies established at national or regional levels. (ETC Art 61)
Thank you!
DG GROW PERSPECTIVE ON THE INTERPLAY BETWEEN S3 AND CLUSTERS

Ulla Engelmann
DG GROW, Head of Unit Advanced Technologies, Clusters and Social Economy

Venice, March 13, 2019

This project is co-financed by the European Regional Development Fund through the Interreg Alpine Space programme.
Internal Market, Industry, Entrepreneurship and SMEs

S3-4AlpClusters
Smart Specialisation Strategies to build an Innovation Model for Alp Clusters

Policy Briefing

13 March 2019
Venice, Italy

dr Ulla Engelmann
Head of Unit
DG GROW F2 Advanced Technologies, Clusters & Social Economy

Clusters are accelerators of growth & industrial change

3043 strong regional clusters in related industries

Clusters matter because they...

- account for 54 million jobs;
- are represented in all parts of Europe and have shown resilience during economic crises;
- nurture growth and jobs e.g. 3% higher wages and the 67 700 young, fast-growing enterprises in clusters employ more staff (35 compared to 24 outside).

Source: European Commission, European Cluster Panorama 2016, star rating for size, specialisation, productivity and growth
Fostering strategic interregional collaboration

Clusters as accelerators for innovation & industrial change

Inter-regional & international cluster cooperation

Capacity-building

European Strategic Cluster Partnerships for Smart Specialisation Investments

- 9 cluster partnerships started October 2018
- To boost collaboration & investments linked to smart specialisation & industrial modernisation
- €3.1 million (COSME) with 346.000 €/project
- 57 project partners, 19 European countries, more than 4,500 SMEs directly/indirectly benefitting
- Partners from regions also present in Alpine Space programme (Veneto, Piemonte, Grand Est, Auvergne-Rhône-Alpes, Bourgogne-Franche-Comté, Provence-Alpes-Côte d'Azur)
Cluster collaboration & intelligence tools

Finding partners/cluster organisations
(partner search, matchmaking etc)

- Mapping **957 cluster organisations**
- 320 clusters having **1400 meetings** with internat. partners & 500 with EU partners
- 10,000 monthly visitors to website
- 600+ events promoted

Comparing regional strength (sectoral & cross-sectoral cluster mapping)

- Regional Ecosystem Scoreboard
- 10 pilot regions in industrial transition
- Trends, emerging industries, priority sector reports
- Cluster policies in Member States
- Smart guides including on cluster partnerships and entrepreneurship support

http://www.clustercollaboration.eu

Partnering Event for European Strategic Cluster Partnerships
25 October 2018

https://youtu.be/xQ0zn-7l6Wc
European Cluster Policy Forum

Dialogue among all EU Member States, European Commission & experts about modern cluster policies

Synergies between cluster initiatives & industrial, innovation, regional policies, (smart specialisation, SMEs scaling-up and cross-sectoral collaboration)

Using clusters in supporting entrepreneurship & the scaling-up of SMEs

Using cluster partnerships to help clusters & their members go international

Cluster capacity-building & professionalisation of cluster management (mobility programme)

Awareness-raising campaign across Europe on the role of clusters and the results they achieve

Feedback on common challenges & what needs to be done in the next generation of regional, national and EU cluster initiatives.

The campaign supports any national, regional and local cluster event that is:
- organised by cluster stakeholders or
- organised around ‘cluster’ topic/a specific topic closely related to it

Call for application for organisations wishing to host national/regional cluster events under #EUClusterWeeks between 11/2018 – 04/2019

All the events on https://www.clustercollaboration.eu/event-calendar/eu-cluster-weeks
Have your say about cluster-related policy developments at EU, national and regional level & discuss about hot topics (digitalisation, skills gap, circular Europe, shared value & social impact)

Listen to feedback from EU Cluster Weeks events & comment on current/upcoming challenges & opportunities

Team up with others by networking during the conference & engaging in the pre-conference EU matchmaking event.

Cluster Award ceremony for:
- EU Cluster Manager 2019
- European Strategic Cluster Partnership for Smart Specialisation Investments (ESCP-S3)
- European Strategic Cluster Partnerships – Going International (ESCPs-4i)
- Innosup-1 partnerships

www.eucluster2019.eu

Towards Joint Cluster Initiatives
- Industry-focused actions guided by joint strategies of specialised SME intermediaries
- Thematically targeted, with cross-regional and cross-sectoral outreach to SMEs
- Channelling scale-up support to groups of SMEs to boost industrial transformation
Thank you

https://ec.europa.eu/growth/industry/policy/cluster
http://www.clustercollaboration.eu/

@Clusters_EU

Advanced Technologies, Clusters and Social Economy unit (GROW/F2)
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TRANSFORMATIVE ACTIVITIES
FOR REGIONAL DEVELOPMENT
A New Approach for S3-Implementation with Clusters

Jacques Bersier, Michael Keller
HES-SO//FR HEIA-FR Innosquare, Fribourg, Switzerland

Venice, March 13, 2019
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

#### Opportunities for cross-regional cooperations
- Smart Agrofood
- Sustainable Living
- Agrofood
- Construction
Conceptual Framework

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

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Interplay with Clusters

**Policy Level**
- S3
  - Innovation
  - Implementation

**Cluster Level**
- Clusters

**Main Benefits of the Interplay**

**S3 Triggers**
- Transformation process
- Entrepreneurship
- Innovation

**Cluster Represents**
- 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 focus on real Transformative Activities
Lack of need-based interregional cooperation to exploit synergy potentials and gain critical mass
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

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

Basis of Evidence

Identification

Development

Implementation

Monitoring

Process

Generate a base of evidence
Identify TA - Assess critical mass
Identify TA to be implemented cross-regionally
Develop actions to implement TA - synchronize cross-regionally
Regional or pan-regional implementation of TA
Monitoring and evaluation of TA

Tools

Quantitative and qualitative analysis
Selected cross-regional workshops
ADW + iADW - Action, Design, Workshops
ACER - Analytical and Criteria Evaluation Scheme
TACT - Transformative Action Cluster Tools
TAET - Transformative Evaluation Tools

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Smart Specialisation with Smart Clusters

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Smart Specialisation with Smart Clusters
5 Action Lines – Process - Tools

1 Base of evidence
2 Identification

3 Development
4 Implementation

5 Monitoring
1 Base of Evidence

Quantitative and Qualitative Analysis

<table>
<thead>
<tr>
<th>PRESENT STRENGTHS</th>
<th>FUTURE STRENGTHS</th>
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<tbody>
<tr>
<td>Existing Capacities / Resources</td>
<td>Opportunities</td>
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**Stress Test**

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

polymer valley

Opportunities

Companies

AMI
UNIFR
ChemTech
iRAP
iPrint
iCoSys
2 Identification

- Entrepreneurial Discovery Workshop (EDW)
- Cross-regional Entrepreneurial Discovery Workshop (cEDW)

<table>
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</table>

**Transformative Activities**

- AgroFood
- Energy/Construction
- Materials

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

ADW
polymer valley

opportunities

AMI
UNIFR
ChemTech
iRAP
iCoSys
iPrint
Companies

transformative activities

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

Chicken feathers
Bio-based polymer pellets
Recycled granules

Chicken farming
Agri-food production

Biological cycle

Product recycling
Biodegradability
Distribution

Technical cycle

Foods and products

Source: Pascal Bovet, 2019

PLASTICS INNOVATION
Competence Center

cluster food & nutrition

 Protein based barrier film packaging
4 Implementation

- Transformative Activities
  Cluster Toolbox TACT

- Education
- Networking
- Innovation
- Collaboration
- Growth

27 Best practices
14 New Services

5 Monitoring

- Evaluation of the Process TAET
Conclusion

From Agrofood to Active Packaging

Active Interplay S3 - Clusters

Synchronise Funding Scheme

Involves clusters

Focus on transformative activities

Support cross-regional cooperation
TRANSFORMATIVE ACTIVITIES ACROSS REGIONAL BORDERS
A Proposal for a Joint Call Scheme

Gerd Meier zu Köcker
Executive Director, ClusterAgentur Baden-Württemberg, Germany

Venice, March 13, 2019
The Challenge

• Many Alpine Space regions address similar Priority Areas

![Graph showing public regional investment per priority area p.a. in Euros.]

Venice, March 13, 2019

This project is co-financed by the European Regional Development Fund through the Interreg Alpine Space programme
The Challenge

In order to overcome the current limitations, there is a need to improve framework conditions in Alpine Region that facilitates cross-border collaboration to jointly address Transformative Activities.

A Call Scheme is needed that
- does not require additional money provided by regions
- allows regions to design scope, funding roles etc.
- doesn’t change regional funding procedures
- can be implemented with ERDF
Key Design Features of a Joint Call Scheme to Develop Transformative Activities in the Alpine Region

Key features

• Regions use existing budgets
• Regions jointly agree in a common scope (Transformative Activities) to be addressed
• Regions mutually synchronise Call procedures
• Each consortium partner applies in „its home region according to regional procedures“, but consortium works cross-regionally
• Regions jointly select proposals
• Regions fund „their“ beneficiaries according to regional regulations and administrative procedures

BW Experiences
Baltic Innovation Express 2018

Innovation Express is a joint call for proposals implemented within the framework of the BSR Stars programme – a flagship of the EU Strategy for the Baltic Sea Region. The call is funded by national/regional funding agencies to initiate, develop or enhance transnational cooperation activities – leveraging cluster organisations (or similar) to develop proposals for their SME members.

- Existing BW funds were leveraged with partner regions
- No change of BW funding rules needed
- Fast and easy implementation of Call
- BW interests fully regarded
- BW used ERDF to match with partners
- BW beneficiaries got access to new macro-region
ACIE – Alpine Space Cluster Innovation Express

Next Steps
• Identification of prevailing Transformative Activities, which are of common interest within Alpine Region
• Selection and commitment of participating regions
• Setting up ACIE governance structure
• Finalisation of ACIE Call design
• Implementation of ACIE Pilot Call

Contact details

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DEBATE ON THE FUTUR OF S3
Transformative Activities, Cross-Regional Cooperation and Clusters

Christian Altmann
Moderator, Head of Clusterland, Business Upper Austria, Austria

Susanne Ast, Leader of EUSALP AG2, Ministry of Economic Affairs, Baden-Württemberg

Armin Mahr, Austrian Federal Ministry of Education, Science and Research, Austria

Gorazd Jenko, Senior Expert, Government Office for Development and European Cohesion Policy, Slovenia

Fernando Mérida-Martin, DG JRC, S3-Platform
CLOSING ADDRESS
Olivier Curty
Minister of Economic Affairs, Canton of Fribourg, Switzerland

Venice, March 13, 2019
Address by Olivier Curty, Fribourg State Councillor, Minister of Economic Affairs

—

S3-4AlpClusters

Venice, 13 March 2019

Ladies and Gentlemen,

After two hours of inspiring presentations / it would appear that I am the last hurdle to be overcome before the eagerly awaited “Gala dinner in a Historical Palace of Venice”.

I have therefore decided to present you with my very own S3 strategy / with S3 / in this case / standing for “Short Speech Strategy”.

Just the same / I would like to take a moment to express what a great pleasure it is / for me to represent the Canton of Fribourg here this evening.

At the same time / I would like to seize this opportunity to thank Fribourg’s Innosquare team – led by Jacques Bersier and Michael Keller – who have successfully brought this project to fruition.

My thanks also go out to all of you / the partners coming from Italia / Österreich / Deutschland / France / Slovenija / not to forget Suisse-Svizzera-Schweiz / for your exceptional model.

Ladies and Gentlemen, The choice of Venice as venue to host the termination of this European project is particularly pertinent.

For Venice is indeed a city that wonderfully embodies the notion of innovation.

Do you know / for instance / that it was here in Venice that the “double-entry bookkeeping system” / was invented by a certain Luca Pacioli / towards the end of the 13th century?

Es gilt das gesprochene Wort - Seul le texte prononcé fait foi – Check against Delivery
Or that Venice / towards the end of the 15th century / was the capital of the printing press with over 200 workshops / and more than one million volumes printed? In other words / 4 times more than in Paris?

Back then / Venice is already a “startup” city / where the entrepreneurial spirit reigns supreme.

For instance / it creates several kinds of original corporations such as the “colleganza” / that operates on the principle of allocating ¾ of the corporation’s profits to the investor of funds / and ¼ to the merchant.

A merchant can / moreover / participate in 8 or 10 colleganze / thus enabling him later on to participate in his own right as investor in other colleganze.

Venice is also very concerned with protecting its know-how and its trade secrets.

For example / it is forbidden for Venetian artisans to leave the Republic / for fear of them divulging the skills of their craft.

Yet / nonetheless / on 19 March 1474 / the Venetian Senate adopts a legislative act of enormous impact / which consists of abandoning secrecy in order to enhance the protection of know-how.

And so / it invents the idea of patents / and paves the way for European law on inventions.

In 1504 / the Venetians even propose the construction of a Suez canal / to the Sultan of Cairo / work on which was to finally begin some 350 years later… (the idea at the time being to combat the commercial activities of Portuguese merchants who were travelling to India to procure spices).
Ladies and Gentlemen,

Over the centuries / Venice has shown us that the act of innovation is an undertaking which is organized / structured and rational.

For if we are admittedly prone to seizing opportunities as a function of favorable circumstances…

… they must first and foremost be created / and therefore require more than simple luck or intuition.

Hence / the pursuit of innovation must be systematic and on-going / with the ultimate objective of subsequently transforming the innovation into an economic opportunity.

Venice did this by leveraging its strengths / and this is also the approach of the European program that is coming to an end today.

The definition of an “S3” innovation model / accompanied by tools / should thus make it possible to develop transformative activities for regions with limited resources.

Thanks to this model / such regions / will be enabled to capitalize on their specific assets in order to remain competitive in a globalized economy.

Ladies and Gentlemen,

Venice is a city steeped in history / and yet in permanent quest for innovation.

Moreover / the project entitled “Venice Time Machine” / exemplifies a perfect synthesis between these two aspects.

It is the fruit of a partnership between the Federal Institute of Technology Lausanne - EPFL - / and the Ca’ Foscari University of Venice.

The project aims to build a collaborative multidimensional model of Venice / by creating an open digital archive of the city’s cultural heritage covering more than 1’000 years of evolution.
The project aims to trace circulation of news / money / commercial goods / migration / artistic and architectural patterns amongst others / to create a Big Data of the Past.

The S3-4Alp Clusters project / on the other hand / opens up new and very encouraging horizons for our future.

For me / this is cause for joy.

Once again / my thanks to all of you!

Thank you for your attention.

I wish you all an excellent evening.

*****
S3-4AlpClusters GALA DINNER
March 13th 2019
Ca’ Sagredo – Venice

Not just a hotel but more: a Historical Palazzo, a National Monument and a Museum: all this is Ca’ Sagredo.
This palace was originally owned by the Morosini family and was purchased at the start of the 18th century by the Sagredo, a noble family who had lived in the Santa Sofia district for centuries.

The façade onto the Grand Canal is proof of the Byzantine origin of the building, which was altered several times in subsequent centuries. On purchasing the palace, the Procurator of St. Mark Gherardo Sagredo had it renovated to make it suitable for the social standing of this family. He ordered the architect Andrea Tirali to design a grandiose indoor staircase to replace the long since demolished outdoor Gothic stairway. He had the walls of the new staircase decorated by Pietro Longhi in 1734 with a fresco representing The Fall of the Giants, inspired by Giulio Romano’s Battle of the Giants for the Palazzo del Te in Mantua. At the same time, the interior was luxuriously covered by Abbondio Stazio and Carpeforo Mazzetti Tecalla with stucco work, much of which is still in the palace. The imposing staircase constructed by Tirali and frescoed by Longhi leads up to the portego with its huge paintings carried out between 1770 and 1780 by Andrea Urbari; these were great landscapes contained in sumptuous frames and stucco works with allegoric figures over the doors. The ballroom (where we are) is particularly interesting; as in other examples of the period, it extends to a height of two floors and is decorated with a series of illusionistic architectural frescoes containing two chiaroscuro figures representing Minerva and Venus, a work by the Belluno artist Gaspare Diziani. The surname Sagredo is a corrupted form of the world “secret”, as the family was said to be secret advisors to the emperor. They boasted remote Roman origins having been governors of Dalmatia who apparently arrived in Venice in the ninth century. There they joined the Great Council in 1100 as a result of their restoring the city of Sibenik to obedience to the Republic. The Santa Sofia branch of the family included Giovanni, chancellor and treasurer of the Republic, who acted as ambassador to the court of Louis XIV, where he managed to obtain support for Venice’s war in Crete and the personal privilege of adding the French lilies to his family’s coat of arms. Later, during another diplomatic mission to England, he was honoured by Oliver Cromwell, and he was so successful that, on the renewal of the treaty of friendship between Venice and England in 1655, he was elected Procurator. Many lovers of art and science were born in the Sagredo family. Gianfrancesco was a great researcher and Galileo’s friend, who dedicated him the Dialogue concerning the two chief world systems, while Zaccaria owned one of the most famous art collections of the world; Gherardo himself, who had bought the palace, could boast four frescoes and a canvas by Giambattista Tiepolo among his possessions, works which disappeared in the 19th century.
Le Capesante al Timo, Mele, Pinoli e Uvetta al Maraschino

***

Il Risotto ai Frutti di mare della tradizione Veneziana

***

Il Branzino di mare marinato al Tè verde, Indivia croccante e Salsa Mediterranea al Bergamotto

***

Le variazioni di Cioccolati e Salsa alla Nocciola

Il Caffè e la piccola Pasticceria

Venezia, Mercoledì 13 Marzo 2019

Pinot grigio DOC Friuli, Cabert
Cabernet Sauvignon Friuli DOC, Cabert
Contact details

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