



# BEST PRACTICE

## Cross-border S3 Strategy of Northern Portugal - Galicia

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# Cross-border S3

Objectives & Benefits

Governance

Methodology

Diagnosis – SWOT

Shared Vision

Strategic Areas

Final notes



**Population - 6.5 M**

**Area – 50,869 Km<sup>2</sup>**

**Pop. density – 127 inhab./Km<sup>2</sup>**

**GDP 2012 – 103,743 M€**

The Spanish-Portuguese cross-border area is one of the most consolidated ones at the European level.

Progressive institutionalisation of the Spanish-Portuguese cooperation by means of establishing Working Communities, EGTCs, Communities of Municipalities, research centres, Eurocities and the first cross-border clusters.

The objective of the RIS3 for the Euroregion is to define a framework for strategic cooperation in order to provide a coordinated response to shared challenges, to mobilise new initiatives and projects, and to open funding opportunities based on smart specialisation.

## **Benefits of a coordinated approach in the Smart Specialisation context:**

- Increasing the efficiency and efficacy of public policies and of the regional/interregional innovation system.
- Exploring evident synergies in the fields of innovation and internationalisation in R&D&I, increasing critical mass and taking advantage of existing complementarities between stakeholders in both regions.
- Exploring opportunities for European financing (Horizon 2020, IEE/ ESIF, other R&D&I programmes, etc.) in a joint and structured way.

## Steering Committee

The strategic coordination was carried out by the CCDR-N in the Northern Region and by the Xunta de Galicia, through GAIN – Galician Innovation Agency, in Galicia. This is the governing body comprised of political representatives from both entities.

## Management Team (Technical Secretariat)

At the technical level, the management team was comprised of personnel appointed by the Galician Innovation Agency (GAIN) to represent Galicia, while those appointed by the CCDR-N represent the Northern Region.

## Work Groups

These were coordinated by the management team, and were comprised of the main stakeholders on both sides of the border, representing the different types of entities that make up the Regional Innovation Systems, and the comprehensive innovation value chain.

## Cross-border Forums

RIS3T forums were established to facilitate dissemination and visualisation of the Joint Specialisation Strategy, and to also serve as platforms for open participation and consultation, as well as for engagement, teamwork and networking of the participating stakeholders.



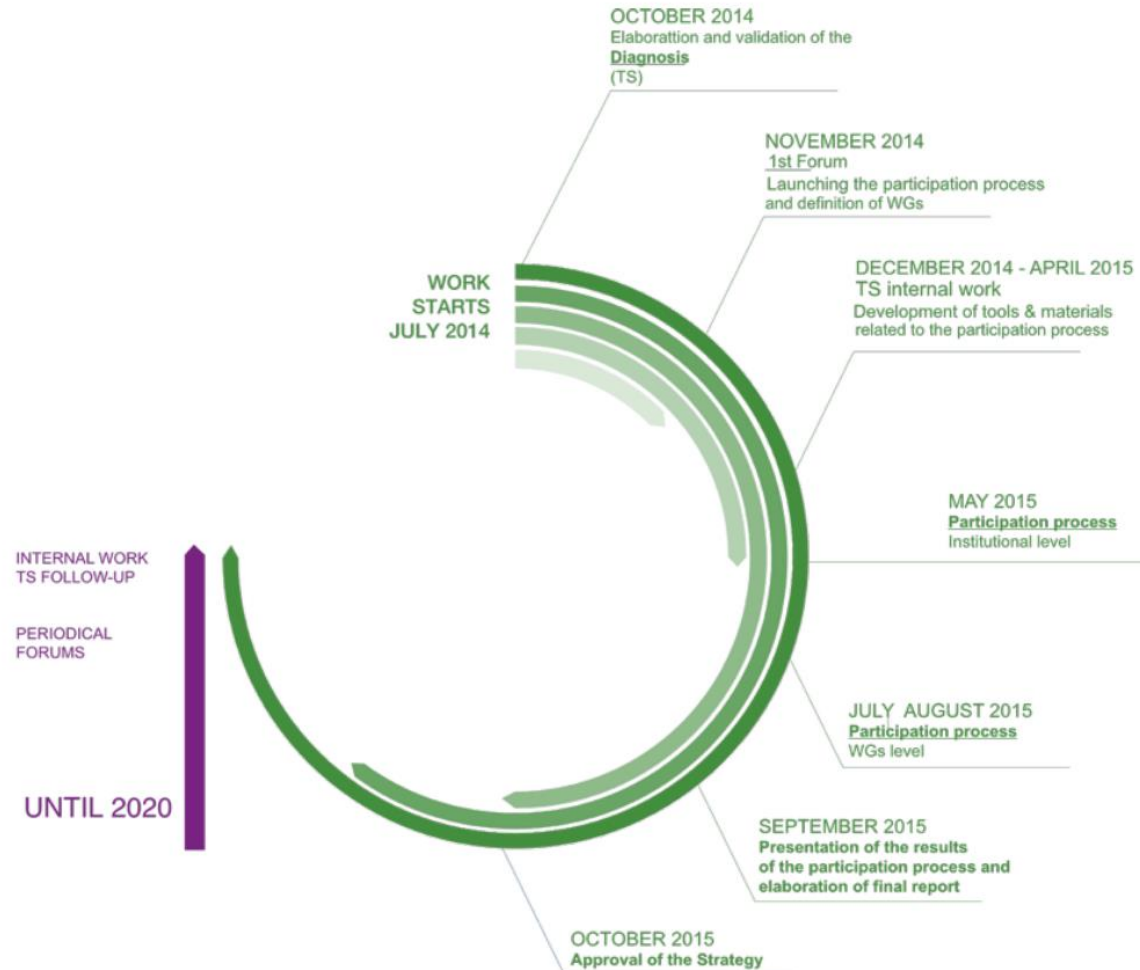
## **Establishment of a participative and integrating entrepreneurship discovery process, which involved agents from both innovation systems with transregional potential:**

- Analysis of previous collaborations between the two regions
- Diagnosis of the Galicia - Northern Portugal R&D system - SWOT analysis
- Shared and agreed vision for the future of both regions
- Selection of strategic collaboration areas and priority actions
- Definition of common actions and support measures
- Monitoring and evaluation, through indicators

## Tools to facilitate the participation process:

Website, App, Surveys





**NOTE:**  
1.- TS: TECHNICAL SECRETARIAT: Management team made up by CCDD-N and GAIN  
2.- WG: WORKING GROUPS

## WEAKNESSES

Distance from the Europe 2020 R&D&I objectives.

Weak focus of Euroregional stakeholders on R&D&I at the transnational and European levels.

Low number of patents.

Weak interaction between Academia and Business. R&D transfer problems between public and private sectors.

Absence of a systemic, transparent and specialised relationship of financial instruments to support innovation, internationalisation and entrepreneurship.

Lack of alignment of R&D with the economy due to the gap between the R&D Scientific and Technological System and the business world.

Low industrial productivity.

Concentration of employment in traditional sectors (primary sector and manufacturing industries).

Entrepreneurial fragmentation characterised by relative specialisation in medium-low technological intensity sectors; as well as limited capacity to absorb entrepreneurial R&D, due to the small size of businesses.

Low level of utilisation of new technologies to protect the Natural Environment, especially regarding risk management.

High energy intensity.

Regarding transport, there is a low accessibility index, low level of multi-modal integration, and lack of coordination in airport policy.

## STRENGTHS

Positive evolution of European convergence indicators and local technological effort, leading to the creation of a relevant critical mass in several domains.

Institutional awareness of the importance of research, innovation and internationalisation of production activities.

Existence of an institutional and financial basis for cooperation within the scope of R&D in the Galicia – Northern Portugal Euroregion

Good level of participation in R&D&I cooperation projects. Especially positive evolution of the participation in the Horizon 2020 programme.

Existence of the GNP EGTC as a platform to manage cooperation at the cross-border level.

Existence of the Campus of Excellence: Life Campus and Campus of the Sea.

Capacity and quality of further education.

Increased investment in the private sector. Structure of the economy with a strong industrial and entrepreneurial component and vocation towards exports.

Positive trade balance.

Rising trends at all ICT levels

Presence of Clusters with converging themes and great entrepreneurial drive.

Relevance of micro-enterprises to create employment and self-employment

Great richness of intangible heritage, oral tradition as well as historic – cultural, architectural, natural and landscape heritage.

## TRHEATS

Dependence on public funding to develop R&D&I.

Diminishing European and national aid for innovation.

Budgetary constraints to public institutions due to new, more restrictive funding scenarios, also in the field of R&D&I.

Concentration of R&D human resources in the universities.

Difficulties to market and transfer technology.

Vulnerability to the effects of the economic crisis.

Risk of social exclusion for the youth and the elderly.

Over-qualification and talent retention

Lack of support from the financial sector to R&D&I activities, and difficult access of businesses to funding during start-up stages.

Youth unemployment.

Lack of connection to the labour market.

Ageing population.

Dependence on fossil fuels.

Loss of biodiversity (forest fires, drought).

Coast-inland imbalance.

Existence of poorly connected areas.

## OPPORTUNITIES

Programming of European funds at the regional level for 2014-2020.

Online interaction with public management using ICTs.

Strategic planning defined and consolidated for priorities in cooperation, especially in the field of R&D&I

Recent creation of the Iberian Network of Cross-border Entities, (RIET), public-private border lobby working to make the most of cross-border opportunities between Spain and Portugal, also in the field of R&D&I

Implementation of a regional RIS3 to concentrate efforts in strategic major impact sectors.

Quality of the universities in the Euroregion.

Development of Vocational Training for professional recycling and search for new opportunities.

Presence of supporting R&D&I infrastructures.

Potential for R&D&I in the marine, nanotechnology, biotechnology, textile and health sectors.

Universities and Technological Parks with a long history.

Industrial potential and a large network of sectoral clusters

Potential for exports in specialised sectors such as the automotive, fishing and textile.

Availability of industrial land at competitive prices

Booming global market for business acceleration based on ICTs, fostering the creation of a technological market.

Development of new products and services adapted to agriculture, viticulture and tourism (agri-tourism and nature tourism)

Growth potential for international tourism in the next few years, according to UNWTO.

Rich natural and cultural heritage. Quality surface water.

Advantageous situation regarding the global millennium challenges (importance of the Green Economy). Abundance of forestry, fauna and flora, marine and energy resources.

New European policies to provide value to marine resources, the coast and port activity. Potential for maritime transportation.

Introduction of environmental, food and safety regulations offering opportunities to develop new products and processes.

## **Converging with the most developed regions of the EU in 2020, through progress in R&D and its transfer to the production sector.**

Promotion of smart, sustainable and integrated growth, based mainly on research, innovation and entrepreneurial initiative in order to achieve more efficient regional policies for growth and development, with a view to generating entrepreneurial competitiveness, quality sustainable jobs, and the socio-economic development of their societies.

Table 7. Matrix of synergies between the Galicia – Northern Portugal RIS3 priorities

| PRIORITY GALICIA  |     |  | PRIORITY NORTE DE PORTUGAL |                              |                               |                             |                                       |  |  |  |
|---|-----|--|----------------------------|------------------------------|-------------------------------|-----------------------------|---------------------------------------|--|--|--|
|   |     |  | 1                          | 2                            | 3                             | 4                           | 5                                     | 6  | 7  | 8                                      |
|   |     |  | Life and Health Sciences   | Marine Resources and Economy | Culture, Creation and Fashion | Advanced Production Systems | Mobility and Environmental Industries | Agri-environmental and Agri-food Systems | Symbolic Capital Technologies and Tourism Services | Human Capital and Specialised Services |
| CHALLENGE1: New model for innovative management of natural and cultural resources based on innovation | 1.1 | Valorization                             | High                       | High                         | Low                           | Low                         | High                                  | Low                                      | Low  | Low                                    |
|   | 1.2 | Aquaculture                              | Low                        | High                         | Low                           | Low                         | Low                                   | Low                                      | Low  | Low                                    |
|   | 1.3 | Biomass and Marine Energies              | Low                        | High                         | Low                           | Low                         | High                                  | High                                     | Low  | Low                                    |
|   | 1.4 | Primary Sectors Modernisation            | Low                        | Low                          | Low                           | Low                         | Low                                   | High                                     | Low  | Low                                    |
|   | 1.5 | TIC- Tourism                             | Low                        | Low                          | Low                           | Low                         | Low                                   | Low                                      | High   | Low                                    |
| CHALLENGE2: New industrial model based on competitiveness and knowledge                               | 2.1 | Diversification of driving sectors       | Low                        | High                         | High                          | Low                         | High                                  | High                                     | Low  | Low                                    |
|   | 2.2 | Competitiveness in the industrial sector | Low                        | Low                          | Low                           | High                        | Low                                   | High                                     | Low  | Low                                    |
|   | 2.3 | Knowledge Economy                        | Low                        | High                         | High                          | Low                         | High                                  | High                                     | Low  | Low                                    |
| CHALLENGE3: New healthy lifestyle model based on active ageing of population                          | 3.1 | Active Ageing                            | High                       | Low                          | Low                           | Low                         | Low                                   | Low                                      | Low  | Low                                    |
|   | 3.2 | Food and nutrition                       | Low                        | Low                          | Low                           | Low                         | Low                                   | High                                     | Low  | Low                                    |

Marine and biomass energies

Agro-bio and food industry

Processing industry (Industry 4.0)

Industry of mobility and aeronautics

Creative industries, ICT and Tourism

Health and active ageing

Figure 30. Interest in strategic collaboration areas

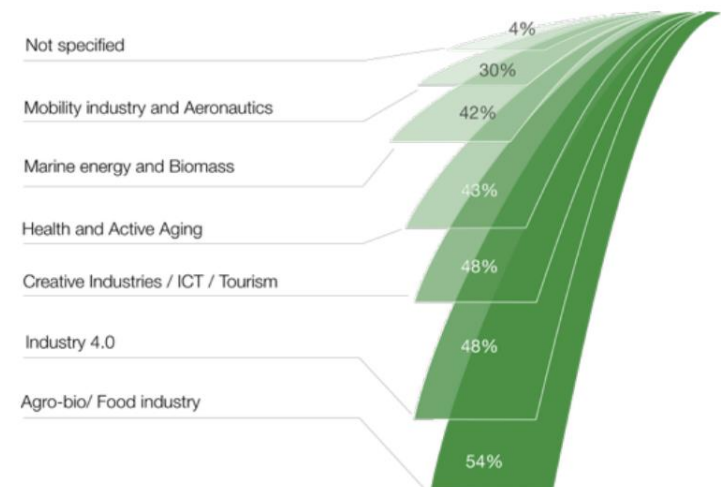


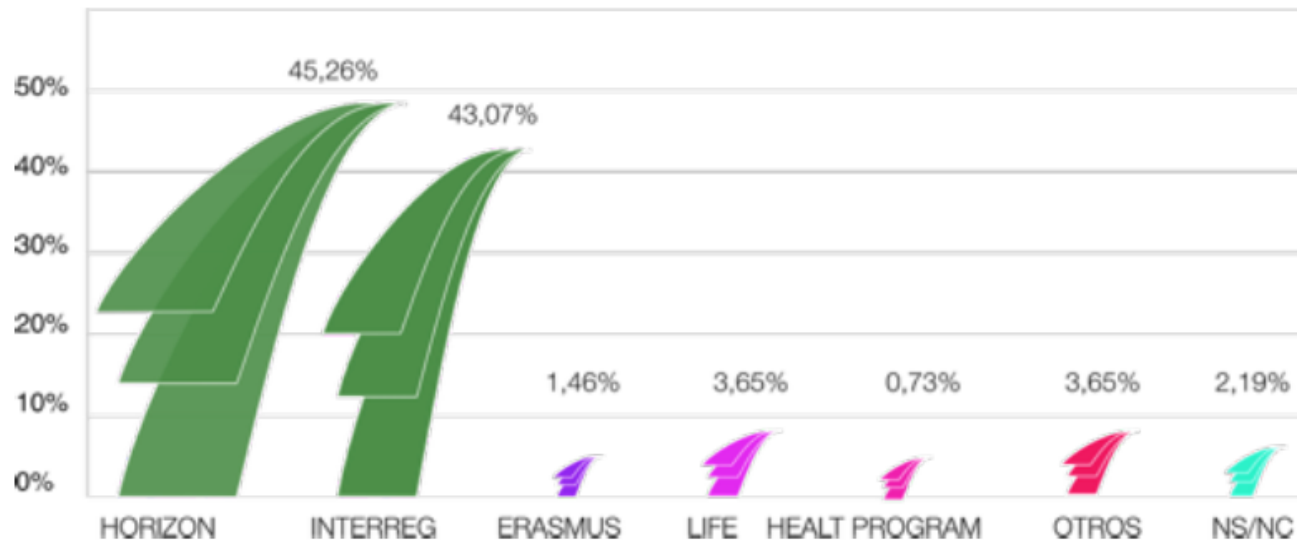


Table 10. Types of action prioritised for Industry 4.0

## TYPES OF ACTION PRIORITISED FOR INDUSTRY 4.0

- Actions that promote the use of Key Enabling Technologies (KET) in economic activities with a significant presence in the Euroregion.
- Actions that develop new products with a technological edge from the application of KET, mainly nanotechnology, material technology and ICT.
- Actions that promote innovation in process technologies (Factory of the Future) and clean technologies (Eco - innovation).
- Actions to promote innovation in production models of the principal industrial sectors.
- Any other initiative that contributes to transformation of industry towards Industry 4.0.

Figure 27. Programmes of interest for future collaboration



## Benchmark - Other transnational strategies

Sweden - Cross-clustering scheme for cross-border collaboration

Nord-Est (RO) - Knowledge transfer through collaboration in S3

Wielkopolska (PL) - Developing S3 through transnational collaboration

Baltic Sea Region (BSR) - The flagship project BSR Stars

Lithuania - Embedding a macro-regional collaboration in the operational programme



European Union  
European Regional  
Development Fund

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