

Research and Innovation Strategy for Smart Specialisation

RIS3 Attica

Assessment of RIS3 draft document submitted on 27 March 2015

**A report to the European Commission, Directorate General for Regional
Policy, Unit I3 - Greece & Cyprus**

**Nicos Komninos
March 2015**

The present assessment report focuses on the most important chapters of the Research and Innovation Strategy for Smart Specialisation (RIS3) of Attica, namely (1) the selection of priority sectors and activities, (2) the entrepreneurial discovery process, (3) the setting of objectives and the corresponding intervention logic, and (4) the action plan and implementation of the proposed actions.

For each chapter, the scope and the assessment criteria are noted, as defined in the RIS3 Guide (European Commission, March 2012). Then comments are made referring to the RIS3 document submitted. At the end, a Table codifies the assessment per strategic planning stage and task, with indication of the areas that need further elaboration or revision.

1. Analysis and selection of sectors and / or activities

1.1. The scope of analysis and selection of activities is to “identifying sectors that can achieve critical mass should take into account the principles of regional embeddedness and relatedness: existence of industries that are in tune with the relevant socio-economic conditions and the diversification of firms into related areas based on new innovative techniques or processes.” (RIS3 Guide, p. 15)

Four criteria that can justify the prioritisation of activities are (1) the existence of critical mass in terms of GDP or employment; (2) the trends showing the dynamism of the sectors in the region, (3) the export activity, and (4) the existence of innovative companies in the sector.

1.2 The specialisation profile of Attica is well presented by data relating to turnover, number of companies, employment, geographical concentration of industries, and exports. Some key figures given in the report are listed on Table 1.

Table 1: Key variables for defining the current specialisation of Attica

Critical mass: number of enterprises and turnover	Specialisation: employment and spec. quotient	Exports
<ul style="list-style-type: none"> • Refined petrol.: 25 / 27.4% • Food industry: 3461 / 7.3% • Pharmaceutical: 106 / 6.1% • Production basic metals: 236, 5.4% • Metal products: 4131 / 4.3% • Chemical: 428, 4.7% • Energy & n. gas: 1550, 8.5% • Scientific and technical activities: 66393, 21.3% • Financial serv.: 2423, 19% • ICT: 12592, 6.9% • Transport & log: 16163, 5.1% • Hospitality: 19241, 2.1% 	<ul style="list-style-type: none"> • Sea and coastal water transport: 12655 / 7.36 • Reproduction of recorded media: 1028 / 3.9 • Manufacture of refined petroleum products: 4078 / 3.35 • Manufacture of jewellery and related articles: 3363 / 3.32 • Provision of services to the community as a whole: 63241 / 2.99 • Adult and other education: 28759 / 2.55 • Activities of travel agencies and tour operators: 12242 / 2.52 	<ul style="list-style-type: none"> • Refined petroleum products • Chemical and plastics products • Metal products • Machinery and equipment • Food products

Based on this data, the report concludes that the sectoral specialisation of Attica revolves around the sectors of the creative economy (spec. 2.18, empl. 5.2%); trade (spec. 1.63, empl. 24.1%); construction (spec. 0.93, empl. 8.5%); transport (spec. 0.98, empl. 6.2%); pharmaceutical (spec. 1.26); energy and natural gas (spec. 2.18); tourism (spec. 1.04); and ICT (spec. 0.74) (pp. 71-72).

This conclusion raises a number of questions about the criteria used to define the dominant sectors of Attica in terms of production specialisation (spec. quotient) and employment size.

- The exports per sector are not taken into account.
- The sub-categories that compose the creative economy and the size of employment per sub-category are not provided.
- Some sectors, such as the food production and the financial services are not mentioned in the final list of important sectors.
- Equally, the sector of “Provision of services to the community as a whole” which refers to medical services and social care with employment size 63241 persons and European specialisation quotient 2.99 does not figure among the major sectors of specialisation.
- On the contrary, the construction industry is mentioned, which is not supported by the data, and was severely hit and declined during the current crisis.

Therefore, the conclusions about the most important sectors of specialisation in Attica should be reconsidered, including in the current specialisation of Attica in manufacturing sectors, such as the refined petroleum products, chemical products, pharmaceutical, metal products, machinery and equipment, and the food industry, and tertiary sector, such as trade, transport, energy and gas, financial services, health activities, hospitality, and ICT. The creative economy can be added, but defined with the same classification categories as the other sectors (NACE). Some segments of the creative economy mentioned (p. 37) belong to manufacturing (like printing) and other segments to services.

2. Entrepreneurial discovery

2.1 The scope of entrepreneurial discovery is the “deep involvement of entrepreneurial actors in the strategy design process. Entrepreneurial actors are not only firms, but also any individuals and organisations who have some entrepreneurial knowledge. This analysis aims to build a systematic understanding of the areas in the economy and society that have the greatest potential for future development, and that are ready to be tapped (or need to be encouraged and extracted).” (RIS3 Guide, p. 21)

Criteria for assessing the process of entrepreneurial discovery are (1) the various forms of open consultation with entrepreneurial actors, and (2) the evidence-base identification of promising areas of innovation in terms of products, processes, technologies and niche markets.

2.2. Information on the entrepreneurial discovery processes and consultation with stakeholders is missing. The RIS3 document and annexes do not describe activities relating to consultation with regional stakeholders, the academic, and business community. Such consultation would contribute to identify and bring up business and innovation opportunities in technologies, products, and new markets to the benefit of the regional economy. The agenda of the recent workshop (21 March 2015) shows that this event cannot be considered as entrepreneurial discovery.

2.3 The RIS3 report defines three broad domains as key fields of entrepreneurial discovery (pp. 74-87):

- The blue economy, smart transport and maritime transport (port, tourism, sailing, cruise, shipbuilding, nautical services, etc.)
- The cultural and creative economy (arts and crafts, games and digital products, movies)
- The high technology and entrepreneurship for quality of life and sustainable development (microelectronics, ICT and embedded systems, nano-micro electronics)

and other KETs, mobile apps, clean technologies and energy efficiency, health and pharmaceuticals, functional food and local products).

The identification of these domains, as promising areas and future business opportunity, is purely qualitative. It is not supported by any quantitative data; any foresight or future methods or market research; it is not supported by any consultation with business actors, entrepreneurs, and other stakeholders.

A potential risk of the desk-based qualitative research used is driving the entrepreneurial discovery towards erroneous fields of activity, which are not supported by the market and the investment interests of the business community.

3. Setting of objectives – intervention logic

3.1. According to the RIS3 Guide “It is of crucial importance that RIS3 governance bodies focus on a limited number of innovation and research priorities in line with the potential for smart specialisation detected in the analysis phase that is anchored in entrepreneurial discoveries. These priorities will be the areas where a region can realistically hope to excel.” (RIS3 Guide, p. 23)

Criteria for effective setting of RIS3 objectives are (1) the productive diversification scenario proposed, (2) the use of result indicators for defining quantitatively the objectives, and (3) the definition of the governance structure for the approval and revision of objectives and intervention logic.

3.2. As stated in the RIS3 document, the aim of the strategy is to contribute to a realistic, but ambitious, roadmap for productive restructuring of Attica, focusing on

1. Industrial restructuring and technological strengthening of enterprises and innovation development (new companies, new products, research infra, support off research skills),
2. Confronting social needs and problems of the humanitarian crisis in the fields of health, housing, food, education, energy, employment, environments and culture,
3. Urban development and rehabilitation of the social and environmental infrastructure of Attica (smart cities, smart urban transport, ICTs in the urban environment, waste management) (pp. 88-89).

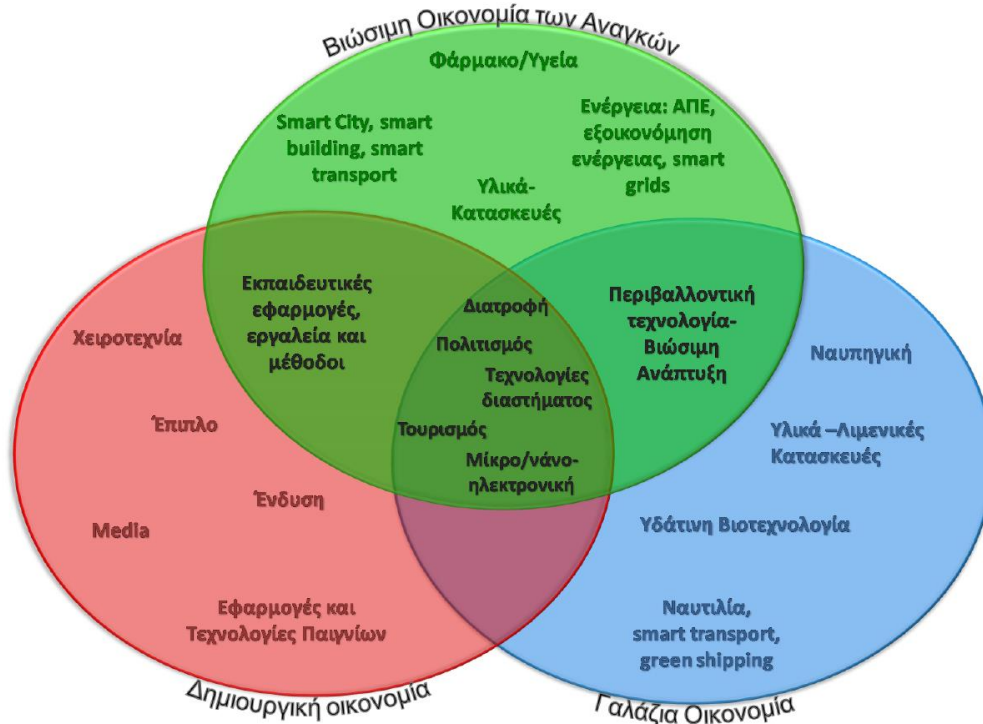
It is also stated “These three objectives have clear linkages. Obviously the quality of life is a top priority spearheaded by the response to the humanitarian crisis that is exacerbated by the current policies” (p. 90).

Is this approach and priority given to the quality of life compatible to research and innovation strategies for smart specialisation? I am afraid that these choices cannot be justified by the relevant literature, publications, and guides on RIS3. Moreover, other Thematic Objectives and Investment Priorities of the Operational Programmes deal with the environment, poverty, and employment. The major objectives of RIS3 should consider the strengthening of research, technological development and innovation, and enhancing the competitiveness of SMEs in manufacturing, services, agriculture and fisheries.

My suggestion is to reformulate the objectives 2 and 3 with respect to the productive activities that can address the demand for quality of life, taking into account the specialisation pattern and the export-oriented production activities of Attica.

3.3. RIS3 of Attica has selected as priority sectors (1) the creative economy, (2) the blue economy, and (3) the sustainable economy of needs. These three broad sectors, their activities, and overlapping are presented in the Figure 1 below.

Figure 1: Three broad sectors of priority for the RIS3 of Attica



These sectors of priority differ substantially from the seven sectors of priority agreed in the approved OP of Attica, which are (OP Attica, p. 17):

1. Land and sea transport
2. Medical tourism - wellbeing tourism and pharmaceutical industry
3. Alternative tourism
4. Micro-electronics, computing and mobile applications
5. Creative economy, culture, jewellery, artwork restoration, cinema
6. Special foods and local products of Attica
7. Environmental (clean) technologies and industrial symbiosis

Also, the selected RIS3 sectors of priority more or less coincide to the key fields of entrepreneurial discovery (see comment 2.3) than to the current productive specialisation of Attica (see comment 1.2). Therefore the justification for their selection is rather weak. The footwear and apparel industries, naval construction, materials, space technologies, and other activities appear in the text for the first time.

The internal consistency of the activities included under the “sustainable economy of needs” is highly questionable. Which are, for instance, the links between materials-construction, educational services and pharmaceutical? It seems that this broad sector is an “invention” to justify the selection of miscellaneous and un-connected activities.

Moreover, no quantitative data is provided about the size (employment, enterprises, and turnover) that would reveal the contribution of the selected sectors into the overall economy of Attica. Is really there a specialisation or the entire economy of Attica is represented?

3.4. The intervention logic described (p.96-100) is coherent and promising to drive towards a large scale differentiation of the productive system of Attica. The proposed policy instruments to be used are well adapted to the intervention logic.

In parallel to the actions towards start-ups and spin-offs, I would suggest making clearer the intervention logic concerning the modernisation / diversification the existing companies. Also, give priority to policy instruments that are addressed massively companies (platforms, clusters, financial engineering, marketplaces, etc.) than instruments addressed to a few companies only.

4. Action plan and implementation of actions

4.1. “An action plan is a way of detailing and organising all the rules and tools a region needs in order to reach the prioritised goals, and it should provide for comprehensive and consistent information about strategic objectives, timeframes for implementation, identification of funding sources, tentative budget allocation.” (RIS3 Guide, p. 24)

Criteria for the assessment of the action plan refer to actions included in the plan. Each action should be assessed with respect to alignment to priority sectors selected, alignment to entrepreneurial discovery findings, leverage potential of private investment, the scale of intervention and expected impact, and budget and funding.

4.2. The action plan of RIS3 of Attica correctly occupies a large part of the RIS3 document (pp. 100-186). It contains 53 actions allocated in 9 Investment Priorities of the Operational Programs, as follows: 1a: 5 actions; 1b: 8 actions; 2b: 5 actions; 2c: 2 actions; 3a: 13 actions; 3c: 6 actions; 3d: 9 actions; 8v: 2 actions; and 9v: 3 actions. All actions are sufficiently elaborated and described, including the budget and the final beneficiaries. These 53 actions are distributed by Operational Programme, Investment Priority, and Priority sectors of the RIS3. The overall budget is 1.110.970.000 € plus a private contribution of 415.665.000 €.

4.3. Comments on each action are given from the point of view of (1) the activities selected to support, (2) the innovation expected from the action, (3) the potential to leverage private investments, (4) the potential impact on the differentiation of the regional productive system, and (5) the sustainability of the action beyond the public support period (see Table 2).

Further attention is need to many actions of technology intermediation, innovation diffusion and training, which have proven a limited innovation potential; at the fragmentation of actions to many small scale initiatives which should be integrated to gain visibility and impact; and a state-led logic with low participation and co-funding by the private sector, which prevails in many cases.

Overall, the Action Plan submitted shows a considerable intellectual effort, has many merits, and offers a good starting point for a large scale innovation intervention in Attica. It can be improved by strengthening the systemic innovation perspective of the actions, the mobilisation of private funding, and the sustainability of actions for institutions building beyond the public support period.

Table 2: Comments per action of the RIS3 action plan

Code of action	Action	Priority sector	Quantity	Total cost	Private contribution	COMMENTS: SUBJECTS THAT NEED ATTENTION AND IMPROVEMENT
1.a.1	Κέντρο Καινοτομίας Περιφέρειας Αττικής (ΚΕ.Κ.Π.Α.)		1	1.320.000 €	0 €	<ul style="list-style-type: none"> •Sustainability after the support period •Zero leverage of private investment •Overlapping with IMA roles (calls) •Overlapping with Regional Innovation Council
			2	100.000 €	0 €	<ul style="list-style-type: none"> •Eventual overlapping between the two types of foresight
			6	300.000 €	0 €	
1.a.2	Ανάπτυξη και λειτουργία τεχνολογικών πλατφορμών και δικτύων μάθησης	I-Δημιουργική Οικονομία	12	360.000 €	0 €	Correct concepts of actions, but very fragmented in -11 technology platforms and -13 learning networks
			12	600.000 €	0 €	
		II-Γαλάζια Οικονομία	4	120.000 €	0 €	Questionable sustainability after the support period
			3	150.000 €	0 €	
		III-Βιώσιμη Οικονομία των Αναγκών	10	300.000 €	0 €	The precise fields of technology platforms and learning networks should be defined with respect to conclusions of the entrepreneurial discovery
			10	500.000 €	0 €	
1.a.3	Ανάπτυξη Υποδομών και Δομών σε κρίσιμες περιοχές και τομείς E&K (competence centers)	I-Δημιουργική Οικονομία	4	4.000.000 €	0 €	<ul style="list-style-type: none"> •Questionable sustainability after the support period •Zero leverage of private investment •The selection of sectors is not justified by some kind of market research or E.D.
		II-Γαλάζια Οικονομία	2	2.000.000 €	0 €	
		III-Βιώσιμη Οικονομία των Αναγκών	4	4.000.000 €	0 €	
1.a.4	Δομές δημιουργικής μάθησης και συνεργασίας μέσα και έξω από το σχολείο (technology playgrounds, creativity parks, ...)	Στα 3 πεδία εξειδίκευσης	30	4.500.000 €	0 €	<ul style="list-style-type: none"> •Questionable sustainability after the support period •Low innovation potential •The selection of sectors is not justified by some kind of market research or E.D. •Many small-size and fragmented initiatives •Zero leverage of private investment
1.a.5	Διάχυση και ενημέρωση των ερευνητικών αποτελεσμάτων ΑΕΙ-EK στο ευρύ κοινό, στα σχολεία και σε συλλογικούς φορείς και φορείς ΤΑ	Στα 3 πεδία εξειδίκευσης	7	490.000 €	0 €	<ul style="list-style-type: none"> •Zero leverage of private investment •Questionable innovation potential •Does not contribute to differentiation / modernisation of priority sectors

1.b.1	Ίδρυση και λειτουργία Εκκολαπτηρίων και Θερμοκοιτιδών εντός των ΕΚ και ΑΕΙ της Αττικής	Στα 3 πεδία εξειδίκευσης	8	1.600.000 €	0 €	<ul style="list-style-type: none"> •Zero leverage of private investment •Consider the case of PPPs for the incubators and accelerators
1.b.2	Μητρώο συμβούλων σε ζητήματα διαχείρισης πνευματικής και βιομηχανικής ιδιοκτησίας	Στα 3 πεδία εξειδίκευσης	1	100.000 €	0 €	<ul style="list-style-type: none"> •Questionable sustainability after the support period
1.b.3	Πιστοποίηση δημοσίων φορέων έρευνας και τεχνολογικών υπηρεσιών για την παροχή εξειδικευμένων υπηρεσιών Ε&Τ	I-Δημιουργική Οικονομία	70	420.000 €	0 €	
		II-Γαλάζια Οικονομία	20	120.000 €	0 €	
		III-Βιώσιμη Οικονομία των Αναγκών	60	360.000 €	0 €	
1.b.4	Ενίσχυση δημοσίων φορέων έρευνας και τεχνολογικών υπηρεσιών για την παροχή εξειδικευμένων υπηρεσιών και την αξιοποίηση της έρευνας	Στα 3 πεδία εξειδίκευσης	10	6.000.000 €	0 €	<ul style="list-style-type: none"> •Questionable sustainability after the support period •Zero leverage of private investment •Limited innovation potential
1.b.5	Ενίσχυση σχεδίων διερεύνησης της σκοπιμότητας αξιοποίησης ερευνητικών αποτελεσμάτων (proof-of-concept)	I-Δημιουργική Οικονομία	400	40.000.000 €	0 €	<ul style="list-style-type: none"> •Zero leverage of private investment •This kind of projects in the three priority sectors should start as pilot projects and if successful scale up.
		II-Γαλάζια Οικονομία	200	20.000.000 €	0 €	
		III-Βιώσιμη Οικονομία των Αναγκών	400	40.000.000 €	0 €	
1.b.6	Ανάπτυξη έργων επίδειξης-εφαρμογής αποτελεσμάτων έρευνας	I-Δημιουργική Οικονομία	20	2.000.000 €	200.000 €	<ul style="list-style-type: none"> • Low leverage of private investment (10%) • 2stage action, a pilot stage in a few cases and if successful implement at larger scale •Low innovation potential if separate from new product development and marketing
		II-Γαλάζια Οικονομία	10	3.000.000 €	300.000 €	
		III-Βιώσιμη Οικονομία των Αναγκών	30	6.000.000 €	600.000 €	
1.b.7	Δημιουργία καινοτόμων προϊόντων/υπηρεσιών που προτείνονται από επιχειρήσεις, φορείς του δημοσίου και της ΤΑ, δημόσια διαβούλευση κλπ. (customer- driven)	I-Δημιουργική Οικονομία	100	5.000.000 €	1.000.000 €	<ul style="list-style-type: none"> • Low leverage of private investment, 20% of public funds only
		II-Γαλάζια Οικονομία	30	1.500.000 €	300.000 €	
		III-Βιώσιμη Οικονομία των Αναγκών	80	4.000.000 €	800.000 €	
1.b.8	Χρηματοδότηση δράσεων τύπου “hackathon”	I-Δημιουργική Οικονομία	60	480.000 €	240.000 €	
		II-Γαλάζια Οικονομία	20	160.000 €	80.000 €	

		III-Βιώσιμη Οικονομία των Αναγκών	70	560.000 €	280.000 €	How Hackathons can be implemented in sectors other than ICT? What might be a Hackathon in the food, drug, recycling, and the other activities of the blue economy or the economy of needs?
1.b.9	Ενίσχυση μεσοπρόθεσμων και μακροπρόθεσμων δράσεων Ε&Α&Κ στα πεδία εξειδίκευσης από επιχειρήσεις ή συνεργατικούς σχηματισμούς	I-Δημιουργική Οικονομία	500	50.000.000 €	25.000.000 €	•Low leverage of private investment, 50% of public funds •The activities should be defined by the E.D. outcomes
		II-Γαλάζια Οικονομία	200	20.000.000 €	10.000.000 €	
		III-Βιώσιμη Οικονομία των Αναγκών	500	50.000.000 €	25.000.000 €	
2.b.1.	Ενίσχυση ανάπτυξης προϊόντων και υπηρεσιών ΤΠΕ	I-Δημιουργική Οικονομία	700	28.000.000 €	14.000.000 €	•Low leverage of private investment, 50% of public funds
		II-Γαλάζια Οικονομία	200	8.000.000 €	4.000.000 €	
		III-Βιώσιμη Οικονομία των Αναγκών	700	28.000.000 €	14.000.000 €	
2.b.2	Ανάπτυξη εφαρμογών e-επιχειρείν από μεμονωμένες επιχειρήσεις ή ομάδες επιχειρήσεων	I-Δημιουργική Οικονομία	100	4.000.000 €	2.000.000 €	•Low leverage of private investment, 50% of public funds
		II-Γαλάζια Οικονομία	50	2.000.000 €	1.000.000 €	
		III-Βιώσιμη Οικονομία των Αναγκών	150	6.000.000 €	3.000.000 €	
2.b.3	Ενίσχυση της ανάπτυξης ψηφιακών πλατφορμών επιχειρηματικών συναλλαγών και συνεργασίας μεταξύ επιχειρήσεων, μεταξύ επιχειρήσεων και καταναλωτών και μεταξύ επιχειρήσεων και φορέων του δημοσίου (B2B, B2C, C2C κ.λπ.)	I-Δημιουργική Οικονομία	10	1.000.000 €	500.000 €	•Low leverage of private investment, 50% of public funds
		II-Γαλάζια Οικονομία	5	500.000 €	250.000 €	
		III-Βιώσιμη Οικονομία των Αναγκών	20	2.000.000 €	1.000.000 €	
2.b.4	Ανάπτυξη ψηφιακών υποδομών δικτύωσης και συνεργασίας μεταξύ των φορέων στήριξης και κινητοποίησης, των ΜΜΕ, των ΑΕΙ και Ερευνητικών Κέντρων	Στα 3 πεδία εξειδίκευσης	1	200.000 €	0 €	•Questionable sustainability after the support period (update of the register) •Zero leverage of private investment •Questionable innovation potential
2.b.5	Ενίσχυση της ίδρυσης και ανάπτυξης ψηφιακών πλατφορμών χρηματοδότησης από το πλήθος (crowdfunding), μικροπίστωσης, ανεύρεσης πόρων από το πλήθος (crowdsourcing), δικτύων υποστήριξης	Στα 3 πεδία εξειδίκευσης	10	1.000.000 €	500.000 €	•These platforms already exist and many are open source •The action should focus on the use of crowdfunding as financial instrument for innovation and business development

	(επιχειρηματικών αγγέλων, μεντόρων, coaches, θερμοκοιτίδων κ.λπ.), υποβολής ιδεών και προτάσεων και συμμετοχικής αξιολόγησης προτάσεων, ιδεών και μελών του οικοσυστήματος					
2.c.1	Ενίσχυση έργων ανάπτυξης καινοτόμων προϊόντων και υπηρεσιών ΤΠΕ, από νεοφυείς και υφιστάμενες επιχειρήσεις, στο πλαίσιο προσκλήσεων προμηθειών φορέων του Δημοσίου (ΤΑ, ΝΠΔΔ, ΝΠΙΔ κοκ) - καινοτόμες προμήθειες, επιδεικτικά, πιλοτικά έργα και έργα φάροι	I-Δημιουργική Οικονομία	30	600.000 €	300.000 €	<ul style="list-style-type: none"> Low leverage of private funds, 50% of public funds
		II-Γαλάζια Οικονομία	10	200.000 €	100.000 €	
		III-Βιώσιμη Οικονομία των Αναγκών	30	600.000 €	300.000 €	
2.c.2	Ανάπτυξη εφαρμογών ΤΠΕ ψηφιακού και αλληλεπιδραστικού περιεχομένου και λειτουργίας	I-Δημιουργική Οικονομία	450	9.000.000 €	4.500.000 €	<ul style="list-style-type: none"> Low leverage of private funds, 50% of public funds
		II-Γαλάζια Οικονομία	150	3.000.000 €	1.500.000 €	
		III-Βιώσιμη Οικονομία των Αναγκών	450	9.000.000 €	4.500.000 €	
3.a.1	Ενίσχυση για την ίδρυση και λειτουργία Εκκολαπτηρίων και Θερμοκοιτίδων εκτός των ΕΚ και ΑΕΙ της Αττικής	Στα 3 πεδία εξειδίκευσης	20	4.000.000 €	2.000.000 €	<ul style="list-style-type: none"> The overall number of incubators (new and existing) has to be justified These projects might be PPPs A higher private funding should be sought
			10	1.000.000 €	500.000 €	
3.a.2	Προγράμματα, υποστήριξης, εκπαίδευσης και κατάρτισης και δικτύωσης προσωπικού δομών κινητοποίησης και μελών των δικτύων τους (μεντόρων, επιχειρηματικών αγγέλων κ.λπ.)	Στα 3 πεδία εξειδίκευσης	7	210.000 €	105.000 €	<ul style="list-style-type: none"> Training should be considered very carefully Major failure of training in previous programming periods Questionable innovation potential
3.a.3	Ενίσχυση επιχειρηματικών ομάδων στο στάδιο εκκόλαψης (με αξιοποίηση επιχειρηματικών υποτροφιών και κουπονιών καινοτομίας)	Στα 3 πεδία εξειδίκευσης	10000	20.000.000 €	0 €	<ul style="list-style-type: none"> Zero leverage of private funds The level of funding (2000 per company) is practically zero to have any impact
3.a.4	Ενίσχυση της ίδρυσης και ανάπτυξης νεοφυών επιχειρήσεων για την υλοποίηση του επιχειρηματικού σχεδίου τους για 1-2 έτη (με αξιοποίηση κουπονιών καινοτομίας)	I-Δημιουργική Οικονομία	2000	30.000.000 €	15.000.000 €	<ul style="list-style-type: none"> Low private funding, 50% of public support The overall amount per company (public and private) is 22.500 is extremely low for new company creation and survival. Consider a lower number of beneficiaries or increase of funding Consider funding per development stage and complementarity with other financing instruments to overcome the Death Valley. The activities to be supported should be the outcome of E.D.
		II-Γαλάζια Οικονομία	500	7.500.000 €	3.750.000 €	
		III-Βιώσιμη Οικονομία των Αναγκών	1500	22.500.000 €	11.250.000 €	

3.a.5	Επιχειρηματικές υποτροφίες για μέλη επιχειρηματικών ομάδων των Δράσεων 3.a.3 και 9.v.1	Στα 3 πεδία εξειδίκευσης	30000	72.000.000 €	0 €	<ul style="list-style-type: none"> Questionable innovation potential and impact
			18000	43.200.000 €	0 €	
3.a.6	Κουπόνια καινοτομίας	Στα 3 πεδία εξειδίκευσης	3.000	45.000.000 €	22.500.000 €	<ul style="list-style-type: none"> Low private funding. Previous actions of coupons involved 100% private funding. Assess the impact of previous similar actions of the period 2007-2013
			1.200	36.000.000 €	18.000.000 €	
			5.000	75.000.000 €	37.500.000 €	
			3.000	45.000.000 €	22.500.000 €	
3.a.7	Δραστηριότητες προσέλκυσης και βράβευσης καινοτόμων επιχειρηματικών ιδεών σε πεδία εξειδίκευσης	I-Δημιουργική Οικονομία	100	500.000 €	250.000 €	
		II-Γαλάζια Οικονομία	50	250.000 €	125.000 €	
		III-Βιώσιμη Οικονομία των Αναγκών	100	500.000 €	250.000 €	
3.a.8	Στήριξη νεοφυών επιχειρήσεων και ΜμΕ για την προστασία της βιομηχανικής και πνευματικής ιδιοκτησίας	Στα 3 πεδία εξειδίκευσης	100	5.000.000 €	2.500.000 €	<ul style="list-style-type: none"> Total funding (public and private) is 75.000 per company, while for the creation of the company the overall funding as 22.500 (see action 3a4)
3.a.9	Μηχανισμοί ενίσχυσης χρηματοδοτικών εργαλείων (Matching Funds)	Στα 3 πεδία εξειδίκευσης	1000	60.000.000 €	30.000.000 €	<ul style="list-style-type: none"> More information and detailed design should be provided for this action
3.a.10	Δημιουργία συνεργατικών σχηματισμών (cluster)	I-Δημιουργική Οικονομία	4	120.000 €	60.000 €	<ul style="list-style-type: none"> Total funding per cluster (45.000) is low Clusters to be supported should be defined after some kind of mapping or E.D. Low private co-funding
			15	450.000 €	225.000 €	
		II-Γαλάζια Οικονομία	7	210.000 €	105.000 €	
			3	90.000 €	45.000 €	
			15	450.000 €	225.000 €	
3.a.11	Ανάπτυξη και εφαρμογή “πρωτοκόλλων” ή σημάτων	Στα 3 πεδία εξειδίκευσης	1	500.000 €	0 €	<ul style="list-style-type: none"> Zero private funding Questionable sustainability of the action A private sector service (certification) by a public organisation
3.a.12	Ενίσχυση για την πραγματοποίηση δοκιμών προϊόντων και υπηρεσιών στην Αττική	Στα 3 πεδία εξειδίκευσης	50	1.500.000 €	750.000 €	<ul style="list-style-type: none"> Testing is a stage of the new product development process. The actions should be integrated with action 1b7
3.a.13	Ανάπτυξη καινοτόμων προϊόντων και υπηρεσιών στο πλαίσιο προσκλήσεων προμηθειών φορέων του Δημοσίου (ΤΑ, ΝΠΔΔ, ΝΠΙΔ κοκ)	I-Δημιουργική Οικονομία	10	300.000 €	150.000 €	<ul style="list-style-type: none"> Similar action to 1b7 Low private co-funding
		II-Γαλάζια Οικονομία	5	250.000 €	125.000 €	

		III-Βιώσιμη Οικονομία των Αναγκών	10	300.000 €	150.000 €	
3.c.1.I	Ενίσχυση έργων ανάπτυξης καινοτόμων προϊόντων	I-Δημιουργική Οικονομία	2500	50.000.000 €	25.000.000 €	<ul style="list-style-type: none"> • Large scale action of total funding equal to 250 million Euro • A detailed design and documentation should be provided • Consider collaboration with the GSRT
		II-Γαλάζια Οικονομία	500	20.000.000 €	10.000.000 €	
		III-Βιώσιμη Οικονομία των Αναγκών	2000	60.000.000 €	30.000.000 €	
3.c.2	Ενίσχυση ΜμΕ για την ανάπτυξη σύγχρονων μεθόδων παραγωγής	I-Δημιουργική Οικονομία	100	3.000.000 €	1.500.000 €	<ul style="list-style-type: none"> • Consider the collaboration with GSRT. • Exploit the lessons learnt from PAVE type actions • Low private co-funding, 50% of public funds • The fields of the action should be defined with respect to the outcomes of E.D.
		II-Γαλάζια Οικονομία	10	500.000 €	250.000 €	
		III-Βιώσιμη Οικονομία των Αναγκών	40	1.600.000 €	800.000 €	
3.c.3	Ενίσχυση ΜμΕ σε κλάδους με νέες δυνατότητες ανάπτυξης για την υλοποίηση ολοκληρωμένων σχεδίων αναδιάρθρωσης	I-Δημιουργική Οικονομία	100	3.000.000 €	1.500.000 €	<ul style="list-style-type: none"> • Same comments as previous action
		II-Γαλάζια Οικονομία	10	500.000 €	250.000 €	
		III-Βιώσιμη Οικονομία των Αναγκών	40	1.600.000 €	800.000 €	
3.c.4	Ενίσχυση ομάδων ΜμΕ σε κλάδους με νέες δυνατότητες ανάπτυξης για την υλοποίηση ολοκληρωμένων σχεδίων αναδιάρθρωσης μέσω της συγκρότησης συνεργατικών σχηματισμών	I-Δημιουργική Οικονομία	50	1.500.000 €	750.000 €	<ul style="list-style-type: none"> • The total budget per group of companies (45.000 – 75.000) is very low to support cluster activities
		II-Γαλάζια Οικονομία	10	500.000 €	250.000 €	
		III-Βιώσιμη Οικονομία των Αναγκών	40	1.600.000 €	800.000 €	
3.c.5	Ενίσχυση υφιστάμενων και υποστήριξη για τη συγκρότηση νέων συνεργατικών σχηματισμών	I-Δημιουργική Οικονομία	4	800.000 €	400.000 €	<ul style="list-style-type: none"> • Capitalise on the experience of GSRT from the current actions for cluster development and support
			10	4.000.000 €	2.000.000 €	
			0	0 €	0 €	
		II-Γαλάζια Οικονομία	5	2.000.000 €	1.000.000 €	
			2	600.000 €	300.000 €	

		III-Βιώσιμη Οικονομία των Αναγκών	10	4.000.000 €	2.000.000 €	
3.c.6	Ενίσχυση της απασχόλησης δυναμικού σε μακροπρόθεσμα έργα E&A σε υφιστάμενες επιχειρήσεις	I-Δημιουργική Οικονομία	100	30.000.000 €	15.000.000 €	<ul style="list-style-type: none"> Financing of action 1a1, the Innovation Centre of the Region More information should be provided. 450.000 – 750.000 euro per employment project? Is not clear what for is the contribution.
		II-Γαλάζια Οικονομία	20	10.000.000 €	5.000.000 €	
		III-Βιώσιμη Οικονομία των Αναγκών	100	40.000.000 €	20.000.000 €	
3.d.1	Συμμετοχή επιχειρήσεων σε διεθνείς εκθέσεις και συνέδρια, οργάνωση επιχειρηματικών αποστολών	Στα 3 πεδία εξειδίκευσης	300	9.000.000 €	4.500.000 €	<ul style="list-style-type: none"> Low innovation potential and impact
3.d.2	Οργάνωση διεθνούς εμβέλειας κλαδικών εκθέσεων	Στα 3 πεδία εξειδίκευσης	20	5.000.000 €	2.500.000 €	
3.d.3	Συμμετοχή σε διεθνείς τεχνολογικές, εμπορικές και επιχειρηματικές συνεργασίες και δίκτυα καθώς και ανταλλαγή επισκέψεων	Στα 3 πεδία εξειδίκευσης	1000	5.000.000 €	2.500.000 €	<ul style="list-style-type: none"> Low innovation potential and impact of the actions Fragmentation to many small actions
3.d.4	Εξειδικευμένες μελέτες για στόχευση αγορών (market analysis), προϊόντων και συγκριτικής ανάλυσης του ανταγωνισμού	Στα 3 πεδία εξειδίκευσης	150	1.500.000 €	750.000 €	
3.d.5	Προετοιμασία, εφαρμογή και αξιολόγηση «περιφερειακών σχεδίων εξωστρέφειας»	Στα 3 πεδία εξειδίκευσης	50	1.000.000 €	500.000 €	
3.d.6	Σύσταση φορέα με σκοπό την ανάδειξη και προβολή και προώθηση τοπικά παραγόμενων προϊόντων	Στα 3 πεδία εξειδίκευσης	1	800.000 €	0 €	
3.d.7	Δημιουργία γραφείου (“film commission”, “music commission”, “festival commission”)	Στα 3 πεδία εξειδίκευσης	1	500.000 €	0 €	
3.d.8	Υποστήριξη δράσεων διεθνοποίησης, διοργάνωσης διεθνών συναντήσεων, δικτύωσης φορέων στήριξης της νέας και αλληλέγγυας επιχειρηματικότητας	Στα 3 πεδία εξειδίκευσης	100	3.000.000 €	1.500.000 €	
3.d.9	Δημιουργία και υποστήριξη δράσεων Soft Landing	Στα 3 πεδία εξειδίκευσης	100	5.000.000 €	2.500.000 €	
8.v.1	Ανάπτυξη επαγγελματικών γνώσεων και δεξιοτήτων σε θέματα πνευματικής ιδιοκτησίας, εξαγωγών	Στα 3 πεδία εξειδίκευσης	140	4.200.000 €	2.100.000 €	<ul style="list-style-type: none"> Questionable impact of training actions
8.v.2	Υποτροφίες για μεταπτυχιακές σπουδές στα πεδία εξειδίκευσης	Στα 3 πεδία εξειδίκευσης	10000	70.000.000 €	0 €	<ul style="list-style-type: none"> The total amount per scholarship is rather low (3000 – 7000 euro) The fields of postgraduate should be selected carefully, KETs might be priority fields Connect to priority sectors of the RIS3 Attica
			10000	30.000.000 €	0 €	
				1.110.970.000 €	415.665.000 €	

OVERALL ASSESSMENT: RIS₃ OF ATTICA

Areas that need further attention (in red)

STRATEGIC PLANNING STAGE	TASKS	NEED OF REVISION (Yes-No)	Quick revision for GSRT	REMARKS
1. ANALYSIS	1. THE PRODUCTIVE AND INNOVATION SYSTEMS	OK		
	2. SWOT ANALYSIS	OK		
	3. TRENDS, FORESIGHT OR OTHER FUTURE ANALYSIS	OK		
	4. RIS ₃ GOVERNANCE AND DECISION MAKING	OK		
2. OBJECTIVE SETTING	1. PRIORITISATION OF SECTORS	YES	YES	Justify the selection of sectors. Take into account the current specialisations and critical mass, as well as priority sectors in the approved OP of Attica.
	2. OPEN CONSULTATION ABOUT PRIORITY SECTORS	YES		Organise meetings with the business community and stakeholders of Attica. Undertake systematic actions of E.D.
	3. ENTREPRENEURIAL DISCOVERY PER PRIORITY SECTOR	YES		
	4. SETTING OF RIS ₃ OBJECTIVES	YES	YES	Check the compatibility of objectives with the S ₃ logic and priority sectors. Use quantitative indicators in the objectives (baseline and targets indicators).
	5. IMPACT INDICATORS PER RIS ₃ OBJECTIVE	YES		To be defined in collaboration with the GSRT and/or EKT
3. ACTION PLAN	1. OVERALL BUDGET ESTIMATION OF THE RIS ₃ ACTION PLAN	OK		
	2. INTERVENTION LOGIC / SELECTION OF POLICY MIX	OK		
	3. ACTION PLAN STRUCTURE AND LIST OF ACTIONS	YES	YES	Reconsider the actions per priority sector, taking into account the innovation potential, co-funding, and sustainability
	4. SUMMARY PROFILE PER ACTION	OK		
	5. BUDGET ESTIMATION PER ACTION	OK		
	6. OUTPUT INDICATORS PER ACTION	YES		
4. MONITORING & MEASUREMENT	1. GOVERNANCE OF MEASUREMENT / MONITORING	OK		
	2. MONITORING SYSTEM / FOLLOW –UP OF INDICATORS CHANGE	OK		
	3. PROGRESS REPORTS	OK		
5. RIS₃ ENDORSEMENT	1. INITIAL DECISION APPROVAL OF RIS ₃	OK		
	2. RECOMMENDATION FROM THE INNOVATION COUNCIL	YES		Set a regional council of innovation or equivalent body for introducing the strategy to the Regional Council
	3. GOVERNANCE AND UPDATE OF RIS ₃ AND ACTION PLAN	OK		