



Navarra's experience on smart specialization PLAN MODERNA RIS 2012-2015 / IV Technology Plan

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1. Navarra region

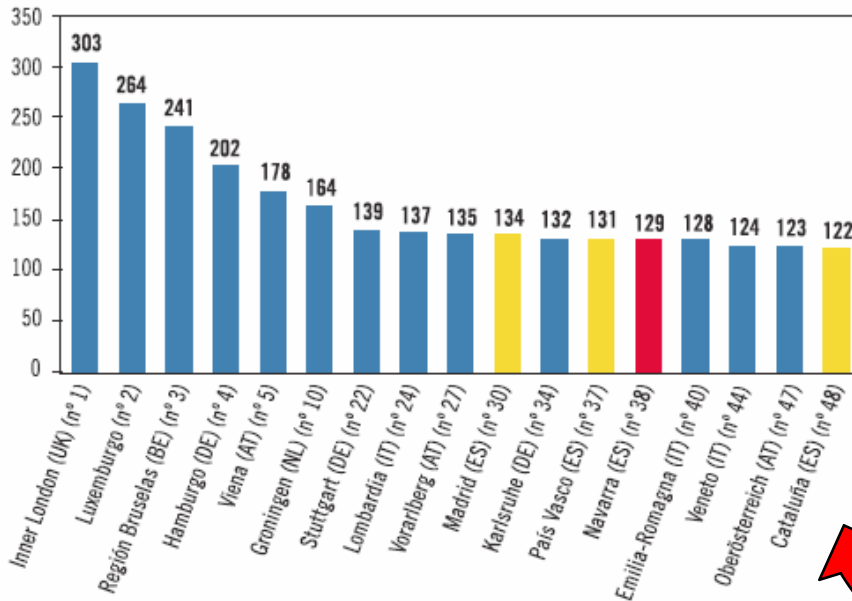


- ✓ Cohesion Policy 2007-2013: Competitiveness and Employment.
- ✓ 93% of ERDF Regional Operation Programme devoted to Axis 1: Innovation and Knowledge Economy.
- ✓ 38th EU Region by income per capita.
- ✓ 76th most innovative EU Region.
- ✓ 1st most innovative region of Spain.

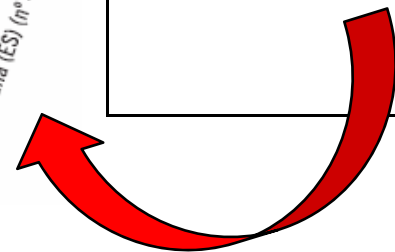


1. Navarra region

Per Capita Income in Navarre compared (EU-27=100)



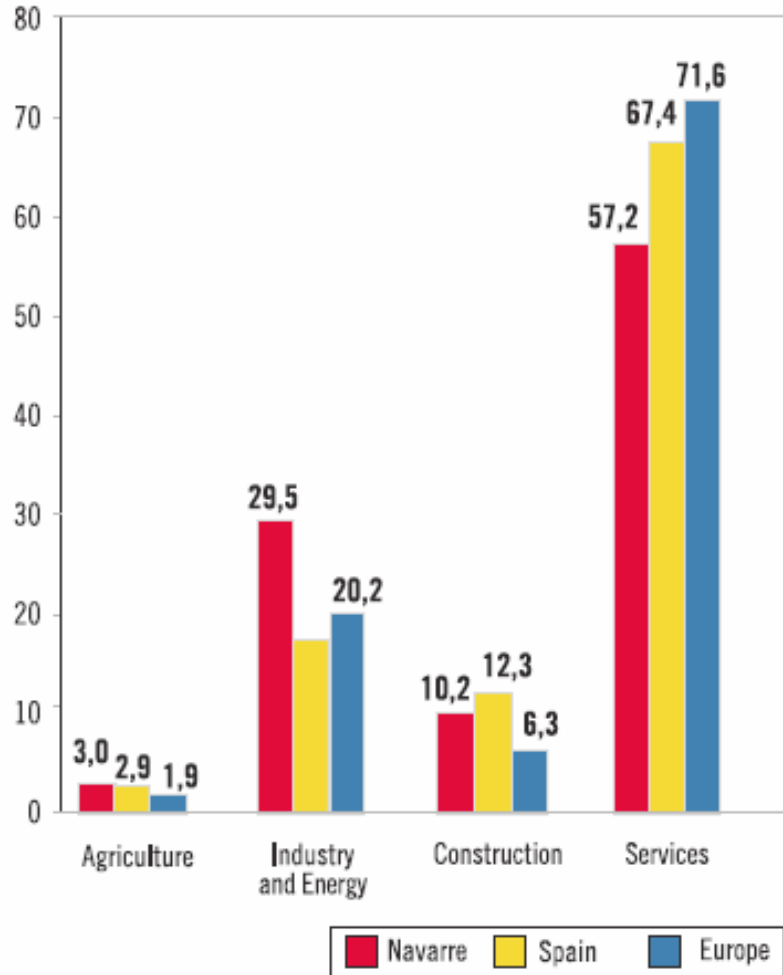
Surface area	10.500 sq. km
Population (2010)	636.924 people
Active population	308.700 people
Working population	277.300 people
Unemployment rate	12.47 %
GDP (2009)	18.183 million €





1. Navarra region

Navarre's economy by sectors (%)



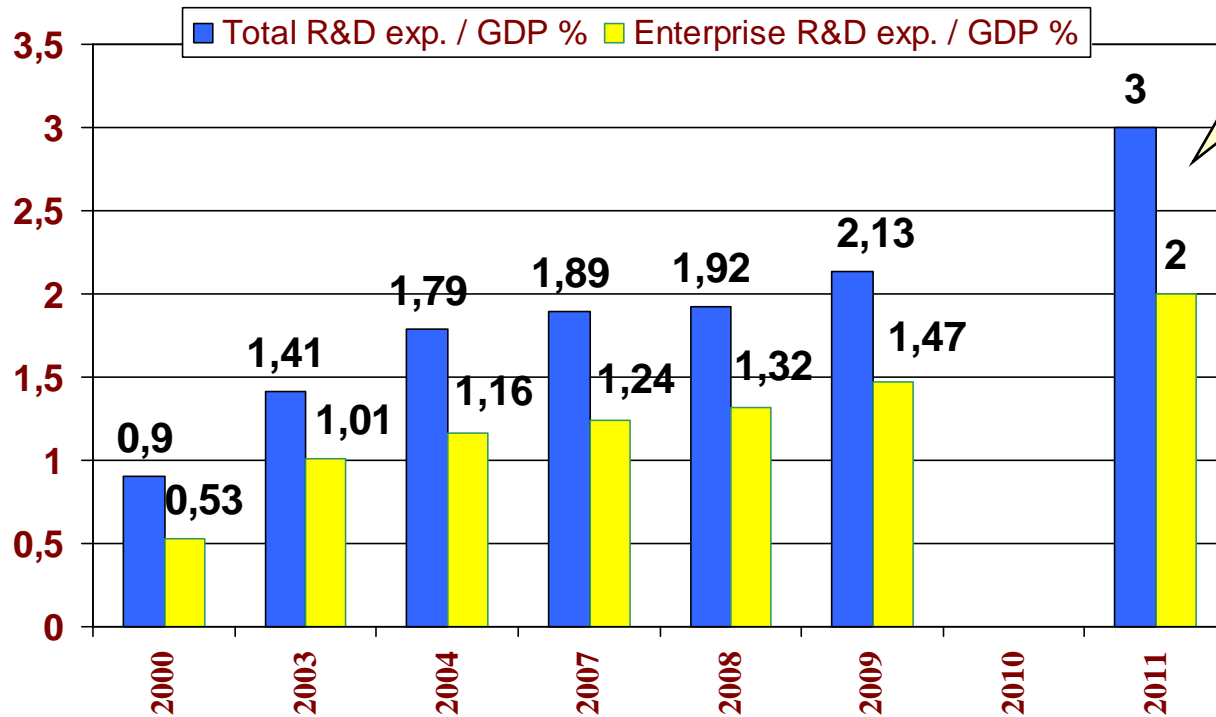
Sector	GDP %
Agriculture	2,7 %
Industry	28,4 %
Construction	9,5 %
Services	59,4 %

Main Industry Sectors
Automotive
Agrifood
Metal-mechanics
Electronics



1. Navarra region

Objective
III PTN (RIS)





2. Smart Specialization concept

“Smart specialization is an important policy rationale and concept for innovation policy. It promotes efficient, effective and synergetic use of public investments and supports countries and regions in strengthening their innovation capacity, while focusing scarce human and financial resources in a few globally competitive areas in order to boost economic growth and prosperity. It concentrates resources on the most promising areas of comparative advantage” S3 Platform

EU promotes “Smart Specialization” as regional policy for the EU2020 strategy development.

In this framework, Plan Moderna has been considered as **good practice** in incorporating this general strategy.

What is

MODERNA



MODERNA, the new Model of Economic Development for Navarra is a system of competitive intelligence that involves the gathering all the significant information, creating and accelerating connexions between economic agents, fostering open innovation and developing cooperative projects and new enterprises, through the alignment of public and private resources in order to fulfill the established goals.



A

3. MODERNA Regional Economic Strategy



More than 5,000 persons
have helped create MODERNA

- More than 100,000 visitors to the web site
- 33 interviews in the USA and EU to discover more about other models (4 regions and 1 country)

Participatory process
through a
Public Private Partnership.





3. MODERNA Regional Economic Strategy

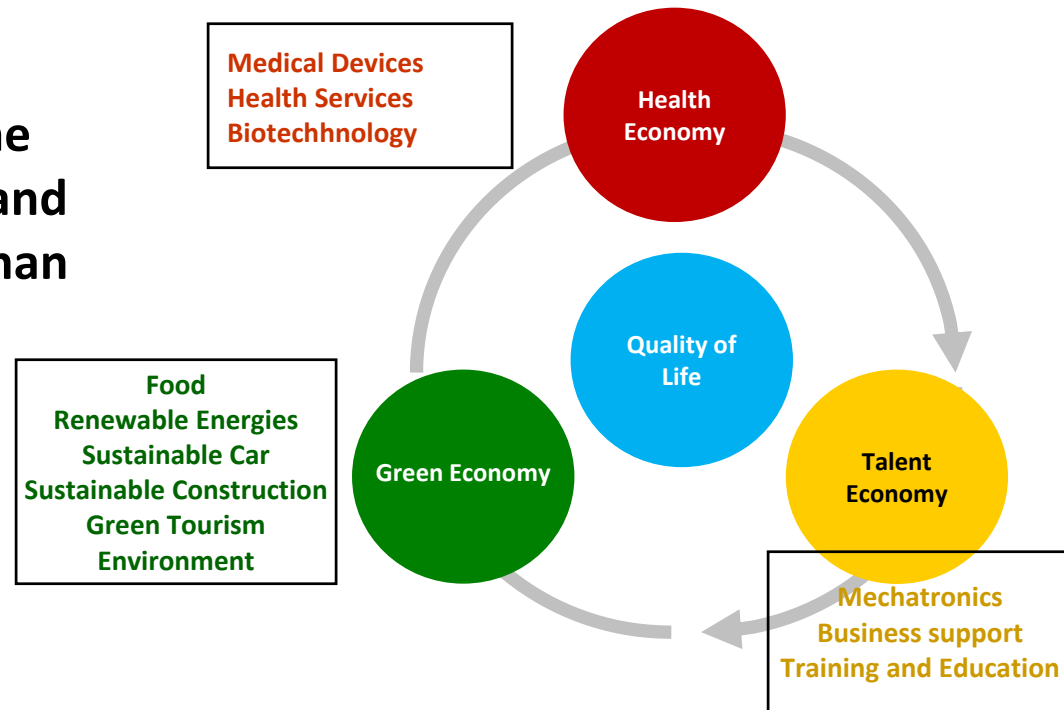


MODERNA. New Economic Model of Navarra 2030

Goal: shift from a productive economy to a knowledge one, aiming at Quality of Life, i.e. the increase of per capita income and the improvement of other human development indicators.

Strategy: 3 economic axis.

Process: Smart specialization, Promotion and support of 12 regional Clusters.





3. MODERNA Regional Economic Strategy

A step forward on Regional Strategy: Smart Specialization



- What makes us strong?
- In which sectors can we compete?
- What can we improve?
- What opportunities do we have?



3. MODERNA Regional Economic Strategy

Smart Specialization process: Diagnosis

Dynamism of the main traded clusters (in other words, which are subject to competition from markets outside Navarre)

Cluster (ranking)	Number of Employees (2007)	Average Salary (€, 2007)	Increased in turnover per employee (2000-2006)	Exports (Millions € 2007)		Patents (1998-2008)
Construction: Public Works and Related Serv. (1)	21,208	22,026	9%	1	NA	1
Automobile (2)	15,611	28,132	2%	2,937	0%	33
Agricultural Crops (3)	10,357	NA	9%	137	7%	9
Processed non-perishable food (4)	9,438	20,190	6%	333	10%	8
Manufacturing of processed metals (5)	8,552	27,144	6%	324	9%	7
Land/sea transport and logistics (6)	8,326	20,424	3%	NA	NA	1
Education and generation of knowledge (7)	5,935	24,211	4%	NA	NA	NA
Livestock (8)	5,907	19,954	8%	20	NA	2
Hotels and tourism (9)	5,597	20,504	3%	NA	NA	0
Construction materials and accessories (10)	3,804	22,597	7%	33	NA	12
Plastics (11)	3,265	24,945	3%	199	2%	1
Forest products (12)	2,800	28,182	-1%	146	3%	6
Motorised products (13)	2,715	26,156	31%	520	15%	59
Business services (14)	2,463	23,218	6%	NA	NA	0
Publishing and printing (15)	2,387	29,743	5%	53	-1%	0
Tools and components for machinery (16)	2,325	28,706	-1%	123	4%	24
Processed perishable foods (17)	2,249	20,447	14%	32	NA	13
Leisure products and services (18)	2,156	27,538	2%	0	NA	1
Manufacturing of primary metals (19)	2,093	26,686	2%	101	7%	0
Furniture (20)	1,837	21,967	5%	62	3%	0
Lighting and electrical equipment (21)	1,549	26,208	-1%	141	12%	16
Financial services (26)	781	31,294	16%	NA	NA	0
Biopharmaceuticals (30)	507	32,538	6%	11	NA	60

MODERNA



■ Top 5 clusters by variable
 ■ Middle clusters
 ■ Bottom 5 clusters by variable



3. MODERNA Regional Economic Strategy

Smart Specialization **process:**



IN WHICH SECTORS CAN WE COMPETE?

Major importance of advanced manufacturing **clusters***, led by **the automobile** industry, which is facing major challenges to its continuing competitiveness.

- Highly competitive **agrifood clusters** focusing on the development of processed foods.
- Larger **construction sector** than other European economies but smaller than the rest of Spain.
- Significant development of a **renewable energies** cluster with a great capacity for innovation (56 patents in 10 years).
- **Biopharmaceuticals** cluster emerging from a powerful healthcare sector.
- An approachable **Public Sector** that generates 10.7% of Gross Value Added.

3.MODERNA Regional Economic Strategy

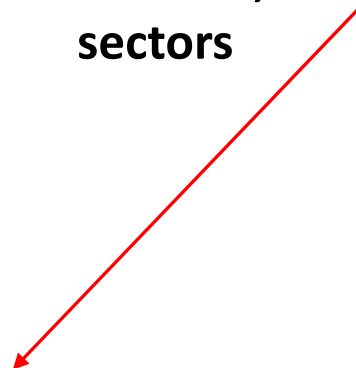
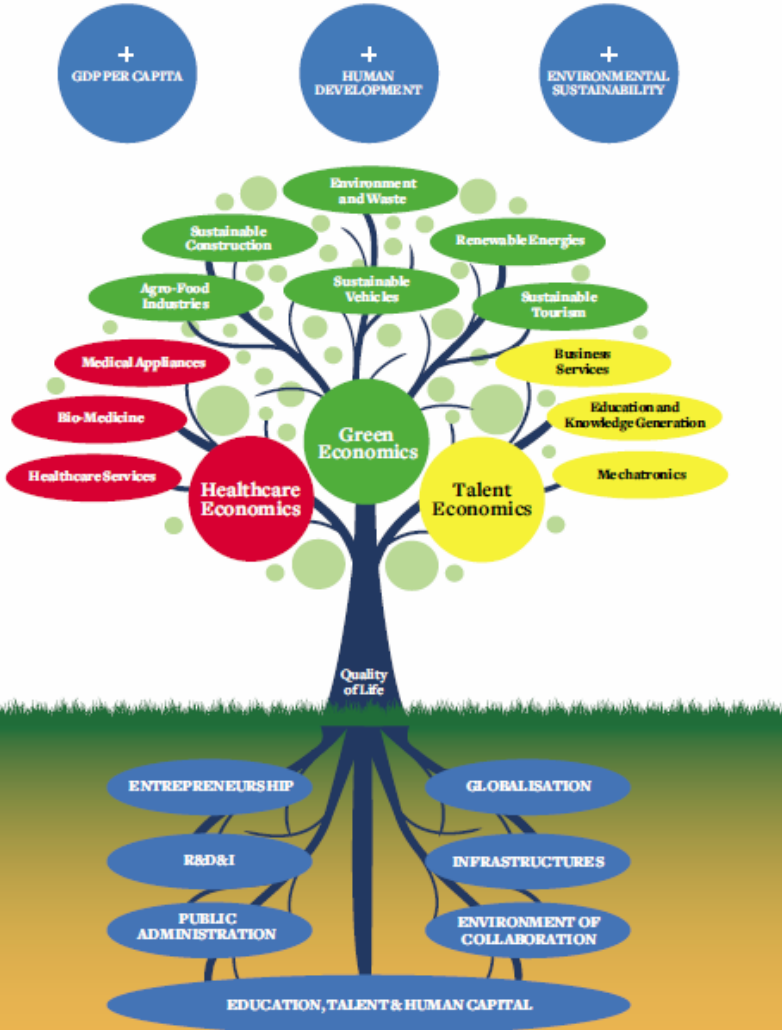


MODERNA **strategy:**

GOALS

3 Economic Axis
12 priority clusters (branches)
7 cross-cutting factors: which have a decisive, core effect on all business sectors

MODERNA TREE





3. MODERNA Regional Economic Strategy

MODERNA

MODERNA **strategy:**



- **Improve quality of life** for the people of Navarre

- Greater **prosperity**: increase **per capita income** with a more even distribution

- Constantly improve education and health

- Guarantee **environmental sustainability**

- Reinvent and make basic clusters more efficient: **Automobiles, Healthcare services and Construction**

- Invest in the development of strategic clusters for **Renewable Energies and Processed Foods**

- Support clusters of the future such as **Medical Biotech, Medical Equipment and Mechatronics**

- Complement the development of the above through clusters for **Business Services and Education and Knowledge Generation**

- Supporting **human capital and talent**

- Fostering **entrepreneurship**

- **Internationalising** Navarre and its companies

- Investing much more in **R&D and Innovation**

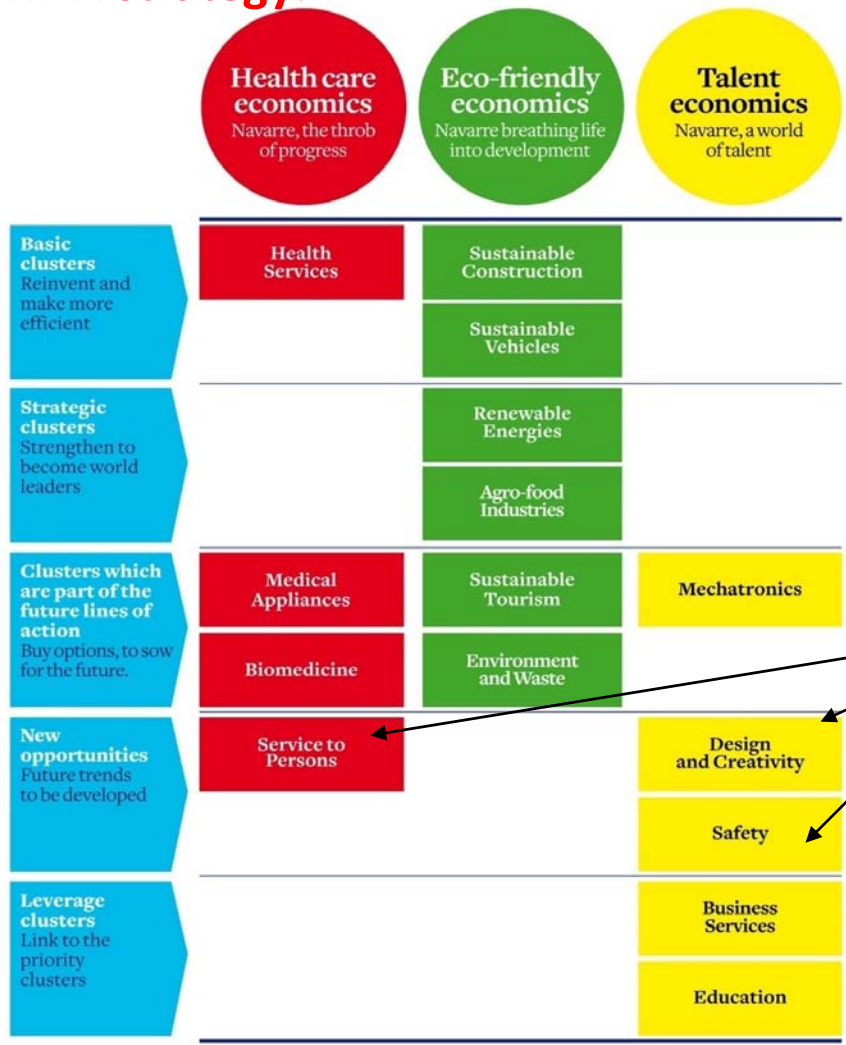
- Improving the **collaborative environment** among companies and between them and the Administration, technology centres and universities

- Transforming Public Administration into a key factor in competitiveness

3. MODERNA Regional Economic Strategy



MODERNA strategy:



Each sector and cluster has agreed an **Action Plan**

New opportunities



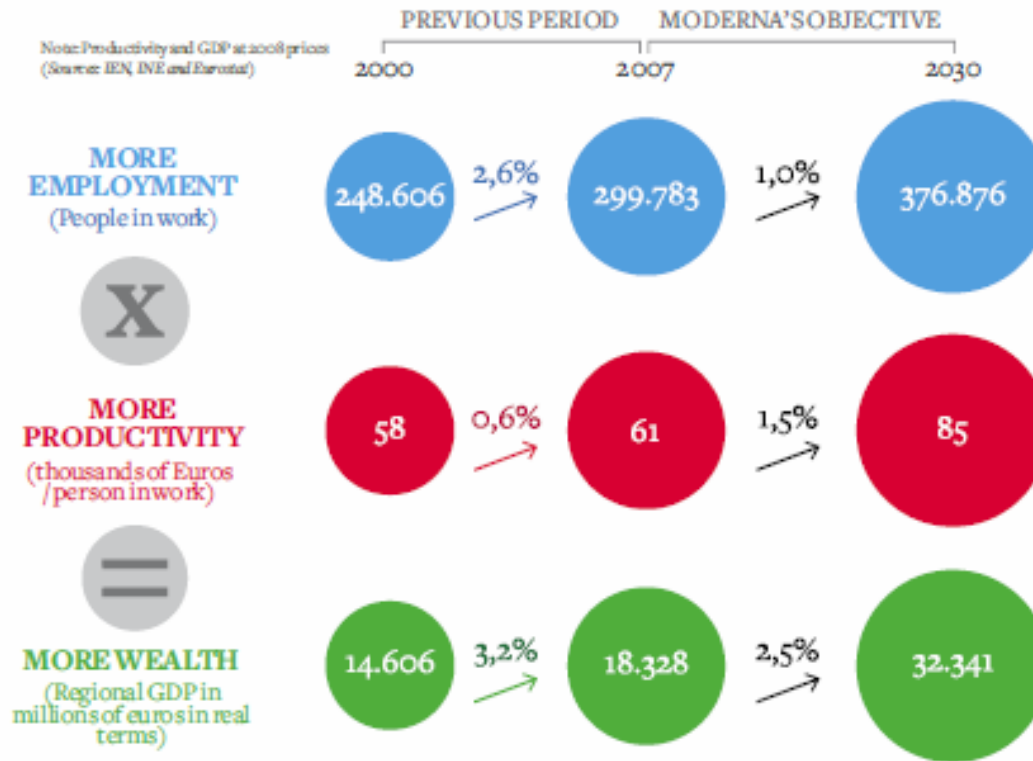


3. MODERNA Regional Economic Strategy

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Expected **impact**



Result Indicators



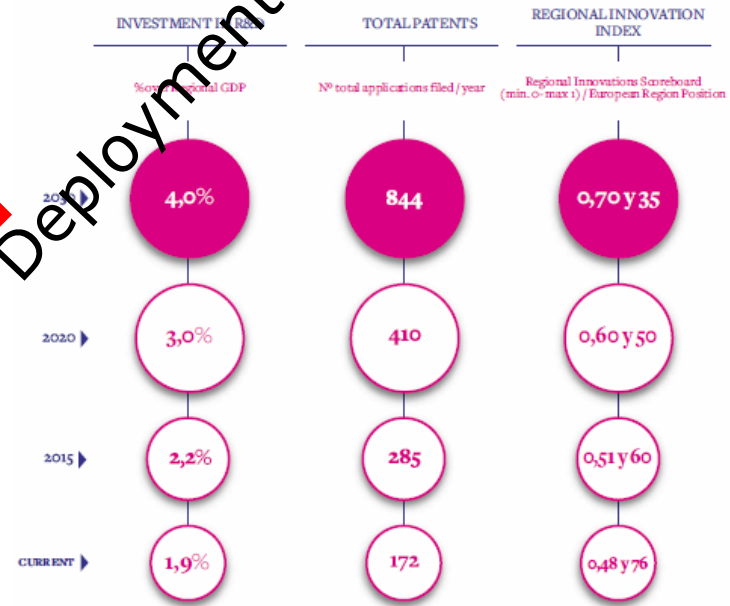
3. MODERNA Regional Economic Strategy

MODERNA

How will the impact **measured**

CHALLENGES	CONCEPT	TODAY	2030
EDUCATION	EDUCATION LEVEL OF EDUCATIONAL ACHIEVEMENT (PISA points)	502	550
	LEVEL OF ENGLISH (young people aged 18 with B2 level)	7%	90%
	LEVEL OF HIGHER EDUCATION (% university graduates)	36%	55%
INNOVATION	INVESTMENT IN R&D (% over GDP)	1,92%	4%
	TOTAL PATENTS (applications/year)	172	844
	REGIONAL INDEX FOR INNOVATION (Europe regions posit)	76	35
GLOBALISATION	EXPORTS (millions of euros)	5.450	10.000
	EXPORTING COMPANIES (Nr)	711	2.000
	INTERNATIONAL COMPANIES (Nr)	133	200
ECONOMY	EMPLOYMENT (people in work)	284.000	365.000
	PRODUCTIVITY (euros per worker)	61.000	85.000
	COMPANY SIZE (% companies > 50 workers)	1,30%	2,5%
	NUMBER OF NEW COMPANIES (Nr/year)	943	1.600
OBJETIVOS	PROSPERITY AND SOCIAL COHESION		
	POSITION AMONGST THE EUROPEAN REGIONS	32	20
	PROSPERITY (GDP per capita)	30.614	43.000
	DISTRIBUTION OF WEALTH (Gini Index)	28	23
	QUALITY OF LIFE (HDR)	0,972	0,987
	ENVIRONMENTAL SUSTAINABILITY (energy intensity)	2.132	1.450

Indicators Deployment





3. MODERNA Regional Economic Strategy

MODERNA



Which tools to measure: **Balanced Scorecard**

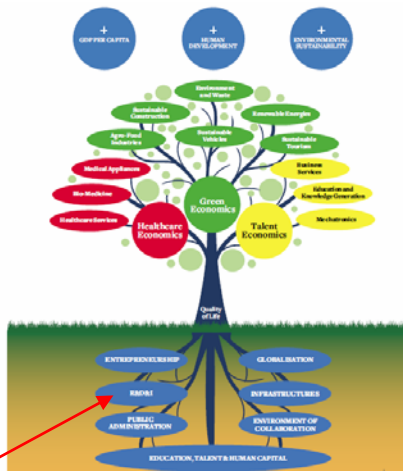
	Indicador		Situación de partida	Fecha de partida	Último dato disponible Octubre 2011	Fuente	Evolución del indicador	Objetivo 2015	Objetivo 2020	Objetivo 2030
EDUCACIÓN	Puntos PISA	s/ 100 máximo	502	2006	505	PISA 2009	↑	510	525	550
	Población de 18 Años con nivel B2 de Inglés	Estimación propia	7%	2010	7%	Estimación propia 2010	s.n.d.	30%	50%	90%
	% Titulados Superiores y FP II	s. población entre 25 y 64 años	36%	2007	36%	M de Educación y Gobierno de Navarra (2008)	↔	40%	45%	55%
INNOVACIÓN	Inversión en I+D+i	Porcentaje sobre PIB	1,92%	2009	2,13%	INE 2009	↑	2,20%	3,00%	4,00%
	Patentes Totales	Solicitudes / Año	172	2009	206	OEPM 2009	↑	285	410	844
	Índice Innovación Regional (IRIS)	Valor del IRIS y puesto regiones UE	0,48 y 76	2006	0,53 y > que 60	Eurostat 2009	↑	0,51 y 60	0,60 y 50	0,70 y 35
INTERNACIONALIZACIÓN	Exportaciones	Miliones de € constantes 2009	5.450	2009	7.810	IEB. Datos de Comercio Internacional. Julio 2011	↑	6.500	8.000	10.000
	Nº de Empresas Exportadoras		711	2009	741	Informe ICEX. (+ de 30.000 € en 2010)	↑	1.000	1.300	2.000
	Nº de Empresas Multinacionales en Navarra	Estimación propia	133	2010	133	Cámara Navarra / SOENNA 2010	s.n.d.	150	175	200
ECONOMÍA	Nº Ocupados	EPA	284.000	2000	270.300	INE EPA 2T 2011	↓	298.000	331.000	365.000
	Producción por Trabajador	€ constantes 2009	61.000	2009	67.770	Cont. Trimestral EN 2010	↑	68.000	73.000	85.000
	% Empresas	Con + 60 trabajadores	1,30%	2009	1,23%	DIRCE INE 2010	↓	1,60%	2,00%	2,50%
	Nº de Nuevas Empresas/Año	IEB	943	2000	856	IN. Estadística Sociedades mercantiles. Julio 2011	↑	1.100	1.250	1.600
PROSPERIDAD Y COHESIÓN SOCIAL	Puesto en PIB/Cápita	Entre Regiones UE EUROSTAT	32	2007	32	EUROSTAT 2009	↔	30	25	20
	PIB per Cápita PPA		30.614	2007	32.900	EN 2008	↑	34.000	37.000	43.000
	Distribución Riqueza	Índice GINI	28	2007	28	IEB	s.n.d.	27	26	23
	Calidad de Vida	IDH	0,9720	2007	0,9720	EN, PNUD e IBE	s.n.d.	0,9725	0,9790	0,9870
	Sostenibilidad Ambiental	Consumo energético final en miles de tEP	2.132	2000	1.914	Balances Energéticos de Navarra-GM 2009	↑	1.000	1.650	1.450

Indicators Deployment

4. New RIS: 4th Technology Plan of Navarra



MODERNA



+

Other
regional+
national+
European
initiatives

R&D&I
=
New RIS
IV TP2012-2015

4. New RIS: 4th Technology Plan of Navarra



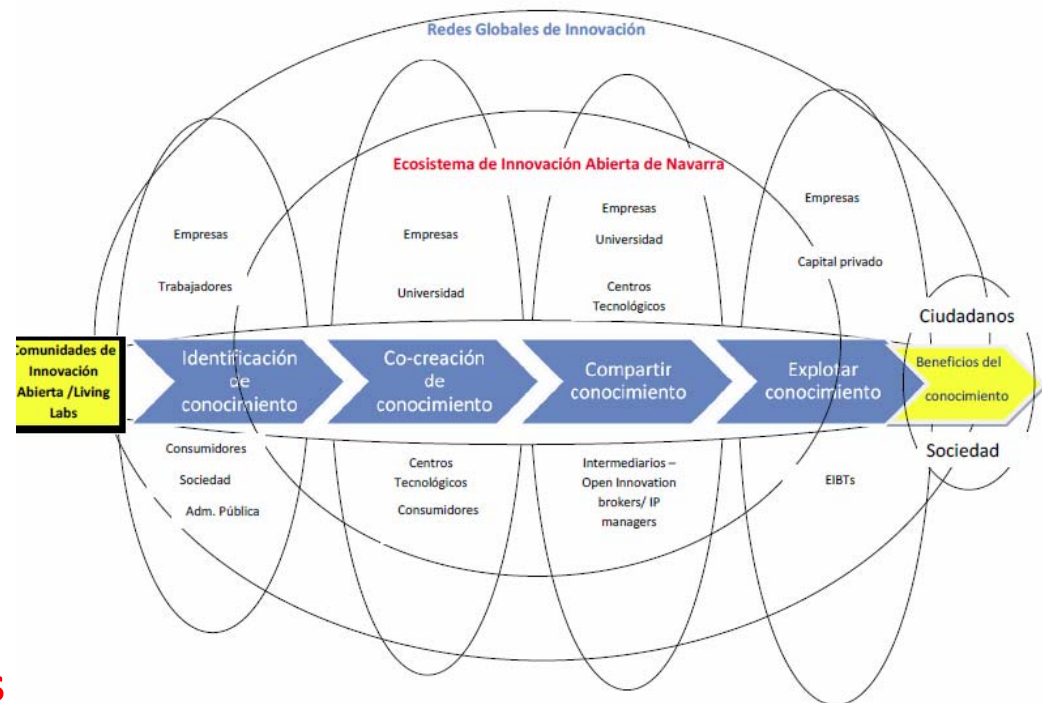
One of the main tools to implement the new Regional Economy Strategy :

➤ **Period: 2012-2015**

➤ **Budget: 220 million €**

➤ **Approach: Navarra to become an**

- ✓ **Open Innovation**
- ✓ **Eco-system connected to**
- ✓ **Global Innovation Networks**





4. New RIS: 4th Technology Plan of Navarra

Strategic Goals:

- **SMART SPECIALIZATION:** To promote the balanced and sustainable development of the regional economy taking into consideration the different priority sectors and regional companies and SMEs profile.
- **R&D INTERNATIONALIZATION:** To strengthen the integration of the regional innovation system into the European Research Area and into Global Networks of Innovation.
- **OPEN INNOVATION:** To ease Open Innovation by Innovation Stakeholders on the framework of a global market.
- **R&D SOCIALIZATION:** To foster regional competitiveness through the mainstreaming and levelling of Science and Innovation on Society.



4. New RIS: 4th Technology Plan of Navarra

	1. Análisis individualizados	2. Apoyo promotores EIBTs	3. Aulas de empresa	4. Ayudas a la contratación de servicios intensivos en conocimiento	5. Ayudas a la movilidad	6. Ayudas a proyectos	7. Bonos tecnológicos	8. Convenios con agentes y redes/clusters	9. Navarra Factori	10. Programa de formación de tecnólogos	11. Proyectos integrados	12. Red EIBTs	13. Proyectos interinos	14. Difusión, sensibilización y formación	15. Mesas	16. Proyectos demostrativos	17. Compra pública
1.1 Garantizar los recursos necesarios					X	X		X			X		X	X			
1.2 Potenciar la I+D+i que alimente a los clusters de Navarra					X			X			X						
1.3 Impulsar la conexión nacional e internacional de la I+D+i navarra	X				X	X							X	X			
2.1 Fomentar la cooperación y colaboración entre los agentes del sistema C-T-E			X		X	X		X		X	X			X	X		
2.2 Dotar al sistema C-T-E-A de personas e instrumentos que promuevan, faciliten y financien la transferencia de tecnología				X			X						X	X		X	
2.3 Favorecer y facilitar la creación y desarrollo de EIBTs desde las empresas, los CTs y las universidades		X						X				X	X	X			
2.4 Fortalecer la difusión de la I+D+i navarra								X					X	X			
3.1 Trabajar para que todas las empresas navarras sean organizaciones innovadoras y para que dispongan de un plan estratégico que incluya la I+D+i				X				X					X	X	X		
3.2 Apostar en las empresas por la innovación radical hecha en colaboración con las fuentes de I+D+i				X		X							X	X			
4.1 Formación de la sociedad en las ventajas y desventajas de los nuevos desarrollos, y fomento activo de la utilización de nuevos productos y servicios									X				X	X			
5.1 La administración como promotora de la innovación														X			X
5.2 El sector público es un motor de la innovación													X	X			

Objectives vs. Instruments Matrix



1. I+D+i internacional de alto nivel orientada a mercado

2. Valorización y Creación de EIBt's

3. I+D+i=herramienta de competitividad de empresas

4. Apertura social al uso de nuevos servicios y productos

5. Administración innovadora+D+i

U
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C
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1. Análisis Individualizados
2. Red EIBT's y apoyo a promotores
3. Aulas de empresa
4. Ayudas a la contratación de KIS
5. Ayudas a la movilidad
6. Ayudas a proyectos
7. Bonos tecnológicos
8. Convenios con agentes, redes/clusters
9. Navarra Factori
10. Formación de tecnólogos
11. Proyectos integrados
12. Proyectos internos
13. Difusión sensibilización y formación
14. Mesas
15. Proyectos demostrativos
16. Compra pública

Presupuestos

Indicadores





4. New RIS: 4th Technology Plan of Navarra



Example: Action indicators
Instrument: KIS dinamization

Indicadores ejecución

INDICADOR	OBJETIVOS				
	2012	2013	2014	2015	TOTAL
Nº de jornadas de difusión	1	2	2	2	7
PRESUPUESTO euros	40.0000	80.000	80.000	80.000	280.000
Nº de proyectos oferta	2	3	3	3	11
PRESUPUESTO euros	200.000	300.000	300.000	300.000	1.100.000
Nº de ayudas demanda	30	40	50	60	180
PRESUPUESTO euros	300.000	400.000	500.000	600.000	1.800.000
Presupuesto Total euros	540.000	780.000	880.000	980.000	3.180.000



4. New RIS: 4th Technology Plan of Navarra



Result Indicators	Current Value (2008)	Target Value (2015)
RTDI Expenditure as a % of GDP	2,1 %	2,9 %
Private RTDI expenditure as a % of total RTDI Expenditure	68,9 %	67 %
Total number of new annual patents	172	285
RTDI staff Full Time Equivalent over employed population (as 0/00)	20 0/00	23 0/00
Position on the European Innovation Scoreboard	>60	60
New to market or new to firm sales of all enterprises as a % of turnover	6,7 %	10%
Employment in Medium-High Tech and High Tech Manufacturing Sectors (HTC-MH) and in High-Tech sectors (HTC) as a % of total workforce as a % of total workforce	11,2 %	13 %
Social perception on Science and Technology by FECYT (Spanish Foundation for Science and Technology) Survey	17 %	25 %



4. New RIS: 4th Technology Plan of Navarra



• Already working:

- Cluster management support by Navarra European Business and Innovation Center (CEIN) and Navarra Innovation Agency (ANAIN).
- Facilitator and Intermediary role played by RTOs (RETECNA; Network of RTOs).
- Access to grants for collaborative R&I projects.
- Access to mobility grants.

• New:

- Collaboration Agreements.
- Open and flexible programming subject to multi-year funds commitment following agreed results between Cluster Initiatives and Regional Government.
- More ambitious goals.



That's all Folks

Thank You Very Much



Contact data



Gobierno de Navarra
Departamento de Desarrollo Rural,
Industria, Empleo y Medio Ambiente

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