



Technopolis - Tatjana Guznajeva, Juanita Garcia Gutierrez, Ana Oliveira, Matthias Ploeg

Leadership determines the success of policy approaches and instruments in stimulating innovative job creation and in addressing other labour market effects

The project team has reviewed dozens of different policy documents, strategies for each case study. It was noticeable that the policymakers across all regions are aware of the key components that stimulate innovative job creation. Specifically, all examined regions have formulated policies/measures to stimulate innovation, digitisation, entrepreneurship, industrial development, education/training, migration of high-skilled labour etc. In some cases, there is a high degree of similarity between the policy approaches and instruments of different regions. This could be explained by a few factors:

- Compliance with the overarching EU strategies, policies, regulations and recommendations;
- High reliance on the EU expertise and funding, especially in less developed regions. Thus, the main policy instruments in these regions are designed, funded by the EU, and then deployed across several EU regions;
- Best policies, practices are widely shared with the policymakers across the EU and promoted by leading experts, stakeholders.

Despite similarities of adopted policy approaches, their success varies across the regions. The discussion with the policymakers revealed the main condition for success – leadership. It is argued that many regions suffer from a lack of leadership at two levels: at the level of a policy design and at the level of implementation. Several policymakers admitted that they struggle to be both the visionaries/strategists and the managers that effectively coordinate implementation of the designed strategy.

In view of this, the following success factors of the policymakers have been identified:

- Evidence-based approach to policy design;
- Continuous learning of good policy practices in other regions/countries;
- Involvement and mobilisation of relevant stakeholders in the policy design;
- Development of a clear and comprehensive medium/long-term vision/strategy, characterised by coherence with other policies/strategies and capitalisation on synergies;
- Strong political commitment to the medium/long-term vision/strategy across all relevant public organisations;
- Effective coordination of policy implementation;



Technopolis - Tatjana Guznajeva, Juanita Garcia Gutierrez, Ana Oliveira, Matthias Ploeg

- Assigning clear responsibility/mission to each implementing organisation to make it responsible for a specific outcome;
- Monitoring and evaluation of the policies;
- Dissemination and knowledge sharing of lessons learned.