



Rethinking 'Entrepreneurial Discovery Processes' in times of physical distancing

SMARTER 2020 Conference: 1st Webinar - Place-based responses to the COVID-19 economic crisis | 17 September 2020

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Topics of the presentation

- Context
- Reconceptualising EDP
- Challenges of participatory governance in “normal circumstances” and in times of Covid-19 pandemic
- Online events: Covid-19 and the use of synchronous communication tools
- BioEconomy in Alentejo: prototype of an online EDP event
- Lessons Learned and Opportunities to improve

Lagging Regions project

- Carried out as part of the JRC RIS3 in Lagging Regions project:
<https://s3platform.jrc.ec.europa.eu/ris3-in-lagging-regions>



Low growth regions

- [Greece](#) – Central Macedonia, Western Greece, [Eastern Macedonia and Thrace*](#)
- [Italy](#) – Puglia, Campania
- [Portugal](#) - Algarve, Alentejo, Centro, Norte
- [Spain](#) – Extremadura

Less developed regions

- [Bulgaria](#) - national level, Severen Tsentralen
- [Hungary](#) - national level, Észak-Alföld*
- [Poland](#) - Kujawsko-Pomorskie, Lubuskie, Podlaskie, Warminsko Mazurskie*
- [Romania](#) - Nord-Est, Sud-Est, Sud - Muntenia, Sud-Vest Oltenia, Vest, Nord-Vest, Centru, and București - Ilfov
- [Croatia](#) - national level

S3 and EDP

- Policy makers used to concentrate on regional innovation plans for improving general R&D infrastructures and innovation activities, and on monitoring and control of public support expenditures related to general R&D and Innovation, according to the plan.
- In many cases S3 is taken as an extension of innovation “planning & control” but with priority-domain focus
- However, specialisation of activities in priority domains is essentially a decentralised “self-discovery” process driven by local entrepreneurs (not driven by local government, and not driven by local universities) that requires fundamental changes in governance
- In addition, public support to EDP now requires adaptation to the new conditions where it is more difficult (if not impossible) to have in-person gatherings

S3 as a policy-oriented process

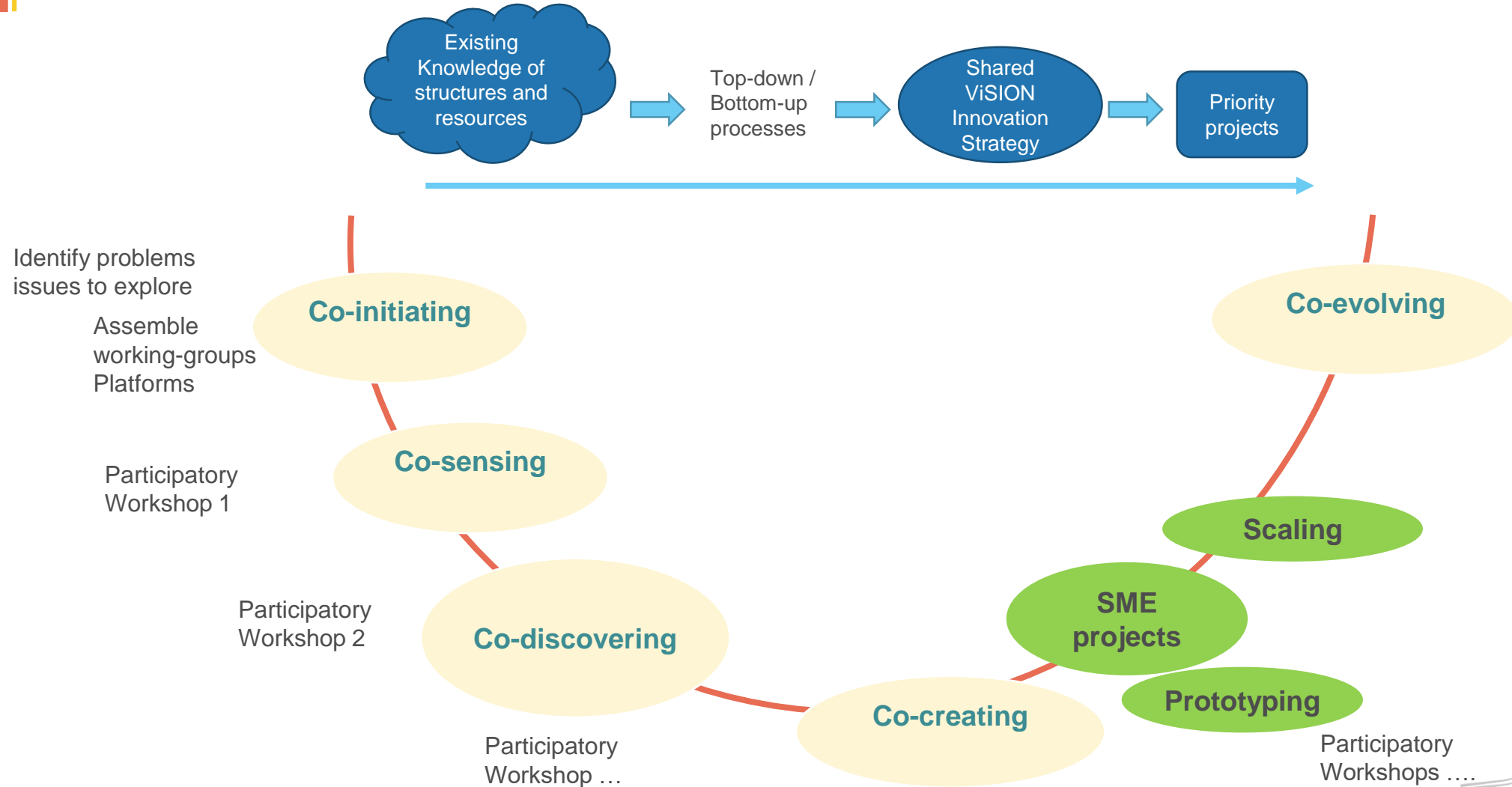
Foray, Eichler and Keller (2020)

1. Identifying thematic priority areas
2. Translating these priority areas into a roadmap of projects
3. Implementing the roadmap with an action plan

Laranja (2020)

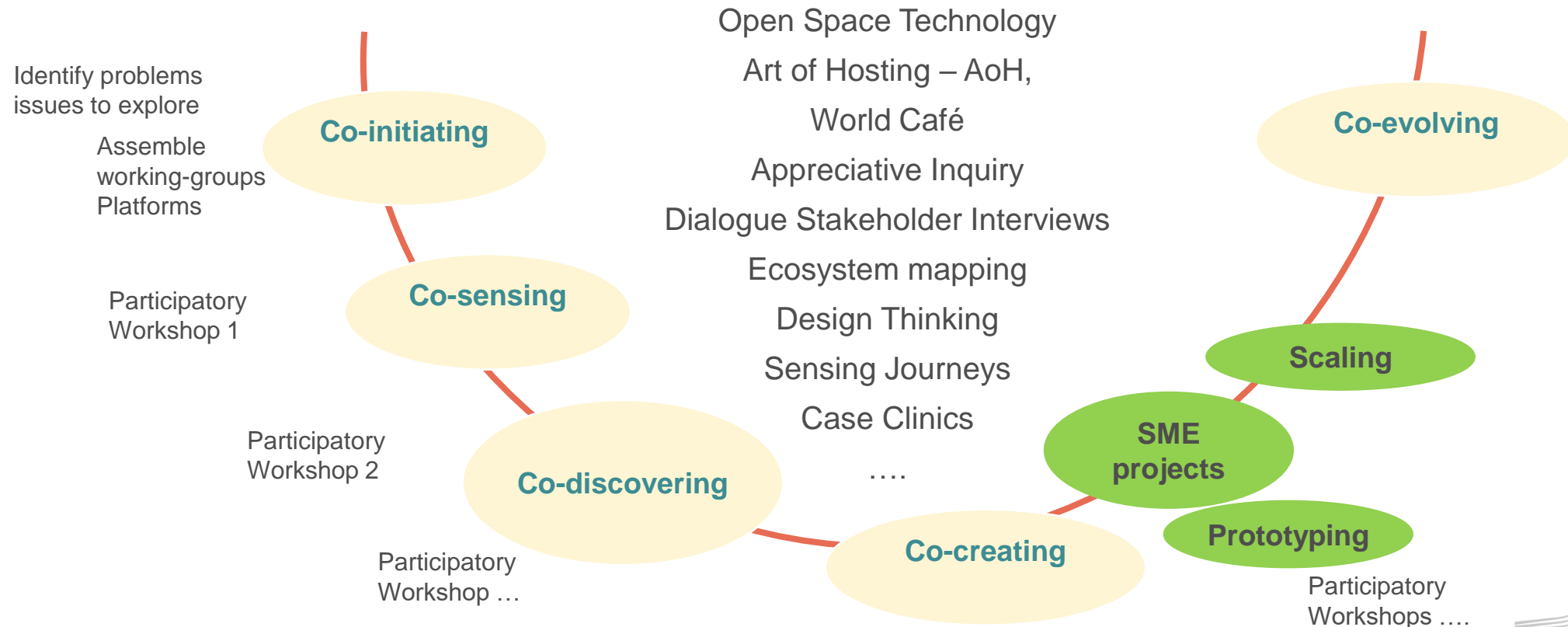
1. Co-initiating
2. Co-sensing
3. Co-discovering
4. Co-creating
5. Co-evolving

Participatory Governance of EDP



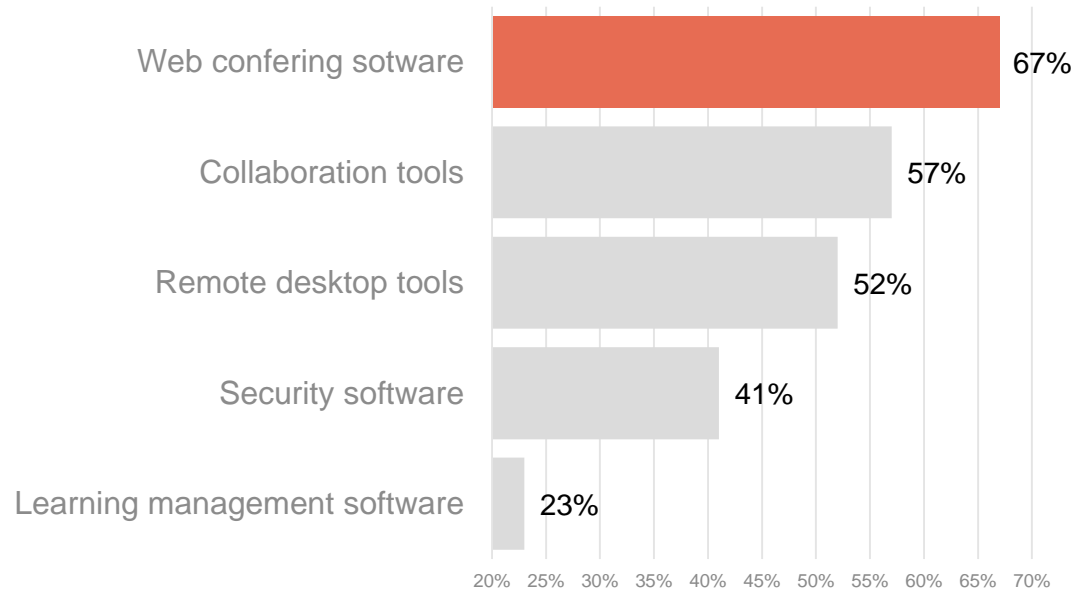
Participatory Governance - facilitation tools

These tools help to see and sense the innovation ecosystem. They can also be used on online events



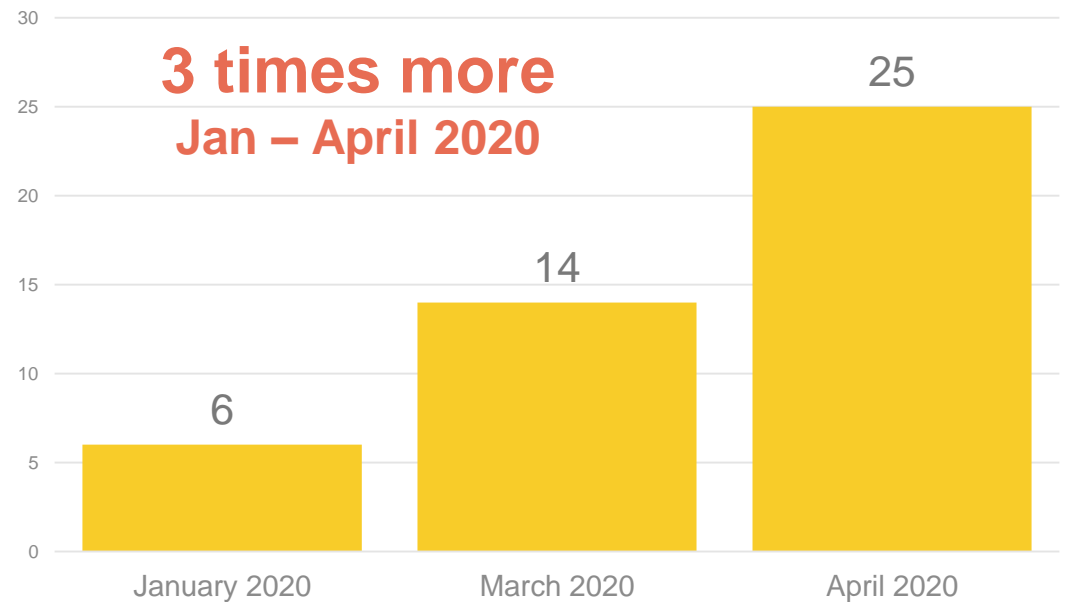
COVID-19 and the rise of on-line events

Business software spending increases amid COVID-19 worldwide, April 2020



Source: Statista (2020).

Reported meetings minutes of Cisco Webex worldwide, Jan-April 2020 (billions)



Pros and Cons of on-line events

	PROS	CONS
Online events	<ul style="list-style-type: none">• Cost savings (time and money)• More flexible scheduling• From anywhere in the world	<ul style="list-style-type: none">• Highly dependent of internet and IT equipment quality• Loss of interpersonal relationship
In-person events	<ul style="list-style-type: none">• Gains in interpersonal communication• Higher concentration and participation	<ul style="list-style-type: none">• Cost (money and time) to travel to the meeting place• Cost with event organization

Two sessions. One Workshop

Session 1 – 24th june

(10:00) Opening session

Roberto Grilo (CCDR-Alentejo);
John Edwards (Joint Research Centre, European Commission)

(10:10) Opening note

Good governance of RIS3. How to support Entrepreneurial Discovery.
(Manuel Laranja – ISEG, Lisbon School of Economics & Management,
Universidade de Lisboa)

(10:30) Participatory debate part I

Introduction to the Sustainable Bioeconomy in Alentejo
(Joaquim Fialho - CCDR-Alentejo - e António Oliveira das Neves – Gabinete
Oliveira das Neves)

(10:40) Participatory debate part II

World Café in virtual rooms

(12:30) End Session

Patricia da Costa Félix Bermejo (FUNDECYT-PCTEX);
Roberto Grilo (CCDR-Alentejo)

(13h00) End

Session 2 - 30th june

(10:00) Opening session

Roberto Grilo (CCDR-Alentejo)

(10:10) Presentation of work in the previous session

(11:30) Closing session

Summary of the two sessions
Presentation “Incubadora de Alta Tecnologia” - Carlos Cabo (FUNDECYT-
PCTEX)
Closing note and next steps CCDR Alentejo

(12:00) End

Participatory exercise / Interactions

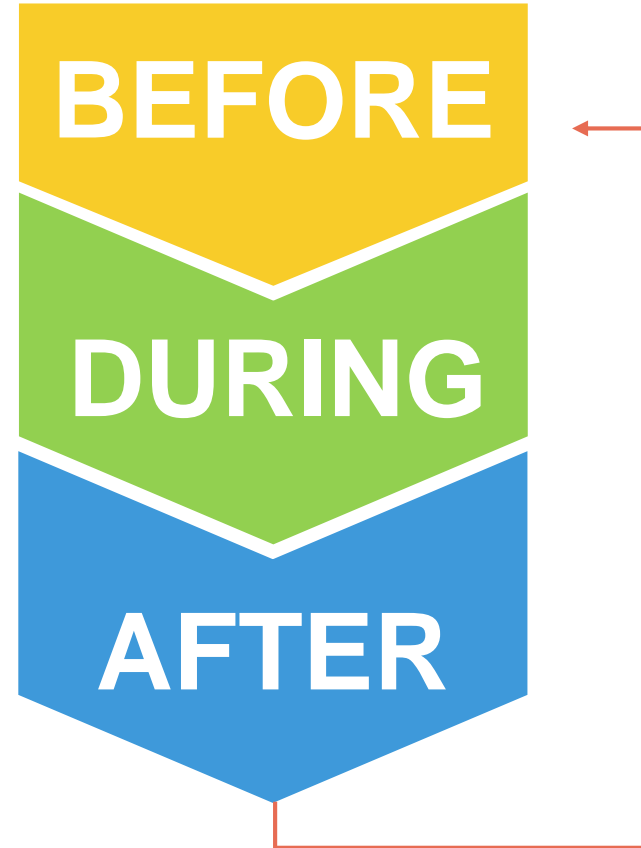
Word Café questions

1. Please identify market needs that could be met by development of BioEconomy in Alentejo
2. Characterise the identified needs
 - What is the problem?
 - What are the causes of that problem?
 - Who feels the problem?
3. Propose ideas, initiatives or projects that may lead to the discovery of innovative solutions to the problem-needs identified?
4. What would you like to know about technologies for the use of BioEconomy to implement the proposed ideas and projects?
5. Which partners would be more adequate to implement the ideas and proposed projects

List of the main problems and issues discussed

1. Need to organize the Bioeconomy domain
2. Regional weaknesses in qualified human resources and articulating supply and demand of vocational and higher education
3. Economic valorisation of local waste and sub-products of the local food and forestry industries and across industries
4. Bureaucracy and legal issues for enterprises
5. Better coordination and articulation of all relevant actors along the value chain
6. Weaknesses in local technology and R&D infrastructure and in mapping acknowledging already existent knowledge

Three important moments



- Planning and coordination
- Continuous dialogue

Before the event

- The type of event depends on to the stage of the S3 policy process: exploiting general domains, roadmapping, project idea, project development ...
- Preparing the list of participants to invite and the “calling question”.
- Choice of platform, in particular how it facilitates setting up group discussion (break out rooms)
- How to share documentation
- Design of the agenda, shorter events. Break the workshop in two or more sessions
- Design a playbook for the overall event (before, during, after)
- Provide a small guide to participants with topics/questions to debate (world café round questions)

During the event

- Good moderators for the whole event (a Host and a Co-host) and rapporteurs for the breakout sessions.
- Explain the whole structure of the event i.e. how different sessions are organised and how the virtual room sessions will work.
- Use the list of participants to confirm or set-up the group discussions (it is possible to distribute participants randomly by virtual rooms)
- Run a short on-line questionnaire to get participants feedback on the event and suggestions on how to improve

After the event

- Important to send messages acknowledging all participants and their contributions
- Send a summary with the main findings of the event (or post it on the event website)
- Keep the dialogue going. Invite participants to continue to share their contributions on alternative online channels
- Start thinking in the next events (continuous dialogue/process)

Evaluation / Feedback

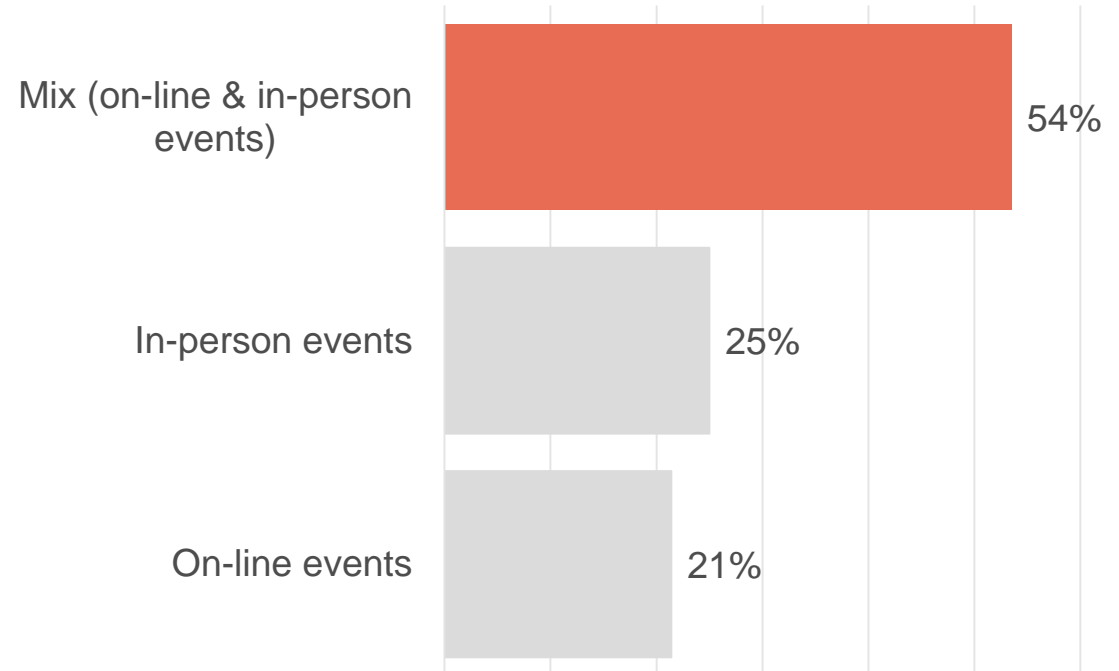
Level of satisfaction

4.2 / 5

Nr. Participants:

47

Preferences for future EDP workshops



Opportunities to improve public support to EDP

- Use online channels to support participatory governance of EDP
- Create online Communities of Practice associated to each domain
 - Combine online with in-person events. The latter with smaller number of people and with all the adequate safety measures.
 - Use parallel channels (synchronous and asynchronous) simultaneously e.g. text chat, blogs, wikis.
 - And remember ... EDP events are mechanisms of support to EDP i.e. they are not the EDP process itself that actors, mainly private sector actors with entrepreneurial knowledge, perform by themselves and/or in collaboration with each other.

Thank you

Please ask questions in the chat



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The views expressed are purely those of the authors and may not in any circumstances be regarded as stating an official position of the European Commission

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Slide 12 (Three important moments): images concerned [online_meeting_(c)_vectorsnation_337232870] source: stock.adobe.com.