

***REFLECTIONS FOR A PEER LEARNING  
CONTRIBUTION TO THE EASTERN  
MACEDONIA THRACE RIS3 PROCESS***

***ENTREPRENEURIAL DISCOVERY FOCUS GROUP ON TOURISM***

# CONTENTS

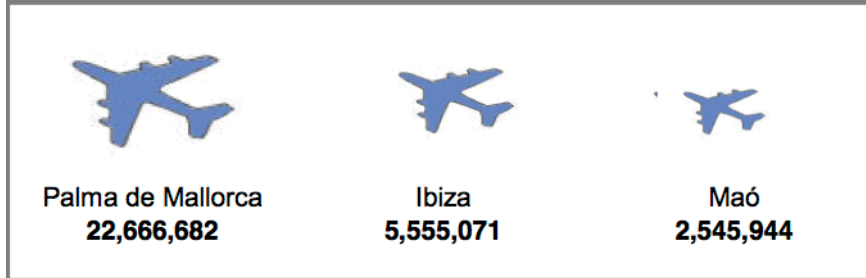
- 1- An overview on the Balearics context
- 2- Highlights on the Balearics Regional Innovation Strategy for Smart Specialisation in Sustainable and Technological Tourism, S4T2
- 3- Ideas for Tourism positioning in the REMTh RIS3 process. Some lessons learned from the deployment of the RIS3 process in the Balearics.

# 1. Balearics context

- $\approx 5,000\text{Km}^2$  of isolated and fragmented territory in the south of Europe with 1,700 km of coast
- Nice weather, friendly environment, well communicated and with a high end offer of services
- $\approx 1.1$  million inhabitants, around 75% Spanish nationals
- $\approx 25,000\text{€}$  million GDP, about 23.000€ per capita, 80% from tertiary sector (industries providing services), mainly tourism, which also generates 75% of the occupation
- Around 80,000 companies, mostly SMEs, 94.5% with less than 10 employees
- >50 years of development and know how in tourism resulting in a leading industry

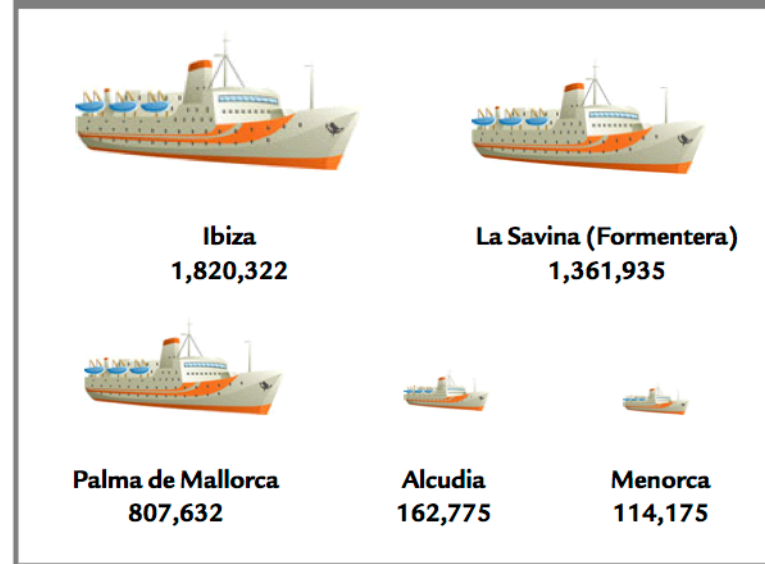


### Passengers in the Balearic airports, 2013



Source: Aena

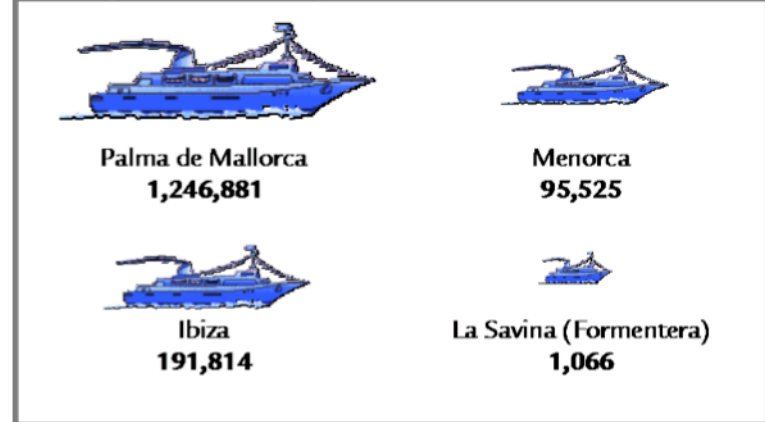
### Maritime transport passengers on regular lines, 2013



Source: Balearic Islands Port Authority



### Passengers on cruise ships, 2013

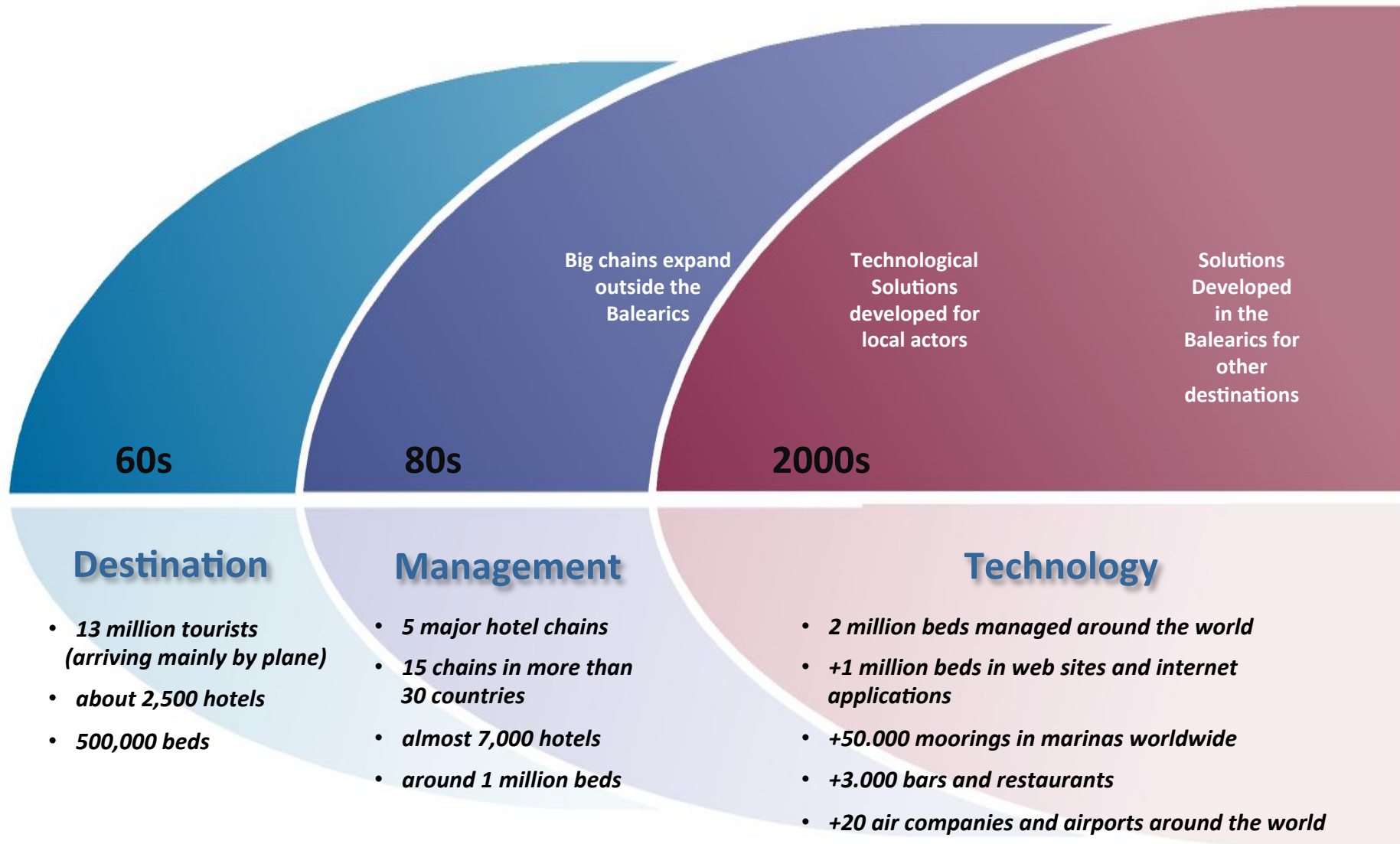


Source: Balearic Islands Port Authority

# Impact of massive tourism flows in the Balearics carrying capacity vs economic growth...



... with consequences in territory, economy and technology



Source: turisTEC cluster

# Regional innovation strategies in the Balearics: >15 years aiming at a knowledge based economy

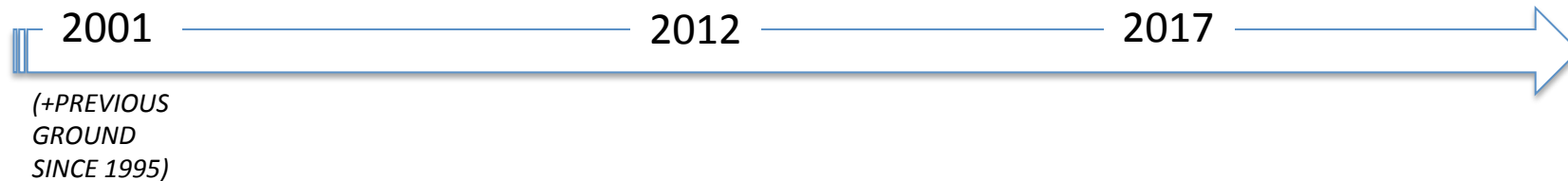
- Pla d'Innovació de les Illes Balears 2001-2004
- Plan de Ciencia, Tecnología y Innovación de las Illes Balears 2005-2008
- Pla de ciència, tecnologia i innovació de les Illes Balears 2009-2012



## CURRENT PLAN

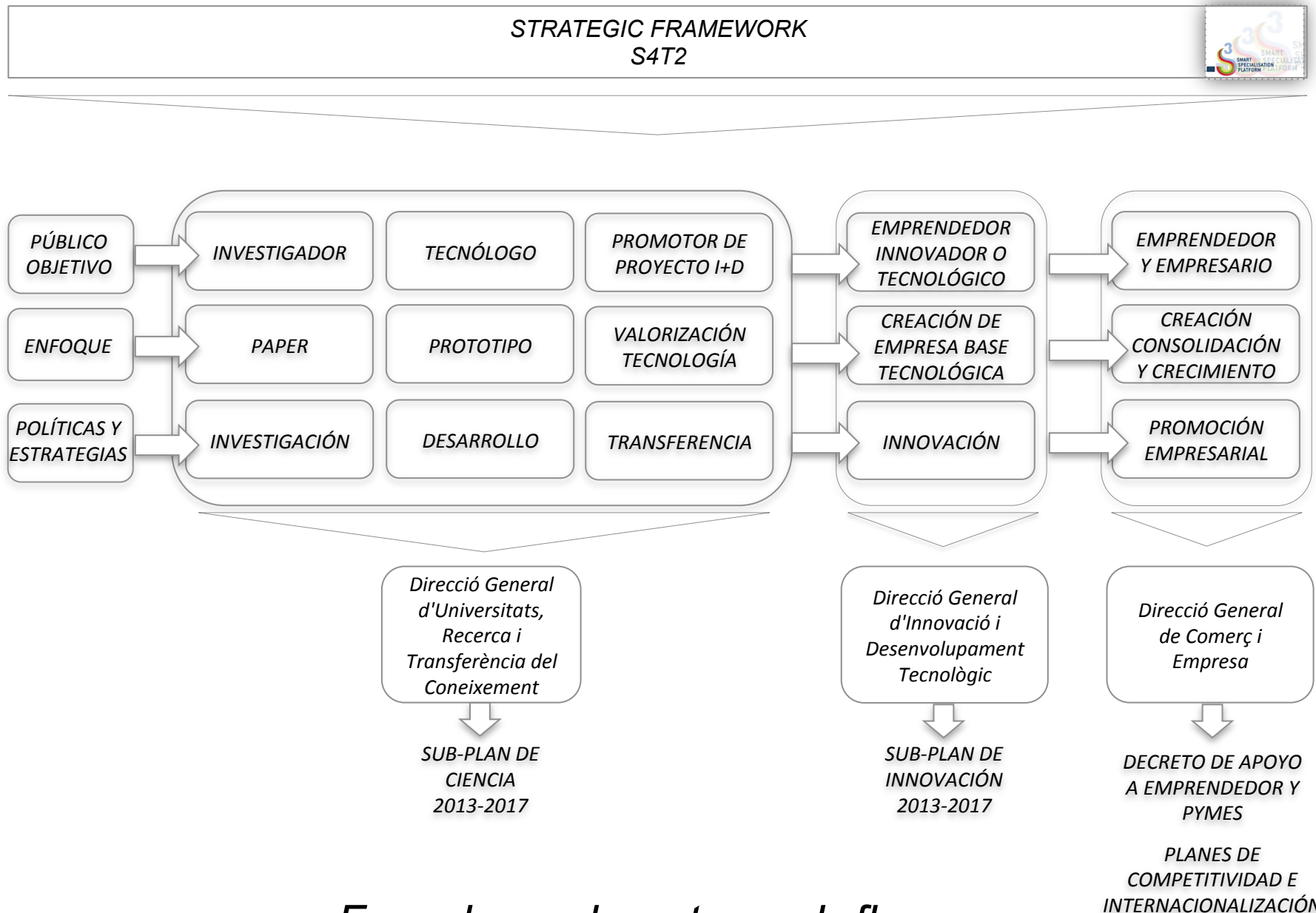
- Pla de Ciència, Tecnologia, Innovació i Emprenedoria de les Illes Balears 2013-2017

- ✓ Integrates Science, innovation and entrepreneurship
- ✓ Gathers high sociopolitical consensus
- ✓ Large participation of stakeholders
- ✓ Alignment with RIS3, H2020 and COSME
- ✓ Alignment with Spanish National strategy (E2i)
- ✓ Measurable goals and follow-up systems



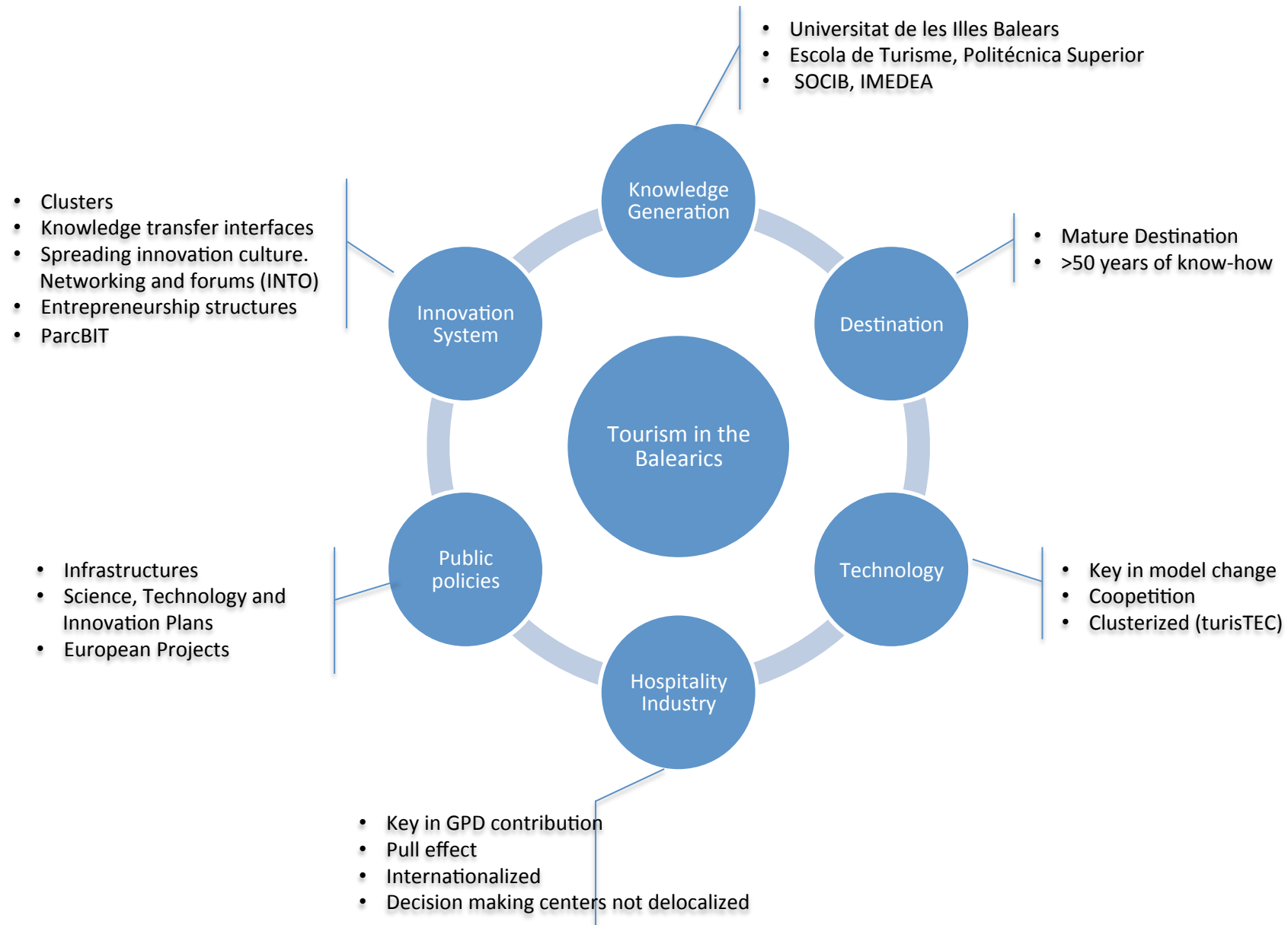
Key recurring issues: sustainability, diversification, specialization, internationalization, critical mass, new economic model

# Focus and organic governance for 2013-2017



*From know-how to cash flow*

# Entire society involved in model evolution



# Smart Specialisation Strategy in Sustainable and Technological Tourism, S4T2



- Analysis of the European context
- Analysis of the background in R&D + innovation in the Balearics
- Analysis of the socioeconomic context
- Analysis of patterns: economic specialization, science and technology of the Balearic Islands
- Diagnose documented (available at [www.ris3balears.org](http://www.ris3balears.org))
- Consensus with relevant actors ensured
- Reviewed by Peers and Experts
- Validated by: Steering Group, Regional Government Council and Spanish National authorities



**Advisory Group**

- Experts of international reputation
- Strategic and practical advice
- Feedback on the development and implementation of the strategy
- Guidelines to the Steering Group and Management Group

**Steering Group**

- Analysis and validation of diagnosis and agenda
- Monitoring the implementation and validation of the strategy
- Political and institutional support
- Cooperation with all stakeholders

**Management Group**

- Practical implementation of the RIS3. Dinamization of Working Groups
- Efforts to gather Regional consensus and cooperation
- Cooperation and exchange with other regions and institutions
- Communication and reporting to National bodies and the European Commission
- Communication and dissemination of project results

**Working Groups**

- Sector groups around activities or technologies
- Involvement and active participation of researchers, companies and technologists
- Identification and comparison of innovative potential
- Identification of potential synergies between sectors
- Identification of potential pilot projects



## S4T2

***"Consolidating the Balearic islands as a sustainable destination leader in vacational tourism and in turn pioneering design, developement and export of new models of sustainable tourism based on innovation, technology and knowledge applied to the entire value chain of the tourism process and related activities"***

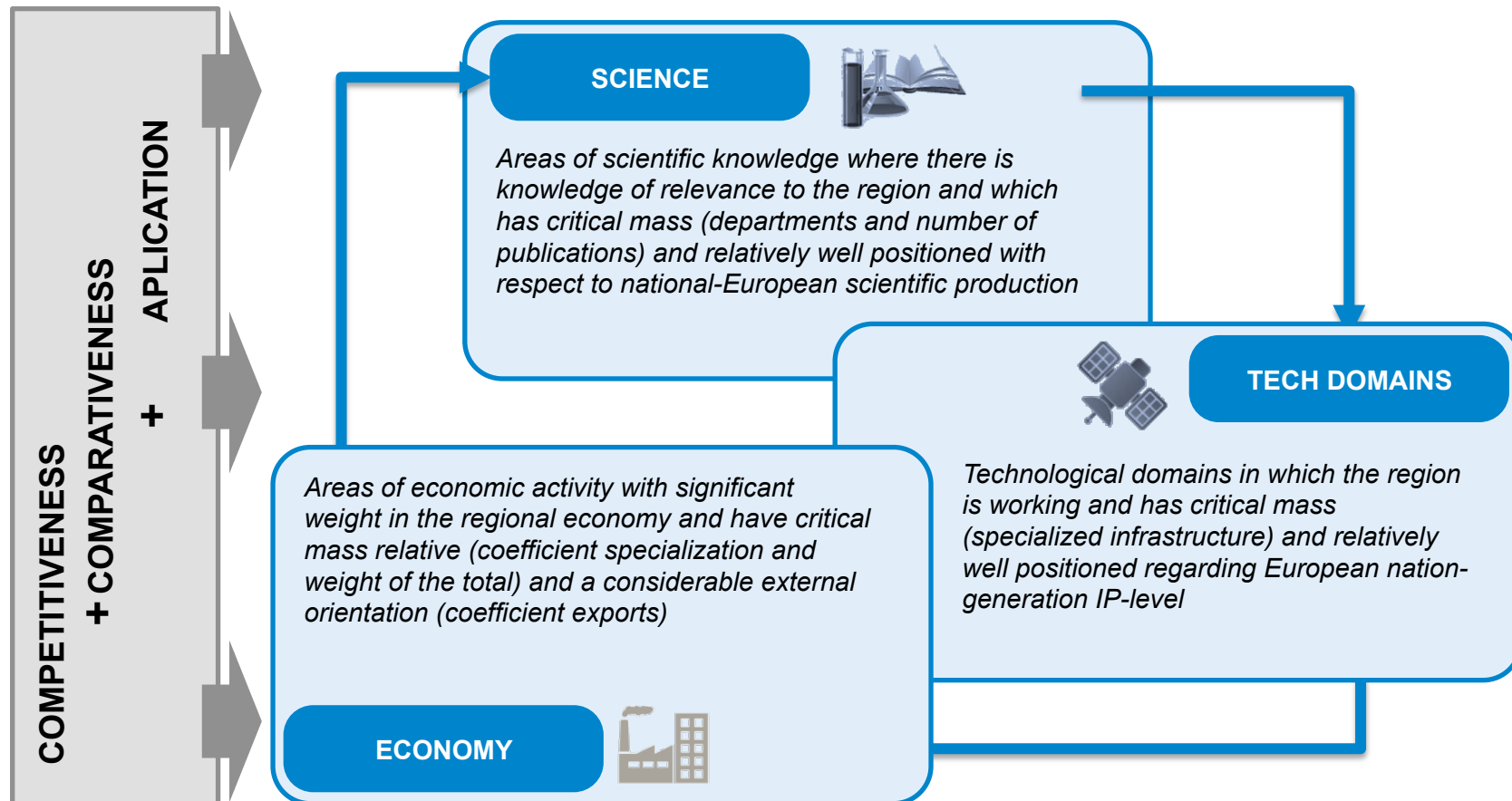


## Our VISION of Tourism is created on the basis of our SWOT ...





## Our VISION is built upon the basis of our ELEMENTS OF EXPERTISE ...

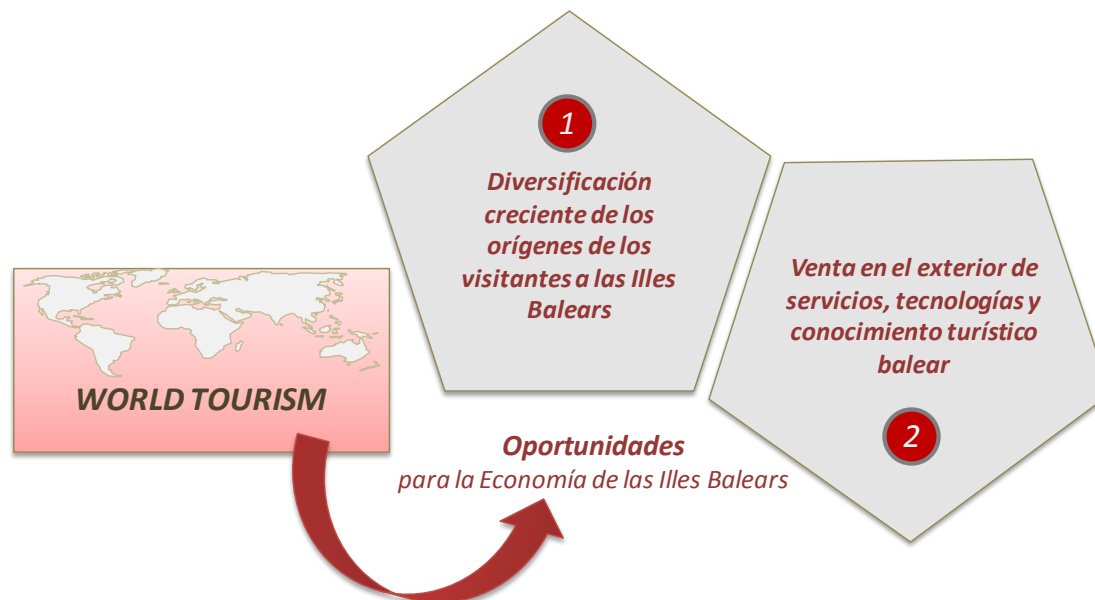


# Creative combination of different skills

- Technological and/or non technological
- Cut across various economic sectors



- Development of a new market activity likely be commercially exploited
- Contribute to a specialized diversification





- **S***ustainability*
- **M***anagement & internationalisation*
- **A***dvanced tourism services and human capital*
- **R***esearch and open innovation*
- **T***echnology*



EJES		PROGRAMAS		2014	2015	2016	2017	2018	2019	2020
<b>EJE 1</b>	<i>Sostenibilidad territorial</i>	1.1	Excelencia por la sostenibilidad							
		1.2	Promoción de empresas innovadoras de sostenibilidad turística							
<b>EJE 2</b>	<i>Gestión de la innovación e internacionalización de empresas turísticas</i>	2.1	Promoción de empresas de servicios turísticos avanzados							
		2.2	Internacionalización de empresas turísticas							
<b>EJE 3</b>	<i>Turismo de bienestar y calidad de vida</i>	3.1	Orientación estratégica empresarial hacia el turismo de bienestar y calidad de vida							
		3.2	Capacitación de capital humano en innovación abierta y desarrollo tecnológico							
<b>EJE 4</b>	<i>Conocimiento para el cambio turístico</i>	4.1	Cooperación público-privada para la diversidad relacionada y la innovación abierta							
		4.2	Redes y Clusters							
<b>EJE 5</b>	<i>Tecnologías turísticas</i>	5.1	Polo Tecnológico							
		5.2	Desarrollo tecnológico							



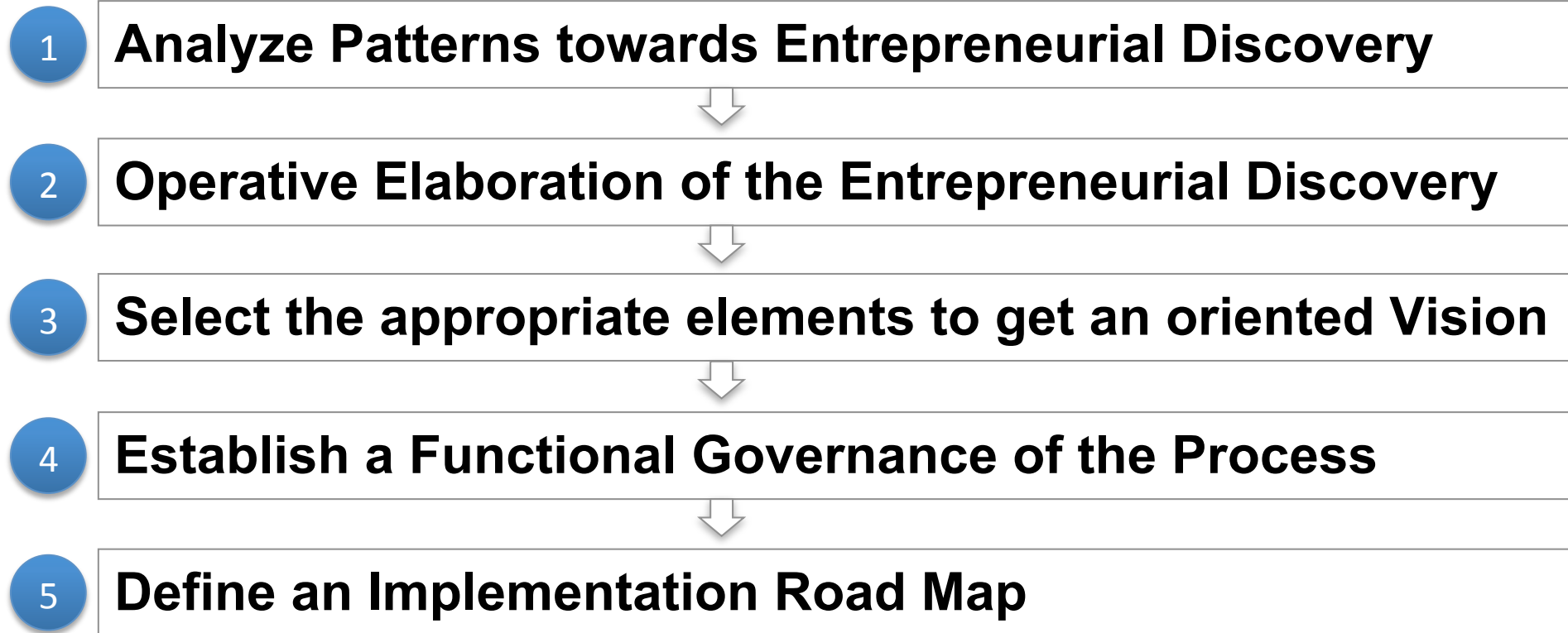
**WORK IN  
PROGRESS**

- **Battery of PERFORMANCE indicators**
  - Monitoring the implementation of activities and measures
  - Monitoring on going deployment of measures within Strategy
  - Monthly reports

Currently at: Definition of objectives for each of the measures
  
- **Battery of RESULT indicators**
  - Under the Regional Innovation System
  - Semi-annual and annual reports

Currently at: Defining correlations among objectives for S3, ERDF OP and Plans
  
- **"Evaluation Committee"**
  - Assessment based on the information provided by the monitoring
  - Evaluation of the effectiveness, efficiency, impact and usefulness of the Strategy
  - Interim evaluation
  - Coordinated ex-post evaluation

### 3. Ideas for Tourism positioning in REMTh RIS3



1

## Analyze Patterns towards Entrepreneurial Discovery

- ❖ Gather thorough information about the tourism contribution to GVA and employment
- ❖ Perform a deep analysis of the tourism sector characteristics in the Eastern Macedonia-Thrace region
- ❖ Find areas of the tourism sector in which Eastern Macedonia-Thrace specializes in the National and international context
- ❖ Identify the value chain elements of the tourism sector in the region
- ❖ Identify the entrepreneurial, technological and scientific capacities already existing in the region, with potential to contribute to the tourism value chain development
- ❖ Envisage new entrepreneurial and/or technological horizons of activity in the tourism sector for the next years
- ❖ Conduct a shared reflection about the potential of the “related diversity” among entrepreneurial activities (i.e.: hotels, food, services, transports, ....) and technological activities (ICTs, bio, energy, green technologies,.....)

TIPS

- *Prioritizing in latter steps can be problematic. Objective points may become key*
- *Collect and process as much data as possible*

## Operative Elaboration of the Entrepreneurial Discovery

### ❖ Organize Entrepreneurial Discovery Tables:

- Participation of companies of diverse sectors (SMEs, big companies, clusters,...), institutions, technology agents (technology parks, technology centers,...) and researchers (Universities, research groups, research foundations....)
- Objective: to identify and analyze the potential of the regional companies and agents to boost the “related diversity” taking advance of the existing scientific knowledge
- Agenda: Presentation of the state of the art of a new potential “horizon of activity” for the regional tourism sector



#### TIPS

- *Don't leave anyone behind at first and progressively focus on most actively involved players*
- *Animation is everything. Use external resources when needed*

### ❖ Continuous process of entrepreneurial discovery:

- Prioritization of new horizons for specialization
- Work with the participating companies and agents to support them to identify concrete innovation and research projects in cooperation
- Support companies and agents to elaborate their innovation and research projects and get funding on National and European calls (R&D+I, National Plans, H2020,...)

# An example EDT on Tourism and Agrofood

## TIPS

- The number of participants must allow for a manageable debate
- Make sure to have science, tech and business gathered

## PARTICIPANTES EN LA MESA “ALIMENTACIÓN Y TURISMO”

EMPRESAS		
<b>Industria alimentaria</b>	Compass Group Baleares	<i>D. Rafael Cortés (Director Regional)</i>
<b>Hotelería</b>	Federación Empresarial Hotelera de Mallorca FEHM	<i>Dña. Inmaculada de Benito (Gerente)</i>
<b>Restauración</b>	Asociación Empresarial de Restauración de Mallorca FEHR	<i>Dña. Pilar Carbonell (Presidenta)</i>
<b>Agricultura</b>	Agroilla	<i>D. Guillermo Adrover (Gerente)</i>
<b>Dietética</b>	Asociación de dietistas de las Islas Baleares CODNIB	<i>D. Manuel Moñino Gómez (Presidente) Dña. María Colomer</i>
<b>Seguros y actividad preventiva</b>	Preverisk	<i>D. Esteban Delgado</i>
DOMINIOS TECNOLÓGICOS		
<b>Tecnologías turísticas</b>	Cluster de Turismo Balears.t	<i>D. Miguel Payeras (Gerente)</i>
<b>Medio ambiente</b>	TIRME	<i>D. Antonio Pons (Director Técnico)</i>
AGENTES INSTITUCIONALES		
<b>Fundació Bit</b>	Govern de les Illes Balears	<i>D. Jaume Bagur</i>
AGENTES DE INVESTIGACIÓN		
<b>I+D+I nutricional UIB</b>	Universidad Illes Balears	<i>D. Antoni Colom</i>
<b>Cluster de Bio BIOIB</b>	Biotecnología	<i>D. Pep Lluís Pons (Gerente)</i>
<b>Escuela de Hostelería EHIB</b>	Capital Humano	<i>D José Luis Mateo (Director)</i>
<b>Campus de Excelencia de la UIB</b>	Oferta de Conocimiento	<i>D. Toni Arbona</i>

## PLAN DE TRABAJO DE LA MESA “ALIMENTACIÓN Y TURISMO”

<b>9:00 a 9:15</b>	Bienvenida	<b>FUNDACIÓ BIT</b>
<b>9:15 a 9:30</b>	<p><b>INTRODUCCIÓN AL RIS3 Y AL DESCUBRIMIENTO EMPRENDEDOR:</b></p> <ul style="list-style-type: none"> <li>•Presentación del RIS3 de las Illes Balears</li> <li>•Presentación del concepto de “Descubrimiento Emprendedor”</li> </ul>	<b>INFYDE</b>
<b>9:30 a 9:45</b>	<b>PRESENTACIÓN SOBRE EL ANÁLISIS DE ESPECIALIZACIÓN DE LA ECONOMÍA DE LAS ILLES BALEARS</b>	
<b>9:45 a 11:45</b>	<p><b>DEBATE ENTRE LOS PARTICIPANTES</b></p> <p><b>PATRÓN DE ESPECIALIZACIÓN DE LAS ILLES BALEARS:</b></p> <ul style="list-style-type: none"> <li>•Contrastar del diagnóstico de la importancia estratégica de la alimentación, hotelería, restauración, agricultura y salud privada en la especialización económica de las Illes Balears</li> <li>•Identificación de oportunidades de actividad económica en el ámbito del “Alimentación y Turismo”</li> </ul> <p><b>HIBRIDACIÓN TECNOLÓGICA:</b></p> <ul style="list-style-type: none"> <li>•Identificación de áreas de cooperación entre ámbitos económicos, y de desarrollo de tecnologías necesario para impulsar el horizonte de actividad de “Alimentación y turismo”</li> </ul> <p><b>PASOS:</b></p> <ul style="list-style-type: none"> <li>•Pasos a realizar para el impulso del nuevo horizonte de actividad</li> </ul>	<p><b>GRUPOS DE ANÁLISIS</b></p> <ul style="list-style-type: none"> <li>• <i>Actividad Económica</i></li> <li>• <i>Capacidad tecnológica</i></li> <li>• <i>Adecuación científica</i></li> <li>• <i>Conclusiones y siguientes pasos</i></li> </ul>
<b>11:45 a 12:00</b>	Presentación de Conclusiones	<b>PLENARIO</b>

### TIPS

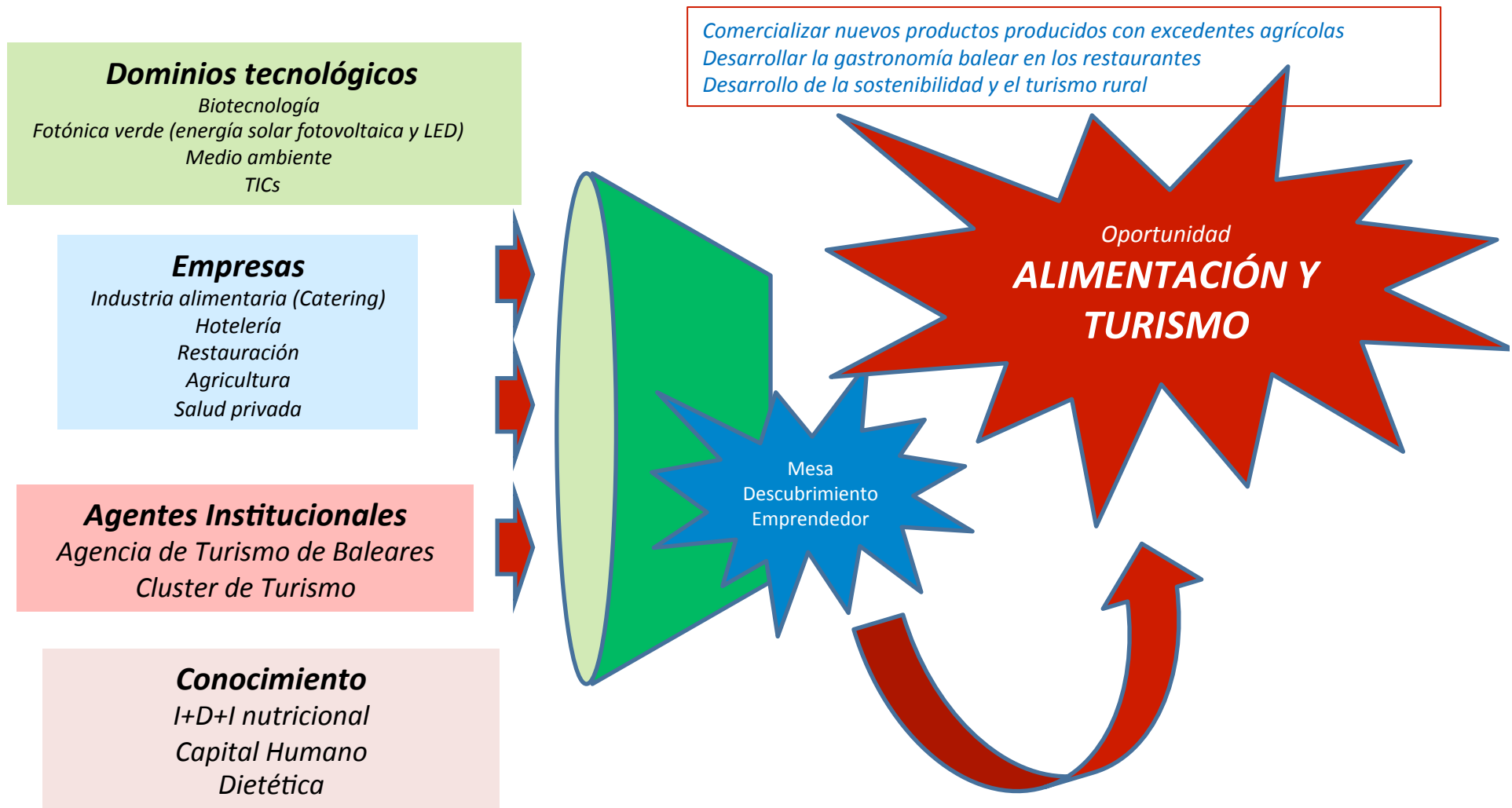
- Give them information, a clear expectation and a reasonable agenda
- Let them know they will be asked to produce conclusions

## GRUPOS DE ANÁLISIS DE LA MESA “ALIMENTACIÓN Y TURISMO”

GRUPO DE ANÁLISIS	ACTIVIDADES	PROPUESTA DE INTEGRANTES
<b>ACTIVIDAD ECONÓMICA</b>	<ul style="list-style-type: none"> <li>• Completar 1 ficha de “Factores críticos y áreas de cooperación” para 6 ámbitos de actividad de “Alimentación y Turismo”</li> <li>• Completar 1 ficha de valoración de relevancia de las áreas</li> <li>• Presentar resultados</li> </ul>	<p><b><u>GRUPO 1</u></b> Compass Group Balears FEHM TIRME Fundació BIT Campus de Excelencia de la UIB</p> <p><b><u>GRUPO 2</u></b> FEHR Agroilla BIOIB EHIB</p> <p><b><u>GRUPO 3</u></b> CODNIB Preverisk D. Antoni Colom Balears.t</p>
<b>CAPACIDAD TECNOLÓGICA</b>	<ul style="list-style-type: none"> <li>• Completar 1 ficha de “Valoración de tecnologías” para el desarrollo de “Alimentación y Turismo”</li> <li>• Completar 1 ficha de valoración de tecnologías clave</li> <li>• Presentar resultados</li> </ul>	
<b>ADECUACIÓN CIENTÍFICA</b>	<ul style="list-style-type: none"> <li>• Completar 1 ficha de “Ámbitos científicos” para el desarrollo de “Alimentación y Turismo”</li> <li>• Presentar resultados</li> </ul>	
<b>CONCLUSIONES Y PASOS A DESARROLLAR</b>	<ul style="list-style-type: none"> <li>• Completar 1 ficha de “Conclusiones y pasos a desarrollar” para el desarrollo de “Alimentación y Turismo”</li> <li>• Presentar resultados</li> </ul>	

### TIPS

- Make analysis subgroups with common aims
- Help them come to conclusions
- Give the recognition



## Select the appropriate elements to get an oriented Vision

- ❖ In depth analysis of the international tourism trends
- ❖ Consider which regional capacities may contribute to:
  - the growth of tourism companies
  - the innovation of tourism companies
  - the application of technologies to the tourism sector value chains
  - the cooperation of the regional researchers that have a potential and an interest to apply their knowledge and the results of their research to the regional tourism companies
  - the export of regional products and services related with the tourism value chain, and not only to attract touristic volume to the territory



### TIPS

- *Do not discard ideas too early*
- *Use a Pilot Project / Lean StartUp approach*

CUSTOMERS ARE REQUESTED TO FAVOR THE COMPANY BY CRITICISM AND DEVELOPMENT. PLEASE SEND THE SERVICE.

**WESTERN UNION**

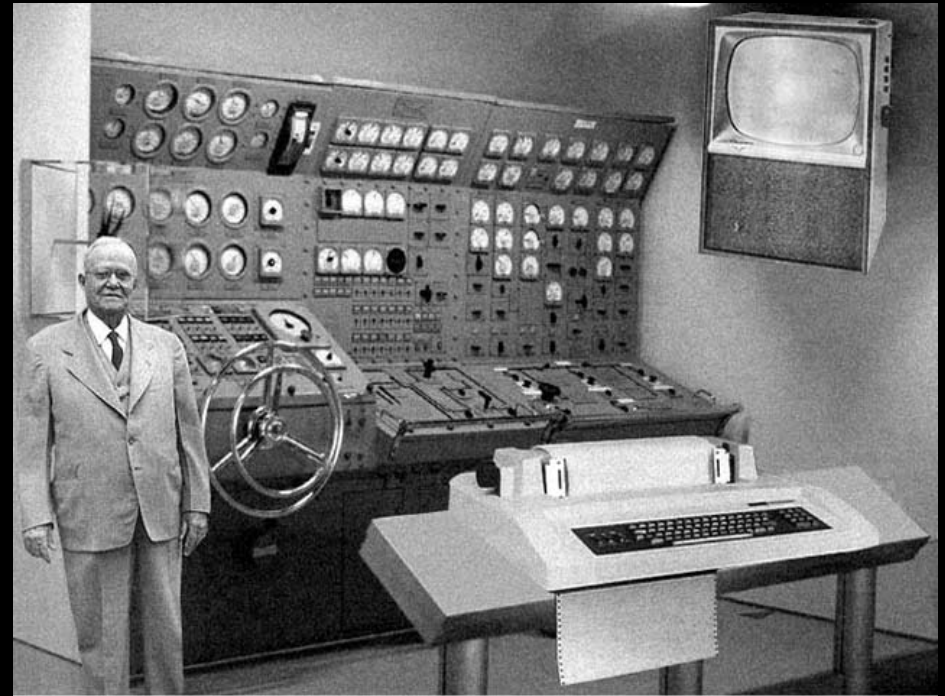
CLASS OF SERVICE  
 This is a full-rate Telegram or Cablegram unless a different character is indicated by a suitable sign above or preceding the address.

RATES  
 10¢ in Day Letter  
 15¢ in Night Message  
 25¢ in Night Letter  
 50¢ in Daytime Cable  
 75¢ in Cable Night Letter  
 10¢ in Week-End Letter

The Blue Time schedule in the 1955 Service Bulletin Telegrams and the Service and the time of service in distribution in reports in all messages in STANDARD TIME.

"The 'telephone' has too many shortcomings to be seriously considered as a means of communications. The device is inherently of no value to us."

Western Union Men after Alexander Graham Bell offered them the right to the telephone.



## Establish a Functional Governance of the Process

### - At Government Level

#### ❖ Regional Government departments with competences in:

- Research and technology transfer
- Innovation
- Financial and budgeting
- EU Funds
- Tourism products and services promotion
- Related sectors (agriculture, agroindustry, energy, environment, sea,....)



TIPS

- *Your strategy will get as far away as its Leadership*
- *Make sure there is an adequate balance in piloting*

#### ❖ National Government

### - With main stakeholders in the region / Tourism

## Define an Implementation Road Map

- ❖ First Governance ensuring steps
  - Networking steps at National and European level
  - Capacitation plan on “smart specialization” and “innovation in tourism” for policy makers, regional government technical staff, and relevant agents
- ❖ Catalogue of RIS3 initiatives aimed at achieving the tourism RIS3 vision
- ❖ Analysis of potential funding synergies (Private investment, EFDR, H2020, COSME, National Funds, cooperation programs,.....) to finance the RIS3 tourism initiatives
- ❖ A specific management scoreboard to monitor the RIS3 tourism initiatives
- ❖ An identification of European regions specialized in tourism activities and technologies with potential for cooperation with Eastern Macedonia-Thrace

## Some lessons learned

Gather maximum political and social consensus

Build upon what's proven solid (do no reinvent the wheel every 4 years)

Analyze your strengths, your potential to grow and find differentiation niches

With Public Bodies:  
Allow time for internal coordination. Managing horizontality of innovation can be a hard task

With private stakeholders:  
Competitors must learn to cooperate and be willing to invest time and money

Be aware that your strategy was defined to be destroyed by reality. Measure and redefine

At the end of the day it's all about the people involved

# THANKS

*REFLECTIONS FOR A PEER LEARNING CONTRIBUTION TO  
THE EASTERN MACEDONIA THRACE RIS3 PROCESS*

*ENTREPRENEURIAL DISCOVERY FOCUS GROUP ON TOURISM*

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