"Regional Innovation Strategy for Lower Silesian Voivodeship for years 2011-2020"

- Summary

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The document was elaborated by the consortium of:

Wroclaw University of Technology – Wroclaw Center for Technology Transfer
Westpomeranian Consulting Group Ltd.

Executive team:

Luk Palmen – Team Coordinator
Anna Dmowska – Strategy implementation and financing Expert
Jacek Firlej – Innovation Expert
Jan Koch – Peer Reviewer
Daniel Owczarek – Strategy Expert
Joanna Pośpiech – PR, monitoring and evaluation Expert
Agnieszka Turyńska-Gmur – Research Expert
Genesis of the document:

For over 10 years the terms "innovation" and "innovativeness" have played a material role in a number of political, strategic and programme documents both at the European and national and regional level. The innovativeness is commonly recognised as a kind of remedy for the improvement of the competitiveness of European economies at global level. A number of challenges can be observed at present in the area of the constraints of innovative processes. The low level of social capital in Poland results in the distributed and isolated performance of many economic processes. The ability of combining own resources with external resources to create the added value is missing. Given the emerging new phenomena in the economic and political models in the world - such as: open innovation model, cluster cooperation, technological platforms, regional specializations - the enterprises from Lower Silesian Voivodeship are facing an enormous challenge related to the effective operation in these conditions.

The global financial and economic sectors followed by the crisis of the European public sector, which took place during the last few years and are still present, made the public aware that the ability to quickly react to the changing external constraints will determine whether the individual regional economies can maintain the satisfactory rate of economic development. At the same time we may expect the increase of the number and scale of the crises resulting from the growing social, economic and environmental tension in the world. Thus the ability to use new operating models (new business models), resources in the environment (network environment) and new development opportunities (project based approach) are equally important as the strategic planning.

The Regional Innovation Strategy for Lower Silesia Voivodeship for years 2011-2020, pursuant to the act dated 6 December 2006, is a strategic document of the development programme nature. The First Innovation Strategy for Lower Silesian Voivodeship was prepared and adopted in 2005 and the need of its update results from the assessment of the changes, which occurred over the last five years in the business reality of the region and its surrounding areas. However it should be noted that the mission stated in the previous document defined as "The innovativeness and answer to the challenges of the future" remains valid and the development of human capital continues to be the driving force of the knowledge based economy. The main streams of economic policy in the next years should focus of the increase of social-economical potential for the creation, diffusion and absorption of innovation.

The major changes, which took place in the region over the last 6 years include:

- start of division into significant group of enterprises registering the growth - despite the financial and economic crisis observed in the European Union and in the world - and the equally large group of enterprises that are in stagnation,
- nearly 2% of the analysed enterprises mentioned systematic cooperation with business environment enterprises and another 8% mentioned sporadic cooperation,
- the relatively low activity of enterprises from Lower Silesia region in maintaining the relations with scientific institutions in relation to the activity of the enterprises in other voivodeships,
- justification of the lack of cooperation with scientific institutions by the majority of the enterprises, which do not keep contact with such institutions, with the lack of need to establish such cooperation or lack of time,
- concerning fact that 30% of the analysed enterprises did not feel the need to make changes within their organisations,
- increased employment of young employees at scientific institutions (renewal of the staff),
- increased revenues of scientific institutions cooperating with the enterprises, while the other main institutions focus mainly on didactic activity and basic research,
lack of ready offer of scientific institutions for the enterprises looking for innovative products or methods of changing the production processes into innovative processes,

- clear polarization among the business support institutions into the numerous group of very active and energetic entities with strong human, financial and technical resources and equally numerous group of passive entities conducting apparent activities that do not bring real effects.

Despite some negative factors it should be stressed that Lower Silesian Voivodeship is one of the business leaders in Poland. It is in fourth place in respect to the generation of the country's GDP and in second place in terms of value per capita right after Mazowieckie Voivodeship.

The key factors contributing to innovative development include:

- co-creation of value together with the customers and acquisition of knowledge from the users,
- global acquisition of knowledge and creation of cooperation network,
- effective protection of intellectual property,
- reacting to global challenges,
- using public services as the innovation carrier.

Innovativeness as a method of creating new values (decrease of the costs or increase of revenues) is a process encumbered with high risk. The increasing risk level encountered by the businesses in their daily operations requires increasing predictable and effective regional environment as “the supporting infrastructure of knowledge, tools and resources” used in the change processes.

The analysis of the situation in Lower Silesian Region indicated that the region has the sectors and segments characterised by the substantial dynamics of innovative development over the next years. These sectors could be the driving force of innovative development of the economy and could contribute to the dynamic growth of the voivodeship and these sectors include: chemical industry, pharmaceutical industry, automotive industry, electrical industry, including the production of radio and TV equipment and house appliances and other equipment, IT sector and mining/raw materials industry.

At the same time we can observe the number of emerging sectors, which through do not have significant share in the regional economy, still have high development potential and their significance for the innovativeness of the region will be increasing in the future. These sectors include: production of healthy food, production of modern materials, industrial design, electronic industry, construction of machines.

On the other hand the scientific-technological specializations in Lower Silesian Region could be indicated, which are characterised by the high innovative-implementation potential. These include: chemical sciences (including the material engineering and nanotechnologies), medical sciences, biology and biotechnology, pharmaceutical sector, food sciences, environmental technologies, measurement and communication technologies, mechanics and automatics and civil engineering.

The main challenge facing Lower Silesian Voivodeship concerns the provision of comfortable living conditions for its population, which would be more competitive that the conditions offered by other regions of Poland and Western countries. Due to the process of ageing of the society, the skilled, specialised and experienced individual is becoming the most valuable resource in the European Union. In order to build the knowledge based economy, Lower Silesian Voivodeship has to
strengthen the basis of creativity, entrepreneurship and innovativeness among young population of the region starting from pre-school education and finishing with higher education. The next step in the development of an individual concerns the assurance of opportunity for shaping his/her own future either through the flexible market enabling the undisturbed conducting of own activity or through assurance of the access to the attractive jobs at the enterprises operating in the region. The knowledge based economy characterised by the emergence of increasingly interesting ideas and projects followed by their translation into the solutions innovative for the economy, requires the creation of appropriate environment. The open attitude of the enterprises to new and perspective ideas should be supported by the business support institutions within the scope of various business cooperation networks. The region needs active brokers of the technology, who would initiate the process of emergence of new consortia for the purpose of execution of bold technological, product and market projects. The talented scientists and specialists from various sectors are the wealth of the region. The building of the region’s potential in this direction should focus on the development of regional specializations, building of the competence centres concentrated around these specializations and supporting the cooperation relations within these centres, inter alia within the international scientific networks and clusters.

The local government of Lower Silesian Voivodeship recognising the aforementioned changes in the economy accompanied by the new challenges and considering the current constraints of innovative development, decided to start the works on updating The Regional Innovation Strategy for Lower Silesia Voivodeship for years 2011-2020, with this document being the result of these works. It was equally important that the new version of the Strategy was created based on the consensus developed among the representatives of key business, scientific-research, educational and local government sectors of the region. The process of preparing the solutions contained in this document involved 33 representatives of the Regional Innovation System working within three Working Groups and 19 members of the Steering Committee, who performed the consulting and supervising role in relation to the deliverables. Both the Working Groups and the Steering Committee played material role in the verification of the preliminary version of the documents and their modification, which allowed the knowledge and experience of their members to contribute to the improvement of the proposed content. The numerous groups participating in social consultations also played a major role in the determination of the final provisions of the document.

**Mission:**

*Lower Silesia – an inspiring place for innovation*

**Vision:**

In 2020 the competitive position of Lower Silesian Voivodeship in Central Europe as one of the Polish innovation leaders resulted from the strong cooperation relations in modern and dynamically developing sectors of economy. The new innovative businesses continuously emerge around the existing entities, which were created on the basis of the ideas of exceptional talents, who graduated from Lower Silesia universities. The choice of Lower Silesian Voivodeship as the place to live and work was determined in their case by the high living standards, exceptional opportunities of development of their ambitions and business environment ready to support new risky initiatives.

The appropriate infrastructure within the scope of regional innovation system creates favourable conditions for the creation, diffusion and absorption of innovations. The developed infrastructure fully supports the education system in the interest of innovations and creation of new values in the society (trust, openness), which in turn has beneficial impact on the initiation of various forms of cooperation between the business, scientific and local government environment. Lower Silesian Region has in place the effective and consistent system of business environment institutions supporting the
innovative development of the enterprises and thus of the region. They provide high quality pro-innovation services targeted at micro, small and medium enterprises. They are effective broker between the enterprises and their scientific and business partners, both in respect of bilateral technology transfers and in the creation and support of multidimensional cooperation relations. The common accessibility of electronic services in mobile and stationary layout thanks to the appropriate infrastructure substantially facilitates making quick decisions on the creation of another consortia and initiation of new scientific, technological and business projects.

The region has consistent and flexible higher and continuous education system guaranteed by the appropriate staff to create and implement the innovations. The higher education is a magnet for young people with rare talents. The knowledge society in Lower Silesia region has the experienced staff at all levels, flexible and quickly supplementing its knowledge, open to changing the profession. It is supported by the highly effective education system, strongly related with practical learning. The appropriate social capital forms the basis for the new relations in private and professional life. There is extensive culture of creativity and participation in social life, which is reflected in the creative skills and readiness to implement the changes for the common good. The pro-innovation employee incentive systems awarding the creativity, initiative and ability to implement the changes are commonly observed at the enterprises.

Wrocław Metropolitan Area (WrOM) together with other economic development centres of the region is the core of the innovative potential of Lower Silesia. These innovations created in these areas made Lower Silesia the European innovation centre. The effective concentration-diffusion processes allowed to build strong growth centres, which have positive impact on their surroundings. Within WrOM, Wrocław performs the role of the centre of new technologies and innovations, being the metropolitan centre of international significance. As a leading economic centre of the region, WrOM is the place of concentration of human resources and modern technology industries. Its area accommodates the seats of the international companies and agencies, which appreciate the convenient location in the European space, access to highly skilled staff, strong research-development potential of the region and the administration environment supporting the direct investments and conducting innovative activity.

**Strategic and operating objectives and directions of activities:**

The following assumptions were followed in the development of strategic, operating objectives and directions of activities:

- The strategy defines the main challenges and goals faced by the Region, which will be executed by all participants of the Regional Innovation System and not just by the local government authorities of the voivodeship.

- Because of limited resources (caused by the new assumptions of EU structural policies and the assumptions of Europe 2020 Strategy), which will be available to the Regional Innovation System in the near future, the strategic objectives and proposed directions of activities will be focused mainly on the regional specializations representing the appropriate potential for the creation of added value for the voivodeship. As a result the actions for balancing of innovative development of the region (in terms of the territory and the sector) will not have a priority nature.

- In order to consider the innovation needs existing outside the regional specializations, each strategic objective considers however the basic directions of the actions of horizontal nature.

The strategic and operating objectives serve the purpose of execution of the vision designed for Lower Silesian Voivodeship. They are the answer to the key challenges and define what the regional
authorities want to achieve in order to ensure the innovative development of the region and the method of executing these assumptions.

**Strategic objective 1. Strengthening of innovative skills and attitudes, which are of key significance for the knowledge based economy.**

**Operational objective 1.1. Development of entrepreneurship and innovative attitudes.**

The non-school and extracurricular programmes developing the creativity and entrepreneurship of children and youth should be actively supported during the next years within the primary and secondary education system. Similarly the current entrepreneurship promotion programmes at the universities concentrated around the activity of academic business incubators should be continued and developed. The academic institutions should undertake more systematic activities in this area by integrating their initiatives with external support offered by the proinnovation business support institutions. The priority should also concern the introduction into doctoral studies curriculum of the courses in the area of research projects management and commercialization of the results of scientific research.

The activities undertaken outside the traditional educational system addressed at the broad range of the recipients representing all groups of regional society will be equally important. It is necessary to execute the consistent information-promotional activities of regional outreach, disseminating the knowledge and promoting the innovative attitudes inter alia through the development and dissemination of educational materials and organization of the conferences, training, workshops and competitions dedicated to the issue of innovativeness.

The activities at the local level making use of institutional potential and human relations at the county/municipality level also play a material role in the development of the region’s innovativeness. The local governments, which are the administrative host of their county/municipality should develop their own programmes and initiatives supporting the innovativeness at local level. They need however the support in the area of strategic planning and acquisition of financial resources for innovative projects. The optimum solution would concern the assurance of a support by the Voivodeship Administration in the form of expert consulting services for the municipalities and counties in respect of the consideration of innovativeness in the local development strategies and other strategic/programme documents and in the area of acquisition of financial resources from the public programmes and other sources financing the proinnovation solutions. The improvement of administrative activity of local government entities including the implementation of innovative solutions in the area of work organisation will play important role as well.

**Directions for action:**

1.1.1. Support of creativity and entrepreneurship programmes for children and youth.
1.1.2. Support of the entrepreneurship support programmes at academic institutions.
1.1.3. Implementation into the programme of doctoral studies of the courses in the area of the commercialization of the results of scientific research.
1.1.4. Creation of regional promotional programme "Lower Silesia Region – the Polish Innovation Leader”.
1.1.5. Stimulation of local initiatives of local government entities for the innovation.

**Operational objective 1.2. Inclusion in the educational offer of academic institutions of the innovative needs of the employers through the incorporation of their representatives into the process of preparation of the educational plans and programmes.**

The appropriate reaction of academic institutions to the demand of the economy is a very urgent matter. It is known already that the Polish labour market will have in the next decade the deficit of a
few dozen thousand engineers - thus the actions should be undertaken to increase the number of graduates of engineering studies. The idea of involving the businessmen and associations/business networks in the process of preparation of the educational plans and programmes at academic institutions becomes an important issue as well. The educational offer of the academic institutions and the educational system itself as well as the forms of education should be continuously verified and assessed by the representatives of the economy.

The priority role in the determination of the educational framework should be assigned to the regional leaders of the individual sectors of the economy - enterprises representing the material development potential, ready to guarantee the employment for the selected part of the graduates taking the classes or conducting specialist research within the scope conforming to the operating profile of the company in exchange for the participation in the programme of determination of curriculum content.

The academic institutions should develop over the next years their contacts with the enterprises in the area of education and together with other labour market institutions develop the system of monitoring of the professional career of the graduates and the demand for the key professions. The participation of business entities in the development of the substantive content of the courses creates additional opportunity for the identification of the completely new educational areas of priority significance for Lower Silesia region.

**Directions for action:**

1.2.1. Consideration of innovative needs of the employers in the plans and programmes of the 1st, 2nd and 3rd level studies conducted by the academic institutions.

1.2.2. Consideration of innovative needs of the employers in the plans and programmes of post-graduate studies and specialist courses conducted by the academic institutions.

**Strategic objective 2. Increased chance for the success of innovative business projects.**

**Operational objective 2.1. Provision of effective support for the enterprises in the form of capital, knowledge and infrastructure within the scope of Lower Silesian Innovation System.**

The range of non-financial support services provided by the proinnovation institutions in the region should be increased over the next few years and the number and quality of these services should be increased as well. The development of non-financial proinnovation services requires better utilisation of the creative potential of the employees of the business support institutions (preparation of the implementation models of subsequent services) and the support of other participants of Lower Silesia Innovation System - mainly in the context of the promotion of current and new services.

Answering the needs of the enterprises, it will be necessary to increase the availability and development of the instruments of financing the enterprises of innovative nature, offered to small and medium enterprises on terms better than market conditions and to provide extra capital for the institutions involved in the financial support. On the other hand considering the territorial cohesion - without creating however the duplicating structures - the actions should be undertaken to strengthen the network of business incubators and technological (industrial) parks in the voivodeship (diffusion model). The development of these institutions should be supported and in respect of the incubators - the new ones should be created as well.

The local government units should play an important role as well, which through appropriate public procurement policy could decisively increase the regional demand for the innovative products and
services. The appropriate network of cooperation of these entities for the innovative development of the region should assist in the preparation and dissemination of the new operating models in the region utilising the public-private partnership institutions.

The dissemination of the innovative culture at the enterprises represents another key need. The innovative attitudes should be present at all levels of organisational structures of the enterprises.

Directions for action:
2.1.1. Enhancement of the catalogue of non-financial proinnovation services provided by the business support institutions, increase of the number of these services and the improvement of their quality.
2.1.2. Increase of availability of financing of the innovations though the development and dissemination of financial instruments and products.
2.1.3. Development of the network of incubators and technological/industrial parks in the voivodeship
2.1.4. Utilisation of public procurement by the local government entities for the innovative development of the region.
2.1.5. Creation of innovative culture at the enterprises.

Operational objective 2.2. Support of research-development activity within the enterprises.

The vast majority of innovations are created at the enterprises themselves - in cooperation with external counterparties or within the company’s research-development departments. The development of own R&D infrastructure and the support for the research and development activity conducted based on that infrastructure is very important for the strengthening of the innovative potential of the enterprises. This activity plays an enormous role in the innovation creation processes, however it is associated with high risk reflected in the substantial financial burden, especially in the case of small and medium enterprises, which in addition to the development of their own R&D potential should also use the possibilities of executing the industrial research and development works based on the infrastructural resources of academic institutions and other scientific institutions specialising in the provision of services in this area.

The region’s economy is still dominated by the approach assuming the purchase of ready technological solutions, frequently not completely meeting the specific situation and scale of operations of the enterprises. The development of own R&D infrastructure, in addition to subsidy assistance and access to preferential sources of repayable financing, should be strengthened by activities of an indirect nature.

Directions for action:
2.2.1. Development of R&D infrastructure at the enterprises.
2.2.2. Support for research-development activity executed by the enterprises.

Strategic objective 3. Increase of innovative potential of Lower Silesian Region scientific institutions.

Operational objective 3.1. Obtaining the position of the Polish leader in the regional scientific-technological specializations.

The data from the last few years allow to identify some areas of scientific-technological specialization of Lower Silesian Region. These specializations to a substantial degree match the economic specializations of the region mentioned in the description of objective 2 of the Strategy.
situation creates strong grounds for programming of the development of scientific entities representing the highest potential considering the option of strong cooperation with the business within the scope of the competence centres. The competence centres would be accumulating the potential of various scientific entities operating in the given area and create the synergy effect targeted at the supply of the innovations for the economy. The competence centres, which have been already initiated and which received the substantial resources for the investments and research programmes should be consistently supported so that they could dynamically develop based on the increasingly competitive offer of services for business entities. The material role will be also played by the cyclical foresight initiatives mentioned in measure 4.1.3 and analyses mentioned in measure 4.2.1, which should inter alia identify the new areas of growth, within which it is worth supporting the creation of subsequent competence centres.

**Directions for action:**
3.1.1. **Creation of competence centres at scientific entities operating within the regional scientific-technological specializations.**
3.1.2. **Development of the competence centres at scientific centres operating within the scope of regional scientific-technological specializations.**

**Operational objective 3.2. Improvement of the processes of knowledge commercialization at scientific entities.**

The common weakness of the scientific entities of the region (and the whole of Poland) concerns the moderate activity in the area of commercialization of the knowledge and new technologies. Even these academic institutions of the region, which are the leading institutions in Poland in terms of the number of patent applications and obtained patents, cannot cope well enough with the transfer to the economy of the generated results of the research works.

The innovative development of the research sector and the effective utilisation of the European funds during the next ten years will be possible only when the implementation activity and the association with the regional, national and global economy will become a fact rather than a postulate. On one hand the strengthening of the knowledge commercialization centres (technology transfer centres and other similar entities established for that purpose) will be required for the professionalization of the cooperation with business entities and provision of the scientific community with information on the current economic demand for the determined subjects/results of the research works. On the other hand the programs of development of competences and qualifications of scientific staff and doctoral students should be prepared in the area of commercialization of the results of the scientific research and contacts with the economy.

The doctoral students, who have the largest potential in the area of adaptivity and creativity are a special group, on which the undertaken activities should be focused. Targeting the competence and qualifications development programmes and scholarship programmes at the doctoral students is the reflection of the strategic approach.

**Directions for action:**
3.2.1. **Strengthening of the knowledge commercialization entities created at the scientific entities for the improvement of quality and comprehensiveness of the provided services.**
3.2.2. **Development of the competences and qualifications of the scientific staff and doctoral students in the area of knowledge commercialization and cooperation with business entities.**
3.2.3. **Scholarship programmes for doctoral students supporting the research works representing high application potential.**
Strategic objective 4. Development of cooperation in the economy in the innovation area.

Operational objective 4.1. Creation of the conditions for the development of cooperation in innovation area.

Lower Silesian Innovation System should develop over the next decade based on the cooperation of various scientific-economic communities. The idea of cooperation conforming to the open innovation model should be promoted to more effectively support the innovative potential of the region.

Therefore the focused promotional activities are required regarding the open innovation model executed both by the local government authorities and the business support institutions. The creation of the cooperation platforms is however a base to build the trust - the competition should not be perceived just in the category of the threats. The business support institutions should perform the role of the cooperation initiators as natural centres intermediating in this type of processes.

The performance of the research and preparation of the reports regarding the processes occurring in the area of regional innovativeness and their current and forecasted constraints will also play an important role in the development of the cooperation. This activity should specifically concern: foresight type initiatives on sector and technological issues and the challenges for region’s economy and analyses of the changes to the research potential and cluster potential of the region.

Directions for action:
4.1.1. Promotion among business entities of the cooperation based on open innovation model.
4.1.2. Development of the knowledge and qualifications of the staff of business support institutions in respect of animation of cooperation in the innovativeness area.
4.1.3. Cyclical organization of foresight type activities on sector and technological issues and challenges to region's economy.

Operational objective 4.2. Increase of the number of enterprises cooperating with other entities in the area of innovativeness within the clusters.

There is a common consensus in the European Union that the cluster cooperation relations in the economy are the appropriate path for the innovative development of the regions. The activities aimed at the development of cluster initiatives should be preceded by the current analysis of the potential of regional economy in this area. The support should be provided both to the development of already existing cluster structures and the structures that are in the seed stage. The special support should be provided to the projects, which are directly targeted at the creation, diffusion and absorption of innovations. It should be expected that the affiliation of a business entity to a cluster will increase the chance of the enterprise for survival and development and will also contribute to the increase of the obtained revenues and profitability, expenditures for innovations and level of employment.

The cyclical analytical studies will allow to identify the new cluster environments and the assessment of readiness of economic centres to utilise the market opportunities emerging on international markets.

Directions for action:
4.2.1. Cyclical assessment of the potential of regional economy in terms of initiation of new cluster associations.
4.2.2. Support for the development of the clusters and cluster initiatives.
4.2.3. Support for the innovative cooperation projects executed by the clusters and cluster initiatives.

Operational objective 4.3. Development of the cooperation of regional proinnovation institutions for the enterprises.

The comprehensive nature of the obtained support is very important for the businesses using the services of proinnovation institutions, while the high quality of the services and short period of their execution is nearly equally important. This comprehensiveness is however limited by the specialization of individual proinnovation institutions and the scope of the projects currently executed by these institutions. Only close cooperation between the proinnovation institutions can maximise the benefits obtained by the businesses. This cooperation should include:

- Mutual knowledge of the current offer for the businesses enabling the transfer of customers,
- Mutual information-promotional activity targeted at the convenient and full access of the businesses to information on the institutions and services in the region,
- Periodical discussion meetings constituting the forum for sharing good practices, review of common plans, initiation of cooperation within the scope of new projects etc.,
- Standardization of selected proinnovation services,
- Jointly executed proinnovation projects (within the scope of the consortium),
- benchmarking of the activity and obtained results.

The potential formalization of the cooperation can substantially strengthen the bargaining position of the institutions in the context of the ability to participate in large international proinnovation projects.

Directions for action:

4.3.1. Development of information-promotional cooperation of proinnovation institutions and the exchange of good practices.

4.3.2. Building the regional partnerships of proinnovation institutions for the development and provision of common proinnovation services targeted at the enterprises.

Implementation system:

The method of execution of the adopted objectives and directions of activities and the frameworks for the mechanisms of controlling the strategy implementation processes defines the implementation system of The Regional Innovation Strategy for Lower Silesian Voivodeship for years 2011-2020 (RSI WD). The involvement of all communities forming the Regional Innovation System is necessary to ensure the appropriate scale and consistency of the executed activities. The immediate entities, whose activities fulfil the objectives of RSI WD are the innovators (investors) and innovation companies. These entities should be supported by the activities of appropriate organisational units of the local government voivodeship administration entities and other local government units and regional business support institutions, which by executing the proinnovation projects (either on their own or in a partnership) will be contributing to the increase of innovativeness in various areas of the region. From the supply perspective, the proinnovation activity of the science and education sector entities is very important as it ensures the availability of the modern technological and organisational solutions and the appropriately educated human resources, capable of effective functioning on the labour market under the knowledge based economy conditions.

The implementation of The Regional Innovation Strategy for Lower Silesian Voivodeship requires therefore a broad consensus and cooperation to support the innovativeness development in the region. The appropriate implementation structures adopted in the strategy, which would have at
their disposal the effective tools coordinating the activities supporting the innovators and the innovation system participants cover all elements of the system. For this reason the implementation of the strategy will have both direct nature focusing on the execution of the identified tasks by the structures of the Marshal’s Office and the indirect nature - through initiation and coordination of the activities undertaken by other participants of the innovation system and influencing the decisions made by these participants.

The execution of the objectives and activities assumed in the strategy will take place based on three year cycles associated with the execution of subsequent Executive Plans to RSI WD containing the concrete initiatives, competitions and activities envisaged for implementation during the given period.