

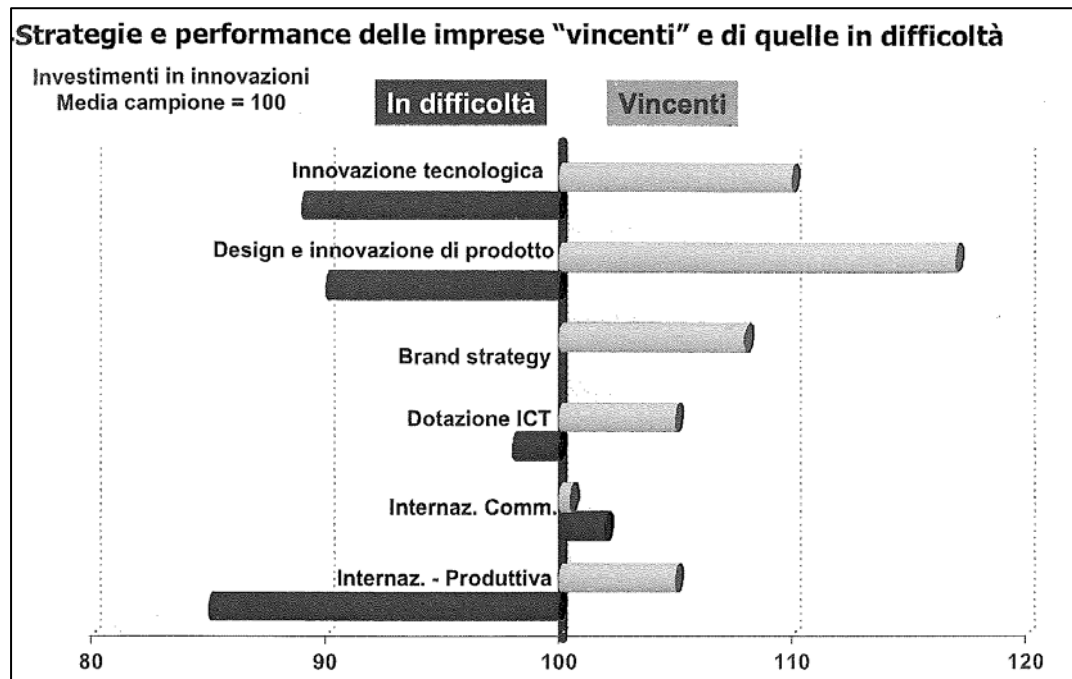
OCOVA 2009 — Smart territories

Gap, Charance Castle, 11 September 2009

*Actions for innovation in
Piemonte*

Innovation is the key to success...

Companies that invest in *innovation* are the *best performers*



Source: Banca Intesa – Tedis 2008

... and this is more and more true during crisis periods

Regional ecosystems: focus areas for national Innovation and development

Regional Innovation systems play a key role for achieving national innovation policies objectives

- They **locally lead** strong dynamics of innovation generation
- **Innovation** can contribute to improving the overall economic competitiveness of individual regions by increasing **productivity of firms**



- **Knowledge** accumulated through **investment in R & D, innovation, education and life long learning**, is a key **driver of long-run growth**.
- This is why **national and regional programmes** for the period 2007-2013 have been increasingly **targeted on investments in these fields** in accordance with the Lisbon objectives.

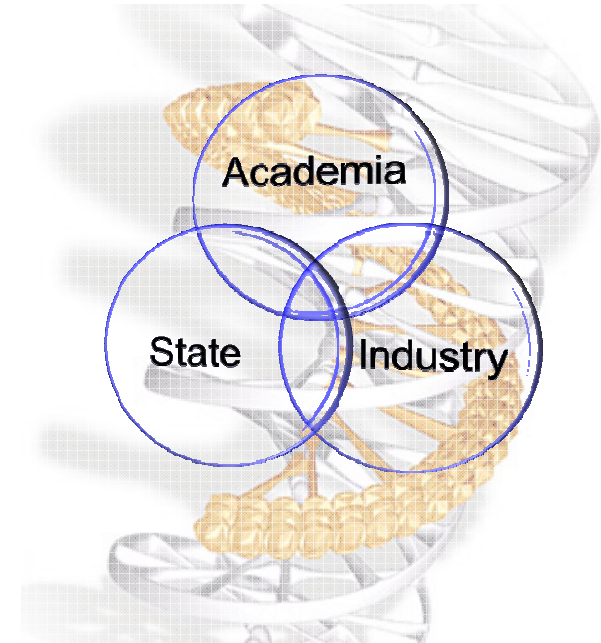
Source: COMMUNICATION FROM THE COMMISSION TO THE SPRING EUROPEAN COUNCIL - INTEGRATED GUIDELINES FOR GROWTH AND JOBS (2008-2010)

Think globally act locally

The Piedmont Region path to Innovation: the triple helix model

Government, with **investment and leadership** can improve **cooperation** between **universities and firms**, and in so doing, alter the “DNA” – the habitual, underperforming, behavior of each sector

- To develop a strong **collaboration** and **interaction** between the various sectors
- To improve the exchange of personnel between universities, research laboratories and the private sector and so the **knowledge transfer**

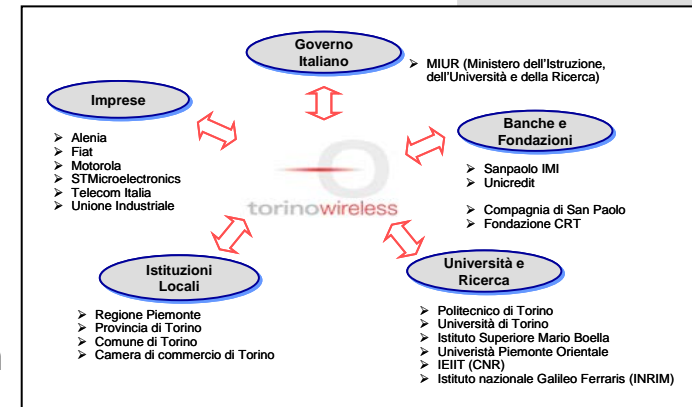


*The key success factor is the existence on the territory of strong **entrepreneurial and business skills** that can valorise the knowledge developed in public and private organisation*

Two of the Piedmont Region assets for Innovation

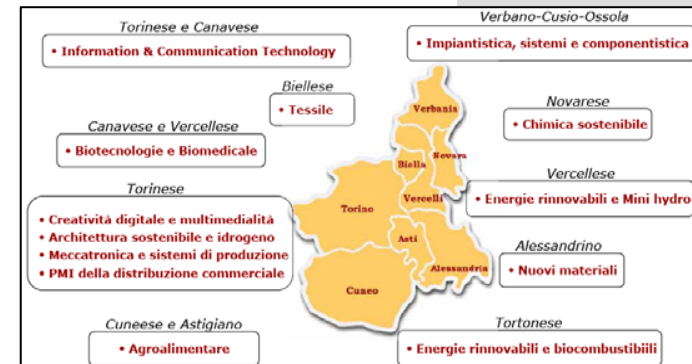
Technological district focused on ICT

Goal: creation of a **unique collaborative ecosystem** led by a governance body (Torino Wireless Foundation), where both private and public players **co-invest on a shared and coordinated project** for the **knowledge based development** of the Piedmont Region



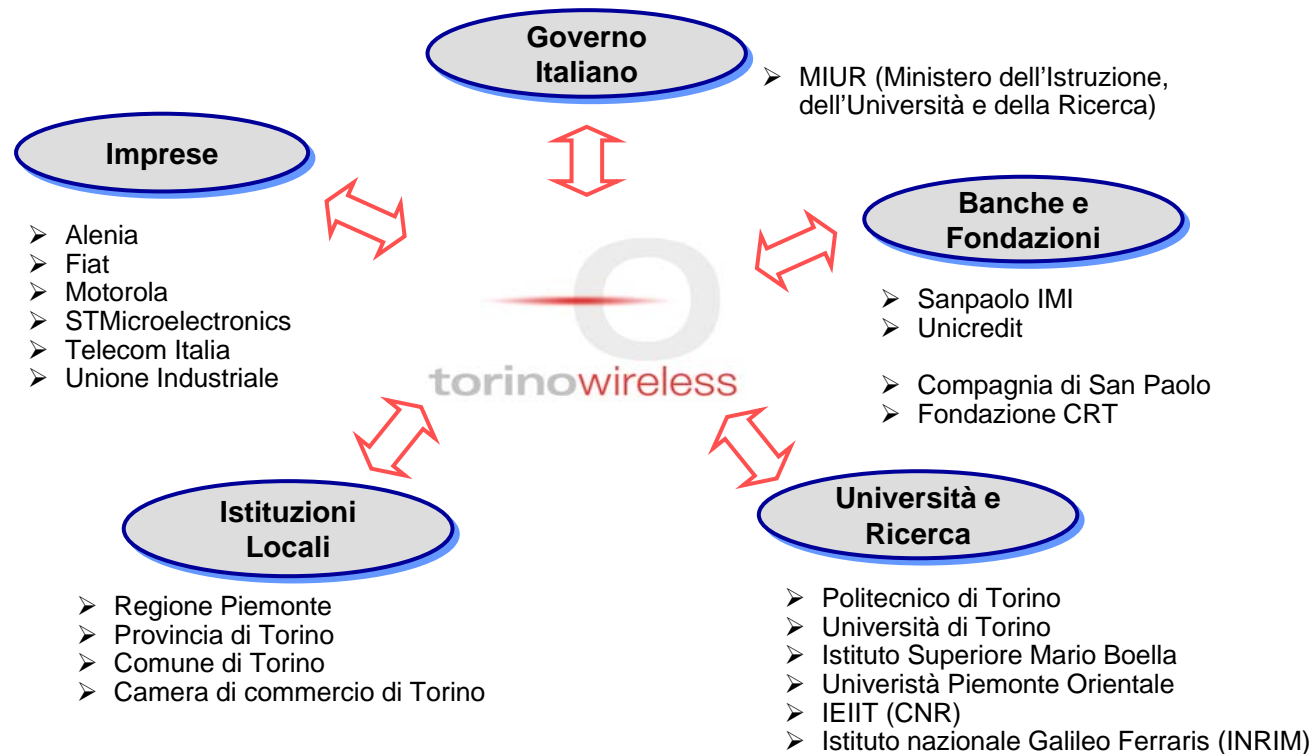
Innovation Poles

Goal: setting up for companies (with a special focus on SMEs) that compete in specific **technological and operational domains strategic** for the Region development, **value added services** and **infrastructures** to foster innovation adoption and know-how sharing and valorisation



Both assets have special focus on **collaboration** among companies and with Region key players to increase the **effectiveness** of companies along the **innovation and competitiveness** path

Technological district stakeholders



Fondazione Torino Wireless, operating since September 2003, is the expression of the joint effort in ICT sector of **the most relevant players** on Regional development.



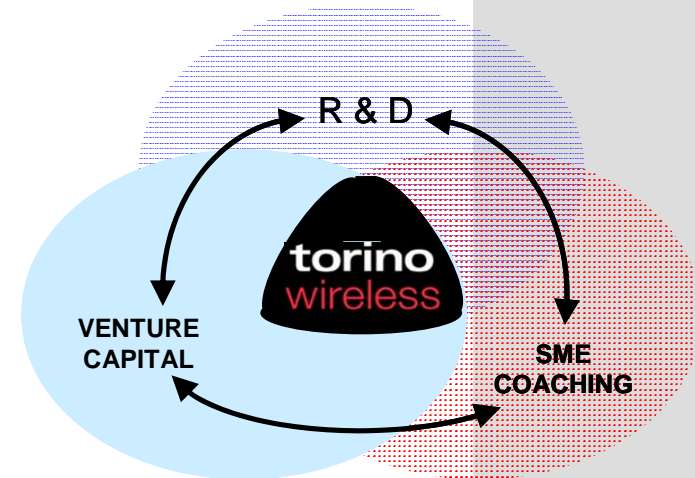
Technological districts vs industrial districts

	Industrial District	Technological District
Products	Stable and well determined	Rapid obsolescence
Innovation	Internally developed and on an incremental basis	Mainly exogenous and disruptive
District's Role	Efficiency and economies of scale	Products innovation
Companies' focus	Efficiency: large outputs at low costs	Effectiveness: innovative and differentiated products
Chain relationships	Normally well defined and stable	Blurred: ecosystem more than value chain
Knowledge flows	Inside the district itself, specialized, informal, slow	Not just inside the district, crossing technologies and markets, subject to rapid obsolescence
Territory	Well defined and focus on logistic costs reduction	Enlarged territory, cross borders

*In fast changing markets **technological districts** are well positioned to foster and spread the adoption of innovation as they are based on knowledge sharing and on the fast rearranging of key factors to get **flexibility** and **adaptiveness** rather than efficiency*

A **shared system** of values, strategies, and actions in order to increase the competitiveness of the territory

- The effort is focused on creating a "**virtuous circle**"
- Excellence in **R&D**, the creation of new **entrepreneurial activities** and the growth of existing ones, and the availability of **financing** are closely interconnected and collaborating



*The local ecosystem is embracing the **risk-taking culture and the knowledge-intensive approach**: new companies are being formed, existing ones are growing up, new players, coming from outside the Piemonte territory, are joining the district*

Piedmont technological district: strategic agenda

- Steering of the Districts R&D priorities and actions
- Stimulating applied research to increase District competences
- Coaching entrepreneurs, to start new enterprises and supporting the existing ones
- Setting vertical and horizontal networks among SMEs
- Generating new opportunities at international level with education, research and attraction of talented people

➤ Managing intellectual assets to exploit research results

Regional assets

➤ Organizing innovative financial instruments, to support the development of enterprises in size and strength

Spin off

*Since the district has been up and running for five years, it is continuously evolving its approach: today, with a strong alignment with regional and national policies, the focus is more and more on **collaboration and innovation path sharing among relevant actors***

Piedmont technological district: current mission and actions

To take the Piedmont ICT companies along the way of *innovation and competitiveness*:

- *promoting cooperative models, knowledge transfer and cluster projects*
- *establishing the ICT District as an international hub of technology and innovation*

Innovation

- 1) **Technological domains** that show high development potential
- 2) Support the **adoption** of innovation
- 3) Cross-fertilization

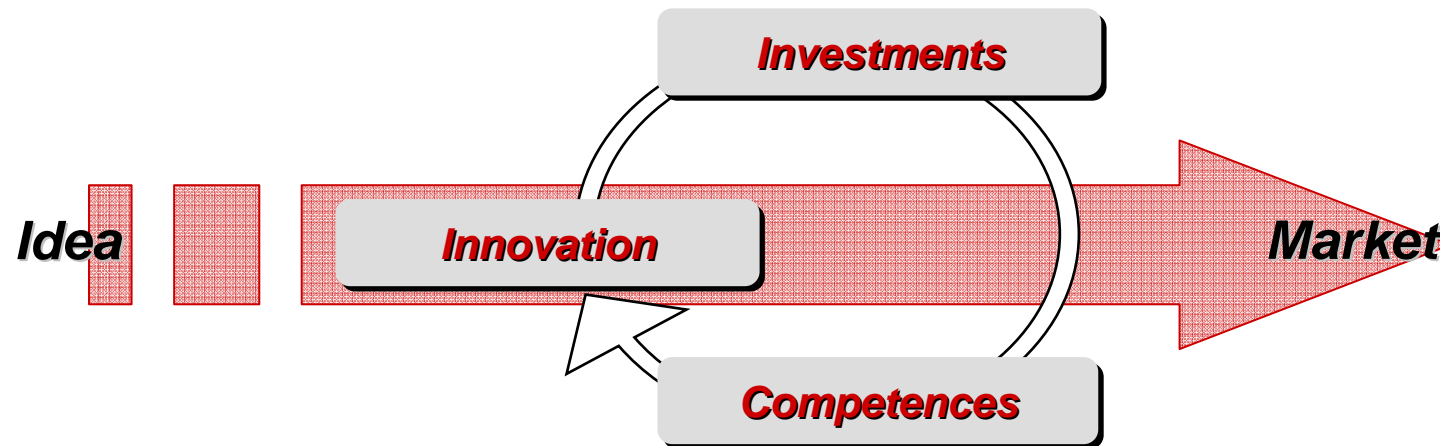
Competences

- 1) Support competence growth within companies
- 2) “Coaching” on **project design and deployment, technological visioning, business strategy**, market strategy
- 3) **Collaboration & co-competition**

Investments

- 1) New resources driven on the territory
- 2) Support for call participation effectiveness
- 2) **Smart capital** (Piemontech)

Support services for Enterprise's acceleration along innovation and competitiveness path



- **Scenario** analysis & **visioning**
- Innovation **services**
- Networking & **clustering projects**
- **R&D call for proposals** support
- Services to access **Seed Capital**
- Services to access banks financing: Ulysse

Piedmont technological district: critical success factors

- Focus on **entrepreneurship** and **collaboration**
- **Systemic** approach
- National and **regional support**
- Public and private **capital** (multiplier)
- Internationalization and partners' wider **networks**
 - Benchmarking
 - International projects and cooperation (universities and businesses)



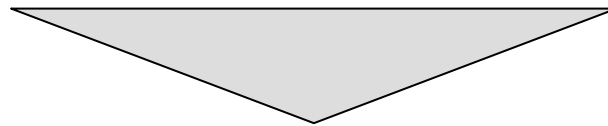
Piedmont technological district: first five years results

- Development of a systemic approach for **SMEs acceleration: 909 interventions** and **€17,9 million invested** in the region;
- Innovation for **SMEs and Large Companies**: Calls for Industrial Research, Docup, MiUR → **€33 million** invested;
- Intellectual Property Management: **61 patents** filed (35 licensed), **66 supported companies**, interaction with **150 researchers**;
- International networking activities (e.g. Patto PMI);
- Creation of collaborative projects between ICT companies for product developments (e.g. **Infomobility Cluster**);
- Launch and reinforcement of the **value chain for Galileo** - The EU's navigation satellite system.
- Establishment of new Venture Capital funds: **Piemontech and Innogest Capital** for a total amount of € 85 million

**Attraction of investments on ICT:
€117 m (€32 m public + €85 m private)**

Piedmont's Innovation Poles: key findings

- **Innovation** is increasingly characterized as an **open process**
- **Ideas** move across institutional boundaries more frequently
- The traditional **linear model** of innovation is less relevant.
- Innovation can benefit from **geographic proximity** and can occur locally whereas its benefits spread more widely through productivity gains



- Innovation Poles can work as the first playground for **“shared ideas testing”** where companies can benefit from knowledge sharing and relationships' building that could bring to long term partnership for new products and markets development

Piedmont's Innovation Poles at a glance

Groupings of independent undertakings (innovative start-ups, small, medium and large undertakings as well as research organisations)*

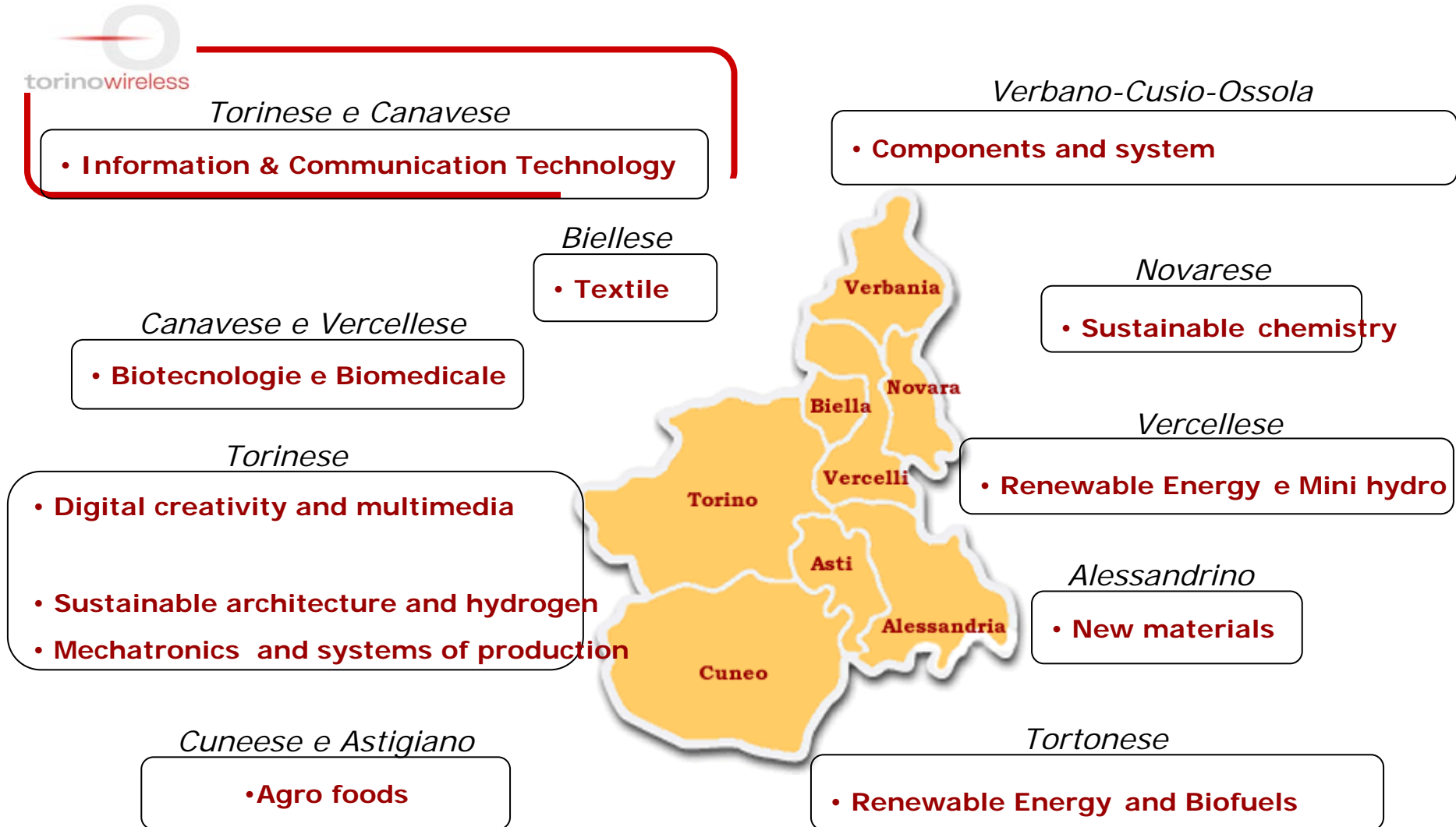
- operating in a **specific sector** and **region**
- designed to **stimulate innovative activity**

by

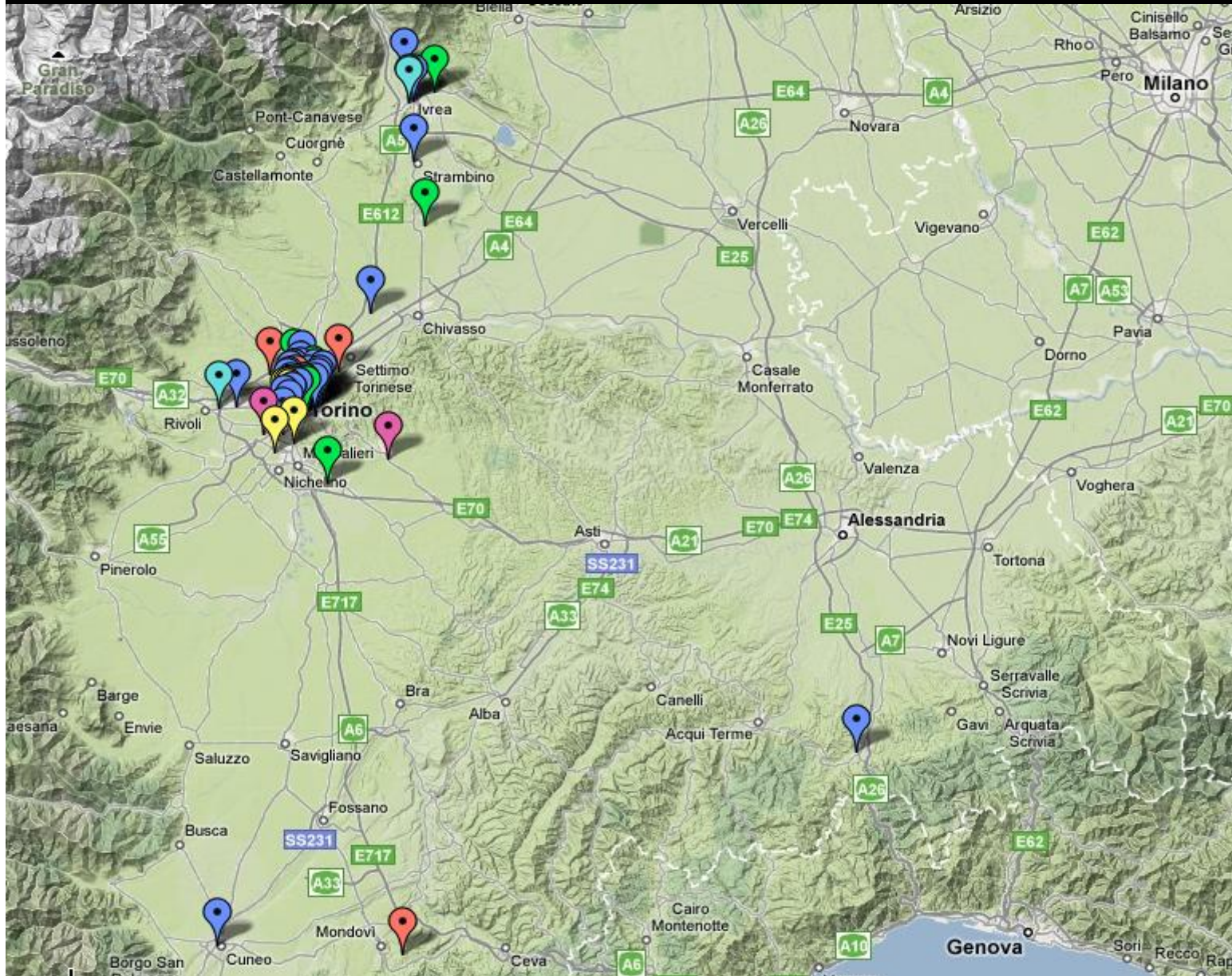
- promoting **intensive interactions, sharing** of facilities and **exchange of knowledge** and expertise
- by contributing effectively to **technology transfer**, networking and information dissemination among the undertakings in the pole

*Innovation Poles are **drivers of innovation** through the **adoption of technology, modern systems and practices**. Firms learn to innovate using technology and leading-edge management techniques based on **collaboration and co-opetition***







Piedmont's Innovation Poles at a glance – cont'd



Piedmont's Innovation Poles: Information & Communication Technologies



Legenda:

-  SME <= 10 emp
-  SME <= 50 emp
-  SME <= 250 emp
-  Big Companies
-  Universities
-  Other Actors



R&D PROJETS

- Design of **R&D projects** that could be financed within the Innovation Poles budget
- Support to access **financiig from other sources** (other Regional call for proposals, European VII FP,...)

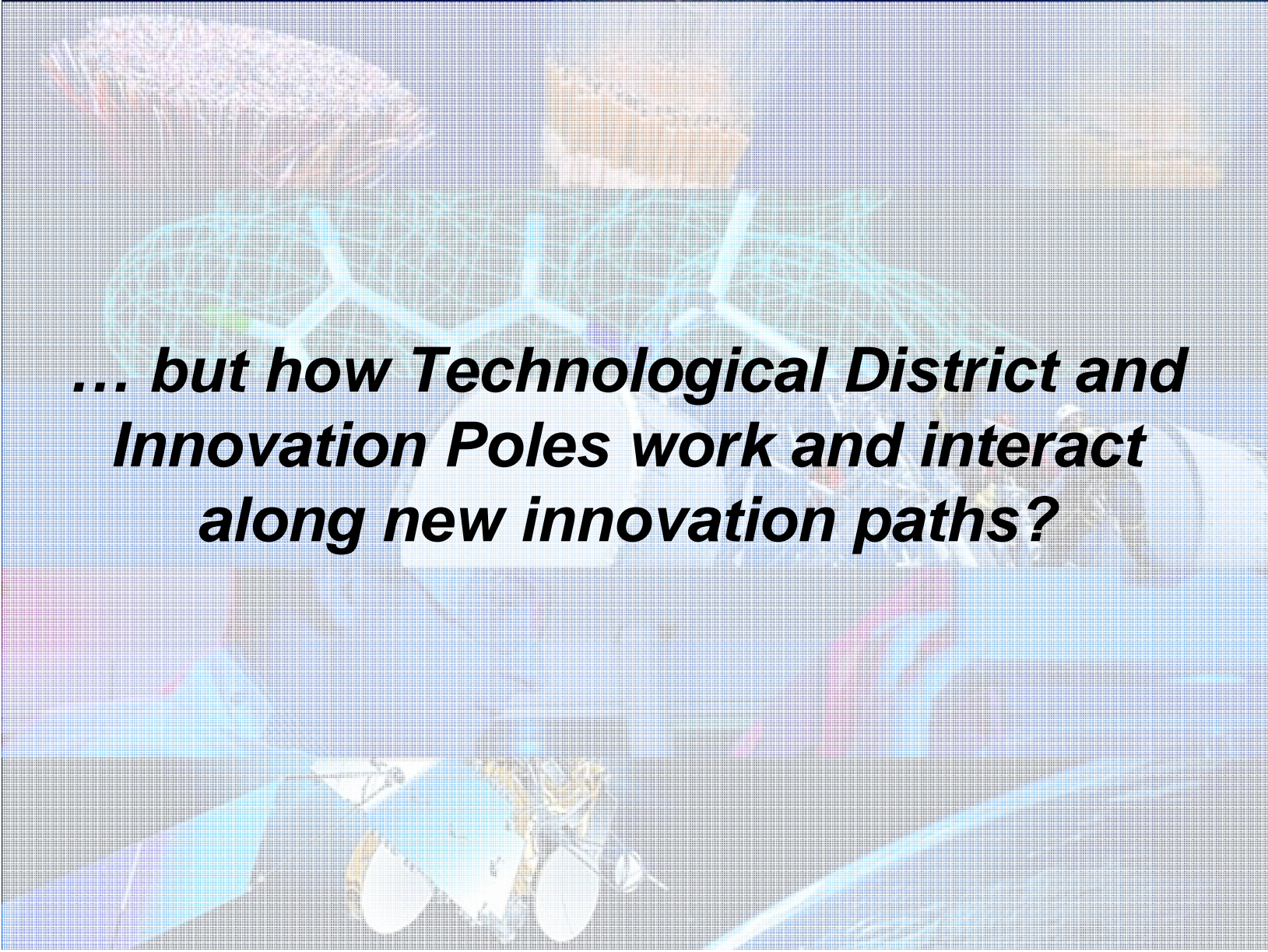
SERVICES

- Access to dedicated innovation **services** (Innovation Pole call)
- **Training programs** based on experimental paths as well (through Pole's laboratories)
- **Communication and marketing** services to let companies and competences be known in regional, national and international markets
- *Support to help companies to access **financing** with specific granting programs*

Piedmont's Innovation Poles: critical success factors

- The Innovation Pole is strongly based on the **design of a shared process** among participating companies:
 - Key **areas** for **regional** and each company **development**
 - Design of a **development path** based on **knowledge**, **innovative** products services and processes development, and on **new markets**
 - Participation of a **relevant number of actors shaping** a innovation **value chain from idea testing to first prototype experimentation**
- Best performing companies are the ones ready to:
 - **Invest human and financial resources** on research and innovation processes
 - **Share strategies** and action **plans** with other companies
 - **Test** their **investment and growth plans** on a dedicated “playground”





... but how Technological District and Innovation Poles work and interact along new innovation paths?

For further information...

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