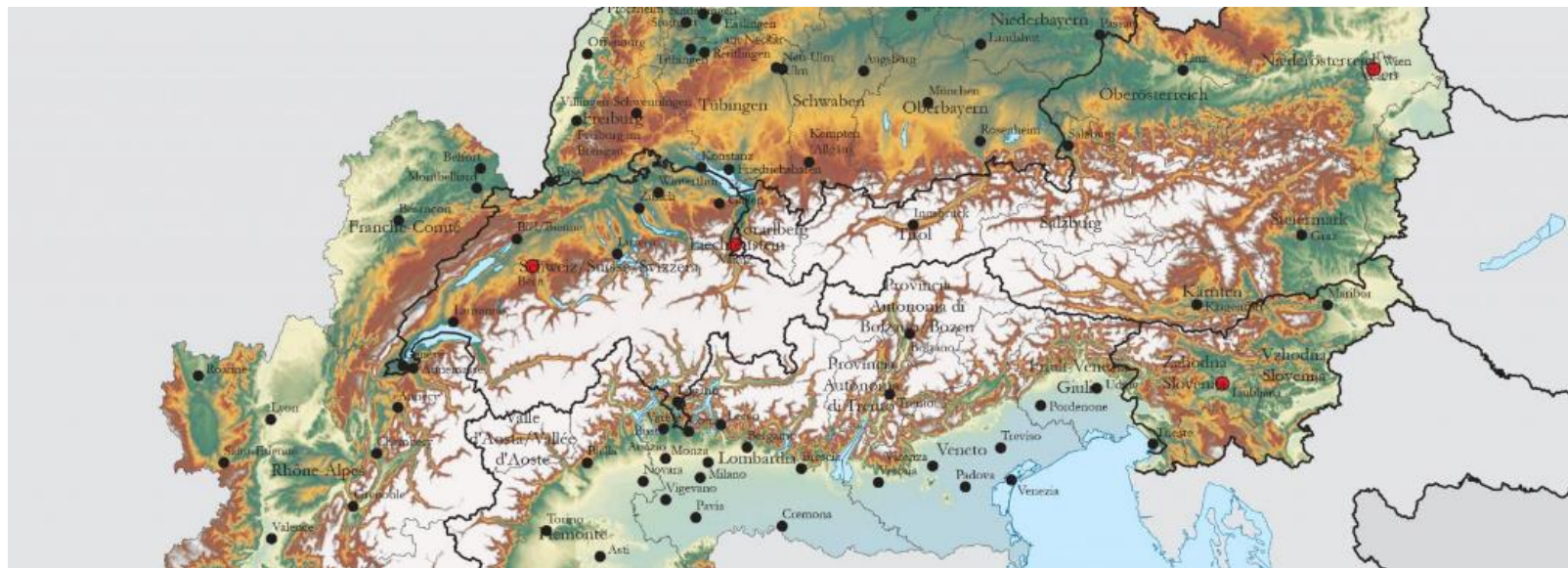


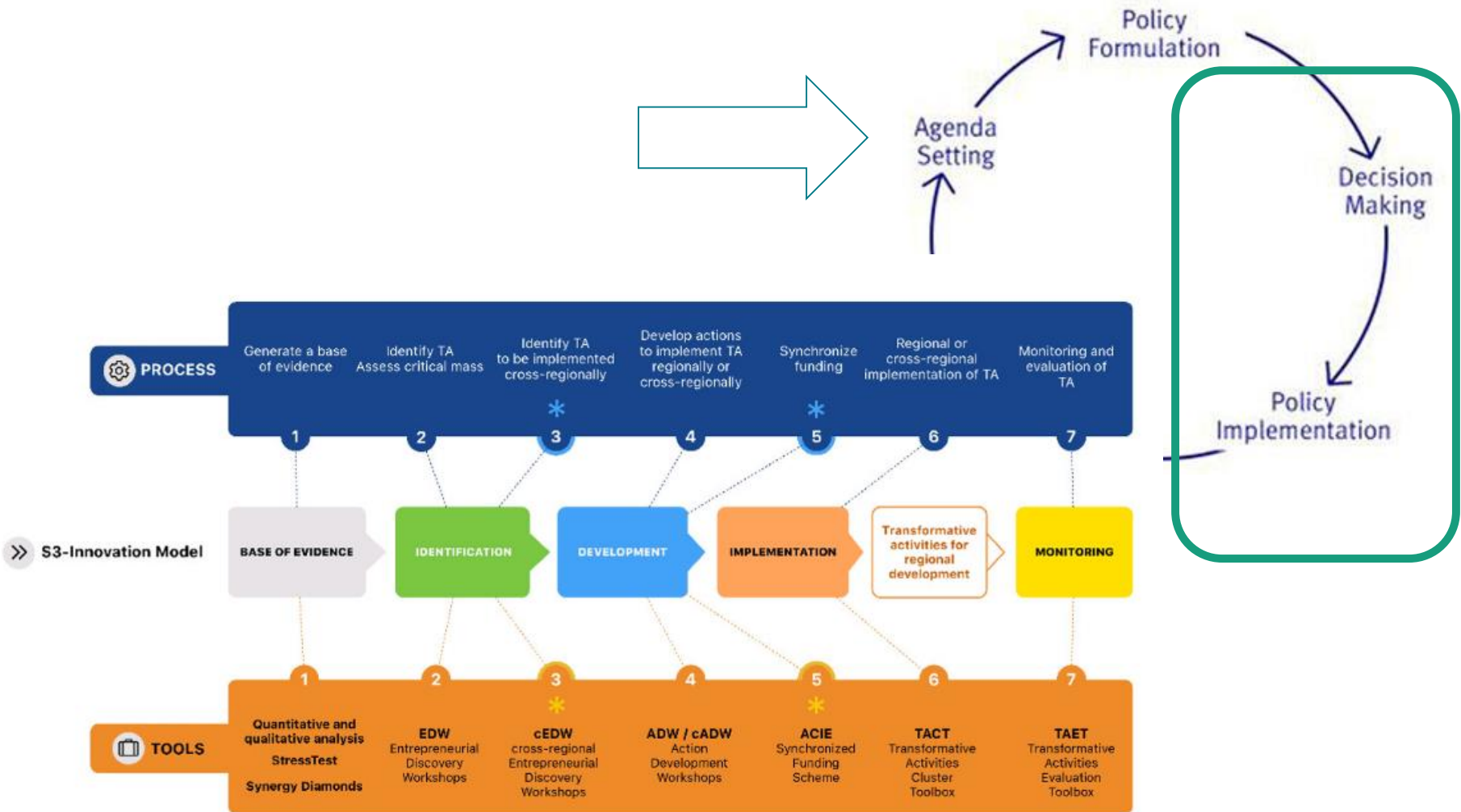
# RIS3 IN PRACTICE – OBSTACLES AND PERSPECTIVES

Henning Kroll, Fraunhofer ISI



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# I. From Agendas to Results



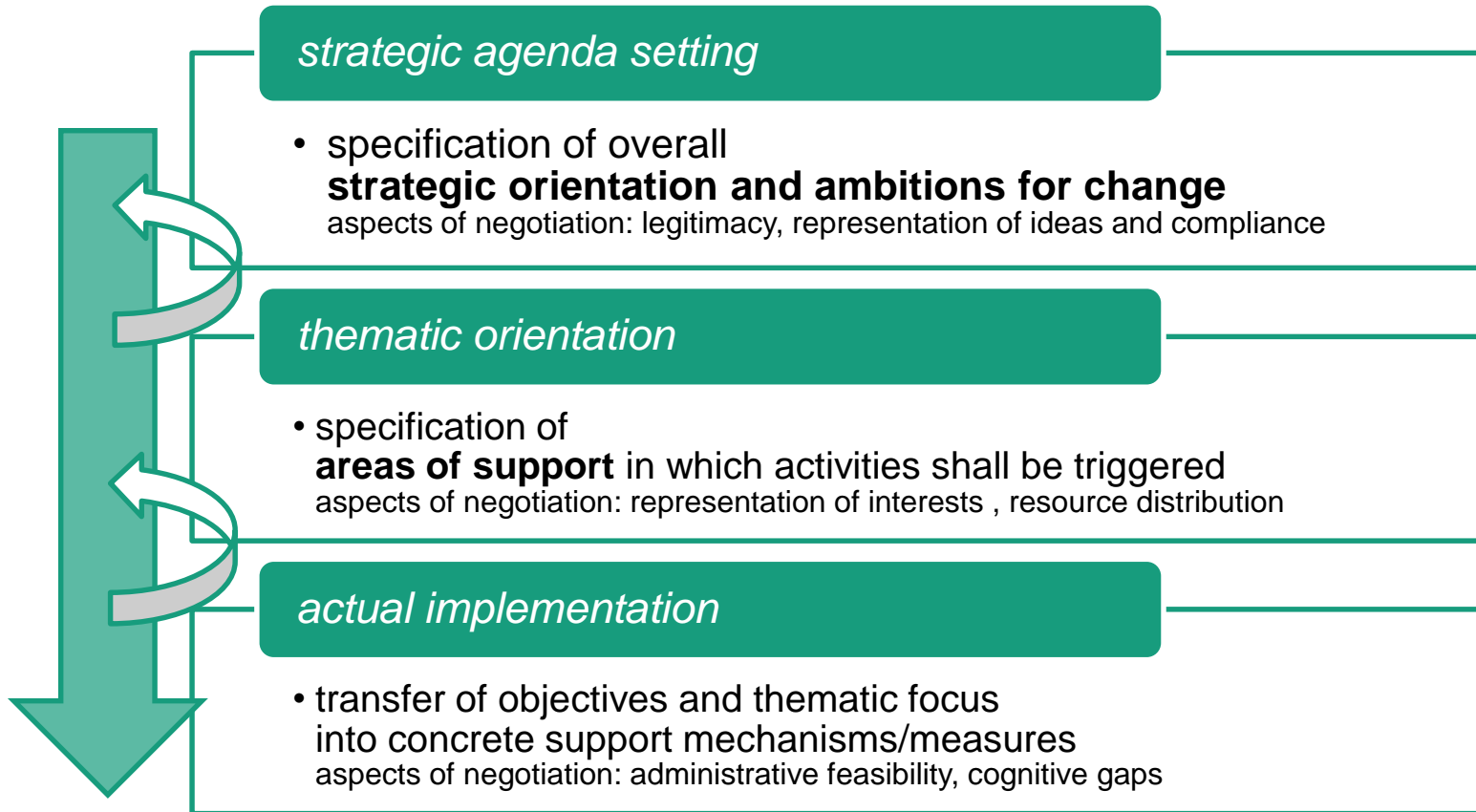
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# I. From Agendas to Results

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- standard assumption: if it doesn't work it's
  - corruption (Rodriguez-Posé et al., 2014)
  - institutional inadequacy (Kroll, 2015)
  - lack of political interest (Kroll, 2017)
  
- **yet, this is not all**
- implementation is a living process depending on people  
**=> gradual translation** (not implementation) **of political decisions**  
(Iaccobucci, 2014; Kroll, 2019)
- different **logics of negotiations** at different levels;
- at different levels, **different games are played by different rules**,
- at different levels, different **formats of negotiation** are common

# Interactive and actor driven translation



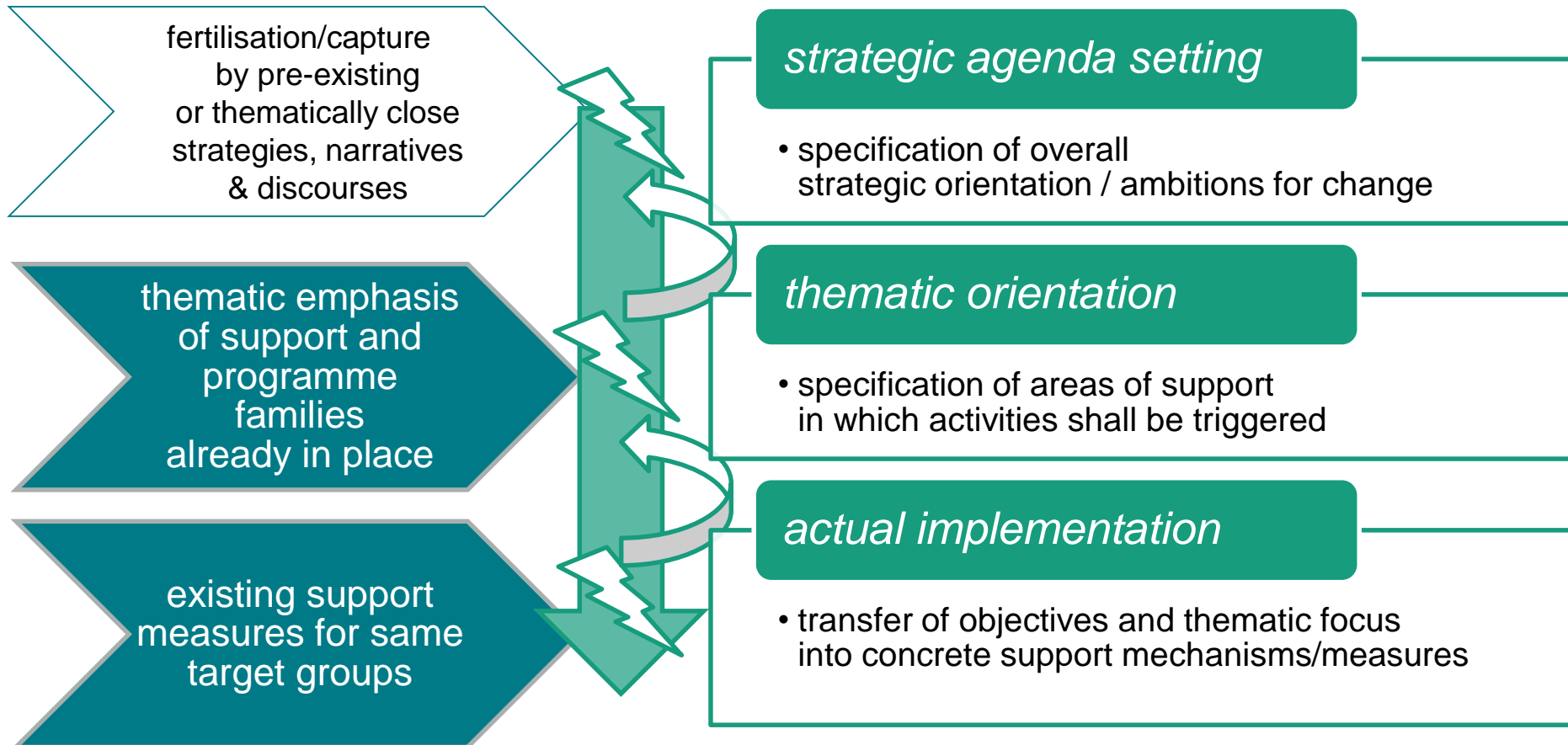
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# *Intervening Factors*

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- in practice, both the **process itself and its results are often deficient**
  - consistency: is the content at different levels free of contradictions
  - coherence: do subsequent decisions follow from preceding ones
- not only (even if commonly also) due to „human issues“ in politics
  - **functional challenges resulting from arena of negotiation**  
(contest for best ideas, competition for resources, conflicts of remit...)
- the translation of (initially vague) narratives into practice is characterised by piecemeal solutions, capture and ‚policy patching‘
  - partially this is based on **path dependencies**
  - partially it is based on **translation failure**

# PATH DEPENDENCIES



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# TRANSLATION FAILURES

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## *strategic agenda setting*

- specification of overall strategic orientation and objectives for change

[societal acceptance]  
trends & fashions  
resistance to change

## *thematic orientation*

- specification of areas of support in which new activities shall be triggered to effect change

[budgetary limits]  
conflicts of remit  
competition for resources

## *actual implementation*

- transfer of objectives and thematic focus to concrete support mechanisms

[technical/legal limits]  
separate agendas of adm. agencies  
cognitive limits of adm. agencies

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# I. From Agendas to Results: Status Quo

on a scale of: 1 excellent - 5 very poor

	consistency	coherence
strategy	2.84	2.71
priorities	2.74	2.42
instrumentation	2.92	2.85

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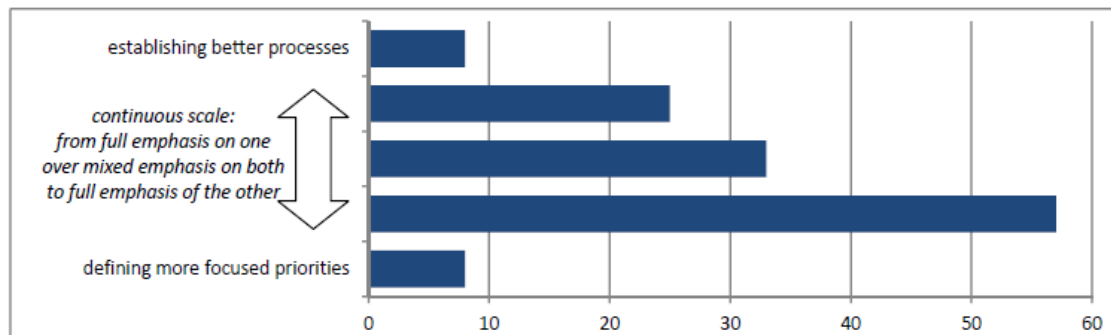
- consistency (i.e. **the question whether my strategy looks nice**) next to exclusively depends on administrative capacity
- coherence (i.e. **the question whether things actually fit together**) also depends on many real world factors (>>> EDP)
  - degree of economic development
  - openness of business towards policy
  - degree of development of Triple-Helix



## II. What type of agendas?

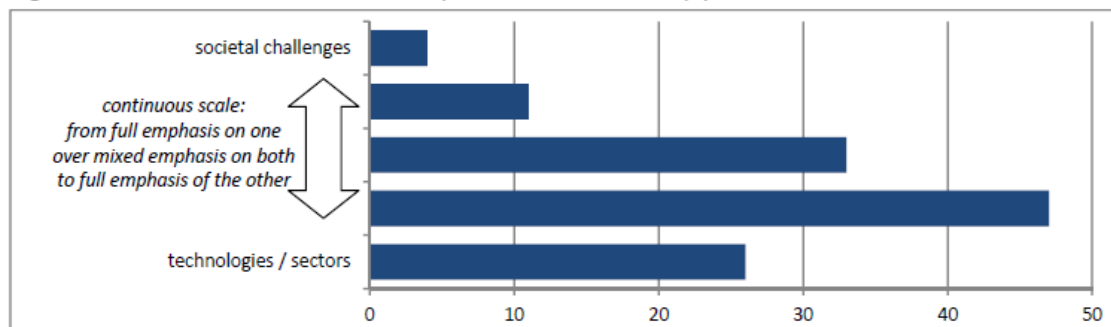
- Should focus on „Transformative Activities“ having the potential to significantly transform existing industries. “providing huge potential for regions to develop and ultimately to create jobs in innovative new fields with high growth potential.”

Figure 5: Main ambition of entrepreneurial discovery processes



Source: Own Analysis

Figure 6: Main orientation of entrepreneurial discovery processes



Source: Own Analysis

## II. What type of agendas?

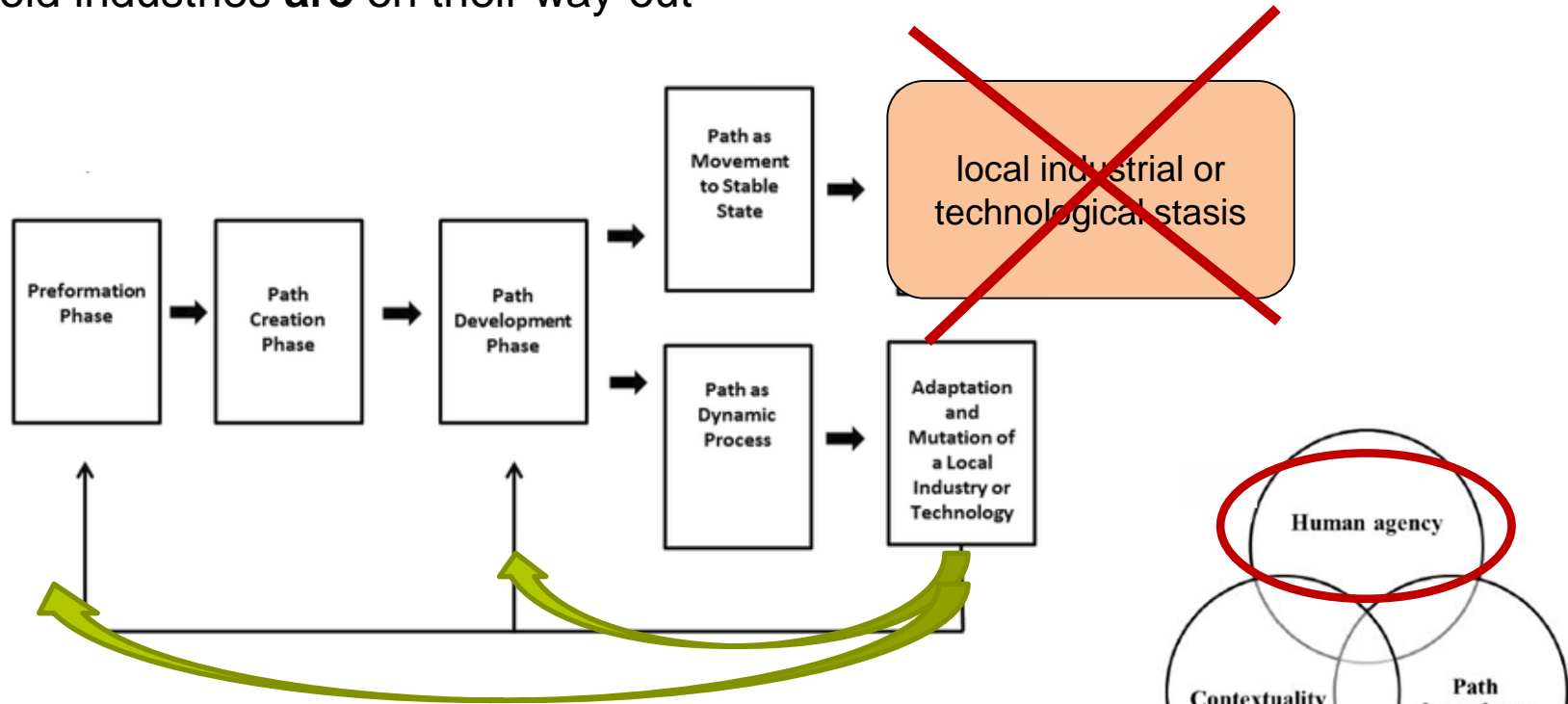
- Focus in the 2010-15 strategy round was mostly on **priorities** and often on **technological priorities**
- Hence, most strategic frameworks are actually not very strategic... (by policy makers own concession)

coherence	strategy	priorities	instrumentation
Central Europe	2.45	2.00	2.27
Southern Europe	2.78	2.43	2.92
coherence	strategy	priorities	instrumentation
leading	2.31	2.04	2.44
upper mid-range	2.76	2.32	2.74
lower mid-range	2.93	2.63	3.17
lagging	2.79	2.75	3.13



# How to be Transformative I

old industries **are** on their way out



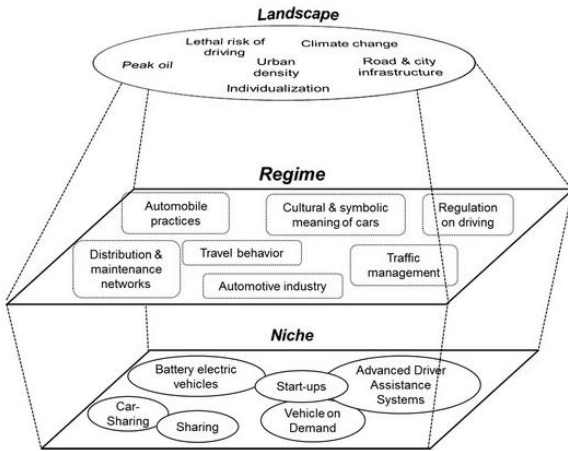
Source: Martin 2010, 21

Path Development Theory  
Martin (2010), Tödtling and Trippl (2013)



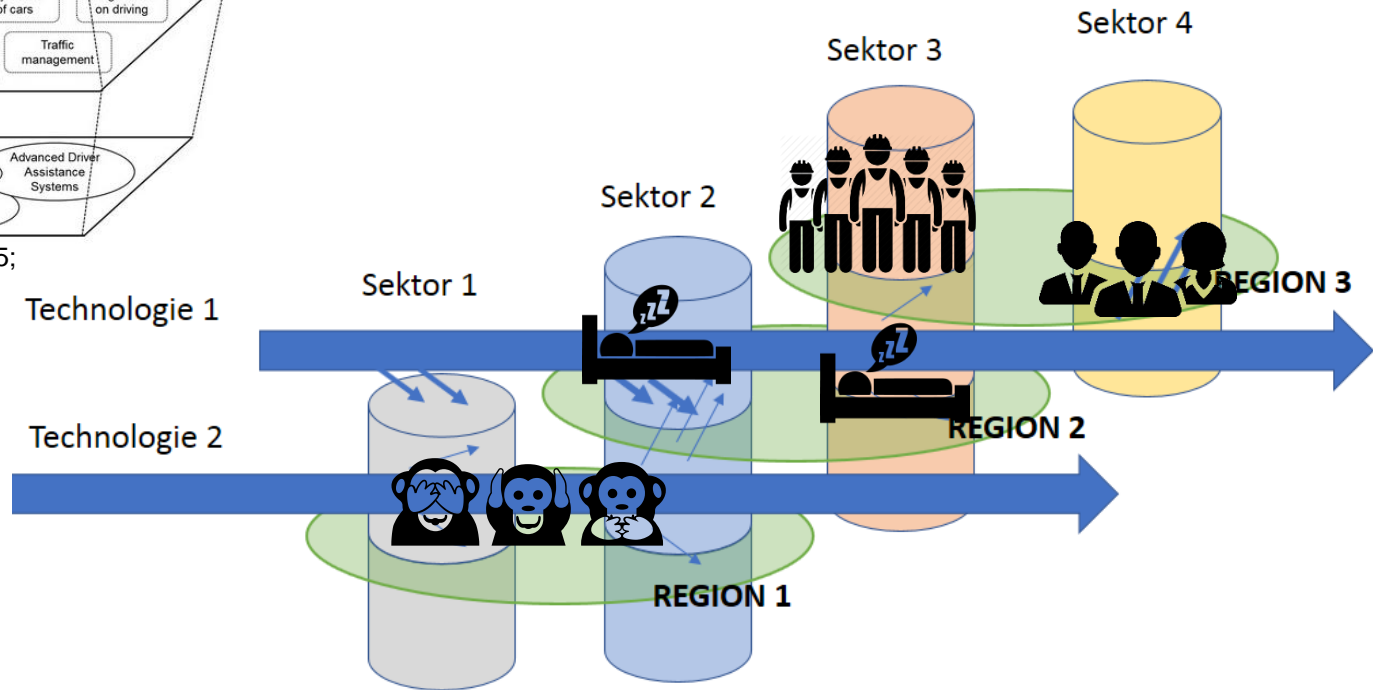
Quelle: Sanz-Ibáñez, 2014

# How to be Transformative II



Source: Fraedrich et al. 2015;  
based on Geels, 2002

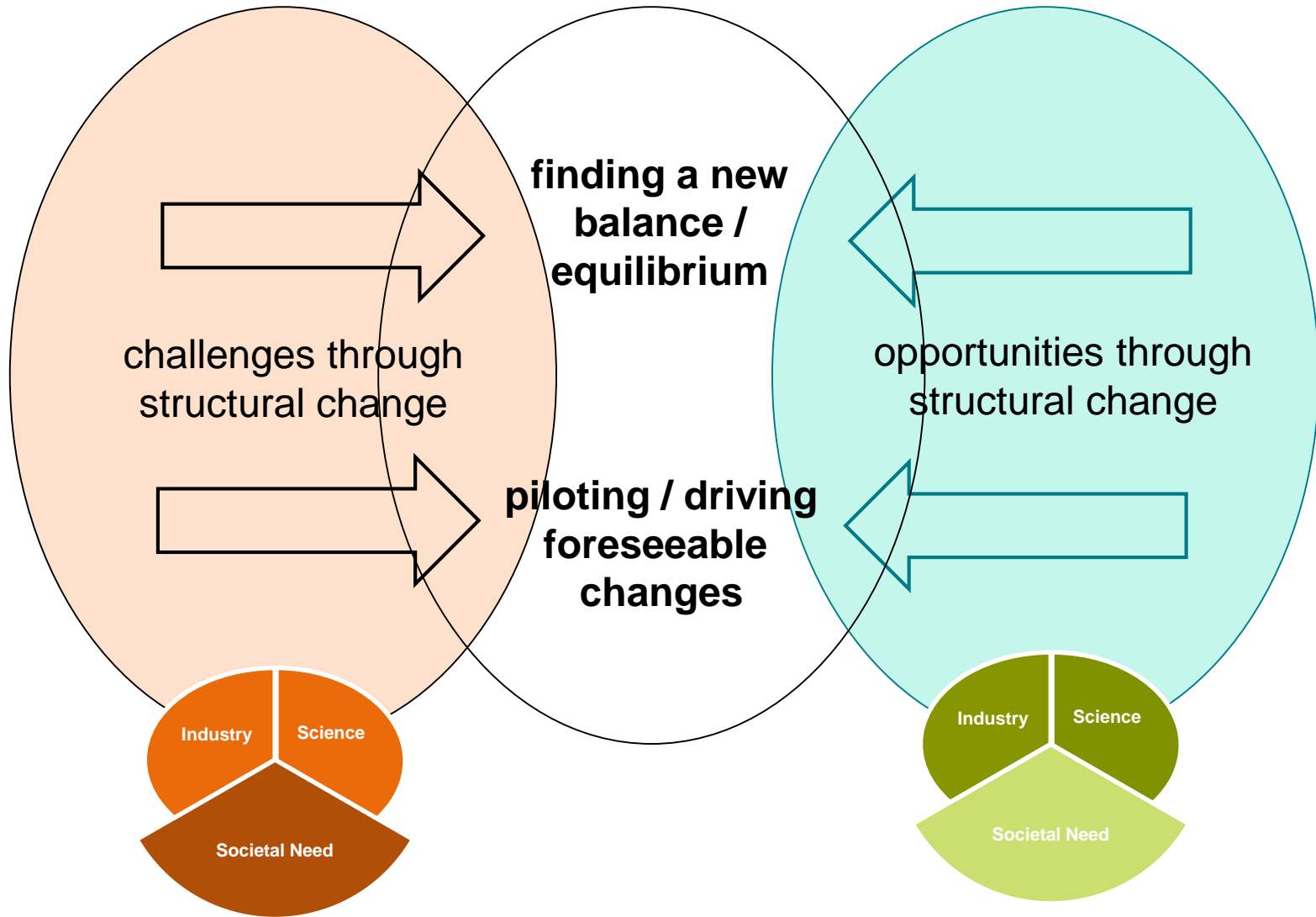
system transformation **will** affect us sooner than later



Source: own picture

Regional Development & Transition

Boschma et al. (2017)



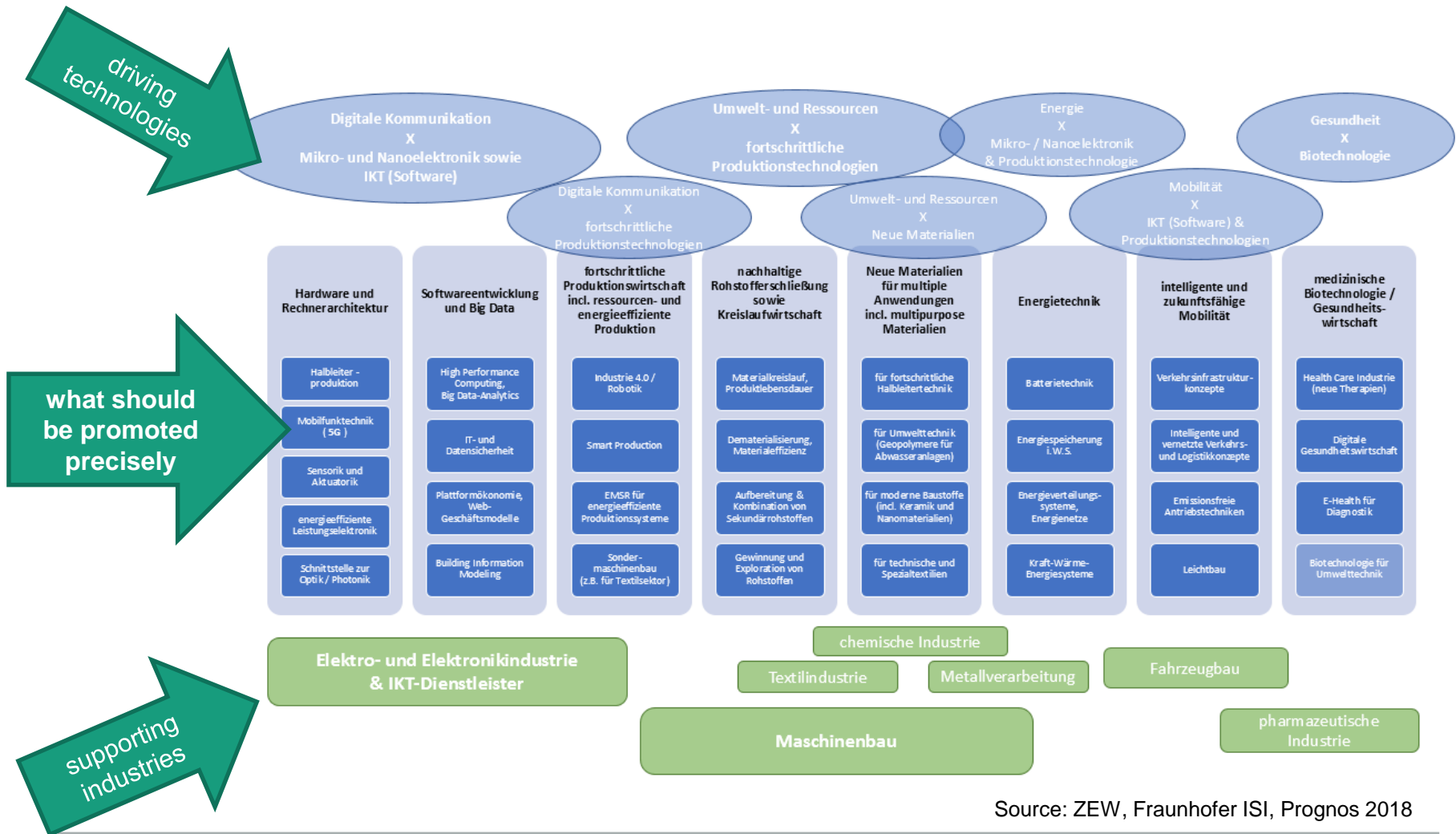
## II. What type of agendas? - Challenges

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- Develop a Vision where to stand in the ongoing process of societal and economic transformation
  - where does the region have to fix concrete issues
  - how can it (profitably) contribute to solving larger challenges (energy, digitalization, ...)
- Re-evaluation your existing strengths through that lens
  - are perceived capacities still assets?
  - is there a need to invest stronger in so far less prominent areas
  - in which areas can they help to accommodate negative impact
- Define **challenge-oriented** strategies from an opportunity perspective (**NO** need for 'missions')
  - focus on application areas
  - understand technologies as means to diverse ends (remember multi-purpose technologies)

Quelle: Boschma et al., 2017

# Recent Example



Source: ZEW, Fraunhofer ISI, Prognos 2018

# The role of Macro-regions

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- Participant regions share these upcoming challenges
- There are even some that are particular to this group
- In the Alpine space, most participants have a similar institutional capacity
  
- Inform each other on governance practice and things that have worked
- Share experiences on organizational and institutional arrangements

Quelle: Boschma et al., 2017



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Thank you !