

Anticipatory Innovation Ecosystems: The case of Latvia

INTERREG Dialog



Observatory of
Public Sector Innovation

The challenge

“The world...is undergoing rapid and comprehensive changes... The competitiveness of industry in the long term largely depends on the ability to identify and assess global development directions in a timely manner”

Latvia's Guidelines for National
Industrial Policy 2021-2027

Our approach

Build the capacity of Latvian innovation ecosystems and government to **collectively anticipate and act on opportunities** to enter into emerging value chains.

Why develop anticipatory innovation ecosystems?

Innovation Ecosystems

- Novel innovations through convergence
- Identification of better collective outcomes
- Reduction in transaction costs
- Improved access to resources
- Improved value capture

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Anticipation

- Stimulating creativity
- Strengthening collaboration
- Identify emerging opportunities
- Stress-testing strategies
- Shaping government policy

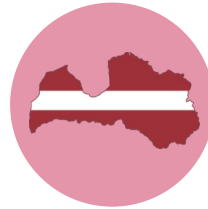
Why develop anticipatory innovation ecosystems?

Anticipatory Innovation Ecosystems

...can help governments better understand and prepare for the future by **leveraging the collective intelligence of diverse stakeholders to inform policy**

- Generation of novel ideas and convergence
- Representation of diverse perspectives enables the identification of collective outcomes
- Reduction in transaction costs
- Improved access to resources for innovation
- Improved value capture

What we did



Assessed the Latvian context

- Interviews with 40+ Latvian stakeholders at the start and end of the project
- Practical workshops with representatives from LIAA and ministries



Uncovered and analysed insights about innovation ecosystem development

- Extensive literature review
- Interviews with representatives from 10 European innovation ecosystems



Practical workshops for action research

- 80+ ecosystem partners engaged across four S3 areas (Smart Mobility, Bioeconomy, Biomedicine, Smart Materials and Photor...

A series of online and in-person workshops stimulated ecosystem partners to explore the future together

“I think people in various types of organisations understand that we are in front of very important changes and these changes once can meaningfully overcome and exploit only through collaboration.”

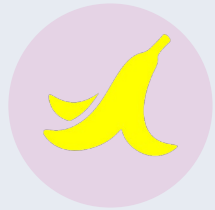
Representative of Smart Mobility ecosystem



World's crisis	Decrease in EU investments in R&D	Sharp changes in laws and regulations	Mentality of Latvians to work on their own	Low willingness to study STEM in whole Europe	Government priorities are attracted to new pandemics and defence and security
USA attracts most of the talents	Populists gain majority in the EU governments	Failure to attract enough people in science and education, Aging and shrinking.	Antivaxer, anti-5G movements expand	EU breaks apart	
Global economic recession	World is shifting to the Asian market	Cold War starts	Budget for climate change switches to defense	Disruptive innovations in science that renders previous R&D obsolete	



Workshops improved preparedness & collaboration



50+

Future changes affecting ecosystems identified



30

Actions discussed to improve ecosystem resilience



3/4

Participants improved understanding of future trends & how partners can collaborate

Structured support for anticipation and collaboration was valuable for ecosystem partners

"[It must be understood] that an ecosystem is not a money machine, but an environment for idea development."

Representative of Smart Mobility ecosystem

"I think people in various types of organisations understand that we are in front of very important changes and these changes once can meaningfully overcome and exploit only through collaboration."

Representative of Smart Mobility ecosystem

"Everyone can have their own opinion on what is an innovation ecosystem, hence the development of a more unified understanding of this approach is desirable. I believe these kinds of seminars contribute to this goal."

Representative of Smart Materials and Photonics ecosystem

"After this seminar, we contacted one of the companies we did not know about, which could result in further collaboration".

Representative of Biomedicine ecosystem

"It could be beneficial if LIAA could facilitate, for example, quarterly joint meetings, business breakfasts or similar models to ensure that ecosystem members are up to date with each other."

Representative of Biomedicine ecosystem

Applying anticipation to innovation ecosystems helps to deliver benefits and overcome challenges

1

Opportunity spotting

Innovation ecosystem members can develop a better understanding of the types of innovations that are likely to deliver positive outcomes across a range of possible futures

2

Consequence scanning

Anticipatory approaches enable the exploration of the consequences of technological development by drawing on the collective intelligence of ecosystem partners

3

Creates spaces for convergence

As anticipation reveals a variety of options for exploration, ecosystem participants can begin to see how greater collaboration can enable them to access opportunities and overcome challenges.

4

Stimulates creativity

Anticipation provokes ecosystem partners to think creatively about how innovations can align with or shape potential future priorities

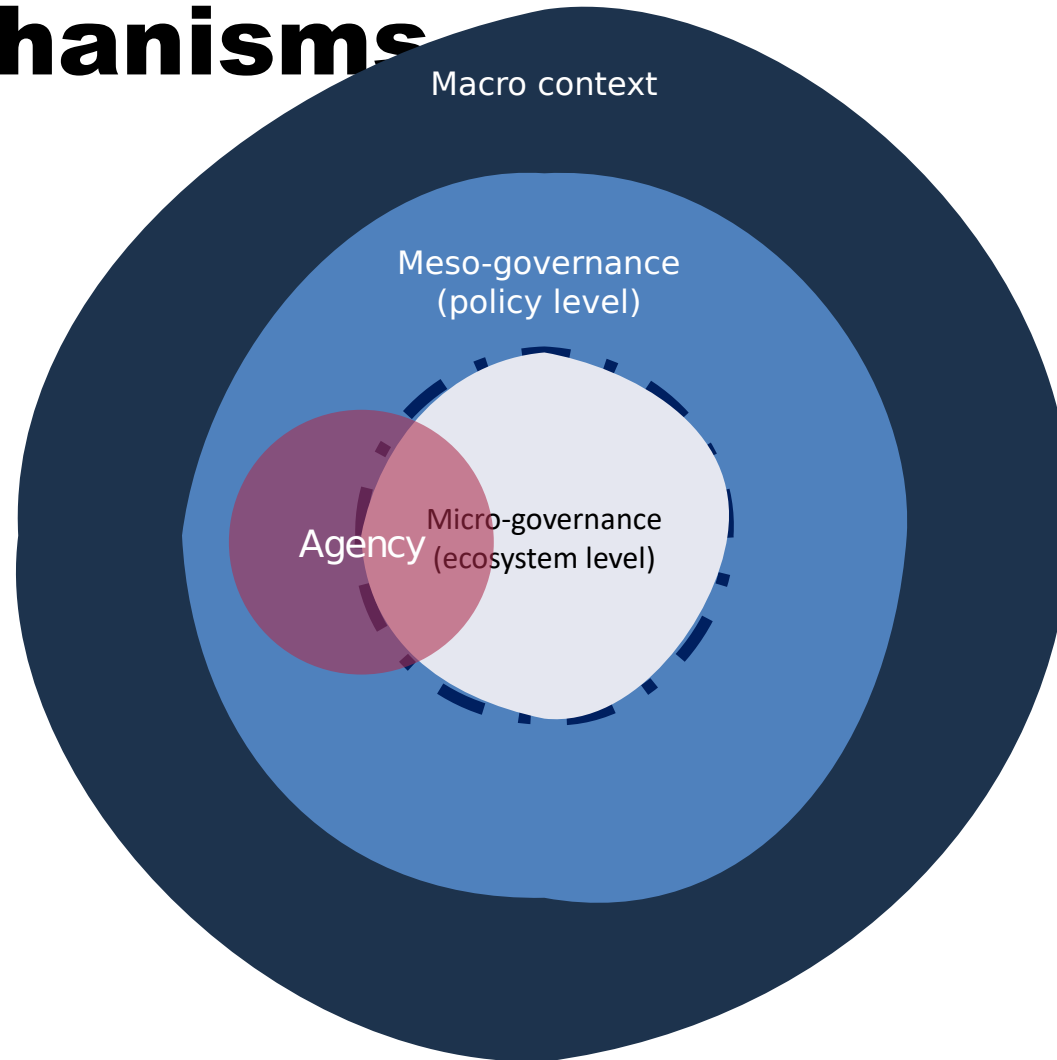


Integrating anticipation into innovation ecosystem governance

There are two important levels of activity for the management of ecosystems



A government agency can play a key role in supporting the development and application of these mechanisms



At the level of the ecosystem, four processes are important to stimulate ecosystem development and anticipatory innovation

- Diversity of knowledge and values
- Promote deliberation

- Use anticipatory approaches
- Experiment
- Gather and respond to learning



- Concrete goals
- Shared directions

- Identify mutually beneficial activities
- Foster trusted reciprocal relationships

Seven functions for government to support anticipatory innovation ecosystems



Latvia needs to prioritise and effectively harness the benefits of its ecosystems



Ensure Legitimacy and Mandate

Anchor the work in the Latvian policy goals and give it institutional backing through the Innovation and Research Governance Council



Ensure orchestration resources

Invest in building or outsourcing skills and capacity for the continuous orchestration of innovation ecosystems



Invest in effective monitoring

Combine formative and impact evaluation to monitor and support ecosystem development based on tangible benefits generated



Collate and discuss futures knowledge

Prepare futures reports based on bottom-up insights from ecosystems and integrate into relevant policy cycles

SEARCH:

The Public Governance of
Anticipatory Innovation
Ecosystems in Latvia

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Thank you

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