

# *Monitoring and Evaluation of RIS3*

## **Concept for BSC application in monitoring of RIS3 of Castilla y León and its Plans**



### **BSC Roof for RIS3 CyL 2014-2020**

Javier Álvarez Benedí, Gregorio Muñoz Abad, Cristina Gonzalo de Luis,  
(Junta de Castilla y León),  
Hans-Christian Jäger (IDEUM)



*KNOW-HUB Training Session  
for policy makers and practitioners  
Bilbao, 18th November 2014*

## Agenda

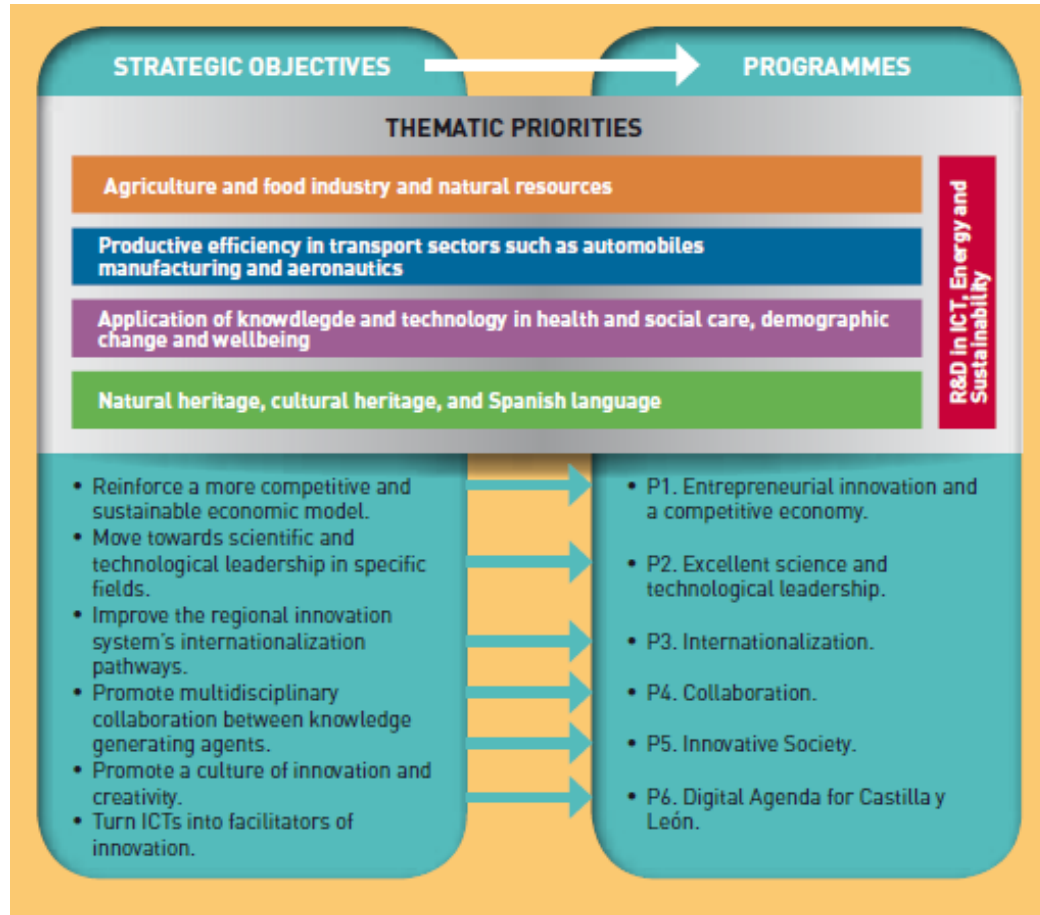
- Transfer of BSC concept for RIS3 monitoring from Lower Austria to Castilla y León: the process so far
- RIS3 for CyL 2014-2020 at a glance
- BSC objective roof map for RIS3 of CyL 2014-2020
- Indicators for BSC objective roof map
- Transfer of BSC concept for RIS3 monitoring from Lower Austria to Castilla y León: Next steps (planned)

## Transfer of BSC concept for RIS3 monitoring from Lower Austria to Castilla y León: the process so far

- June 2012 Peer review of CyL`s innovation policy for smart specialisation by Lower Austria and IDEUM
- Mid 2012 – end 2013 Exchange with Lower Austria about BSC application for Lower Austria’s Economic Strategy
- April 2014 KNOW-HUB Training session:  
First rough BSC objective map from INFRARED
- April to June 2014 Some follow-up of the training workshop,  
but no resources explicitly allocated
- July – October 2014 Explicit own staff resources and external support:  
elaboration of the BSC concepts for the RIS3 CyL (“roof objective map”) and for the INFRARED Plan with indicators;  
draft BSC concept for Clusters

# RIS3 of CyL 2014-2020 at a Glance

## Strategic Objectives, related Programmes, Thematic Priorities



Source: RESEARCH AND INNOVATION STRATEGY FOR SMART SPECIALISATION (RIS3) OF CASTILLA Y LEÓN 2014-2020, executive summary, page PR031

# RIS3 of CyL 2014-2020 at a Glance (3)

## Strategic Objectives and Specific Objectives of Programmes

Strategic Objectives	Programmes with specific objectives
OE1 More competitive and sustainable economic model for entrepreneurial innovation	P1 Entrepreneurial Innovation and a competitive economy 1.1 Support Innovative efforts of the companies 1.2 Boost creation of innovation companies based on patents, ideas, ... 1.3 Improve training for innovation in sectors that can lead the change...
OE2 Scientific and technological leadership in specific fields	P2 Excellent science and technological leadership 2.1 Boost niches ... with competitive advantage and potential 2.2 Increase research activities' quality and socioeconomic impact 2.3 Support talent and human capital
OE3 Improved RIS' internationalisation pathways	P3 Internationalisation 3.1 integrated focus of innovation and internationalisation 3.2 increase participation of CyL entities in international R&D programmes
OE4 Increased multidisciplinary collaboration	P4 Collaboration 4.1 facilitate technological innovation between companies and open innovation 4.2 ..between research groups and creation of research platforms... 4.3 Identify industry-.wide technological demand → knowledge transfer 4.4 convergence between higher education and innovation
OE5 Culture of innovation and creativity	P5 Innovative society 5.1 attitudes and values for creativity and innovation, entrepreneurial skills in students and teachers in all education stages 5.2 society closer to scientific and technological achievements
OE6 ICT as facilitator of innovation, cohesion, ...	P6 Digital Agenda for CyL 6.1 ensure digital connectivity 6.2 digital economy for companies' growth and competitiveness 6.3 Boost eGovernment, improve efficacy, efficiency & quality 6.4 stimulate citizen digital adoption and social innovation

# BSC Objective Map: RIS3 for CyL 2014-2020 (The “Roof”)

## Integration of Strategic Objectives of RIS3 CyL

<p>Which (macro) economic objectives do we want to achieve? LEVEL 1</p>	<p>OE1 More competitive and sustainable economic model for entrepreneurial innovation</p>
<p>What has to be achieved by our customers and on the market to meet the (macro) economic objectives? LEVEL 2</p>	<p>OE3 Improving internationalisation &amp; outward looking of RIS3</p> <p>OE4 Increased multidisciplinary collaboration</p> <p>OE2 Scientific and technological leadership in specific fields</p> <p>OE5 Culture of innovation and creativity</p>
<p>Which instruments / processes have to be excellent in order to support our customers in an optimised way? LEVEL 3</p>	<p>OE6 ICT as facilitator of innovation, cohesion, ...</p>
<p>What do we have to learn and where to improve in order to run instruments/ processes effectively? LEVEL 4</p>	

# RIS3 of CyL 2014-2020 at a Glance

## Guiding principles

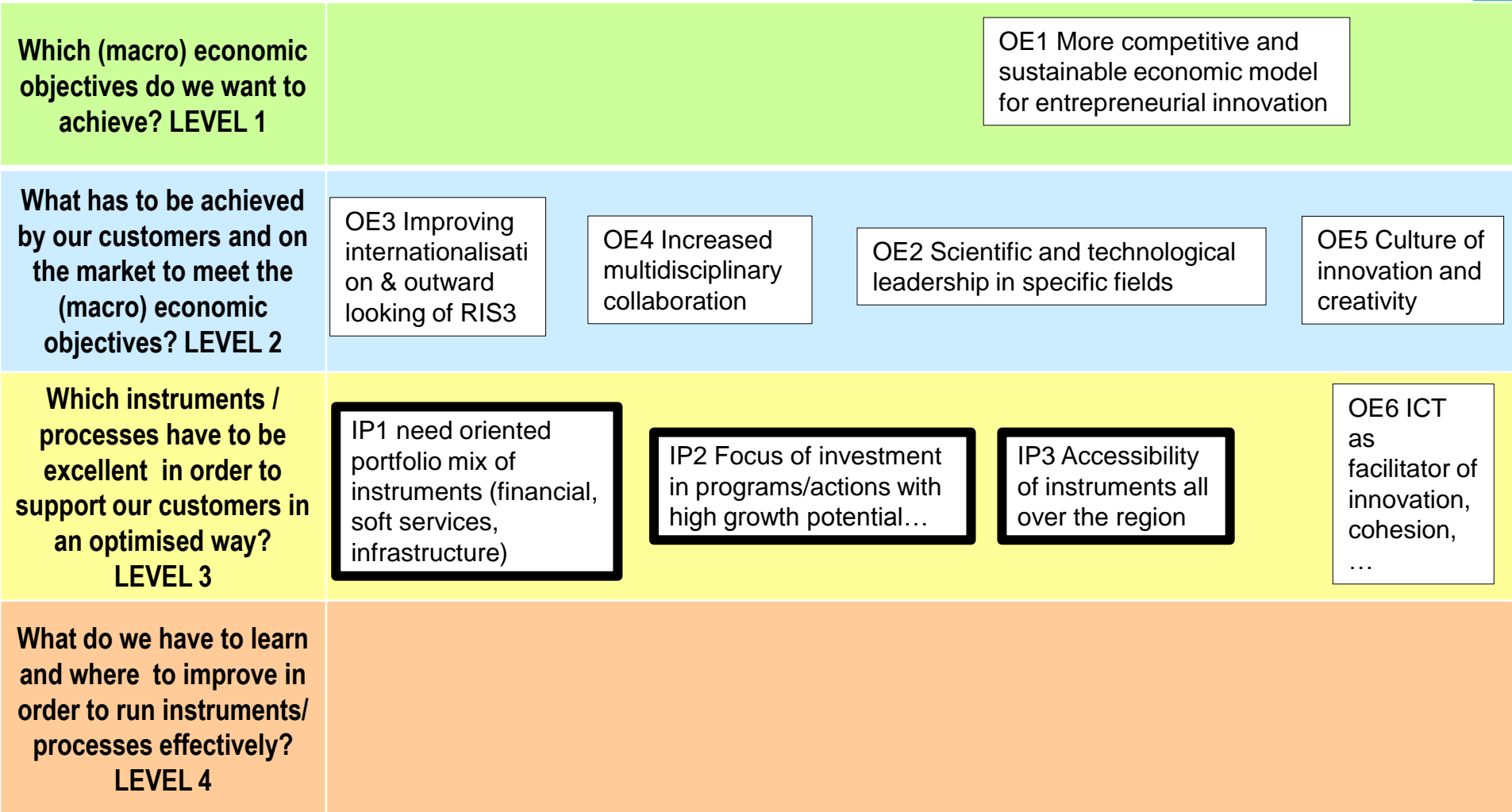
siguientes [\*principios rectores\*](#):

- La **priorización** de las áreas de actuación que maximicen el potencial de especialización y que se recogen en el patrón de especialización inteligente de Castilla y León, y el **apoyo a los conocimientos y las tecnologías** que permitan abordar **los retos sociales a los que se enfrenta la región**, retos vinculados al bienestar de los ciudadanos y la sostenibilidad del medio ambiente.
- La **exploración de las posibilidades de diversificación** que a partir de la convergencia de tecnologías y la aplicación de conocimientos científicos, contribuya al desarrollo de nuevas actividades productivas y productos y su inserción en las cadenas de valor globales.
- La **extensión de la innovación al conjunto del territorio**, incluyendo a las áreas más periféricas de la Comunidad y aprovechando el efecto tractor de las empresas implantadas y con vinculación a la región. Además, la puesta en valor de los recursos endógenos de Castilla y León permitirá generar nueva actividad económica así como una mayor cohesión social y territorial.
- La **revisión y adaptación de los instrumentos financieros, la adecuación de las infraestructuras de apoyo y de las formas de apoyo a la I+D+I por parte de la Administración**, en un contexto de crisis financiera.
- **Promover la implicación de las empresas en la inversión en I+D+I**, mediante instrumentos financieros que animen a las empresas a desarrollar proyectos innovadores, y a través de servicios de apoyo especializados.
- **Incrementar el impacto de la política pública en TIC**, a partir de la coordinación de las iniciativas que se pongan en marcha por parte de los diferentes agentes y el impulso al desarrollo de un sector TIC regional, para mejorar el crecimiento económico.



# BSC Objective Map: RIS3 for CyL 2014-2020 (The “Roof”)

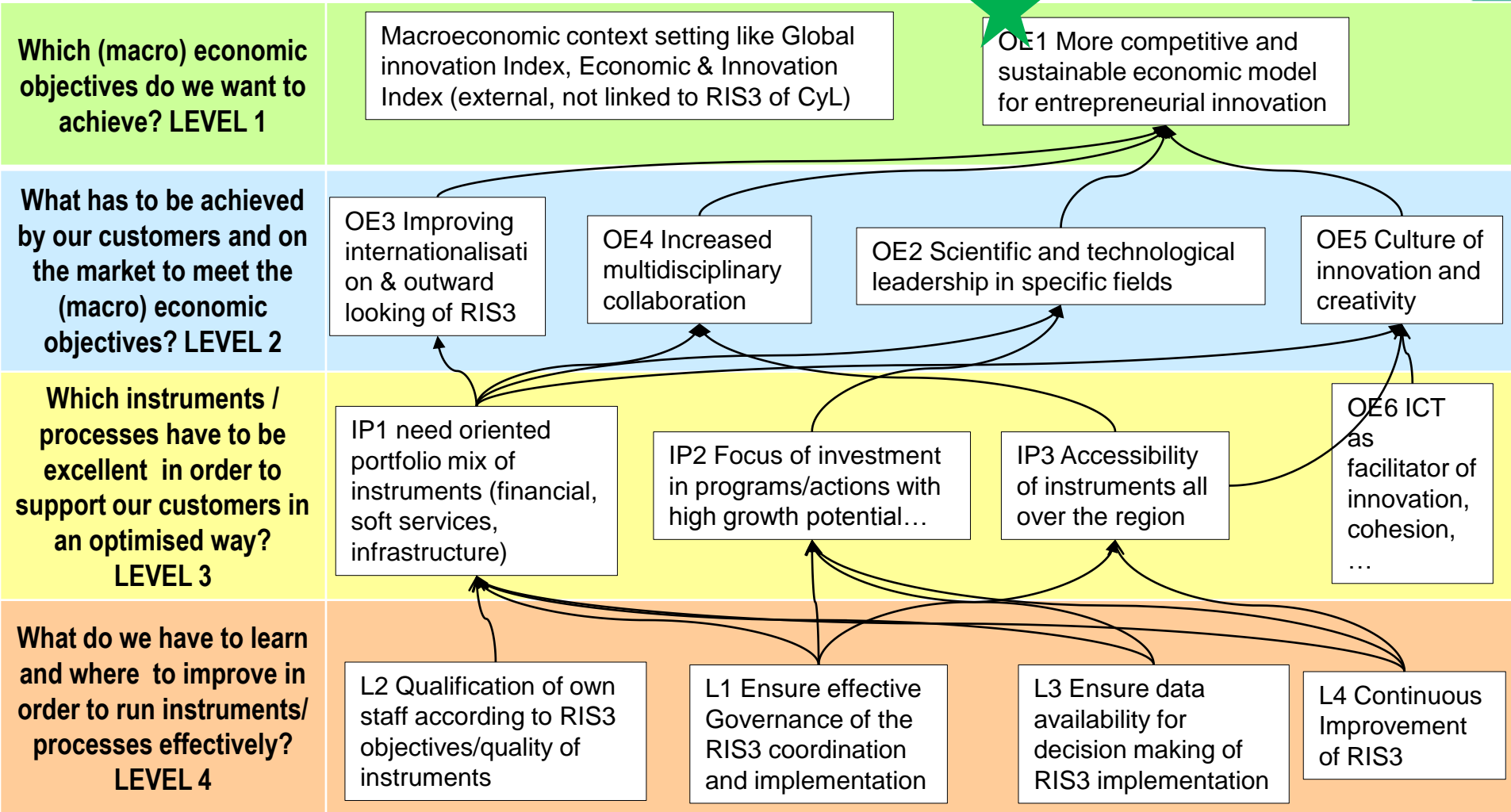
## Integration of single guiding principles of RIS3 CyL






# BSC Objective Map: RIS3 for CyL 2014-2020 (The “Roof”)

## Full Map



# Integration of Result indicators into BSC Roof Map – the set of indicators

LEVEL	(Strategic) Objective	explanation	Indicator	explanation	baseline / target 2017/ target	Source
(macro) economic objectives - LEVEL 1	OE1 More competitive and sustainable economic model for entrepreneurial innovation 	More competitive and sustainable economic model for entrepreneurial innovation and a more efficient use of resources; capacity for competitiveness and economic growth, but competitiveness and economic growth are themselves not objectives of the RIS3 CyL	Business expenditure in R&D BERD / GERD	RIS3 outcome indicator OE1	61,8% / 64% / 66%	INE
			% of CyL companies' turnover for newly introduced innovations new to the market		6,12%	INE (EIT), Regional Innovation Scoreboard (Sales of new-to -market and new-to -firm innovations (%))
			efficiency in innovation: CyL companies' turnover for newly introduced innovations new to the market / CyL's business expenditures on innovation	to be checked: absolute value available for: CyL companies' turnover for newly introduced innovation?	only business expenditure: 564,4 Millions of Euro	INE (EIE)
			Employees with ISCED 5-6 (%of all employees)	high skilled employees	39,60%	INE (EPA)
			Labour productivity growth	Labour productivity is defined as GDP per hour worked. <a href="http://epp.eurostat.ec.europa.eu/portal/page/portal/product_details/dataset?p_product_code=TSDEC310">http://epp.eurostat.ec.europa.eu/portal/page/portal/product_details/dataset?p_product_code=TSDEC310</a>	-2,40%	INE (ETCL, Mercado Laboral)
			number of knowledge-based start-ups in CyL	linked to specific objective 1.2 Boost creation of innovative companies ...	in high- and medium tech sectors or linked to technologies?	
	"Economic and Innovation Performance Index for CyL"	a set of macroeconomic indicators will be defined as "Economic and Innovation Performance Index for CyL"	data of selected indicators have to be available for all Spanish regions for benchmarking, if possible data should also be available for European NUTS2 regions for international benchmarking (See Regional Innovation Scoreboard Europe)			

## Transfer of BSC concept for RIS3 monitoring from Lower Austria to Castilla y León: next steps (planned)

Beginning 2015	Start of Implementation of BSC for RIS3 CyL and INFRARED
1st quarter 2015	Finalisation of BSC concept for Clusters
April 2015	Start of Implementation of BSC for Clusters
Until June 2015	Elaboration of further BSC objective maps within RIS3, in discussion: T-CUE Plan, research in health, Digital Agenda
July 2015	Start of Implementation of further BSCs