REGIONE DEL VENETO

InnovatiVE
SMART SPECIALISATION STRATEGY
VENETO

Dieci anni di specializzazione intelligente regionale: risultati e nuove sfide

Il nuovo modello di sviluppo innovativo del Veneto. La strategia di specializzazione intelligente

Alessandro MINELLO
(F. Bonollo, R. Fiorentini, L. Gamberini, F. Musco, R. Roson)

12 settembre 2025
Palazzo del Bo - Padova

con il patrocinio di

Università degli Studi di Padova

Università Ca'Foscari Venezia

Università Iuav di Venezia

UNIVERSITÀ di VERONA

2 The S3 of the Veneto region

1. The Smart Specialization Strategy (S3) was **approved by the Veneto Regional Council in 2022** (Regional Council Resolution No. 474 of 29 April 2022)

2. Subsequently **confirmed by the European Commission** (Ref. ARES (2022) 4435516 of 16 June 2022)
3. This is the result of an **EDP that involved over a thousand stakeholders**, through public consultations with thematic forums, questionnaires and the InnovatiVE web portal

4. The **EDP**, that is the involvement of stakeholders, is not come to an end but is **currently ongoing and made systematic**

5. EDP as an application of a **quadruple-helix** approach (industry-government-academia-civil society)

3 What is the smart specialization strategy (s3)

1. It has been **proposed since 2008** by a group of academic experts and has become a pillar of the 2014 reform of EU cohesion policy

2. Innovation is no longer just about research and development, but encompasses a **wide variety of types of innovation**

3. S3 deals with "the areas of intervention of **greatest strategic potential**" and applies **regionally**
4. Each territory has to concentrate development intervention in **specialization areas** where it holds a **competitive advantage** in order to sustain productivity growth

5. S3 is a **place-based** development strategy, is based on **priorities** identified by an **entrepreneurial discovery process** (EDP) and involves multi-stakeholders in the governance system

4 Objectives of the S3 of the Veneto region

1. **Improving regional innovation policy**, making it work better, in the face of growing complexity and changes in competitiveness factors
2. **To enable the "twin transitions"**, digital and green of the regional economy
3. **Link S3 to NRRP** to achieve smart, sustainable and inclusive growth

The general objective is to **strengthen the level of antifragility**, **tackling complexity** by building a system of **transformative innovation policies** capable of accompanying social, economic and environmental transformation

5 Rationale of the S3 of the Veneto region

1. Introduction of a **new mode of intervention** by designing a **matrix model** and replacing the previous one, which was focused on a traditional and vertical framework
2. Move to a framework that can identify **new pathway opportunities**
3. Working between **continuity and discontinuity**, between a top-down and bottom-up approach (following Calvino's method: the "tension between opposites"), towards a **transformative innovation**
4. Overcoming the "one size fits all" model by **diversifying regional specialization and avoiding lock-in effects**
5. Enable **better adaptation** and ability to grasp the connections between ongoing regional **transformations**

6 What is new with the S3?

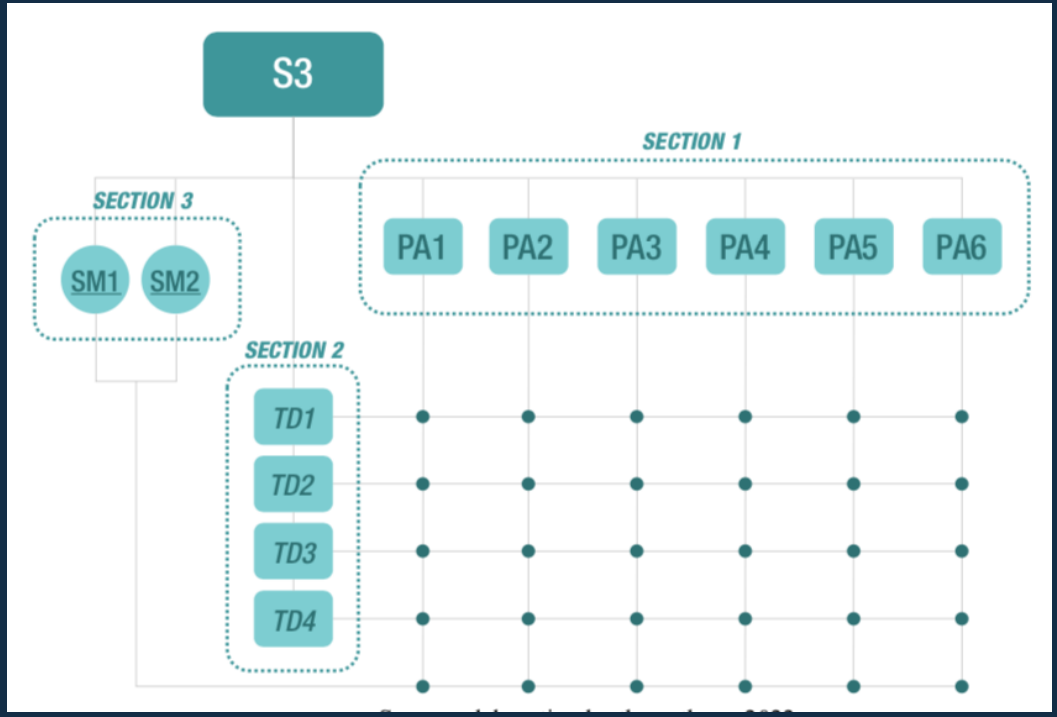
The new S3 has marked a sharp transition through a change in:

a. The framework of the model (“The Matrix”)

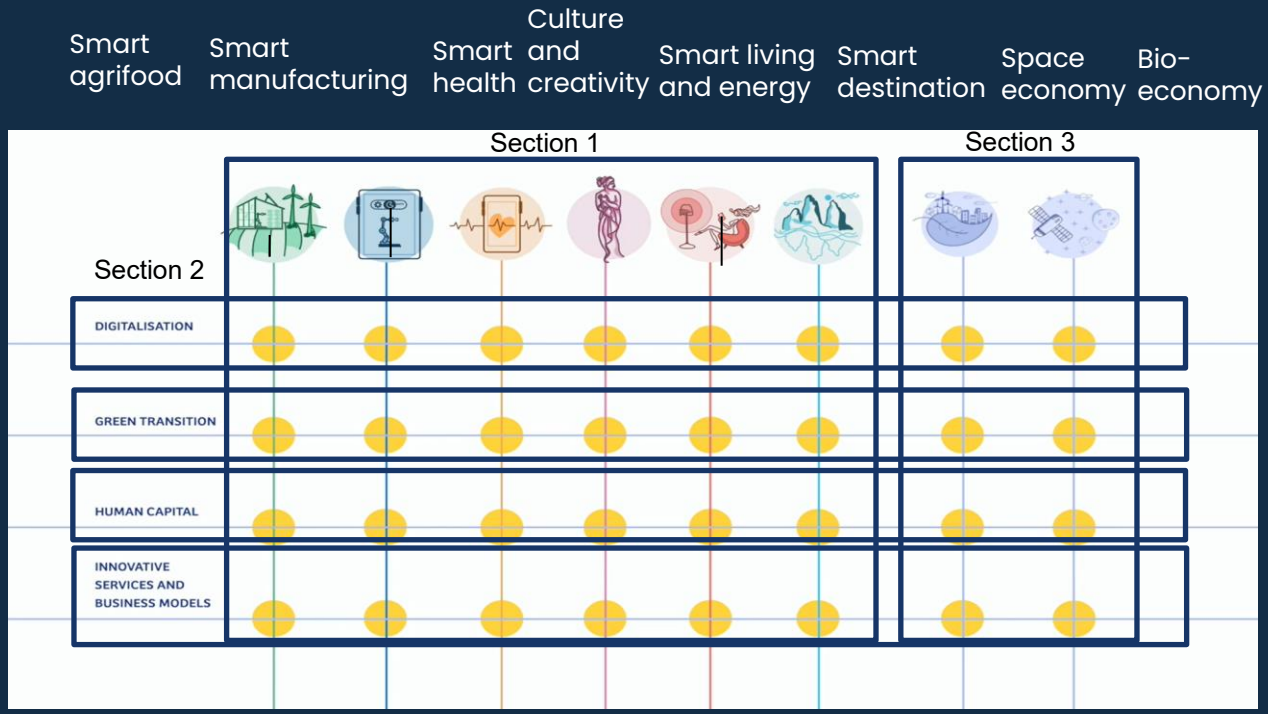
b. The content of the model (different areas of intervention)

c. The monitoring and evaluation system (“The M+E matrix”)

7 The structure of the new S3 – The S3 Matrix



8 The content of the S3 (a)



The content of the S3 (b)

Former S3

39 trajectories

Specialization Ambits (SA)

SA1 – Smart agrifood
SA2 – Smart manufacturing
SA3 - Sustainable living
SA4 – Creative industries

New S3

52 trajectories +33%

Priority Areas (PA)

PA1 - Smart agrifood (Confirmed)
PA2 - Smart manufacturing (Confirmed)
PA3 - Smart health (New)
PA4 - Culture and creativity (Partial new)
PA5 - Smart living and energy (Partial New)
PA6 - Smart destination (New)

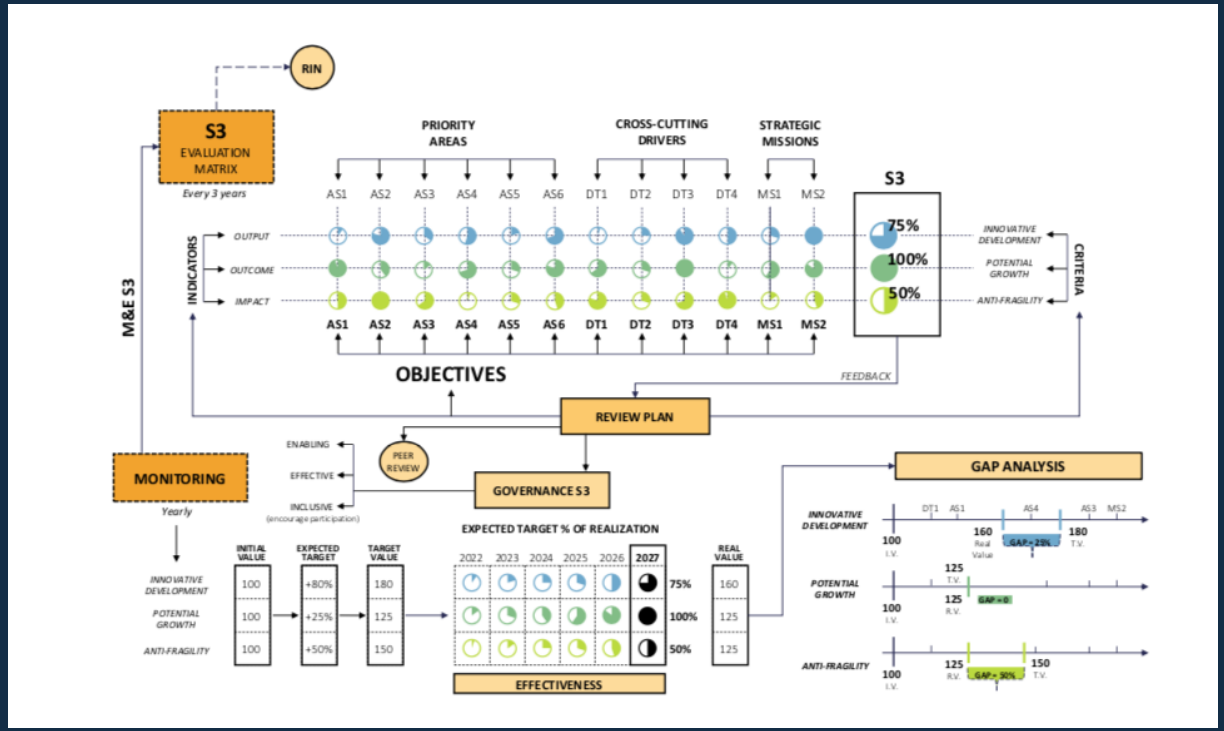
Transversal Drivers (TD)

TD1 – Digital transformation (New)
TD2 – Green transition (New)
TD3 – Human capital (New)
TD4 – Services for innovation and new business model (New)

Strategic Missions (SM)

SM1 – Bioeconomy (New)
SM2 – Space economy (New)

The Monitoring and Evaluation system – The (M+E) Matrix



con il patrocinio di

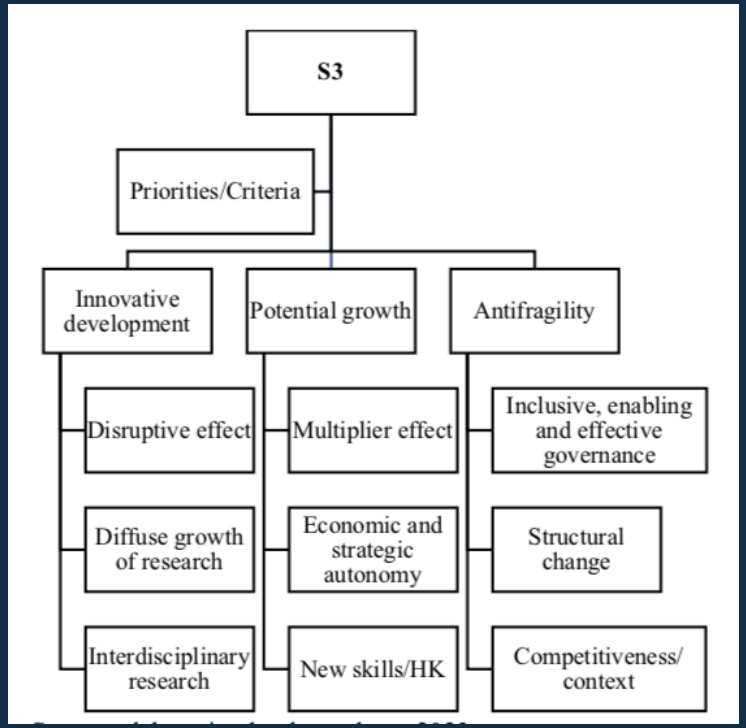
Università degli Studi di Padova

Università Ca'Foscari Venezia

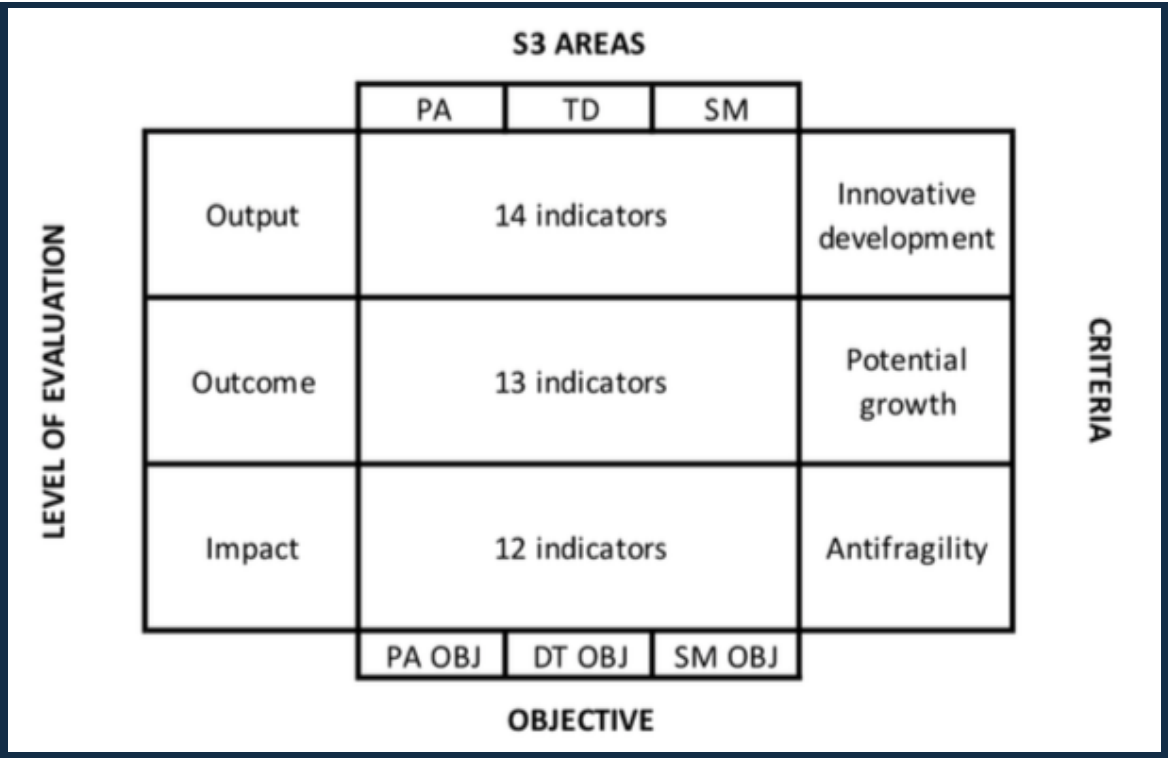
Università Iuav di Venezia

Università di Verona

The S3 (M+E) criteria/Priorities



The evaluation indicators of the S3-I.39 matrix



Greater orientation, widespread and innovation culture

First of all, it is important to **stimulate a greater general, systemic orientation towards innovation** as a competitive lever and social and environmental as well as economic progress. It is particularly important to foster a **superior and widespread culture of innovation**

Prioritize innovation projects more in line with needs and with a higher multiplier effect

Secondly, it is crucial to favor an evolution of innovative projects capable of combining innovations, both radical and incremental, **more in line with the complex needs** of the market and society. Above all, it is important to favor innovative projects with **higher multiplicative, strategic and anticipatory potential** with respect to the transformations in progress. In other words, we need projects that contemplate the enhancement of human capital, job placements, codification of innovation, new business models.

Improve the conception and management of complex innovation projects

Thirdly, it is fundamental to encourage the development by companies of **higher capacity to conceive and manage complex innovation projects** because they are aimed at multi-sectoral, transversal or supply chain areas, capable of positive impacting both the growth potential and the antifragility.

Increase innovative, efficient and effective projects

Fourthly, it should be aimed at promoting, at the RIN system level, a recovery, on the one hand, of **innovative efficiency and effectiveness** and, on the other, an increase in the level of **selection** of **quality projects**, capable of generating positive effects both transversal and of strategic innovation and aimed at the future.

Sharing successful project design experiences

Finally, it is necessary to encourage processes of **sharing successful design experiences** and to explore the theme of an **adequate design culture**, aimed not only at production processes but also at products and company organization and at enhancing employment.

Next step?

Many S3 strategies, but one M&E system at the European Level

To reduce the fragmentation of monitoring and evaluation systems, it is essential to share a common monitoring and evaluation model, agreeing on a limited number of dimensions and indicators.

The Veneto Region, given its economic role, could launch this challenge and promote a working proposal.

Each region will have its own S3 strategy, but all regions will be evaluated using the same criteria.

Thank you for your attention!

Il presente lavoro è stato realizzato con il contributo di:

Assessorato allo sviluppo economico
Roberto Marcato

Area politiche economiche
Santo Romano

Direzione ricerca innovazione e competitività energetica
Rita Steffanutto - Marco Sacco - Davide Franchin - Laura Tagliapietra - Miriam Timoncini - Monica Vianello - Fiorenzo Cazzato

Veneto Innovazione
Ivan Boesso - Maria Sole D'Orazio

Si ringraziano inoltre per la collaborazione:
Luisa Bordato
Linda Baldan
Linda Zardo
Carlo Federico Dall'Omo