



Institute for Systemic Management
and Public Governance

University of St.Gallen

*"From insight
to impact"*

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Cross border cooperation in a knowledge economy: The example of the International Lake Constance University



International Lake Constance Region







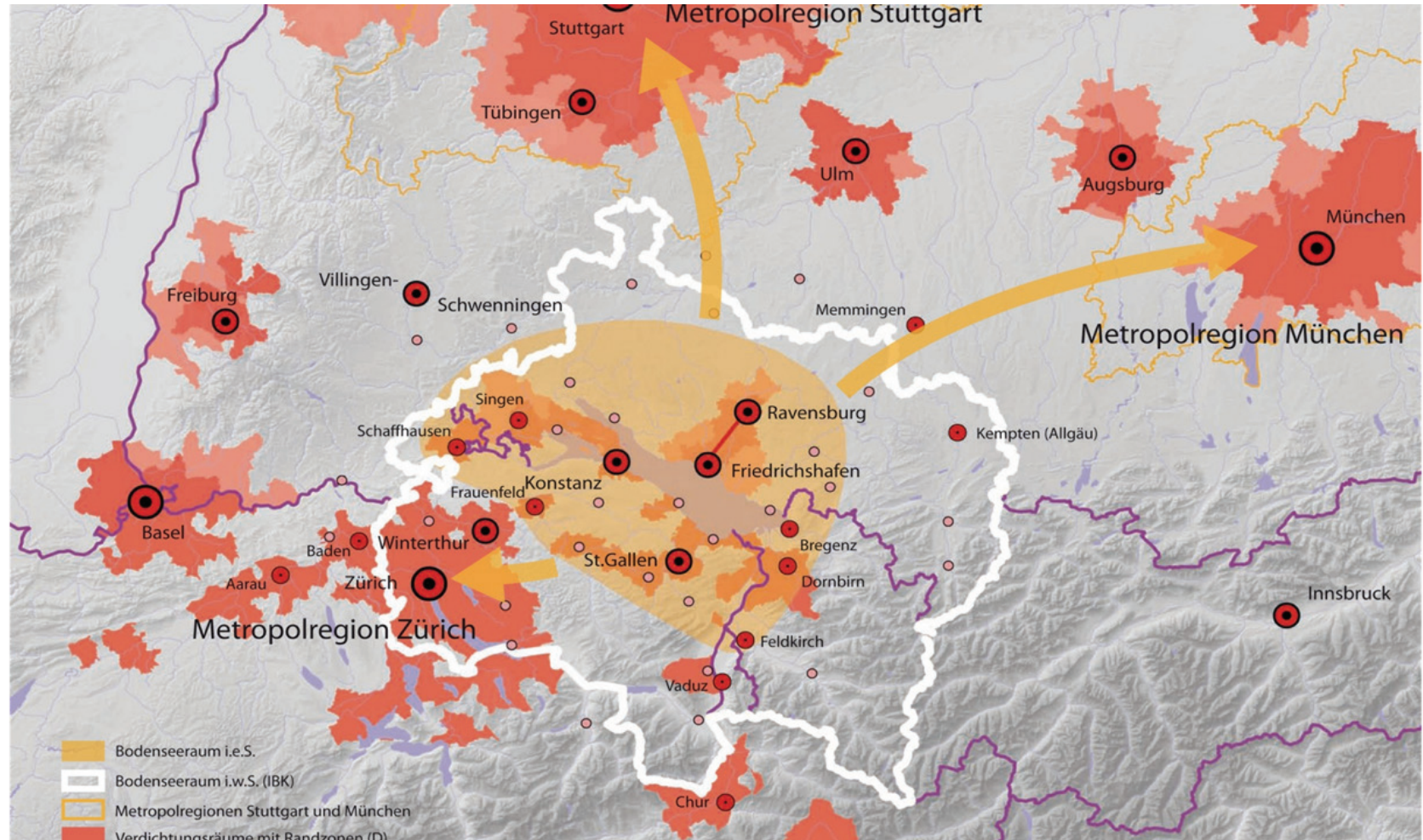








A Border Region between 3 Metropolitan Areas



Facts and figures

- 10 states/cantons in 4 countries A-CH-D-FL
- Average population density 300-700 p/km²
- Drinking water reservoir for about 5 Mio. people
- About 3.9 Mio. inhabitants (+ 8.7% from 2000 – 2012)
- Strong polulation groth
- Growth of employees
- Strong manufacturing sector (26%)
- GDP 2011: 205 billion € (higher than the national GDP of Finland)
- Tourism destination for more than 10 mio. overnight stays p.a.



High potential of innovative firms



1. A long tradition of innovative entrepreneurs and companies
 - e.g. Zeppelin, Dornier, Maybach
2. A large number of world market leaders
 - e.g. Hilti, Doppelmayr, Leica, ZF, Airbus, EADS
3. Leading rankings in innovations performance measurements

Cross-border labour market

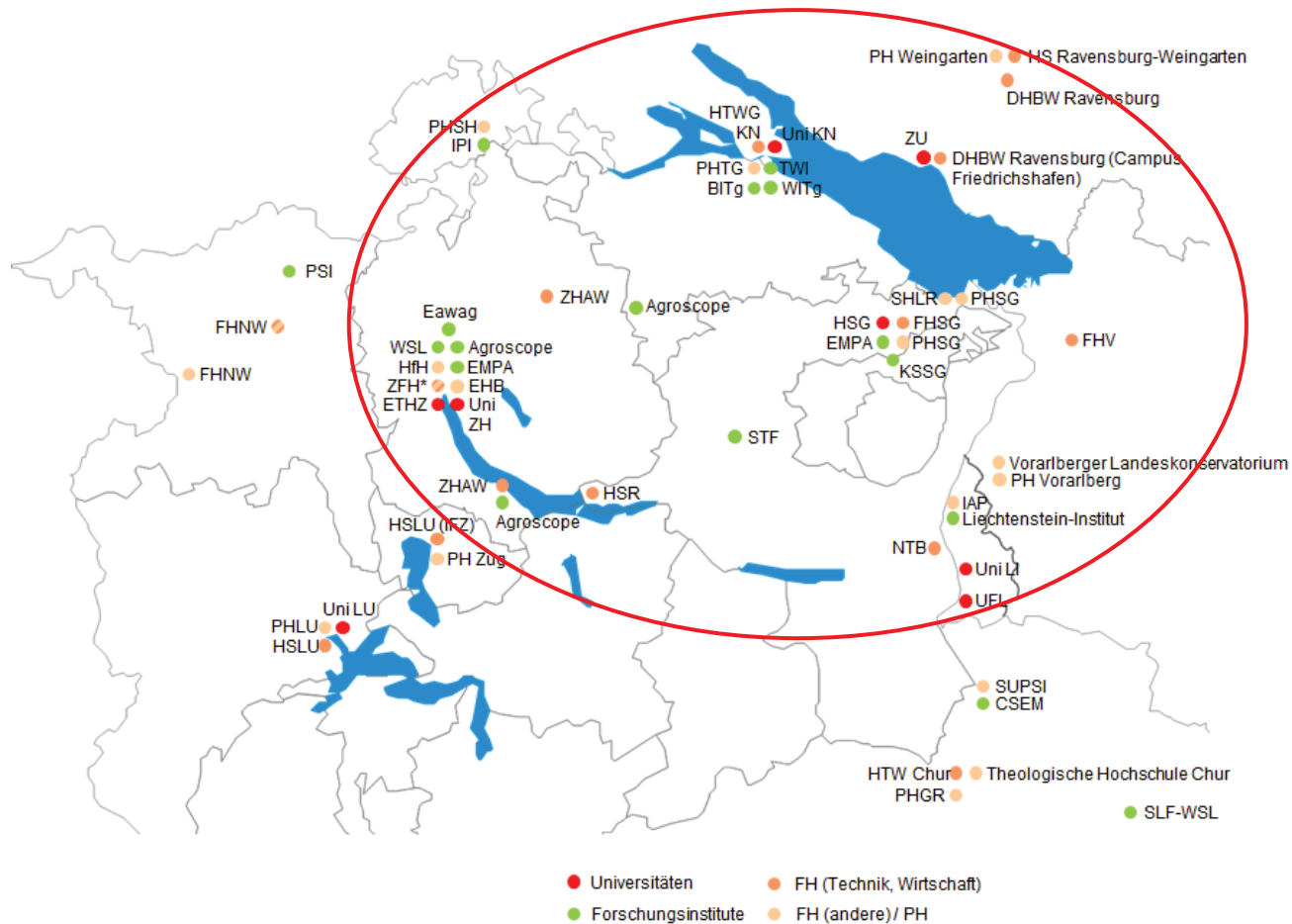
Cross-border commuter flows in the Lake Constance region (2012)



Source: www.statistik-bodensee.org



Large number of research institutions



* Zusammenschluss von ZHAW, ZHdK, PHZH und HWZ

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Many cross-border institutions and actions



Quelle: Scherer 2011



Long tradition of cross-border cooperation

- **phase of formation:** mainly due to the consequences of industrialization and with a strong focus on the utilization of the common good 'Lake Constance';
- **post-war phase:** exchange over national borders and to improve international communication;
- **phase of environment:** about the 1960ies severe conflicts between economic growth and protection of the environment (especially of the potable water of the lake)
- **phase of regionalization:** 80ies and 90ies driven by the efforts of local and regional actors to counterbalance the strengthening of the national level, bringing along the foundation of the spatial planning conference and the formulation of common guide lines for the development of the cross-border region;
- **phase of Europeanization:** intensification of co-operative activities as well as the foundation of new cross-border institutions in parallel to European initiatives on cross-border integration
- **INTERREG-phase:** with broad initiatives from all different sectors of society, and economy focusing on the financial support of the European Union (INTERREG programs).

Quelle: Scherer 2011



Different functions of borders in border regions

1. Border-barrier effect

- Disadvantages because no exchange takes place across borders and the region is peripherally by the national centers

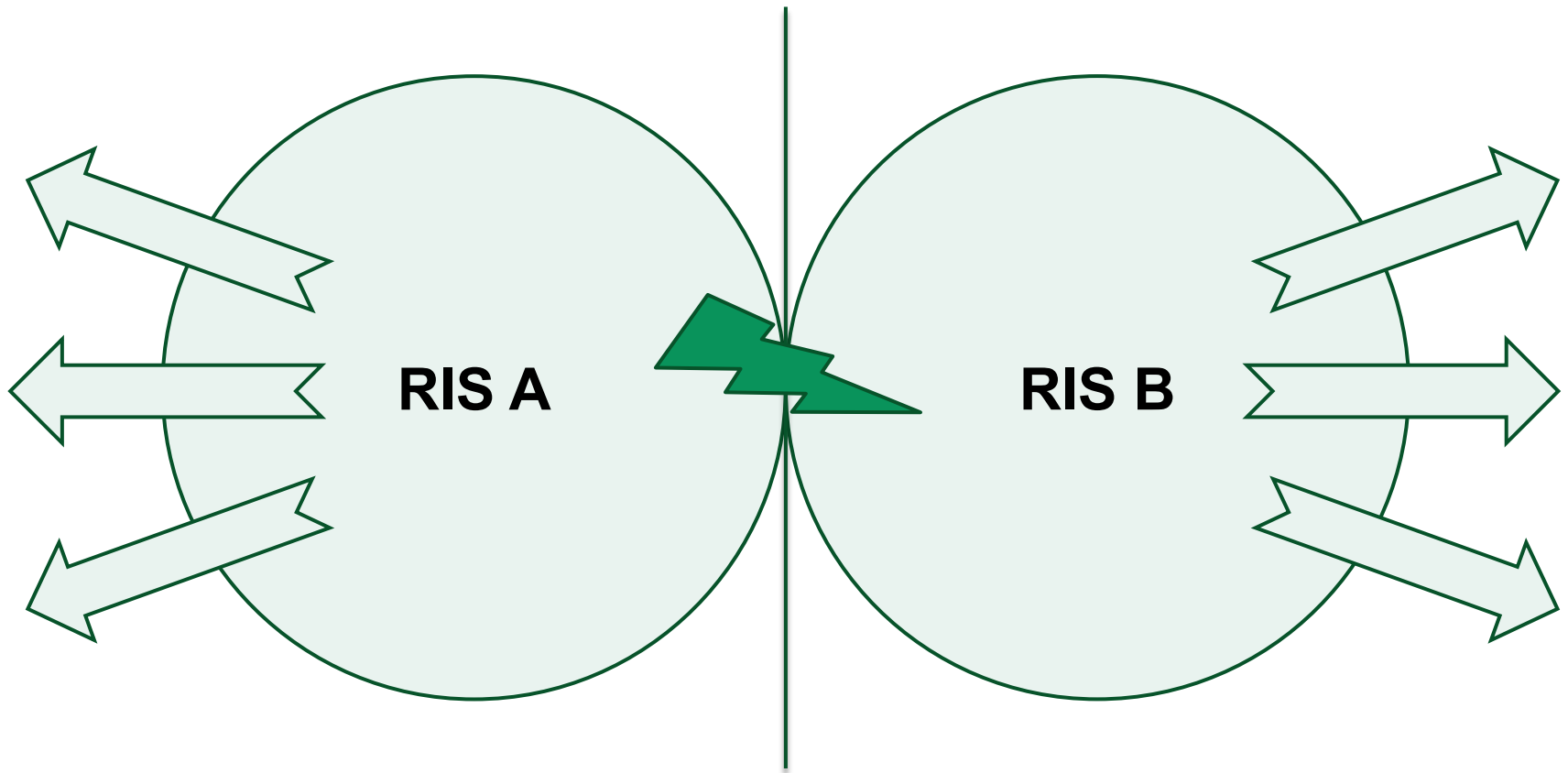
2. Filter effect

- Border regions are characterized by different national political and economic systems . The border acts as a discriminatory mediator, which can lead to positive and negative effects

3. Open border effect

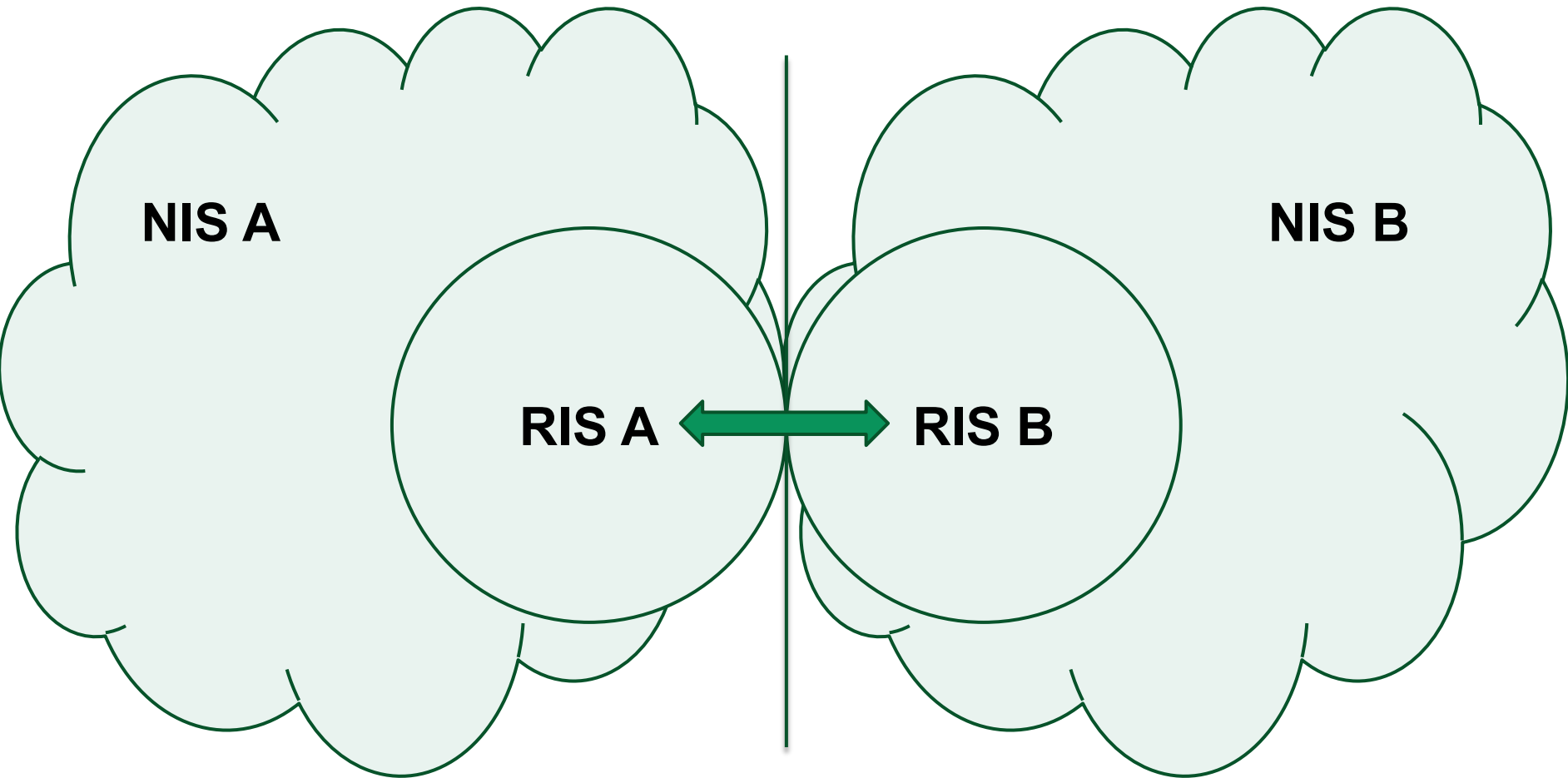
- The border acts as a contact zone between the different national political and economic systems . Through sharing and co - working a positive benefit for regional development can be result.

Regional Innovation Systems in cross-border regions

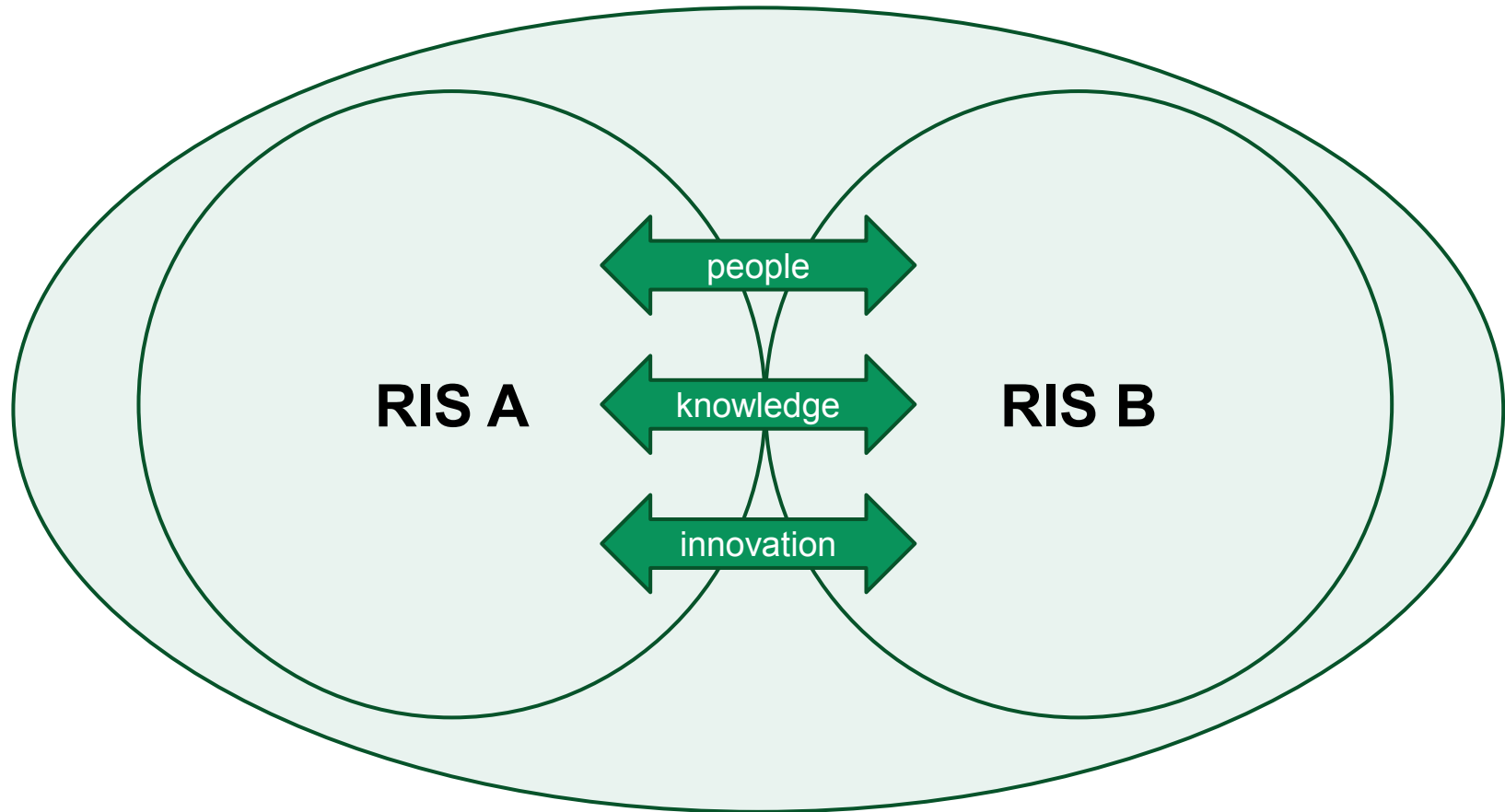




Cross-border regions as contactzones



A Cross-border region Innovation System



Cross-border cooperation

Aims of cross-border cooperation

- Need of cross-border cooperation based on a common problem (functional aspects)
- Certain homogeneity of preferences and interests (mostly sectorally oriented)

Governance solutions for cross-border cooperation

- Territorial oriented organisations
- Functional oriented organisations

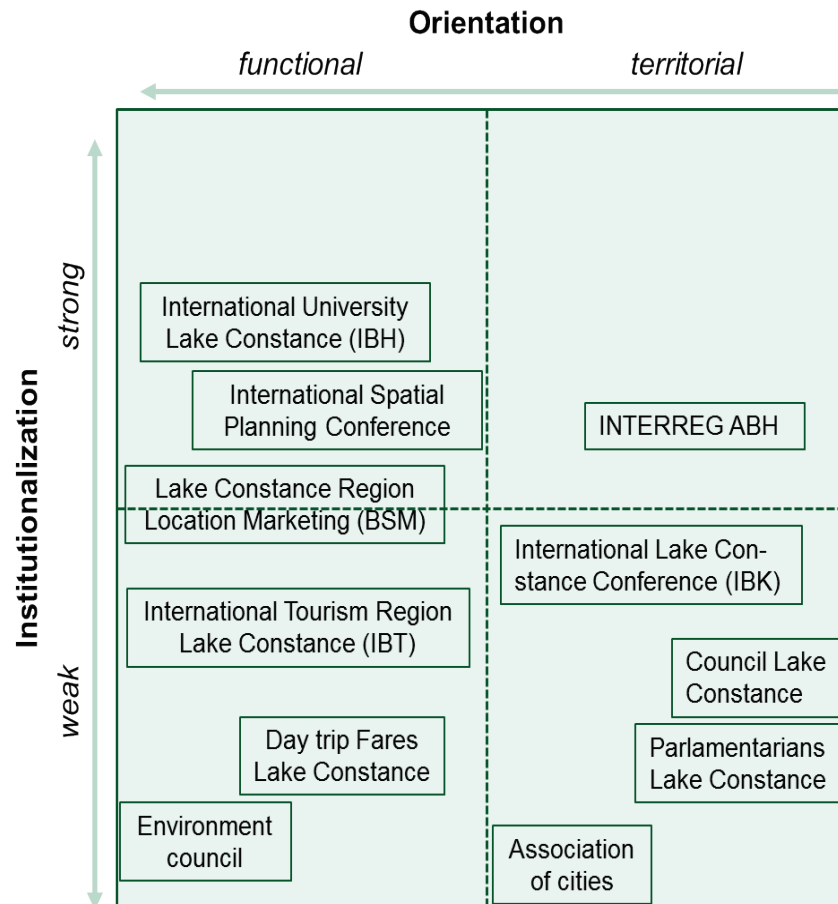
Territorial versus functional orientation of cross-border organisations

	Territorial orientation	Functional orientation
Structural pattern of interaction	Vertical, hierarchical	Horizontal, network-based
Type of actors/members	Mainly public actors	Integration of private or societal actors
Thematic scope	Broad, many different tasks	Narrow, focus on a specific task
Geographic scale	Congruent and stable boundaries (identical to administrative entities)	Fuzzy and variable boundaries

Strong versus weak Institutionalisation

	Strong	Weak
Membership	closed, defined representatives	open, flexible
Legal form	defined legal status (public law)	loose network arrangements (private law)
Organizational structure	Existence of several bodies, complex	Simple structure, modest complexity
Decision-making	majority voting	consensus, unanimous votes
Character of decisions	binding character, mandatory	non-binding, without obligation
Political involvement	political as well as sectoral expertise	various experts, administration
Time perspective	Long term perspective	Short or medium term perspective

The major cross-border organisations



Prerequisites for successful cross-border cooperation

1. Sufficient stability
2. Incentives for new forms of collective action
3. Innovative approaches
4. Openness
5. Sufficient resources and capacities
6. Effectiveness
7. Sufficient autonomy and accountability

And:

8. Positive personal relations between the main actors involved
9. Shared values or shared knowledge

A hypothesis

Without the intensive exchange at the individual level, the development potential of a cross-border knowledge region can not be used . A cooperation only at the institutional level is not enough.

This exchange of knowledge must take place on three levels:

1. at the level of researchers and
2. at the level of the users of the scientific system , e.g. the regional business, institutions, etc.



International Lake Constance University

A network of 30 universities and colleges



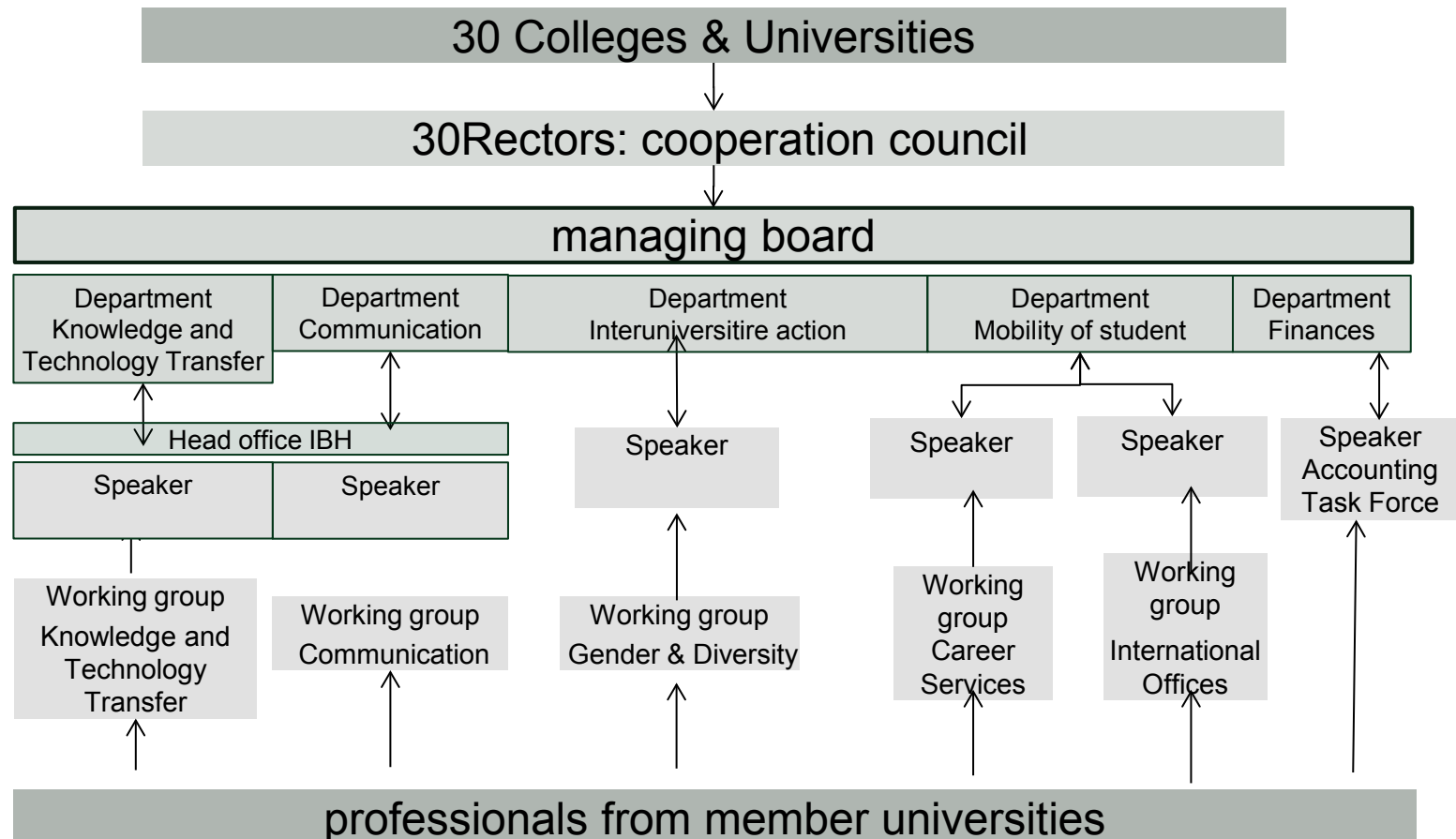
30 Universities – 4 countries – 1 network

IBH Facts & Figures

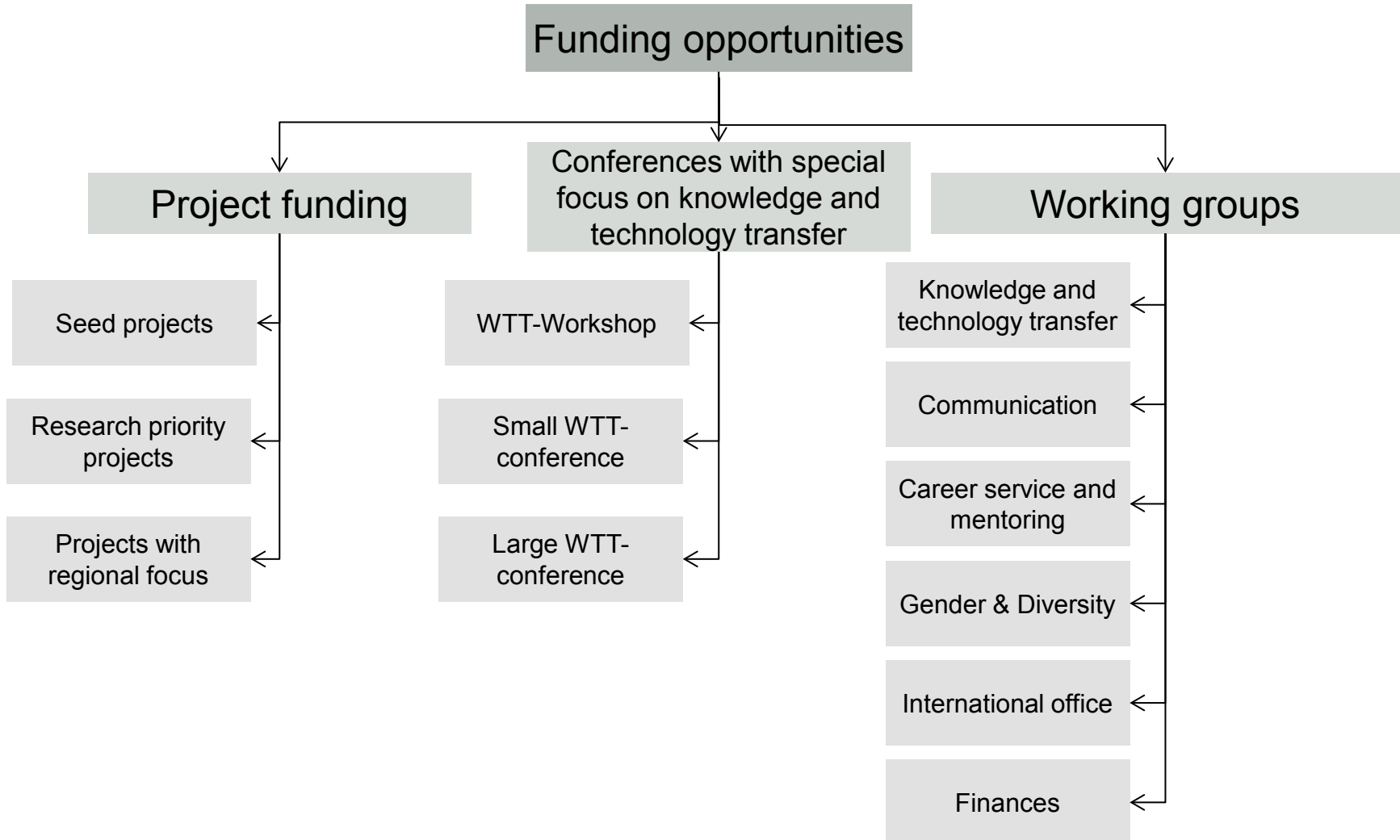
The network:

- Since 2000
- 30 universities and colleges are members and have in total:
 - 100'000 students
 - Over 300 study paths
 - About 42'000 employees
 - About 16'000 graduates each year
- Overall Budget (2009-2014) for funding activities (research, networking services, etc.): about 5 Mio. €
- 2009-2014: 58 transnational projects have been stimulated

Organisation



IBH funding opportunities





Facts and figures (2009-2014)

58 funding activities

23'000 participants

**190 Workshops, Meetings,
Conferences**

**41% activities with different
types of universities**

13 Dissertation

150 Publications

5 Mio. € budget

**440 persons involved in
cross-border projects**

**360 presentations, posters,
etc.**

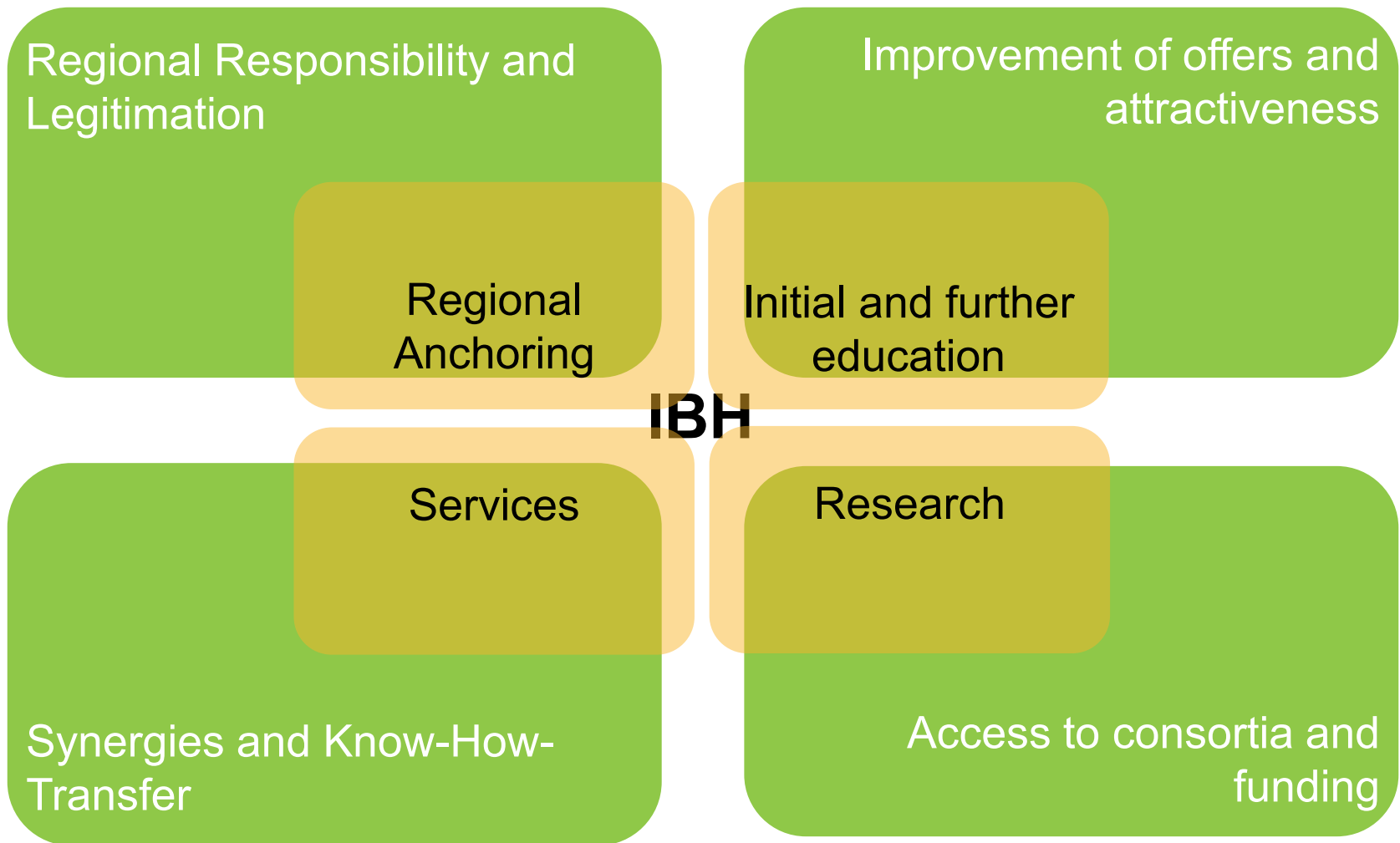
100% cross-border activities

Objectives for 2014 -2017

IBH as a network to enhance:

- Transnational mobility (students, researchers ...)
- Joint projects across various school types (e.g. services)
- Projects with a high relevance for the regional development
- Knowledge and technology transfer amongst academia and between academia and the regional economy (SME)
- Research priority projects - focusing more on our two key topics

Added value for member universities



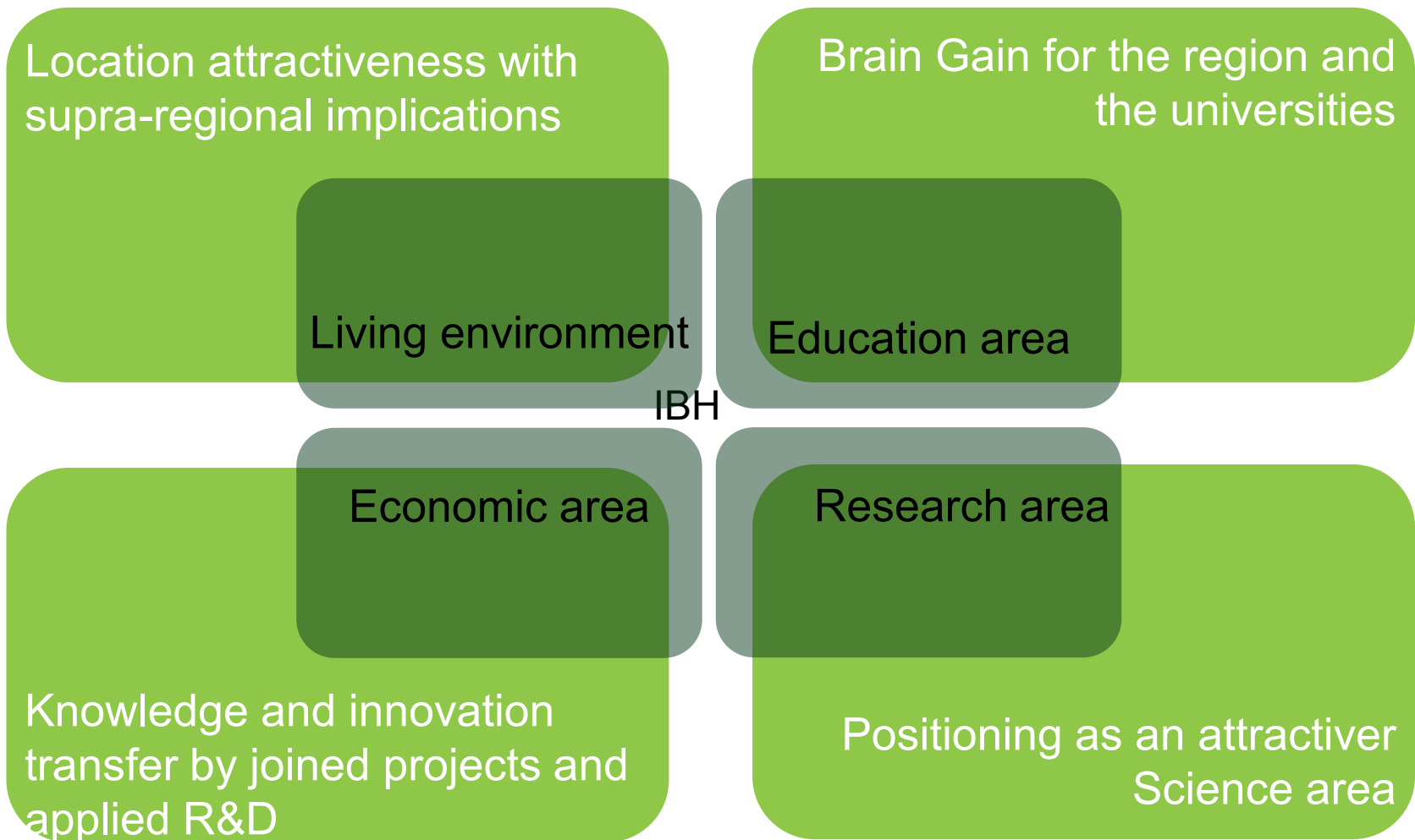


Added value for institutions of higher education

- Interdisciplinary and international research and teaching
- Improving quality in research and teaching
- Qualified graduates and employees
- Added value for students with innovative and international masters courses
- Exchange on cross-disciplinary topics
 - Involvement in international networks
 - Applied research
- Boosting the appeal of member institutions
 - for students
 - for (potential) employees
- Summer schools for foreign students
- Refectories and libraries at all IBH member universities open to all students
- Enabling structure



Added value for the region



Added value for the Lake Constance region

- Projects and activities geared to the needs of the region (relevance)
- Socially relevant issues tackled in applied research and development projects
- Improving education (further training and higher education)
- Strengthening the Lake Constance region through knowledge and technology transfer and promoting innovation
 - Transferring expertise and knowledge between universities and regional companies, institutes and institutions (e.g. knowledge transfer in the team)
 - Knowledge Spillover



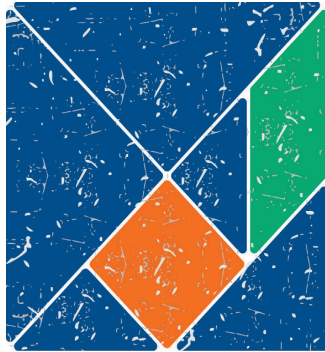
Added value for the Lake Constance region (2)

- Improving the region's image
- Raising profile of the region as a knowledge and education hub
- Brain gain instead of brain drain
- Universities as multipliers
- Fostering a sense of identity
 - within the member institutions of the IBH
 - within the Lake Constance region
- Cultural convergence

Knowledge and technology transfer

Objectives of Knowledge and technology transfer

- Stimulating collaboration between academia and the region
- IBH acts as intermediary between academia and the region
- Offer access to 30 member universities
- Promoting the potential of the member universities to industry
- To simplify access for industry to new knowledge and research
- Encouraging to share knowledge and expertise over all types of boundaries



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Team Knowledge Transfer

Companies' Benefit:

- Direct enquiries from industry are send in parallel to 30 universities
- Enquiries can be send anonymously or through transfer “helpers”
- Quick answers from interested university partners





Team Knowledge Transfer

Advantages for industry:

- Experienced and knowledgeable team
- Efficiency: about 2,3 answers from universities per enquiries
- Support for financing, contracting and IPR
- „Partner search“ is for free and nonbinding





Partners



Internationale
Bodensee
Hochschule



Summary

- The network of the IBH is more than the sum of each single University
- IBH lives through the engagement of each member university (cooperative structure) and through the motivation of each single employee o
- and researcher
- Cross-border cooperation as an added value for the member universities and the region
- responsibility and promotion of the development of the Lake Constance region as an attractive and competitive centre for education, knowledge and research.

The network has the potential to enhance knowledge and innovation in the Lake Constance region.