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of the Regions



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# Mobilising Human Capital and Innovation in Europe

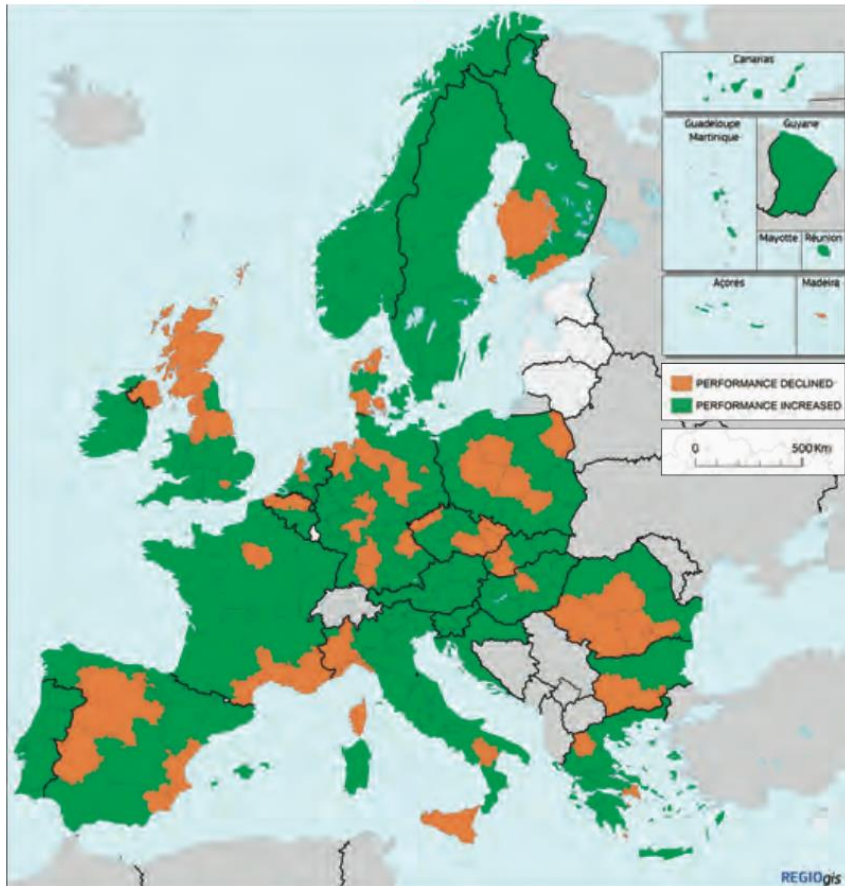
**Markku Markkula**

President of the European Committee of the  
Regions CoR

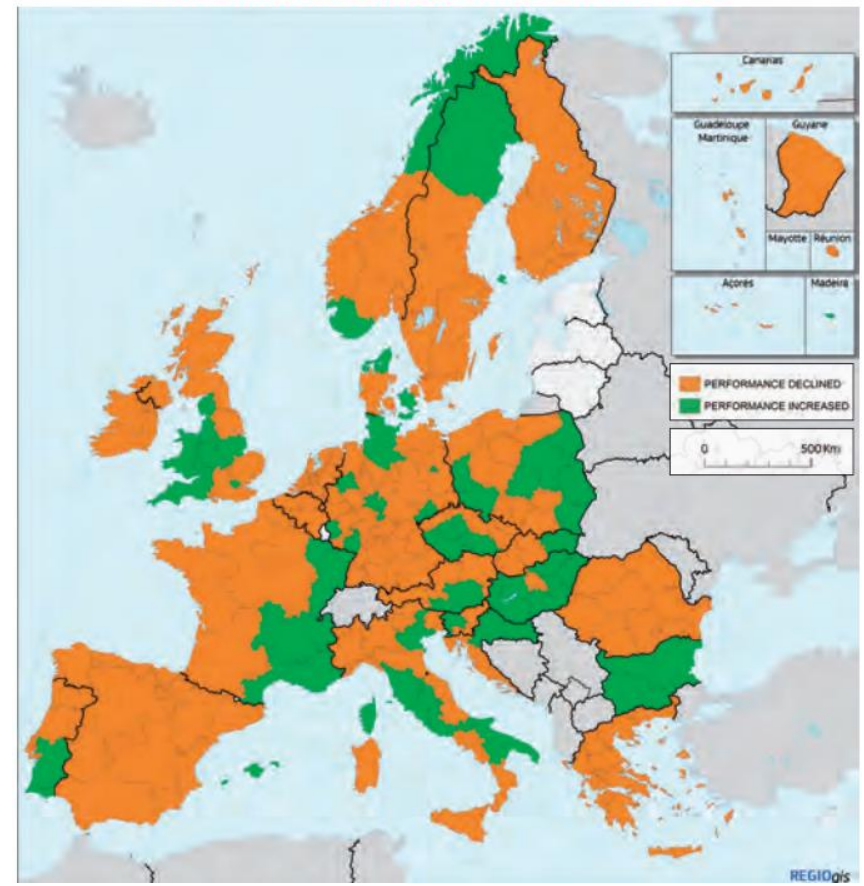
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# Innovation Performance Declining in Europe (2008-2010) → (2014-2016)

Performance change RII2008-RII2010



Performance change RII2014-RII2016

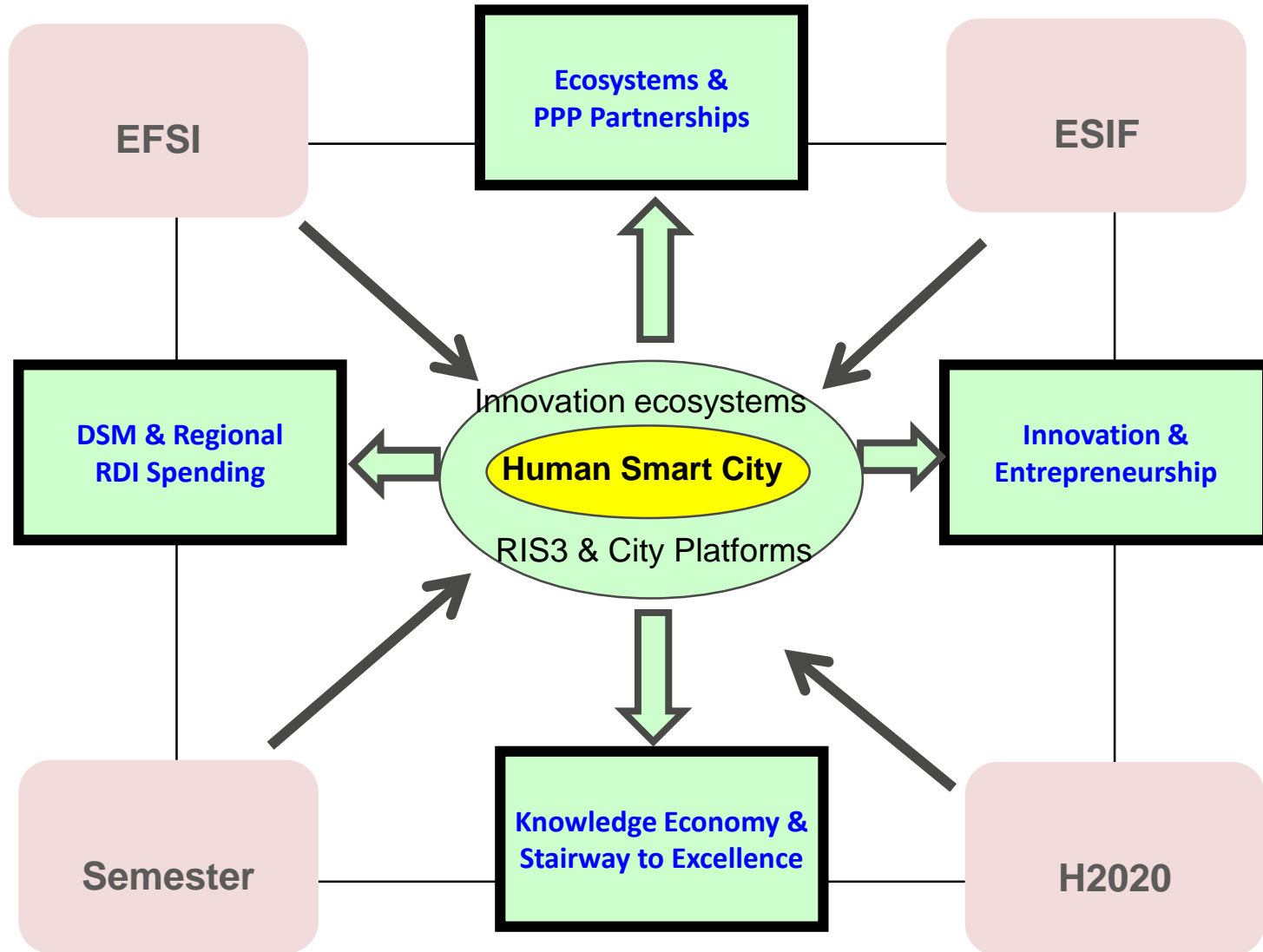


Regional Innovation Scoreboard 2016: Innovation performance in 214 regions in the EU.

Green = Performance Increased; Orange = Performance Declined;



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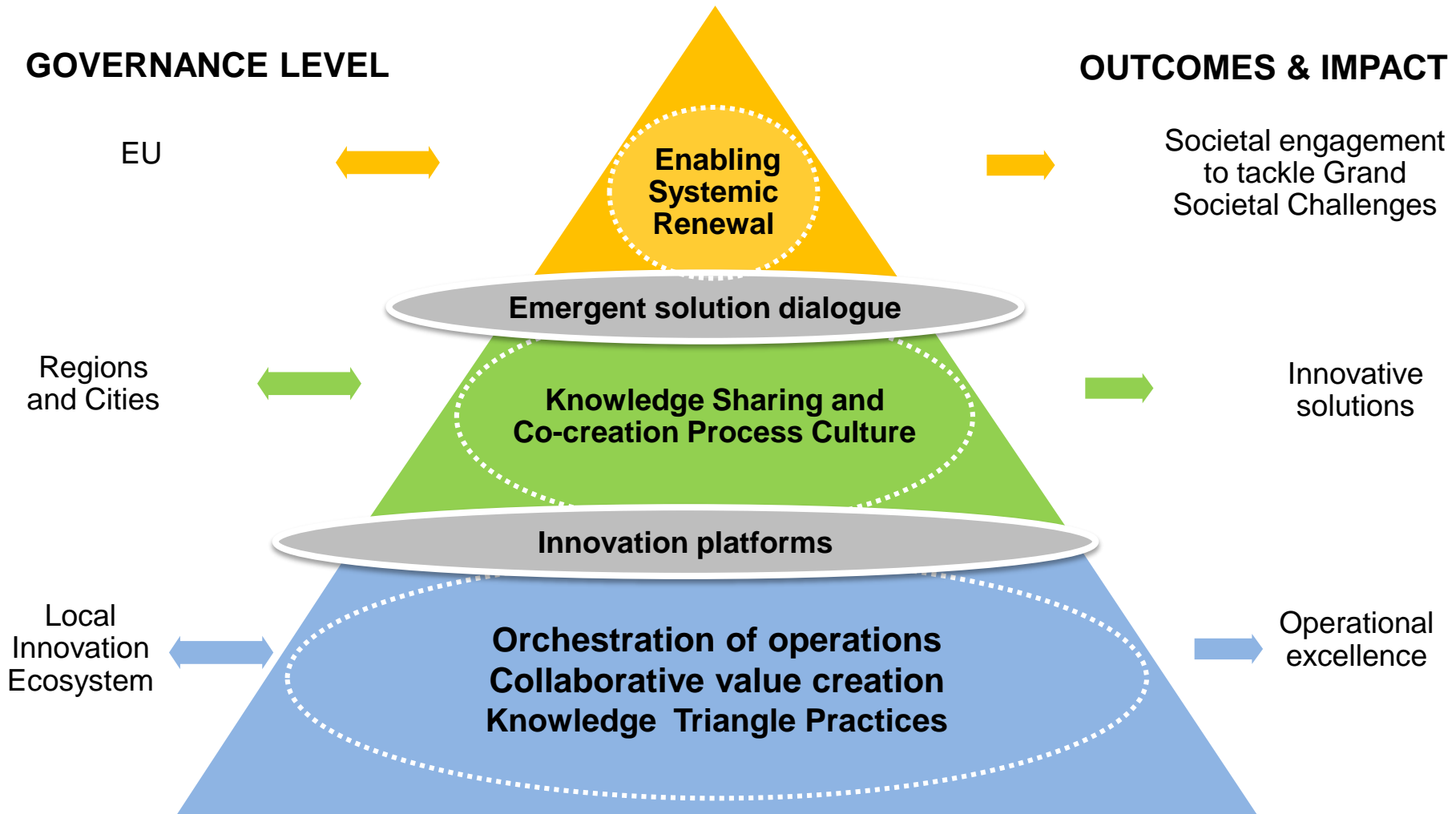


# The large societal challenges are complex, require responses by many policy branches and a versatile knowledge background



- “To solve the grand challenges facing society — energy, water, climate, food, health — scientists and social scientists must work together.”
- But research that transcends conventional academic boundaries is harder to fund, do, review and publish — and those who attempt it struggle for recognition and advancement.”

# Mobilising Human Capital and Innovation in Europe



# Accelerating the Digital Transformation: Blueprint Recommendations

*'encouraging the genuine generators of innovation and value in Europe'*

*'providing leadership education with relevant senior-level training and talent development'*

**Accelerating the digital transformation**

Big data uptake

Reskilling the workforce

Cities and regions as launch pads

Ambassadors for digital transformation

inspire

facilitate

mobilise partners

create value

motivate

exchange

industry-led

Accelerating the uptake of big data and establishing competitive digital platforms in Europe

Reskilling the workforce: digital skills for industry

**Cities and regions as launch pads for digital transformation**

Toolkit for decision makers to become ambassadors for digital transformation

CoR focus on pioneering cities & regions:

# Developing Regional Innovation Ecosystems



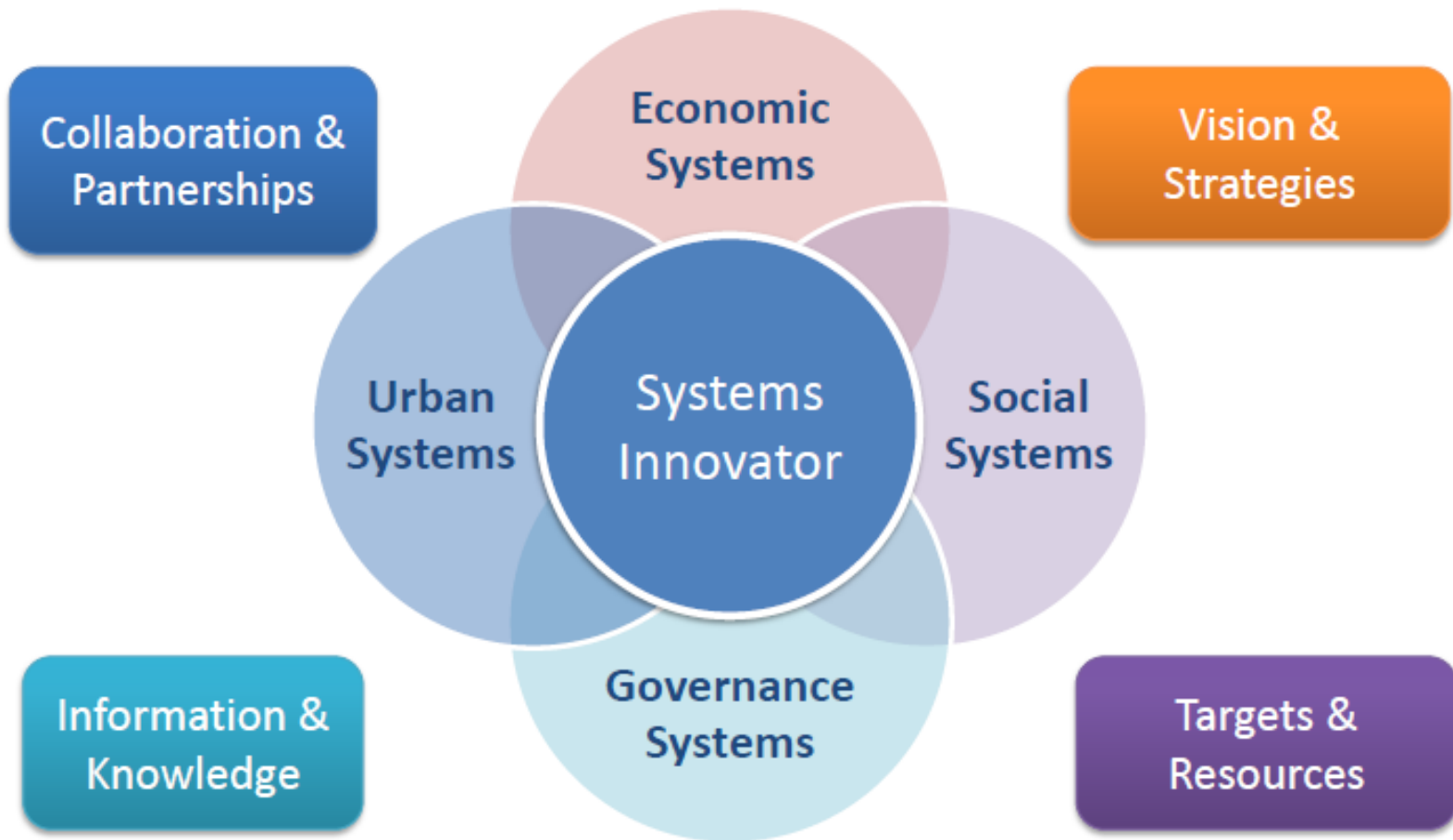
Digitisation and globalisation drive change, and convergence towards digital services is speeding up. Regions and cities need to encourage regional innovation ecosystem development. The activities feature the following characteristics:

1. Innovation communities operate **as ecosystems through systemic value networking** in a world without borders.
2. Innovation strategies focus on **catalysing open innovation** and encouraging individuals and communities towards an **entrepreneurial mindset** and effective use and creation of new digitalised services.
3. Innovation is often based on **experimenting and implementing demonstration projects** by partnerships, using the best international knowledge and creating new innovative concepts.
4. **Creative processes** can show what is **the European Value Added** and how to reach that through the bottom-up movements.

**Download the CoR Guide:**

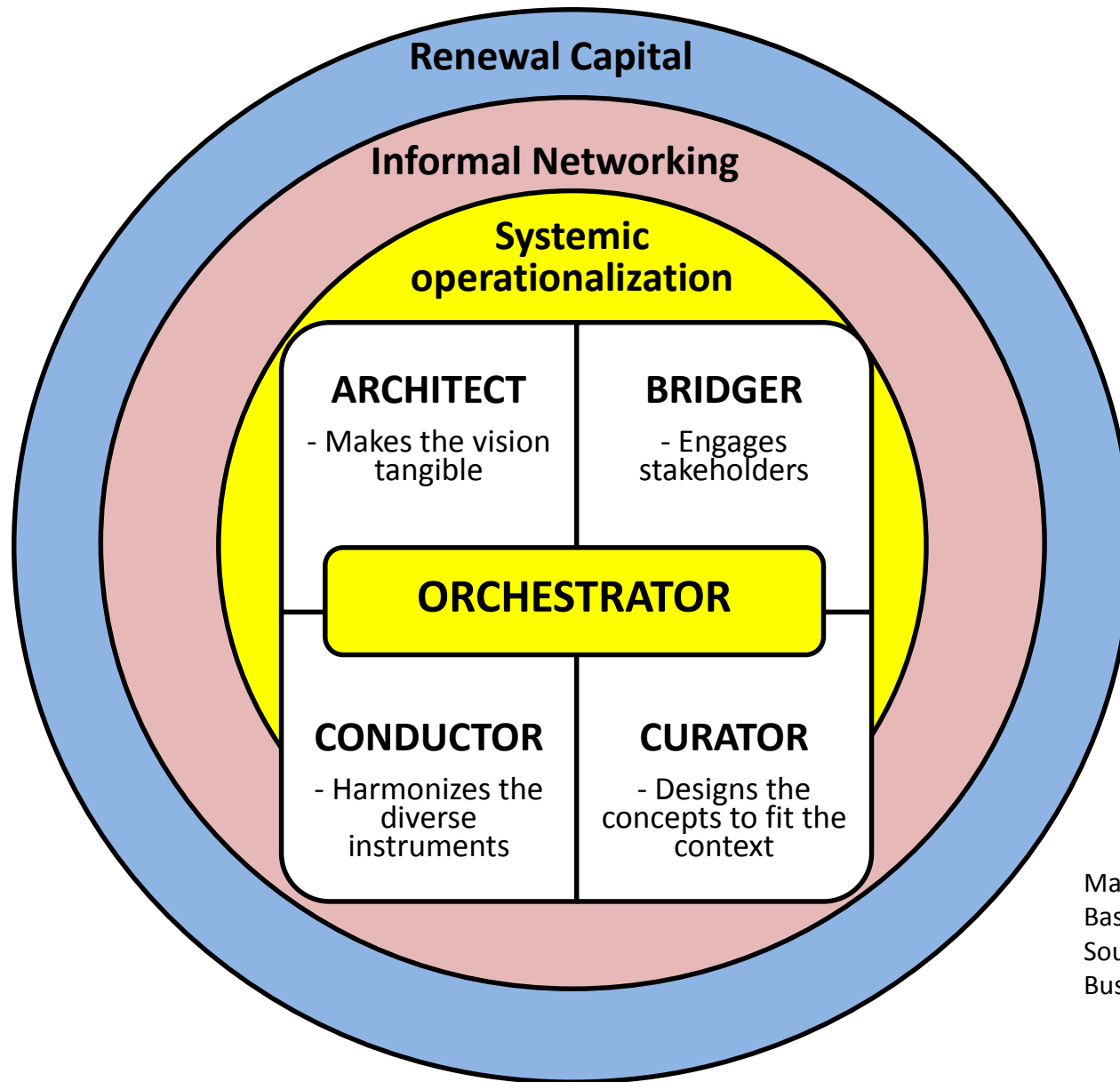
<http://cor.europa.eu/regional-innovative-ecosystems>

# The New Role of Cities as a Systems Innovators





# Different Roles Are Needed in Orchestrating Regional Innovation Ecosystem



Markkula, Kune & Tukiainen  
Based on ACSI Espoo 2015,  
Source also Johan Wallin,  
Business Orchestration, 2006

## Conclusions:

# RIS3 Means New Options for Universities

In Europe's journey for transformation, we all – every city and every region, as well as every university – have to be pioneers, to explore new ways for the future of our societies. The concept of Smart Specialisation opens up new opportunities also for universities, above all:

1. Universities should act **as the knowledge base in defining and implementing regional RIS3 strategies**;
2. Universities can and should focus more on societal challenges and as a result, **broadening the innovation base for tackling these challenges**;
3. Universities need to strengthen their role as natural **platforms for entrepreneurial discovery**;
4. Universities have a crucial role in **creating regional innovation ecosystems** to be based on the co-creation culture and the network of innovation hubs;
5. Universities can be key actors in creating the new culture for **multi-financing** and project portfolio management (i.e. **orchestration**).

**CoR: Europe  
needs pioneers  
Conference in  
Rovaniemi 9-  
10 Nov 2017**

# Arctic Smartness Excellence



Leverage from  
the EU  
2014-2020