

**REGION OF CRETE**  
**MANAGEMENT AUTHORITY OF CRETE REGION**

# **SMART SPECIALISATION STRATEGY OF CRETE REGION**

**Abbreviated Text**

**MARCH 2015**



# A. THE PLANNING FRAMEWORK OF THE SMART SPECIALISATION STRATEGY

## A.1. The policy framework

Europe is facing huge economic challenges that call for an ambitious economic policy for the 21<sup>st</sup> century. The European Commission has set its vision for social market economy, in the context of Europe 2020<sup>1</sup> Strategy, which aims at addressing the structural weaknesses of EU Regions through the advancement of three mutually reinforcing priorities:

- smart growth, based on knowledge and innovation
- sustainable development, promotion of a more resource efficient economy and
- inclusive growth, promotion of a high employment economy by guaranteeing economic, social and territorial cohesion.

**Investing more on research, innovation and entrepreneurship is at the heart of Europe 2020 Strategy** and a crucial part of Europe's response to the economic crisis. The aim is to apply a strategic and integrated approach to innovation which will make the best of the European, national and regional research and technology potential.

As part of the Europe 2020 strategy, the Commission adopted the **Innovation Union flagship initiative**. It sets out a comprehensive innovation strategy to enhance Europe's capacity to deliver smart, sustainable and inclusive growth and highlights the concept of **smart specialisation** as a way to achieve these goals.

The concept of **smart specialisation** suggests a strategy and a global role for every national and regional economy, **including both leader and less advanced territories** and promotes cooperation between the regions. *Smart specialisation is about focusing on the identification of each country/region's competitive advantages in specific market sectors or parts, getting relevant public and private stakeholders involved through a bottom-up procedure and creating a vision for the future. It emphasises on strategic priorities, implements an action plan and includes sound monitoring and Assessment mechanisms.*

The concept of **smart specialisation** has also been promoted by the Communication *Regional Policy contributing to smart growth in Europe 2020*<sup>2</sup>. In this document, the Commission promotes planning of national - regional research and innovation strategies for smart specialisation, as a **way to receive more targeted support by the EU Structural Funds (ESIF)** and as an important tool for the consolidation of synergies between *Horizon 2020*<sup>3</sup> and the EU Structural Funds in favour of additional growth and scientific excellence.

The **Digital Agenda for Europe**<sup>4</sup> is a flagship initiative as well. It forms part of the Europe 2020 Strategy and aims at achieving sustainable economic growth and at promoting the social benefits of Information and Communication Technologies (ICT). The Digital Agenda for Europe initiative concerns all regions and cities and thus, it is intrinsically linked to the **drafting of smart specialisation strategies**.

National/regional research and innovation strategies for smart specialisation (RIS3) are integrated, place-based economic transformation strategies that are created around the following 5 axes which:

1. Focus policy support and investments on **key national/regional priorities**, challenges and needs for knowledge-based development, including ICT-related measures.

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<sup>1</sup>[http://ec.europa.eu/europe2020/index\\_en.htm](http://ec.europa.eu/europe2020/index_en.htm)

<sup>2</sup>[http://ec.europa.eu/regional\\_policy/sources/docoffic/official/communic/comm\\_en.htm](http://ec.europa.eu/regional_policy/sources/docoffic/official/communic/comm_en.htm)

<sup>3</sup>[http://ec.europa.eu/research/horizon2020/index\\_en.cfm?pg=h2020-documents](http://ec.europa.eu/research/horizon2020/index_en.cfm?pg=h2020-documents)

<sup>4</sup>[http://ec.europa.eu/information\\_society/digital-agenda](http://ec.europa.eu/information_society/digital-agenda)

2. Build on each country's/region's **strengths, competitive advantages and potential for excellence**.
3. Support **technological as well as practice-based innovation** and aim to stimulate private sector investment.
4. **Get stakeholders fully involved**, through a bottom-up procedure which has constant **entrepreneurial discovery** as a key feature, and encourage innovation and experimentation.
5. Provide qualitative and quantitative evidence and include sound **monitoring and assessment systems which are supported by appropriate indicators**.

Priority setting within RIS3 focuses on the sectors that show potential for growth or/and specialisation of the local economy and are able to draw the interest of knowledge and research stakeholders and of the entrepreneurial world. Choosing a limited and properly evidenced number of priorities is a crucial issue for a smart specialisation strategy. **These priorities should concern those sectors where an area can realistically hope to excel/advance**. In addition to specific technological or sectoral priorities, it is important to pay attention to defining horizontal-type priorities, referring to the diffusion and application of Key Enabling Technologies (KETs), as well as social and organisational innovations.

**Monitoring and assessment** of smart specialisation strategies is of paramount importance because they are linked to the assessment of the efficiency of the structural funds' interventions in the area of the strategies' implementation. To this end, it is imperative to create a **monitoring and review system** which requires a set of **appropriate indicators** to monitor the efficiency of the adopted measures and actions.

Within the new Cohesion Policy, smart specialisation has been proposed as **ex-ante conditionality**. This means that all Member States and regions must have a smart specialisation strategy in place, before they can receive EU financial support through the Structural Funds.

## **A.2. The content**

The underlying rationale behind the Smart Specialisation concept is that by concentrating knowledge and linking it to a limited number of **priority economic activities**, countries and regions can become competitive in the global economy.

The concept of smart specialisation is *smart* for two main reasons:

- Firstly, it links research and innovation with economic development in novel ways such as the **entrepreneurial discovery** and the **setting of priorities** by policy makers in close cooperation with local actors. (bottom-up process)
- Secondly, this process is carried out **with an eye on the outside world**, forcing regions to be ambitious but realistic about what can be achieved while linking local potential to sources of knowledge and added value chains.

The Smart Specialisation Strategy of the Region of Crete is divided in **6 Modules** that form a rational planning structure:

- **Module 1** : Analysis of the Region's productive system and of its research and innovation potential
- **Module 2** : Creation of a vision and of strategic objectives for smart specialisation within the Region
- **Module 3** : Limited number of priorities for regional development
- **Module 4** : Appropriate policy mix and costed action plan
- **Module 5** : Proposal for the implementation of an effective and realistic governance structure for RISCrete
- **Module 6** : Incorporation of a constant monitoring and assessment mechanism for RISCrete supported by an appropriate indicator mix

### **A.3. SWOT Analysis**

The regional system of production, dissemination and use of innovation in Crete presents the following Strengths and Weaknesses as well as the following Opportunities and Threats. The smart specialisation strategy aims at using strengths and opportunities and address weaknesses and threats by putting forward a vision and by adopting general and specific objectives.

#### **Strengths**

1. Presence of an internationally acclaimed educational and research potential which could develop and disseminate innovations in many sectors
2. Important concentration of research potential in relation to the size of the Region
3. Presence of centres of excellence in state-of-the-art technologies and Key Enabling Technologies (KETs)
4. Key role of research and university institutions of Crete in the road map of research infrastructures of the country and especially in ESFRI infrastructures
5. Robust research teams oriented towards ICTs' research and development
6. Robust research teams oriented towards marine technologies' research and development
7. Very good level of broadband networks and digital data centres
8. Well established primary sector with considerable exports that contributes to the Region's GDP. Presence of many PDO products and products of high nutritional value which support and shape the Cretan Diet model, a diet which has been internationally recognised as promoting good health and longevity.
9. Crete is an international tourist destination (brand name). It is the Region with the highest concentration of 4 star and 5 star hotels in Greece
10. Important concentration of cultural and natural resources that can boost the creation of new sustainable developmental activities
11. Excellent climate and sunshine throughout the year

#### **Weaknesses**

1. Small number of knowledge-intensive businesses
2. Limited cooperation between businesses and research institutions and thus, low networking level between the entrepreneurial world and knowledge institutions (clustering)
3. Lack of innovation culture
4. Low technological demand from the well-established sectors of the economy (primary and tourism)
5. Lack of seed financing for businesses and venture capital funding at a regional level
6. Research work of low orientation towards the needs of the regional economy
7. Low competitiveness of the regional economy at a European level in technology readiness and labour market indicators (RCI Report)
8. Absence or isolated operation of intermediate technology transfer actors and of innovation ecosystem support in general
9. Lack of trained human capital on technology-intensive and knowledge-intensive sectors due to the development of low skill branches (construction)
10. Low number of start-ups
11. Low tourist spending per visitor

#### **Opportunities**

1. European and National Strategies that have been already set out as far as promoting innovation is concerned

2. Systematic mobilisation of entrepreneurs and knowledge institutions in the context of the entrepreneurial discovery procedure as the main precondition for meeting the objectives of the smart specialisation strategy
3. Allocation of resources through the NSRF 2014-2020 Operational Programmes and other financial instruments (e.g. HORIZON) which aim at promoting innovation at a regional level
4. Successful initiatives for the promotion of innovation that have been developed at a regional level (e.g. FORTHNET)
5. Decline of those regional economy branches which employed low specialisation human capital combined with more employment vacancies and greater competitive presence in knowledge-intensive branches
6. The potential of emerging productive sectors
7. Potential of ICTs
8. Increased awareness of industrial and domestic consumers of energy saving opportunities and of the scope for further development of renewable energies
9. Growth of the ecological and biological products market, strict environmental regulations and increased environmental awareness
10. Positive trends for increased tourist flows to Greece and Crete in particular, according to the variations observed between 2011-2013. Constant increase in the demand for special forms of tourism.
11. Creation of a national institutional framework for the promotion of innovation
12. The planning of a regional innovation strategy and the expressed political will at a regional level for the promotion of innovation and the presence of important initiatives in that context.
13. Europe's exit from the crisis will boost demand

#### Threats

1. Volatile national and international economic environment
2. The Greek economic crisis is more intense and has lasted longer than the rest of Europe
3. The prolongation of funding restrictions for entrepreneurs by the financial institution
4. Delay in bringing forward reforms to streamline and support innovation
5. International competition on research, lack of incentives and the **brain drain**
6. Risk of prolonged fragmentation of plans and actions which promote innovation
7. Inability and unwillingness on behalf of businesses to meet the challenge of smart specialisation caused by their priorities for addressing the problems of the economic crisis
8. Strong international competition for traditional Cretan products
9. Emergence of new tourist destinations

## B. PRIORITIES OF THE REGIONAL SMART SPECIALISATION STRATEGY

The vision of the development plan for Crete within NSRF 2014-2020 is the following: ***Dynamic and Sustainable Crete***. ***Dynamic*** in the sense of the presence of an integrated strategy to exit the economic crisis, with investments and enhancement of interconnections and of the export-oriented character of the ***Dynamic Sectors of regional economy: agro-alimentary, cultural, touristic, environmental, knowledge-based***. ***Sustainable*** as far as economy, environment and society is concerned. ***Sustainable in terms of economy***: the aim is to achieve sustainable development based on the Region's characteristics, that is, the enduring value of culture - Cretan nutrition where there is a solid base for boosting extroversion and increased competitiveness. ***Sustainable in terms of environment***: protection and enhancement of natural and cultural resources. ***Sustainable in terms of society***: inclusive development combined with ways of combating poverty and support of weaker social groups.

The Smart Specialisation Strategy of the Region of Crete embraces the vision of Crete's developmental plan for the 2014-2020 period: ***Dynamic and Sustainable Crete*** because it has been planned to represent:

1. **an integrated proposal for the regional economy's exit from the crisis**, aiming at enhancing the potential of innovation and scientific knowledge, in an attempt to boost the competitiveness of the well-established branches and to expand the productive base of Crete towards new emerging high added value sectors.
2. **a legal framework for tackling important environmental problems and challenges** for Crete, in terms of sustainable development and the creation of new jobs, by enhancing the potential of innovation and scientific knowledge.

In particular, the Smart Specialisation Strategy of the Region of Crete aims at using the potential of innovation and scientific knowledge in order to:

- (a) revitalise the **agro-alimentary complex** so as to adapt to climate change, strengthening of export branches and promotion of the value of Cretan nutrition which is Crete's intangible cultural heritage.
- (b) achieve the **consolidation** in the international market of a competitive **cultural - tourism complex**, with unique and original features
- (c) **reduce Crete's dependence on conventional forms of energy**
- (d) **shift towards the sustainable use of the island's natural resources**
- (e) **make the best of the sea's possibilities**
- (f) develop **world-class educational and training activities** for its human capital which will rely on Crete's educational web
- (g) develop **production activities** of high added value in **emerging sectors** which will rely on Crete's educational web

### Priorities of the Regional Smart Specialisation Strategy

The breakdown of the innovation system of the Region of Crete reveals the following **four sector/ branch complexes** which could become priorities for the Regional Smart Specialisation Strategy for Crete:

1. **The agro-alimentary complex**

2. **The cultural-touristic complex**
3. **The environmental complex and**
4. **The knowledge complex**

In particular:

**The agro-alimentary complex** is composed of activities linked to Crete's primary sector and in particular: rearing/growing, processing/formulation and distribution/commercialisation of agricultural products which:

1. have always contributed greatly to the gross output of Crete. These products include olive oil, vegetables and dairy products.
2. help shape the Cretan nutrition model. These products include, apart from those mentioned above, aromatic plants, honey and wine.
3. are included among the emerging sectors of primary production (e.g. high nutritional value seafood)

*As far as the agro-alimentary complex is concerned, the Regional Smart Specialisation Strategy seeks to use scientific knowledge and innovation in order to create modern productive sectors which will produce high added value food that has high nutritional value and is internationally competitive, of high quality and safe.*

**The cultural-touristic complex** is composed of activities linked to:

1. the tourism sector (attraction, reception, hospitality, transportation, nutrition, recreation and touring of visitors)
2. the cultural sector (protection - enhancement and promotion of cultural resources, supporting visits to monuments - museums, interconnection of cultural resources with the society and the local economy, development of high added value international cultural activities)

*As far as the cultural - tourism complex is concerned, the Regional Smart Specialisation Strategy seeks to use scientific knowledge, innovation and ICT's to boost the international competitiveness of tourism:*

- *enhancement of tourism services*
- *differentiation of tourism product to sectors where Crete could develop comparative advantages*
- *enhancement of entry points*
- *promotion of Crete's rich cultural heritage and interconnection with the society and the local economy*

**The environmental complex** is composed of activities linked to:

1. the decrease in CO<sub>2</sub> emissions (energy saving, renewable energy applications in terms of sustainable development),
2. the rational use of Crete's natural resources, especially water resources and
3. the tackling of climate change consequences

*As far as the environmental complex is concerned, the Regional Smart Specialisation Strategy seeks to use scientific knowledge, innovation and ICT's to tackle major environmental problems and challenges for Crete and to enhance innovative entrepreneurial activities such as:*

- *Reducing dependence on conventional energy sources through energy saving in buildings, lighting and infrastructures (wastewater and water management) and the full exploitation of the potential of renewable energy in the context of the particularities of Crete, in terms of sustainability.*
- *Rational water management including water saving in irrigation and water supply*
- *Waste management through innovative applications for prevention, processing and reuse of materials*
- *Enhancement of innovative entrepreneurship which is linked to green technologies (bioclimatic constructions and materials, sensors and measurement systems etc)*

**The knowledge Complex** is composed of:

1. research activities within the research and university institutions of Crete in state-of-the-art technologies (nanotechnology, biomedicine, biology, microelectronics, materials, information science etc) which could, under the right conditions, support the development of new entrepreneurial activities in emerging sectors and expand Crete's productive base in terms of competitiveness
2. education and training activities based on research and university institutions of Crete and concern a broad range of sectors and technologies and could attract students from all over the world.

*As far as the knowledge complex is concerned, the Regional Smart Specialisation Strategy seeks to:*

- *Encourage the development of start-ups which will be based on scientific work and the scientific potential of Crete's institutions*
- *Attract investments which seek cooperation with important research groups of Crete and make use of research infrastructures*
- *Develop targeted educational and training programmes for students and entrepreneurs along the lines of summer schools, on state-of-the-art technologies. These programmes could easily be linked to the island's comparative advantages (e.g. laser applications for the protection and promotion of cultural heritage)*



## C. POLICY MIX AND ACTION PLAN OF THE REGIONAL SMART SPECIALISATION STRATEGY

The Action Plan's total budget is related to the Regional Operational Programme of Crete (ROP) 2014-2020, the OPERATIONAL PROGRAMME *ENTREPRENEURSHIP, COMPETITIVENESS AND INNOVATION* 2014 – 2020, the Rural Development Programme (RDP) 2014 – 2020 and HORIZON 2020.

The financial resources are specified taking into account the objectives per Sector - Priority Complex:

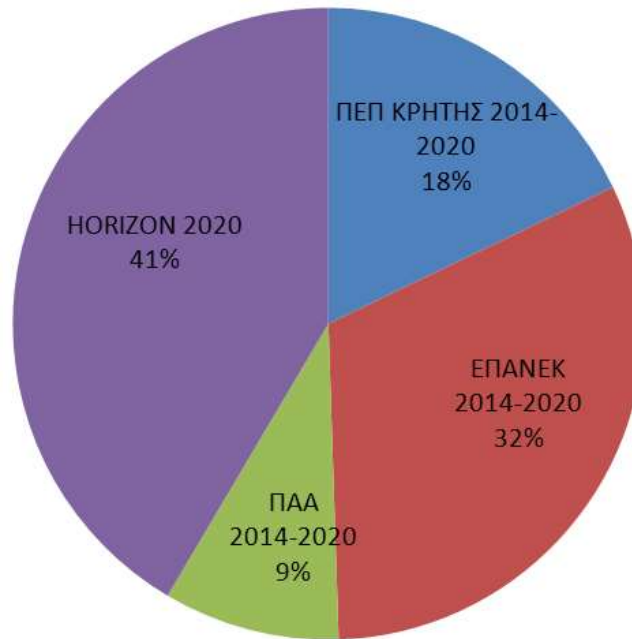
- For the ROP, according to money committed to *Smart Specialisation* within the approved ROP Crete 2014 - 2020
- For the OPERATIONAL PROGRAMME *ENTREPRENEURSHIP, COMPETITIVENESS AND INNOVATION* 2014 – 2020, according to the resources which correspond to the category of Transition Regions
- For the RDP 2014 – 2020, considering that the Region of Crete could claim funds equal to 10% of the relative resources
- For HORIZON 2020, considering the participation of institutions of the Region of Crete in FP7 and taking into account HORIZON's targets

**Table 1** and **Chart 1**, present the total budget per source for ROP Crete 2014 – 2020, the OPERATIONAL PROGRAMME *ENTREPRENEURSHIP, COMPETITIVENESS AND INNOVATION* 2014 – 2020, HORIZON 2020 and RDP 2014 – 2020.

**Table 1: Budget of the Action Programme per source of funding (€)**

ROP CRETE 2014-2020	OPERATIONAL PROGRAMME <i>ENTREPRENEURSHIP, COMPETITIVENESS AND INNOVATION</i> 2014-2020	RDP 2014- 2020	HORIZON 2020	TOTAL
59.056.686,00	104.300.000,00	29.800.000,00	137.000.000,00	330.156.686,00

**Chart 1: Percentage Breakdown of the budget per source of funding**



According to the above, 41,5% of the total budget, comes from HORIZON 2020, 31,59% from the OPERATIONAL PROGRAMME *ENTREPRENEURSHIP, COMPETITIVENESS AND INNOVATION* 2014 – 2020 (25,87% ERDF and 5,72% ESF), 17,89% from ROP Crete 2014 – 2020 (16,24% ERDF and 1,65% ESF) and 9,03% from RDP 2014 – 2020 (EAFRD).

## **C.1. Priorities - interventions per sector - priority complex**

### **C.1.1. Agro-alimentary complex**

The developmental priorities in the agro-alimentary sector are shaped according to the strengths of Cretan production and the guidelines of the Ministry of Rural Development and Food for rural development within the Partnership Agreement. The basic aim is to revitalise the agro-alimentary complex, to adapt to climate change, to promote the value of Cretan nutrition and to strengthen the export sectors. In view of the above, it is imperative to shift towards high quality and branded products. The intervention should focus on well-established products, olive oil, vegetables, and dairy and cheese products and on new low production products that nevertheless have high commercial exploitation potential<sup>5</sup>.

Research, technological development and innovation issues as well the easier access to ICT's, are specified in terms of competitiveness of the SME's of the agricultural and fishery sector. The objective is to boost knowledge-intensive and technologically advanced entrepreneurship in the agro-alimentary.

The agro-alimentary complex is directly linked to environmental issues and especially to crop selection and promotion (and processing). The products should have low carbon footprint, as the typical Mediterranean crops (vine, olive tree) and livestock (sheep and goat) production do.

Employment, investment in education and lifelong learning and social inclusion may partially be oriented towards the agro-alimentary sector's fields, in order to create an effective human capital able to promote the priorities of the sector.

<sup>5</sup> The McKinsey study (2010) has identified a series of agricultural products which are produced in Crete and have significant development prospects

Given the current entrepreneurial structure of the sector, the implementation of priorities requires the creation of a robust and competitive cluster with an effective administration that would coordinate the provision of services, the mobilisation of producers and SME's and encourage further networking. The existing informal clusters should constitute the basis of the new effort.

The cluster's main objective is to enhance innovation and entrepreneurship, to coordinate and boost a sector which has an international comparative advantage, through the use of scientific knowledge and state-of-the-art technologies supplied by research and educational institutions of Crete, in order to manufacture new products and provide new services of high quality and increased added value.

At the same time, the object will be to develop strong international collaborations through the active participation in selected European projects. This objective will be pursued in the context of extroversion, exchange of best practices and promotion of collaborations with similar international initiatives in the fields of open innovation, clusters, innovation centres, regional development policies and smart specialisation strategies.

In particular, the cluster will exploit all initiatives that have been developed to this day aiming at:

- Helping Crete become the *Silicon Valley* of Mediterranean biodiversity and nutrition by highlighting the characteristics and the image of Cretan nutrition and by creating new food products through the development of a powerful research technical support network which would rely on the potential of the regional R&D complex.
- Creating a traditional products and recipes atlas (information and specifications of quality, production, tradition, connection to current cultural elements and the Minoan civilisation) that would eventually lead to the publication of a *quality-plus* Quality Charter of local high quality products of the Region.
- Supporting the creation of versatile farms with local varieties that use processing methods based on traditional elements and on state-of-the-art scientific knowledge. These farms will be knowledge and labour intensive and will be open to the public offering guided tours. At the same time they will inform visitors on the agricultural tradition of Crete since the Minoan era and will provide them with recreation opportunities.
- Supporting the creation of a network of mentors for the farmer and of people who receive training on farming and agricultural products' processing. The mentors would operate as *rural angels* along the line of *business angels*. This mechanism could be combined with an *agronetcafé* system for the connection of the farmers' offices to the *rural portal* of the Region of Crete.
- Enhancing the local production's brand name and establishing a reliable programme for the promotion of agricultural products and services to the international markets. At the same time, the cluster will promote interconnectivity between local products and their countries of destination.
- Establishing a closer connection of the agro-alimentary complex to Tourism and Crete's cultural values, through the enhancement of the Cretan Nutrition Local Pact, in order for this element to be visible on the FACADE of Tourist Destinations of Crete and to inform visitors. Enrichment of Cretan nutrition with Minoan cultural elements, folk elements and their legends. Embracing *Greek Breakfast* on behalf of the Tourism Enterprises of the Region.

In order for the cluster to meet its objectives, it will encourage the creation of platforms for scientific, technological and financial support and of other networking tools, it will support collective training actions and it will contribute in the upgrading of the entrepreneurial environment of the sector.

**Table 2: Areas and Intervention Priorities**

AGRO-ALIMENTARY SECTOR		
Areas of Intervention	Indicative Priorities	Source of Funding
Improving the competitiveness of food and of agricultural products of plant/ animal origin in international markets	<ol style="list-style-type: none"> <li>1. Development and improvement of propagating material and creation of methods &amp; technologies to verify product authenticity and to specify geographical origin.</li> <li>2. Precision agriculture adopted to the country's characteristics (climate and business structure)</li> <li>3. Implementation (before and after) of collection techniques that improve/ preserve the quality of agricultural products (vegetables and fruits) and development of tools for a nomenclature of their qualitative characteristics.</li> <li>4. Dissemination of new cultivation practices (irrigation, use of fertilisers, crop protection) that reduce production costs</li> <li>5. Management of diseases in livestock and agricultural production</li> <li>6. Development of integrated biological production and farming systems that are adapted to the island's characteristics</li> <li>7. Improvement of the reproductive capacity of animals raised in Crete (local and imported breeds)</li> <li>8. Exploitation of Crete's biodiversity (creation of a genetic material database for the preservation of Cretan plant species, research in order to document, identify and use endemic plants and animals of Crete etc)</li> <li>9. Use of discarded agricultural products for the production of animal feed of high nutritional value</li> <li>10. Development of smart hydroponic greenhouses with the use of KETs and ICTs</li> <li>11. Improvement of quality, durability, health and safety of foods</li> <li>12. Development and use of control and detection methods for biological, chemical and natural hazards in food</li> <li>13. Development of new food preservation techniques</li> <li>14. Development of innovative packaging technologies (active and intelligent packaging - new materials - traceability)</li> <li>15. Development of new seafood products</li> <li>16. Use of modern production methods for the development, production and commercialisation of new innovative products which will be based on Cretan traditional nutrition</li> <li>17. New food products with fewer harmful nutrients and food products suitable for consumers with specific dietary habits or dietary disorders</li> <li>18. Smart supply chain systems</li> <li>19. Adoption of protocols for reducing production costs and enhancing the quality of Cretan cheese products</li> <li>20. Development of specialised markets and upgrade of local products' marketing strategy</li> </ol>	<ul style="list-style-type: none"> <li>• ROP Crete 2014 – 2020(ERDF) : IP 1b,2a,2c, (6,7,8,9,10,13,15,16,)</li> <li>OPERATIONAL PROGRAMME <i>ENTREPRENEURSHIP, COMPETITIVENESS AND INNOVATION</i> 2014-20120 (ERDF) :IP 1b</li> <li>• RDP 2014-2020 (EAFRD) : Measure 16,6.1,6.2,6.3 (1,2,3,4,5,11,13, 12,14,15,17,18,19,20)</li> </ul>
Understanding and Promoting the association of Cretan nutrition with health and well-being	<ol style="list-style-type: none"> <li>1. Development of internationally competitive pharmaceutical products and functional foods/ cosmetics that are based on the biodiversity of Crete</li> <li>2. Collection of data on the nutritional value and Health claims of Cretan traditional products</li> <li>3. Registration and promotion of Health claims on Cretan products</li> <li>4. Research on the association of Cretan nutrition with health and well-being</li> </ol>	<ul style="list-style-type: none"> <li>• ROP Crete 2014 – 2020(ERDF) : IP 1b</li> </ul>

AGRO-ALIMENTARY SECTOR		
Areas of Intervention	Indicative Priorities	Source of Funding
Improvement of the value chain's cohesion and establishment of interconnections with other chains	<ol style="list-style-type: none"> <li>1. Boosting cooperation between farms and manufacturing firms</li> <li>2. Improving the interconnection between the chain of the agro-alimentary complex and the other RIS3 complexes</li> <li>3. Improving the interconnection between the chain of the agro-alimentary complex and Universities / Research Institutions</li> <li>4. Critical mass creation in specific parts of the value chain</li> </ol>	<ul style="list-style-type: none"> <li>• ROP Crete 2014 – 2020 (ERDF) : IP 1b</li> <li>• RDP (EAFRD): Measures 01, 02</li> </ul>
Skills development of human capital	<ol style="list-style-type: none"> <li>1. Development of professional knowledge and skills that support entrepreneurial activity in advanced parts of the agricultural and food processing sector</li> <li>2. Enhancement of the research skills of the human capital and easier access of businesses to them</li> </ol>	<ul style="list-style-type: none"> <li>• ROP Crete 2014 – 2020 (ESF): IP 8iii, 8v</li> <li>• RDP (EAFRD) : Measures 01, 02</li> </ul>

### C.1.2. Cultural - tourism Complex

The Region of Crete seeks to develop technologies that support and promote tourism and culture and to revitalise and expand the value chain in order to consolidate the competitive edge of the complex in the global market. The core priorities are the attraction of a better tourism mix that will increase expenditure per visitor, the increase in tourist flows, the expansion of the touristic period and the forwarding of tourists to new destinations within the Region.

The breakdown of the value chain reveals the necessity of focusing on the interconnection between activities at various levels of production and provision of services in order to enhance cooperation between businesses at a national and international level.

The intervention in the cultural - tourism complex will include five levels:

- Upgrading of entry points with the construction of the new airport at Kastelli through PPP and upgrading of cruise infrastructures at the ports of Heraklion and Souda (passenger terminals - information and navigation systems).
- Upgrading of tourist accommodation facilities and of hotel services in general through the development and implementation of technological solutions provided by ICTs, mobile phone applications and the Internet. Creating solutions of *smart rooms and services*. Crete could benefit from a more strict accreditation system, given that it already has a high percentage of 4\* and 5\* facilities.
- Expansion of the value chain through the integration of new activities and services, especially for better exploitation of the synergies with the agro-alimentary complex.
- Diversification and enrichment of the tourism product. Crete can offer a highly competitive and multifaceted tourism product that includes *Sea and sun*, sailing and yachting, cruises, golf courses, culture, diving, medical and conference tourism. At the same time, Crete could diversify into other products such as agritourism, ecotourism and religious tourism by making good use of existing resources and thus, reinforce its attractiveness. Crete should also explore the possibilities for the hosting of one or two world class events with gastronomy and healthy nutrition being its first priorities.
- Improvement of signs and marketing practices, development of online sales and networking systems, upgrading of the tourism experience. The main priority is the development of an all-inclusive virtual platform for the preparation of a tourist visit with the incorporation of existing units. Also, the virtual guidance of cruise tourists within the urban fabric of the two cities would improve the provision of services and would encourage their organised dissemination.

The key challenge for the Region of Crete is to find the best possible way for the Smart Specialisation Strategy to support the transformation of tourism into a high added value and knowledge-intensive activity, aiming at

developing innovative entrepreneurial activity, improved financial results and employment. To this end, the introduction of technological innovations enhances tourism experience, destinations' attractiveness and business competitiveness. The involvement of business schemes with educational and research institutions is a prerequisite for the development of new products and services and their commercialisation in the tourist market.

**Table 3: Areas and Intervention Priorities**

<b>CULTURAL - TOURISM SECTOR</b>		
<b>Areas of Intervention</b>	<b>Indicative Priorities</b>	<b>Source of Funding</b>
Diversification of the tourism product, brand name consolidation	<ul style="list-style-type: none"> <li>• Configuration of networks of excellence to promote research and support innovation in environments of pervasive intelligence for the provision of customised services in tourism - culture</li> <li>• Support for innovative methods and promotion of collaborative planning for new forms of tourism and content (living labs)</li> <li>• R &amp; D through access of businesses to research infrastructure related to tourism</li> <li>• Demonstration projects to promote new, innovative business initiatives that promote alternative forms of tourism</li> <li>• Research and innovation to adapt and implement sustainable transport in tourist areas and infrastructures</li> <li>• Development, promotion and dissemination of innovations for the interconnection of the tourism product with technologies related to intelligent cities - creation of intelligent destinations</li> <li>• Development and use of innovative tools, products and procedures for the creation of special forms of tourism (cruise, religious, diving and marine, rural)</li> </ul>	<ul style="list-style-type: none"> <li>• HORIZON 2020 Action 1</li> <li>• ROP Crete 2014 – 2020(ERDF): IP 2c , 2b and IP 3a ,3b</li> <li>• OPERATIONAL PROGRAMME <i>ENTREPRENEURSHIP, COMPETITIVENESS AND INNOVATION</i> 2014-2020 (ERDF):IP 1b,2b,2c</li> </ul>
Promotion of culture as a competitive element of the tourism product	<ul style="list-style-type: none"> <li>• Development of innovative applications for the interconnection of Minoan, Byzantine and Venetian civilisations with the tourism experience</li> <li>• Promotion of the tourism experience through the use of historical documentation</li> <li>• Highlighting of innovation in activities related to tourism - culture, such as cultural heritage conservation and the development of creative industries</li> <li>• Pilot implementation of integrated management and overall enhancement methods in an archaeological site</li> <li>• Utilization of e-ticketing services, e-guide systems, support for networks with a view to optimal promotion and use of the most valuable cultural resources.</li> <li>• Development of innovative applications in the promotion of modern culture</li> <li>• Strengthening technological innovation in museum display, storytelling techniques for the innovative presentation of exhibits / events in cultural sites</li> <li>• Enhancing digital services and cultural heritage projection applications, navigation systems, route management in tourist areas</li> <li>• Mobile apps-portal innovations</li> </ul>	<ul style="list-style-type: none"> <li>• ROP Crete 2014 – 2020 (ERDF): IP 2c, 2b</li> <li>• OPERATIONAL PROGRAMME <i>ENTREPRENEURSHIP, COMPETITIVENESS AND INNOVATION</i> 2014-2020(ERDF): IP 1b,2b,2c</li> </ul>
Improvement of the tourism value chain's cohesion and establishment of interconnections with other chains and complexes	<ul style="list-style-type: none"> <li>• Creation of a tourism - culture cluster</li> <li>• Reinforcement of networks per form of tourism (medical, religious, rural, cultural)</li> <li>• Reinforcement of the interconnections of tourism with other RIS3 complexes</li> <li>• Reinforcement of the interconnections of the tourism chain with Universities and Research Institutions</li> </ul>	<ul style="list-style-type: none"> <li>• ROP Crete 2014 – 2020 (ERDF): IP 1B</li> <li>• OPERATIONAL PROGRAMME <i>ENTREPRENEURSHIP, COMPETITIVENESS AND INNOVATION</i> 2014-2020 (ERDF):IP 1B</li> </ul>

CULTURAL - TOURISM SECTOR		
Areas of Intervention	Indicative Priorities	Source of Funding
Enhancing quality and competitiveness for tourism services	<ul style="list-style-type: none"> <li>• Promotion of the image of Crete as a tourist destination by using new technologies.</li> <li>• Promotion of non-technological innovations in the tourism value chain.</li> <li>• Utilization of ICTs for enhancing focused personal customer service, improvement of interactivity, lower cost of services.</li> <li>• Supporting start-ups in the tourism sector and activities linked to culture and creation.</li> <li>• Development of mobile and Internet applications and for navigation and interactive communication</li> <li>• Boosting innovation for developing applications that utilize open data for the provision of value added services related to tourist destinations</li> <li>• Promoting innovation in the provision of services / information to passengers at the entry points of the island.</li> <li>• Promotion of innovation to serve visitors with disabilities.</li> </ul>	<ul style="list-style-type: none"> <li>• ROP Crete 2014 – 2020 (ERDF): IP 2c, 2b and IP 3a,3b,3c</li> <li>• OPERATIONAL PROGRAMME <i>ENTREPRENEURSHIP, COMPETITIVENESS AND INNOVATION</i> 2014-2020 (ERDF):IP 1b,2b,2c</li> </ul>
Skills development of human capital	<ul style="list-style-type: none"> <li>• Development of professional knowledge and skills on tourism to enhance entrepreneurial activity, education and training of personnel involved in cultural sites management</li> <li>• Enhancement of the research skills of the human capital and easier access of businesses to them</li> <li>• Research and innovation for Smart accommodations</li> </ul>	<ul style="list-style-type: none"> <li>• ROP Crete 2014 – 2020 (ESF): IP 8iii, 8v</li> <li>• OPERATIONAL PROGRAMME <i>ENTREPRENEURSHIP, COMPETITIVENESS AND INNOVATION</i> 2014-2020 (ESF):IP 8iii, 8v</li> </ul>

### C.1.3. Environmental Complex

The developmental priorities in the environmental sector focus on smart water and waste management, recovery and reuse of materials, sustainable construction, energy saving and the utilization of renewable energy.

In this context, the aim is to strengthen research, develop technologies and innovations by encouraging and supporting networking and partnerships of universities and research institutions with water management companies, engineers and producers of environmental technology and applications.

In particular, as far as the field of water is concerned, the aim is to develop and implement innovations that will focus on rational and integrated management across the production/processing/supply/reuse chain. To this end, it is necessary to develop and implement monitoring, control and management systems and technologies.

In the field of waste management, the aim is to develop optimal management systems for hazardous pollutants specific streams, to prevent waste production, to prepare waste for reuse, to promote recycling and other forms of recovery, to generate and supply energy from waste.

At the same time, the objective is to enhance entrepreneurship and innovation initiatives on pollution control and depollution products and services, emphasizing on "green enterprise" and on the industrial coexistence of technological applications that address climate change and monitor the ecosystem.

Finally, in the energy sector the aim is to develop internationally competitive products and services in the following areas:

- Energy saving
- Renewable energy and energy storage technologies

The joint effort of R & D and investments for the development of products and services is called to address important environmental problems, aiming at reducing the Environmental Footprint of economic activities and

preserve and enhance the Region’s natural capital.

Due to the structure of the specific activities, it is required to create collaborative schemes or broader agreements involving public and private bodies and research institutions.

In order to cover all operational needs for the value chains that are related to the Environmental Complex, the aim is to create specialised human capital that will meet the needs for environmental control and management.

**Table 4: Areas and Intervention Priorities**

ENVIRONMENTAL SECTOR		
Areas of Intervention	Indicative Priorities	Source of Funding
Energy saving	<ul style="list-style-type: none"> <li>• Production of new or improved building materials and construction systems for the building sector and urban regeneration (bioclimatic construction)</li> <li>• Integration of bioclimatic elements of energy saving technologies and renewable energy technologies in existing and new buildings.</li> <li>• Improved efficiency (reducing energy consumption for heating, cooling, lighting)</li> <li>• Improved performance (energy consumption reduction of water supply systems, irrigation, wastewater management, solid waste management and generally large infrastructures)</li> <li>• Promotion of non-technological innovations for an integrated management of urban infrastructure</li> </ul>	<ul style="list-style-type: none"> <li>• ROP Crete 2014 – 2020 (ERDF): IP 1b, 2b,2c,4f,3c</li> <li>• OPERATIONAL PROGRAMME <i>ENTREPRENEURSHIP, COMPETITIVENESS AND INNOVATION</i> 2014-2020 (ERDF):IP 1a,1b,2b,3c</li> </ul>
Promotion of renewable energy forms	<ul style="list-style-type: none"> <li>• New improved materials for renewable energy systems</li> <li>• Development and implementation of renewable energy technologies tailored to the needs of the productive sectors of Crete and generally adapted to the island’s characteristics.</li> <li>• Development of technologies that harness the potential offered by the sea for energy (wave energy, offshore structures, etc.)</li> <li>• Development of integrated technological energy production solutions and development of productive activities at sea (aquaculture)</li> </ul>	<ul style="list-style-type: none"> <li>• ROP Crete 2014 – 2020 (ERDF): IP 1b,4f,3c</li> <li>• OPERATIONAL PROGRAMME <i>ENTREPRENEURSHIP, COMPETITIVENESS AND INNOVATION</i> 2014-2020 (ERDF):IP 1a,1b,2b,,3c</li> <li>• HORIZON 2020 Action 1</li> </ul>
Climate change and environmental impact assessment	<ul style="list-style-type: none"> <li>• Development of technological applications which reduce the Environmental Footprint of economic activities (hotels, industries, hospitals and other public buildings).</li> <li>• Development/adaptation and introduction of ICTs for the promotion of elements of the natural environment, codification - management of spatial arrangements and systematic monitoring of changes in the ecosystem.</li> <li>• Creation of accredited laboratories and control systems for environmental variables</li> </ul>	<ul style="list-style-type: none"> <li>• ROP Crete 2014 – 2020 (ERDF): IP 2c,2b,1b,6b,6d,5b</li> <li>• OPERATIONAL PROGRAMME <i>ENTREPRENEURSHIP, COMPETITIVENESS AND INNOVATION</i> 2014-2020 (ERDF):IP 1a,1b,2β,2c</li> <li>• HORIZON 2020 Action 1</li> </ul>



ENVIRONMENTAL SECTOR		
Areas of Intervention	Indicative Priorities	Source of Funding
Rationalised management of natural and environmental resources	<ul style="list-style-type: none"> <li>• Development of sensors and networks for environmental control.</li> <li>• Pilot program for the development, introduction and utilization of new technologies to reduce water losses</li> <li>• Development of innovative management systems of urban, industrial, livestock etc solid waste and pilot applications (prevention, collection, treatment, utilization / exploitation)</li> <li>• Development of innovative urban or industrial wastewater management systems and pilot applications (reuse, biofuel production etc.).</li> </ul>	<ul style="list-style-type: none"> <li>• ROP Crete 2014 – 2020 (ERDF): IP 1b,2c,2b,3c,6a</li> <li>• OPERATIONAL PROGRAMME <i>ENTREPRENEURSHIP, COMPETITIVENESS AND INNOVATION</i> 2014-2020 (ERDF):IP 1b,2b,2c,3c</li> <li>• HORIZON 2020 Action 1</li> </ul>
Skills development of human capital	<ul style="list-style-type: none"> <li>• Development of professional knowledge and skills that support entrepreneurial activity in advanced parts of the environmental sector and training of the personnel of environmental infrastructures management enterprises</li> <li>• Enhancement of the skills of the human capital and easier access of businesses to them</li> </ul>	<ul style="list-style-type: none"> <li>• ROP Crete 2014 – 2020: IP 8iii, 8v</li> <li>• OPERATIONAL PROGRAMME <i>ENTREPRENEURSHIP, COMPETITIVENESS AND INNOVATION</i> 2014 – 2020: IP 8v</li> <li>• RDP : Measures 01, 02</li> </ul>

#### **C.1.4. Knowledge complex**

The Knowledge complex performs a delicate and particular task in the smart specialization strategy as it is called to provide horizontal support to the development of the other complexes of the Region. At the same time it seeks to further strengthen international partnerships and to exploit new knowledge in a systematic way through the development of start-ups. This requires (a) the strengthening of collaborative innovation and the establishment of stronger interconnections with other priority clusters, (b) the coordination of actors for optimum exploitation of complementarity, creation of aggregate economies and for forging a favourable environment for start-ups (spin-offs) and (c) to attract businesses and capital from abroad in order to develop partnerships of scale in state-of-the-art technology sectors.

To this end, it is intended to boost research/technological development/innovation-based entrepreneurship for the development of internationally competitive products and services and also to promote state-of-the-art technologies or enhance existing ones that will support the production of innovative products and services in the sectors of excellence.

At the same time, supporting excellence and production of new knowledge will encourage and fuel the research efforts of the enterprises through their collaboration with research infrastructures.

Because of the horizontal nature of the sector, important technologies and applications in the areas of specialisation, such as the production and exploitation of content that can enrich tourists' experience, applications in the agro-alimentary sector and in the sectors of environment and energy will be strengthened in cooperation with their counterparts in strategy in the context of their own priorities.

In the context of promoting the smart specialisation strategy within the Knowledge complex, the aim is to create a model innovation ecosystem, which will operate interactively providing the required interconnection between research, education, industry, entrepreneurship and the investment community. The utilization of the existing potential is the main objective, its transformation into a vehicle for development and the dissemination and return of benefits to the local ecosystem; in such a way that the initial investment -through resources leveraging from the private sector- will return with multiplied direct and indirect benefits.

**Table 5: Areas and Intervention Priorities**

KNOWLEDGE SECTOR		
Areas of Intervention	Indicative Priorities	Source of Funding
Support of scientific excellence in research and university institutions of Crete	<ul style="list-style-type: none"> <li>• Reinforcement of research infrastructure within the national roadmap for research infrastructures and ESFRI infrastructures</li> <li>• Reinforcement of research in key sectors with a focus on enabling technologies (KETs)</li> </ul>	<ul style="list-style-type: none"> <li>• OPERATIONAL PROGRAMME <i>ENTREPRENEURSHIP, COMPETITIVENESS AND INNOVATION</i> 2014-2020 (ERDF):IP 1a</li> <li>• HORIZON 2020 Action 1</li> </ul>
Enhancement of new scientists' entrepreneurship on emerging technologies	<ul style="list-style-type: none"> <li>• Provision of a comprehensive package of support services</li> <li>• Provision of funding for the development of the first business steps</li> </ul>	<ul style="list-style-type: none"> <li>• ROP Crete 2014 – 2020(ERDF): IP 3a</li> <li>• OPERATIONAL PROGRAMME <i>ENTREPRENEURSHIP, COMPETITIVENESS AND INNOVATION</i> 2014-2020 (ERDF):IP 3a</li> </ul>
Attraction of investments in those emerging technologies that are linked to the activities of research teams of Crete	<ul style="list-style-type: none"> <li>• Creation of a host and targeted support structure for businesses - investors show interest in cooperation</li> <li>• Creation of modern and Sustainable Data Centres</li> <li>• Completion of broadband networks throughout the territory of Crete</li> </ul>	<ul style="list-style-type: none"> <li>• ROP Crete 2014 – 2020 (ERDF): IP 1b,2c,</li> <li>• OPERATIONAL PROGRAMME <i>ENTREPRENEURSHIP, COMPETITIVENESS AND INNOVATION</i> 2014-2020 (ERDF):IP 1a, 1b,2a,</li> <li>• HORIZON 2020 Action 2</li> </ul>
Promotion of high added value educational services	<ul style="list-style-type: none"> <li>• Targeted summer schools, on state-of-the-art scientific sectors that are of particular interest for Crete (e.g. laser applications for the protection and promotion of cultural heritage)</li> <li>• World class thematic educational and training programmes</li> </ul>	<ul style="list-style-type: none"> <li>• ROP Crete 2014 – 2020 (ERDF): IP 1b, 10</li> </ul>
Skills development of human capital	<ul style="list-style-type: none"> <li>• Development of professional knowledge and skills that support entrepreneurial activity in state-of-the-art technologies and training of personnel</li> <li>• Enhancement of the skills of the human capital and easier access of businesses to them</li> </ul>	<ul style="list-style-type: none"> <li>• ROP Crete 2014 – 2020 (ESF): IP 8iii, 8v</li> <li>• OPERATIONAL PROGRAMME <i>ENTREPRENEURSHIP, COMPETITIVENESS AND INNOVATION</i> 2014-2020(ESF): IP 8iii, 8v</li> </ul>

## **C.2. Budget per source of funding of actions per sector - complex**

Based on the priorities for each area of intervention and sector - priority complex and their matching with the respective sources of funding, the budget per source of funding and sector - Priority complex is summarized in table 6. Table 7 includes the breakdown of the budget per source of funding, Investment Priority and Sector - Priority Complex.

According to this data, **43%** of the budget is allocated to the Knowledge Complex, **23%** to the Environmental Sector while both the Agro-alimentary Sector and the Tourism - Cultural Complex receive **17%**.

**Table 6: Budget per source of funding and Sector/Complex (€)**

SECTOR	ROP CRETE 2014-2020 <sup>6</sup>	OPERATIONAL PROGRAMME ENTREPRENEURSHIP, COMPETITIVENESS AND INNOVATION 2014-2020 <sup>7</sup>	RDP 2014- 2020 <sup>8</sup>	HORIZON 2020 <sup>9</sup>	TOTAL
Agro-alimentary sector	4.000.000,00	14.260.000,00	29.800.000,00	10.000.000,00	58.060.000,00
Cultural - tourism sector	30.173.253,75	20.500.000,00	0,00	5.000.000,00	55.673.253,75
Environmental sector	18.448.837,25	27.351.162,75	0,00	30.000.000,00	75.800.000,00
Knowledge sector	6.434.595,00	42.188.837,25	0,00	92.000.000,00	140.623.432,25
<b>TOTAL</b>	<b>59.056.686,00</b>	<b>104.300.000,00</b>	<b>29.800.000,00</b>	<b>137.000.000,00</b>	<b>330.156.686,00</b>

<sup>6</sup>All amounts correspond to the approved ROP Crete 2014 - 2020

<sup>7</sup>All amounts related to the OPERATIONAL PROGRAMME ENTREPRENEURSHIP, COMPETITIVENESS AND INNOVATION 2014 - 2020 are calculated according to the resources that correspond to the Transition Regions Category

<sup>8</sup>All amounts related to RDP 2014 - 2020 are calculated taking into account that the Region of Crete can claim funding equal to 10% of the relative actions

<sup>9</sup>All amounts related to HORIZON are calculated taking into account the participation of institutions of the Region of Crete in FP7. The allocation per sector took into account the targeted objectives of HORIZON

**Table 7: Budget per source of funding, Investment Priority and Sector – Priority Complex**

INVESTMENT PRIORITY / MEASURE RDP/ HORIZON ACTION	ROP CRETE 2014-2020 <sup>10</sup>	OPERATIONAL PROGRAMME ENTREPRENEURSHIP, COMPETITIVENESS AND INNOVATION 2014-2020 <sup>11</sup>	RDP 2014-2020 <sup>12</sup>	HORIZON 2020 <sup>13</sup>	TOTAL
	BUDGET	BUDGET	BUDGET	BUDGET	
<b>1a) Strengthening research and innovation infrastructure (R &amp; I) and the capacities for the development of excellence in research and innovation and for the promotion of centres of competence (ERDF) Action 1 (HORIZON)</b>	0,00 €	22.800.000,00 €	0,00 €	133.000.000,00 €	155.800.000,00 €
AGRO-ALIMENTARY SECTOR	0,00 €	0,00 €	0,00 €	10.000.000,00 €	10.000.000,00 €
CULTURAL - TOURISM SECTOR	0,00 €	0,00 €	0,00 €	5.000.000,00 €	5.000.000,00 €
ENVIRONMENTAL SECTOR	0,00 €	10.000.000,00 €	0,00 €	30.000.000,00 €	40.000.000,00 €
KNOWLEDGE SECTOR	0,00 €	12.800.000,00 €	0,00 €	88.000.000,00 €	100.800.000,00 €
<b>1b) Promotion of business investment in R &amp; I, of linkages and partnerships between businesses, of research and development centres and of the higher education sector, particularly by promoting investment in product and service development, technology transfer, social innovation, ecological innovation, applications for the provision of public services, encouraging demand, networking, clusters and open innovation through smart specialisation and support of technological and applied research, pilot lines, early product validation actions, advanced production and first production skills (ERDF) Measure 16 (EAFRD) Action 2 (HORIZON)</b>	3.224.418,75 €	25.300.000,00 €	9.400.000,00 €	4.000.000,00 €	50.424.418,75 €
	2.000.000,00 €				
	4.500.000,00 €				
	2.000.000,00 €				
AGRO-ALIMENTARY SECTOR	3.000.000,00 €	7.460.000,00 €	9.400.000,00 €	0,00 €	19.860.000,00 €

<sup>10</sup>All amounts correspond to the approved ROP Crete 2014 - 2020

<sup>11</sup> All amounts related to the OPERATIONAL PROGRAMME ENTREPRENEURSHIP, COMPETITIVENESS AND INNOVATION 2014 - 2020 are calculated according to the resources that correspond to the Transition Regions Category

<sup>12</sup> All amounts related to RDP 2014 - 2020 are calculated taking into account that the Region of Crete can claim funding equal to 10% of the relative actions

<sup>13</sup> All amounts related to HORIZON are calculated taking into account the participation of institutions of the Region of Crete in FP7

INVESTMENT PRIORITY / MEASURE RDP/ HORIZON ACTION	ROP CRETE 2014-2020 <sup>10</sup>	OPERATIONAL PROGRAMME ENTREPRENEURSHIP, COMPETITIVENESS AND INNOVATION 2014-2020 <sup>11</sup>	RDP 2014-2020 <sup>12</sup>	HORIZON 2020 <sup>13</sup>	TOTAL
	BUDGET	BUDGET	BUDGET	BUDGET	
CULTURAL - TOURISM SECTOR	5.000.000,00 €	5.000.000,00 €	0,00 €	0,00 €	10.000.000,00 €
ENVIRONMENTAL SECTOR	3.724.418,75 €	6.000.000,00 €	0,00 €	0,00 €	9.724.418,75 €
KNOWLEDGE SECTOR	0,00 €	6.840.000,00 €	0,00 €	4.000.000,00 €	10.840.000,00 €
<b>2 a)</b> Extending the development of broadband services and high-speed networks and supporting the adoption of emerging technologies and networks in digital economy (ERDF)	0,00 €	5.800.000,00 €	0,00 €	0,00 €	5.800.000,00 €
AGRO-ALIMENTARY SECTOR	0,00 €	5.800.000,00 €	0,00 €	0,00 €	5.800.000,00 €
CULTURAL - TOURISM SECTOR	0,00 €	0,00 €	0,00 €	0,00 €	0,00 €
ENVIRONMENTAL SECTOR	0,00 €	0,00 €	0,00 €	0,00 €	0,00 €
KNOWLEDGE SECTOR	0,00 €	0,00 €	0,00 €	0,00 €	0,00 €
<b>2 b)</b> development of ICT products and services, of e-commerce and enhancement of the demand for ICT's (ERDF)	4.000.000,00 €	6.200.000,00 €	0,00 €	0,00 €	10.200.000,00 €
AGRO-ALIMENTARY SECTOR	500.000,00 €	1.000.000,00 €	0,00 €	0,00 €	1.500.000,00 €
CULTURAL - TOURISM SECTOR	2.500.000,00 €	1.500.000,00 €	0,00 €	0,00 €	4.000.000,00 €
ENVIRONMENTAL SECTOR	1.000.000,00 €	2.500.000,00 €	0,00 €	0,00 €	3.500.000,00 €
KNOWLEDGE SECTOR	0,00 €	1.200.000,00 €	0,00 €	0,00 €	1.200.000,00 €
<b>2 c)</b> Support of ICT applications for e-Government, e-learning, e-inclusion, e-culture and e-health (ERDF)	2.724.418,50 €	0,00 €	0,00 €	0,00 €	5.724.418,50 €
	3.000.000,00 €				

INVESTMENT PRIORITY / MEASURE RDP/ HORIZON ACTION	ROP CRETE 2014-2020 <sup>10</sup>	OPERATIONAL PROGRAMME ENTREPRENEURSHIP, COMPETITIVENESS AND INNOVATION 2014-2020 <sup>11</sup>	RDP 2014-2020 <sup>12</sup>	HORIZON 2020 <sup>13</sup>	TOTAL
	BUDGET	BUDGET	BUDGET	BUDGET	
AGRO-ALIMENTARY SECTOR	500.000,00 €	0,00 €	0,00 €	0,00 €	500.000,00 €
CULTURAL - TOURISM SECTOR	3.500.000,00 €	0,00 €	0,00 €	0,00 €	3.500.000,00 €
ENVIRONMENTAL SECTOR	1.724.418,50 €	0,00 €	0,00 €	0,00 €	1.724.418,50 €
KNOWLEDGE SECTOR	0,00 €	0,00 €	0,00 €	0,00 €	0,00 €
<b>3 a)</b> promoting entrepreneurship, especially by facilitating the economic exploitation of new ideas and fostering the creation of new businesses through business incubators (ERDF) <b>Measure 6</b> (EAFRD)	12.000.000,00 €	7.000.000,00 €	4.000.000,00 €	0,00 €	23.000.000,00 €
AGRO-ALIMENTARY SECTOR	0,00 €	0,00 €	4.000.000,00 €	0,00 €	4.000.000,00 €
CULTURAL - TOURISM SECTOR	4.000.000,00 €	1.000.000,00 €	0,00 €	0,00 €	5.000.000,00 €
ENVIRONMENTAL SECTOR	5.000.000,00 €	1.000.000,00 €	0,00 €	0,00 €	6.000.000,00 €
KNOWLEDGE SECTOR	3.000.000,00 €	5.000.000,00 €	0,00 €	0,00 €	8.000.000,00 €
<b>3 c)</b> supporting the creation and extension of advanced skills for product and service development (ERDF)	18.173.253,75 €	10.500.000,00 €	0,00 €	0,00 €	28.673.253,75 €
AGRO-ALIMENTARY SECTOR	0,00 €	0,00 €	0,00 €	0,00 €	0,00 €
CULTURAL - TOURISM SECTOR	12.173.253,75 €	5.000.000,00 €	0,00 €	0,00 €	17.173.253,75 €
ENVIRONMENTAL SECTOR	4.000.000,00 €	3.000.000,00 €	0,00 €	0,00 €	7.000.000,00 €
KNOWLEDGE SECTOR	2.000.000,00 €	2.500.000,00 €	0,00 €	0,00 €	4.500.000,00 €
<b>3 d)</b> supporting SME's' growth capacity in regional, national and international markets and their participation in innovation processes (ERDF)	0,00 €	7.800.000,00 €	0,00 €	0,00 €	7.800.000,00 €

INVESTMENT PRIORITY / MEASURE RDP/ HORIZON ACTION	ROP CRETE 2014-2020 <sup>10</sup>	OPERATIONAL PROGRAMME ENTREPRENEURSHIP, COMPETITIVENESS AND INNOVATION 2014-2020 <sup>11</sup>	RDP 2014-2020 <sup>12</sup>	HORIZON 2020 <sup>13</sup>	TOTAL
	BUDGET	BUDGET	BUDGET	BUDGET	
AGRO-ALIMENTARY SECTOR	0,00 €	0,00 €	0,00 €	0,00 €	0,00 €
CULTURAL - TOURISM SECTOR	0,00 €	1.000.000,00 €	0,00 €	0,00 €	1.000.000,00 €
ENVIRONMENTAL SECTOR	0,00 €	0,00 €	0,00 €	0,00 €	0,00 €
KNOWLEDGE SECTOR	0,00 €	6.800.000,00 €	0,00 €	0,00 €	6.800.000,00 €
<b>4 f) promotion of research and innovation on low-carbon technologies and adoption of these (ERDF)</b>	2.000.000,00 €	0,00 €	0,00 €	0,00 €	2.000.000,00 €
AGRO-ALIMENTARY SECTOR	0,00 €	0,00 €	0,00 €	0,00 €	0,00 €
CULTURAL - TOURISM SECTOR	0,00 €	0,00 €	0,00 €	0,00 €	0,00 €
ENVIRONMENTAL SECTOR	2.000.000,00 €	0,00 €	0,00 €	0,00 €	2.000.000,00 €
KNOWLEDGE SECTOR	0,00 €	0,00 €	0,00 €	0,00 €	0,00 €
<b>8 iii) self-employment, entrepreneurship and business creation, including innovative micro/ small/ medium enterprises (ESF) Measure2 (EAFRD)</b>	2.000.000,00 €	2.900.000,00 €	10.000.000,00 €	0,00 €	14.900.000,00 €
AGRO-ALIMENTARY SECTOR	0,00 €	0,00 €	10.000.000,00 €	0,00 €	10.000.000,00 €
CULTURAL - TOURISM SECTOR	1.000.000,00 €	1.500.000,00 €	0,00 €	0,00 €	2.500.000,00 €
ENVIRONMENTAL SECTOR	500.000,00 €	500.000,00 €	0,00 €	0,00 €	1.000.000,00 €
KNOWLEDGE SECTOR	500.000,00 €	900.000,00 €	0,00 €	0,00 €	1.400.000,00 €
<b>8 v) adaptation of workers, enterprises and entrepreneurs to changes (ESF) Measure1 (EAFRD)</b>	3.434.595,00 €	16.000.000,00 €	6.400.000,00 €	0,00 €	25.834.595,00 €
AGRO-ALIMENTARY SECTOR	0,00 €	0,00 €	6.400.000,00 €	0,00 €	6.400.000,00 €
CULTURAL - TOURISM SECTOR	2.000.000,00 €	5.500.000,00 €	0,00 €	0,00 €	7.500.000,00 €
ENVIRONMENTAL SECTOR	500.000,00 €	4.351.162,75 €	0,00 €	0,00 €	4.851.162,75 €
KNOWLEDGE SECTOR	934.595,00 €	6.148.837,25 €	0,00 €	0,00 €	7.083.432,25 €
<b>TOTAL</b>	<b>59.056.686,00€</b>	<b>104.300.000,00 €</b>	<b>29.800.000,00€</b>	<b>137.000.000,00€</b>	<b>330.156.686,00€</b>

The amount of 58.060.000 € which is allocated to the Agro-alimentary Sector represents 17,59% of the total budget and in particular:

- 9,03% from RDP 2014-2020 and concerns:
  - ✓ Actions for counselling services (3,03% Measure 2)
  - ✓ Actions for networking and business co-operations (2,85% Measure 16)
  - ✓ Training and information actions (1,94% Measure 1)
  - ✓ Actions for the enhancement of entrepreneurship (1,21% Measure 6)
- 4,32% from the OPERATIONAL PROGRAMME *ENTREPRENEURSHIP, COMPETITIVENESS AND INNOVATION* 2014 – 2020 and concerns :
  - ✓ Support of partnerships - collaborations between companies and university and research centres (2,26% IP 1b)
  - ✓ Development of broadband and high-speed networks in remote rural areas (1,76% IP 2a)
  - ✓ Actions for the upgrading of public information infrastructures to support (mainly) extrovert enterprises (0,30% IP 2b)
- 3,03% from HORIZON 2020 and concerns :
  - ✓ Actions to strengthen the capacity for the development of excellence in research & innovation (Action 1)
  - ✓ Training - specialisation of scientific personnel (Action 1)
- 1,21% from ROP Crete 2014 – 2020 and concerns :
  - ✓ Applied research programs, strengthening first production / pilot applications and fostering partnerships/ collaborations between companies and university and research centres (0,91% IP 1b)
  - ✓ Development and introduction of integrated digital applications in enterprises (0,15% IP 2b)
  - ✓ Development of integrated digital services/ products (0,15% IP 2c)

The amount of 55.673.253,75€ which is allocated to the Cultural - Tourism Complex represents 16,86% of the total budget and in particular:

- 9,14% from ROP Crete 2014-2020 and concerns :
  - ✓ Support to high-added-value businesses, certification, standardization and product promotion (3,69% IP 3c)
  - ✓ Applied research programs, strengthening first production / pilot applications and fostering partnerships/ collaborations between companies and university and research centres (1,51% IP 1b)
  - ✓ Supporting the creation of new innovative businesses (1,21% IP 3a)
  - ✓ Development of integrated digital services/ products (1,06% IP 2c)
  - ✓ Development and introduction of integrated digital applications in enterprises (0,76% IP 2b)
  - ✓ Counselling and training of workforce and entrepreneurs (0,61% IP 8v)
  - ✓ Counselling and funding for the creation of new innovative enterprises (0,30% IP 8iii)
- 6,21% from the OPERATIONAL PROGRAMME *ENTREPRENEURSHIP, COMPETITIVENESS AND INNOVATION* 2014-2020 and concerns :
  - ✓ Preparation and implementation of adaptation and restructuring plans, services and tools for the provision of guidance and support to businesses(1,67% IP 8v)
  - ✓ Support of partnerships - collaborations between companies and university and research centres (1,51% IP 1b)
  - ✓ Acquisition of expertise on new products and services, automation - streamlining of operational activities (1,51% IP 3c)



- ✓ Actions for the upgrading of public information infrastructures to support (mainly) extrovert enterprises (0,45% IP 2b)
- ✓ Development (mainly) of female entrepreneurship (0,45% IP 8iii)
- ✓ Development of new business ideas and creation of new products and services (0,30% IP 3a)
- ✓ Boosting entrepreneurial extroversion (0,30% IP 3d)
- 1,51% from HORIZON 2020 and concerns :
  - ✓ Actions to strengthen the capacity for the development of excellence in research & innovation (Action 1)
  - ✓ Training - specialisation of scientific personnel (Action 1)

The amount of 75.800.000,00€ which is allocated to the Environmental Sector represent 22,96% of the total budget and in particular:

- 9,09% from HORIZON2020 and concerns :
  - ✓ Actions to strengthen the capacity for the development of excellence in research & innovation (Action 1)
  - ✓ Training - specialisation of scientific personnel (Action 1)
- 8,28% from the OPERATIONAL PROGRAMME *ENTREPRENEURSHIP, COMPETITIVENESS AND INNOVATION* 2014 – 2020 and concerns:
  - ✓ Development of centres of competence while enhancing laboratory innovation infrastructure (3,03% IP 1a)
  - ✓ Support of partnerships - collaborations between companies and university and research centres (1,82% IP 1b)
  - ✓ Preparation and implementation of adaptation and restructuring plans, services and business support tools and guidance (1,32% IP 8v)
  - ✓ Acquisition of expertise on new products and services, automation - streamlining of operational activities (0,91% IP 3c)
  - ✓ Actions for the upgrading of public information infrastructures to support (mainly) extrovert enterprises (0,76% IP 2b)
  - ✓ Development of new business ideas and creation of new products and services (0,30% IP 3a)
  - ✓ Development (mainly) of female entrepreneurship (0,15% IP 8 iii)
- 5,59% from ROP Crete 2014 – 2020 and concerns :
  - ✓ Supporting the creation of new innovative businesses (1,51% IP 3a)
  - ✓ Support to high-added-value businesses, certification, standardization and product promotion (1,21% IP 3c)
  - ✓ Applied research programs, strengthening first production / pilot applications and fostering partnerships/ collaborations between companies and university and research centres (1,13% IP 1b)
  - ✓ Development and implementation of innovative solutions and technologies to improve energy efficiency (0,61% IP 4f)
  - ✓ Development of integrated digital services / products (0,52% IP 2c)
  - ✓ Development and introduction of integrated digital applications in enterprises (0,30% IP 2b)
  - ✓ Counselling and funding for the creation of new innovative enterprises (0,15% IP 8iii)
  - ✓ Counselling and training of workforce and entrepreneurs (0,15% IP 8v)

The amount of 140.623.432,25€ which is allocated to the Knowledge Sector represents 42,59% of the total budget and in particular:

- 27,87% from HORIZON2020 and concerns :

- ✓ Actions to strengthen the capacity for the development of excellence in research & innovation and training - specialisation of scientific personnel (26,65% Action 1)
- ✓ Development of financing tools for SMEs and acceleration of the economy (1,21% Action 2)
- 12,78% from the OPERATIONAL PROGRAMME *ENTREPRENEURSHIP, COMPETITIVENESS AND INNOVATION* 2014 – 2020 and concerns :
  - ✓ Development of centres of competence while enhancing laboratory innovation infrastructure (3,88% IP 1a)
  - ✓ Enhancement of research - innovation, technological development and demonstration to operating businesses and fostering partnerships/ collaborations between companies and university and research centres (2,07% IP 1b)
  - ✓ Boosting extroversion (2,06% IP 3d)
  - ✓ Services and tools for the provision of guidance and support to businesses on innovative and technological entrepreneurship (1,86% IP 8v)
  - ✓ Development of new business ideas and creation of new products and services (1,51% IP 3B)
  - ✓ Acquisition of expertise on new products and services, automation - streamlining of operational activities (0,76% IP 3c)
  - ✓ Actions for the upgrading of public information infrastructures to support (mainly) extrovert enterprises (0,36% IP 2b)
  - ✓ Boosting entrepreneurship in the Knowledge Sector (0,27 % IP 8iii)
- 1,95% from ROP Crete 2014 – 2020 and concerns :
  - ✓ Development and introduction of integrated digital applications in enterprises (0,91% IP 3a)
  - ✓ Support to high-added-value businesses, certification, standardization and product promotion (0,61% IP 3c)
  - ✓ Counselling and training of workforce and entrepreneurs (0,28% IP 8v)
  - ✓ Counselling and funding for the creation of new innovative enterprises (0,15% IP 8iii)

## D. GOVERNANCE SYSTEM FOR THE IMPLEMENTATION OF THE REGIONAL SMART SPECIALISATION STRATEGY

### D.1. Principles of Governance

Smart specialisation aims at uniting and mobilizing forces, encouraging economic and social activities based on a common vision for development and on objectives that are acceptable by all partners. This requires a sophisticated form of coordinated management between the partners. And in this regard it is crucial to specify the role of each partner and its position in the governance structure with competence and way of contribution being the main criteria.

Configuration of the strategy and setting priorities and policy tools are closely linked to the quality of governance as it incorporates the experiences of the key partners and gradually orients them to joint actions and cooperation platforms paving the way for more solid governance structures.

## D.2. RISCrete Governance System

The governance architecture of RISCrete combines existing regional structures with new ones in order to strengthen the involvement of key partners while avoiding complexity and bureaucracy.

The governance structure includes two levels (diagram 1):

**A) Headquarter level:** Policy development and decision making

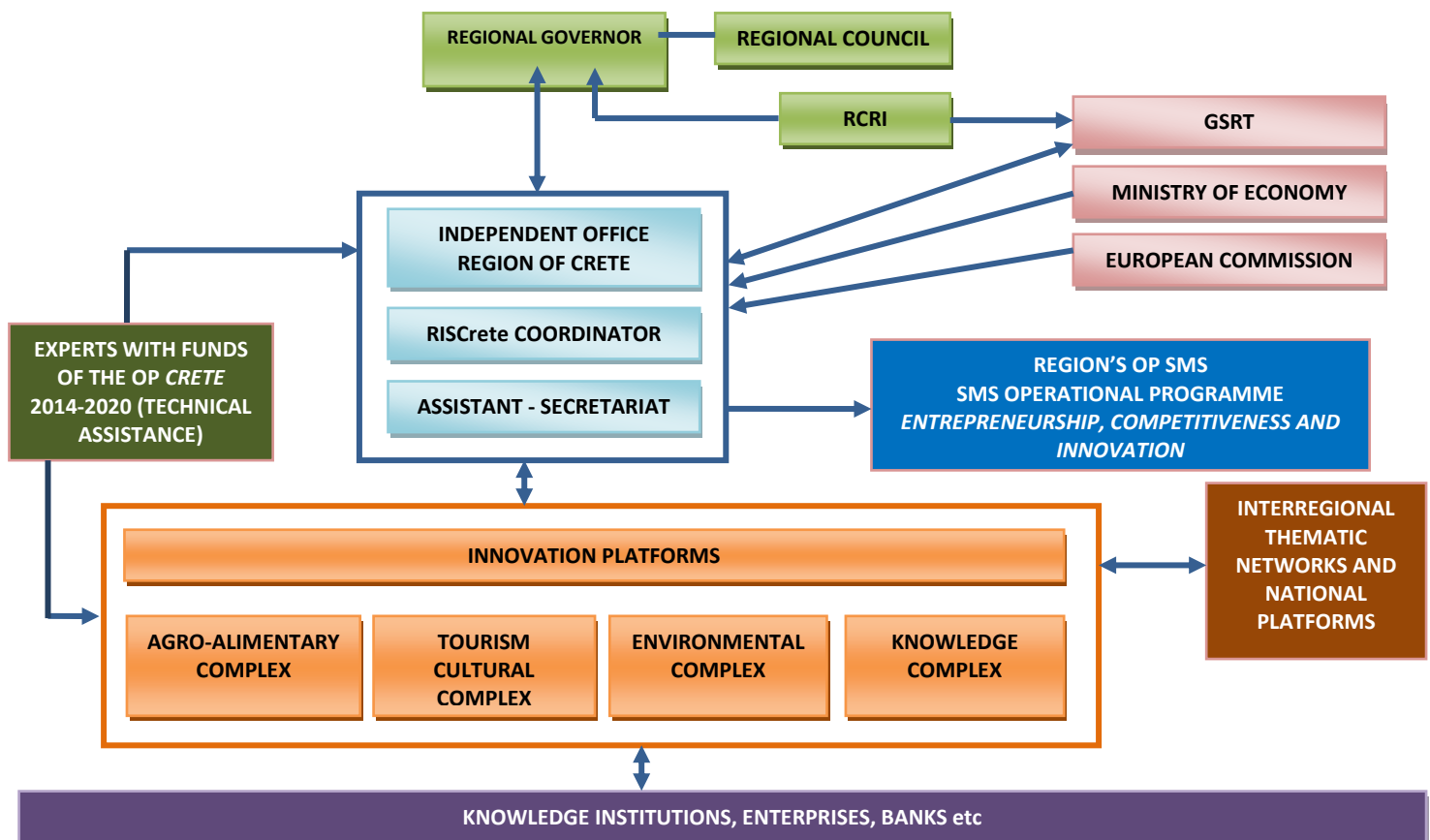
**B) Executorial level:** Documentation, monitoring and coordination of the policy's implementation

### A) Headquarter Level

This level includes the administrative bodies of the Region that are responsible for policy development on research and innovation in the Region and for decision making/ validation in these areas. These are the **Regional Governor and the Regional Council**.

The aforementioned bodies are assisted by the **Regional Scientific Research and Innovation Council (RRIC) of Crete** that offers counselling.

**Diagram 1: RISCrete governance structure**



The RRIC was established according to the provisions of L.4310/2014 by decision of the Regional Governor of Crete in order to provide support to the Region and the GSRT for the implementation of the National Strategy for Research, Technological Development and Innovation (NSRTDI) and its counterpart at a regional level. It consists of seven (7) members, three of whom are professors or researchers, representatives of public research institutions of the Region and the remaining members come from local authorities, productive institutions and the entrepreneurial world.

Support is provided by recommendations to the Regional Governor and the GSRT for encouraging and supporting the development of RTDI in the region, the creation of regional clusters of research organisations, technological institutions, enterprises, other actors and regional authorities, aiming at promoting innovation and entrepreneurship, encouraging the development of PPPs and creating conditions and opportunities for the successful participation of regional organisations in national and European research projects.

### **B) Executorial Level**

This level includes the monitoring of the implementation of RISCrete and the coordination of the entrepreneurial discovery procedure in the four innovation platforms. .

In particular, it includes the following procedure:

#### **□ Coordinating body for the monitoring of RISCrete**

The coordinating body's main competence is to monitor the implementation of RISCrete. In addition, the coordinating body provides for the following actions:

- Specification of the actions of RISCrete
- Information sharing / cooperation with RRIC through reports / recommendations
- Provision of support to institutions involved in RISCrete governance at headquarters level and are responsible for issues of planning and documentation
- Submission of recommendations and proposals for any revisions of RISCrete.
- Collection of required documentation data for the actions
- Monitoring and data provision to the system of indicators
- Cooperation with the Special Management Services of the actions of RISCrete and with national points of HORIZON 2020
- Cooperation with GSRT
- Participation in national and international smart specialization networks
- Coordination of the 4 thematic innovation platforms and establishment of a common working methodology.

The role of the Coordinating body is assumed by an **Independent Department of the Region** which is established according to the legislation in force following a decision by the Regional Governor. The Department operates in a flexible way and its sole responsibility is the monitoring of RISCrete. The role of the Coordinator is important and acts in parallel with one more associate and the required secretarial support.

The aforementioned body is supported by **4 innovation platforms**, one per sectoral priority of RISCrete, which undertake to promote the **entrepreneurial discovery** procedure under a common methodology. The innovation platforms may be based in other institutions than are not related to the Region and have the expertise and the will to take on this responsibility for the coordination of the platforms. The role of the **Platform Coordinator** is crucial for the successful development of the entrepreneurial discovery procedure in each priority sector. The innovation platforms collaborate and mobilize their knowledge actors, entrepreneurs, collaborative schemes, banks etc. In addition, they submit recommendations / proposals to the coordinator of RIS in an effort to promote the successful advancement of the specialisation procedure. Moreover, they submit proposals for the redefinition of directions and priorities. They act together with thematic networks and the National Innovation platforms.

The independent office and the 4 platforms may be supported by **experts** who are funded in the context of ROP Crete 2014-2020 Technical Assistance.

#### □ Programme management institutions

They are independent bodies that collaborate with RISCrete governance system and manage its actions. These bodies include:

- The Special Management Services (and/or the Intermediate Management Institutions) for the Operational Programmes of the 2014-2020 programming period which finance RISCrete actions (ROP Crete 2014-2020, OP *Competitiveness, Entrepreneurship and Innovation* 2014-2020, RDP 2014-2020 etc).
- The management institutions of other Programmes (HORIZON 2020, COSME etc)

### **D.3. Innovation platforms**

The configuration process for the actions is the result of extensive consultation with stakeholders in successive meetings and the submission of proposals and their assessment and their final acceptance or rejection. Consultation leads to the creation of 4 innovation platforms which correspond to the priority areas of RISCrete (**agro-alimentary, cultural-tourism, environmental, knowledge**) and will assume the more extensive elaboration of the strategy which will narrow the focus of interventions and enhance the specification of actions through **entrepreneurial discovery**.

For each platform the coordinator will be a representative of an institution which operates in the corresponding complex and is highly specialised in the sector. Apart from entrepreneurial and research institutions there will be participation of other actors which play an active role in the branches / sectors of the complex. The participation of entrepreneurs will be sought, in particular of those with a leading role in the branches of each complex.

In particular, innovation platforms are involved in a repeating interactive procedure of consultation during which the interested parties analyse, plan and adapt investment and technological strategies to the evolving competitive environment and the market trends (entrepreneurial discovery).

The sustainability of the Innovation Platforms and the maximization of the results from their creation and operation are guaranteed by the support of the Region of Crete. This support will be in the form of technical assistance counselling, active participation of partners in their management, their enlargement potential accordingly to their orientation and the improvement of interconnections with development and collective actors of the local economy. For the successful exchange of experiences and in order to jointly undertake initiatives, horizontal cooperation and unified methodological approach will be established and will be specified by the coordinator of RISCrete.

The platforms will collaborate with international thematic networks and with innovation platforms operating at national level.

The organisation of thematic workshops on a pilot basis within the tourism-cultural complex has created a significant background in two categories of interventions that aim at enhancing cruise and diving tourism. The processing of specific strategies in these two sectors and the joint involvement of stakeholders and partners with active research and business presence in activities related to the subject matter of both tourism products have created a substantial background of policies and a grid of actions which will be most probably finalized at the next workshop.

### **D.4. RISCrete Entrepreneurial Discovery Procedure**

The entrepreneurial discovery procedure for the four complexes/ priorities will be further organized at the level of branches/ sectors through the acceleration of processes and consultations. This task will mobilise chambers, sectoral entrepreneurial institutions, enterprises, research institutions and individual experts.

The entrepreneurial discovery procedure will begin from the cultural - tourism complex which serves as the starting point of pilot upfront actions. This procedure will expand to the remaining sectors by establishing the corresponding platforms according to the governance system.

The activities of entrepreneurial procedure for each sector are divided into the following three (3) stages:

**1<sup>st</sup> STAGE: Processing of those branches that are linked to a priority complex, mapping of value chains**

Aim: (a) the collection of elements of the productive sector (gross output, employment, entrepreneurship, exports, international trends, production of scientific knowledge, skills etc) (b) the mapping of the value chain and of the cooperation structures

**2<sup>nd</sup> STAGE: Assessment of technological/ entrepreneurial potential**

Aim: (a) to elaborate a proposal for business, technological and scientific collaborations and synergies (b) to utilize the potential of allocated funds

**3<sup>rd</sup> STAGE: Organising consultation procedure**

The aim is to exchange views and to map all proposals for the optimisation of the final proposal which will be the subject for the financial programme's notice.

Diagram 5 presents the order of the RISCrete entrepreneurial discovery stages:

## **D.5. Outcome indicators per priority sector**

The regional smart specialisation strategy is monitored for its effectiveness according to a group of outcome indicators. At this stage, and until the finalisation of the outcome indicators of the National RIS, 20 outcome indicators are proposed. These indicators have been adopted by the Operational Programme ROP and the OPERATIONAL PROGRAMME *ENTREPRENEURSHIP, COMPETITIVENESS AND INNOVATION*. 15 of these indicators concern Investment Priorities which are financed by the ERDF and 5 concern Investment Priorities which are financed by the ESF.

8 of the 15 ERDF outcome indicators are specific indicators that stem from the ROP. Similarly, 7 stem from the OPERATIONAL PROGRAMME *ENTREPRENEURSHIP, COMPETITIVENESS AND INNOVATION*. 2 of the 5 ESF outcome indicators have been selected from the common outcome indicators list of the ESF, and the remaining 3 are specific indicators of the Operational Programmes.

The proposed outcome indicators for RISCrete are the following:

<b>ERDF</b>	<ol style="list-style-type: none"> <li>1. T3101 - Private Expenditure of business on RTDI in relation to the Regional GDP (percentage)</li> <li>2. T3104 - Initial stages' entrepreneurship (percentage of entrepreneurs per population of the Region)</li> <li>3. T3105 - Percentage of business turnover of enterprises operating in high added value sectors in the Region's total GDP</li> <li>4. T3107 - Patents applied for per million people</li> <li>5. T4224 - Average number of citations per paper of Greek (Impact Factor)</li> <li>6. T4201 - R&amp;D expenditure of businesses in relation to the GDP (percentage)</li> <li>7. T4223 - Number of patents</li> <li>8. T4207 - Percentage of innovative businesses</li> <li>9. T4212 - Gross Added Value (GAV) of the 9 strategic sectors of the country</li> <li>10. T4214 - Export of Greek enterprises in the 9 strategic sectors of the country</li> <li>11. T3102 - Gross Added Value of ICT's (million €)</li> <li>12. T3103 - E-government per population of the age group 16-74 (percentage)</li> <li>13. T4206 - Percentage of broadband connections of 100 Mbps or higher</li> <li>14. T4226 - Percentage of next generation broadband connections</li> <li>15. T4205 - Engagement in ICT's on behalf of enterprises (percentage of enterprises)</li> </ol>
<b>ESF</b>	<ol style="list-style-type: none"> <li>16. T3120 - Number of SME's that are still operating one year after the intervention's end date</li> <li>17. T3121 - Businesses that enhance their competitiveness</li> <li>18. T4217 - Start-ups that are still operating six months after the intervention's end date</li> <li>19. CR03 - Participants gaining a qualification upon leaving</li> <li>20. CR07 - Participants with an improved labour market situation six months after leaving</li> </ol>

## D.6. Consultation with institutions and social partners

With the 1<sup>st</sup> circular of the Ministry of Development and Competitiveness (April 2012) and by the decision 2763 / 12-9-2012 of the Regional Governor of Crete, the Program Planning Team (PPT) was established. With the coordinating role of PPT and the support of an expert consultant, the Region of Crete drafted the 1<sup>st</sup> **Developmental Planning text** which was submitted to the Ministry of Development in April 2014 in an effort to contribute to the configuration of the **National Developmental Policy Directions** of the country.

In December 2012, together with the establishment of the PPT, the Region of Crete set up a **Working Group for the Design of the Smart Specialisation Strategy of Crete**. Representatives of the Region, of research/educational institutions and of the entrepreneurs of Crete participated in the working group.

A series of technical meetings followed where various issues on the organisation, the methodology and the basic directions of RISCrete were discussed. The working group produced the 1<sup>st</sup> RISCrete Plan and subsequently undertook the following consultation initiatives:

- Organisation of 2 one-day meetings with the participation of EU experts, research institutions of Crete, enterprises and representatives of competent institutions of the public administration (17/10/2012 and 22/04/2013)
- Organisation of a special meeting of the Regional Governor of Crete with the Heads of Research Institutions and Universities of the Region
- Discussion with the Regional Innovation Council of Crete
- Technical meetings with members of educational and research institutions which resulted in the formulation of written proposals
- Technical meetings with representatives of the entrepreneurial world and of the entrepreneurial networks which resulted in the formulation of written proposals
- Technical meetings with representatives of institutions of Crete (Heraklion Port Authority, Organisation for the Development of Crete etc) which resulted in the formulation of written proposals

The 1<sup>st</sup> **RISCrete Plan** was also discussed with:

- the members of the Regional Council and
- the representatives of the Regional Association of Municipalities of Crete

The 1<sup>st</sup> **RISCrete Plan** was presented and was thoroughly discussed during international seminars:

- The peer review seminar that was hosted in Crete in September 2013 and was organised by the Seville Platform (S3). Then, the experts who had participated in the seminar sent detailed comments.
- The Creativemed seminar that was organised by the Union of Hellenic Chambers in April 2014.

**The 1<sup>st</sup> RIS Crete Plan was presented and discussed with the Commissioner on Regional Policy Mr. J.Hahn during his visit in Crete** but also with EU officials during several technical consultation meetings with the EU services.

In particular, during the public presentation which has held on 22/4/2013, the entire RIS3 strategy and its priority sectors were presented. Many proposals were formulated by representatives of various institutions and they were taken into account for the subsequent planning stages.

Innovative companies based in the Region of Crete (GRECOTEL, GAIA, MECHATRON) shared their experiences, their good business practices on technological and non-technological innovation, the development obstacles that they had encountered; they presented their strategies and participated actively in the formulation of



realistic approaches to smart specialisation. Moreover, young scientists highlighted new possibilities for innovative entrepreneurial initiatives for the provision of services in the tourism sector.

In September 2014, the Regional Smart Specialisation Strategy of Crete was opened for public online consultation. The response of the institutions was indeed remarkable and contributed with pertinent observations. 29 institutions and many individuals participated in the public consultation representing all stakeholders (entrepreneurial world, knowledge institutions, chambers, competent administrative structures, competent Deputy Governors, Municipalities etc).

The following proposals were set out during public consultation:

1. Optimal organisation of the agro-alimentary complex, the role of technology in relation to the priorities of RISCrete
2. Focus on the promotion of the Cretan diet and gastronomy
3. Focus on the integration of innovative methodologies in cultivation techniques, plant protection, enhancement of product quality and utilization of KET's in agriculture
4. Configuration of the framework of the Environmental Complex in relation to the energy sector
5. The importance of marine technologies for Crete and their integration in the complexes / priorities
6. The importance of addressing the effects of climate change through the RISCrete (risk management with emphasis on coastal erosion)
7. Integration of the social component of innovation in RISCrete
8. Organisation of the governance structure at a regional level and of the intermediate structures for the promotion of innovation and technology transfer
9. The role of entrepreneurial actors in the governance and management of resources
10. The role of universities and research centres in knowledge transfer and organisation of regional structures

#### **D.7. Indicative implementation timetable**

The indicative implementation timetable for RISCrete has been drafted according to some parameters that are dictated by the structure of the programme, its objectives and the complex consultation procedures that have been adopted.

The program has a dynamic evolution in time and requires periodic reviews and notices in order to incorporate new processes and broaden the circle of beneficiaries in line with the adjustments in its orientation.

In total, there are three rounds of notices/ calls and for the implementation in order to have the chance to redesign and assess the programme according to the prevailing conditions and results.

The indicative timetable is seen in Diagram 6. The timetable will be finalised after the definitive configuration of the Governance Structure and of the Innovation Platforms.

Diagram 6: Indicative timetable

YEAR	2014				2015				2016				2017				2018				2019				2020					
TRIMESTER	A	B	C	D	A	B			C	D	A	B	C	D	A	B			C	D	A	B			C	D	A	B	C	D
AGRO-ALIMENTARY	PREPARATION - PLANNING				PLATFORM CONFIGURATION				NOTICES/ CALLS				ASSESSMENT REDESIGNING RECONSTRUCTION OF THE PLATFORM				NOTICES/ CALLS				ASSESSMENT REDESIGNING RECONSTRUCTION OF THE PLATFORM				NOTICES/ CALLS					
CULTURAL - TOURISM	PREPARATION - PLANNING		PLATFORM CONFIGURATION		NOTICES/ CALLS				ASSESSMENT REDESIGNING RECONSTRUCTION OF THE PLATFORM				NOTICES/ CALLS				ASSESSMENT REDESIGNING RECONSTRUCTION OF THE PLATFORM				NOTICES/ CALLS									
ENVIRONMENTAL	PREPARATION - PLANNING				PLATFORM CONFIGURATION				NOTICES/ CALLS				ASSESSMENT REDESIGNING RECONSTRUCTION OF THE PLATFORM				NOTICES/ CALLS				ASSESSMENT REDESIGNING RECONSTRUCTION OF THE PLATFORM				NOTICES/ CALLS					
KNOWLEDGE	PREPARATION - PLANNING				PLATFORM CONFIGURATION				NOTICES/ CALLS				ASSESSMENT REDESIGNING RECONSTRUCTION OF THE PLATFORM				NOTICES/ CALLS				ASSESSMENT REDESIGNING RECONSTRUCTION OF THE PLATFORM				NOTICES/ CALLS					
GOVERNANCE STRUCTURE	PREPARATION - PLANNING		GOVERNANCE STRUCTURE CONFIGURATION				ENTREPRENEURIAL DISCOVERY - CONSULTATION - MONITORING - ASSESSMENT																							