



**Project Acronym:** ONLINES3  
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## **D2.2: Open consultation and workshops: specifications from the users**

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# 1. INTRODUCTION

D2.2 reports on the findings of **Task 2.3 “Open consultation and workshops: specifications from the users”**. Task 2.3 covers the following:

- an online tool for public consultation with the stakeholder community;
- target interviews/questionnaires with selected academics, analysts and specialists (20 approximately);
- workshops (4 in total) in two of the pilot areas and two from the partner countries, with the participation of the local stakeholder community;
- an open consultation using social media and media monitoring search.

## 2. AN ONLINE TOOL FOR PUBLIC CONSULTATION

The online open consultation follows the process presented in the following figure.

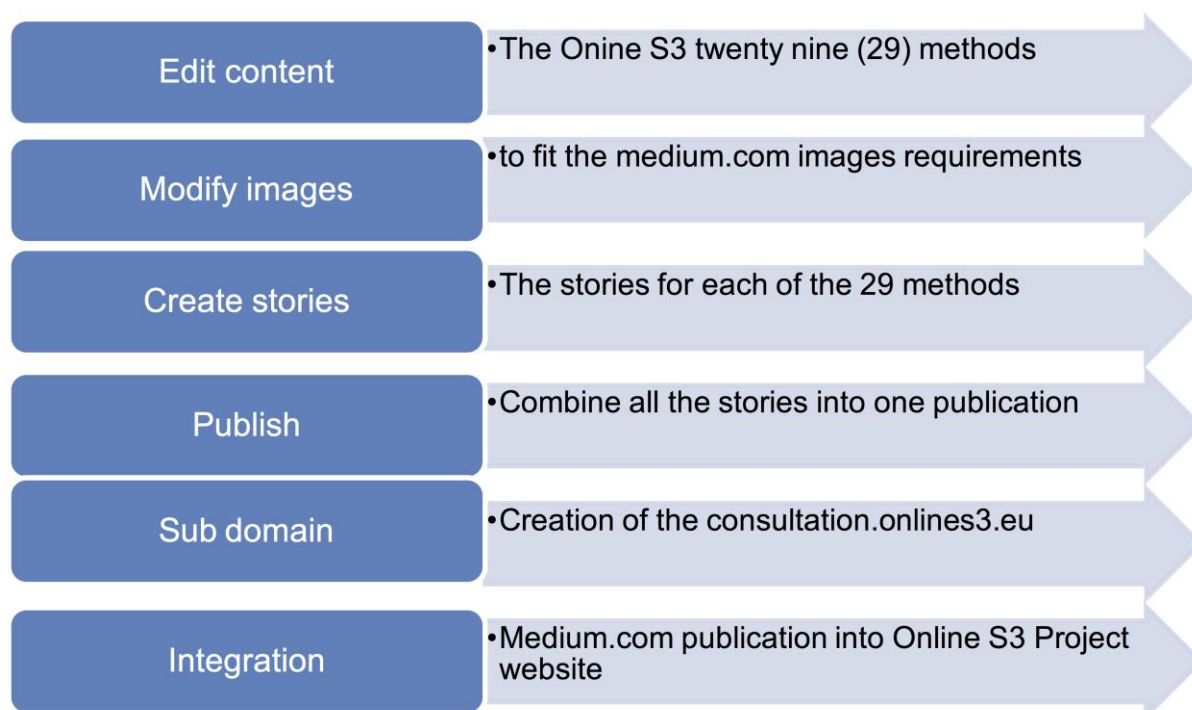


Figure 1. Online open consultation of the Online S3 methods

Medium is a web space where everyone can share a story. Every day, thousands of people turn to Medium to publish their ideas and perspectives as leaders, artists, thinkers and ordinary citizens who have a story to tell. Stories range from scrutiny of world affairs to deeply personal essays. By publishing a story to medium.com you are making it discoverable to thousands of potential interested users.

Medium is a free and open platform, underpinned by an advanced visual editor supporting the integration of photos, audio and video. To write a story on Medium, a user account needs to be set up. Once the new user is logged in, it is possible to click on "Write a story" and start writing a new story. For the ONLINE S3 Open consultation process the stories have been the twenty-nine (29) descriptions of the methods.

In its most basic form, a story on Medium consists of a title and a body text. For the case of the Online S3 methods it got quite a lot more complex than this, because special effort has been given so ensure all stories have the same format and are easy to read. Medium has an intelligent system to guess some tags helpful in summarising the story and making it more visible during users' keyword searches.

By default, new stories are published at unique URLs that are structured as in the following example: <https://medium.com/@newwriter/this-is-my-story-148ecc9a7bca#.kw43tyyqm>

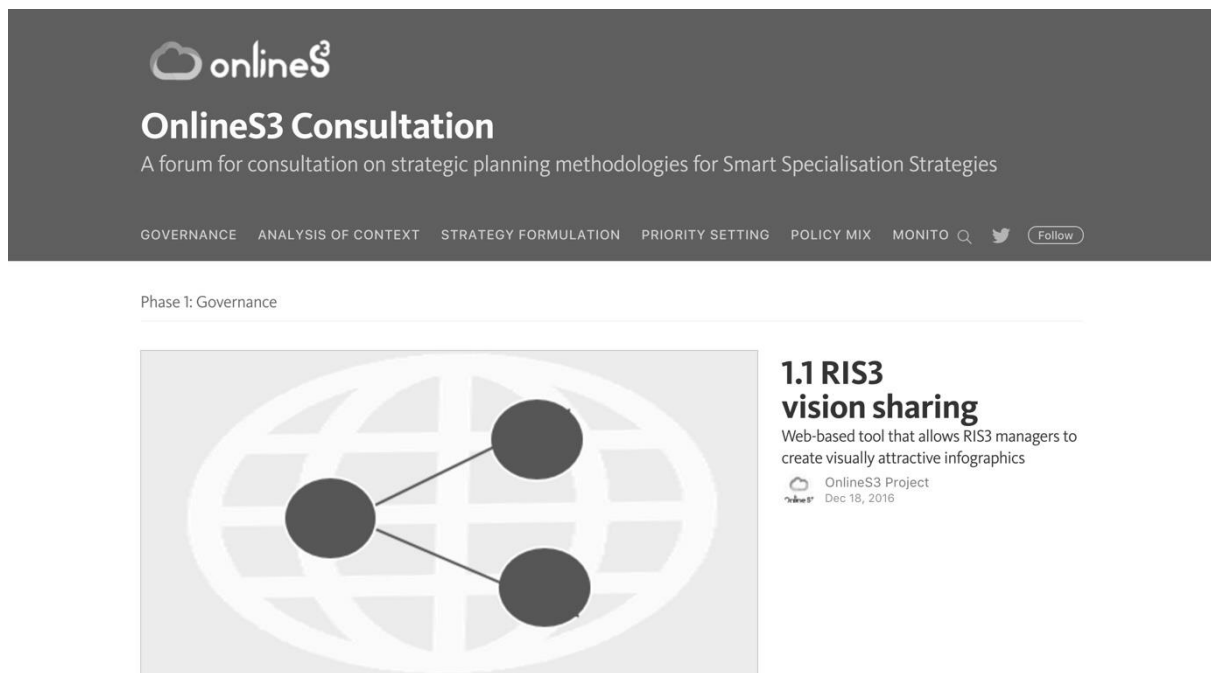


Figure 2. Online S3 Consultation on Medium.com: screenshot of the main page (<https://consultation.onlines3.eu>)

Once a story is published, the URL is final and won't change if it is edited. Furthermore, in any new or existing publication, there are several types of images that can be uploaded. All of these options are available by going to each publication's page.

- 1. Publication Avatar:** this image is used in previews of the content throughout the site. In this case, the image which is used is the Online S3 official logo.
- 2. Publication Logo (Story Pages):** the Publication Logo appears at the top of all the publication's stories (<http://www.onlines3.eu/methods>);
- 3. Publication Homepage Logo & Background:** Medium supports the publication of stories in custom domains. This means a sub domain (<https://consultation.onlines3.eu>) has to be set up in the hosting server (According to the platform's rules, custom domains cannot be pointed to medium.com/@username profile page nor to a post page. After receiving the response from the technical support of Medium and performing the required parameterization of the web server,

the Online S3 project website hosted the publication as those Online S3 methods visible through the <https://consultation.onlines3.eu> link.

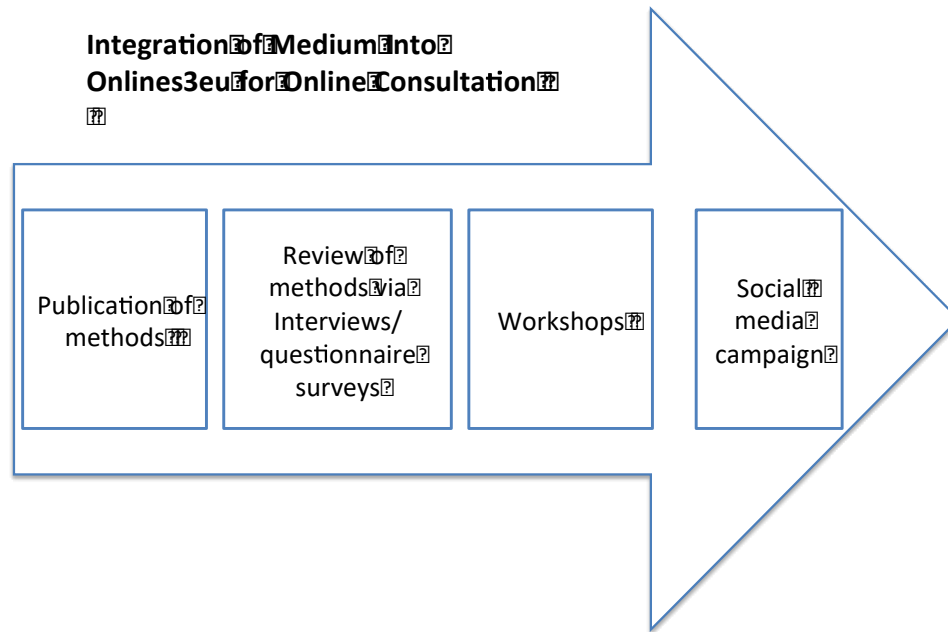


Figure 3. Main components of the Online S3 Consultation

Figure 3 outlines the main components of the Online S3 consultation. The consultation material covers the following:

- Online S3 Methods;
- Interview material/questionnaire survey for reviewing the existing RIS3 Guidance Notes on the methodological challenges;
- Workshop material for user review/evaluation of the RIS3 methods:
  - Registration data;
  - Power-point slides for the Workshops;
  - Book of Methods for Review;
  - Summative Evaluation Form;
- Social media campaign.

This online tool was created in November 2016 and used to publish the 29 stories on RIS3 methodologies in December. It was then integrated into the Onlines3eu website and used as



a reference point for the interview material/questionnaire, workshops and social media campaign. So far 11 stories on the hosted material have been shared. These stories relate to the 29 methodologies online S3 has developed under WP1 and have been posted by SBA as part of this organisation's contribution to the consultation (see Appendix 2).



### 3. INTERVIEW MATERIAL/QUESTIONNAIRE

First piloted as a series of interviews in November 2016 with selected academics, analysts and specialists, initial feedback indicated the material lent itself to a questionnaire survey and this would be a quicker way to conduct the review. This means approximately 25% of the material reported on here is drawn for the pilot interviews and 75% from the questionnaires administered as part of the online review of the RIS3 Guidance Notes.

In this exercise, the concept of Smart Specialisation is defined as “an entrepreneurial discovery process (EDP) identifying where a region can benefit from specialising in a particular area of science and technology”. The European Commission (EC) suggests that the development of Smart Specialisation strategies should aim at concentrating resources on the most promising areas of regional comparative advantage, e.g. on clusters, existing sectors and cross-sectoral activities, eco-innovation, high value-added markets or specific research areas. This calls for Nation State’s to assess regional assets, single out competitive advantages and highlight the territories cohesive qualities, which they offer by aligning them to regional stakeholders with a governance structure offering a sound vision for the future.

The RIS3 Self-Assessment Guide helps regions to prepare for Smart Specialisation by: identifying existing strengths and the potential for future development efforts; spotting remaining gaps and bottlenecks in the regional innovation system; mobilising the relevant institutions and actors to be involved in the RIS3 development process.

The idea of “getting started” has two major reference points in terms of the guidance offered and different interpretations of how to conduct the EDP. This survey aims to highlight these “differences in the guidance notes” and solicit views on the “direction of travel” in the process of entrepreneurial discovery.

In this aim, the questionnaire survey takes the opportunity to reflect on the process of entrepreneurial discovery under the “post-linear” era of research and innovation and “production of knowledge” relating to the “helices of Smart Specialisation Strategies”.

The questionnaire surveys this for the following reasons:

1. While the initial RIS3 self-assessments were all conducted in the post-linear era of research and innovation and do represent a radical break in the production of knowledge, the guides emerging also highlight a shift from “mode 2” to the triple and quadruple helix as a basis for such strategic developments.
2. This suggests the first round of RIS3 assessments were to some extent “caught in the transition”.

3. The Joint Research Council (JRC) of the EC now recommend the quadruple helix should be adopted as the constituency of stakeholders for RIS3 Strategies and the second round of assessments should be conducted on this basis.
4. For all of those involved in RIS3 design, this means there is a pressing need for any further development to be fully aware of the differences, arguments for and against the triple and quadruple helix as a broad-based research and innovation strategy for new knowledge production.
5. It is also equally important the JRC are fully aware of your views and opinions on the value of these models. In that respect, whether you support the direction of travel this takes on and if this movement offers a platform for sustainable and inclusive growth.

This “full awareness” is what this questionnaire survey is designed to capture and solicit your views and opinions on. This analysis shall be used to review the terms of reference for and engagement of stakeholders in “getting ready for round 2 RIS3 assessments” and compile reports on the strengths and weaknesses of the “user-centric” drive towards “mode 3” research and innovation.

With this in mind, the questionnaire divides into three sections. These address:

1. RIS3 Key Guide
2. JRC Guidance
3. Online S3 user-centric drive towards RIS3 Assessment

The initial results of a bibliometric analysis found 145 scientific experts in Smart Specialisation. Consequently, an invitation for this expert community to complete the questionnaire was sent. So far 17 completed surveys have been returned. As it has not yet been possible to conduct a detailed analysis of the questionnaire responses, the following shall only report on the initial headline results of the survey.

Headline results of the questionnaire surveys:

- 75% found the RIS3 Key Guide either extremely, or very helpful, because it mobilizes all the stakeholders who are best able to champion research and innovation under the Triple Helix model of regional innovation systems.
- 75% also found it very important for the scientific, knowledge production and creative sectors to be the champions of regional innovation.
- 60% find it very important for these sectors to cluster together as enterprises able to leverage technological breakthroughs across regions.
- 70% also propose these technological breakthroughs should be adopted as policy priorities of any Smart Specialisation strategy.
- 60% say it is either very important or important for any such technological breakthrough to be the subject of a governance regime of a joint board acceptable to all stakeholders.

- 65% say this joint board should be responsible for designing a research and innovation strategy for Smart Specialisation.
- 75% say it is very important the joint board provide a clear statement about the future challenges the research and innovation strategy has to meet.
- 75% of those surveyed are confident their regions have the scientific knowledge and creative skills to meet these challenges.
- 70% see the TH as a marked improvement on previous models of regional innovation, strong in terms of linkages between university and industry, but with weaker connections to government. However, the responses are divided (60/40) in terms of whether-or-not civil society can strengthen this. This aside 70% suggest the public should have greater influence over a broad-based innovation policy, but suggest the rate of innovation in Europe may not be sufficient to allow for this.
- Any proposal to leverage any such intervention by way of the QH, also produces a 60/40 split in favour of this model, even though 80% suggest it is only this broad-based innovation policy that can widen the participation which is sought.
- With regards to the JRCs inclusion of civil society/users in the Guidance Notes, 70% believe this is added in order for innovations to meet the grand challenges civil society and achieve this by extending demand beyond industry and business. That is out into the research and education sector, business, government and public institutions of a quadruple helix, which is able to bridge technological gaps in the co-design of research and innovation strategies. Able in that sense to offer a platform which gains public trust in research and innovation and clears the democratic deficit otherwise associated with such strategies.
- Saying this, there is a 50/50 split in the virtues of such an inclusive growth strategy, but general agreement on this being the only way to broaden participation as part of an open (research and) innovation strategy that is sufficiently comprehensive to meet the social challenges which Europe faces.
- 70% suggest the QH offers a more coherent governance system for Smart Specialisation and 60% of the respondents are familiar with the 29 methods Online 3 selects to promote this. The majority of the respondents see this coherence as being linked to the broadly participative nature of the methods and, for the reason, they are also connected to the RIS3 steps those stakeholders involved in research and innovation policy are not only now familiar with, but know about. This alignment in turn making it possible for users to participate in a process of co-design that not only bridges the technological gap in research and innovation, but which also restores public trust by clearing any democratic deficit otherwise inherent in the creation of Smart Specialisation Strategies.

## 4. PILOT WORKSHOPS: USER-GROUP REVIEW AND EVALUATION

The OnlineS3 Pilot Workshops review the 29 RIS3 methods found by WP1 to support the process of entrepreneurial discovery. Against this backdrop, the specific objectives of the workshops are:

1. Raise awareness of the RIS3 methods;
2. Review the status of the methods from the “user-perspective”;
3. Capture the outcomes of this review as a summative evaluation of the methods;
4. Solicit the thoughts, views and opinions of the users on the strengths and weaknesses of the methods;
5. Reflect on the potential there is for Online S3 to develop the methods as “good examples” of entrepreneurial discovery;
6. For Online S3 to take advice from the user-group on what they consider necessary for the methods to be “fit-for-purpose”.

### Workshops’ dates and locations

1. Location: Thessaloniki, Central Macedonia  
Date: 10th December 2016
2. Location: Thessaloniki, Central Macedonia  
Date 10th January 2017
3. Location: Edinburgh, Scotland  
Date: 26th January 2017
4. Location: Ljubljana, Slovenia  
Date: 19th January 2017
5. Location: Bratislava, Slovakia  
Date: planned but not convened<sup>1</sup>

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<sup>1</sup> This workshop did not convene due to developments of RIS by the nation-state not making it possible to convene a user-group workshop for the Online review of S3 methods. In an attempt to fill this gap, Slovakia choose instead to post feedback via the consultation tool hosted on the OnlineS3eu website.

## User-Group Registration

1. Please choose **one category** to define your primary point of view in this survey, according to the “quadruple helix”:
  - Academic / researcher
  - Government/ policymaker
  - Business/ entrepreneur
  - Civil Society/ individual
  - Non-Governmental Organization
  - Small or medium-sized Enterprise (SME ≤ annual turnover of € 50 m; and staff of ≤ 250)
  - Other for-profit Organization (e.g. consultancies)
  - No Organization
2. Age category:
  - below 25 years
  - 25 to 34 years
  - 35 to 44
  - 45 to 54
  - above 55 years
3. Gender:
  - Female
  - Male
4. Your nationality:
5. Your years of work experience:
  - below 5 years
  - 5 to 10 years
  - 11 to 20 years
  - above 21 years
6. Your type of organization:
  - University/Research Institute
  - Governmental Organization
7. For which country/pilot are you completing this assessment?
  - Greece
  - Scotland
  - Slovenia/Tender pilot 1
  - Slovakia/ Tender pilot 2
8. Have you every participated in the development phase of any smart specialisation strategy?
  - No
  - Yes

If yes, please specify:
9. Have you every participated in any implementation phase regarding a smart specialisation strategy?
  - No
  - Yes

If yes, please outline the nature of your involvement:

Figure 4. User-group registration form

## Logistics of the events

1. 10 minute power-point presentation on the 29 RIS methods and objectives of WP1 in particular. Supported by a further 10 minutes of the state-of-the-art presentation on the schematics of entrepreneurial discovery according to IPTS;

2. 2 hour slot to review the status of the 29 methods. For this we need to have the catalogue of methods available at the workshops. Ideally, all the participants should have access to them (as descriptions, fishes and full reports) a week before the event, either as a download from the website or as hard copies. Someone from WP1&2 (EFIS/URENIO) should also be present at each of the workshops, so they can answer any queries as to the nature of the methods, state of development and so forth. The rooms should all also have internet access so the methods can be viewed online during the event. Given the number of participants in the workshop and methods there is to review, it will not be possible to conduct this review as a collective exercise. Instead, the participants will have to be sub-divided into specific user-groups and allocated tables. Suggest 5 groups, with 5 participants per table. Each table reviewing 5 methods over a 2 hour slot. Therefore, we shall need a big room, or a number of smaller ones. Would also suggest, wherever possible, we try to align the users to their areas of expertise. Just so, they feel comfortable with the material and we know they are offering us an insider's perspective;
3. The summative evaluation should be personal and structured around the simple questioning framework we highlight in this document. Each evaluation should take no more than 5 minutes (29 in total);
4. The questions asked, should ultimately lead to the question: is the method fit for purpose i.e. does it sit properly in the right stage of the process and fit the user needs and technical requirements of the steps. This should allow us to find out if the methods are correctly classified, especially those in stage 1 and 2. For example, whether they should be in 1 (governance) or in 2 (context). However, given the boundaries of the methods are not "crisp", we should think about the possibility of clustering them together and seeing if this would better exploit their value as "boundary spanning" devises, vis-a-vis ways for the techniques of analysis they embody to short circuit the steps as other (back door) routes into entrepreneurial discovery. This would treat the assessment not as a schema based on a simple linear process, but for what it really is. In short, a complex, rich and diverse eco-system of self-organizing entities, currently lacking the intelligence that is needed to gain a strategic insight into how "the sum of the parts" aggregate into a process of entrepreneurial discovery which is smart;
5. The facilitator of the workshop should then ask someone from each of the tables to share their views, thoughts and comments on the strengths and weakness of the methods (30 minutes). They should also ask if anyone else from the table would like add anything further;
6. The facilitator should also ask all the participants to consider whether the users-group see any of the methods developing into good examples of the entrepreneurial discovery process (20 minutes);
7. The facilitator should then try and sum up the initial findings of the review by asking the user-group assembled whether the methods are "fit for purpose" (20 minutes);
8. The facilitator should then explain how the results of this workshop shall feed into development of Online S3 (10 minutes).

Duration approximately 4.5/5 hours

### User-group representation

Representing all of the 4 stakeholder groups at the workshops proved challenging. An analysis of all the workshops indicates only Universities, Industry and Government were represented, there being no one from civil society. From the 66 who attended the workshops only 12% were from Universities, 58% from Industry and 30% from Government (see Table 1).

From this it is evident that Online S3s commitment to the QH is slightly compromised by the over representation of not so much Universities, but Industry and Government as stakeholders relative to those of Civil Society.

WORKSHOPS	STAKEHOLDERS				TOTAL
	University	Industry	Government	Civil Society	
Greece		15	7	0	22
Scotland		5	6	0	11
Slovenia	5	15	1	0	21
Slovakia <sup>2</sup>	3	3	6		12
<b>TOTAL</b>	<b>8</b>	<b>38</b>	<b>20</b>	<b>0</b>	<b>66</b>
	<b>12%</b>	<b>58%</b>	<b>30%</b>	<b>0%</b>	<b>100%</b>

Table 1. Stakeholder representation at workshops



Figure 5. Workshop presentations

<sup>2</sup> Slovakia's figures are drawn from the Online Consultation they participated in.

## Extract of user-evaluation for the 29 methods

### Methodologies

*Overall Score (1-5); 1=useless, 2=not useful, 3=neutral, 4=useful, 5=very useful*

Method	Step 1: Analysis of regional/national context					
1.1.	<b>RIS3 Vision sharing</b> Online method /tool that allows RIS3 managers to create an A4 size, visually attractive infographic that can be used to communicate to the broad audience what RIS3 is about, priority sectors, roadmap and action lines. This is supported by content syndication techniques that aim to drive stakeholder engagement by wiring it into related digital contexts. Such functionalities could be explored for this tool.					
	Do you think the method makes a useful contribution to the process of entrepreneurial discovery?	1	2	3	4	5
	Do you think the description of the method provided is sufficiently informative for you to consider using the method?	1	2	3	4	5
	Does the description give you sufficient insight into the data needed for you to apply this method?	1	2	3	4	5
	Does the description clarify how the data is needed and how it will be processed?	1	2	3	4	5
	Would you feel competent applying this method?	1	2	3	4	5
	Would you feel confident using the results generated from the application of this method?	1	2	3	4	5
	Do you consider the method “fit for purpose”?	1	2	3	4	5
	<b>Is there anything more you would like to know about the method before adopting it as a tool?</b>					

Figure 6. Methods summative evaluation

### The power-point slides

The power-point slides for the workshops are tailored to meet the cultural needs and requirements of the various stakeholders. This aside, the slides draw upon the findings of WP1 and present the outcomes of a S.W.O.T analysis on a regional mapping of the RIS3 “assessment gap” in Europe. In this way, they offer the opportunity to consider how the stakeholders might go about closing this gap by applying the 29 methods available and leveraging the missing assessments (see Figure 7).



### Mapping exercise: RIS3 in Europe



Figure 7. Mapping of assessment methods across Europe

### Results of the review

The results of the workshops are shown in Table 2. If we analyse the results by score, the average is 4/5 with only 35% of the methods commanding a higher score. In contrast to this, 32% of the methods also fall below the average (see Table 3). This suggests the user-community is generally supportive of the methods.

DESCRIPTION	METHOD	WORKSHOP		
		Greece	Scotland	Slovakia
The term "governance" refers both to government and stakeholder engagement. Governance implies also a quadruple helix approach as key process of innovation production. This step should be placed at the start of RIS3, setting the framework of the entire process.	1.1. RIS3 vision sharing	very useful	useful	neutral
	1.2. Stakeholder engagement	very useful	neutral	very useful
	1.3. RIS3 debate at a glance	very useful	neutral	very useful
	1.4. RIS3 legal and administrative framework related to ESIF	neutral	neutral	very useful
"Analysis" is an established and standard term of background information necessary for any strategic planning process. "Context" in particular refers of regional /	2.1. Regional asset mapping	very useful	useful	very useful
	2.2. Research infrastructure mapping	useful	useful	very useful

national specific conditions and existing institutional setting to be taken into account.	2.3. Clusters, incubators, and innovation ecosystem mapping	useful	useful	very useful	
	2.4. Benchmarking	very useful	useful	useful	
	2.5. Science and technology profile and performance	useful	neutral	very useful	
	2.6. Specialisation analysis / index	useful	neutral	useful	
	2.7. SWOT analysis	useful	neutral	useful	
	"Strategy" formulation instead of policy formulation denotes the character of RIS3 as strategy and project oriented intervention. "Shared vision" makes clear the participatory approach in defining the vision and setting objectives.	3.1. Collaborative vision building	very useful	useful	neutral
		3.2. Scenario building	useful	neutral	useful
3.3. Delphi – Foresight		very useful	neutral	useful	
3.4. Stakeholder choice over alternative futures		very useful	neutral		
Definition of activity focus and priorities of smart specialisation.	4.1. EDP workshops	very useful	useful	very useful	
	4.2. Extroversion analysis	very useful	not very useful	very useful	
	4.3. Related variety analysis	useful	not very useful	neutral	
"Policy mix and action plan implementation" denote the sequence of actions for implementing the strategy. "Action plan" stresses the need for a structured project-driven approach to RIS3 implementation.	5.1. RIS3 intervention logic	useful	useful	very useful	
	5.2. RIS3 action plan co-design	very useful	useful	very useful	
	5.3. RIS3 budgeting	useful	useful	very useful	
	5.4. RIS3 administrative framework conditions	useful	not useful	very useful	
	5.5. RIS3 calls consultation	useful	neutral	very useful	
	5.6. RIS3 innovation maps	useful	neutral	useful	
	5.7. RIS3 open data tool	useful	neutral	very useful	
"Monitoring and evaluation" instead of evaluation, refers to data collection process and need to organise a repository of data monitoring as a key component of smart specialisation.	6.1. RIS3 monitoring	very useful	useful	very useful	
	6.2. Definition of RIS3 output and result indicators	useful	neutral	very useful	
	6.3. Balanced scorecard	useful	neutral	very useful	
	6.4. RIS3 beneficiaries and end users' satisfaction online survey	useful	not very useful	useful	
	6.5. RIS3 social media analysis	useful	neutral	neutral	
	6.6. RIS3 quality scorecard	useful	neutral		

Table 2. Responses to the question(s)

METHOD	AVERAGE SCORE	RATING				
		Not useful	Not very useful	Neutral	Useful	Very useful
1.1. RIS3 vision sharing	4					
1.2. Stakeholder engagement	4.3					
1.3. RIS3 debate at a glance	4.3					
1.4. RIS3 legal and administrative framework related to ESIF	3.7					
2.1. Regional asset mapping	4.7					
2.2. Research infrastructure mapping	4.3					
2.3. Clusters, incubators, and innovation ecosystem mapping	4.3					
2.4. Benchmarking	4.3					
2.5. Science and technology profile and performance	4					
2.6. Specialisation analysis/index	3.7					
2.7. SWOT analysis	3.7					
3.1. Collaborative vision building	4					
3.2. Scenario building	3.7					
3.3. Delphi - Foresight	4					
3.4. Stakeholder choice over alternative futures	4					
4.1. EDP workshops	4.7					
4.2. Extroversion analysis	4					
4.3. Related variety analysis	3					
5.1. RIS3 intervention logic	4.3					
5.2. RIS3 action plan co-design	4.7					
5.3. RIS3 budgeting	4.3					
5.4. RIS3 administrative framework conditions	3.3					
5.5. RIS3 calls consultation	4					
5.6. RIS3 innovation maps	3.7					
5.7. RIS3 open data tool	4					
6.1. RIS3 monitoring	4.7					
6.2. Definition of RIS3 output and result indicators	4					
6.3. Balanced scorecard	4					
6.4. RIS3 beneficiaries and end users' satisfaction online survey	3.3					
6.5. RIS3 social media analysis	3.3					
6.6. RIS3 quality scorecard	3.5					

Table 3. Method average scores

METHOD	WORKSHOP			
	Greece	Scotland	Slovakia	Slovenia
1.1. RIS3 vision sharing	Very useful but it has description and operation difficulties	Requires case study examples to clarify the method		
1.2. Stakeholder engagement	Very useful both the methodology and the instrument (opinion of experts is required)	Sections 1.1 and 1.2 could be merged. People not necessarily running these methods in the correct steps/logical orders		
1.3. RIS3 debate at a glance	Very useful methodology but it has description			

	and operation difficulties			
1.4. RIS3 legal and administrative framework related to ESIF				Concern about translation and linguistic issues
2.1 Regional asset mapping			When mapping the research infrastructure in various countries, there should be included also the data about overall yearly budget spent on supporting programs by each institution	

Table 4. Extract of detailed response

Table 4 provides an extract of the specific comments. Here criticism of the methods is of: how they are designed, vis-a-vis the form they take. As one of the user-groups from government attending the Edinburgh Workshop said: “the fact they are full of technical jargon and excessively lengthy”. Notwithstanding this comment, the user groups from each of the workshops made the following observations:

- currently there are too many methods;
- the descriptions tend to be technically over-specified and too complex to work with;
- simplification of the methods would help a lot, as too would a much clearer statement of who they are for;
- this means segmenting them by user-profile, role and function;
- the profile, roles and function also require to flag up the added value to the users, either in scientific and technical terms, potential for wealth creation, investment in and commercial exploitation of innovations to meet social challenges;
- without this there shall be no “buy-in”;
- would be a good idea to write the methods descriptions not from the expert’s point of view, but specify them from the perspective of the user, as this would make it easier to navigate a critical path from one to the other;
- this means turning the situation around by:
  - keeping the technical matters in the “back office”;

- pushing what you want the method to communicate up into the “front-of-shop”, where it can be both seen and heard;
- shifting attention away from the problem and to the solution;
- any such user-centric message also requires not to be so text-driven, but offer a rich “multi-media” experience, vis-a-vis better balance between the written text, visual image and symbols available to communicate the value-adding potential of the solution each of the methods offers;
- in this way they ought to be more radical and represent user-centric communications as social innovations;
- any wider dissemination should seek to streamline the methods so the critical nature, pivotal status of these social innovations can be seen as not only being smart in terms of the priorities they set, but how these preferences sustain the entrepreneurial discovery process;
- this user-centric message needs to be inclusive and consistent across each of the methods.

Indeed, one participant went on to suggest, it is only by communicating the methods in this way, shall it become possible for the social media adopted (Medium) to create the very stories that make it possible to publish them as stories, which can be told and others can also speak about as part of any online consultation.

### Social media campaign

Table 4 sets out the social media deployed for the online consultation.

<b>SOCIAL MEDIA</b>	<b>VIEWS</b>	<b>LIKES</b>	<b>COMMENTS</b>
Medium	1,000	17	12
Linkedin	7,000	25	8
Twitter	80		
Facebook	700	15	5
YouTube	-		

Table 4. Social media campaign<sup>3</sup>

From this, it is evident that while it is not so difficult to generate reads and likes, generating comments, which constitute a mutual exchange is far more complicated. Given Medium is

<sup>3</sup> The counting of views, likes and comments is performed in March 15, 2017.

the default social media for the consultation, the plan for future deliberations on Online S3, shall proceed by way of LinkedIn and Twitter.

It is also considered best to concentrate future postings the following topics:

- the 3 models of Smart Specialization;
- the agnostics of models and turn to methods;
- addressing the social challenges;
- the switch to digital platforms for data-driven information processing;
- restoring public trust;
- clearing the democratic deficit;
- Online S3 as a platform of policy advice on social (research and) innovation strategies.

These LinkedIn and Twitter postings shall be disseminated in March 2107.

## 5. SUMMARY

D2.2 reports on the findings of **Task 2.3 “Open consultation and workshops: specifications from the users”**. Task 2.2 covers the following:

- an online tool for public consultation with the stakeholder community
- target interviews/questionnaires (20 approximately) with selected academics, analysts and specialists.
- Workshops (4 in total) in two of the pilot areas and two from the partner countries, with the participation of the local stakeholder community.
- An open consultation using social media and media monitoring search.

### **An online tool for public consultation with the stakeholder community**

As a web space Medium allows everyone to publish their ideas and perspectives as leaders, artists, thinkers and ordinary citizens. Stories range from scrutiny of world affairs to deeply personal essays. By publishing a story to medium.com you are making it discoverable to thousands of potential interested users. It offers a free and open platform, underpinned by an advanced visual editor supporting the integration of photos, audio, and video.

### **Targeted interviews/questionnaires**

First piloted as a series of interviews with selected academics, analysts and specialists, initial feedback indicated the material lent itself to a questionnaire survey and this would be a quicker way to generate the review. This means approximately 25% of the material is drawn for the pilot interviews and 75% from the questionnaires administered as part of the online review of the RIS3 Guidance Notes.

The questionnaire survey takes the opportunity to reflect on the entrepreneurial discovery under the “post-linear” era of research and innovation and “production of knowledge” relating to the “helices of Smart Specialisation strategies”. With this in mind, the questionnaire divides into three sections. These address:

1. RIS3 Key Guide
2. JRC Guidance
3. Online S3 user-centric drive towards RIS3 Assessment

The initial results of a bibliometric analysis found 145 scientific experts in Smart Specialisation. Consequently, an invitation for this expert community to complete the questionnaire was sent. So far 17 completed surveys have been returned. As it has not yet

been possible to conduct a detailed analysis of the questionnaire responses, the following shall only report on the initial headline results of the survey.

The headline results of the questionnaire surveys indicate the following:

- 75% find the RIS3 Key Guide either extremely, or very helpful, because it mobilizes all the stakeholders who are best able to champion research and innovation under the Triple Helix model of regional innovation systems. 75% also find it very important for the scientific, knowledge production and creative sectors to be the champions of such a regional innovation system. 60% find it very important for these sectors to cluster together as enterprises able to leverage technological breakthroughs across regions. 70% also propose these technological breakthroughs should be adopted as policy priorities of any smart specialization strategy.
- 60% say it is either very important or important for any such technological breakthrough to be the subject of a governance regime of a joint board acceptable to all stakeholders. 65% say this joint board should be responsible for designing a research and innovation strategy for Smart Specialisation in the region. 75% say it is very important the joint board make a clear statement about the future social challenges the research and innovation strategy has to meet in the region. 75% of those surveyed are confident their regions have the scientific knowledge and creative skills to meet these challenges.
- 70% see the TH as a marked improvement on previous models of regional innovation, strong in terms of linkages between university and industry, but with weaker connections to government. However, the responses are divided (60/40) in terms of whether-or-not civil society can strengthen this. This aside 70% suggest the public should have greater influence over a broad-based innovation policy, but suggest the rate of innovation in Europe may not be sufficient to absorb this. Any proposal to absorb any such intervention by way of the QH, also produces a 60/40 split in favour of this model, even though 80% suggest it is only this broad-based innovation policy that can widen the participation which is sought.
- With regards to the JRCs inclusion of civil society/users in the Guidance Notes, 70% believe this is added in order for innovations to meet the grand challenges civil society and achieve this by extending demand beyond industry and business. That is out into the research and education sector, business, government and public institutions of a quadruple helix able to bridge technological gaps in the co-design of research and innovation able to gain public trust and meet the democratic deficit in such strategies. There is also 50/50 split on the virtues of such an inclusive growth strategy, but general agreement on this being the only way to broaden participation as part of an open (research and) innovation strategy that is comprehensive enough to meet the social challenges which Europe faces.
- 70% suggest the QH offers a more coherent governance system for Smart Specialisation and 60% of the respondents are familiar with the 29 methods Online 3 selects to promote this. The majority of the respondents see this coherence as being linked to the broadly participative nature of the methods and because they are connected to the RIS3 steps those stakeholders involved in innovation policy are not



only now familiar with, but also know about. This alignment in turn making it possible for users to participate in a process of co-design that not only bridges the technological gap in research and innovation, but which also restores public trust by clearing any democratic deficit in the creation of Smart Specialisation strategies.

## Workshops

The OnlineS3 Pilot Workshop review the 29 RIS3 methods found by WP1 to support the process of entrepreneurial discovery. The specific objectives of the workshops are:

1. Raise awareness of the RIS3 methods;
2. Review the status of the methods from the “user-perspective”;
3. Capture the outcomes of this review as a summative evaluation of the methods;
4. Solicit the thoughts, views and opinions of the users on the strengths and weaknesses of the methods;
5. Reflect on the potential there is for Online S3 to develop the methods as “good examples” of entrepreneurial discovery;
6. For Online S3 to take advice from the user-group on what they consider necessary for the methods to be “fit-for-purpose”.

If we analyse the results by score, the average is 4/5 with only 35% of the methods commanding a higher score. In contrast to this, only 32% of the methods fall below the average. This suggests everyone is generally supportive of the methods.

Criticism of the methods is of: how they are designed, vis-a-vis the form they take. As one of the user-groups from government attending the Edinburgh Workshop said: “the fact they are full of technical jargon and excessively lengthy”. Notwithstanding this comment, the user groups from each of the workshops made the following observations:

- currently there are too many methods and the descriptions tend to be technically over-specified and too complex to work with;
- simplification of the methods would help a lot, as too would a much clearer statement of who they are for. This means segmenting them by user-profile, role and function;
- the profile, roles and function also require to flag up the added value to the users, either in scientific and technical terms, potential for wealth creation, investment in and commercial exploitation of innovations to meet social challenges. Without this there shall be no “buy-in”.
- would be a good idea to write the methods descriptions not from the expert’s point of view, but specify them from the perspective of the user, as this would make it easier to navigate a critical path from one to the other. This means turning the situation around by:
  - keeping the technical matters in the “back office”;
  - pushing what you want the method to communicate up into the “front-of-shop”, where it can be both seen and heard;
  - shifting attention away from the problem and to the solution;

- any such user-centric message also requires not to be so text-driven, but offer a rich “multi-media” experience, vis-a-vis better balance between the written text, visual image and symbols available to communicate the value-adding potential of the solution each of the methods offers. in this way they ought to be more radical and represent user-centric communications as social innovations;
- any wider dissemination should seek to streamline the methods so the critical nature, pivotal status of these social innovations can be seen as not only being smart in terms of the priorities they set, but how these preferences sustain the entrepreneurial discovery process. This user-centric message needs to be inclusive and consistent across each of the methods.

### **An open consultation using social media**

The social media campaign for the online S3 consultation has proven challenging. For while it has generated over 10,000 reads, this adds up to little more than an exchange of data and information on RIS3 and raising awareness of Smart Specialisation. This is because the community-building component of the consultation accounts for less than 10% of this figure.

In response future consultation shall proceed by way of LinkedIn and Twitter.

It is also considered best to concentrate future postings the following topics:

- the 3 models of Smart Specialisation;
- the agnostics of models and turn to methods;
- addressing the social challenges;
- the switch to digital platforms for data-driven information processing;
- restoring public trust;
- clearing the democratic deficit;
- Online S3 as a platform of policy advice on social (research and) innovation strategies.

These LinkedIn and Twitter postings shall be disseminated in March 2107.

## APPENDIX A: LIST OF ATTENDEES

### Greece: workshops' attendees



### Attendance

December 20, 2016					
No	Name	Organization	E-MAIL	Telephone	Signature
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**1<sup>st</sup> WORKSHOP:**  
«(ONLINE Platform for Smart Specialisation Policy Advice (ONLINE-S3))»

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**December 20, 2016**

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**1<sup>st</sup> WORKSHOP:**  
«(ONLINE Platform for Smart Specialisation Policy Advice (ONLINE-S3))»

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for Research & Innovation

**December 20, 2016**



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**1<sup>st</sup> WORKSHOP:**  
«ONLINE Platform for Smart Specialisation Policy Advice (ONLINE-S3)»




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**2<sup>nd</sup> & 3<sup>rd</sup> WORKSHOP:**  
«ONLINE Platform for Smart Specialisation Policy Advice (ONLINE-S3)»




European Commission | Horizon 2020 European Union funding for Research & Innovation

### Attendance

**January 19, 2017**

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4.	Γιοννουλίδης Νίκος Giannoulidis Nikos	Euroconsultants SA	N.Giannoulidis@euroconsultants.com.gr	6973740733	
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6.	Κακδέρη Χριστίνα Kakderi Christina	Intelspace / URENIO	christina@urenio.org	23100 28615	
7.	Κατσιαδάκης Νίκος Katsiadakis Nickos	EKETA	nicolas@certh.gr	2310 498204	
8.	Κομνηνός Νίκος Komininos Nickos	URENIO	komininos@urenio.org	23100 28615	

2<sup>nd</sup> & 3<sup>rd</sup> WORKSHOP:  
«ONLINE Platform for Smart Specialisation Policy Advice (ONLINE-S3)»

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11.	Μαντζανάκης Σταύρος Mantzanakis Stavros	Emetris SA	sm@emetris.gr	2310 471721	
12.	Μεταξάς Μιχάλης Metaxas Michalis	Innovatiasystems	metaxas@innovatiasystems.eu	2310 567442	
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16.	Πανταζή Καλλιτσα Pantazi kallitsa	RCM	K.Pantazi@pkm.gov.gr	2313319925	
17.	Σεφερτζή Έλενα Sefertzi Elena	URENIO	esef@urenio.org	23100 28615	
18.	Σπάνδος Ιωάννης Spandos Ioannis	RCM	i.spandos@rdcfm.gr	2310 403003	
19.	Στυλιάρης Κώστας Styliaras Kostas	PRAXI Network	kostas@phemonoe.eu		

2<sup>nd</sup> & 3<sup>rd</sup> WORKSHOP:  
«ONLINE Platform for Smart Specialisation Policy Advice (ONLINE-S3)»

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23.	Τσαρχόπουλος Παναγιώτης Tsarchopoulos Panagiotis	ΑΠΘ-Urenio	Pa+Sar@auth.gr		
24.	Τσώλη Λαμπρινή Tsolli Lampriini	ΠΚΜ	L.Tsolli@pkm.gov.gr	2313 319925	
25.	Χριστοφιλόπουλος Επαμεινώνδας Christofilopoulos Epameinontas	PRAXI Network	epaminondas@help-forward.gr	6947805616	
26.	Χρυσάφης Κωνσταντίνος Chrysafis Konstantinos	ΑΠΘ	hrisafis@physics.auth.gr	2310 996840	
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29.					
30.					
31.					

### Scotland: workshop's attendees

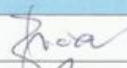




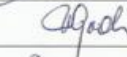
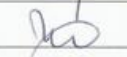
First Name	Surname	Email	What is your current role/relationship in managing EU funding or strat.	Job Title	Company
David	Hopper	hopperd@stirling.gov.uk	Working with various EU funded projects currently at various stages of	Sustainable Development Manager	Stirling Council
Derrick	Johnstone	derrick.johnstone@educe.co.uk	Extensive experience of EU funding & strategy; also in producing good	Director	Educe Ltd
Ewan	Prentice	prenticee@stirling.gov.uk	Supporting in the application process and initiation of projects which h	Sustainability Intern	Stirling Council
Gemma	Cassells	gemma.cassells@edinburgh.gov.uk	I oversee projects under the 8th City ERDF strategic intervention, also i	CT Relationship Manager	Edinburgh Council
Ingrid	Green	ingrid.green@scotnet.co.uk	All of the above	Senior EU Funding Executive	Scotland Europa
Joel	Potts	joel.potts@innovaintegra.com	I am currently a developer on the Online S3 project	Software Engineer	Innova Integra
Mark	Crouch	mark.crouch@jacobs.com	Work on a variety of low carbon and smart technology strategy consult	Senior Sustainability Consultant	Jacobs
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Kristin	Hopfe	<a href="mailto:Kristin.Hopfe@ed.ac.uk">Kristin.Hopfe@ed.ac.uk</a>	N/A	Project Manager	
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					ECCI - Edinburgh University

### Slovenia: workshop's attendees

**Metodologije in orodja za RIS3/S4**  
Delavnica v okviru projekta Online S3  
SVRK, Ljubljana, 19. januarja 2017

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Projekt Online S3 poteka v okviru programa OBZORJE 2020, ISSI-4-2015. Izvaja 12 partnerjev iz 8 držav, konzorcij vodi RTDI iz Španije. Več na: <http://www.onlines3.eu/partners>

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18				
19				
20				

eim



## APPENDIX B: ONLINE CONSULTATION POSTS

### PHASE 1: GOVERNANCE

#### 1.1 Vision sharing

- The methodologies are very nice but also very sophisticated. This raises the question over their practicability. What I appreciate is the reference to vision at first place. Vision is the key issue in every strategy. The vision of S3 should be derived from the overall vision for the whole society and that one from the Agenda 2030 of the UNO and the EU Strategy 2020, which are both based on the sustainability principle.
- Standard and useful methodology, weak point of described methodology is the lack of identification of the target groups of political actors and the integration of vertical and/or horizontal structure of political power. Inadequate identification of the key actors should lead to a future un-objectification of the vision and/or un-objectification of synthesis of knowledge achieved in cluster or consortium co-operation. This methodology is usually used for system concepts and approaches related to the income and dispensing processing of information and these concepts require minimization of unknown variables elements or relationships and processes.

#### 1.2. Stakeholder engagement

- Stakeholder engagement is the process by which the people (organisations, institutions etc.) are involved who may be affected by the decisions made or can influence the implementation of its decisions. It is not communication (one-way of information sharing), it is a two-way, interactive, purpose-driven, provides information and seeks inputs (talking and listening). It reduces conflict, enable effective decision making, share responsibility, provides better outcomes, better policy, manages issues and builds credibility and trust. The stakeholders' engagement brings different perspectives into the situation and its handling. Therefore it is "a must" with regards to S3. The Liquid feedback as the chosen method seems the good choice, open-sourced, compared to the other mentioned applications (ideascale.com; allourideas.org etc.).
- Standard and suitable communication model, in which the flow of information is held in "info-reservoirs" that draw key stakeholders information for decision making. For this model it is necessary to break down the different stages, with different decision models, because the use of this model in standard bureaucratic and political processes are diametrically opposed to the possibility of its use by visionaries. The work of visionaries is often at odds with conventional communication models,

because the information processed by visionaries can flow more efficiently and often discontinuous. The roles of different actors using this communication model can be vastly different and often contradictory. I think that this model will be sufficiently functional only when the whole process around the communication flow will be effective structured

### **1.3. Debate at the glance**

- Described methodology is sufficiently comprehensive and holistic, and may be an effective model for objectification of processes associated with brainstorming.
- Involvement of all stakeholders

### **1.4. RIS3 legal and administrative framework related to ESIF**

- There is no need to call any information supporting process methodology. This is classical information support, management tool, which is causally linked to the effective selection of key stakeholders and policy makers at national and regional level, which are focused on implementation of EU policies at national and regional level. (see point 1.1)

## **PHASE 2: ANALYSIS OF CONTEXT**

### **2.1. Regional assets mapping**

- The combination of both 2.1. Regional assets mapping and 2.2. Research infrastructure mapping looks fine. Mapping of assets, utilizing indicators and profiling in combination with covering RD infrastructure.
- The preparation of the analysis was in compliance with RIS3 Guide developed by S3 Platform in Seville, founded by the European Commission to coordinate the preparation RIS3 strategies. Quality and in-depth analysis and mapping of the current state of R & D and innovation base is, according to us, a prerequisite for the creation of a SWOT analysis of the area and setting priorities for the further development of R & D infrastructure as well as the basis for effective decision-making. The first part (Supply Side) analysis characterizes the public and private research-development and innovation base in the county. Clarifies the place of Slovak Academy of Sciences and two major universities in the region—Slovak University of Technology and Comenius University in the process of development of science, education and innovation. Not forgetting an important place of the private sector in creating of new knowledge and innovative ideas, the analysis devotes the space to the characteristics of private scientific research institutions, innovative SMEs, but also in large companies. The following section (Demand Side), focuses on the analysis of technology companies, small and medium-sized enterprises as well as multinational companies and their positions as beneficiaries of research, development and innovation. Subsequent section of the analysis further describes

the innovation infrastructure in the region—ministries and their role in promoting innovation, agencies under ministries such as bodies in charge of support research, development and innovation, technology transfer centres, clusters, networks, incubators and other innovation actors.

- When mapping the research infrastructure in various countries, there should be included also the data about overall yearly budget spent on supporting programs by each institution. This information will be very useful by comparison of investments in individual regions as well as when making judgment about the capacity of programs and their impact on the ecosystem.

## 2.2 Research infrastructure mapping

- The “Description of the method” is more or less same as the chapter “Background and rationale”. 2.3. Clusters, incubators, and innovation ecosystem mapping—same as above. Text is literature review... If the material serves as review of the state of the art, text is acceptable. If it will be implemented into the practice, usefulness of this material is questionable –methods are described very theoretically, not for application in real life projects/applications/situations. Usability and impact—for 2.2 is very general. KPI (or their suggestions) are missing at all. Required data—acceptable identified; In case of RIs mapping databases should go beyond ESFRI initiative (h2020, fp7) and includes also national projects oriented on building RI.

## PHASE 3: STRATEGY FORMULATION

### 3.1. Collaborative Vision Building

- To address the analytical part of the study it is needed to examine the needs and requirements of the entities in Bratislava region towards encouraging innovation and developing innovative structures in the region (that is, to analyze the demand for innovation support in the region). Identification of needs and requirements of operators was carried out through an online questionnaire, which was sent by e-mail to each institution. 3 versions of questionnaires were prepared divided into four parts. Questionnaire for universities and other research and development institutions contained the following parts: 1) The nature of the institution (i.e. number of peer-reviewed outputs, participation in the Sixth and Seventh Framework Programme, the number of PhD students and others), 2) Services (Technology Transfer Centre, Centre of excellence, the possibility of transmitting the results of scientific activities into practice), 3) Building innovative infrastructure, 4) Other issues. The questionnaire designed for companies included the following: 1) the nature of the institution, 2) Identification of needs of (in the use of tools of innovation infrastructure), 3) Building infrastructure to support innovation, 4) Additional questions. Survey designed for mediators consisted of the following areas: 1) the nature of the institution, 2) Services, 3) Building innovation infrastructure, 4) Additional questions. The questionnaire for companies investigated the demand for

tools and services in support of innovation, the other two questionnaires examined the offer of subjects and their potential to meet the demand of companies for these instruments.

## PHASE 5: POLICY MIX

### 5.1. RIS3 intervention logic

- Based on the analysis of the current state of the region, completed questionnaires and prepared the SWOT analysis the main goal was defined, which was at a lower level broken down into 7 specific objectives that specify in detail the areas that would be in development focus. It included also a proposal for institutional and infrastructure support, consisting of proposed measures, activities and tools. The measures are specifically limited group of activities to be individually managed and their effectiveness will be monitored with respect to measurable indicators. These are activities with similar contents and the implementation in a similar manner. Activities include individual actions based on specific targets with certain specific content, terms, and implementers. Activities can be implemented by some public authorities on central, respectively regional level, regional government, national, or regional institutions through specifically targeted projects or instruments with a permanent, or temporary duration of activities. Tools are proven ways of implementing the support for drawing on good practice either in Slovakia or abroad aimed at specific support of innovation within its own life cycle, with the pursuit of sustainability (if in this specific case may be). In order to promote effective implementation of RIS BSK the Council for the implementation of innovative strategy of Bratislava Region was established, which consists, in addition to Bratislava Regional Authority, of representatives of national institutions, research organizations (Academy of Sciences, universities and other research organizations), the city of Bratislava, representatives of important industrial enterprises, business chamber and the like. The Council acts as the steering committee of the RIS BSK. It should meet two times a year and serve as methodological and professional resource for implementation of RIS. However, we must admit that the original setting of the Council was due to capacity and technical capabilities over-ambitious. At present the plan to organize the meeting of the Council once per year was adopted including transformation of the Council to serve as a consultative body and communication platform for informing its members on the various activities in the field of research and innovation. Useful part of the design of the strategy is a matrix of relationships between activities proposed RIS and the EU programmes in the period 2014–2020, which presents possible synergies and support for actions and measures proposed by RIS BSK in the period 2014–2020, based on the state presented in the preparatory documents available on the date of drafting the study.

## APPENDIX C: DETAILED RESPONSES

PHASES	DESCRIPTION	METHOD	GREECE	SCOTLAND	SLOVAKIA	SLOVENIA
<b>1. Governance</b>	The term “governance” refers both to government and stakeholder engagement. Governance implies also a quadruple helix approach as key process of innovation production. This step should be placed at the start of RIS3, setting the framework of the entire process.	1.1. RIS3 vision sharing	Very useful but it has description and operation difficulties.	Requires case study examples to clarify the method		
		1.2. Stakeholder engagement	Very useful both the methodology and the instrument (opinion of experts is required)	Sections 1.1 and 1.2 could be merged. People not necessarily running these methods in the correct steps/logical orders		
		1.3. RIS3 debate at a glance	Very useful methodology but it has description and operation difficulties			
		1.4. RIS3 legal and administrative framework related to ESIF				Concern about translation and linguistic issues
<b>2. Analysis of context</b>	“Analysis” is an established and standard term of background information necessary for any strategic planning process. “Context” in particular refers of regional / national specific conditions and	2.1. Regional asset mapping			When mapping the research infrastructure in various countries, there should be included also the data about overall yearly budget spent on supporting programs by each institution.	

	existing institutional setting to be taken into account.	2.2. Research infrastructure mapping			Research infrastructure mapping looks fine. Mapping of assets, utilizing indicators and profiling in combination with covering RD infrastructure	
		2.3. Clusters, incubators and innovation ecosystem mapping		Is this method useful if we are already undertaking cluster analysis	If the material serves as review of the state of the art, text is acceptable. If it will be implemented into the practice, usefulness of this material is questionable – methods are described very theoretically, not for application in real life projects/applications/situations	
		2.4. Benchmarking	Very useful. Connection with Regional Assets Mapping			
		2.5. Science and technology profile and performance				
		2.6. Specialisation analysis / index				
		2.7. SWOT analysis				
<b>3. Strategy formulation – shared vision</b>		3.1. Collaborative vision building		Try to come at these things from point of view of potential user, and ask who else in all these other strategies has done this and done this well, and why did they feel that visioning stage really made a difference (with contacts)		

				but not sure if this visioning process had brought that out	
		3.2. Scenario building			should offer more complex simulations
		3.3. Delphi – Foresight		is there a particular application of DELPHI relevant here, when thinking about emergent technologies, where you want to feel confident that what your prioritising are technologies that stand a very good chance of commercialisation in realistic time-frames	
		3.4. Stakeholder choice over alternative futures		I am concerned about the bridge between vision building and action planning, and that is setting our priorities, and what is in next section is very technocratic, but actually priorities are fundamental if looking for ownership behind a strategy. I felt a weakness. Governance set needs to say much more about co-design approach. The guide does not say enough about leadership throughout the process.	
<b>4. Priority setting</b>	Definition of activity focus and priorities of smart specialisation.	4.1. EDP workshops			
		4.2. Extroversion analysis			

		4.3. Related variety analysis	Useful but complex in its application			
<b>5. Policy mix – action plan implementation</b>	"Policy mix and action plan implementation" denote the sequence of actions for implementing the strategy. "Action plan" stresses the need for a structured project-driven approach to RIS3 implementation.	5.1. RIS3 intervention logic				
		5.2. RIS3 action plan co-design		I thought method was quite clear, but again communicating in different ways, tables, flow charts maybe, pull out examples. Co-design vocab, perhaps worth having a kind of glossary, as subtle differences between some terms, e.g. service design.		Needs to be much simpler.
		5.3. RIS3 budgeting		Can someone please figure out to make this easy, this is the most important thing. Horizon scanning for EU funding opportunities is very hard. Make it really easy to find calls and see if anyone else is interested. Same people and same faces in the network getting funding because of the network		
		5.4. RIS3 administrative framework conditions				Concern about the interpretation of the EC agenda
		5.5. RIS3 calls consultation				this is the most complex method
		5.6. RIS3 innovation maps		Good ideas. This one is quite clear, and visualisation helpful.		Would like this to be more comprehensive
		5.7. RIS3 open data tool				Shows great promise
		<b>6. Monitoring and evaluation</b>	"Monitoring and evaluation" instead of	6.1. RIS3 monitoring		



<p>evaluation refers to data collection process, the need of organising aa repository of data monitoring as key process of smartness.</p>	<p>6.2. Definition of RIS3 output and result indicators</p>				
	<p>6.3. Balanced scorecard</p>		<p>Benchmarking is a simplistic tool for comparing regions. We need tools which are visually pleasing</p>		
	<p>6.4. RIS3 beneficiaries and end users' satisfaction online survey</p>				
	<p>6.5. RIS3 social media analysis</p>				
	<p>6.6. RIS3 quality scorecard</p>	<p>It is a structural component of RIS3 surveillance system. It also constitutes the connective link between the targets and their surveillance.</p>			