



# Green Paper: The CreativeMED Model for Smart Specialisation

## *Executive Summary*

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CreativeMED is one of 13 Capitalisation projects of the ETC (European Territorial Cooperation) MED Programme, aiming to integrate and promote the results of previous transnational projects in view of the 2014-2020 programming period. CreativeMED in particular **focuses on innovation**, and thus aims to contribute to on-going Regional Smart Specialisation Strategy (S3) processes. The **Smart Specialisation** approach is itself a significant policy innovation, operationalizing Europe 2020 objectives and incorporating social and non-technical innovation, so the potential contribution of experiences in Territorial Cooperation programmes gains a new relevance.

Indeed, in the depressed environment created throughout the MED space by the financial and growth crisis, it becomes increasingly urgent to leverage the high level of motivation, creativity and innovation demonstrated in the MED projects that constitute the CreativeMED baseline:

Project	Years	Lead Partner	Theme
SMILIES	2009-12	Chamber of Commerce of Rethymnon (GR)	Supporting 99 innovative start-up ideas
MEDLAB	2009-12	Region of Central Macedonia (GR)	Living Labs for regional development policies
TEXMEDIN	2010-13	Municipality of Prato (IT)	Tradition-based fashion Inspiration Labs
CHORD	2009-11	Province of Benevento (IT)	Innovative cultural heritage services
SOSTENUTO	2009-12	AMI of Marseilles (FR)	Culture for economic and social innovation

**Key CreativeMED Background Initiatives (ETC MED Projects Being Capitalised)**

CreativeMED integrates the main outcomes of these experiences to formulate a coherent policy model, which maintains the evidence base of the individual activities carried out while deriving bottom-up a strategic framework at a level that is compatible with what policy makers need to do to define and carry out a Smart Specialisation Strategy. The project’s 18-month workplan develops this model to align with regional S3 processes by a) bringing together results to define a common “Mediterranean Way” towards innovation and b) supporting the mobilization of local actors in the 12 participating regions to enrich entrepreneurial discovery, build consensus, and identify opportunities for inter-regional cooperation.

A key hypothesis of CreativeMED is that the **MED space has specific needs and potentials as regards innovation**, which emerge from a preliminary SWOT analysis and the identification of key success factors specific to Mediterranean regions: cultural anchoring, open networked people, innovation mixes, new business models, and shared values. This leads to a common **Collective Creativity vision** composed of three main elements, as shown below.



The CreativeMED Vision for the MED space

Integrating this creativity-based vision with more traditional policies implies viewing different forms of innovation – scientific, technical, social, and institutional – not as distinct approaches but as different dynamics that unfold in synergy. Through constant interaction, they form an “**innovation landscape**” that progresses as an interacting system across the maturity phases from first ideas to social uptake and penetration of daily life and work processes in a region. Promotion of such innovation dynamics will clearly require the integration of current policy approaches with new methods, new actors, and new initiatives, many of which have in fact already been successfully experimented in Territorial Cooperation projects.

The ultimate objective of CreativeMED is thus to support Regions in initiating this process of integration and enhancement, and in order to do so, CreativeMED has designed a **Common S3 Framework** articulated according to the six main elements that make up a policy design and implementation programme.

Substance	Process
Vision	Governance
Policy Architecture	Policy tools
Measures	Indicators

**The CreativeMED Common S3 Framework**

Mapping a Mediterranean Region’s strategy baseline onto this framework allows CreativeMED to make **concrete and tangible contributions**, accompanying each step with a gradual reinforcement of awareness, consensus and buy-in of regional stakeholders and identifying possible paths to facilitate the interaction between bottom-up ideas/activities and top-down S3 planning. Above all, by accompanying the specific paths different types of actors may take through the six elements of the model, it promotes the **integration of social innovation and new creativity-based approaches to regional development**, as expressed in the Collective Creativity vision above, with territorial strategies and investments in innovation policy.

The specific contribution here is evident from an analysis of each of the six elements:

- *Vision*: CreativeMED can help Regions make implementation of their Smart Specialisation visions more effective by **broadening out to a wider range of territorial energies and creativities** both in the context of the common Mediterranean model and local territorial specificities.
- *Policy Architecture*: CreativeMED can **extend the scope of possible programme structures**, normally based on thematic axes or priorities, to include spatial approaches, innovation dynamics, and multi-disciplinary research.
- *Measures*: CreativeMED can **broaden the portfolio of specific actions** based on the experiences of the baseline projects, to include: systematization of knowledge, building strategic partnerships, promoting collective learning, broadening participation, integrating service platforms, establishing interaction facilities, and accompanying innovative startup ideas.
- *Governance*: CreativeMED extends the scope of **governance issues beyond policy management** to include the innovation ecosystems promoted; the baseline projects

suggest common principles, approaches, and open issues to help foster open and participatory innovation dynamics with sound management.

- *Policy tools:* CreativeMED background projects throw up a range of options to **enhance the toolkit of available options beyond traditional calls for tender**, to include: new conditionalities for traditional tenders, funding of services and infrastructures, training and capacity building, matching funds, promotional actions, and the innovative use of social networks.
- *Indicators:* CreativeMED highlights **the importance of extending both the portfolio and the usage of indicators**, beyond the common patent-counting and the monitoring mindframe; **work is in fact under way** to identify indicators capable of identifying and evaluating social and territorial innovation processes for monitoring purposes but also to support self-governance processes.

As the CreativeMED Common S3 Framework is essentially descriptive– the prescriptive aspects derive from the Smart Specialisation guidelines, the MED vision for Collective Creativity, and individual regional strategies – it is important to see **how it can be applied in practice** to achieve shared goals. Five non-exhaustive approaches are briefly developed as follows:

- *Mapping the CreativeMED model onto the S3 development path:* While the six elements of the CreativeMED framework are not intended as a procedural model, some elements do bear resemblance to the S3 development process indicated by DG Regio. While Regions need to follow synchronized development paths as part of the overall European strategy, it is also important to underline that all elements interact at every step. For each element, we highlight **what Regions do and how CreativeMED can support the process**.
- *Building local partnerships for implementation:* The long-term impact of Regional S3 strategies will very much depend on the stable innovation partnerships that are built over the seven-year programming period. CreativeMED aims to **support the partnership formation process** by identifying and promoting interoperability of three working groups – policy makers, local and regional actors, and technical experts – crucial to implementation for each aspect of the common framework.
- *Policy development as a learning process:* **CreativeMED applies the “policy learning” concept to its local workgroup activities**, based on the “triple-loop” model that builds learning into policy governance at three levels: reacting, reframing, and transforming. The specific role of the CreativeMED suite of tools and actions is mapped onto each of these learning processes.
- *Integrating good practice from ETC:* The CreativeMED framework can be used as a filter to map the results of the different baseline projects from the MED Programme according to the steps of an S3 design and revision “cycle” according to DG Regio. This can facilitate for instance the **identification of specific outcomes that can be capitalized** in the future programming period.
- *Identifying relevant indicators for creativity and innovation:* By intersecting the CreativeMED success factors with the S3 development process indicated by DG Regio, an indicator system is under development that brings together existing indexes with the outcomes of baseline MED projects. The aim is to jointly define a **coherent “measurement for learning” framework** potentially useful to regional policy makers and innovation actors alike.

The **full version of the Green Paper** is structured to develop the above points in a synthetic way, leading where appropriate to the CreativeMED website (and the references cited therein) for further detailed information. The first section describes the policy context of the MED Programme and Smart Specialisation, followed by the MED vision for Smart Specialisation based on Collective Creativity. The next section develops the six elements the Common S3 Framework and how they related to on-going regional S3 development processes. This is followed by brief explanations of the process scenarios for using the framework concretely in a given region. An Annex to the document provides brief descriptions of each of the five main baseline MED projects that feed into CreativeMED, with examples of concrete pilots or actions for each as follows:

- *SMILIES (supporting 99 innovative ideas)*: The Penteconter Vessel; Taste and Culture – Naxos; Women’s Handbags from Recycled Felt; and Converted Electric Vehicles for Islands.
- *MEDLAB (Living Labs for regional development policies)*: Andalusian Network of Living Labs; Environmental Monitoring in Latium; Territorial Living Lab – Kypros; and Cultural Farm Favara.
- *TEXMEDIN (tradition-based fashion Inspiration Labs)*: Industrial Heritage as a Competitive Asset – The TEXMEDIN Digital Library; Textile Museums as Centres of Innovation; Inspiring Lab of Athens; and Personalised Support to Young Designers.
- *CHORD (innovative cultural heritage services)*: Cultural and Heritage Promotion in the Rural Areas of the Province of Seville; Good Practice Exchange with the PRIDES Heritage Industries Cluster; Inspiring the ESF “Culture: A Motor for Employment” Project in Andalusia (ES); and Promotion of Typical Mediterranean Products in Solopaca (IT).
- *SOSTENUTO: (culture for economic and social innovation)*: Cultural and Creative Business Incubator; The Bunker LETS Experience; Cultural Heritage Development Laboratory; and Artisan Cluster in the Chiana Valley.